



Orange County Transportation Authority

Executive Committee Agenda Monday, May 4, 2026 at 9:30 a.m.

Board Room, 550 South Main Street, Orange, California

Committee Members

Jamey M. Federico, Chair

Fred Jung, Vice Chair and Transit Committee Chair

Doug Chaffee, Immediate Past Chair

Michael Hennessey, Finance & Administration Chair

Stephanie Klopfenstein, Regional Transportation Planning Chair

Donald P. Wagner, Legislative & Communications Chair

Accessibility

Any person with a disability who requires a modification or accommodation in order to participate in this meeting should contact the Orange County Transportation Authority (OCTA) Clerk of the Board's office at (714) 560-5676, no less than two business days prior to this meeting to enable OCTA to make reasonable arrangements to assure accessibility to this meeting.

Agenda Descriptions

Agenda descriptions are intended to give members of the public a general summary of items of business to be transacted or discussed. The posting of the recommended actions does not indicate what action will be taken. The Committee may take any action which it deems to be appropriate on the agenda item and is not limited in any way by the notice of the recommended action.

Public Availability of Agenda Materials

All documents relative to the items referenced in this agenda are available for public inspection at www.octa.net or through the Clerk of the Board's office at the OCTA Headquarters, 600 South Main Street, Orange, California.

Meeting Access and Public Comments on Agenda Items

Members of the public can either attend in-person or access live streaming of the Committee meetings by clicking this link: <https://octa.legistar.com/Calendar.aspx>

In-Person Comment

Members of the public may attend in-person and address the Board regarding any item within the subject matter jurisdiction of OCTA. Please complete a speaker's card and submit it to the Clerk of the Board and notify the Clerk regarding the agenda item number on which you wish to speak. Speakers will be recognized by the Chair at the time of the agenda item is to be considered by the Board. Comments will be limited to three minutes. The Brown Act prohibits the Board from either discussing or taking action on any non-agendized items.

EXECUTIVE COMMITTEE MEETING AGENDA

Written Comment

Written public comments may also be submitted by emailing them to ClerkOffice@octa.net, and must be sent by 5:00 p.m. the day prior to the meeting. If you wish to comment on a specific agenda item, please identify the item number in your email. All public comments that are timely received will be part of the public record and distributed to the Board. Public comments will be made available to the public upon request.

Call to Order

Pledge of Allegiance

Director Hennessey

Closed Session

There are no Closed Session items scheduled.

Special Calendar

There are no Special Calendar matters.

Consent Calendar (Items 1 through 3)

1. Approval of Minutes

Overview

Approve the minutes of the April 6, 2026 Executive Committee meeting

Attachments:

[Minutes](#)

2. Amendment to Agreement for Board of Directors' Meeting Video Streaming Services

Morgan Levar/Andrew Oftelie

Overview

On September 11, 2024, the Orange County Transportation Authority entered into Agreement No. C-4-2221 with Network Television Time, Inc. to provide video streaming services for Board of Directors' meetings. The original agreement also included video streaming services for committee meetings which can be utilized on an as needed basis. Board of Directors' approval is requested to increase the maximum obligation to provide sufficient funding for committee meeting video streaming in response to new requirements in the Ralph M. Brown Act now included in SB 707 (Chapter 327, Statutes of 2025).

Recommendation(s)

Authorize the Chief Executive Officer to negotiate and execute Amendment No. 1 to Agreement No. C-4-2221 between the Orange County Transportation Authority and Network Television Time, Inc., in the amount of \$400,000, to support video streaming services for Board of Directors committee meetings. This will increase the maximum obligation of the agreement to a total contract value of \$673,507.

EXECUTIVE COMMITTEE MEETING AGENDA

Attachments:

[Staff Report](#)

[Attachment A](#)

3. Proposed Response to 2025-2026 Orange County Grand Jury Report, “Connecting Orange County to LAX: Evaluating Transportation Options”

Melanie Masud/Kristin Jacinto

Overview

Staff has prepared a response to the December 2025 report issued by the Orange County Grand Jury entitled, “*Connecting Orange County to LAX: Evaluating Transportation Options*,” for the Orange County Transportation Authority Board of Directors consideration. The response addresses the findings and recommendations assigned to the Orange County Transportation Authority and provides clarification, context, and actions already taken where applicable.

Recommendation(s)

Authorize the Chief Executive Officer to submit the proposed response to the Orange County Grand Jury report’s findings and recommendations as required by California Penal Code Section 933(c).

Attachments:

[Staff Report](#)

[Attachment A](#)

[Attachment B](#)

Regular Calendar

4. Third Quarter Fiscal Year 2025-26 Capital Action Plan and Performance Metrics

James G. Beil

Overview

Staff has prepared the quarterly progress report on capital project delivery for the period of January 2026 through March 2026 for review by the Orange County Transportation Authority Board of Directors. This report highlights the Capital Action Plan for project delivery, which is used as a performance metric to assess delivery progress on highway, transit, and rail projects, as well as a snapshot of the planned Capital Action Plan project delivery milestones in fiscal year 2025-26.

Recommendation(s)

Receive and file as an information item.

Attachments:

[Staff Report](#)

[Attachment A](#)

[Attachment B](#)

[Presentation](#)

EXECUTIVE COMMITTEE MEETING AGENDA

5. **Consultant Selection for the Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment**

Charles Main/Rose Casey

Overview

On January 14, 2026, the Orange County Transportation Authority released a request for proposals to retain a consultant to develop a comprehensive transportation framework, service plan, and capital needs assessment in preparation for the 2028 Summer Olympic and Paralympic Games in the City of Los Angeles. Orange County Transportation Authority Board of Directors' approval is requested for the selection of a firm to perform the required work.

Recommendation(s)

- A. Approve the selection of Jacobs Engineering Group, Inc., as the firm to conduct the Los Angeles 2028 Olympics transportation service plan and capital needs assessment.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C250131 between the Orange County Transportation Authority and Jacobs Engineering Group, Inc., in the amount of \$929,267, for a 20-month term, to conduct the Los Angeles 2028 Olympics transportation service plan and capital needs assessment.

Attachments:

[Staff Report](#)

[Attachment A](#)

[Attachment B](#)

[Attachment C](#)

Discussion Items

6. **Public Comments**

7. **Chief Executive Officer's Report**

8. **Committee Members' Reports**

9. **Adjournment**

The next regularly scheduled meeting of this Committee will be held:

9:30 a.m. on Monday, June 1, 2026

OCTA Headquarters
550 South Main Street
Orange, California



Committee Members Present

Jamey M. Federico, Chair
Fred Jung, Vice Chair
Doug Chaffee, Immediate Past Chair
Michael Hennessey
Stephanie Klopfenstein

Staff Present

Darrell E. Johnson, Chief Executive Officer
Gina Ramirez, Assistant Clerk of the Board
Sahara Meisenheimer, Clerk of the Board Specialist, Senior
Andrea West, Clerk of the Board
Cassie Trapesonian, General Counsel
OCTA Staff

Committee Members Absent

Donald T. Wagner

Call to Order

The April 6, 2026, Executive Committee meeting was called to order by Chair Federico at 9:30 a.m.

Closed Session

There were no Closed Session items scheduled.

Special Calendar

There were no Special Calendar matters.

Consent Calendar (Items 1 and 2)

1. Approval of Minutes

A motion was made by Vice Chair Jung, seconded by Director Klopfenstein, and declared passed by those present to approve the minutes of the March 2, 2026, Executive Committee meeting.

2. Measure M2 Quarterly Progress Report for the Period of October 2025 through December 2025

A motion was made by Vice Chair Jung, seconded by Director Klopfenstein, and declared passed by those present to receive and file as an information item.



Regular Calendar

3. Measure M2 Ten-Year Review Report and Action Plan

Francesca Ching, Planning; Rose Casey, Executive Director of Planning; and Chris Boucly, Public Outreach, provided a presentation on this item.

A motion was made by Director Klopfenstein, seconded by Vice Chair Jung, and declared passed by those present to:

- A. Receive and file the Measure M2 Ten-Year Review Report as an information item.
- B. Approve the proposed Action Plan to guide potential Measure M2 performance enhancements.
- C. Direct staff to proceed with implementation of the Action Plan.

4. 15 Years of Measure M2

Darrell E. Johnson, Chief Executive Officer, CEO, provided opening remarks on this item.

No action was taken on this receive and file information item.

Discussion Items

5. Public Comments

A public comment was received via email from Elanor Granflor on April 2, 2026, and was emailed to the Executive Committee Members on April 5, 2026

6. Chief Executive Officer's Report

Mr. Johnson, CEO, provided a report on the following:

- Sacramento Advocacy Trip
- Bikeways Demonstration Events

7. Committee Members' Reports

There were no Committee Members' Reports.



8. Adjournment

The meeting was adjourned at 10:01 a.m.

The next regularly scheduled meeting of this Committee will be held:

9:30 a.m. on Monday, May 4, 2026

OCTA Headquarters
550 South Main Street
Orange, California



May 4, 2026

To: Executive Committee

From: Darrell E. Johnson, Chief Executive Officer

Subject: Amendment to Agreement for Board of Directors' Meeting Video Streaming Services

A handwritten signature in blue ink, appearing to read "Darrell E. Johnson", is written over the "From:" field of the memo.

Overview

On September 11, 2024, the Orange County Transportation Authority entered into Agreement No. C-4-2221 with Network Television Time, Inc. to provide video streaming services for Board of Directors' meetings. The original agreement also included video streaming services for committee meetings which can be utilized on an as needed basis. Board of Directors' approval is requested to increase the maximum obligation to provide sufficient funding for committee meeting video streaming in response to new requirements in the Ralph M. Brown Act now included in SB 707 (Chapter 327, Statutes of 2025).

Recommendation

Authorize the Chief Executive Officer to negotiate and execute Amendment No. 1 to Agreement No. C-4-2221 between the Orange County Transportation Authority and Network Television Time, Inc., in the amount of \$400,000, to support video streaming services for Board of Directors committee meetings. This will increase the maximum obligation of the agreement to a total contract value of \$673,507.

Discussion

The agreement with Network Television Time, Inc. (NTT) provides video streaming services for Orange County Transportation Authority (OCTA) meetings, including technical production, equipment operation, and related support services.

Although the agreement has primarily supported Board of Directors (Board) meetings, the original scope of work also included video streaming for committee meetings on an as-needed basis. Specifically, Exhibit A provides for tier three

production-quality streaming for OCTA committee meetings, plus additional meetings as needed.

Government Code section 54953.4(b)(1)(A) and (B), added by SB 707 (Chapter 327, Statutes of 2025), requires an eligible legislative body to provide the public with a means to attend meetings remotely through a two-way telephonic service or two-way audiovisual platform and to provide remote public comment. These provisions become operative on July 1, 2026. As a qualifying special district, OCTA is required to provide remote public access for meetings of its Board of Directors and Board of Directors Committees in order to comply with the updated Brown Act requirements.

Amendment No. 1 to Contract C-4-2221, approved by the Board of Directors on April 22, 2024, will provide the additional funding needed to use services already covered under its scope of work and to support compliance with updated public meeting access requirements.

Procurement Approach

The original procurement was handled in accordance with OCTA's Board-approved procedures for professional and technical services. On September 11, 2024, the Contracts Administration and Materials Management Department approved the award of an agreement with NTT to provide video streaming services for Board meetings. The agreement was awarded on a competitive basis and includes a three-year initial term in the amount of \$273,507, with two, one-year option terms as shown in Attachment A.

The proposed Amendment No. 1 is to increase the maximum obligation, to accommodate video streaming of OCTA committee meetings as described in the scope of work. The maximum obligation of Agreement No. C-4-2221 will be increased in the amount of \$400,000. The rates for additional video streaming will remain as originally negotiated under the existing agreement; therefore, the pricing is deemed fair and reasonable. Increasing the maximum obligation will allow NTT to provide video streaming services for OCTA committee meetings.

Fiscal Impact

Funding for this amendment will come from local funds and will be included in the proposed OCTA Fiscal Year 2026-27 Budget within the Finance and Administration Division, Account No. 1283-7519-A5352-9VB.

Summary

Staff recommends the Board of Directors authorize the Chief Executive Officer to negotiate and execute Amendment No. 1 to Agreement No. C-4-2221 with Network Television Time, Inc., in the amount of \$400,000 to a total contract value of \$673,507 to add video streaming services for committee meetings.

Attachment

- A. Network Television Time, Inc., Agreement No. C-4-2221, Fact Sheet

Prepared by:

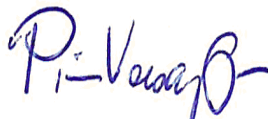


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Approved by:



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**Network Television Time, Inc.
Agreement No. C-4-2221
Fact Sheet**

1. September 11, 2024, Agreement No. C-4-2221, \$273,507, approved by the Contracts Administration and Materials Management Department.
 - Agreement to provide video streaming services for Board of Directors' (Board) meetings.
 - Three-year initial term effective through September 15, 2027, with two, one-year option terms.
2. May 26, 2026, Amendment No. 1 to Agreement No. C-4-2221, \$400,000, pending approval by the Board.
 - Amendment to increase the maximum obligation amount to support video streaming services for committee meetings through September 15, 2027.

Total committed to Network Television Time, Inc., Agreement No. C-4-2221: \$673,507.



May 4, 2026

To: Executive Committee

From: Darrell E. Johnson, Chief Executive Officer

Subject: Proposed Response to 2025–2026 Orange County Grand Jury Report, “Connecting Orange County to LAX: Evaluating Transportation Options”

A handwritten signature in blue ink, appearing to read "Darrell E. Johnson", is written over the "From:" field of the memo.

Overview

Staff has prepared a response to the December 2025 report issued by the Orange County Grand Jury entitled, “Connecting Orange County to LAX: Evaluating Transportation Options,” for the Orange County Transportation Authority Board of Directors consideration. The response addresses the findings and recommendations assigned to the Orange County Transportation Authority and provides clarification, context, and actions already taken where applicable.

Recommendation

Authorize the Chief Executive Officer to submit the proposed response to the Orange County Grand Jury report’s findings and recommendations as required by California Penal Code Section 933(c).

Background

California Penal Code Section 933(c) requires the Orange County Transportation Authority (OCTA) Board of Directors (Board) to comment on findings and recommendations of the Orange County Grand Jury (Grand Jury) that pertain to matters under the control of the Board within 90 days of the release of the Grand Jury’s final report. The Grand Jury report entitled “Connecting Orange County to LAX: Evaluating Transportation Options” was released on February 23, 2026, (Attachment A), and the 90-day deadline for submission is May 24, 2026. If approved, the proposed response (Attachment B) will be submitted to the Presiding Judge of the Superior Court, with copies placed on file with the OCTA Clerk of the Board and the Orange County Clerk of the Board of Supervisors.

The Grand Jury’s report focused on travel options between Orange County and the Los Angeles International Airport (LAX), including existing public transportation services, travel times, costs, and operational challenges. The

**Proposed Response to 2025–2026 Orange County Grand Jury Page 2
Report "Connecting Orange County to LAX: Evaluating
Transportation Options"**

report also references prior efforts to provide direct service and discusses potential concepts related to regional connectivity involving multiple agencies.

Discussion

The 2025–2026 Grand Jury report titled, "Connecting Orange County to LAX: Evaluating Transportation Options" presented six findings and eight recommendations, of which OCTA is responsible for responding to Findings F1, F2, and F4, and Recommendations R1, R4, and R8.

The proposed response addresses each assigned finding and recommendation, acknowledging areas of partial agreement and providing clarification regarding OCTA's role in regional transportation planning and service delivery. The response emphasizes the operational, regulatory, and financial constraints associated with providing direct transit service to LAX, including federal restrictions, historically low demand for airport transit services, and the time-sensitive nature of airport travel.

The response also highlights OCTA's established planning practices, including periodic system-wide service assessments and recent service restructuring efforts under the Making Better Connections Study. These efforts prioritize service improvements in areas with the highest ridership potential to ensure efficient use of limited resources.

Additionally, the response notes that previous attempts to provide direct service to LAX, such as the FlyAway® Irvine route, were discontinued due to low ridership and financial losses. The responses further recognize that upcoming LAX capital improvements, including the Automated People Mover, are expected to significantly influence future travel patterns and should be considered before evaluating new service options.

Where recommendations involve collaboration with cities or other agencies, OCTA acknowledges its ongoing coordination role and commits to continuing to support regional planning efforts consistent with regulatory requirements and available funding.

**Proposed Response to 2025–2026 Orange County Grand Jury Page 3
Report "Connecting Orange County to LAX: Evaluating
Transportation Options"**

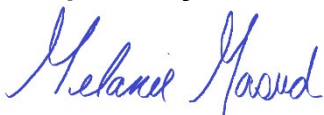
Summary

The proposed response to the 2025–2026 Grand Jury report addresses all findings and recommendations assigned to OCTA. The response provides clarification on OCTA's role, outlines existing efforts and coordination with regional partners, and explains the operational and regulatory factors that influence transit service decisions. It reflects OCTA's continued commitment to responsible planning, efficient use of resources, and collaboration to improve regional mobility.

Attachments

- A. Connecting Orange County to LAX: Evaluating Transportation Options
Orange County Grand Jury 2025–2026
- B. Proposed Response to 2025–2026 Orange County Grand Jury Report
"Connecting Orange County to LAX: Evaluating Transportation Options"

Prepared by:



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Approved by:



Kristin Jacinto
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**Connecting Orange County to LAX:
Evaluating Transportation Options
Orange County Grand Jury 2025-2026**



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SUMMARY

The Orange County Grand Jury (Grand Jury) conducted a study to assess current travel options between Orange County and Los Angeles International Airport (LAX). The study evaluated available services, travel times, costs, and service gaps through interviews, document reviews, field research, and evaluation of public complaints. The Grand Jury determined that although a reasonably affordable and reliable public transportation option to LAX already exists, significant opportunities remain to improve travel efficiency for Orange County residents. The Grand Jury identified five Orange County locations for potential direct-to-LAX transportation services that could reduce trip times to LAX by 30 minutes or more, reduce traffic congestion and vehicle emissions, and potentially reduce transportation costs to LAX.

A substantial share of Orange County travelers continues to rely on LAX despite the proximity of John Wayne Airport (SNA). While SNA serves roughly 11.8 million passengers annually, an estimated 9.9 million Orange County travelers choose LAX each year for generally lower fares, more international destinations, and greater availability of nonstop domestic routes. Orange County travelers use both SNA and LAX, but use of public transportation to both SNA and LAX is extremely low. Most passengers still depend on private vehicles and ride hailing services, which worsen roadway congestion and increase emissions.

The Grand Jury analyzed ten different transportation options, ranging from personal vehicles and ride-hailing services to combinations of Metrolink, Amtrak, LA Metro rail, and shuttle buses. Costs and travel times varied widely: the least expensive options, such as Metrolink combined with LA Metro light rail, generally involved the longest travel times, while premium private car services offered the fastest and most convenient—but highest cost—experience. Each option presented distinct advantages and disadvantages. Among the public transit options evaluated, the Metrolink or Amtrak connection to the FlyAway® bus proved the most reliable, with typical travel times under two hours.

Although federal regulations prohibit the Orange County Transportation Authority (OCTA) from operating a direct bus route to a single destination, OCTA plays a critical role in shaping regional transit. As the operator of transit centers and a member agency of Metrolink, OCTA has substantial influence over potential improvements to LAX-bound transportation for Orange County residents.

The FlyAway® bus service, operated by Los Angeles World Airports (LAWA), already provides direct, frequent, and efficient service from Union Station and Van Nuys to LAX.

Large-scale LAX improvement projects, including the Automated People Mover (APM), Intermodal Transportation Facilities, and roadway upgrades, are expected to further enhance airport access, ease congestion, and reduce emissions.

The Grand Jury identified five viable Orange County candidate sites for future FlyAway® or similar direct-to-LAX transportation services:

- Anaheim Regional Transportation Intermodal Center (ARTIC)
- Irvine Transportation Center
- Fullerton Park & Ride and Orangethorpe Transit Village Conceptual Study
- The Village at Buena Park Mall (transit-oriented development)
- Bolsa Pacific at Westminster (transit-oriented development at the former Westminster Mall)

Establishing service from these locations could reduce trip times to LAX by 30 minutes or more, reduce traffic congestion and vehicle emissions, and potentially reduce overall transportation costs to LAX.

BACKGROUND

Orange County Residents Use SNA and LAX

John Wayne Airport offers limited international service and fewer direct domestic routes compared to other major southern California airports. For many airline destinations, LAX remains the primary gateway to domestic and international travel for Orange County residents. Historically, travel from Orange County to Los Angeles for work or to reach LAX for travel has relied heavily on personal vehicles that cause traffic congestion and increase vehicle emissions, and public transportation options remain limited. Since 2014, traveler behavior and transportation patterns in Orange County have shifted as indicated by the following summary statistics:¹

- Orange County is the sixth most populous county in the United States with 3.175 million inhabitants, and its population has fluctuated by less than 44,000 people over the past 10 years.
- Households without cars increased from <2% in 2014 to 5% in 2023.
- Solo car commuters decreased from 79% to 69% from 2014 to 2023.
- John Wayne Airport reported that a survey found that 55% of travelers fly for pleasure/leisure, 31% for business, and 14% for personal/other reasons.

¹ Orange County Transportation Authority, *2024 OCTA Transit Vision: Appendix A – State of OC Transit*, May 2025, https://www.octa.net/pdf/OCTV_AppendixA.pdf.

- SNA welcomed eleven million annual passengers in 2024.
- SNA operates under a legal cap of 11.8 million annual passengers through 2025, set by a 1985 noise abatement settlement. The cap increases to 12.5 million from 2026 through 2030.²
- Orange County is origin/destination for 13% of LAX passengers or 9.9 million travelers in 2024.
- Anaheim (zip code 92802) is the top Orange County origin/destination for LAX passengers, many staying in hotels near Disneyland.
- LAX ground transportation statistics for September 2025 show only 0.2% of vehicle traffic to LAX were FlyAway® buses.

Each day, an average of 90,000 vehicles enter or exit LAX, including those used for passenger drop-offs and pickups, rental cars, taxis, rideshares, and airport staff transportation.³ LAX ground transportation statistics are available on the Los Angeles World Airports website. From January 2025 to September 2025, LAX has recorded passenger traffic totaling 55,451,401 passengers, which is an average daily visitation rate of 203,119 passengers.⁴ Monthly statistics for LAX air traffic and ground transportation in September 2025 are provided in Appendix A [Error! Reference source not found.](#)⁵

- Personal private vehicles and transportation network companies (TNCs) comprised approximately 85 percent of LAX's pickups and drop-offs. TNCs are businesses that provide on-demand ride services through digital platforms.
- Approximately one percent of LAX passengers use public transit.

Southern California Association of Governments

The Southern California Association of Governments (SCAG) plays a key role in regional transportation planning. SCAG serves as the Metropolitan Planning Organization (MPO) for six counties, including Orange and Los Angeles. Its core planning document in transportation planning is the Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS), which provides a 20-year multimodal vision updated every four years. SCAG's Aviation Program focuses on:

² Still Protecting Our Newport (SPON), *John Wayne Airport*, Accessed November 1, 2025, <https://spon-newportbeach.org/John-Wayne-Airport.html>.

³ Los Angeles World Airports, *Monthly Ground Transportation Traffic Statistics*, Accessed November 1, 2025, <https://www.lawa.org/lawa-investor-relations/statistics-for-lax/ground-transportation-traffic-statistics>.

⁴ Los Angeles World Airports, *Volume of Air Traffic*, Accessed November 1, 2025, <https://www.lawa.org/lawa-investor-relations/statistics-for-lax/volume-of-air-traffic>.

⁵ See Appendix A, Tables 3 and 4.

- Airport ground access planning
- Collaboration with LAX, the Federal Aviation Administration (FAA), and Caltrans Division of Aeronautics
- Data collection and forecasting for airport-related travel demand

SCAG works with key transit authorities and agencies like the OCTA, Los Angeles County Metropolitan Transportation Authority (LA Metro), and others across its six-county region to improve regional connectivity. SCAG's Corridor Planning Program identifies and enhances key transportation corridors, including those that could link Orange County transit centers to LAX. Projects from OCTA must be included in SCAG's RTP/SCS to qualify for state and federal funding. This includes potential FlyAway®-style services that would not be precluded from consideration pursuant to the federal charter prohibition, Metrolink enhancements, or express bus pilots. Many of SCAG's reports provide historical context, including SCAG President's Report (2025),⁶ SCAG Connect SoCal Final Report (2024),⁷ SCAG Aviation & Ground Access Technical Report (2024),⁸ SCAG Demographics & Growth Forecast Technical Report (2024),⁹ 2024 OC Transit Vision Full Report (2025)¹⁰ and Appendix A (2025).¹¹ SCAG has recently launched the SoCal Airport Access and Mobility Study,¹² a regional airport passenger and employee survey to better understand how people travel to and from southern California's airports. The study will analyze ground access patterns, preferences, and challenges for the purpose of informing planning for congestion relief, safety, and multimodal connectivity. The SoCal Airport Access and Mobility Study is scheduled to conclude by June 2027.

⁶ Southern California Association of Governments, *2024–25 President's Report*, May 2025, https://scag.ca.gov/sites/default/files/2025-05/24-0022-2025GA-PresidentsReport_Final.pdf.

⁷ Southern California Association of Governments, *Connect SoCal 2024: A Plan for Navigating to a Brighter Future*, Adopted April 4, 2024, <https://scag.ca.gov/sites/default/files/2024-05/23-2987-connect-socal-2024-final-complete-040424.pdf>.

⁸ Southern California Association of Governments, *Connect SoCal 2024: Aviation & Airport Ground Access Technical Report*, Adopted April 4, 2024, <https://scag.ca.gov/sites/default/files/2024-05/23-2987-tr-aviation-airport-ground-access-final-040424.pdf>.

⁹ Southern California Association of Governments, *Connect SoCal 2024: Demographics & Growth Forecast Technical Report*, Adopted April 4, 2024, <https://scag.ca.gov/sites/default/files/2024-05/23-2987-tr-demographics-growth-forecast-final-040424.pdf>.

¹⁰ Orange County Transportation Authority, *2024 OC Transit Vision*, May 2025, https://www.octa.net/pdf/OCTV_FullReport.pdf.

¹¹ Orange County Transportation Authority, *2024 OC Transit Vision: Appendix A – State of OC Transit*, May 2025, https://www.octa.net/pdf/OCTV_AppendixA.pdf.

¹² Southern California Association of Governments, *Aviation, SoCal Airport Access and Mobility Study*, Accessed November 20, 2025, <https://scag.ca.gov/aviation-program>.

Orange County Transportation Authority

OCTA, established by county referendum in 1972, evolved from Santa Ana Transit, and began with five bus routes. Over time, OCTA consolidated smaller transit agencies across the County.

As Orange County's transportation planning commission, OCTA funds and implements transit and capital projects to support a balanced, sustainable transportation system. It oversees services and programs that impact the daily lives of 3.2 million residents across thirty-four cities, as well as commuters and visitors.

OCTA manages bus and rail transit, rideshare programs, environmental initiatives, active transportation, express lanes, and freeway improvements. Its mission is to deliver transportation solutions that enhance quality of life and keep Orange County moving.¹³

OCTA works with SCAG to ensure that Orange County's transportation priorities align with the larger regional plan. OCTA focuses on operating transit services, managing highways, and oversight of Metrolink. OCTA prioritizes local transportation projects and submits them to SCAG for inclusion in the overall regional plan. Memorandums of Understanding (MOUs) exist between the two agencies to define their respective roles and responsibilities and ensure coordination.

LA Metro

The Los Angeles Metro Rail system began operations on July 14, 1990, with the opening of the Blue Line which connected downtown Los Angeles to Long Beach. Since that time, LA Metro has steadily expanded the network into a comprehensive rail system that includes six lines serving over one hundred stations across Los Angeles County. LA Metro planners and engineers have strategically extended service into key regions, including the San Fernando Valley, the Westside, and the South Bay, with the objective of alleviating traffic congestion and promoting a sustainable alternative to automobile travel. The system's network of light rail and busway routes, illustrated in Figure 1, reflects LA Metro's commitment to enhancing regional mobility.

¹³ Orange County Transportation Authority, *Connecting Orange County*, Accessed January 18, 2026, <https://www.octa.net/about/about-octa/overview>.

Connecting Orange County to LAX



Source: metro.net

Figure 1 LA Metro Rail and Busway Network

Metrolink

Metrolink, launched in 1992, is the third-largest commuter rail network in the U.S., serving 67 stations across six counties. Operated by the Southern California Regional Rail Authority, a joint powers authority with leadership from Los Angeles, Orange, San Bernardino, Riverside and Ventura counties, Metrolink primarily connects regional commuters to downtown Los Angeles.¹⁴



Source: Metrolink

Figure 2 Metrolink Regional Rail System Map

Metrolink reported that recent ridership growth has been driven by off-peak travel, with over 140,000 boardings on the OC Line in April 2025 (see Appendix B). Since January 2025, off-peak ridership is increased 46% year-over-year, as shown in Appendix C. Metrolink is expanding its appeal to leisure travelers attending events, like a baseball game, or visiting attractions like Disneyland without the hassle of traffic and parking.¹⁵

¹⁴ Liz Ohanesian, “Day Trip on a Budget Throughout Southern California with Metrolink,” *Orange County Register*, September 9, 2025. <https://www.ocregister.com/2025/09/09/day-trip-on-a-budget-throughout-southern-california-with-metrolink/>.

¹⁵ Liz Ohanesian, “Day Trip on a Budget,” *Orange County Register*

Pacific Surfliner

Amtrak’s Pacific Surfliner train runs along the 351-mile Los Angeles – San Diego – San Luis Obispo (LOSSAN) rail corridor, as shown in Figure 3. In Fiscal Year 2024-25 2.03 million passengers traveled the Pacific Surfliner. The LOSSAN Rail Corridor Agency, a joint powers authority composed of rail owners, operators, and planning agencies along the corridor, oversees service coordination and planning. Since July 2015, the agency has managed the Pacific Surfliner service under an interagency transfer agreement with the State of California. OCTA serves as the managing agency for the LOSSAN Agency.



Source: octa.net

Figure 3 LOSSAN Corridor Map

FlyAway® Bus

FlyAway® is an airport shuttle service providing non-stop connections to and from LAX and bus terminals near Van Nuys Airport and Los Angeles Union Station. Managed by LAWA and operated by Bus.com (9139249 Canada Inc.), a contracted bus provider, FlyAway® supports LAWA’s initiative to reduce traffic congestion and emissions through high-occupancy transit. In 2024, LAWA reported over 1.9 million FlyAway® passengers with 1.1 million from Van Nuys and 0.8 million from Union Station.

Individuals traveling from Orange County to LAX must first either take Metrolink or Amtrak to Union Station, or drive there by car, where they transfer to a FlyAway® bus providing direct service to the airport. Unlike local transit services like OCTA, which operate fixed-route buses with multiple stops, FlyAway® buses provide nonstop service to LAX. LAWA operates FlyAway® under FAA guidelines, which restrict service to airport passengers and employees. Approximately 10% of FlyAway® riders are LAX workers. This restriction to airport passengers and employees ensures compliance with FAA regulations and maintains service efficiency.

FlyAway® routes cover twenty-two miles from Van Nuys and fourteen miles from Union Station to LAX. Despite the difference in distance, both routes offer similar travel times, typically 30 to 60 minutes, and maintain a bus frequency of every 30 minutes. The \$12.75 fare closely aligns with the breakeven point for operating costs, in contrast to OCTA's farebox recovery rate of between 10% and 20% of operating expenses.

Between 2009 and 2012, FlyAway® operated a direct route from the Irvine Transportation Center to LAX, covering approximately fifty miles. Service commenced on November 16, 2009, providing for a 60-minute or more journey between LAX and the Irvine Transportation Center. Despite its convenience, the service faced several challenges, including a limited schedule of just six trips per day, a relatively high fare of \$25, and low ridership. During Fiscal Years 2011–2012, the route averaged only forty-eight passengers per day and generated an annual operating loss of \$382,337, equating to roughly \$21.89 per passenger. These factors contributed to the route's discontinuation. Following the Chapter 11 bankruptcy filing of Coach America, the operator of the service, FlyAway® officially terminated the route on August 31, 2012.

Transit to John Wayne Airport and Other Airports

John Wayne Airport has approximately 32,000 visitors per day¹⁶ and 174 airport employees arriving each day.¹⁷ Most travelers at John Wayne Airport rely on personal vehicles and TNCs for their journeys. Those travelers heading to the Disneyland Resort area also use commercial shuttles and the Anaheim Transportation Network's (ATN) Everyone Ventures Everywhere (EVE) bus service to complete their trip. OCTA does not operate a direct transit link connecting John Wayne Airport to Metrolink. OC Bus 76, the only fixed-route service serving the airport, caters to airport staff and employees of nearby businesses. Between August 15 and September 15, 2025, OC Bus 76 averaged

¹⁶ John Wayne Airport, "John Wayne Airport Posts September 2025 Statistics," News Releases, Accessed November 1, 2025, <https://www.ocair.com/news/2025/10/22/statistics-september-2025/>.

¹⁷ John Wayne Airport, "Statistics," News & Info, Accessed November 1, 2025, <https://www.ocair.com/about/news-info/statistics/>.

just twenty daily riders, underscoring the difficulty of generating transit demand for airport-related trips.

The iShuttle 400A previously connected the Tustin Metrolink Station, John Wayne Airport, and the Irvine Business Complex (IBC). Operated jointly by the City of Irvine and OCTA, the shuttle aimed to reduce congestion and improve access to employment centers. It ran on weekdays during peak hours from October 13, 2019, until its cancellation on June 28, 2025, due to low ridership.

OCTA continues to assess its transit network through regular system studies, including OC Bus 360 (2016–2020), Making Better Connections (2022), and the OC Transit Vision (2024). An important focus of the 2024 OC Transit Vision is to identify potential high-capacity and rapid transit corridors. The OC Transit Vision report identified a potential long-term opportunity to explore an airport connection along the Bristol/State College corridor.

LAWA officials cited Boston and Minneapolis as having similar express bus and light rail services from metropolitan areas to major international airport terminals. These metropolitan areas are somewhat comparable to the multi-county metropolitan region served by LAX. In Boston, the Logan Express bus service operates from five locations in the Boston area to Logan International Airport with daily ridership of 6,850 passengers, system wide. Covering 23-miles, the Framingham, MA to Boston Logan route costs \$9 per trip, operates every 30 minutes, and completes the journey in 35 to 45 minutes. The Minneapolis Metro Blue Line, a light rail service, connects Minneapolis International Airport to downtown Minneapolis and other locations like the Mall of America. The route is nine miles from the airport to downtown. The Blue Line light rail operates every 12 minutes from Minneapolis International Airport with a fare of \$2 to downtown. In 2025 Blue Line daily ridership averaged 15,300 passengers.

REASON FOR STUDY

The overall purpose of this study was to evaluate current and future in-progress travel options between Orange County and LAX. John Wayne Airport accommodates approximately 11.8 million passengers annually, while an estimated 9.9 million Orange County residents travel through LAX. The grand jury report will serve several purposes including informing Orange County residents of available service options and associated time requirements as well as costs of the distinct options. In addition, the report will highlight service gaps and inefficiencies. Route and/or schedule enhancements or expansion opportunities will also be addressed. Finally, by promoting the use of public transportation, reduction of traffic congestion and vehicle emissions

will be realized. The goal of this report will be to identify specific public transportation options and identify and prioritize implementation of those options by evaluation of time requirements, costs, and schedule options.

METHOD OF STUDY

The Orange County Grand Jury investigated the transportation challenges that Orange County residents face when traveling to LAX to provide a clear and accurate assessment. The Grand Jury based its study on a comprehensive review of multiple sources, including interviews, public records, complaint letters submitted to the Grand Jury, and relevant news articles. Multiple independent sources corroborated and validated all facts, findings, and recommendations presented in the report.

- Interviewed several Orange County executives and senior staff directly involved in managing transportation systems connecting Orange County to LAX.
- Reviewed and analyzed key documents related to the investigation, including:
 - Metrolink operational overviews
 - Records from OCTA, Metrolink, LA World Airports, LA Metro, and the Norwalk Transportation System
- Examined news articles and publications relevant to the topic.
- Investigated the transportation concerns outlined in public complaint letters submitted to the Grand Jury.
- Conducted extensive internet research.
- Performed field investigations in which Grand Jury members rode Metrolink, Norwalk Transportation System Bus 4, and four LA Metro lines, and engaged with security personnel and staff at FlyAway® Bus, Union Station, Norwalk, and LAX Metro stations to directly observe and assess transportation conditions.

INVESTIGATION AND ANALYSIS

LAX Passenger Growth and Forecast

In 2024, LAX welcomed over 76.58 million travelers.¹⁸ Although LAX dropped to the 5th busiest airport in the United States, partly due to ongoing construction and relatively high landing fees,¹⁹ LAWA consultants conservatively project a compound annual

¹⁸ Los Angeles World Airports, *10-Year Summary*, Accessed November 1, 2025, <https://www.lawa.org/lawa-investor-relations/statistics-for-lax/10-year-summary/passengers>.

¹⁹ Howard Fine, "LAX Slips to 5th Busiest in the Nation," *Los Angeles Business Journal*, February 10, 2025, <https://labusinessjournal.com/featured/lax-slips-to-5th-busiest-in-the-nation/>.

growth rate (CAGR) of 2.7% in passenger traffic through Fiscal Year 2034.²⁰ At this pace, LAX could serve over 100 million travelers annually by 2034, representing a 30% increase from current levels and an additional 23.4 million travelers per year.

Figure 4 illustrates historical data for LAX passenger traffic between 2015 and 2024 and forecast estimates beyond 2024.

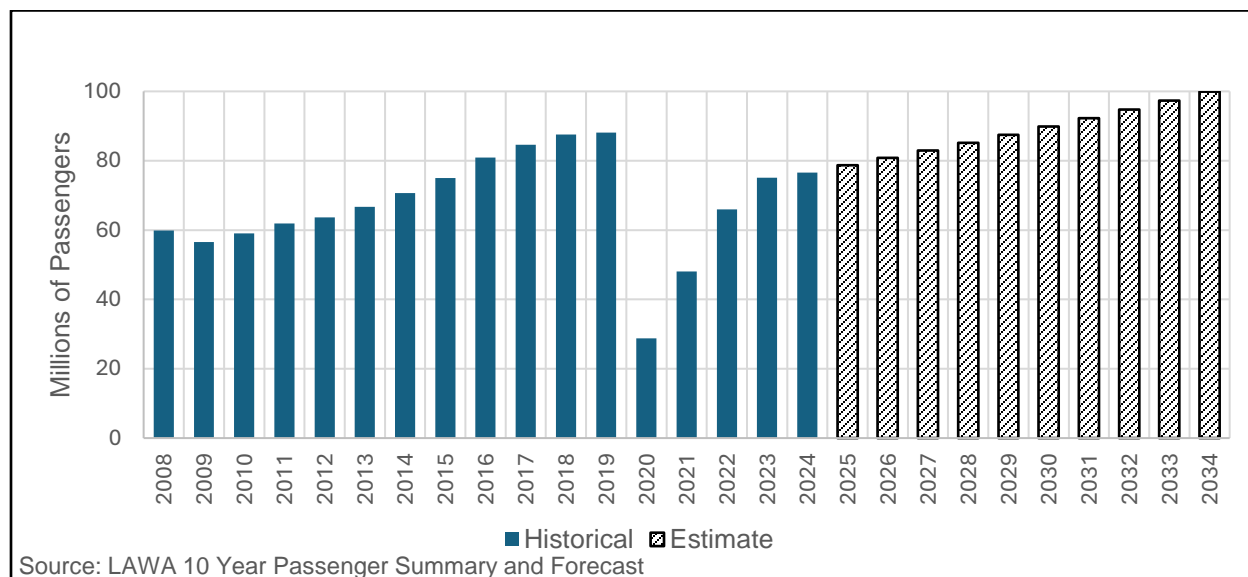


Figure 4 LAX Annual Passenger Traffic – Historical Data and Forecast

LAX Capital Improvement Projects

To accommodate this growth, LAWA has completed or is nearing completion of several capital improvement projects as part of its Landside Access Modernization Program (LAMP) and Airfield & Terminal Modernization Project (ATMP).

- Automated People Mover (APM):** A 2.25-mile elevated train connecting terminals, parking areas, the Consolidated Rent-A-Car (ConRAC) facility, and LAX/Metro Transit Center. It is expected to transport up to eighty-five million passengers annually.²¹ APM is aimed at (1) reducing vehicle congestion near LAX, (2) providing efficient ground transportation, and (3) improving airport accessibility.

²⁰ Los Angeles World Airports, “LAX Capital Program Plan of Finance and Key Metrics,” *LAWA Legislative Update*, March 13, 2025, <https://www.lawa.org/sites/lawa/files/2025-03/3.%20Management%20Report%20C%20-%20Capital%20Finance%20Plan.pdf>.

²¹ M. Kubwa, “\$2 Billion LAX’s People Mover Completion Set for Late 2025,” *Construction Review*, April 5, 2024, <https://constructionreviewonline.com/construction-news/usa/2-billion-laxs-people-mover-completion-set-for-late-2025/>.

- **ConRAC Facility:** A 6.3-million-square-foot facility housing over 18,000 rental vehicles. Its integration with APM will eliminate over 3,200 daily rental car shuttle trips from the LAX Central Terminal Area (CTA).²²
- **Intermodal Transportation Facilities (ITF):** Two facilities (ITF East and ITF West) offering parking, ground transportation services, and meet-and-greet areas.
- **ATMP Roadway Improvements Project:** Reconfigured roadways, including 4.4 miles of new infrastructure, are being constructed to reduce congestion on Sepulveda Boulevard and create dedicated airport access routes. Construction near Sepulveda Boulevard, 96th Street, and Century Avenue will continue through 2030.

Completion of LAMP and ATMP projects will significantly alleviate traffic congestion and reduce long lines that plague LAX’s current CTA. An aerial view in Figure 5 illustrates the scale of the APM.

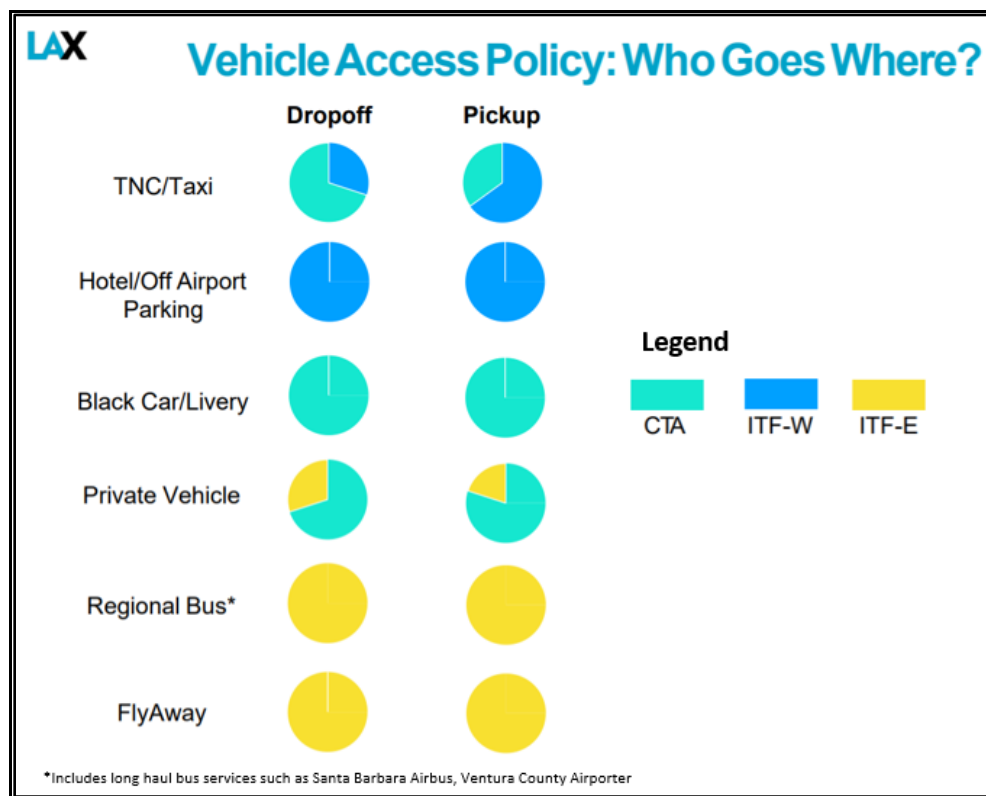


Source: Gateway Los Angeles Airport Business District Official Website

Figure 5 Automated People Mover Map from LAX Central Terminals to Rental Car Facility

²² Los Angeles World Airports, “Consolidated Rent-A-Car Facility,” *Connecting LAX*, Accessed November 1, 2025, <https://www.lawa.org/connectinglax/consolidated-rent-a-car-facility>.

Figure 6 details vehicle access policy and categories of how shuttle and commercial bus pick-ups and drop-offs will occur at the Intermodal Transportation Facilities.



Source: LAWA Board of Airport Commissioners Management Report, August 3, 2023

Figure 6 LAX Vehicle Access Policy Post-Automated People Mover

LAWA officials consider the Union Station and Van Nuys routes ideal for FlyAway® service. Union Station offers convenient access to parking and multiple transit modes, enhancing connectivity for airport-bound travelers. With ongoing improvements under LAMP and ATMP, LAWA anticipates expanding service while reducing operational costs.

Transportation Options Between Orange County and LAX

The Grand Jury identified multiple transportation options between Orange County and LAX. Table 1 summarizes these options, including cost, travel time, and number of transfers. Estimated costs and travel time in Table 1 are based on a weekday one-way trip from Irvine, CA to LAX at 10:00 AM. Personal vehicle cost assumes a 50-mile distance between Irvine, CA and LAX, twenty-five miles per gallon, and \$4.50 per gallon.

Table 1 Airport Transportation Options to/from Irvine and LAX

Option	Cost Estimate	Travel Time	Transfers	Pros	Cons
Get Dropped Off	\$18	1:00	0	Simple, low cost, no parking hassle	Requires family/friend's time and availability
Drive Yourself	\$9 + \$30/day for economy parking	1:00	0	Full control over timing; easy access to car; predictable cost with reservation	Parking fees can be high; risk of car damage; traffic stress
Drive Yourself → LA Metro C Line (Norwalk Station) → APM	\$7.15 + \$3/day for parking	1:15	2	Full control over timing; predictable cost; low parking fees at Norwalk Station	Risk of car damage; traffic stress; addition planning for long-term parking
Transport Network Companies (Uber, Lyft, Opoli) → APM	\$80–\$150	1:00	0-1	Door-to-door convenience; no parking needed; customizable vehicle options	Surge pricing; availability varies; unpredictable costs
Metrolink → FlyAway® → APM	\$23.75	1:44	2	Affordable; Amtrak ticket adds \$8;	Longer travel time; limited schedule; variable fees for long-term parking
Metrolink → LA Metro → APM	\$12.75	1:43	3–4	Cheapest option; Amtrak ticket adds \$8; eco-friendly	Multiple transfers; long travel time; limited-service hours; variable fees for long-term parking
One-Way Car Rental → APM	\$60	1:00	1	Flexible for visitors; option for SNA flights redirected to LAX; no return trip needed	Cost includes gas, rental, and drop-off fees; logistics of pickup/drop-off
Taxi → APM	\$95–\$200	1:00	1	Reliable; direct service	Expensive; metered fare can vary with traffic
Black Car/Executive Car	\$160–\$330	1:00	0	Luxury experience; flight tracking; stress-free	Expensive
Shuttle Bus → APM	\$80-150	1:10	1	Cost-effective for groups; door-to-door; flight tracking	Longer travel time due to multiple stops; less privacy

Note: During peak commute times, travel time estimates for car and bus options could be an additional 30 minutes or more.

Public Transportation Options

Highlights of selected public transportation options from Orange County to LAX available after the opening of the APM are given in Table 2 with routes departing from the Irvine Metrolink Station to LAX and other public transit modes as noted. Currently, FlyAway® buses drop passengers off directly at the LAX Central Terminal Area (CTA), while LA Metro riders arriving at ITF East transfer to a LAX Shuttle bus to reach the CTA.

Table 2 Public Transportation Routes from Irvine* to LAX

Route	Travel Time	Transfers	Transfer Locations
Metrolink/Amtrak → FlyAway® Bus → APM	~1.9 hours	2	1. Union Station 2. ITF East
Metrolink → Norwalk Transit → Metro C Line → APM	~1.9 hours	3	1. Norwalk/Santa Fe Springs Station 2. Norwalk Station 3. ITF East
Metrolink/Amtrak → Metro Bus J Line → Metro C Line → APM	~2.2 hours	3	1. Union Station 2. Harbor Freeway Station 3. ITF East
Metrolink/Amtrak → Metro A → E → K Lines → APM	~2.1 hours	4	1. Union Station 2. Little Tokyo Station 3. Expo/Crenshaw Station 4. ITF East
OC Bus 83 → Metro Bus 460 → Metro C Line → APM	~3.2 hours From Laguna Hills Transportation Center	3	1. Disneyland East Shuttle Station 2. Norwalk Station 3. ITF East
OC Bus 70 → OC Bus 543 or 43 → Metro Bus 460 → Metro C Line → APM	~3.3 hours From Tustin Metrolink Station	4	1. Edinger Avenue & Harbor Blvd. 2. Disneyland East Shuttle Station 3. Norwalk Station 4. ITF East
OC Bus 529 → Metro Bus 460 → Metro C Line → APM	~2.4 hours From Goldenwest Transportation Center	3	1. Fullerton Park & Ride 2. Norwalk Station 3. ITF East

*Note: Starting locations other than Irvine Metrolink Station are identified.

Safety

The Grand Jury received letters from the public expressing concern about safety on public transportation. While LA Metro carries nearly one million passengers daily, the Los Angeles County Sheriff’s Department, Transit Services Bureau recorded 537 crimes for the year on LA Metro buses and trains as of October 9, 2025, with battery, theft, aggravated assault, and robbery among the most frequent offenses.²³ In 2024, OCTA reported bus ridership at 34.8 million boardings and 314 Group A offenses, which are serious crimes such as assault, theft, and drug violations, reflecting a 15% decrease from 2023.

LA Metro continues to enhance its customer experience, with a February 2025 rider survey indicating that 87% of passengers are satisfied or very satisfied with the service. In the same survey, 53% of respondents reported noticeable improvements in the transit

²³ Los Angeles County Sheriff’s Department, *Transit Services Bureau Weekly Report*, October 14, 2025, <https://lasd.org/transit-services-bureau-weekly-report-68/>.

system over the past year, primarily citing better service quality and increased safety.²⁴ Meanwhile, customer feedback consistently rates Metrolink, Amtrak, and FlyAway® services as reliable and safe.

LA Metro responded to safety concerns by implementing a layered security strategy that includes uniformed law enforcement officers, Metro Transit Security Officers, and Metro Ambassadors throughout the system. The agency upgraded station infrastructure with brighter lighting, expanded surveillance coverage, and taller fare gates to deter fare evasion and unauthorized access. LA Metro partners with county, city, and regional agencies to implement a care-based approach that delivers support and resources to individuals experiencing homelessness and those with untreated mental illness. After crime increased following the suspension of the Tap-to-Exit program, LA Metro reinstated the initiative and expanded weapons detection technology at key stations.²⁵ These measures reflect LA Metro’s commitment to maintaining a secure and accessible transit environment.

Travelers who use the LA Metro C Line to reach LAX benefit from recent infrastructure upgrades and a continuous security presence at the LAX/Metro Transit Center. This facility connects the C and K Lines to the airport via a free shuttle service and, beginning in mid-2026, will offer direct access through the APM. Enhanced lighting, surveillance systems, and Americans with Disabilities Act (ADA) accessible facilities contribute to a safer experience for airport-bound passengers, especially during daytime and peak travel hours (6:00 AM–9:00 AM and 3:00 PM–7:00 PM).

Cost Analysis

Public transportation total fares from Orange County to LAX range from \$9.50 to \$35.75 depending on origin and route. Fare programs offer discounts for students, seniors, and disabled persons. For example, Metrolink Monthly Pass holders can ride the FlyAway® bus at no additional cost. Published regular fares that are shown below are from official websites as of September 12, 2025.

- **FlyAway®:** \$12.75 (Union Station to LAX)
- **Metrolink:** \$7.75–\$13.50 (between Buena Park and San Clemente to Union Station)

²⁴ LA Metro, *LAX Metro Transit Center Opening Drives Dramatic Increase in Ridership on K Line*, Accessed November 2, 2025, <https://www.metro.net/about/lax-metro-transit-center-opening-drives-dramatic-increase-in-ridership-on-k-line/#:~:text=Overall%20System%20Ridership%20and%20Experience,reasons%20cited%20for%20the%20improvement.>

²⁵ Travis Schlepp, “What Happened After LA Metro Paused Its Tap-to-Exit Program,” *KTla*, September 15, 2025, <https://ktla.com/news/travel/what-happened-after-la-metro-paused-its-tap-to-exit-program/>.

- **Amtrak:** \$14–\$23 (between Buena Park and San Clemente to Union Station)
- **OC Bus:** \$2 per boarding or \$5/day
- **LA Metro:** \$1.75 per trip with free transfers for two hours, \$5 fare cap/day
- **Norwalk Transit:** \$1.25 per boarding (Norwalk Metrolink to Norwalk C Line Station)

Parking fees vary at Metrolink/Amtrak stations across Orange County. Most stations provide free daily parking for up to 72 hours. Some stations located in high-demand urban areas require paid parking permits. At ARTIC, vehicles must be registered for overnight or Lot C parking at least 24 hours prior to parking. An overnight parking authorization form can be found on the Visit Anaheim website. Current parking guidelines and fees can be found on the Metrolink “Parking at Stations” website. FlyAway® bus patrons can use parking lots at Union Station and Vay Nuys, which have daily parking fees of \$8/day and \$6/day with a 30-day limit, respectively. Parking is \$3/day and permitted overnight for seventy-two consecutive hours at the LA Metro C Line Norwalk Station. For longer stays, an Extended Permit Authorization Form must be submitted in advance to metroparking@joesautoparks.com. Parking at the Norwalk Station parking lot is free on weekends and holidays.

LA Metro commuters use a pre-paid TAP fare card for transportation fares and OC Bus commuters began using a pre-paid WAVE card in October 2025.

Schedule and Reliability

The Grand Jury examined published schedules (Appendix C) and route maps. Transit app, Apple Maps, and Google Maps confirmed real-time routes and travel times.

- **FlyAway®:** Runs every 30 minutes; 30-to-60-minute travel time varies day-to-day
- **LA Metro Rail:** Lines A, C, E, and K typically run every ~10 minutes; travel time depends on route
- **APM:** Runs every two minutes at peak usage; ~10-minute end-to-end travel time²⁶
- **Metrolink/Amtrak:** Hourly weekday coverage; limited weekend Metrolink service
- **Norwalk Transit Buses 4 & 7:** ~30-minute weekday frequency; ~50-minute weekend frequency; Travel time is between 15 and 25 minutes, depending upon day, time of day, and direction of route

²⁶ Los Angeles World Airports, “Automated People Mover (APM) Train System,” *The Development Group*, Accessed November 1, 2025, <https://www.lawa.org/transforminglax/projects/automated-people-mover-train-system>.

Based on published schedules, the Grand Jury found that the FlyAway® bus service from Union Station to LAX typically takes approximately 34 minutes under normal traffic conditions and is 10 to 20 minutes faster than LA Metro’s light rail alternatives. However, during peak commuting times—such as 8:00 AM and 5:30 PM—the FlyAway® bus can take 60 minutes or more. Starting in early 2026, FlyAway® passengers will transfer at ITF East and use the Automated People Mover, rather than being dropped off or picked up at LAX’s Central Terminal Area. According to LAWA officials, this change will improve the customer experience, improve bus queues, and reduce trip times.

FlyAway® buses operate every 30 minutes, while LA Metro light rail trains on the A, C, E, and K Lines typically run every 10 minutes. If a passenger misses a FlyAway® bus and opts for LA Metro instead, they may arrive at LAX’s Central Terminal Area at the same time or up to 10 minutes earlier than the next FlyAway® bus.

The Grand Jury found that the Metrolink and Amtrak Pacific Surfliner schedules separately have gaps at the time of this report. However, together they provided hourly weekday service to and from Union Station. On weekdays, train service from Irvine, CA runs from 5:12 AM to 10:49 PM, with thirteen northbound Metrolink trips and twelve northbound Amtrak trips. A similar number of southbound trips depart Union Station daily. Amtrak Pacific Surfliner maintains the same schedule on weekends, while Metrolink reduces service to four northbound and four southbound trips each day. Starting in early 2026, Amtrak will increase Pacific Surfliner service to thirteen daily trips.

Norwalk Transit System (NTS) Buses 4 and 7 connect the Metrolink Norwalk/Santa Fe Springs Station to the LA Metro C Line Norwalk Station, located 3.1 miles apart. Although weekend service is less frequent, both weekday and weekend schedules for Buses 4 and 7 align with the first and last Metrolink trains at Norwalk/Santa Fe Springs Station.

The Grand Jury learned that travelers can connect from the LA Metro C Line at its Norwalk Station to LA Metro Bus 460 to reach Disneyland. A trip from LAX to Disneyland takes approximately two hours. Passengers may transfer from Bus 460 to Orange County buses at Knott’s Berry Farm, Fullerton Park & Ride, or Disneyland. This route offers a lower-cost alternative to Metrolink/Amtrak, though it requires more travel time.

The investigation identified the fastest public transit route from Irvine to LAX as the Metrolink or Amtrak connection to the FlyAway® bus at Union Station (see Appendix D). This route averages one hour and 48 minutes on weekdays, with the quickest connection taking one hour and 41 minutes in the afternoon. The return trip from LAX to

Irvine averages two hours and 15 minutes. Travel times for the FlyAway® bus can vary due to traffic congestion. The Grand Jury found that if FlyAway® buses arrived five minutes earlier at Union Station, travelers could catch the next Metrolink or Amtrak train departing at 10 and 40 minutes past the hour, reducing average travel time by 23 minutes.

An alternate route to LAX via Metrolink requires a transfer at the Norwalk/Santa Fe Springs Station to NTS Bus 4 or 7, followed by a connection to the Metro C Line. On weekdays, this trip averages approximately one hour and 47 minutes. On weekends, travel time exceeds two hours and eight minutes due to limited Metrolink service and the absence of Amtrak stops at the Norwalk/Santa Fe Springs Station. The return trip from LAX to Irvine via this route averages 2 hours and 30 minutes on weekdays and over 3 hours on weekends, primarily due to extended wait times for Metrolink trains. Weekend travelers face additional constraints, with the earliest possible arrival at LAX after 11:45 AM and final departure from LAX using this route at 3:40 PM.

Transit-Supportive Developments

There are transit-supportive and transit-oriented developments in Orange County that are approximately 25-miles from LAX and near a freeway include Fullerton Park and Ride, Buena Park Mall, and former Westminster Mall.

The Fullerton Park & Ride facility is the focus of a major planning initiative called the Orangethorpe Transit Village Conceptual Study, led by the Orange County Transportation Authority (OCTA) in partnership with the City of Fullerton. The study is exploring the potential for transit-supportive mixed-use development at the 9-acre Fullerton Park & Ride site, which is currently underutilized.

The Buena Park Downtown Mall is undergoing a major transit-oriented design transformation centered around the redevelopment of the former Sears property. Approved by the Buena Park City Council in June 2023, the Village at Buena Park is a \$650 million mixed-use project led by Merlone Geier Partners. It will replace the old Sears building and adjacent parking lot with 1,302 apartments and townhomes, public space with walking paths, electric vehicle (EV) charging stations, bike racks, and 3,000 parking spaces.

The City of Westminster has approved the Westminster Mall Specific Plan (WMSP), which outlines a plan for converting the mall into a mixed-use development with 1,167 housing units, retail, hospitality, and public spaces with walking paths. Shopoff Realty Investments is leading this 26-acre redevelopment project, called Bolsa Pacific at Westminster. The project's design and goals reflect principles of Transit-Oriented

Development (TOD), such as walkable streets, mixed-use buildings, higher residential density, and proximity to public transit. As for transit services, OC Bus 64 currently stops at bus only lane near the former Westminster Mall on Edwards Street near Bolsa Avenue.

ARTIC is co-located at the OC Vibe development, which has elements of transit-oriented design. While ARTIC is forty miles from LAX, ARTIC provides connectivity to Anaheim Resort Transportation (ART), Metrolink, Amtrak, OCTA buses, and Greyhound buses.

Barriers to Airport Transit Success

The Grand Jury identified several key barriers that hinder the success of airport transit services:

- **Time-sensitivity:** Air travelers are highly time-conscious. The risk of missing a flight makes reliability paramount, and many passengers prefer to maintain control over their schedule, often distrusting public transit reliability.
- **Convenience:** Public buses are frequently perceived as slow, infrequent, and indirect compared to driving or using transportation network companies (TNCs). Transfers and wait times at bus stops add stress and reduce appeal.
- **Luggage Limitations:** Transit vehicles are typically not designed to accommodate large or heavy luggage, making them less suitable for airport-bound passengers.
- **Travel Habits:** Historically, airport trips have been dominated by private vehicles and shuttle services. Public transit has not been the preferred mode for most travelers.

The Grand Jury concluded that the Metrolink or Amtrak connection to the FlyAway® bus from Union Station currently offers the most reliable public transit option between Orange County and LAX, with average travel times under two hours. Return trips from LAX to Irvine average two hours and 15 minutes. The Grand Jury found that adjusting FlyAway® bus arrival times at Union Station by five minutes would enable passengers to board earlier Metrolink or Amtrak trains, thereby reducing travel time from LAX to Orange County by 23 minutes. LAWA has an opportunity to revise FlyAway® bus departure schedules with the opening of ITF East in mid-2026.

Using LA Metro light rail instead of the FlyAway® bus adds 10 to 20 minutes to the journey from Union Station to LAX. Although the Norwalk/Santa Fe Springs shortcut may offer faster travel to LAX at certain times, limited Metrolink service results in return trips that are over 30 minutes longer than the FlyAway® route via Union Station.

Implementing direct FlyAway®-style bus service between LAX and Orange County would ease traffic congestion, lower greenhouse gas emissions, and significantly improve regional transit efficiency, cutting public transit travel times by 30 minutes or more. The Grand Jury identified several viable locations within Orange County for such a service. A comparative analysis of travel durations (see Table 1) underscores the time-saving potential of enhanced regional transit connectivity. LAWA's proven success with the FlyAway® program demonstrates that direct bus service can operate near the breakeven point, offering a practical and efficient solution for airport access.

Better Understanding Orange County's Needs

The Southern California Association of Governments (SCAG) has launched its SoCal Airport Access and Mobility Study, a regional airport passenger and employee survey to better understand how people travel to and from Southern California's airports.²⁷ The first stage of the study is analysis of existing conditions to document the region's airports, access facilities, and connecting transportation networks. This is the ideal opportunity for SCAG to engage with all Orange County cities to understand each city's transportation need for enhanced regional intermodal transit connectivity across various transit authorities and agencies and across county lines.

FINDINGS

In accordance with California Penal Code Sections 933 and 933.05, the 2025-2026 Orange County Grand Jury requires (or, as noted, requests) responses from each agency affected by the findings presented in this section. The responses are to be submitted to the Presiding Judge of the Superior Court.

Based on its investigation described herein, the 2025-2026 Orange County Grand Jury has arrived at the following six principal findings:

- F1** Several Orange County locations meet the criteria for express bus pick-up sites, being approximately twenty-five miles from LAX and near major freeways. These locations are Fullerton Park & Ride, Buena Park Mall, and former Westminster Mall.
- F2** The Anaheim Regional Transportation Intermodal Center presents a viable option for express bus service to LAX due to its location near Orange

²⁷ Southern California Association of Governments. *SoCal Airport Access and Mobility Study*. <https://scag.ca.gov/aviation-program>

County attractions and multimodal connectivity, despite being forty miles from LAX.

- F3** The Irvine Transportation Center is a viable potential location for direct bus service to LAX due to its location near South Orange County, freeway access, and multimodal connectivity, despite being fifty miles from LAX.
- F4** Public transit options to LAX that offer travel times comparable to private automobiles have several limitations.
- The Orange County Transportation Authority has never operated direct transit service to LAX due to federal regulations prohibiting transit bus service to a single destination such as LAX.
 - Metrolink OC Line lacks direct connections to LAX, as stations such as Norwalk/Santa Fe Springs do not provide a seamless link to the airport.
 - Southern California Association of Governments planning documents that discuss regional airport ground access neglect cross-county mobility challenges.
- F5** Metrolink provides less frequent service on weekends. Weekend travel times often exceed three hours due to reduced train schedules and longer transfer wait times.
- F6** Metrolink offers the most dependable connection at Union Station, linking travelers to bus and light rail services to LAX. These routes require transfers, and variable freeway conditions can affect overall travel times.

RECOMMENDATIONS

In accordance with California Penal Code Sections 933 and 933.05, the 2025-2026 Orange County Grand Jury requires (or, as noted, requests) responses from each agency affected by the recommendations presented in this section. The responses are to be submitted to the Presiding Judge of the Superior Court.

Based on its investigation described herein, the 2025-2026 Orange County Grand Jury makes the following eight recommendations:

- R1** By September 30, 2026, the City of Fullerton should direct its Planning Department to collaborate with Orange County Transportation Authority (OCTA) and Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from Fullerton Park & Ride

(Orangethorpe Transit Village) to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F1]

R2 By September 30, 2026, the Buena Park City Council should direct its Planning Department to collaborate with Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from the Buena Park Mall site (Village at Buena Park) to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F1]

R3 By September 30, 2026, the Westminster City Council should direct its Planning Department to collaborate with Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from the former Westminster Mall site (Bolsa Pacific at Westminster) to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F1]

R4 By September 30, 2026, the Anaheim City Council should direct its Planning Department to collaborate with Orange County Transportation Authority (OCTA) and Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from the Anaheim Regional Transit Intermodal Center to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F2]

R5 By September 30, 2026, the Irvine City Council should direct its Transportation Department to review the previous FlyAway® service that ended in 2012, engage the LAWA Mobility Unit or any other express bus service of their choice, and, upon receiving City Council approval, submit a business case study to LAWA or other express bus service(s). This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F3]

R6 By September 30, 2026, Southern California Association of Governments should reach out to all Orange County cities to engage and understand

each city's transportation need for enhancing regional intermodal transit connectivity across various transit authorities and agencies and across county lines. [F4]

R7 By March 31, 2026, Metrolink should increase Metrolink OC Line weekend train service to support public transportation trips from Orange County through Union Station to LAX. [F5]

R8 By June 30, 2026, OCTA and Metrolink should promote the appropriate services that offer convenient connections to LAX, aiming to inform and guide travelers who are ready to choose public transit for their airport commute. [F6]

COMMENDATIONS

Southern California cities have made commendable strides in addressing transportation challenges through innovative, community-responsive programs which exemplify proactive governance and sustainable urban planning.

One standout initiative is *Irvine CONNECT*, a free neighborhood shuttle service launched by the City of Irvine in response to resident concerns about traffic congestion and limited transit options. This program reflects a thoughtful and inclusive approach to mobility, connecting key destinations such as parks, schools, hospitals, and shopping centers with Irvine Station. Since its inception, Irvine CONNECT has expanded significantly—most notably in July 2025, when the city extended the Yale-Barranca route and introduced new routes like the Jamboree-UCI and Barranca Link. These expansions were based on data from the city's Transit Vision Study and community feedback, demonstrating Irvine's commitment to evidence-based planning and public engagement.

The program's success is evident in its ridership growth, with the original route serving nearly 150,000 rides in its first year. The city's decision to sunset the older iShuttle program and consolidate services under Irvine CONNECT further highlights its dedication to streamlining operations and improving service quality. With seventy-seven stops and shuttles running every 20 minutes, Irvine CONNECT offers an eco-friendly, accessible alternative to car travel, helping reduce emissions and traffic while enhancing connectivity across the city.

These efforts deserve recognition not only for their operational success but also for their responsiveness to community needs. Mayor Larry Agran praised the effort saying, "The No.1 complaint I hear from our city residents is about Irvine's traffic congestion. The

Irvine CONNECT shuttle is one way we are addressing that issue.”²⁸ Irvine’s leadership in expanding transit infrastructure, investing in capital improvements like new bus stops, and leveraging technology for real-time shuttle tracking sets a high standard for municipal transit innovation. Programs like Irvine CONNECT are a model for other cities seeking to build sustainable, resident-centered transportation networks. Orange County has launched several other commendable transportation programs that prioritize safety, sustainability, and regional connectivity. These initiatives reflect strong leadership and a commitment to improving mobility for residents and visitors alike.

REQUIRED RESPONSES

California Penal Code Section 933 requires the governing body of any public agency which the Grand Jury has reviewed, and about which it has issued a final report, to comment to the Presiding Judge of the Superior Court on the findings and recommendations pertaining to matters under the control of the governing body. Such comment shall be made no later than 90 days after the Grand Jury publishes its report (filed with the Clerk of the Court). Additionally, in the case of a report containing findings and recommendations pertaining to a department or agency headed by an elected County official (e.g., District Attorney, Sheriff, etc.), such elected County official shall comment on the findings and recommendations pertaining to the matters under that elected official’s control within 60 days to the Presiding Judge with an information copy sent to the Board of Supervisors.

The following excerpts from the California Penal Code provide the requirements for public agencies to respond to the Findings and Recommendations of this Grand Jury report:

§933

(c) No later than 90 days after the grand jury submits a final report on the operations of any public agency subject to its reviewing authority, the governing body of the public agency shall comment to the presiding judge of the superior court on the findings and recommendations pertaining to matters under the control of the governing body, and every elected county officer or agency head for which the grand jury has responsibility pursuant to Section 914.1 shall comment within 60 days to the presiding judge of the superior court, with an information copy sent to the board of supervisors, on the findings and recommendations pertaining to matters under the control of that county officer or agency head and any agency or agencies which that officer or agency head supervises

²⁸ Irvine Community News & Views iMessage, (*Free Irvine CONNECT Shuttle Bus Has Expanded Routes*, 10/2/2025).

or controls. In any city and county, the mayor shall also comment on the findings and recommendations. All of these comments and reports shall forthwith be submitted to the presiding judge of the superior court who impaneled the grand jury. A copy of all responses to grand jury reports shall be placed on file with the clerk of the public agency and the office of the county clerk, or the mayor when applicable, and shall remain on file in those offices. One copy shall be placed on file with the applicable grand jury final report by, and in the control of the currently impaneled grand jury, where it shall be maintained for a minimum of five years.

§933.05.

(a) For purposes of subdivision (b) of Section 933, as to each grand jury finding, the responding person or entity shall indicate one of the following:

(1) The respondent agrees with the finding.

(2) The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.

(b) For purposes of subdivision (b) of Section 933, as to each grand jury recommendation, the responding person or entity shall report one of the following actions:

(1) The recommendation has been implemented, with a summary regarding the implemented action.

(2) The recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.

(3) The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.

(4) The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.

(c) However, if a finding or recommendation of the grand jury addresses budgetary or personnel matters of a county agency or department headed by an elected officer, both the agency or department head and the board of supervisors shall respond if requested by the grand jury, but the response of the board of supervisors shall address only those

budgetary or personnel matters over which it has some decision-making authority. The response of the elected agency or department head shall address all aspects of the findings or recommendations affecting his or her agency or department.

The Orange County Grand Jury requires the following responses:

City of Fullerton	90 Day Response Required
Findings:	F1
Recommendations:	R1

City of Buena Park	90 Day Response Required
Findings:	F1
Recommendations:	R2

City of Westminster	90 Day Response Required
Findings:	F1
Recommendations:	R3

City of Anaheim	90 Day Response Required
Findings:	F2
Recommendations:	R4

City of Irvine	90 Day Response Required
Findings:	F3
Recommendations:	R5

Orange County Transportation Authority	90 Day Response Required
Findings:	F1, F2, F4
Recommendations:	R1, R4, R8

Southern California Association of Governments 90 Day Response Required
 Findings: F4
 Recommendations: R6

Southern California Regional Rail Authority 90 Day Response Required
 (as governing Board of Metrolink)
 Findings: F4, F5, F6
 Recommendations: R7, R8

Glossary and Acronyms

Amtrak	American Track
ADA	Americans with Disabilities Act
APM	Automated People Mover
ART	Anaheim Resort Transportation
ATMP	Airfield & Terminal Modernization Project
ATN	Anaheim Transportation Network
CAGR	Compound Annual Growth Rate
Caltrans	California Department of Transportation
ConRAC	Consolidated Rent-A-Car
CTA	Central Terminal Area
EV	Electric Vehicle
EVE	Everyone Ventures Everywhere
FAA	Federal Aviation Administration
IBC	Irvine Business Complex
ITF	Intermodal Transportation Facility
JPA	Joint Powers Authority
LACMTA or LA Metro	Los Angeles County Metropolitan Transportation Authority
LAMP	Landside Access Modernization Program

LAWA	Los Angeles World Airports
LAX	Los Angeles International Airport
LOSSAN	Los Angeles – San Diego – San Luis Obispo
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
NTS	Norwalk Transit System
OC	Orange County
OCTA	Orange County Transportation Authority
RTP/SCS	Regional Transportation Plan/Sustainable Community Strategy
SCAG	Southern California Association of Governments
SNA	John Wayne Airport
TNC	Transportation Network Company
TOD	Transportation Oriented Development
WMSP	Westminster Mall Specific Plan

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Appendix A

Los Angeles World Airports Traffic and Vehicle Data

Table 3 LAX Traffic Comparison for September 2025

Los Angeles World Airports (LAWA)			10/23/2025, 1:26 PM			
Traffic Comparison (TCOM)			Page 1 of 1			
Los Angeles International Airport						
Calendar YTD January to September						
	Sep-2025	Sep-2024	<u>% Change</u>	Jan-2025 to Sep-2025	Jan-2024 to Sep-2024	<u>% Change</u>
Passenger Traffic Totals						
Domestic	3,942,661	4,240,358	-7.02 %	37,582,019	39,416,944	-4.66 %
International	1,866,574	1,968,016	-5.15 %	17,869,382	18,235,631	-2.01 %
Total	5,809,235	6,208,374	-6.43 %	55,451,401	57,652,575	-3.82 %
Domestic Passengers						
Scheduled Carriers	3,940,315	4,238,663	-7.04 %	37,554,861	39,400,427	-4.68 %
Commuter Carriers	579	0	100.00 %	12,885	91	14,059.34 %
Charter Carriers	1,767	1,695	4.25 %	14,273	16,426	-13.11 %
Total	3,942,661	4,240,358	-7.02 %	37,582,019	39,416,944	-4.66 %
International Passengers						
Tom Bradley Intl	1,045,693	1,091,068	-4.16 %	9,851,967	9,950,908	-0.99 %
West Gates-MSA	439,328	434,496	1.11 %	3,870,304	3,771,001	2.63 %
Terminal 6	193,915	191,410	1.31 %	1,932,838	1,942,379	-0.49 %
Terminal 7	79,089	104,027	-23.97 %	950,330	1,077,046	-11.77 %
Terminal 2	47,581	86,047	-44.70 %	575,720	751,408	-23.38 %
All Other Terminals	60,968	60,968	0.00 %	688,223	742,889	-7.36 %
Total	1,866,574	1,968,016	-5.15 %	17,869,382	18,235,631	-2.01 %
US Customs Arrivals by Terminal						
Tom Bradley Intl	829,419	858,769	-3.42 %	7,983,718	7,920,228	0.80 %
Terminal 7	74,822	71,461	4.70 %	773,860	791,700	-2.25 %
Terminal 2	214	0	100.00 %	214	0	100.00 %
Terminal 5	0	0	0.00 %	0	0	0.00 %
Terminal 4	0	0	0.00 %	0	0	0.00 %
All Other Terminals	0	0	0.00 %	0	0	0.00 %
Total	904,455	930,230	-2.77 %	8,757,792	8,711,928	0.53 %
Air Cargo (Tons)						
Mail	4,623	4,283	7.94 %	44,570	35,610	25.16 %
Freight	179,165	191,177	-6.28 %	1,594,909	1,761,083	-9.44 %
Total	183,788	195,459	-5.97 %	1,639,479	1,796,693	-8.75 %
FAA Aircraft Movement						
Air Carrier	43,941	44,896	-2.13 %	409,915	409,501	0.10 %
Air Taxi	1,647	1,690	-2.54 %	16,311	15,302	6.59 %
General Aviation	904	1,139	-20.63 %	9,145	9,581	-4.55 %
Military	17	29	-41.38 %	233	314	-25.80 %
Total	46,509	47,754	-2.61 %	435,604	434,698	0.21 %

Source: lawa.org

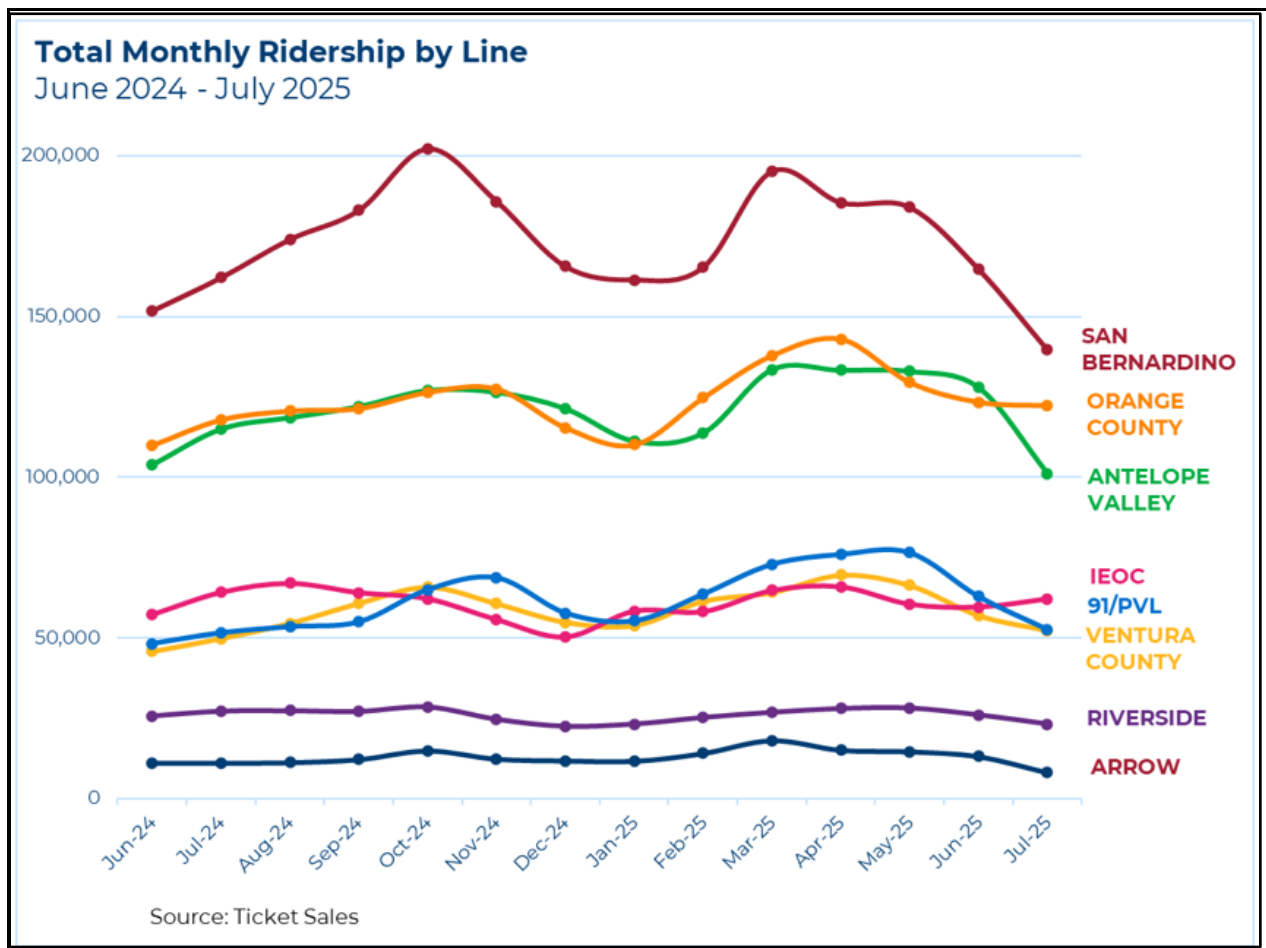
Table 4 LAX Ground Transportation Monthly Report for September 2025

Los Angeles World Airports (LAWA) Los Angeles International Airport (LAX)											Page 1 of 1					
Ground Transportation Monthly Report																
All Commercial Vehicle Activity																
Operator Type	September 2025 <i>Upper & Lower Level Volumes</i>			Current Month <i>Sep 2025</i>				Year Prior <i>Sep 2024</i>				Year-to-Date Comparison				
	Monthly	Daily Avg	Market Share	Monthly	Daily Avg	Market Share	% Change	Monthly	Daily Avg	Market Share	% Change	YTD Totals	YTD Daily Avg	Last YTD Totals	Last YTD Daily Avg	YTD % Change
CHARTER																
TRANSPORTATION CHARTER PARTY (TCP)	252,609	8,420	9.3%	157,345	5,245	5.3%	60.5%	1,734,032	6,329	1,268,223	4,612	37.2%				
TRANSPORTATION NETWORK COMPANY (TNC)	565,409	18,847	20.9%	656,983	21,899	22.3%	-13.9%	5,103,838	18,627	5,546,239	20,168	-7.6%				
Total Charter	818,018	27,267	30.3%	814,328	27,144	27.6%	0.5%	6,837,870	24,956	6,814,462	24,780	0.7%				
COURTESY																
HOTEL/MOTEL	32,383	1,079	1.2%	38,824	1,294	1.3%	-16.6%	323,487	1,181	394,246	1,434	-17.6%				
PRIVATE PARKING	26,444	881	1.0%	24,478	816	0.8%	8.0%	219,166	800	196,487	714	11.9%				
RENTCAR-ON AIRPORT	41,107	1,370	1.5%	43,311	1,444	1.5%	-5.1%	371,759	1,357	365,750	1,330	2.0%				
Total Courtesy	99,934	3,331	3.7%	106,613	3,554	3.6%	-6.3%	914,412	3,337	956,483	3,478	-4.0%				
PASSENGER STAGE CORPORATION (PSC)																
SCHEDULED SERVICE	2,486	83	0.1%	2,000	67	0.1%	24.3%	21,103	77	16,661	61	27.1%				
SHARED-RIDE	7	0	0.0%	13	0	0.0%	-46.2%	43	0	199	1	-78.3%				
Total PSC	2,493	83	0.1%	2,013	67	0.1%	23.8%	21,146	77	16,860	61	25.9%				
TAXI																
TAXI	67,218	2,241	2.5%	85,171	2,839	2.9%	-21.1%	593,445	2,166	690,789	2,512	-13.8%				
Total Taxi	67,218	2,241	2.5%	85,171	2,839	2.9%	-21.1%	593,445	2,166	690,789	2,512	-13.8%				
LAWA																
FLYAWAY	6,246	208	0.2%	6,730	224	0.2%	-7.2%	56,810	207	65,508	238	-13.0%				
LAX SHUTTLE	7,721	257	0.3%	9,783	326	0.3%	-21.1%	87,812	320	74,724	272	17.9%				
Total LAWA	13,967	466	0.5%	16,513	550	0.6%	-15.4%	144,622	528	140,232	510	3.5%				
COMMERCIAL TOTAL	1,001,630	33,388	37.0%	1,024,638	34,155	34.7%	-2.2%	8,511,495	31,064	8,618,826	31,341	-0.9%				
PRIVATE VEHICLES	1,702,302	56,743	63.0%	1,927,648	64,255	65.3%	-11.7%	16,238,917	59,266	17,619,001	64,069	-7.5%				
Total Vehicle Volumes	2,703,932	90,131	100.0%	2,952,286	98,410	100.0%	-8.4%	24,750,412	90,330	26,237,827	95,410	-5.3%				

Source: lawa.org

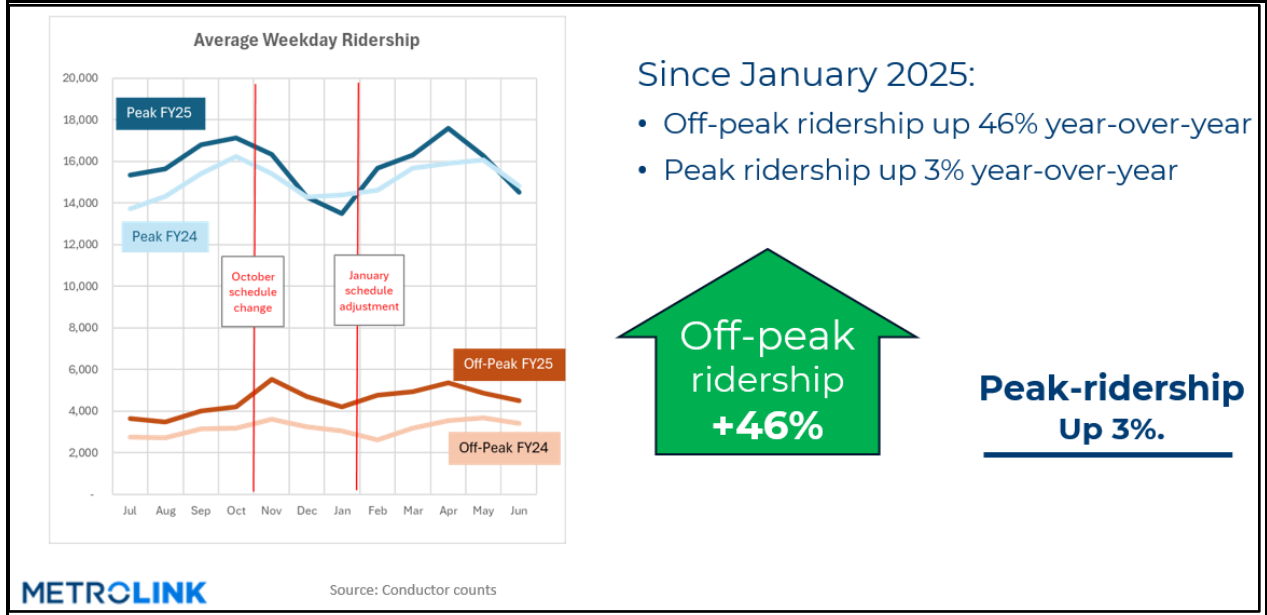
Appendix B

Metrolink Ridership Data



Source: Metrolink

Figure 7 Metrolink Systemwide Ridership



Source: Metrolink

Figure 8 Peak/Off-Peak Ridership Analysis

Appendix C

Public Transportation References

- **FlyAway® Bus**
- <https://www.flylax.com/flyaway-bus>
 - Schedule: Union Station - LAX
 - <https://www.flylax.com/flyaway-bus/union-station>
- **LA Metro**
- <https://www.metro.net/>
 - Schedule: A, C, E, J, and K Lines
 - <https://www.metro.net/riding/schedules-2/>
- **Norwalk Transportation System**
- https://www.norwalk.org/departments_services/norwalk_transit_system_nts/index.php
 - Schedule: Buses 4 and 7
 - https://www.norwalk.org/departments_services/norwalk_transit_system_nts/fares.php
- **Metrolink**
- <https://metrolinktrains.com/>
 - Schedule
 - <https://metrolinktrains.com/>
- **Amtrak Pacific Surfliner**
- <https://www.pacificsurfliner.com/>
 - Schedule
 - <https://www.pacificsurfliner.com/plan-your-trip/schedules/>
- **Orange County Transportation Authority**
- <https://octa.net/>
 - Schedule: Buses 76, 83, and 460
 - <https://octa.net/getting-around/bus/oc-bus/routes-and-schedules/routes-and-schedules>

Appendix D

Route Data

Table 5 Weekday FlyAway®-to-Metrolink/Amtrak Route with Average Travel Time of Two Hours and 15 Minutes and Average Wait Time of 38 Minutes

FlyAway®		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time
LAX	Union Station		Union Station	Irvine			
5:40 AM	6:12 AM	0:28	6:40 AM	7:48 AM	1:40	0:28	2:08
6:10 AM	6:42 AM	0:28	7:10 AM	8:12 AM	1:34	0:28	2:02
6:40 AM	7:12 AM	0:28	7:40 AM	8:48 AM	1:40	0:28	2:08
7:10 AM	7:42 AM	0:28	8:10 AM	9:12 AM	1:34	0:28	2:02
7:40 AM	8:12 AM	0:28	8:40 AM	9:48 AM	1:40	0:28	2:08
8:10 AM	8:42 AM	1:28	10:10 AM	11:12 AM	1:34	1:28	3:02
8:40 AM	9:12 AM	0:58	10:10 AM	11:12 AM	1:34	0:58	2:32
9:10 AM	9:42 AM	0:28	10:10 AM	11:12 AM	1:34	0:28	2:02
9:40 AM	10:12 AM	0:28	10:40 AM	11:48 AM	1:40	0:28	2:08
10:10 AM	10:42 AM	0:28	11:10 AM	12:12 PM	1:34	0:28	2:02
10:40 AM	11:12 AM	0:58	12:10 PM	1:12 PM	1:34	0:58	2:32
11:10 AM	11:42 AM	0:28	12:10 PM	1:12 PM	1:34	0:28	2:02
11:40 AM	12:12 PM	0:28	12:40 PM	1:48 PM	1:40	0:28	2:08
12:10 PM	12:42 PM	0:42	1:24 PM	2:32 PM	1:40	0:42	2:22
12:40 PM	1:12 PM	0:12	1:24 PM	2:32 PM	1:40	0:12	1:52
1:10 PM	1:42 PM	0:58	2:40 PM	3:48 PM	1:40	0:58	2:38
1:40 PM	2:12 PM	0:28	2:40 PM	3:48 PM	1:40	0:28	2:08
2:10 PM	2:42 PM	0:28	3:10 PM	4:12 PM	1:34	0:28	2:02
2:40 PM	3:12 PM	0:28	3:40 PM	4:48 PM	1:40	0:28	2:08
3:10 PM	3:42 PM	0:28	4:10 PM	5:09 PM	1:31	0:28	1:59
3:40 PM	4:12 PM	0:28	4:40 PM	5:48 PM	1:40	0:28	2:08
4:10 PM	4:42 PM	0:28	5:10 PM	6:12 PM	1:34	0:28	2:02
4:40 PM	5:12 PM	0:28	5:40 PM	6:48 PM	1:40	0:28	2:08
5:10 PM	5:42 PM	0:28	6:10 PM	7:12 PM	1:34	0:28	2:02
5:40 PM	6:12 PM	0:28	6:40 PM	7:48 PM	1:40	0:28	2:08
6:10 PM	6:42 PM	1:28	8:10 PM	9:12 PM	1:34	1:28	3:02
6:40 PM	7:12 PM	0:58	8:10 PM	9:12 PM	1:34	0:58	2:32
7:10 PM	7:42 PM	0:28	8:10 PM	9:12 PM	1:34	0:28	2:02
7:40 PM	8:12 PM	1:28	9:40 PM	10:48 PM	1:40	1:28	3:08
8:10 PM	8:42 PM	0:58	9:40 PM	10:48 PM	1:40	0:58	2:38
8:40 PM	9:12 PM	0:28	9:40 PM	10:48 PM	1:40	0:28	2:08
9:10 PM	9:42 PM	0:28	10:10 PM	11:12 PM	1:34	0:28	2:02
				Average	1:36	0:38	2:15

Blue = Metrolink

Connecting Orange County to LAX

Table 6 Weekday FlyAway®-to-Metrolink/Amtrak Route with FlyAway® Bus Arriving Five Minutes Early Reduces Average Travel Time by 23 Minutes

FlyAway®		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time	
LAX	Union Station		Union Station	Irvine				
5:35 AM	6:07 AM	0:03	6:10 AM	7:12 AM	1:34	0:03	1:37	
6:05 AM	6:37 AM	0:03	6:40 AM	7:48 AM	1:40	0:03	1:43	
6:35 AM	7:07 AM	0:03	7:10 AM	8:12 AM	1:34	0:03	1:37	
7:05 AM	7:37 AM	0:03	7:40 AM	8:48 AM	1:40	0:03	1:43	
7:35 AM	8:07 AM	0:03	8:10 AM	9:12 AM	1:34	0:03	1:37	
8:05 AM	8:37 AM	0:03	8:40 AM	9:48 AM	1:40	0:03	1:43	
8:35 AM	9:07 AM	1:03	10:10 AM	11:12 AM	1:34	1:03	2:37	
9:05 AM	9:37 AM	0:33	10:10 AM	11:12 AM	1:34	0:33	2:07	
9:35 AM	10:07 AM	0:03	10:10 AM	11:12 AM	1:34	0:03	1:37	
10:05 AM	10:37 AM	0:03	10:40 AM	11:48 AM	1:40	0:03	1:43	
10:35 AM	11:07 AM	0:03	11:10 AM	12:12 PM	1:34	0:03	1:37	
11:05 AM	11:37 AM	0:33	12:10 PM	1:12 PM	1:34	0:33	2:07	
11:35 AM	12:07 PM	0:03	12:10 PM	1:12 PM	1:34	0:03	1:37	
12:05 PM	12:37 PM	0:03	12:40 PM	1:48 PM	1:40	0:03	1:43	
12:35 PM	1:07 PM	0:17	1:24 PM	2:32 PM	1:40	0:17	1:57	
1:05 PM	1:37 PM	1:03	2:40 PM	3:48 PM	1:40	1:03	2:43	
1:35 PM	2:07 PM	0:33	2:40 PM	3:48 PM	1:40	0:33	2:13	
2:05 PM	2:37 PM	0:03	2:40 PM	3:48 PM	1:40	0:03	1:43	
2:35 PM	3:07 PM	0:03	3:10 PM	4:12 PM	1:34	0:03	1:37	
3:05 PM	3:37 PM	0:03	3:40 PM	4:48 PM	1:40	0:03	1:43	
3:35 PM	4:07 PM	0:03	4:10 PM	5:09 PM	1:31	0:03	1:34	
4:05 PM	4:37 PM	0:03	4:40 PM	5:48 PM	1:40	0:03	1:43	
4:35 PM	5:07 PM	0:03	5:10 PM	6:12 PM	1:34	0:03	1:37	
5:05 PM	5:37 PM	0:03	5:40 PM	6:48 PM	1:40	0:03	1:43	
5:35 PM	6:07 PM	0:03	6:10 PM	7:12 PM	1:34	0:03	1:37	
6:05 PM	6:37 PM	0:03	6:40 PM	7:48 PM	1:40	0:03	1:43	
6:35 PM	7:07 PM	1:03	8:10 PM	9:12 PM	1:34	1:03	2:37	
7:05 PM	7:37 PM	0:33	8:10 PM	9:12 PM	1:34	0:33	2:07	
7:35 PM	8:07 PM	0:03	8:10 PM	9:12 PM	1:34	0:03	1:37	
8:05 PM	8:37 PM	1:03	9:40 PM	10:48 PM	1:40	1:03	2:43	
8:35 PM	9:07 PM	0:33	9:40 PM	10:48 PM	1:40	0:33	2:13	
9:05 PM	9:37 PM	0:03	9:40 PM	10:48 PM	1:40	0:03	1:43	
9:35 PM	10:07 PM	0:03	10:10 PM	11:12 PM	1:34	0:03	1:37	
					Average	1:36	0:15	1:52

Blue = Metrolink

Table 7 Weekend FlyAway®-to-Metrolink/Amtrak Route with Average Travel Time of Two Hours and 15 Minutes and Average Wait Time of 38 Minutes

FlyAway®		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time
LAX	Union Station		Union Station	Irvine			
5:40 AM	6:12 AM	0:58	7:10 AM	8:12 AM	1:34	0:58	2:32
6:10 AM	6:42 AM	0:28	7:10 AM	8:12 AM	1:34	0:28	2:02
6:40 AM	7:12 AM	0:58	8:10 AM	9:12 AM	1:34	0:58	2:32
7:10 AM	7:42 AM	0:28	8:10 AM	9:12 AM	1:34	0:28	2:02
7:40 AM	8:12 AM	0:28	8:40 AM	9:49 AM	1:41	0:28	2:09
8:10 AM	8:42 AM	1:28	10:10 AM	11:12 AM	1:34	1:28	3:02
8:40 AM	9:12 AM	0:58	10:10 AM	11:12 AM	1:34	0:58	2:32
9:10 AM	9:42 AM	0:28	10:10 AM	11:12 AM	1:34	0:28	2:02
9:40 AM	10:12 AM	0:38	10:50 AM	11:59 AM	1:41	0:38	2:19
10:10 AM	10:42 AM	0:08	10:50 AM	11:59 AM	1:41	0:08	1:49
10:10 AM	10:42 AM	0:28	11:10 AM	12:12 PM	1:34	0:28	2:02
10:40 AM	11:12 AM	0:58	12:10 PM	1:12 PM	1:34	0:58	2:32
11:10 AM	11:42 AM	0:28	12:10 PM	1:12 PM	1:34	0:28	2:02
11:40 AM	12:12 PM	1:48	2:00 PM	3:09 PM	1:41	1:48	3:29
12:10 PM	12:42 PM	1:18	2:00 PM	3:09 PM	1:41	1:18	2:59
12:40 PM	1:12 PM	0:48	2:00 PM	3:09 PM	1:41	0:48	2:29
1:10 PM	1:42 PM	0:18	2:00 PM	3:09 PM	1:41	0:18	1:59
1:40 PM	2:12 PM	0:58	3:10 PM	4:12 PM	1:34	0:58	2:32
2:10 PM	2:42 PM	0:28	3:10 PM	4:12 PM	1:34	0:28	2:02
2:40 PM	3:12 PM	0:58	4:10 PM	5:09 PM	1:31	0:58	2:29
3:10 PM	3:42 PM	0:28	4:10 PM	5:09 PM	1:31	0:28	1:59
3:40 PM	4:12 PM	0:15	4:27 PM	5:36 PM	1:41	0:15	1:56
4:10 PM	4:42 PM	0:28	5:10 PM	6:12 PM	1:34	0:28	2:02
4:40 PM	5:12 PM	0:58	6:10 PM	7:12 PM	1:34	0:58	2:32
5:10 PM	5:42 PM	0:28	6:10 PM	7:12 PM	1:34	0:28	2:02
5:40 PM	6:12 PM	1:58	8:10 PM	9:12 PM	1:34	1:58	3:32
6:10 PM	6:42 PM	1:28	8:10 PM	9:12 PM	1:34	1:28	3:02
6:40 PM	7:12 PM	0:58	8:10 PM	9:12 PM	1:34	0:58	2:32
7:10 PM	7:42 PM	0:28	8:10 PM	9:12 PM	1:34	0:28	2:02
7:40 PM	8:12 PM	1:58	10:10 PM	11:12 PM	1:34	1:58	3:32
8:10 PM	8:42 PM	1:28	10:10 PM	11:12 PM	1:34	1:28	3:02
8:40 PM	9:12 PM	0:58	10:10 PM	11:12 PM	1:34	0:58	2:32
9:10 PM	9:42 PM	0:28	10:10 PM	11:12 PM	1:34	0:28	2:02
				Average	1:35	0:50	2:26

Blue = Metrolink

Connecting Orange County to LAX

Table 8 Weekend FlyAway®-to-Metrolink/Amtrak Route with FlyAway® Bus Arriving Five Minutes Early Reduces Average Travel Time by 21 Minutes

FlyAway®		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time	
LAX	Union Station		Union Station	Irvine				
5:35 AM	6:07 AM	0:03	6:10 AM	7:12 AM	1:34	0:03	1:37	
6:05 AM	6:37 AM	0:33	7:10 AM	8:12 AM	1:34	0:33	2:07	
6:35 AM	7:07 AM	0:03	7:10 AM	8:12 AM	1:34	0:03	1:37	
7:05 AM	7:37 AM	0:33	8:10 AM	9:12 AM	1:34	0:33	2:07	
7:35 AM	8:07 AM	0:03	8:10 AM	9:12 AM	1:34	0:03	1:37	
8:05 AM	8:37 AM	0:03	8:40 AM	9:49 AM	1:41	0:03	1:44	
8:35 AM	9:07 AM	1:03	10:10 AM	11:12 AM	1:34	1:03	2:37	
9:05 AM	9:37 AM	0:33	10:10 AM	11:12 AM	1:34	0:33	2:07	
9:35 AM	10:07 AM	0:03	10:10 AM	11:12 AM	1:34	0:03	1:37	
10:05 AM	10:37 AM	0:13	10:50 AM	11:59 AM	1:41	0:13	1:54	
10:35 AM	11:07 AM	0:03	11:10 AM	12:12 PM	1:34	0:03	1:37	
11:05 AM	11:37 AM	0:33	12:10 PM	1:12 PM	1:34	0:33	2:07	
11:35 AM	12:07 PM	0:03	12:10 PM	1:12 PM	1:34	0:03	1:37	
12:05 PM	12:37 PM	1:23	2:00 PM	3:09 PM	1:41	1:23	3:04	
12:35 PM	1:07 PM	0:53	2:00 PM	3:09 PM	1:41	0:53	2:34	
1:05 PM	1:37 PM	0:23	2:00 PM	3:09 PM	1:41	0:23	2:04	
1:35 PM	2:07 PM	1:03	3:10 PM	4:12 PM	1:34	1:03	2:37	
2:05 PM	2:37 PM	0:33	3:10 PM	4:12 PM	1:34	0:33	2:07	
2:35 PM	3:07 PM	0:03	3:10 PM	4:12 PM	1:34	0:03	1:37	
3:05 PM	3:37 PM	0:33	4:10 PM	5:09 PM	1:31	0:33	2:04	
3:35 PM	4:07 PM	0:03	4:10 PM	5:09 PM	1:31	0:03	1:34	
3:35 PM	4:07 PM	0:20	4:27 PM	5:36 PM	1:41	0:20	2:01	
4:05 PM	4:37 PM	0:33	5:10 PM	6:12 PM	1:34	0:33	2:07	
4:35 PM	5:07 PM	0:03	5:10 PM	6:12 PM	1:34	0:03	1:37	
5:05 PM	5:37 PM	0:33	6:10 PM	7:12 PM	1:34	0:33	2:07	
5:35 PM	6:07 PM	0:03	6:10 PM	7:12 PM	1:34	0:03	1:37	
6:05 PM	6:37 PM	1:33	8:10 PM	9:12 PM	1:34	1:33	3:07	
6:35 PM	7:07 PM	1:03	8:10 PM	9:12 PM	1:34	1:03	2:37	
7:05 PM	7:37 PM	0:33	8:10 PM	9:12 PM	1:34	0:33	2:07	
7:35 PM	8:07 PM	0:03	8:10 PM	9:12 PM	1:34	0:03	1:37	
8:05 PM	8:37 PM	1:33	10:10 PM	11:12 PM	1:34	1:33	3:07	
8:35 PM	9:07 PM	1:03	10:10 PM	11:12 PM	1:34	1:03	2:37	
9:05 PM	9:37 PM	0:33	10:10 PM	11:12 PM	1:34	0:33	2:07	
9:35 PM	10:07 PM	0:03	10:10 PM	11:12 PM	1:34	0:03	1:37	
					Average	1:35	0:30	2:05

Blue = Metrolink

Table 9 Weekday LA Metro C Line-to-Metrolink/Amtrak Route with Average Travel Time of Two and a Half Hours and Average Wait Time of 54 Minutes

LA Metro C Line		Wait Time	Norwalk Bus 4		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time
LAX	Norwalk Station		Norwalk Station	Santa Fe Springs		Santa Fe Springs	Irvine			
4:40 AM	5:11 AM	0:05	5:16 AM	5:35 AM	0:30	6:05 AM	6:48 AM	1:33	0:35	2:08
5:10 AM	5:41 AM	0:05	5:46 AM	6:08 AM	0:57	7:05 AM	7:48 AM	1:36	1:02	2:38
5:40 AM	6:11 AM	0:05	6:16 AM	6:35 AM	0:30	7:05 AM	7:48 AM	1:33	0:35	2:08
6:10 AM	6:41 AM	0:04	6:45 AM	7:08 AM	0:57	8:05 AM	8:48 AM	1:37	1:01	2:38
6:40 AM	7:11 AM	0:08	7:19 AM	7:40 AM	0:25	8:05 AM	8:48 AM	1:35	0:33	2:08
7:10 AM	7:41 AM	0:05	7:46 AM	8:09 AM	0:56	9:05 AM	9:48 AM	1:37	1:01	2:38
7:40 AM	8:11 AM	0:05	8:16 AM	8:39 AM	0:26	9:05 AM	9:48 AM	1:37	0:31	2:08
8:00 AM	8:31 AM	0:10	8:41 AM	9:05 AM	0:00	9:05 AM	9:48 AM	1:38	0:10	1:48
8:40 AM	9:11 AM	0:25	9:36 AM	10:01 AM	1:04	11:05 AM	11:48 AM	1:39	1:29	3:08
9:10 AM	9:41 AM	0:21	10:02 AM	10:23 AM	0:42	11:05 AM	11:48 AM	1:35	1:03	2:38
9:40 AM	10:11 AM	0:26	10:37 AM	10:59 AM	0:06	11:05 AM	11:48 AM	1:36	0:32	2:08
10:00 AM	10:31 AM	0:06	10:37 AM	10:59 AM	0:06	11:05 AM	11:48 AM	1:36	0:12	1:48
10:40 AM	11:11 AM	0:08	11:19 AM	11:40 AM	1:25	1:05 PM	1:48 PM	1:35	1:33	3:08
11:10 AM	11:41 AM	0:02	11:43 AM	12:07 PM	0:58	1:05 PM	1:48 PM	1:38	1:00	2:38
11:40 AM	12:11 PM	0:25	12:36 PM	12:59 PM	0:06	1:05 PM	1:48 PM	1:37	0:31	2:08
11:59 AM	12:31 PM	0:05	12:36 PM	12:59 PM	0:06	1:05 PM	1:48 PM	1:38	0:11	1:49
12:30 PM	1:01 PM	0:08	1:09 PM	1:32 PM	0:17	1:49 PM	2:32 PM	1:37	0:25	2:02
1:10 PM	1:41 PM	0:29	2:10 PM	2:34 PM	0:31	3:05 PM	3:48 PM	1:38	1:00	2:38
1:30 PM	2:01 PM	0:09	2:10 PM	2:34 PM	0:31	3:05 PM	3:48 PM	1:38	0:40	2:18
2:10 PM	2:41 PM	0:28	3:09 PM	3:33 PM	0:32	4:05 PM	4:48 PM	1:38	1:00	2:38
2:30 PM	3:01 PM	0:08	3:09 PM	3:33 PM	0:32	4:05 PM	4:48 PM	1:38	0:40	2:18
3:10 PM	3:41 PM	0:28	4:09 PM	4:34 PM	0:31	5:05 PM	5:48 PM	1:39	0:59	2:38
3:40 PM	4:11 PM	0:27	4:38 PM	5:03 PM	0:02	5:05 PM	5:48 PM	1:39	0:29	2:08
4:00 PM	4:31 PM	0:07	4:38 PM	5:03 PM	0:02	5:05 PM	5:48 PM	1:39	0:09	1:48
4:30 PM	5:01 PM	0:01	5:02 PM	5:27 PM	0:38	6:05 PM	6:48 PM	1:39	0:39	2:18
5:10 PM	5:41 PM	0:01	5:42 PM	6:07 PM	0:58	7:05 PM	7:47 PM	1:38	0:59	2:37
5:40 PM	6:11 PM	0:05	6:16 PM	6:39 PM	0:26	7:05 PM	7:47 PM	1:36	0:31	2:07
6:10 PM	6:41 PM	0:04	6:45 PM	7:07 PM	2:58	10:05 PM	10:48 PM	1:36	3:02	4:38
6:40 PM	7:11 PM	0:24	7:35 PM	7:55 PM	2:10	10:05 PM	10:48 PM	1:34	2:34	4:08
7:10 PM	7:41 PM	0:51	8:32 PM	8:47 PM	1:18	10:05 PM	10:48 PM	1:29	2:09	3:38
7:40 PM	8:11 PM	0:21	8:32 PM	8:47 PM	1:18	10:05 PM	10:48 PM	1:29	1:39	3:08
8:10 PM	8:41 PM	0:28	9:09 PM	9:22 PM	0:43	10:05 PM	10:48 PM	1:27	1:11	2:38
8:40 PM	9:11 PM	0:38	9:49 PM	10:02 PM	0:03	10:05 PM	10:48 PM	1:27	0:41	2:08
9:00 PM	9:31 PM	0:18	9:49 PM	10:02 PM	0:03	10:05 PM	10:48 PM	1:27	0:21	1:48
	Average	0:14			0:40			1:35	0:54	2:30

Blue = Metrolink

Connecting Orange County to LAX

Table 10 Weekend LA Metro C Line-to-Metrolink/Amtrak Route with Last Departure from LAX at 3:40 PM and Average Travel Time in Excess of Three Hours

LA Metro C Line		Wait Time	Norwalk Bus 4 and 7		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time
LAX	Norwalk Station		Norwalk Station	Santa Fe Springs		Santa Fe Springs	Irvine			
7:10 AM	7:41 AM	0:19	8:00 AM	8:18 AM	0:45	9:03 AM	9:49 AM	1:35	1:04	2:39
7:50 AM	8:21 AM	0:04	8:25 AM	8:39 AM	0:24	9:03 AM	9:49 AM	1:31	0:28	1:59
8:10 AM	8:41 AM	0:09	8:50 AM	9:08 AM	2:05	11:13 AM	11:59 AM	1:35	2:14	3:49
8:40 AM	9:11 AM	0:29	9:40 AM	9:58 AM	1:15	11:13 AM	11:59 AM	1:35	1:44	3:19
9:10 AM	9:41 AM	0:49	10:30 AM	10:50 AM	0:23	11:13 AM	11:59 AM	1:37	1:12	2:49
9:50 AM	10:21 AM	0:09	10:30 AM	10:50 AM	0:23	11:13 AM	11:59 AM	1:37	0:32	2:09
10:10 AM	10:41 AM	0:39	11:20 AM	11:40 AM	2:44	2:24 PM	3:09 PM	1:36	3:23	4:59
10:40 AM	11:11 AM	0:09	11:20 AM	11:40 AM	2:44	2:24 PM	3:09 PM	1:36	2:53	4:29
11:10 AM	11:41 AM	0:29	12:10 PM	12:30 PM	1:54	2:24 PM	3:09 PM	1:36	2:23	3:59
11:40 AM	12:11 PM	0:49	1:00 PM	1:20 PM	1:04	2:24 PM	3:09 PM	1:36	1:53	3:29
12:10 PM	12:41 PM	0:19	1:00 PM	1:20 PM	1:04	2:24 PM	3:09 PM	1:36	1:23	2:59
12:40 PM	1:11 PM	0:39	1:50 PM	2:10 PM	0:14	2:24 PM	3:09 PM	1:36	0:53	2:29
1:10 PM	1:41 PM	0:09	1:50 PM	2:10 PM	0:14	2:24 PM	3:09 PM	1:36	0:23	1:59
1:40 PM	2:11 PM	0:29	2:40 PM	3:00 PM	1:50	4:50 PM	5:36 PM	1:37	2:19	3:56
2:10 PM	2:41 PM	0:49	3:30 PM	3:50 PM	1:00	4:50 PM	5:36 PM	1:37	1:49	3:26
2:40 PM	3:11 PM	0:19	3:30 PM	3:50 PM	1:00	4:50 PM	5:36 PM	1:37	1:19	2:56
3:10 PM	3:41 PM	0:39	4:20 PM	4:40 PM	0:10	4:50 PM	5:36 PM	1:37	0:49	2:26
3:40 PM	4:11 PM	0:09	4:20 PM	4:40 PM	0:10	4:50 PM	5:36 PM	1:37	0:19	1:56
	Average	0:25			1:04			1:35	1:30	3:05

Blue = Metrolink

Orange = Bus 7 (No Service on Sundays)

Table 11 Weekday Metrolink/Amtrak-to-FlyAway® Route with Average Travel Time of One Hour and a 48 Minutes and Average Wait Time of only Seven Minutes

Metrolink / Amtrak		Wait Time	FlyAway®		Transit Time	Total Wait	Total Time
Irvine	Union Station		Union Station	LAX			
5:12 AM	6:20 AM	0:10	6:30 AM	7:03 AM	1:41	0:10	1:51
5:49 AM	6:57 AM	0:03	7:00 AM	7:33 AM	1:41	0:03	1:44
6:12 AM	7:20 AM	0:10	7:30 AM	8:03 AM	1:41	0:10	1:51
7:12 AM	8:20 AM	0:10	8:30 AM	9:03 AM	1:41	0:10	1:51
7:49 AM	8:57 AM	0:03	9:00 AM	9:33 AM	1:41	0:03	1:44
8:12 AM	9:20 AM	0:10	9:30 AM	10:03 AM	1:41	0:10	1:51
9:12 AM	10:20 AM	0:10	10:30 AM	11:03 AM	1:41	0:10	1:51
9:49 AM	10:52 AM	0:08	11:00 AM	11:33 AM	1:36	0:08	1:44
10:12 AM	11:20 AM	0:10	11:30 AM	12:03 PM	1:41	0:10	1:51
11:49 AM	12:57 PM	0:03	1:00 PM	1:33 PM	1:41	0:03	1:44
1:12 PM	2:20 PM	0:10	2:30 PM	3:03 PM	1:41	0:10	1:51
1:49 PM	2:57 PM	0:03	3:00 PM	3:33 PM	1:41	0:03	1:44
2:49 PM	3:57 PM	0:03	4:00 PM	4:33 PM	1:41	0:03	1:44
3:12 PM	4:20 PM	0:10	4:30 PM	5:03 PM	1:41	0:10	1:51
3:52 PM	4:57 PM	0:03	5:00 PM	5:33 PM	1:38	0:03	1:41
4:12 PM	5:20 PM	0:10	5:30 PM	6:03 PM	1:41	0:10	1:51
5:12 PM	6:20 PM	0:10	6:30 PM	7:03 PM	1:41	0:10	1:51
5:52 PM	6:57 PM	0:03	7:00 PM	7:33 PM	1:38	0:03	1:41
6:12 PM	7:20 PM	0:10	7:30 PM	8:03 PM	1:41	0:10	1:51
6:53 PM	8:04 PM	0:26	8:30 PM	9:03 PM	1:44	0:26	2:10
7:12 PM	8:20 PM	0:10	8:30 PM	9:03 PM	1:41	0:10	1:51
8:12 PM	9:20 PM	0:10	9:30 PM	10:03 PM	1:41	0:10	1:51
8:49 PM	9:57 PM	0:03	10:00 PM	10:33 PM	1:41	0:03	1:44
9:49 PM	10:57 PM	0:03	11:00 PM	11:33 PM	1:41	0:03	1:44
				Average	1:40	0:07	1:48

Blue = Metrolink

Connecting Orange County to LAX

Table 12 Weekend Metrolink/Amtrak-to-FlyAway® Route with Average Travel Time of One Hour and a 52 Minutes and Average Wait Time of only Ten Minutes

Metrolink / Amtrak		Wait Time	FlyAway®		Transit Time	Total Wait	Total Time	
Irvine	Union Station		Union Station	LAX				
5:49 AM	6:57 AM	0:03	7:00 AM	7:33 AM	1:41	0:03	1:44	
7:49 AM	8:57 AM	0:03	9:00 AM	9:33 AM	1:41	0:03	1:44	
9:21 AM	10:34 AM	0:26	11:00 AM	11:33 AM	1:46	0:26	2:12	
9:49 AM	10:52 AM	0:08	11:00 AM	11:33 AM	1:36	0:08	1:44	
11:49 AM	12:57 PM	0:03	1:00 PM	1:33 PM	1:41	0:03	1:44	
12:22 PM	1:34 PM	0:26	2:00 PM	2:33 PM	1:45	0:26	2:11	
1:49 PM	2:57 PM	0:03	3:00 PM	3:33 PM	1:41	0:03	1:44	
2:23 PM	3:39 PM	0:21	4:00 PM	4:33 PM	1:49	0:21	2:10	
2:49 PM	3:57 PM	0:03	4:00 PM	4:33 PM	1:41	0:03	1:44	
3:52 PM	4:57 PM	0:03	5:00 PM	5:33 PM	1:38	0:03	1:41	
5:52 PM	6:57 PM	0:03	7:00 PM	7:33 PM	1:38	0:03	1:41	
6:21 PM	7:38 PM	0:22	8:00 PM	8:33 PM	1:50	0:22	2:12	
6:53 PM	8:04 PM	0:26	8:30 PM	9:03 PM	1:44	0:26	2:10	
8:49 PM	9:57 PM	0:03	10:00 PM	10:33 PM	1:41	0:03	1:44	
9:49 PM	10:57 PM	0:03	11:00 PM	11:33 PM	1:41	0:03	1:44	
					Average	1:42	0:10	1:52

Blue = Metrolink

Table 13 Weekday Metrolink/Amtrak-to-LA Metro C Line Route with Average Travel Time of One Hour and 47 Minutes but only One Train during Mid-Day

Metrolink / Amtrak		Wait Time	Norwalk Bus 4		Wait Time	LA Metro C Line		Transit Time	Total Wait	Total Time
Irvine	Santa Fe Springs		Santa Fe Springs	Norwalk Station		Norwalk Station	LAX			
5:12 AM	5:57 AM	0:04	6:01 AM	6:16 AM	0:09	6:25 AM	6:55 AM	1:30	0:13	1:43
6:12 AM	6:57 AM	0:03	7:00 AM	7:17 AM	0:08	7:25 AM	7:55 AM	1:32	0:11	1:43
7:12 AM	7:57 AM	0:06	8:03 AM	8:21 AM	0:04	8:25 AM	8:55 AM	1:33	0:10	1:43
8:12 AM	8:57 AM	0:12	9:09 AM	9:26 AM	0:09	9:35 AM	10:05 AM	1:32	0:21	1:53
9:12 AM	9:57 AM	0:04	10:01 AM	10:18 AM	0:07	10:25 AM	10:55 AM	1:32	0:11	1:43
10:12 AM	10:57 AM	0:03	11:00 AM	11:17 AM	0:08	11:25 AM	11:55 AM	1:32	0:11	1:43
1:12 PM	1:57 PM	0:02	1:59 PM	2:17 PM	0:08	2:25 PM	2:55 PM	1:33	0:10	1:43
3:12 PM	3:57 PM	0:00	3:57 PM	4:16 PM	0:09	4:25 PM	4:55 PM	1:34	0:09	1:43
4:12 PM	4:57 PM	0:10	5:07 PM	5:27 PM	0:08	5:35 PM	6:05 PM	1:35	0:18	1:53
5:12 PM	5:57 PM	0:04	6:01 PM	6:19 PM	0:06	6:25 PM	6:55 PM	1:33	0:10	1:43
6:12 PM	6:57 PM	0:04	7:01 PM	7:18 PM	0:07	7:25 PM	7:55 PM	1:32	0:11	1:43
7:12 PM	7:57 PM	0:17	8:14 PM	8:29 PM	0:16	8:45 PM	9:15 PM	1:30	0:33	2:03
8:12 PM	8:57 PM	0:29	9:26 PM	9:40 PM	0:05	9:45 PM	10:15 PM	1:29	0:34	2:03
	Average	0:07			0:08			1:32	0:15	1:47

Blue = Metrolink

Table 14 Weekend Metrolink/Amtrak-to-LA Metro C Line Route with Earliest Arrival to LAX at 11:45 AM and Average Travel Time of Two Hours and Eight Minutes

Metrolink / Amtrak		Wait Time	Norwalk Bus 4		Wait Time	LA Metro C Line		Transit Time	Total Wait	Total Time
Irvine	Santa Fe Springs		Santa Fe Springs	Norwalk Station		Norwalk Station	LAX			
9:21 AM	10:05 AM	0:50	10:55 AM	11:10 AM	0:05	11:15 AM	11:45 AM	1:29	0:55	2:24
12:22 PM	1:06 PM	0:22	1:28 PM	1:44 PM	0:11	1:55 PM	2:25 PM	1:30	0:33	2:03
2:23 PM	3:10 PM	0:46	3:56 PM	4:12 PM	0:03	4:15 PM	4:45 PM	1:33	0:49	2:22
6:21 PM	7:08 PM	0:07	7:15 PM	7:29 PM	0:06	7:35 PM	8:05 PM	1:31	0:13	1:44
	Average	0:31			0:06			1:30	0:37	2:08

Blue = Metrolink

Table 15 Comparison of Transit Routes from Irvine to LAX

Item	Metrolink/Amtrak -> FlyAway® -> APM		Metrolink -> NTS -> C Line -> APM	
	Weekday	Weekend	Weekday	Weekend
Average Trip Time (Hours: Minutes)	1:48	1:52	1:47	2:08
Shortest Trip Time (Hours: Minutes)	1:41	1:41	1:43	1:44
Longest Trip Time (Hours: Minutes)	2:10	2:12	2:03	2:24
Number of Trains	24	15	13	4
Average Frequency of Trains (Hours: Minutes)	0:43	1:08	1:15	3:00
Percentage of Trips < 2:00	96%	67%	85%	25%
Percentage of Trips < 2:00 and < 2:30	4%	33%	15%	75%
Percentage of Trips > 2:30 and < 3:00	0%	0%	0%	0%
Percentage of Trips > 3:00	0%	0%	0%	0%
Earliest Departure from Irvine	5:12 AM	5:49 AM	5:12 AM	9:21 AM
Earliest Arrival at LAX	7:03 AM	7:33 AM	6:55 AM	11:45 AM
Latest Departure from Irvine	9:49 PM	9:49 PM	8:12 PM	6:21 PM
Latest Arrival at LAX	11:33 PM	11:33 PM	10:15 PM	8:05 PM

Note: APM replaces LAX Shuttle in mid-2026

Source: Metrolink, Amtrak, LA Metro, Norwalk Transit System, and FlyAway® published schedules

Table 16 Comparison of Transit Routes from LAX to Irvine

Item	APM -> FlyAway® -> Metrolink/Amtrak		APM -> C Line -> NTS -> Metrolink	
	Weekday	Weekend	Weekday	Weekend
Average Trip Time (Hours: Minutes)	2:15	2:26	2:30	3:05
Shortest Trip Time (Hours: Minutes)	1:52	1:49	1:48	1:56
Longest Trip Time (Hours: Minutes)	3:08	3:32	4:38	4:59
Number of Trains	25	16	13	4
Average Frequency of Trains (Hours: Minutes)	0:41	1:04	1:20	2:35
Percentage of Trips < 2:00	6%	12%	15%	17%
Percentage of Trips < 2:00 and < 2:30	69%	42%	68%	39%
Percentage of Trips > 2:30 and < 3:00	16%	27%	12%	33%
Percentage of Trips > 3:00	9%	18%	6%	11%
Earliest Departure from LAX	5:40 AM	5:40 AM	4:40 AM	7:50 AM
Earliest Arrival at Irvine	7:48 AM	8:12 AM	6:48 AM	9:49 AM
Latest Departure from LAX	9:10 PM	9:10 PM	9:00 PM	3:40 PM
Latest Arrival at Irvine	11:12 PM	11:12 PM	10:48 PM	5:36 PM

Note: APM replaces LAX Shuttle in mid-2026

Source: Metrolink, Amtrak, LA Metro, Norwalk Transit System, and FlyAway® published schedules



AFFILIATED AGENCIES

*Orange County
Transit District*

*Local Transportation
Authority*

*Service Authority for
Freeway Emergencies*

*Consolidated Transportation
Service Agency*

*Congestion Management
Agency*

May 11, 2026

Honorable Maria E. Hernandez
Presiding Judge of the Superior Court
Orange County Superior Court
700 Civic Center Drive West
Santa Ana, CA 92701

Dear Judge Hernandez:

On behalf of the Orange County Transportation Authority (OCTA), I am submitting OCTA's response to the 2025–2026 Orange County Grand Jury Report entitled "Connecting Orange County to LAX: Evaluating Transportation Options," in accordance with California Penal Code Sections 933 and 933.05.

The report reviews existing transportation options between Orange County and LAX and references prior efforts to provide direct service. These past efforts demonstrate the operational and financial challenges associated with developing viable public transit options for airport travel.

To the extent the Grand Jury Report recommends that OCTA study and implement specific travel options, this may exceed the Grand Jury's statutorily defined investigatory authority, as such decisions are policy determinations within the purview of OCTA's Board of Directors. Notwithstanding, OCTA provides the following responses as directed by the Report.

OCTA has addressed each of the findings and recommendations assigned to the agency and will continue to coordinate with regional partners to evaluate opportunities to improve connectivity consistent with regulatory requirements and available resources.

If you have any questions regarding the enclosed document, please feel free to contact me directly at (714) 560-5343.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Darrell E. Johnson', is written over a light blue horizontal line.

Darrell E. Johnson
Chief Executive Officer

DEJ:mm
Enclosure

ORANGE COUNTY TRANSPORTATION AUTHORITY (OCTA)

RESPONSE TO 2025–2026 ORANGE COUNTY GRAND JURY REPORT

Title: “Connecting Orange County to LAX: Evaluating Transportation Options”

Prepared in accordance with California Penal Code §933 and §933.05

F1

Several Orange County locations meet the criteria for express bus pick-up sites, being approximately twenty-five miles from LAX and near major freeways. These locations are Fullerton Park & Ride, Buena Park Mall, and former Westminster Mall.

OCTA partially agrees with this finding. OCTA acknowledges that the identified locations may present opportunities for improved regional connectivity based on proximity to major transportation corridors and existing or planned transit-oriented developments. However, the feasibility of implementing express bus or FlyAway®-style services at these locations depends on multiple factors, including coordination with Los Angeles World Airports (LAWA), demand levels, operational funding, and compliance with federal regulations governing transit operations.

OCTA conducts a system-wide assessment of transit needs approximately every three to five years to ensure that limited resources are allocated where there is the greatest potential for ridership. The most recent OC Bus restructuring effort, the Making Better Connections Study, was approved by the OCTA Board of Directors in 2022 and focused service improvements in areas with the highest propensity for transit usage. While demand for service to airports such as LAX or John Wayne Airport has historically been limited, OCTA anticipates initiating its next system-wide assessment in 2027, which will evaluate evolving travel patterns and demand across the County.

In addition, major capital improvements at LAX, including the Automated People Mover and related infrastructure projects, are expected to significantly change access patterns. It would be prudent to evaluate future service opportunities after these improvements are fully operational and sufficient post-implementation data is available. OCTA will continue to work with regional partners to assess potential opportunities consistent with these considerations.

F2

The Anaheim Regional Transportation Intermodal Center presents a viable option for express bus service to LAX due to its location near Orange County attractions and multimodal connectivity, despite being forty miles from LAX.

OCTA partially agrees with this finding. OCTA recognizes that the Anaheim Regional Transportation Intermodal Center (ARTIC) is a major multimodal hub with strong regional connectivity and proximity to key destinations. While ARTIC may present opportunities for

enhanced airport access, the implementation of express service to LAX would require coordination with LAWA, demonstration of sufficient ridership demand, identification of sustainable funding sources, and compliance with applicable federal regulations.

As part of its ongoing planning efforts, OCTA conducts system-wide transit assessments approximately every three to five years to evaluate service needs and prioritize investments based on ridership potential. The most recent restructuring plan, the Making Better Connections Study, focused on improving service in areas with the highest existing demand. Historically, demand for direct airport transit service to LAX has been limited, and future service considerations will be evaluated as part of OCTA's next system-wide assessment anticipated in 2027.

Furthermore, upcoming LAX improvements, including the Automated People Mover and associated landside access projects, are expected to significantly alter travel patterns. A comprehensive evaluation of express service opportunities would be most effective after these improvements are operational and reliable demand data becomes available. OCTA will continue to support regional coordination efforts to identify viable and sustainable transit solutions.

F4

Public transit options to LAX that offer travel times comparable to private automobiles have several limitations. The Orange County Transportation Authority has never operated direct transit service to LAX due to federal regulations prohibiting transit bus service to a single destination such as LAX. Metrolink OC Line lacks direct connections to LAX, as stations such as Norwalk/Santa Fe Springs do not provide a seamless link to the airport. Southern California Association of Governments planning documents that discuss regional airport ground access neglect cross-county mobility challenges.

OCTA partially agrees with this finding. OCTA agrees that existing transit options involve transfers and may present travel time challenges. Federal regulations limit OCTA's ability to operate direct service to a single destination such as LAX. OCTA collaborates with Metrolink, LA Metro, LAWA, and SCAG to improve regional connectivity and will continue to support efforts to enhance integration across transit systems.

R1

By September 30, 2026, the City of Fullerton should direct its Planning Department to collaborate with Orange County Transportation Authority (OCTA) and Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from Fullerton Park & Ride (Orangethorpe Transit Village) to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service.

The recommendation has been implemented. OCTA currently collaborates with local jurisdictions and regional partners, including LAWA, in evaluating transportation improvements and transit-supportive developments. OCTA will continue to provide technical support and

coordination as requested. Any future service would require partnership with LAWA, funding identification, and regulatory compliance.

R4

By September 30, 2026, the Anaheim City Council should direct its Planning Department to collaborate with Orange County Transportation Authority (OCTA) and Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from the Anaheim Regional Transit Intermodal Center to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service.

The recommendation has been implemented. OCTA has an established practice of coordinating with the City of Anaheim and regional partners on transportation planning initiatives involving ARTIC. OCTA will continue to collaborate with Anaheim and LAWA to evaluate potential opportunities. Any advancement of service would depend on demand, funding, and regulatory requirements.

R8

By June 30, 2026, OCTA and Metrolink should promote the appropriate services that offer convenient connections to LAX, aiming to inform and guide travelers who are ready to choose public transit for their airport commute.

The recommendation has been implemented. OCTA, in coordination with Metrolink and regional partners, actively promotes transit options connecting to LAX through its website, trip planning tools, and outreach efforts. OCTA will continue enhancing public awareness to encourage transit use for airport access.



May 4, 2026

To: Executive Committee

From: Darrell E. Johnson, Chief Executive Officer

Subject: Third Quarter Fiscal Year 2025-26 Capital Action Plan and Performance Metrics

A handwritten signature in blue ink, appearing to read "Darrell E. Johnson", is written over the "From:" field of the email header.

Overview

Staff has prepared the quarterly progress report on capital project delivery for the period of January 2026 through March 2026 for review by the Orange County Transportation Authority Board of Directors. This report highlights the Capital Action Plan for project delivery, which is used as a performance metric to assess delivery progress on highway, transit, and rail projects, as well as a snapshot of the planned Capital Action Plan project delivery milestones in fiscal year 2025-26.

Recommendation

Receive and file as an information item.

Background

The Orange County Transportation Authority (OCTA) delivers highway, transit, rail, and facility projects from the beginning of the environmental approval phase through construction completion. Project delivery milestones are planned carefully with consideration of project scope, cost, schedule, and assessment of risks. The milestones reflected in the Capital Action Plan (CAP) are OCTA's planned and budgeted major project delivery commitments.

This report provides the third quarter progress report on the CAP performance metrics for fiscal year (FY) 2025-26.

Discussion

OCTA's objective is to deliver projects on schedule and within the approved project budget. Key project cost and schedule commitments are captured in the CAP, which is regularly updated with project status and any new

Third Quarter Fiscal Year 2025-26 Capital Action Plan and Performance Metrics Page 2

projects (Attachment A). The CAP is categorized into three key project groupings of freeway, railroad grade separation, and transit projects. Project delivery schedule milestones are used as performance indicators of progress in meeting commitments. The CAP performance metrics report provides a FY snapshot of the milestones targeted for delivery in the FY and provides transparency and performance measurement of capital project delivery.

The CAP project costs represent the total cost across all phases of project delivery, including support costs, right-of-way (ROW), and construction capital costs. Baseline costs, if established, are shown in comparison to either the actual or forecast cost. Baseline costs may be shown as to-be-determined (TBD) if project scoping studies and estimates have not been developed or approved and may be updated as delivery progresses and milestones achieved. Projects identified in the Orange County local transportation sales tax Measure M2 (M2) are identified with the corresponding M2 project logo. The CAP status update is also included in the M2 Quarterly Progress Report.

The CAP summarizes the complex capital project critical path delivery schedules into eight key milestones.

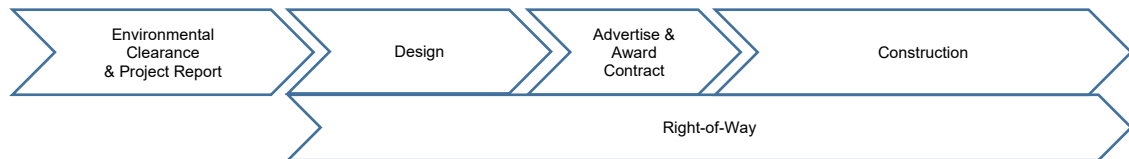
Begin Environmental	The date work on the environmental clearance, project report, or preliminary engineering phase begins.
Complete Environmental	The date environmental clearance and project approval is achieved.
Begin Design	The date final design work begins, or the date when a design-build contract begins.
Complete Design	The date final design work is 100 percent complete and approved.
Construction Ready	The date contract bid documents are ready for advertisement, including certification of ROW, all agreements executed, and contract constraints cleared.
Advertise for Construction	The date a construction contract is advertised for construction bids.
Award Contract	The date the construction contract is awarded.

Third Quarter Fiscal Year 2025-26 Capital Action Plan and *Page 3* Performance Metrics

Construction Complete

The date all construction work is complete, and the project is open to public use. This does not include the plant establishment period if included in the construction contract.

These delivery milestones reflect progression across the project delivery phases shown below.



Project schedules reflect planned baseline milestone dates in comparison to forecast or actual milestone dates. Milestone dates may be shown as TBD if project scoping or approval documents have not been finalized and approved, or if the delivery schedule has not been negotiated with a partnering agency or the consultant preparing or working on the specific phase of a project. Planned milestone dates can be revised to reflect new dates from approved baseline schedule changes. Baseline schedule changes are typically made when transitioning to a new project delivery phase, or when notable change is identified during a phase of project delivery. Project schedules are reviewed monthly, and milestone achievements and updated forecast dates are included to reflect project delivery status.

The following milestones were completed in the third quarter of FY 2025-26:

- The complete design milestone for the State Route 55 (SR-55) Improvement Project between Interstate 5 (I-5) and State Route 91 (SR-91) was achieved in February 2026. This was one month later than planned due to required completion of design refinements.
- The complete design milestone for the SR-91/State Route 241 (SR-241) Express Connector was achieved by the Transportation Corridor Agencies (TCA).
- The award contract milestone for the I-5 Improvement Project between Interstate 405 and Yale Avenue was achieved. The California Department of Transportation (Caltrans) awarded the construction contract to Security Paving Company, Inc. on January 29, 2026. Ongoing construction will take place through late 2030.

The following milestones missed the planned delivery through the third quarter of FY 2025-26:

- The complete environmental milestone for the SR-91 Eastbound Corridor Operations Improvement between SR-241 and State Route 71 (SR-71) was missed. The Riverside County Transportation Commission (RCTC) leads this project, and the environmental clearance is anticipated to be completed in July 2026.
- The construction ready, advertise construction, and award contract milestones for the SR-91/SR- 241 Express Connector were missed. TCA anticipates the project to be listed as construction ready in May 2026, advertise for construction bids in June 2026, and award the construction contract in November 2026.
- The construction ready and advertise construction milestones for the SR-91 Improvement between La Palma Avenue and SR-55 were missed due to delays in obtaining final possession of ROW required to construct the project. The advertise construction milestone is currently planned for July 2026.
- The OC Streetcar Project complete construction milestone was missed. In April 2026, in consideration of on-going mediation of a contractor dispute and lawsuit, staff advised the OCTA Board of Directors (Board) that the forecast project completion has been revised to the end of the third quarter FY 2026-27.

Recap of FY 2025-26 Performance Metrics Through the Third Quarter

The FY 2025-26 performance metrics snapshot reflects 19 planned major project delivery milestones to be accomplished throughout the FY (Attachment B). Eleven of the 18 milestones planned through the third quarter of FY 2025-26 were delivered.

Third Quarter FY 2025-26 CAP Milestone and Cost Updates

I-5 Improvement Project Between Avenida Pico and San Diego County Line

The forecast complete environmental milestone was adjusted due to delays in Caltrans' approval of the proposed mitigation for project generated increases of vehicle miles traveled.

I-5 Improvement Project Between I-405 and Yale Avenue

The forecast complete construction milestone was adjusted to account for the actual construction contract award date.

SR-55 Improvement Project Between I-405 and I-5

The forecast construction completion milestone was revised to May 2027 to account for ROW delays.

SR-55 Improvement Project Between I-5 and SR-91

The forecast construction ready and subsequent milestones were adjusted to account for delays with utility relocation plans.

State Route 57 Northbound Between Lambert Road and Tonner Canyon Road

The complete environmental milestone established by Caltrans is now included.

SR-91 Improvement Project Between La Palma Avenue and SR-55

The forecast construction ready and subsequent milestones have been adjusted to account for delays in obtaining final possession of ROW.

91 Eastbound Corridor Operations Project Between SR-241 and SR-71

The forecast complete environmental and subsequent milestones were adjusted. The complete environmental milestone is now forecast for August 2026 based on progress reported by the RCTC. The forecast cost is \$222.2 million, and the OCTA share is 40 percent of the total cost.

SR-91 to SR-241 Express Connector

Remaining forecast milestones were adjusted based on TCA reported progress on the construction ready milestones.

Coastal Rail Stabilization Priority Project Rip-Rap Repair and Shoreline Protection (Area 4)

The forecast complete environmental is July 2026.

New OCTA Headquarters

On July 28, 2025, the Board selected Stantec Architecture Inc. to prepare plans, specifications, and estimates, and on August 25, 2025, the Board selected Griffin Structures as the program/construction manager for improvements to the new OCTA headquarters property. Two key projects to implement improvements have been added to the CAP. The forecast delivery schedules and cost estimates for these projects are still under development.

The first project includes demolition of existing building improvements, construction of new tenant improvements and construction of an improved central utility plant (CUP) to provide the cooling required for both the existing building and new OCTA Boardroom and conference facility. The CUP mechanical components and upgraded Southern California Edison service design and installation have procurement lead times of approximately 52 weeks. OCTA anticipates the first contract will be ready for Board action to issue an invitation for bids in the third quarter of FY 2026-27.

The second project is for construction of the new OCTA Boardroom and conference center. We anticipate this contract will be ready for Board action to issue an invitation for bids in the fourth quarter of FY 2026-27.

FY 2025-26 Cost and Performance Metrics Risks

There are continued construction inflationary cost pressures. OCTA's April 2026 Infrastructure Cost Index update, prepared for OCTA by the Orange County Business Council, indicates there are significant uncertainties ahead due to the current geopolitical climate, war in Iran, closure of the Strait of Hormuz, and decisions on rates by the Federal Reserve. Through 2028, the OCTA Cost Index forecasts a two percent to six percent annualized increase in construction costs.

Staff will continue to assess trends and unit price data from construction bids in the region and make needed adjustments to forecast costs.

Summary

Capital project delivery continues to progress and is reflected in the CAP. Eleven planned milestones have been delivered through the third quarter of FY 2025-26. Forecast schedules and costs have been updated for the FY 2025-26 performance metrics, which will be used as a general quarterly project delivery performance indicator. Staff will continue to manage project costs and schedules across all project phases to meet project delivery commitments and report quarterly.

Attachments

- A. Capital Action Plan, Status Through March 2026
- B. Capital Programs Division, Fiscal Year 2025-26 Performance Metrics Through March 2026

Prepared by:


















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Capital Action Plan

Status Through March 2026

















Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
Freeway Projects:									
I-5, Pico to San Diego County	TBD	Feb-21	Apr-24	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	Feb-21	Jun-27	TBD	TBD	TBD	TBD	TBD	TBD
 I-5, Pico to Vista Hermosa	\$113.0	Jun-09	Dec-11	Jun-11	Oct-13	Feb-14	Oct-14	Dec-14	Aug-18
Project C	\$83.6	Jun-09	Oct-11	Jun-11	Oct-13	May-14	Sep-14	Dec-14	Aug-18
 I-5, Vista Hermosa to Pacific Coast Highway	\$75.6	Jun-09	Dec-11	Jun-11	Feb-13	Jun-13	Oct-13	Dec-13	Mar-17
Project C	\$75.3	Jun-09	Oct-11	Jun-11	May-13	Aug-13	Feb-14	Jun-14	Jul-17
 I-5, Pacific Coast Highway to San Juan Creek Road	\$70.7	Jun-09	Dec-11	Jun-11	Jan-13	May-13	Aug-13	Oct-13	Sep-16
Project C	\$74.3	Jun-09	Oct-11	Jun-11	Jan-13	Apr-13	Aug-13	Dec-13	Jul-18
 I-5, I-5/Ortega Interchange	\$90.9	Sep-05	Jun-09	Jan-09	Nov-11	Mar-12	Jun-12	Aug-12	Sep-15
Project D	\$79.8	Sep-05	Jun-09	Jan-09	Dec-11	Apr-12	Jun-12	Aug-12	Jan-16
 I-5, I-5/Ortega Interchange (Landscape)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project D	N/A	N/A	N/A	Jan-14	Oct-14	Feb-15	Aug-15	Sep-15	Sep-16
 I-5, SR-73 to Oso Parkway	\$151.9	Sep-11	Jun-14	Mar-15	Jan-18	May-18	Aug-18	Dec-18	Apr-25
Project C & D	\$229.4	Oct-11	May-14	Mar-15	Aug-18	May-19	Aug-19	Dec-19	Jul-25
 I-5, Oso Parkway to Alicia Parkway	\$196.2	Sep-11	Jun-14	Nov-14	Jun-17	Dec-17	Feb-18	Jun-18	Nov-23
Project C & D	\$230.3	Oct-11	May-14	Nov-14	Dec-17	Jun-18	Nov-18	Mar-19	Dec-24
 I-5, Alicia Parkway to El Toro Road	\$133.6	Sep-11	Jun-14	Mar-15	Jun-18	Dec-18	Jan-19	May-19	Oct-24
Project C	\$227.3	Oct-11	May-14	Mar-15	May-19	Apr-20	May-20	Sep-20	Jul-25
 I-5, SR-73 to El Toro Road (Landscape)	TBD	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project C	\$12.4	N/A	N/A	Mar-23	Oct-24	Dec-24	Mar-25	May-25	Dec-26
 I-5, I-5/El Toro Road Interchange	TBD	Apr-17	Apr-26	TBD	TBD	TBD	TBD	TBD	TBD
Project D	TBD	Apr-17	Dec-26	TBD	TBD	TBD	TBD	TBD	TBD
 I-5, I-405 to Yale Avenue	\$280.6	May-14	Aug-18	Oct-21	May-24	May-25	Dec-25	Feb-26	Aug-30
Project B	\$388.1	May-14	Jan-20	Oct-21	Nov-24	Jun-25	Aug-25	Jan-26	Aug-30
 I-5, Yale Avenue to SR-55	\$238.3	May-14	Aug-18	May-21	Feb-25	Aug-25	Nov-25	Dec-25	Feb-31
Project B	\$327.9	May-14	Jan-20	May-21	Aug-24	Jun-25	Aug-25	Nov-25	Feb-31
 I-5, SR-55 to SR-57	\$38.1	Jul-11	Jun-13	Jun-15	Mar-17	Jul-17	Sep-17	Dec-17	Apr-21
Project A	\$38.9	Jun-11	Apr-15	Jun-15	Jun-17	Dec-17	Mar-18	Nov-18	Jan-21
 SR-55, I-405 to I-5	\$410.9	Feb-11	Nov-13	Sep-17	Apr-20	Dec-20	Apr-21	May-22	Feb-27
Project F	\$505.7	May-11	Aug-17	Sep-17	Apr-20	Sep-21	Dec-21	May-22	May-27
 SR-55, I-5 to SR-91	\$131.3	Dec-16	Jan-20	Aug-22	Jul-25	Dec-25	Apr-26	Jul-26	Oct-29
Project F	\$202.1	Dec-16	Mar-20	Aug-22	Feb-26	Nov-26	Mar-27	Jun-27	Sep-30

Capital Action Plan

Status Through March 2026














Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
 SR-57 Northbound (NB), Orangewood Avenue to Katella Avenue Project G	\$71.8	Apr-16	Dec-18	Mar-22	Jul-24	Feb-25	Jul-25	Nov-25	Apr-29
	\$135.4	Apr-16	Mar-19	Mar-22	Aug-24	May-25	Jul-25	Sep-25	Jun-28
 SR-57 (NB), Katella Avenue to Lincoln Avenue Project G	\$78.7	Apr-08	Jul-09	Jul-08	Nov-10	Mar-11	May-11	Aug-11	Sep-14
	\$38.0	Apr-08	Nov-09	Aug-08	Dec-10	Apr-11	Jul-11	Oct-11	Apr-15
 SR-57 (NB), Katella Avenue to Lincoln Avenue (Landscape) Project G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	May-09	Jul-10	Jun-17	Jul-17	Sep-17	Jun-18
 SR-57 (NB), Orangethorpe Avenue to Yorba Linda Boulevard Project G	\$80.2	Aug-05	Dec-07	Feb-08	Dec-09	Apr-10	Jun-10	Oct-10	May-14
	\$52.3	Aug-05	Dec-07	Feb-08	Jul-09	Dec-09	May-10	Oct-10	Nov-14
 SR-57 (NB), Yorba Linda Boulevard to Lambert Road Project G	\$79.3	Aug-05	Dec-07	Feb-08	Dec-09	Apr-10	Jun-10	Oct-10	Sep-14
	\$54.1	Aug-05	Dec-07	Feb-08	Jul-09	Mar-10	May-10	Oct-10	May-14
 SR-57 (NB), Orangethorpe Avenue to Lambert Road (Landscape) Project G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	Oct-14	Aug-17	Dec-17	Jan-18	Feb-18	Apr-19
 SR-57 (NB), Lambert Road to Tonner Canyon Project G	TBD	Nov-25	Jan-29	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	Nov-25	Jan-29	TBD	TBD	TBD	TBD	TBD	TBD
 SR-91 Westbound (WB), I-5 to SR-57 Project H	\$78.1	Jul-07	Apr-10	Oct-09	Feb-12	Jul-12	Aug-12	Nov-12	Apr-16
	\$59.2	Jul-07	Jun-10	Mar-10	Apr-12	Aug-12	Oct-12	Jan-13	Jun-16
 SR-91 (WB), I-5 to SR-57 (Landscape) Project H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	Nov-14	Aug-16	Dec-16	Feb-17	Mar-17	Nov-17
 SR-91, SR-55 to Lakeview Avenue (Segment 1) Project I	\$108.6	Jan-15	Oct-18	Mar-20	Jan-23	Aug-23	Oct-23	Feb-24	Mar-28
	\$140.7	Jan-15	Jun-20	Mar-20	Mar-23	May-24	Jun-24	Jan-25	Mar-28
 SR-91, La Palma Avenue to SR-55 (Segment 2) Project I	\$208.4	Jan-15	Oct-18	Jun-20	Jul-23	Feb-24	Mar-24	Jul-24	Mar-28
	\$380.7	Jan-15	Jun-20	Jun-20	Jan-25	Jun-26	Oct-26	Mar-27	Mar-31
 SR-91, Acacia Street to La Palma Avenue (Segment 3) Project I	\$147.7	Jan-15	Oct-18	Nov-20	Apr-24	Nov-24	Jan-25	Dec-25	Sep-30
	\$257.5	Jan-15	Jun-20	Nov-20	Oct-24	Apr-25	May-25	Oct-25	Sep-30
 SR-91 (WB), Tustin Interchange to SR-55 Project I	\$49.9	Jul-08	Jul-11	Jul-11	Mar-13	Jul-13	Aug-13	Oct-13	Jul-16
	\$42.5	Jul-08	May-11	Jun-11	Feb-13	Apr-13	Jun-13	Oct-13	Jul-16
 SR-91, SR-55 to SR-241 Project J	\$128.4	Jul-07	Jul-09	Jun-09	Jan-11	Apr-11	Jun-11	Sep-11	Dec-12
	\$79.7	Jul-07	Apr-09	Apr-09	Aug-10	Dec-10	Feb-11	May-11	Mar-13
 SR-91, SR-55 to SR-241 (Landscape) Project J	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	May-12	Feb-13	Apr-13	Jul-13	Oct-13	Feb-15
 SR-91 Eastbound (EB), SR-241 to SR-71 Project J	\$104.5	Mar-05	Dec-07	Jul-07	Dec-08	Mar-09	May-09	Jul-09	Nov-10
	\$57.8	Mar-05	Dec-07	Jul-07	Dec-08	May-09	Jun-09	Aug-09	Jan-11

Capital Action Plan

Status Through March 2026












Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
 SR-91 EB Corridor Operations Project (SR-241 to SR-71) (PDB) Project J	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	\$222.2	Jun-23	Aug-26	Sep-26	Sep-27	Sep-27	N/A	N/A	Sep-30
91 Express Lanes to SR-241 Toll Connector	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	\$524.2	Nov-13	Jan-20	Jun-16	Mar-26	Apr-26	Jun-26	Aug-26	Jun-30
 I-405, I-5 to SR-55 Project L	TBD	Dec-14	Jul-18	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	Dec-14	Aug-18	TBD	TBD	TBD	TBD	TBD	TBD
 I-405, SR-55 to I-605 (Design-Build) Project K	\$2,160.0	Mar-09	Mar-13	Mar-14	Nov-15	Feb-16	Mar-16	Nov-16	Feb-24
	\$2,160.0	Mar-09	May-15	Mar-14	Nov-15	Feb-16	Mar-16	Nov-16	Feb-24
I-405/SR-22 HOV Connector	\$195.9	N/A	N/A	Sep-07	Sep-09	Mar-10	May-10	Aug-10	Aug-14
	\$120.8	N/A	N/A	Sep-07	Jun-09	Sep-09	Feb-10	Jun-10	Mar-15
I-405/I-605 HOV Connector	\$260.4	N/A	N/A	Sep-07	Sep-09	Mar-10	May-10	Oct-10	Jan-15
	\$172.6	N/A	N/A	Sep-07	Sep-09	Feb-10	May-10	Oct-10	Mar-15
 I-605, I-605/Katella Interchange Project M	\$29.0	Aug-16	Nov-18	Dec-20	Mar-23	Jul-23	Nov-23	Feb-24	Jul-27
	\$53.0	Aug-16	Oct-18	Dec-20	Jan-23	Oct-24	Nov-24	Apr-25	Jul-27
Grade Separation Projects:									
 Sand Canyon Avenue Railroad Grade Separation Project R	\$55.6	N/A	Sep-03	Jan-04	Jul-10	Jul-10	Oct-10	Feb-11	May-14
	\$61.9	N/A	Sep-03	Jan-04	Jul-10	Jul-10	Oct-10	Feb-11	Jan-16
 Raymond Avenue Railroad Grade Separation Project O	\$77.2	Feb-09	Nov-09	Mar-10	Aug-12	Nov-12	Feb-13	May-13	Aug-18
	\$126.2	Feb-09	Nov-09	Mar-10	Dec-12	Jul-13	Oct-13	Feb-14	May-18
 State College Boulevard Railroad Grade Separation (Fullerton) Project O	\$73.6	Dec-08	Jan-11	Jul-06	Aug-12	Nov-12	Feb-13	May-13	May-18
	\$99.6	Dec-08	Apr-11	Jul-06	Feb-13	May-13	Sep-13	Feb-14	Mar-18
 Placentia Avenue Railroad Grade Separation Project O	\$78.2	Jan-01	May-01	Jan-09	Mar-10	May-10	Mar-11	Jun-11	Nov-14
	\$64.5	Jan-01	May-01	Jan-09	Jun-10	Jan-11	Mar-11	Jul-11	Dec-14
 Kraemer Boulevard Railroad Grade Separation Project O	\$70.4	Jan-01	Sep-09	Jan-09	Jul-10	Jul-10	Apr-11	Aug-11	Oct-14
	\$63.8	Jan-01	Sep-09	Feb-09	Jul-10	Jan-11	Jun-11	Sep-11	Dec-14
 Orangethorpe Avenue Railroad Grade Separation Project O	\$117.4	Jan-01	Sep-09	Feb-09	Dec-11	Dec-11	Feb-12	May-12	Sep-16
	\$105.9	Jan-01	Sep-09	Feb-09	Oct-11	Apr-12	Sep-12	Jan-13	Oct-16
 Tustin Avenue/Rose Drive Railroad Grade Separation Project O	\$103.0	Jan-01	Sep-09	Feb-09	Dec-11	Mar-12	May-12	Aug-12	May-16
	\$96.6	Jan-01	Sep-09	Feb-09	Jul-11	Jun-12	Oct-12	Feb-13	Oct-16
 Lakeview Avenue Railroad Grade Separation Project O	\$70.2	Jan-01	Sep-09	Feb-09	Oct-11	Oct-12	Feb-13	May-13	Mar-17
	\$110.9	Jan-01	Sep-09	Feb-09	Jan-13	Apr-13	Sep-13	Nov-13	Jun-17
 17th Street Railroad Grade Separation Project R	TBD	Oct-14	Jun-16	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	Oct-14	Nov-17	TBD	TBD	TBD	TBD	TBD	TBD

Capital Action Plan

Status Through March 2026

Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
Transit Projects:									
 Rail-Highway Grade Crossing Safety Enhancement	\$94.4	Jan-08	Oct-08	Jan-08	Sep-08	Sep-08	Sep-08	Aug-09	Dec-11
Project R	\$90.4	Jan-08	Oct-08	Jan-08	Sep-08	Sep-08	Sep-08	Aug-09	Dec-11
 San Clemente Beach Trail Safety Enhancements	\$6.0	Sep-10	Jul-11	Feb-12	Apr-12	Apr-12	Jul-12	Oct-12	Jan-14
Project R	\$5.0	Sep-10	Jul-11	Feb-12	Jun-12	Jun-12	Oct-12	May-13	Mar-14
 CRSPP Rip-Rap Repair (Area 1, 2) and Bridge Removal (Area 3)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	\$9.2	Aug-24	Apr-25	Mar-25	Apr-25	Apr-25	N/A	Apr-25	Jun-25
 CRSPP Catchment Wall (Area 3)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	\$80.7	Aug-24	Jun-25	N/A	N/A	N/A	Apr-25	Jun-25	Oct-26
 CRSPP Rip-Rap Repair and Shoreline Protection (Area 4)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	TBD	Aug-24	Jul-26	TBD	TBD	TBD	TBD	TBD	TBD
 CRSPP Sand Nourishment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	TBD	Aug-24	Oct-26	Mar-25	Nov-26	Nov-26	Feb-27	Apr-27	Jan-28
 Emergency Track Stabilization at Mile Post 206.8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	\$23.3	N/A	N/A	N/A	N/A	N/A	Sep-22	Oct-22	Aug-23
San Juan Capistrano Passing Siding	\$25.3	Aug-11	Jan-13	Mar-15	May-16	May-16	Aug-16	Dec-16	Feb-21
	\$33.2	Aug-11	Mar-14	Mar-15	Aug-18	Aug-18	Aug-18	Mar-19	Nov-20
 OC Streetcar	\$671.4	Aug-09	Mar-12	Feb-16	Sep-17	Oct-17	Dec-17	Aug-18	Jul-26
Project S	\$671.4	Aug-09	Mar-15	Feb-16	Nov-17	Dec-17	Dec-17	Sep-18	Jul-26
Transit Security and Operation Center	N/A	Jun-17	Jun-20	Jun-20	Oct-23	Nov-23	Jan-24	Sep-24	Sep-26
	\$77.8	Jun-17	Jun-20	Jun-20	Mar-24	Mar-24	Mar-24	Sep-24	Dec-27
Headquarters Building - Tenant Improvement	TBD	Feb-26	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	Feb-26	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Headquarters Building - Board Room	TBD	Feb-26	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	Feb-26	TBD	TBD	TBD	TBD	TBD	TBD	TBD
 Placentia Metrolink Station and Parking Structure	\$34.8	Jan-03	May-07	Oct-08	Jan-11	TBD	TBD	TBD	TBD
Project R	\$40.1	Jan-03	May-07	Oct-08	Feb-11	TBD	TBD	TBD	TBD
 Orange County Maintenance Facility	TBD	Apr-20	Apr-22	TBD	TBD	TBD	TBD	TBD	TBD
Project R	TBD	Apr-20	Nov-23	TBD	TBD	TBD	TBD	TBD	TBD
 Irvine Metrolink Station Improvements	TBD	Jan-22	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Project R	TBD	Jan-22	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Capital Action Plan

Status Through March 2026

Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
Anaheim Canyon Metrolink Station	\$27.9	Jan-16	Dec-16	Mar-19	May-19	May-19	Jul-19	Nov-19	Jan-23
	\$34.2	Jan-16	Jun-17	Mar-18	Oct-20	Oct-20	Oct-20	Mar-21	Jan-23
Orange Metrolink Station Parking Expansion	\$33.2	Dec-09	Dec-12	Nov-10	Apr-13	Jul-16	Jul-16	Nov-16	Feb-19
	\$30.9	Dec-09	May-16	Nov-10	Apr-16	Jul-16	Jul-16	Jun-17	Feb-19
Fullerton Transportation Center - Elevator Upgrades	\$3.5	N/A	N/A	Jan-12	Dec-13	Dec-13	Jun-14	Sep-14	Mar-17
	\$4.2	N/A	N/A	Jan-12	Dec-13	Dec-13	Aug-14	Apr-15	May-19
Anaheim Regional Transportation Intermodal Center	\$227.4	Apr-09	Feb-11	Jun-09	Feb-12	Feb-12	May-12	Jul-12	Nov-14
Project R & T	\$232.2	Apr-09	Feb-12	Jun-09	May-12	May-12	May-12	Sep-12	Dec-14

Note: Costs associated with landscape projects are included in respective freeway projects.

Grey = Milestone achieved

Green = Forecast milestone meets or exceeds plan

Yellow = Forecast milestone is one to three months later than plan

Red = Forecast milestone is over three months later than plan

Begin Environmental: The date work on the environmental clearance, project report, or preliminary engineering phase begins.

Complete Environmental: The date environmental clearance and project approval is achieved.

Begin Design: The date final design work begins, or the date when a design-build contract begins.

Complete Design: The date final design work is 100 percent complete and approved.

Construction Ready: The date contract bid documents are ready for advertisement, including certification of right-of-way, all agreements executed, contract constraints are cleared.

Advertise for Construction: The date a construction contract is both funded and advertised for bids.

Award Contract: The date the construction contract is awarded.

Construction Complete: The date all construction work is completed and the project is open to public use.

Acronyms

I-5 - Santa Ana Freeway (Interstate 5)

SR-73 - San Joaquin Freeway (State Route 73)

I-405 - San Diego Freeway (Interstate 405)

SR-55 - Costa Mesa Freeway (State Route 55)

SR-57 - Orange Freeway (State Route 57)

SR-91 - Riverside Freeway (State Route 91)

SR-241 - Foothill/Eastern Transportation Corridor (State Route 241)

SR-71 - Corona Expressway (State Route 71)

I-605 - San Gabriel River Freeway (Interstate 605)

SR-22 - Garden Grove Freeway (State Route 22)

CRSPP - Coastal Rail Stabilization Priority Project

PDB - Progressive Design-Build

HOV - High-Occupancy Vehicle

Capital Programs Division Fiscal Year 2025-26 Performance Metrics Through March 2026

Begin Environmental

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
No "Begin Environmental" milestones scheduled for FY 2025-26									
Total Forecast/Actual	0	0	0	0	0	0	0	0	0

Complete Environmental

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
SR-91 Eastbound Corridor Operations Project (SR-241 to SR-71)					X				
Total Forecast/Actual	0	0	0	0	1	0	0	0	1

Begin Design

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
No "Begin Design" milestones scheduled for FY 2025-26									
Total Forecast/Actual	0	0	0	0	0	0	0	0	0

Complete Design

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
SR-55, I-5 to SR-91			X			✔			
91 Express Lanes to SR-241 Toll Connector			X			✔			
Total Forecast/Actual	0	0	2	0	0	2	0	0	2

Construction Ready

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
SR-91, La Palma Avenue to SR-55 (Segment 2)			X						
91 Express Lanes to SR-241 Toll Connector			X						
Total Forecast/Actual	0	0	2	0	0	0	0	0	2

Advertise Construction

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
I-5, I-405 to Yale Avenue	X	✔							
I-5, Yale Avenue to SR-55	X	✔							
SR-57 Northbound (NB), Orangewood Avenue to Katella Avenue	X	✔							
SR-91, La Palma Avenue to SR-55 (Segment 2)					X				
91 Express lanes to SR-241 Toll Connector					X				
Total Forecast/Actual	3	3	0	0	2	0	0	0	5

Capital Programs Division Fiscal Year 2025-26 Performance Metrics Through March 2026

Award Contract

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
SR-91, Acacia Street to La Palma Avenue (Segment 3)	X								
SR-57 NB, Orangewood Avenue to Katella Avenue		✔	X	✔					
I-5, I-405 to Yale Avenue					X	✔			
I-5, Yale Avenue to SR-55				✔	X				
91 Express Lanes to SR-241 Toll Connector					X				
SR-91, La Palma Avenue to SR-55 (Segment 2)							X		
Total Forecast/Actual	1	1	1	2	3	1	1	0	6

Complete Construction

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
I-5, SR-73 to Oso Parkway	X	✔							
I-5, Alicia Parkway to El Toro Road	X	✔							
OC Streetcar Project					X				
Total Forecast/Actual	2	2	0	0	1	0	0	0	3

Totals	6	6	5	2	7	3	1	0	19
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Begin Environmental: The date work on the environmental clearance, project report, or preliminary engineering phase begins.

Complete Environmental: The date environmental clearance and project approval is achieved.

Begin Design: The date final design work begins or the date when a design-build contract begins.

Complete Design: The date final design work is 100 percent complete and approved.

Construction Ready: The date contract bid documents are ready for advertisement, right-of-way certified, all agreements executed, and contract constraints are cleared.

Advertise for Construction: The date a construction contract is both funded and advertised for bids.

Award Contract: The date the construction contract is awarded.

Construction Complete: The date all construction work is completed and the project is open to public use.

Acronyms

SR-91 - Riverside Freeway (State Route 91)

SR-241 - Foothill/Eastern Transportation Corridor (State Route 241)

SR-71 - Corona Expressway (State Route 71)

SR-55 - Costa Mesa Freeway (State Route 55)

I-5 - Santa Ana Freeway (Interstate 5)

I-405 - San Diego Freeway (Interstate 405)

SR-57 - Orange Freeway (State Route 57)

SR-73 - San Joaquin Freeway (State Route 73)

X = milestone forecast in quarter

✔ = milestone accomplished in quarter



Third Quarter Fiscal Year 2025-26 Capital Action Plan and Performance Metrics



Major Project Status



MEASURE M CAPITAL ACTION PLAN PROGRESS



- Conceptual
- Environmental
- Design
- Construction
- Complete
- Denotes Interchange Improvements



ENVIRONMENTAL MITIGATION PROGRAM PRESERVES

- A** I-5 (SR-55 to SR-57)
- B** I-5 (I-405 to SR-55)
- C** I-5 (Avenida Pico to San Juan Creek Road)
- D** I-5 (SR-73 to El Toro Road)
- D** I-5/Ortega Highway Interchange Improvements
- D** I-5/El Toro Road Interchange Improvements
- E** SR-22 Access Improvements
- F** SR-55 (I-405 to I-5)
- F** SR-55 (I-5 to SR-91)
- G** SR-57 NB (Orangewood Avenue to Katella Avenue)
- G** SR-57 NB (Katella Avenue to Lincoln Avenue)
- G** SR-57 NB (Orangethorpe Avenue to Lambert Road)
- G** SR-57 NB (Lambert Road to County Line)
- H** SR-91 WB (I-5 to SR-57)
- I** SR-91 (SR-57 to SR-55)
- I** SR-91 WB (Tustin Avenue to SR-55)

- J** SR-91 (SR-55 to SR-71)
- J** SR-91 (SR-241 to County Line)*
- K** I-405 (SR-73 to I-605)
- L** I-405 (I-5 to SR-55)
- M** I-605/Katella Avenue Interchange Improvements
- N** Freeway Service Patrol (not mapped)
- S** OC Streetcar
- A-M** Environmental Mitigation Program
 - 1,300 acres of permanent open space
 - 12 restoration projects totaling nearly 350 acres (not mapped)

*Project environmentally reviewed as part of the Riverside County Transportation Commission's Corridor Improvement Project. Additional studies needed prior to construction.

- OTHER PROJECTS**
- New OCTA Headquarters
 - TSOC
 - I-5, County Line to Avenida Pico
 - SR-91 Express Lanes to SR-241 Toll Connector



Third Quarter Fiscal Year (FY) 2025-26 Performance Metrics

Three milestones achieved

- Complete design milestone for the State Route 55 (SR-55) Improvement Project between Interstate 5 (I-5) and State Route 91 (SR-91)
- Complete design milestone for the SR-91/State Route 241 (SR-241) Express Connector by the Transportation Corridor Agencies (TCA)
- Award contract for construction of the I-5 Improvement between Interstate 405 (I-405) and Yale Avenue

Seven milestones missed

- Complete environmental for the SR-91 Eastbound Concept of Operations Improvement Project between SR-241 to State Route 71 (SR-71), now targeted in July 2026
- Construction ready, advertise construction, and award contract milestones for the SR-91/SR-241 Express Connector, implementation by TCA and the California Department of Transportation (Caltrans)
- Construction ready milestone for the SR-91 Improvement Project between La Palma Avenue and SR-55, now targeted in May 2026
- Complete construction for the OC Streetcar Project, now forecast to be completed in March 2027

Eleven of 18 milestones planned through third quarter delivered



Third Quarter FY 2025-26 Capital Action Plan (CAP) Updates

Forecast milestone updates

- Complete environmental for I-5 Improvement Project between Avenida Pico and County Line adjusted to June 2026 while awaiting Caltrans approval of the induced vehicle mile traveled mitigation plan
- Complete construction for I-5 Improvement Project between I-405 and Yale Avenue adjusted to August 2030 to account for the actual construction contract award date
- Complete construction for SR-55 Improvement Project between I-405 and I-5 due to right-of-way (ROW) and construction delays
- Construction ready and subsequent milestones for SR-55 Improvement Project between I-5 and SR-91 adjusted due to utility relocation plans
- Complete environmental for Northbound State Route 57 Improvement Project between Lambert Road and Tonner Canyon reflects Caltrans delivery schedule forecast for August 2028
- Construction ready milestone for SR-91 Improvement Project between La Palma Avenue and SR-55 adjusted to June 2026 while awaiting final possession of required ROW



Third Quarter FY 2025-26 CAP Updates (cont.)

- Complete environmental milestone for SR-91 Eastbound Corridor Operations Project between SR-241 and SR-71 adjusted to August 2026 based on status from Riverside County Transportation Commission
- Construction ready milestone for SR-91/SR-241 Express Connector adjusted one month based on status from TCA staff
- Complete environmental milestone for the Coastal Rail Stabilization Priority Project Rip-Rap Repair and Shoreline Protection (Area 4) targeted for July 2026
- Added New OCTA Headquarters Tenant Improvement Project, schedule and cost to be determined (TBD)
- Added New OCTA Headquarters Board of Directors Room Project, schedule and cost TBD



FY 2025-26 CAP Performance Metrics Summary and Risks

Nineteen major delivery milestones planned

- Significant construction beginning throughout Orange County


Risks

- Continued varied escalation of construction costs from 2 percent to 6 percent annualized



May 4, 2026

To: Executive Committee

From: Darrell E. Johnson, Chief Executive Officer 

Subject: Consultant Selection for the Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment

Overview

On January 14, 2026, the Orange County Transportation Authority released a request for proposals to retain a consultant to develop a comprehensive transportation framework, service plan, and capital needs assessment in preparation for the 2028 Summer Olympic and Paralympic Games. Orange County Transportation Authority Board of Directors' approval is requested for the selection of a firm to perform the required work.

Recommendations

- A. Approve the selection of Jacobs Engineering Group, Inc., as the firm to conduct the Los Angeles 2028 Olympics transportation service plan and capital needs assessment.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C250131 between the Orange County Transportation Authority and Jacobs Engineering Group, Inc., in the amount of \$929,267, for a 20-month term, to conduct the Los Angeles 2028 Olympics transportation service plan and capital needs assessment.

Discussion

The Orange County Transportation Authority (OCTA) is undertaking a strategic initiative to develop a comprehensive transportation framework, service plan, and capital needs assessment in preparation for the Los Angeles 2028 Olympics (LA28) and Paralympic Games (Games) in the City of Los Angeles. With LA28 venues such as the Honda Center in the City of Anaheim and Trestles Beach in northern San Diego County expected to host major events, OCTA plays a critical role in ensuring regional mobility, accessibility, and operational continuity during the Games.

This initiative contains five major deliverables, including a transportation framework document, an LA28-specific service plan, a capital infrastructure needs plan, stakeholder coordination, and a comprehensive budget and funding roadmap.

Key objectives of the plan include:

- Establishing a foundational strategy and planning context for LA28-related transit services
- Developing a detailed operational plan for OCTA services during LA28
- Identifying facility and infrastructure upgrades to support the LA28 service plan
- Coordinating with stakeholders to gather relevant feedback on the draft plans
- Outlining estimated costs and a funding strategy to implement the operational and infrastructure plans

Through focused planning and interagency coordination, OCTA will be positioned to support Orange County's LA28 mobility goals while protecting the integrity of its core services. The outputs of this project are intended to contribute directly to LA28's broader transportation vision and strategy to be incorporated into the Games Transportation Operations Plan being developed by the Los Angeles County Metropolitan Transportation Authority (LA Metro).

Procurement Approach

This procurement was handled in accordance with OCTA's Board of Directors (Board)-approved procedures for professional and technical services. In addition to cost, several other factors are considered in the award for professional and technical services. Award is recommended to the firm offering the most comprehensive overall proposal considering such factors as prior experience with similar projects, staffing and project organization, work plan, as well as cost and price.

On January 14, 2026, Request for Proposals (RFP) 250131 was issued electronically on OCTA's e-procurement platform, OpenGov. The RFP was advertised in a newspaper of general circulation on January 13 and January 20, 2026. A pre-proposal conference was held on January 21, 2026, with 22 attendees representing 13 firms. Three addenda were issued to make available the pre-proposal conference presentation and registration sheets, provide responses to questions received, and handle administrative issues related to the RFP.

On February 11, 2026, six proposals were received. The evaluation committee consisted of members from the City of Anaheim and OCTA's Contracts Administration and Materials Management, Transit Service Planning, Planning and Analysis, Security, Emergency Preparedness, and Scheduling and Bus Operations Support departments. The proposals were evaluated utilizing the following evaluation criteria and weightings:

- Qualifications of the firm 20 percent
- Staffing and project organization 25 percent
- Work plan 30 percent
- Cost and price 25 percent

Several factors were considered in developing the evaluation criteria weightings. The qualifications of the firm criterion was weighted at 20 percent as the firms needed to demonstrate experience with mega-event planning of a similar scope and scale. Staffing and project organization criterion was weighted at 25 percent as the firms needed to demonstrate the level of expertise, resource availability, and involvement for the various roles of the proposed project team. The work plan was weighted at 30 percent as the firms needed to demonstrate the ability to deliver a plan that can be successfully implemented prior to the Games. Cost and price criterion was weighted at 25 percent to ensure that OCTA receives value for the services provided.

The evaluation committee reviewed all proposals based on the evaluation criteria and short-listed the three most qualified firms listed below in alphabetical order:

Firm and Location

HNTB Corporation (HNTB)
Headquarters: Santa Ana, California
Project Office: Santa Ana, California

Jacobs Engineering Group, Inc. (Jacobs)
Headquarters: Dallas, Texas
Project Office: Los Angeles, California

WSP USA, Inc. (WSP)
Headquarters: New York, New York
Project Office: Los Angeles, California

On March 3, 2026, the evaluation committee conducted interviews with the three short-listed firms. The interviews consisted of a presentation by each firm to

demonstrate the firm's understanding of OCTA's requirements. The firm's project managers and key team members had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. Questions were related to the firm's understanding of the scope of work, experience with projects of a similar type, and approach to develop a comprehensive transportation framework, service plan, and capital needs assessment in preparation for the Games. After considering responses to questions asked during the interviews, the evaluation committee reviewed the preliminary ranking and adjusted individual scores.

Based on the evaluation of the written proposals and the information obtained from the interviews, as well as cost and price, the evaluation committee recommends Jacobs for consideration of the award to provide the transportation service plan and capital needs assessment services. The following is a brief summary of the proposal evaluation results.

Qualifications of the Firm

Jacobs was founded in 1947, is headquartered in the City of Dallas, Texas, and has approximately 43,000 employees worldwide. The firm has 230 offices worldwide, including an office in the City of Los Angeles. Jacobs demonstrated direct experience in large-scale multimodal transportation planning for mega-events, including active involvement in LA28 mobility planning and use of advanced demand modeling tools to support service planning, capital prioritization, and regional coordination. The firm has worked with major transit agencies including LA Metro, Metrolink, California Department of Transportation, Los Angeles Department of Transportation, and other regional and international partners on large-scale transportation planning and mega-event mobility initiatives, including active support of LA28-related planning efforts. Jacobs has supported Southern California transit agencies, including OCTA through its subconsultant team, on transit planning and service optimization initiatives. Jacobs proposed a multidisciplinary team that includes specialized subconsultants to provide expertise in transit operations, modeling, funding strategy, and regional coordination. Jacobs received positive comments from its references.

WSP was founded in 1885, is headquartered in the City of New York, New York, and employs approximately 73,000 staff globally, including approximately 19,000 in the United States. The firm maintains more than 200 offices nationwide, including local offices in the cities of Irvine and Los Angeles, California. WSP demonstrated strong global experience supporting LA28-related efforts, Fédération Internationale de Football Association (FIFA) World Cup events, and other major international mobility initiatives. The firm has

participated in LA28-related efforts and provided modeling and special event transportation planning services to large transit agencies, including LA Metro. WSP's qualifications emphasize mega-event mobility planning, multimodal integration, and regional coordination across complex transit systems. WSP received positive comments from its references.

HNTB was founded in 1914 and has more than 7,000 employees nationwide. The firm maintains offices throughout the United States, including a Southern California presence with an office in the City of Santa Ana. HNTB demonstrated experience delivering transportation planning and capital improvement programs, including long-standing involvement with OCTA projects and participation in LA28 and FIFA-related planning efforts. The firm's qualifications emphasize planning transit systems across entire routes, infrastructure integration, governance, and program management within complex public-sector environments. HNTB received positive comments from its references.

Staffing and Project Organization

Jacobs proposed a knowledgeable and well-structured project team with direct experience supporting LA28 mobility planning and regional transit coordination efforts. The proposed project manager has 28 years of rail and transit experience and is actively leading LA28-related transportation planning initiatives with Metrolink. He is supported by a deputy project manager with experience in modeling coordination and capital integration. The team includes specialists in transit service planning, demand modeling, rail coordination, funding strategy, and stakeholder engagement, with clearly defined roles and responsibilities. Jacobs' staffing plan demonstrated a balanced mix of senior leadership and technical practitioners to support modeling, service simulation, capital needs assessment, and funding analysis within the proposed schedule and budget. During the interview, team members clearly articulated their approach to integrating the LA28 "Living Model," coordinating with regional partners, and addressing operational considerations specific to Orange County. Their responses reflected a strong understanding of OCTA's service environment, regional interdependencies, and the complexities associated with multi-agency coordination during a large-scale mega-event.

WSP proposed a project team with relevant mega-event transportation planning experience. The proposed project manager has 11 years of transportation planning experience and serves in a leadership role within the firm's national major event practice, with stronger World Cup experience and more limited LA28-specific planning experience. The team includes specialists in transit modeling, service planning, security integration, stakeholder engagement, and funding strategy, supported by subconsultants providing event mobility logistics,

outreach services, and security planning expertise. Roles and responsibilities are clearly defined, and availability commitments are identified for key personnel. While the staffing structure reflects broad mega-event experience, the team demonstrated limited Orange County specific service planning experience. During the interview, responses were more general in nature and provided less detailed articulation of implementation mechanics and security integration.

HNTB proposed a project team with extensive experience. The proposed project manager has more than 30 years of experience in transportation planning and executive leadership, including prior service with OCTA. The team includes technical leads in service planning, infrastructure, modeling, funding strategy, security coordination, and stakeholder engagement. Dedicated security planning support is provided through one of its subconsultants. Roles and responsibilities are clearly identified, and the organization reflects familiarity with OCTA's structure and regional coordination processes. The team overall demonstrated less experience working with various LA28 planning efforts and provided less details with respect to the intricacies of planning the Games, including regional travel demand modeling and security perimeter coordination. During the interview, responses relied heavily on the Games transit network development subconsultant, which raised concerns regarding the depth of in-house LA28 transit planning leadership and dependence on specific individuals.

Work Plan

Jacobs presented a work plan that addressed all elements of the scope of work through a structured, phased approach aligned with Games readiness milestones and regional coordination requirements. It highlighted previous work on developing the LA28 Living Model in coordination with LA Metro, which serves as the region's primary tool for LA28 travel demand forecasting. It integrates the Living Model with OCTA's existing transit planning tools and institutional knowledge of the OC Bus network to support a comprehensive demand forecasting framework that informs route scheduling, fleet sizing, operations and maintenance forecasting, and capital investment prioritization. It clearly demonstrates how modeled demand informs service adjustments, vehicle and staffing needs, operating costs, and associated capital improvements, and explicitly links service planning to funding strategy. The work plan included scenario-based testing to address evolving demand conditions and reflected a region-wide perspective of Orange County's role within the broader Southern California host environment. It also incorporated security perimeter planning into routing and operational assumptions, demonstrating an understanding of security zones and corresponding access levels.

WSP presented a work plan that addressed the scope of work through a phased approach incorporating needs assessment, service planning, capital evaluation, stakeholder coordination, and funding strategy development. The proposed work plan integrated modeling tools such as the Orange County Transportation Analysis Model, Remix, and rail simulation platforms to evaluate operating scenarios, fleet requirements, and service feasibility. Capital needs are linked to operational overlays and access constraints, and the work plan reflected consideration of regional mobility impacts and Games readiness sequencing. The work plan was presented at a higher level, with less specificity in implementation details. Security planning and operational stress testing were discussed conceptually, with limited detail regarding execution methodology. The work plan also provided limited specificity on park-and-ride accommodation strategies, as well as limited definition of implementation triggers or operational escalation procedures. In addition, the work plan reflected less detailed articulation of Orange County specific transit conditions and the OC Bus network compared to other proposals.

HNTB presented a work plan that addressed the scope of work through a structured and methodical framework aligned with milestone-based delivery. The proposed work plan integrated OCTA's existing service planning context with needs assessment, service design, capital evaluation, stakeholder engagement, and funding strategy development. The work plan links service concepts to fleet and staffing considerations and incorporates capital improvements within a defined planning structure. Demand modeling is described at a high level and relies more heavily on traditional planning approaches, with comparatively less depth in advanced analytical tools and complex modeling for mega-events. Security and operational constraints were addressed within the framework; however, the security discussion during the interview did not clearly articulate implementation details. In addition, the proposed work plan provided less details on how OCTA would be positioned within the broader regional decision-making structure for LA28 coordination.

Cost and Price

Pricing scores were based on a formula that assigned the highest score to the firm with the lowest weighted average hourly rate and scored the other proposals' weighted average hourly rates on their relation to the lowest weighted average hourly rate. Although Jacobs did not propose the lowest weighted average hourly rates, they are deemed fair and reasonable, as they are competitive among the proposing firms. In addition, Jacobs' total proposed budget is within the OCTA project manager's independent cost estimate.

Procurement Summary

Based on the evaluation of written proposals, firm qualifications, and information obtained during interviews, the evaluation committee recommends the selection of Jacobs as the top-ranked firm to conduct the LA28 transportation service plan and capital needs assessment. Jacobs delivered a thorough and comprehensive proposal and an interview that was responsive to all the requirements of the RFP.

Fiscal Impact

The project was approved in OCTA's fiscal year 2025-2026 budget, Transit Planning Operations Support, Account No. 1539-7519-D0010-8QK, and is grant funded through the Mobile Source Air Pollution Reduction Review Committee and State Transportation Improvement Program – Planning, Programming, and Monitoring.

Summary

Staff is recommending the Board authorize the Chief Executive Officer to negotiate and execute Agreement No. C250131 between OCTA and Jacobs, in the amount of \$929,267, for a 20-month term, to conduct the LA28 transportation service plan and capital needs assessment.

Attachments

- A. Review of Proposals, RFP 250131, Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment
- B. Proposal Evaluation Criteria Matrix (Short-Listed Firms), RFP 250131, Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment
- C. Contract History for the Past Two Years, RFP 250131: Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment

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Review of Proposals
RFP 250131, Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment
 Presented to Executive Committee - May 4, 2026

Six firms proposed, three firms were interviewed, one firm is being recommended

Overall Ranking	Proposal Score	Firm & Location	Sub-Contractors	Evaluation Committee Comments	Weighted Average Hourly Rate
1	85	Jacobs Engineering Group, Inc. Los Angeles, California	Fehr & Peers Transportation Management & Design	Highest-ranked firm overall. Demonstrated direct experience in large-scale, multimodal mega-event transportation planning. Proposed to utilize two subconsultants for this project. Proposed project manager has 28 years of experience. Olympic-related transportation planning initiatives. Proposed deputy project manager has nearly 20 years of experience. Proposed project team is knowledgeable with relevant experience. Discussed approach for each element in the scope of work. Proposed to leverage experience working with and knowledge of Orange County Transportation Authority (OCTA). Demonstrated an understanding of the project schedule. Presented a detailed approach to the work plan and answered questions during the interview. Received positive responses from references. Proposed competitive hourly rates.	\$277
2	82	WSP USA, Inc. Los Angeles, California	Costin Public Outreach Group, Inc. Transportation Management Services, Inc. Wanda Dunham Consulting, LLC	Demonstrated global mega-events experience, but limited Los Angeles 2028 Olympics (LA28) forecasting leadership and Olympic planning. Proposed to utilize three subconsultants for this project. Proposed project manager has 11 years of transportation planning experience and serves in a leadership role within the firm's national major event practice. Proposed project team has relevant experience. Proposed a work plan that addresses the scope of work through a phased approach. Proposed using Orange County Transportation Analysis Model, Remix, and rail simulation tools to assess scenarios, fleet needs, and service feasibility. Presented work plan with limited detail on security, stress testing, park-and-ride, escalation triggers, and Orange County conditions. Presented approach and answered questions during the interview. Received positive responses from references. Proposed lowest hourly rate.	\$204
3	80	HNTB Corporation Santa Ana, California	Arellano Associates Cambridge Systematics Soteria	Demonstrated experience delivering transportation planning and capital improvement programs, including participation in LA28 and Fédération Internationale de Football Association-related planning efforts. Proposed to utilize five subconsultants for this project. Proposed project manager has 30 years of experience in transportation planning and executive leadership, including prior service with OCTA. Proposed project team includes technical leads with relevant experience. Addressed the elements of the scope of work through a structured, milestone based work plan. Significant reliance on subconsultants for modeling and security planning. Security planning and regional governance integration lacked detailed implementation clarity during the interview. Received positive responses from references. Proposed competitive hourly rates.	\$270

Evaluation Panel:

Internal:

- Contracts Administration and Materials Management (1)
- Transit Service Planning (1)
- Planning & Analysis (1)
- Security & Emergency Preparedness (1)
- Schedule and Bus Operations Support (1)

Proposal Criteria

- Qualifications of the Firm
- Staffing and Project Organization
- Work Plan
- Cost and Price

Weight Factors

- 20 percent
- 25 percent
- 30 percent
- 25 percent

PROPOSAL EVALUATION CRITERIA MATRIX (Short-Listed Firms)
RFP 250131, Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment

Jacobs Engineering Group, Inc.						Weights	Overall Score
Evaluator Number	1	2	3	4	5		
Qualifications of Firm	4.0	4.5	5.0	4.5	4.5	4	18.0
Staffing/Project Organization	4.0	4.5	4.5	4.5	4.0	5	21.5
Work Plan	4.5	4.5	4.5	4.5	4.5	6	27.0
Cost and Price	3.69	3.69	3.69	3.69	3.69	5	18.5
Overall Score	81.5	86.0	88.0	86.0	83.5		85
WSP USA, Inc.							
Evaluator Number	1	2	3	4	5		
Qualifications of Firm	4.5	4.5	4.0	4.5	4.0	4	17.2
Staffing/Project Organization	4.0	4.0	3.5	3.5	3.5	5	18.5
Work Plan	3.5	3.5	3.5	3.5	3.5	6	21.0
Cost and Price	5.00	5.00	5.00	5.00	5.00	5	25.0
Overall Score	84.0	84.0	79.5	81.5	79.5		82
HNTB Corporation							
Evaluator Number	1	2	3	4	5		
Qualifications of Firm	4.5	4.5	4.5	4.5	4.5	4	18.0
Staffing/Project Organization	3.5	4.0	4.0	4.0	4.0	5	19.5
Work Plan	3.5	4.0	4.0	4.0	4.0	6	23.4
Cost and Price	3.79	3.79	3.79	3.79	3.79	5	19.0
Overall Score	75.5	81.0	81.0	81.0	81.0		80

Range of scores for non-short-listed firms was 53 to 73.

Inc. - Incorporated
RFP - Request for Proposal

CONTRACT HISTORY FOR THE PAST TWO YEARS
RFP 250131: Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment

Prime and Subconsultants	Contract No.	Description	Contract Start Date	Contract End Date	Subconsultant Amount	Total Contract Amount
Jacobs Engineering Group, Inc.	C-0-2047	Technical Consulting Services for a Next-Generation Fare Collection System, OC Streetcar Ticket Vending Machines, and Farebox Replacement Project	July 15, 2020	July 31, 2027		\$ 1,244,538
Contract Type: Time and Expense						
Subconsultants:						
None						
	C-4-1447	Construction Management Consultant Services for the Interstate 405 Improvement Project Between State Route 73 to Interstate 605	June 29, 2016	June 30, 2026		\$ 55,133,815
Contract Type: Time and Expense						
Subconsultants:						
Fountainhead Consulting Corporation						
Harris & Associates						
MTGL, Inc.						
Wagner Engineering & Survey						
	C-5-3961	Construction Management Support Services for the Interstate 5 Improvement Project Between Interstate 405 and Yale Avenue	January 16, 2026	December 31, 2030		\$ 21,082,891
Contract Type: Time and Expense						
Subconsultants:						
Coast Surveying, Inc.						
Harris & Associates						
HDR Construction Control Corporation						
S2 Engineering, Inc.						
	C-9-1605	Construction Management Support Services for the Interstate 5 Widening Project between Alicia Parkway and El Toro Road	October 19, 2020	June 30, 2026		\$ 15,689,841
Contract Type: Time and Expense						
Subconsultants:						
Coast Surveying, Inc.						
Ghirardelli Associates						
S2 Engineering, Inc.						
WSP USA, Inc.						
Total						\$ 93,151,085
HNTB Corporation	C-3-2298	On-Call Consulting Services for 91 Express Lanes	September 12, 2023	June 30, 2028		\$ 800,000
Contract Type: Time and Expense						
Subconsultants:						
None						

CONTRACT HISTORY FOR THE PAST TWO YEARS
RFP 250131: Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment

Prime and Subconsultants	Contract No.	Description	Contract Start Date	Contract End Date	Subconsultant Amount	Total Contract Amount
	C-5-3337	Plans, Specifications and Estimates for the OC Streetcar Project	February 1, 2016	December 31, 2026		\$ 37,735,308
Contract Type: Firm-Fixed Price						
Subconsultants:						
Alta Planning + Design					\$ 27,276	
Auriga Corporation					\$ 41,508	
Coast Surveying, Inc.					\$ 109,565	
Cornerstone Studios, Inc.					\$ 449,535	
Corrpro Companies, Inc.					\$ 284,680	
Diaz Yourman & Associates					\$ 1,221,590	
F P L & Associates, Inc.					\$ 1,440,076	
Guida Surveying, Inc.					\$ 109,565	
Project Engineering Consultants					\$ 163,043	
Psomas					\$ 1,134,246	
Safeprobe, Inc.					\$ 303,994	
STV Incorporated					\$ 6,738,671	
Utility Specialists					\$ 134,525	
Total						\$ 38,535,308
WSP USA, Inc.	C-0-2690	Back Office System and Customer Service Center for 405 Express Lanes	January 14, 2022	July 15, 2030		\$ 106,069,864
Contract Type: Firm-Fixed Price						
Subconsultants:						
None						
	C-2-2919	Construction Management Support Services for the State Route 91 Improvement Project between State Route 55 and Lakeview Avenue	December 20, 2023	February 29, 2028		\$ 7,981,069
Contract Type: Time and Expense						
Subconsultants:						
Coast Surveying, Inc.						
Dynamic Engineering Services,						
TRC Engineers, Inc.						
Verdantas Inc., Formerly Leighton Consulting, Inc.						
	C-3-2818	Pedestrian and Bicycle Modeling Support	January 30, 2024	June 30, 2025		\$ 50,000
Contract Type: Time and Expense						
Subconsultants:						
None						
Total						\$ 114,100,933

Acronyms:
Inc. - Incorporated
No. - Number
RFP - Request for Proposals