



Board Report

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SPECIAL BOARD MEETING JANUARY 14, 2026

SUBJECT: MOBILITY CONCEPT PLAN IMPLEMENTATION UPDATE REPORT

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVING AND FILING the Mobility Concept Plan (MCP) Implementation Progress Report.

ISSUE

This is a progress report regarding planning efforts in anticipation of the 2028 Olympic and Paralympic Games (“the Games”), The report highlights the Games Enhanced Transit Service (GETS) planning developments, while also providing an update on the progress of various other workstreams including safety & security, as well as Metro’s funding and legislative advocacy efforts for the 2028 Games.

BACKGROUND

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

DISCUSSION

Games Enhanced Transit Service (GETS)

Metro currently carries almost one million boardings per day. The Games are anticipated to add an additional 1.2 million boardings per day. The capacity of the existing regional transit network cannot accommodate the ridership demand of the Games. Therefore, Metro will be establishing a GETS,

which will provide Games specific transportation for spectators and the workforce.

Service Planning Continues with Southern California Regional Operators

The 2028 Games will be a “transit-first” event, placing Metro at the forefront of spectator and workforce mobility, in concert with Southern California transit operators. Each venue will be served by the GETS to connect with or supplement the region’s existing public transit network. The GETS network includes services connecting general spectators and the workforce to off-site parking and mobility hubs in place of parking that will not be available at each venue. A GETS service plan has been developed and continues to be refined as more information becomes available on the operation of each event venue and the Games Route Network (GRN). Work also continues on securing the necessary extra bus fleet with which to operate the GETS, as well as plans for the staffing of and other work stream efforts in support of successfully delivering GETS services.

Fleet Needs Revised

Metro currently operates a fleet of 2,100 buses. The original estimate for the bus fleet requirement for GETS service for all Olympic and Paralympic events was 2700 buses. Based on continued refinement of the operating plan based on the latest event venues, schedules, and spectator/workforce numbers from LA28, the GETS estimate has changed from 2,700 buses to 1,747 buses (including spares/contingency) to provide enough capacity to meet the ridership demands given the parking restrictions resulting from the security perimeters around each venue. The reasons the GETS fleet number reduced significantly are chiefly due to finalized planning efforts over the past few months:

- Replacement venues better served by existing transit so less reliant on GETS
- Venue event scheduling efficiencies reducing daily GETS peak ridership
- With more certainty about venue event schedules now, opportunities exist to move GETS buses between venues on different days, reducing the overall peak fleet
- Revised lower attendance numbers at some venues reducing GETS ridership

Of the required 1,747 additional buses, over half have been secured.

Safety & Security:

Metro is committed to delivering a world-class transportation network for all - reflective of the global and inclusive values of the Olympic and Paralympic movements.

The Games will be a large-scale, complex undertaking that requires a comprehensive and robust safety and security strategy. The ultimate priority for Metro will be the safety and security of all riders, customers, workforce, and our community. Transportation will be a critical element of the overall safety and security plan for the Games.

Safety and Security planning for the Games started years ago, consisting of members of LA28, City of Los Angeles, California Office of Emergency Services, Los Angeles Police Department, Los Angeles County Sheriff’s Department, Los Angeles Fire Department and local venue city law enforcement and emergency personnel among others. The 2028 Olympic and Paralympic Games

has been designated a National Special Security Event (NSSE) and as such, the United States Secret Service (USSS) has taken lead responsibility for planning and implementing operational security, with support from other federal, state and local agencies, including Metro.

Over the past year, Metro Department of Public Safety (DPS) staff has participated in various NSSE subcommittees hosted by the USSS to support the development of an overall operational security plan.

Metro will play a crucial role in planning transportation safety and security in a holistic and integrated manner for the Games. The key will be delivering safety and security measures that provide effective transport while maintaining a high-quality customer experience. Ongoing coordination continues with LA28 and GME partners on the following:

- Defining secured perimeters for each venue, especially near Metro stations
- Identifying spectator access points and ideal locations for GETS drop off that offer sufficient queuing space between a venue and the closest transit station
- Adding safety and security measures to GETS park and ride locations, GETS routes, GETS drop off and pick up locations at Games venues, and identifying GETS proximity to secure perimeter
- Identifying potential street closures for safety reasons to accommodate large crowds between transit stations and venues, and street closures in proximity to GETS routes and staging locations

Federal and State Advocacy Update

Metro continues to advocate for funding for the 2028 Olympic and Paralympic Games. Over the last quarter, Metro continued to meet with Congressional Appropriations staff to advocate for funding in the FY26 Senate Transportation & Housing Bill. As a reminder, the Senate T-HUD Appropriations Committee identified \$68M to support transportation operations for the Games over the summer. Metro will continue to advocate for that funding by the time the FY26 Government Funding Bill is due on January 30th.

The next few months will be critical as we learn the result of the FY26 Federal Government Funding process by January 30th.

With respect to state advocacy on the 2028 Olympic and Paralympic Games, Metro has reached out to both Senator Allen and Assemblymember McKinnor following their September 17 visit to Metro's Special Board Meeting to discuss the Games. We look forward to working with our partners in the Legislature to advance funding opportunities for Games-related projects and programs. We understand the important role the State will play in supporting transportation in LA County during the Games and look forward to continued coordination with Sacramento on this issue.

Reconnecting Communities and Neighborhoods Grant

Metro advanced the RCN program significantly throughout 2025, supporting multimodal corridor improvements directly aligned with Games Readiness efforts for 2028.

Design and Project Milestones

The Planning team successfully completed the 30% Final Design a month ahead of the original December 2025 timeline. This required extensive coordination with various cities, including COLA (the COLA leads stakeholders list was prepared in coordination with the Mayor's office), jurisdictions, and internal departments. The final 30% design incorporated project refinements based on robust city and stakeholder input, culminating from 42 project meetings and 14 formal comment resolution meetings. Refer to Attachment C, RCN Status Update, for more details.

LA28 and GME Coordination

Since the last Special Quarterly Meeting, a term sheet between Metro and LA28 was agreed to and serves as a foundation for an upcoming Memorandum of Understanding (MOU) currently under negotiation. The MOU will be presented to the Board for final approval.

The GME core agencies continue to meet monthly in a Program Management (PM) setting to ensure the Workstreams are delivering on their goals and deliverables and staying on track to meet the needs of the Games. The PMs also ensure inter-workstream coordination to avoid duplication of efforts. As new key areas arise - modeling and mapping - key subject matter experts are activated but new workstreams are being limited. The GME workstreams have been including venue cities and other transit agency representatives for quite a while and now other government partners, like those within the Games Energy Council, are also being included where necessary.

GME Workstream Updates

Attachment A provides a summary of recent updates from GME workstreams, including those that are led by other agencies.

At the September 2025 Special Quarterly meeting, the Board requested an implementation timeline for Metro-led accessibility projects. This is provided in Attachment B (Metro Accessibility Projects Timeline).

EQUITY PLATFORM

Equity is central to Metro's Mobility Concept Plan and guides every aspect of preparation for the 2028 Olympic and Paralympic Games. As outlined in the MCP, while the focus is to ensure reliable service for everyone, the 2028 Games also provide a unique opportunity to accelerate long-term improvements that advance regional mobility, support transit dependent communities, and strengthen multimodal access across Los Angeles County. Core workstreams including Games Enhanced Transit Service (GETS), Safety and Security - which are critical for the Games, while the First and Last Mile improvements, Mobility Hubs, and regional corridor enhancements are being designed not simply to move spectators for a single global event, but to build a more connected, reliable, and resilient transportation system for the decades ahead. By expanding high quality transit service, improving access to key destinations, and coordinating transportation operations across agencies and jurisdictions, Metro is intentionally structuring Games readiness efforts to benefit everyone, including low-income riders, essential workers, youth, seniors, and communities historically excluded

from major event investments. In addition, aligning the Metro Bias-Free and Data Analytics policies with safety strategies and security planning efforts will ensure that equity is incorporated for patrons and staff.

These legacy focused strategies reinforce Metro's broader mission to expand equitable access to opportunity and improve quality of life for all Angelenos. Enhanced service connections, integrated mobility options, and coordinated safety measures will make it easier and safer for riders to travel between neighborhoods, job centers, resource areas, and major venues during the Games and far beyond. In alignment with Metro's universal and inclusive design principles, prioritized accessibility upgrades at high impact stations further support a seamless customer experience for people with disabilities, older adults, and Limited English Proficiency customers. Together, these efforts advance Metro's goals to reduce reliance on single occupancy vehicles, increase transit ridership, and promote walkable, multimodal communities. By embedding equity into every phase of Games planning, Metro is ensuring that the transportation legacy of 2028 delivers lasting, inclusive benefits across the entire region.

VEHICLE MILES TRAVELED OUTCOME

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

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. Implementing the GETS will reduce the vehicle miles traveled during Games time by providing alternatives to driving and parking directly at venues. In addition, the implementation of first/last mile improvements, bus priority corridors, mobility hubs, and related projects that comprise the Mobility Concept Plan will make it faster, easier, and more enjoyable to use modes other than personal vehicles.

*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 development work necessary to advance the 2028 Games Mobility Concept Plan projects that Metro is currently leading, including the initiation of the Final Design phase for the Metro-led capital projects. Staff will continue to seek potential federal, state, and local 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 Service and Games Route Network.

Staff will also continue to coordinate with LA28 on the finalization of a memorandum of understanding, as well as regular engagement with other agencies throughout the region, in addition to the GME in order to ensure alignment on projects and operating plans, identify funding opportunities, and avoid duplication of work.

ATTACHMENTS

Attachment A - GME Workstream Update Fact Sheets

Attachment B - Metro Accessibility Projects Timeline

Attachment C - RCN Status Update

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SUBCOMMITTEE UPDATES

DECEMBER 2025

GAMES ENHANCED TRANSIT SERVICE (GETS)



KEY ACCOMPLISHMENTS

PROGRESS:

- Completed update of GETS plan for new venues and new spectator and workforce numbers and event schedules for all venues.
- Released revised GETS fleet estimate (1747 incl. 25% contingency), costing.
- GETS fleet (borrowed/donated) assembled at 12/1/25 is 834 + 95 Metro buses.

UPCOMING:

- Review new event schedule & spectator/workforce numbers from LA28 (Nov 25)
- Continued sourcing of GETS fleet across the country
- Continued sourcing of real estate to accommodate GETS fleet
- Developing RFP for sourcing charter providers for GETS program
- Updating GETS plan in coordination with GRN and USSS blast zone analysis.

FUNDING UPDATES

ACTIVITY	AGENCY	DATE
Included in FY26 Federal Request	USDOT	

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
Updated GETS venue profiles	Dec 2025	●
Updated GETS fleet number	Dec 2025	●

Risks and opportunities

RISKS: Funding.

OPPORTUNITIES:

STATUS MARKERS:



Complete



On Track



At Risk



Not Started



Off Track

MOBILITY HUBS



KEY ACCOMPLISHMENTS

PROGRESS:

- Completed 30% design for RCN-funded mobility hubs
- Phase II MCP hubs (Norwalk, Harbor Gateway, Memorial Park) are at 15% design
- Engagement with City of LA on Integrated Mobility Hubs project
- Development of 2026 work plan in progress

UPCOMING:

- Finalize 2026 work plan

FUNDING UPDATES

ACTIVITY	AGENCY	DATE
No new updates		

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
30% Design for RCN Hubs	Dec 2025	●

Risks and opportunities

RISKS:

- Funding uncertainty for permanent mobility hubs
- Funding uncertainty for temporary mobility hubs
- Need for certainty about park and ride locations to enable more detailed planning for temporary hubs

OPPORTUNITIES:

STATUS MARKERS:



Complete



On Track



At Risk



Not Started



Off Track

GAMES ROUTE NETWORK (GRN)



KEY ACCOMPLISHMENTS

PROGRESS:

- Continuing to clarify that Caltrans has a coordination role for GRN and any improvements made on local streets are the responsibility of the venue city and/or any local jurisdictional partners to plan, design, fund and implement
- This month: wrapping up GRN Deep Dive meetings with venue cities for this calendar year
- Requested from local partners updated list of project requests for revised Federal Request (need by end of calendar year)
- Requested information and surveys from local partners using experimental signage for evaluation reporting to FHWA
- Requested from LA28 attendee volumes by venue

UPCOMING:

- Next Subcommittee meeting: January 28th (no December meeting)
- Resuming GRN Deep Dives in January

+ INTEGRATED TRANSPORTATION MANAGEMENT (ITM) WORKSTREAM

- Requested from local partners updated list of ITM project funding requests for revised Federal Request (need by end of calendar year, but sooner the better)

FUNDING UPDATES

ACTIVITY	AGENCY	DATE
Federal Request for funding submitted to Metro for FFY26 – status unknown	USDOT	
Continue to seek State funding to complete ITM improvements	Caltrans	

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
FHWA approval for MUTCD Request to Experiment	8/14/2025	●
GRN Project Initiation Document (PID)	8/15/2025	●
CA MUTCD Supplement approval	In progress	●
GRN Project Approval & Environmental Documentation phase (PA&ED)	01/16/2026	●
Receive all necessary SHS-related requests from local partners	03/2026	●

Risks and opportunities

RISKS: cost impacts due to changes to GRN, lack of secured funding

OPPORTUNITIES: working closely with SCAG for a successful Games TDM Plan

STATUS MARKERS:



Complete



On Track



At Risk



Not Started



Off Track

LIGHT RAIL SPEED / STATION UPGRADES



KEY ACCOMPLISHMENTS
<div>PROGRESS:</div> <ul style="list-style-type: none">15% Design CompletedEnvironmental document completed <div>UPCOMING:</div> <ul style="list-style-type: none">Initiation of NEPA processValue Engineering/Confirmation of scope 95% completeMetro Board to adopt funding plan in January

WORKSTREAM DEADLINES/DELIVERABLES		
DELIVERABLE	DATE	STATUS
15% Design Packages	Dec 2025	<div></div>
CEQA Documents	Dec 2025	<div></div>
NEPA Documents	April 2026	<div></div>

FUNDING UPDATES		
ACTIVITY	AGENCY	DATE
Federal Request for FFY26	USDOT	
TIFIA letter of interest	USDOT	

Risks and opportunities
<div>RISKS: Delivery by 2028 is not feasible if funding for Design and Implementation is not secured by January 2025.</div> <div>OPPORTUNITIES: Metro Board review of priorities in January 2026 could result in additional funding to complete Design phase</div>

FIRST/LAST MILE & OPEN STREETS



KEY ACCOMPLISHMENTS

- PROGRESS:**
- Regional Coordination and Engagement** – Convened GME Regional First/Last Mile (FLM) and Open Streets Subcommittee meeting on October 28, bringing together venue cities, LADOT, and Metro to share planning updates and identify cross-jurisdictional opportunities. Each city provided a brief presentation outlining venue approach strategies, challenges, and early coordination efforts.
 - Planning Principles Framework Developed** – Created the Regional First/Last Mile to Venues Planning Principles Checklist, providing a consistent framework to guide venue access, ADA compliance, multimodal integration, and event coordination. The checklist serves as a living document to be updated before each subregional meeting.
 - Open and Slow Streets**– Metro Board approved funding for 29 Open and Slow Street events
- UPCOMING:**
- Interactive Planning Sessions** – GME Subcommittee to meet on December 9. Meeting will demonstrate next step exercise for Planning Principles Framework by focusing on conditions/needs for specific corridors.
- UPCOMING:

FUNDING UPDATES

ACTIVITY	AGENCY	DATE
Open & Slow Streets Cycles 6 and 7 – \$10 million available for events supporting the 2026 FIFA World Cup and 2028 Olympic & Paralympic Games, with a focus on equity, arts, culture, and active transportation. Funding decisions are anticipated in December 2025–January 2026.	Metro/Local Jurisdictions	Dec/Jan 2025
MAT Program Cycle 2 Funding Decision – 16 projects funded. 8 have MCP/Games nexus Metro - File #: 2025-0429	Local Jurisdictions	Sep 2025

STATUS MARKERS:

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
Cycle 6 and 7 Open and Slow Streets awards made	Oct 2025	
Circulate Draft Planning Principles Checklist & Discussion Questions Host Interactive Discussion on Checklist (Route Planning + Accessibility + Programming)	No/Dec 2025	
Develop “Kit of Parts” with Metro to streamline design standards for temporary and legacy installations (e.g., barriers, shade, signage).	Ongoing 2025-2026	

Risks and opportunities

- RISKS:**
- Uneven capacity among jurisdictions to deliver Open Streets activations or meet ADA and legacy requirements.
 - Potential funding gaps for temporary infrastructure and event programming
- OPPORTUNITIES:**
- Identify 2–3 pilot corridors for activation during the 2026 FIFA World Cup.
 - Coordinate with LADOT, venue cities, and Metro Communications to develop a unified outreach and branding campaign promoting active travel to venues

Complete

On Track

At Risk

Not Started

Off Track

REGIONAL RAIL



KEY ACCOMPLISHMENTS

- PROGRESS:
- Partners decided to pursue connections to Trestles surfing venue via shuttle service from San Clemente North Beach station rather than temporary platform at Trestles Beach due to security and operational concerns
 - Metrolink continues to refine capital and operating cost estimates for Games-related service expansion, including development of multiple service scenarios tied to more limited funding availability
 - Subcommittee meeting in December focused on options to create an integrated map and wayfinding system for Southern California rail services, including Metro, Metrolink, LOSSAN/Amtrak and NCTD
 - Metrolink had initial discussions with UPRR regarding service expansion on UP-owned ROW during Games
 - Completed special service for Dodgers World Series parade and documented best practices/lessons learned
- UPCOMING:
- Next subcommittee meeting planned for late January 2026
 - Ongoing discussions about how best to serve Fairplex venue via rail
 - Discuss potential improvements/integration of local/regional/intercity rail mapping and wayfinding
 - Discussion of fare integration with Metro and other operators, including timing of Open Loop projects

FUNDING UPDATES

ACTIVITY	AGENCY	DATE
<ul style="list-style-type: none">• FY 2026 Senate Transportation, Housing, and Urban Development (THUD) appropriations bill would allocate \$68 million to surface, commuter and public transportation systems to support mobility needs for the 2028 Games.• One Big Beautiful Bill Act includes \$1 billion for Olympics security and planning.	Multiple	
<ul style="list-style-type: none">• Metro proposed to use \$4 million in MSRC funding for expanded Metrolink service in LA County during Games; RCTC will use up to \$3 million in MSRC for expanded Games transit services in Riverside County, including Metrolink	Metro/RCTC/Metrolink	

WORKSTREAM DEADLINES/DELIVERABLES

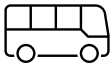
DELIVERABLE	DATE	STATUS
Ridership Modeling	Early 2026	
Coordinated Fleet and Service Planning	April 2026	
Fare policy strategy	TBD	
Negotiations with Freight Railroads	June 2026	
LA Union Station Circulation	TBD	
Accessible Service Capacity	TBD	

Risks and opportunities

- RISKS:
- Lack of state/federal/private funding to support expanded operations and staffing during Games
 - Insufficient equipment (railcars, locomotives) to meet ridership demand
 - Approval of additional slot requests from freight partners (BNSF/UP)
- OPPORTUNITIES:
- Fare payment improvements (open loop)
 - Better integrated travel planning tools for multi-agency trips

STATUS MARKERS: Complete On Track At Risk Not Started Off Track

COUNTYWIDE BUS ONLY LANES



KEY ACCOMPLISHMENTS

PROGRESS:

- Broadway – Scheduling briefings with elected officials
- Olympic – Scheduling briefings with elected officials
- Venice – No work underway
- DTLA Package (Alvarado, Cesar Chavez, Figueroa) – No work underway
- Inglewood Package (La Brea/Hawthorne and Century) – led by city, pending confirmation on scope
- Broadway (RCN) – 30% design ongoing
- Olympic (RCN) – 30% design ongoing
- Florence (RCN) – 30% design ongoing, Council Engagement
- Studebaker (RCN) – 30% design ongoing, Council Engagement
- Imperial (RCN) – 30% design ongoing, Council Engagement

FUNDING UPDATES

ACTIVITY	AGENCY	DATE

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
RCN Projects 30% Design + Engagement Complete	Dec 2025	<div></div>
Identify funding sources for Inglewood + DTLA Packages	Dec 2025	<div></div>
Begin outreach on Broadway and Olympic projects	Jan 2026	<div></div>

Risks and opportunities

RISKS: Identify funding sources for Inglewood and DTLA package. DTLA package needs to be confirmed/vetted by CoLA to be implemented as priority for 2028. Venice scope of work TBD with LADOT partners. Venice will move forward once Broadway and Olympic enter design phase.

OPPORTUNITIES:

STATUS MARKERS:



Complete



On Track



At Risk



Not Started



Off Track

COMMS & OUTREACH



KEY ACCOMPLISHMENTS

PROGRESS:

- Preliminary Games FAQ and LA28 fact sheet

UPCOMING:

- Update FAQ sheets and fact sheets to reflect most recent Games changes and updates
- Funding and outreach budget still outstanding, not discussed; contingent on a broader outreach plan that includes other workstream efforts (TDM)?
- Games time communications channels mapping exercise

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
Games FAQ and LA28 Fact Sheet	Q4 2025	<div></div>

FUNDING UPDATES

ACTIVITY	AGENCY	DATE

Risks and opportunities

RISKS:

Ensure consistent communication across and emanating from workstreams, using consistent language

OPPORTUNITIES:

Showcase coordination between agencies and GME workstreams through consistent communication

STATUS MARKERS:



Complete



On Track



At Risk



Not Started



Off Track

ACCESSIBILITY



KEY ACCOMPLISHMENTS

PROGRESS:

- **City of LA Accessibility Strategy**– Provided input and supporting materials to help finalize the City’s Accessibility Strategy, ensuring alignment with Metro’s universal design principles.
- **GSS Task Order Submission**– Submitted a task order to integrate key accessibility considerations and support the continued implementation of inclusive design strategies across Games-related projects.
- **Universal Inclusive Design Resources**– Developing and preparing to distribute guidance materials and best practices to Metro teams and GME partners to promote consistent application of inclusive design standards.
- **Accessibility Stakeholder Coordination**– Planning the initial coordination meeting to gather stakeholder input, identify emerging accessibility needs, and guide integration into Games-related transportation and mobility workstreams.

UPCOMING:

- Translate recommendations from the Universal Inclusive Design Strategy (Metro) and City’s Accessibility Strategy into an actionable framework, including standards for accessible wayfinding, station design, mobility hubs, and other key workstreams.
- Identify and launch 2–3 early pilot sites (e.g., high-traffic Olympic/Paralympic stations) to test inclusive design interventions such as tactile surfaces, shade and cooling infrastructure, and accessible route mapping.
- At the September 2025 Special Quarterly meeting, staff provided an update on the work of the Accessibility Subcommittee, which included a listing of proposed accessibility projects being developed by Metro. The Board asked to provide a timeline for implementation of those projects. **This timeline is provided in Attachment B.** Building on this foundation, Metro will work with internal and external partners to prioritize upgrades at high-impact stations, those serving high-ridership corridors, Olympic and Paralympic venues, and locations with known accessibility gaps. adults, and transit-dependent customers during the Games, but also strengthen long-term system usability for Limited English Proficiency customers, families, new riders, and visitors.

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
Identify and map key accessibility stakeholders. GME-AS member contributions to stakeholder inventory. Strategic	Complete	
Develop stakeholder engagement framework. Determine existing training status across GME agencies	Nov 25	
City of LA Games Accessibility Plan – Outline Review and City of LA Draft Accessibility Plan development (alignment with GME deliverables)	Nov 2025	
Develop accessibility needs matrix across all workstreams	Dec 2025	

FUNDING UPDATES

ACTIVITY	AGENCY	DATE
GME Partner coordination on accessibility resource planning and training development	GME & Partner Agencies	Ongoing FY25

Risks and opportunities

RISKS:

Limited funding for pilot testing and training may restrict implementation capacity

OPPORTUNITIES:

Utilize the Host City Accessibility Commitment as the foundation for shared Games-wide accessibility principles.

Use upcoming major event pilots as opportunities to test and refine inclusive design infrastructure and technologies.

STATUS MARKERS:



Complete



On Track



At Risk



Not Started



Off Track

TRANSPORTATION DEMAND MANAGEMENT (TDM)



KEY ACCOMPLISHMENTS

PROGRESS:

- Finalizing goals, objectives, and key performance metrics for the passenger and freight TDM strategies
- Updating Subcommittee workplan and refining roles and responsibilities
- Completed initial phase of engagement with cities and public agencies, TMA/TMOs, and freight industry stakeholders and businesses.

UPCOMING:

- Next passenger and freight TDM Forums tentatively scheduled for March 2026 – include Milano Cortina Games report back
- Identifying mega-event strategies and developing a selection methodology
- Conducting communications needs assessment
- Assessing TMA/TMO capacity and support needed

FUNDING UPDATES

ACTIVITY	AGENCY	DATE
STBG/CMAQ recommendations going to Dec 4th Regional Council meeting for approval	SCAG	Dec 4, 2025

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
Regional TDM Forums	Ongoing	
TDM Initiation Plan and Implementation Roadmap	Sep 2025 – July 2026	
Pilot and Permanent Project Identification and Deployment	Fall 2025 - 2028	
Communications Campaign Development and Deployment	Sep 2025 - 2028	

Risks and opportunities

RISKS: Ensuring coordination across agencies and workstreams including communications and messaging, modeling efforts, etc. Lack of state/federal support

OPPORTUNITIES: Promoting coordination across agencies. Bridge coordination between industry and public agency stakeholders

STATUS MARKERS:



Complete



On Track



At Risk

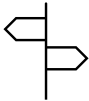


Not Started



Off Track

WAYFINDING



KEY ACCOMPLISHMENTS

PROGRESS:

- Many GME partners have begun process of hiring consultants to support wayfinding planning efforts
- Received notification of awards from SCAG for CMAQ/STBG, awaiting confirmation from Transportation Committee on Dec. 4
- CMAQ/STBG awards for Metro included funding for capital projects with wayfinding incorporated in the scope
- Continuing regular monthly communication of project updates

UPCOMING:

- Revisiting 2026-2028 Workplan
- Seeking opportunities for more cross-collaboration across subcommittees in 2026

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
LA28 City Look Book	Q2 2026	<div></div>

FUNDING UPDATES

ACTIVITY	AGENCY	DATE
Awaiting Transportation Committee confirmation of SCAG CMAQ/STBG grants	SCAG	Dec 2025

Risks and opportunities

RISKS:

- Lack of funding and/or staff capacity to support agency-level planning and implementation efforts

OPPORTUNITIES:

- Continuing communication and coordination across GME Subcommittees as needed, especially as more consultants are onboarded to support planning and implementation

STATUS MARKERS:



Complete



On Track



At Risk



Not Started



Off Track

HEAT



KEY ACCOMPLISHMENTS

- Connecting with Chief People Office for workforce heat mitigation education, as part of the Playbook
 - Providing feedback for RCN Mobility Hubs regarding shade trees and hydration stations
 - Walk Audits w/ LADOT MH at Pico Station
 - Connected with CSO and Climate Resolve for Guidebook feedback
 - Connected with Games Water Council
 - Mapping working group data sharing ongoing w/ County and ShadeLA
- UPCOMING:
- Collaboration with Games Water Council
 - Collaboration with LADOT and StreetsLA on heat mitigation solutions
 - Data sets overlay for heat vulnerability assessment map by L.A. County
 - Heat mitigation playbook for transit riders, workforce, and spectators
 - Targeted meetings with heat experts (City, County, CBOs)
 - Develop heat adaptation education for Metro VIP
 - Leverage resources across major workstreams (Park & Ride, Mobility Hubs, Fan Zones, Marketing)
 - Shade Workshop Part 2 – Olympic Forests

FUNDING UPDATES

ACTIVITY	AGENCY	DATE
Investing in Heat Mitigation Funding & Sponsorship Workshop (December 10, 2025)	. Heat Mitigation Subcommittee	December 10, 2025

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
RFI for heat mitigation solutions	Under review	
Heat Mitigation Playbook and Outreach	September 2025-January 2026	●
Bundling of Heat Mitigation solutions for sponsorship opportunities. In coordination with Marketing & Communications	Ongoing	●
Heat mitigation prototypes for S/M/L zones	Ongoing	●

Risks and opportunities

- RISKS:
- Permit requirements and other jurisdictional constraints.
 - Funding and Sponsorship limitations
 - Dynamic heat and crowd conditions
- OPPORTUNITIES:
- MAP all locations/ venues where Metro is involved for the games and identify/prioritize those venues where heat mitigation solutions can be deployed. Identify low-cost, high value solutions as well.
 - Collaborate across majority of workstreams to embed heat mitigation solutions.

MODELING



KEY ACCOMPLISHMENTS

PROGRESS:

- Completed first GME Mapping Subcommittee meeting in October and Technical working group meeting in November
- Defined scope of work for TO1

UPCOMING:

- Define timeframes and budget needs for additional modeling needs

WORKSTREAM DEADLINES/DELIVERABLES

DELIVERABLE	DATE	STATUS
Living Model Phase 2 Update	TBD	TBD

FUNDING UPDATES

ACTIVITY	AGENCY	DATE

Risks and opportunities

RISKS: Not having enough funds to complete the necessary modeling work on time.

OPPORTUNITIES: Use of various GME agency contracting resources to supplement Metro’s work.

MAPPING



KEY ACCOMPLISHMENTS
<p>PROGRESS:</p> <ul style="list-style-type: none">Completed our first GME Mapping Subcommittee meeting in November<ul style="list-style-type: none">Set intentions to improve mapping alignment and coordination, centralize data, create transparency, and consider legacy opportunitiesKey topics of discussion<ul style="list-style-type: none">LA28 GeohubData Governance Policy <p>UPCOMING:</p> <ul style="list-style-type: none">Discuss the current state of the Data Gov PolicyDefine the Esri's engagement in these meetings

WORKSTREAM DEADLINES/DELIVERABLES		
DELIVERABLE	DATE	STATUS
LA28 Geohub	Q1 2026	<div></div>
Data Governance Policy	Q1 2026	<div></div>







FUNDING UPDATES		
ACTIVITY	AGENCY	DATE





Risks and opportunities
<p>RISKS:</p> <ul style="list-style-type: none">There may be an iterative process to streamline the standards and best practices of creating a multi-agency data exchange platform <p>OPPORTUNITIES:</p> <ul style="list-style-type: none">Improve and centralize access to geospatial dataBetter align coordination of mapping products and geospatial data







Attachment B: Accessibility Projects Matrix Estimated Budget and Timeline for World Cup and the 2028 Games

● = on time (11) ● = potential for delay (2) ● = significant delay (none) ● = Complete (3) ● = Budget Confirmed (10) ● = Budget Pending (3)







Initiative	World Cup Complete Date	Games Complete Date	World Cup Estimated Budget	Status	World Cup - Short Description	Games - Short Description
Items 1 through 8, and 10: Initiatives with World Cup implementation dates.						
1. Sound Design (Blind / Low Vision wayfinding) sound design study and final report including sound design schema for each station/hub type.	5/1/26	4/30/28	\$ 350,000	Scope / ICE completed for Sound design study/report. Requestion following review/approval 1. Sound Design Study - Vendor to assess and recommend sound design based on LAUS review of all transit mode 2. Exploring with vendors Cubic and STraffic potential to provide prototype sound design updates for fare related equipment deployed at Metro Station.	1. Assessment of the Union Station complex sound design including all transit services including Patsaouras Plaza, B/D/A lines June -July 2026. Contractor will assist Metro in identifying a qualified vendor to implement a Comprehensive sound design. 2. Follow up meetings with TAP/Cubic/STraffic re: potential mods to existing equipment sound schema to improve blind usability design. Prototype testing / feedback planned before and during World Cup June-July 2026.	3. Sound design study and recommendations generalized and applied to develop schema per station type which support consistent station / system wide sound design plan for deployment at key Metro stations.







 = on time (11)
  = potential for delay (2)
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  = Budget Pending (3)

Initiative	World Cup Complete Date	Games Complete Date	World Cup Estimated Budget	Status	World Cup - Short Description	Games - Short Description
2. Calming / Recovery Spaces (Neurodiverse Sensory Support Services)	5/1/26	4/30/28	\$500,000	  1.Scope/ CE for portable calming room draft completed 2. Scope/ICE for prefabricated calming rooms draft completed 3. Scope/ICE in development for Systemwide review of permanent calming rooms	1. Deployment of portable inflatable calming room or tow-in trailer unit at identified locations; LAUS (2 units) 7 th /Metro (1 unit) LAXMTC (1 unit) and Fan Zone (1 unit) 2. Separately developing SOW for prefab pod pilot at Historic Union Station.	3. Metro RFP: Key Station Study / Report detailing locations suitable for build-out of prefabricated / permanent calming Pods for permanent deployment at key stations / locations prior to Games.
Initiative	World Cup Complete Date	Games Complete Date	World Cup Estimated Budget	Status	World Cup - Short Description	Games -Short Description
3. Accessible Wayfinding mobile App expansion.	5/15/26	4/30/2028	\$350,000	Evaluating proposal from Vendor NTP - anticipated for mid January	  Deploy way-finding mobile app implemented at Union Station to 11 additional DTLA stations, plus LAX/MTC prior to start of WC Matches.	Systemwide rollout to Key Metro stations prior to Games.

 = on time (11)
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Initiative	World Cup Complete Date	Games Complete Date	World Cup Estimated Budget	Status	World Cup - Short Description	Games -Short Description	
4. Enhanced Metro Language Accessibility Services	11/31/25	4/30/28	\$50,000	Hyperlegible Fonts 1. Prototype web page in development -Key web pages estimated ready to deploy 12/31/25. Roll into overall web updated planned for 3 rd quarter. 2. ASL Video Link for customer information. Memo / Scope for contract mod approved by VCM. Go live February 2026 3. Hyperlegible Printed materials developed and approved. Production planned for 2 nd quarter FY 2026	<div><div></div><div></div></div>	1. Website and marketing materials deploy for key pages / times Hyperlegible fonts Made available in multiple languages. 2. ASL video links available for customer to connect with ASL interpreter. 3. Provide key accessibility related / marketing related materials and mar materials and key Marketing materials	Expand existing translation and interpretation services as needed based upon customer demand
5. Disability Awareness and Sensitivity Training for GETS Operators	5/1/26	4/30/28	\$50,000	Process/Procedures in development. <i>Need to engage with Ops County Counsel to discuss implementation in consideration of CBA and contracting requirements.</i> (Trainings can be developed from existing OCI training materials and customized as needed for GETS operators)	<div><div></div><div></div></div>	Develop training for GETS operators in partnership with OCI.	Roll out to all GETS operators.



 = on time (11)
  = potential for delay (2)
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  = Complete (3)
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Initiative	World Cup Complete Date	Games Complete Date	World Cup Estimated Budget	Status	World Cup - Short Description	Games -Short Description
6. Courtesy Wheelchair Transport expansion (Key Stations)	5/1/26	4/30/28	\$400,000	Scope / ICE complete. roll out at 7th/Metro, LAX MTC and Expo/Crenshaw  	Implement at 7 th /Metro and LAX MTC.	Implement at additional large/difficult to navigate key stations/hubs
7. Dedicated Accessibility Assistance Teams (Volunteers with Disability)	5/1/26	4/30/28	\$450,000	Scope / ICE drafted Approach: RFP with CBO or similar orgs. for providing and managing volunteers with disabilities. <i>Working out details of deployment, coordination and support.</i>  	Roll out at key locations. Co-locate with VIP volunteers	Expanded to additional locations as needed to support the Games.
8. Mystery Rider Program Expansion (GETS operator)	5/1/26	4/30/28	(Funded through existing contract)	No further action or budget needed for World Cup; additional capacity already included in budget. Contract mod submitted to VCM for review.  	GETS mystery rides.	Expand mystery rides to cover new GETS services provided at multiple new locations for Games







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 ● = potential for delay (2)
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Initiative	World Cup Complete Date	Games Complete Date	World Cup Estimated Budget	Status		World Cup - Short Description	Games - Short Description
Items 9 and 10: Games Initiatives (implementation starts after World Cup)							
9. ADA Accessible Tactile Guidance paths at 12 DTLA Stations (retrofit of older stations)	N/A	4/30/28	N/A (\$2,600,000 for Games)	Scope/ICE to be developed, pending completion of layouts / designs for each station Older B,D,A and E line stations in DTLA. (Newer stations, such as Regional Connector, were constructed with ADA tactile guidance paths)	<div> ● ● </div>	Design work completion May 2026, followed by RFP for installation. Project will be implemented after conclusion of World Cup	Expand ADA tactile guidance to 12 key stations prior to the beginning of Games
10. Metro Call Point: Prototype Additional Locations	5/30/26	4/30/28	TBD (\$500,000 for Games)	Scope/ICE to be developed based upon design modifications from testing / feedback	<div> ● ● </div>	Identify 2 or more locations for testing and feedback. Updated design based upon testing March 2026	Deploy at key stations that do not have hands-free intercoms.

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  = Budget Pending (3)

Initiative	World Cup Complete Date	Games Complete Date	World Cup Estimated Budget	Status		World Cup - Short Description	Games - Short Description
Item 11: Ongoing Initiative							
11. Language Review Panel	Ongoing	Ongoing	\$10,000 Funded	Ongoing	 	Expand reviews	Expand reviews

Initiative	World Cup Complete Date	Games Complete Date	World Cup Estimated Budget	Status		World Cup - Short Description	Games -Short Description
Items 12 through 14: Completed Initiatives							
12. Disability Awareness and Sensitivity Training Deployed on Metro Training Portal	Ongoing	Ongoing		Completed			
13. Accessible Wayfinding App - Union Station deployed	Ongoing	Ongoing		Completed			
14. Courtesy Wheelchair Transport -Union Station	Ongoing	Ongoing		Completed			

 = on time (11)
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Initiative	World Cup Complete Date	Games Date	World Cup Estimated Budget	Status		World Cup - Short Description	Games -Short Description
Items 15 through 1G: Funded by department outside of Civil Rights							
15. Station Manager Program	TBD	6/1/27	\$750,000 CX / Ops.	Preliminary Discussion / presentation	 	Deploy Sation Managers at key station	Deploy station managers at key stations.
16. Hands Free Elevators	N/A	5/1/2028	\$750,000 Ops	Integrated into the Elevator Modernization Project - 18 stations	 	Delivery will occur after conclusion of World Cup	Delivery for Games at selected stations
17. Crowd Management and Priority Boarding	Ongoing	Ongoing	\$750,000 Ops	Integrated into the Operations budget; OCRREI Providing ADA guidance / support	 	Delivery for World Cup	Delivery for Games
18. Expanded Paratransit and Shuttles	Ongoing	Ongoing	\$20+million Ops	Integrated into Ops and Access budgets; Providing ADA accessible buses and paratransit	 		Delivery for Games
19. Events Temporary Accessibility	Ongoing	Ongoing	\$500,000 Ops/FM	Accessible paths of travel identified at each park and ride, station and facility. Purchase of fully ADA compliant temporary ramps and boarding locations	 	Delivery for World Cup	Delivery for Games

Summary Accessibility Projects Matrix Program Phasing (2024-2028)

PHASE 1 – Planning s Foundations (Late 2024 - Mid 2025)

- Finalize scopes and independent cost estimates across all initiatives.
- Develop prioritization for high-impact stations (venues, regional connectors, high-ridership corridors).
- Advance early prototypes: sound design, calming rooms, wayfinding app, and hyperlegible website elements.

PHASE 2 – World Cup Deliverables (Mid 2025 - June 2026)

Metro will implement critical baseline accessibility improvements for the 2026 World Cup:

- Portable calming rooms at LAUS, 7th/Metro, LAX MTC, and SoFi.
- Wayfinding mobile app deployment at 12 key stations (May 2026).
- ASL video links, hyperlegible fonts, and improved website accessibility (Jan-May 2026).
- Sound design testing, including fare equipment audible cues
- GETS operator disability Awareness and Sensitivity training rollout.
- Call point prototypes at 7th/Metro and Willowbrook.

PHASE 3 – Scaling for 2028 Games (Late 2026 - 2027)

- Station modernization integration: tactile paths, call points, elevators, signage.
- Complete systemwide accessible sound design framework.
- Expand calming room strategy to permanent pods.
- Design and procurement for ADA tactile guidance at 12 DTLA stations (RFP mid-2026).
- Build the Station Manager Program (completion June 2027).

PHASE 4 – Full Deployment for Games (2027 - April 2028)

Deliver all Games-critical deployments by April 2028:

- Permanent calming rooms at key stations.
- Systemwide wayfinding mobile app enhancement.
- Tactile guidance path installation at 12 older DTLA stations.
- Expanded language access (translation, ASL, real-time services).
- Hands-free elevator modernization at priority stations.
- Deployment of upgraded Metro Call Points at stations lacking hands-free intercoms.

PHASE 5 – Games Operations s Legacy (May - December 2028)

- Provide enhanced crowd management, paratransit, and accessible shuttle operations.
- Monitor accessibility performance and adjust during Games.
- Transition improvements into long-term Metro policy and capital delivery standards

Attachment C –

Reconnecting Neighborhoods and Communities (RCN) Project Status Update

December 2025

Bus Corridor Enhancements (BCE)

- **Broadway** southbound bus stop locations in coordination with NextGen, restoring southbound bus lanes and City of LA projects
- **Olympic** bus stop locations in coordination with Stops & Zones
- **Imperial/Studebaker** bus-only lanes removed in response to the City's comments; TSP and bus shelter improvements
- **Florence** bus stop coordination with LA County, Bell, Bell Gardens, Downey, and Huntington Park

First/Last Mile

- **Avalon** coordinated with City of Carson to include buffered bike lane project
- **Del Almo** will not move forward based on City coordination
- **Hoxie** updated to a multi-use path to maintain travel lane widths for truck traffic north of Imperial
- **Pico/Flower** updated to dedicated 24/7 bus/bike lane

Mobility Hubs

- **El Monte** coordination on open space with City, COG, and internal stakeholders
- **Willow** coordinated with City of Long Beach needs and Long Beach Transit operations
- **Chatsworth** coordinated improvements with existing Metro ADA project and City of LA
- **Expo/Crenshaw** coordinated street tree additions with COLA Streets LA.
- **NoHo** limited scope improvements to prevent rework with future Consolidated Transit Center on Metro ROW

Metro's Program Management Office is currently advancing the final design phase and Pico/Flower final design to be advanced by COLA.

The Valley Boulevard BCE project, being led by SGVCOG, is currently at 15% design.

Risk and Cost Management

The Metro team continues to coordinate closely with the FTA and the assigned Project Management Oversight Office (PMOC). Key risk management activities include developing a comprehensive risk register, which will undergo a Quantitative Risk Assessment (QRA) workshop in early 2026.

Discussions are currently focused on cost and schedule risks tied to scope decisions, including elements such as additional street lighting or dual curb ramps, which could trigger costs exceeding the current grant funding.

To mitigate this, Metro's cost estimating team developed the Final 30% cost estimates, and the project is undergoing a Value Engineering (VE) exercise to ensure project costs remain aligned with the grant amounts.

Program Status and Next Steps

The RCN program remains on schedule, with 30% designs completed, Letters of Agreement (LOA) coordination in progress.

The next phase will focus on transitioning toward final design, formalizing risk management protocols, and documenting inter-agency roles through finalized LOAs and MCA.



2028 Games Mobility Concept Plan GETS and Safety/Security Oral Presentation



Metro

*Item #2025-1006
January 14, 2026*

Updates

- In September, Metro signed Term Sheet with LA28
- Reconnecting Communities (RCN) hit another critical milestone - completed 30% Design
- Mobility Concept Plan (MCP) Phase II Projects completed 15% Environmental review
- Metro staff met with IOC to review GETS plans



Why is a Games Enhanced Transit Service (GETS) Needed?

- “Transit-first Games” with little or no car parking available for spectators at competition venues.
- Majority of existing parking at venues will be for essential temporary Games functions.
- Existing public transit services does not meet the significant demand generated by the Games at most venues.
- Some venues are remote from existing service.
- GETS will provide the capacity required to ensure spectators and Games workforce can travel to/from venues.



GETS Overview

- Metro to be primary service provider for GETS
- Funding source for GETS not yet confirmed
- Other local / regional transit agencies to provide service
- LA28 to provide up-to-date planning assumptions and ensure appropriate real estate is made available for GETS operations at venues
- Caltrans to provide Games Route Network for GETS services as well as Games Family vehicles



Average weekday
Metro bus ridership
(Sept 2024)

0.8M



Peak Day Person Trips
during the 2028
Games

1.2M



Anticipated # of GETS
buses required

1.7K



Anticipated GETS
workforce

11K

GETS Updates

- Optimized fleet requirements to 1,747 buses, down from 2,700 due to:
 - Replacement venues closer to existing transit
 - Event schedule optimization
 - Revised attendance numbers
- Over half of the required buses have been secured
- Metro will implement World Cup GETS as a foundational step towards the 2028 Games

Next Steps - GETS

- Continue updates to 2028 GETS service plan
- Continue securing vehicles for GETS
- Finalize Standard Operating Procedures and agreements for World Cup GETS
- Continue joint advocacy with LA28 to secure funding



Safety and Security Updates

- Federal government issued National Special Security Event (NSSE) designation for 2028 Games, with US Secret Service (USSS) as lead for security planning
- Metro Department of Public Safety (DPS) and other Metro staff have been embedded into USSS NSSE subcommittees
- First round of Event Operational Planning (EOP) meetings has concluded, with venue-by-venue look at security perimeters and preliminary transportation plans



Safety and Security Updates

- Key security information to update transportation plans, including:
 - Expected security perimeters
 - Pedestrian screening areas
 - Street closures
- Human trafficking is a known risk at large international events like World Cup soccer matches.
- For over a decade Metro has provided ongoing training to raise awareness of human trafficking indicators for all employees.
- In preparation for the World Cup Games, our training efforts will be enhanced, and all Metro employees will be trained to recognize human trafficking indicators such as individuals being controlled by others, fear, or inability to speak freely, inconsistent identification, or signs of abuse.
- We will also work with our law enforcement partners to ensure appropriate reporting and coordination of human trafficking incidents.

Next Steps – Safety and Security

- Refine GETS planned pickup/dropoff zones and operational plans to reflect updated security perimeters
- Participate in next round of Event Operational Plan meetings in 2026
- Remain in contact with local, state, and federal partners to ensure coordinated security planning that ensures a safe experience for all

