



## Board Report

File #: 2017-0768, File Type: Informational Report

Agenda Number: 39.

### AD HOC CUSTOMER EXPERIENCE COMMITTEE JANUARY 18, 2018

**SUBJECT: CUSTOMER CARE OVERVIEW, COMPLAINT TRENDS  
AND RESPONSE PROCESS**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE report on the Customer Care Department, the trends in customer complaints and the process for responding to complaints.

#### **ISSUE**

Members of the Ad Hoc Customer Experience Committee have requested an overview of the Customer Care Department, the trends in customer complaints and the major categories received in Metro's Customer Care Department by Metro customers, including those regarding cleanliness. The committee has also requested information on the process for addressing the complaints and responding to customers, including the agency's systematic approach for addressing issues across departments and ensuring they are resolved.

#### **DISCUSSION**

Metro's Customer Care Department is comprised of four functional areas: Customer Information (the Metro Call Center), TAP Information (the TAP Call Center), Customer Programs and Services, and Customer Relations.

#### **Customer Information**

- The Metro Contact Center assists customers with trip planning and provides information on schedules and fares. Agents provide regional information for 70 transit providers.
- Call 323.GOMETRO Monday-Friday 6:30 a.m.-7:00 p.m., Saturday and Sunday 8:00 a.m.-4:30 p.m.

#### **TAP Contact Center**

- The TAP Contact Center assists customers regionwide with all inquiries regarding TAP cards.
- Call 866.TAPTOGO or email [customerservice@taptogo.net](mailto:customerservice@taptogo.net) [customerservice@taptogo.net](mailto:customerservice@taptogo.net) Monday-Friday 8:00 a.m.-4:30 p.m. Closed Saturday and Sunday.

#### **Customer Programs and Services**

- **Four Customer Centers** - Baldwin Hills, East LA, East Portal at Union Station and

Wilshire/Vermont.

- The centers provide in-person customer service Monday-Saturday 6:00 a.m.-6:30 p.m.
- **Reduced Fare** - Processes 200,000 Reduced Fare applications a year for seniors, the disabled and students (K-12 and college/vocational).
- **TAP Stockroom** - Delivers 360,000 TAP cards and tokens annually to customer centers and third-party vendors.
- **Mobile Customer Center** - Assists over 7,500 patrons in underserved areas of LA County with fare media sales and Reduced Fare application intake services.
- **Metro Mail** - Processes \$500,000 in fare media orders annually via email, mail and internal requests.
- **Centralized Lost and Found** - Receives and manages over 14,000 lost articles annually recovered from Metro buses, rail lines and facilities. Stores 700 bicycles on average each month.

### Customer Relations

- Responds to customer comments, inquiries and complaints about Metro through the following channels:
  - [customerrelations@metro.net](mailto:customerrelations@metro.net) <mailto:customerrelations@metro.net>
  - Call 213.922.6235 Monday-Friday 8:00 a.m.-4:15 p.m., Closed Saturday and Sunday.
  - Walk-in customer service on Plaza level at Metro headquarters Monday-Friday 8:00 a.m.-4:15 p.m. Closed Saturday and Sunday.

All comments, inquiries and complaints are tracked and monitored in the Customer Comment Analysis Tracking System (CCATS). This system is also used by other Metro departments including the Office of County Counsel, Claims Service, Bus and Rail Operations, Office of Civil Rights, the Federal Transit Administration (FTA) and Records Management.

The comment/complaint process is as follows:

- Comment received
- Comment entered into tracking system
- Form sent to relevant department
- Comment received and investigated
- Finding/resolution provided to Customer Relations
- Response sent to customer
- Matter resolved and documented in tracking system
- Item is closed

When analyzing the customer complaint data compiled by the Customer Relations unit from FY15 through FY17, the top ten categories include:

1. Passenger passed up
2. Late schedule
3. No show
4. Operator discourtesy

5. Unsafe operation
6. Accident
7. Operator conduct
8. Dispute/wrong fare
9. Schedule/bus stop comment or request
10. Carried past stop

Detailed charts can be found in Attachment A, but the top three complaints for bus and rail in each of FY15, FY16 and FY17 were:

### **Top Bus Complaints**

Passed Up, Late Schedule, and No Show.

### **Top Rail Complaints**

Ticket Machine, Passenger Security/Conduct Issues, and Rail Facility/Park 'n Ride Complaint (FY15) and Miscellaneous Complaint (FY16 and FY17).

From FY15 through FY17, comments about bus and rail cleanliness have been minimal compared to other complaints. The common themes of cleanliness complaints revolve around the system being dirty, wet seats and trash.

### **Rail**

- 125 cleanliness comments
  - Red Line - 31
  - Blue Line - 18
  - Gold Line - 18
  - Expo Line - 13
  - Green Line - 8
- 3 graffiti comments

### **Bus**

- 88 cleanliness comments
  - Orange Line - 13
  - Remainder spread across 62 bus lines
- 44 graffiti comments

The Operations Department has a process for addressing complaints in an effort to ensure continuous improvement:

- Complaints are reviewed by management on a daily basis
- ADA and Title VI complaints are resolved within three days
- All other complaints are resolved within 15 days
- Complaints Procedure
  - Identify operator

- Gather all data, including audio and video
- Verify complaint
- If complaint is corroborated
  - Provide counseling to operator
  - Provide re-training
  - Impose disciplinary action, if required
- If requested, Division Director will contact the customer upon resolution

### **FINANCIAL IMPACT**

There is no financial impact to providing this information about the trends and process for addressing customer complaints.

### **Impact to Budget**

The processes shared in this report do not impact the budget, as they are a part of the Standard Operating Procedures of the Customer Care Department.

### **ALTERNATIVES CONSIDERED**

This report does not involve a staff recommendation and requires no action by the Board of Directors or alternatives for consideration.

### **NEXT STEPS**

Staff regularly tracks customer comments including inquiries, complaints and commendations, and can synthesize the data and present it to the committee periodically.

### **ATTACHMENTS**

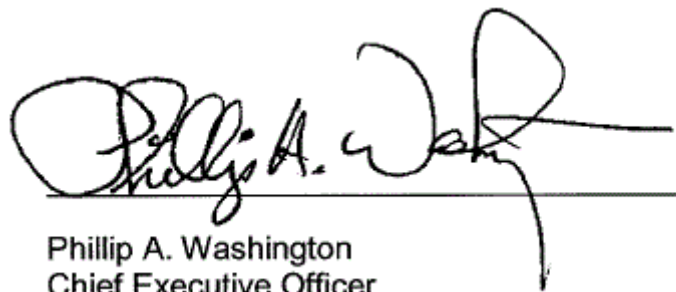
Attachment A - PowerPoint presentation on Customer Care, customer complaint trends and customer response process.

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Reviewed by: Pauletta Tonilas, Chief Communications Officer (213) 922-3777



Phillip A. Washington  
Chief Executive Officer

# **Customer Care Overview and Customer Comment/Complaint Trends – FY15-FY17**

**Ad Hoc Customer Experience Committee  
January 18, 2018**



**Metro**

# Customer Care Department

- 183 contract and non-contract employees
- Four functional areas:
  - **Customer Information** (Metro Contact Center)
  - **TAP Information** (TAP Contact Center)
  - **Customer Programs and Services** (Customer centers, Reduced Fare processing, Stockroom, Mobile Customer Center, Metro Mail and Centralized Lost and Found)
  - **Customer Relations** (Customer inquiries, complaints)

# Metro Contact Center and TAP Contact Center

## Metro Contact Center

Call 323.GOMETRO for trip planning assistance on routes, schedules and fares

- Regional information for 70 transit providers
- Mon – Fri: 6:30a.m. – 7:00p.m.; Sat/Sun 8:00a.m. – 4:30p.m.

## TAP Contact Center

Call 866.TAPTOGO or Email: [CustomerService@TAPToGo.net](mailto:CustomerService@TAPToGo.net) for all inquiries regarding TAP Card services

- Regional information for TAP card customers
- Mon – Fri: 8:00 a.m. – 4:30 p.m. – Closed Sat./Sun.



# Customer Programs and Services

## Department is comprised of six operational units:

- Customer Centers (4)
  - Baldwin Hills, East LA, East Portal & Wilshire/Vermont
- TAP Reduced Fare
- TAP Stockroom
- Mobile Customer Center
- Metro Mail
- Centralized Lost and Found





# Customer Programs and Services Functional Units

- **Metro Customer Centers**
  - Provides in-person customer service for purchase and temporary TAP card issuance Mon.- Sat. from 6:00 a.m.- 6:30 p.m.
- **Reduced Fare**
  - Processes 200,000 reduced fare applications annually for seniors, disabled, students (K-12 and college/vocational)
- **TAP Stockroom**
  - Delivers 360,000 TAP cards and tokens annually to customer centers and third-party vendors

# Customer Programs and Services Functional Units

- **Mobile Customer Center**
  - Assists over 7,500 patrons in underserved areas of LA County with fare media sales and Reduced Fare application intake services
- **Metro Mail**
  - Processes \$500K in fare media orders annually via email, mail and internal requests
- **Centralized Lost and Found**
  - Receives over 14,000 lost articles annually recovered from Metro buses, rail lines and facilities
  - 700 bicycles on average stored each month



# Customer Relations

Responds to comments, suggestions and inquiries about Metro Services

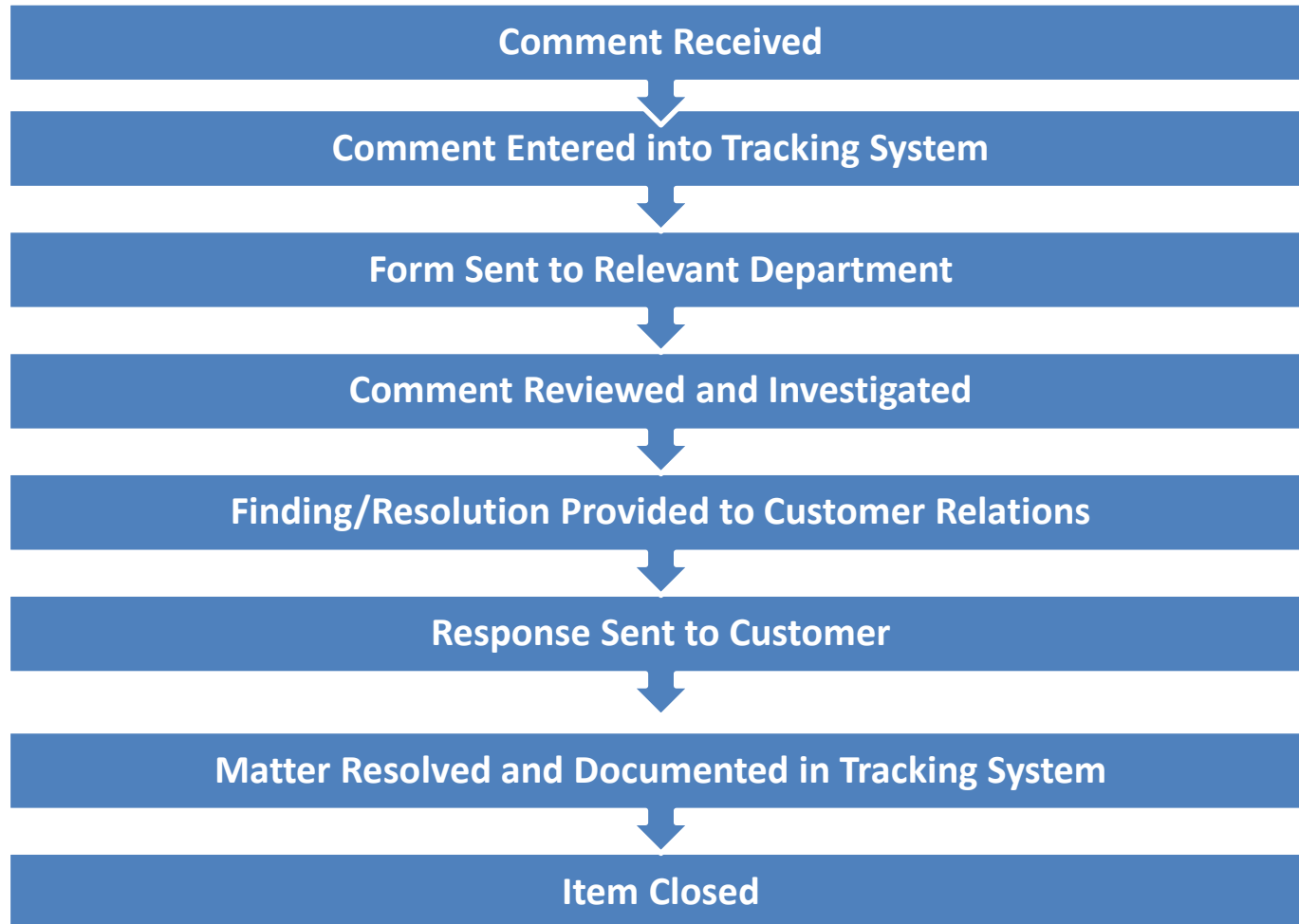
- 24-hour service available at:
  - [customerrelations@metro.net](mailto:customerrelations@metro.net)
  - <http://ccatsform.metro.net/customercomments>
- Call 213.922.6235 Mon.- Fri. 8:00 a.m.- 4:15 p.m. Sat./Sun. – Closed
- Walk-in customer service on Plaza level at Metro headquarters
  - Mon.- Fri. 8:00 a.m.- 4:15 p.m., Sat./Sun. – Closed



# Customer Comment Analysis Tracking System (CCATS)

- Tracks and monitors customer comments/suggestions and generates various management/audit reports for the agency
- Information gathered and used by:
  - Legal Services (Office of County Counsel)
  - Carl Warren and Co. (Metro Claims Service)
  - Bus and Rail Operations
  - Office of Civil Rights
  - Federal Transportation Administration (FTA)
  - Metro Records Management (Public Records Requests)

# Comment/Complaint Process

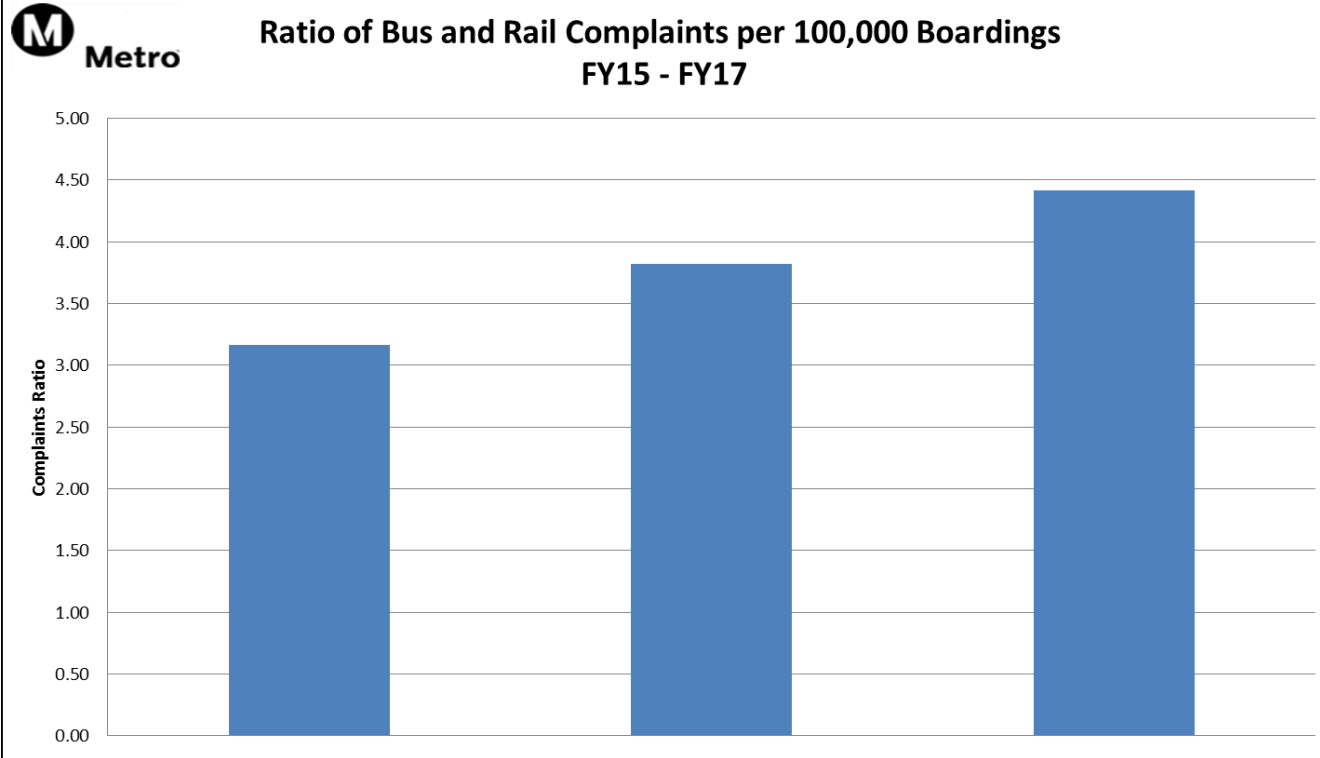


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# Top Ten Complaint Categories

- Passenger passed up
- Late schedule
- No show
- Operator discourtesy
- Unsafe operation
- Accident
- Operator conduct
- Dispute/wrong fare
- Schedule/bus stop comment or request
- Carried past stop

# Bus and Rail Complaints



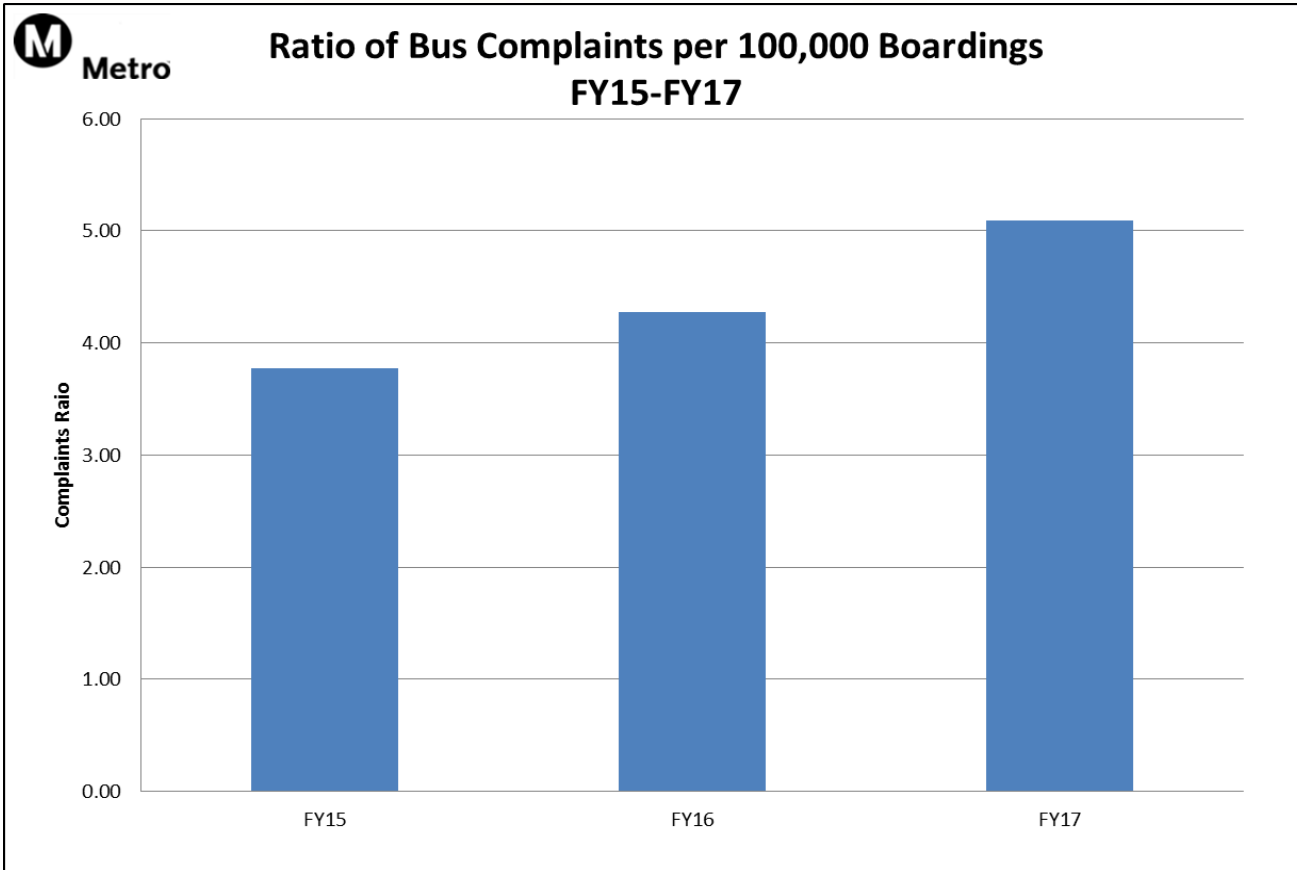
FY	Type	Boardings	Complaints	Type	Boardings	Complaints	Type	Boardings	Complaints	Ratio
FY15	Bus	342,749,687	12,947	Rail	110,281,811	1,391	Total	453,031,498	14,338	3.16
FY16	Bus	320,723,056	13,723	Rail	108,191,802	2,655	Total	428,914,858	16,378	3.82
FY17	Bus	290,026,799	14,776	Rail	113,397,844	3,038	Total	403,424,643	17,814	4.42

Totals include Orange and Silver Lines



**Metro**

# Bus Complaints

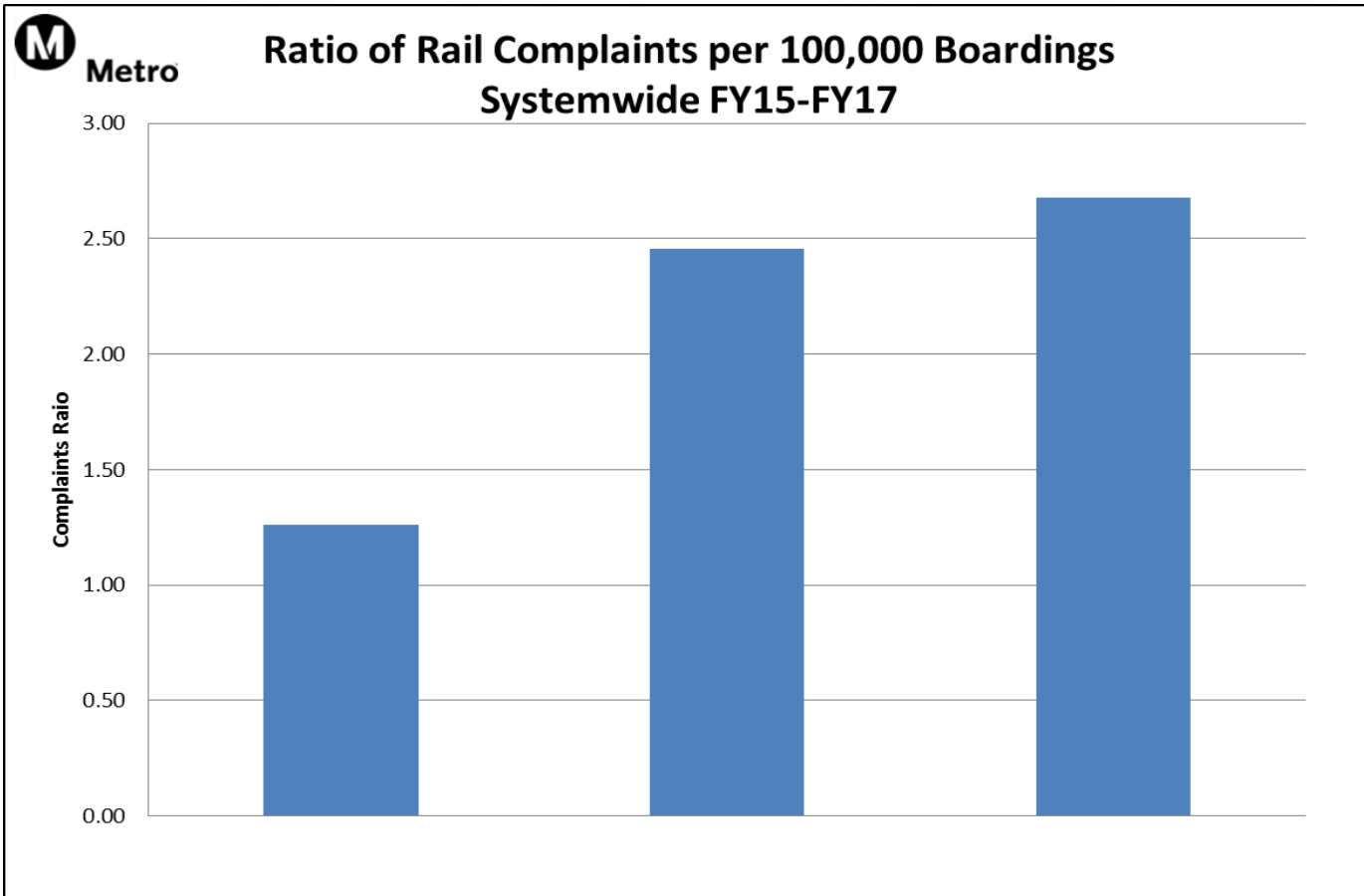


FY	Boardings	Complaints	Ratio
FY15	342,749,687	12,947	3.78
FY16	320,723,056	13,723	4.28
FY17	290,026,799	14,776	5.09

*Totals include Orange and Silver Lines*

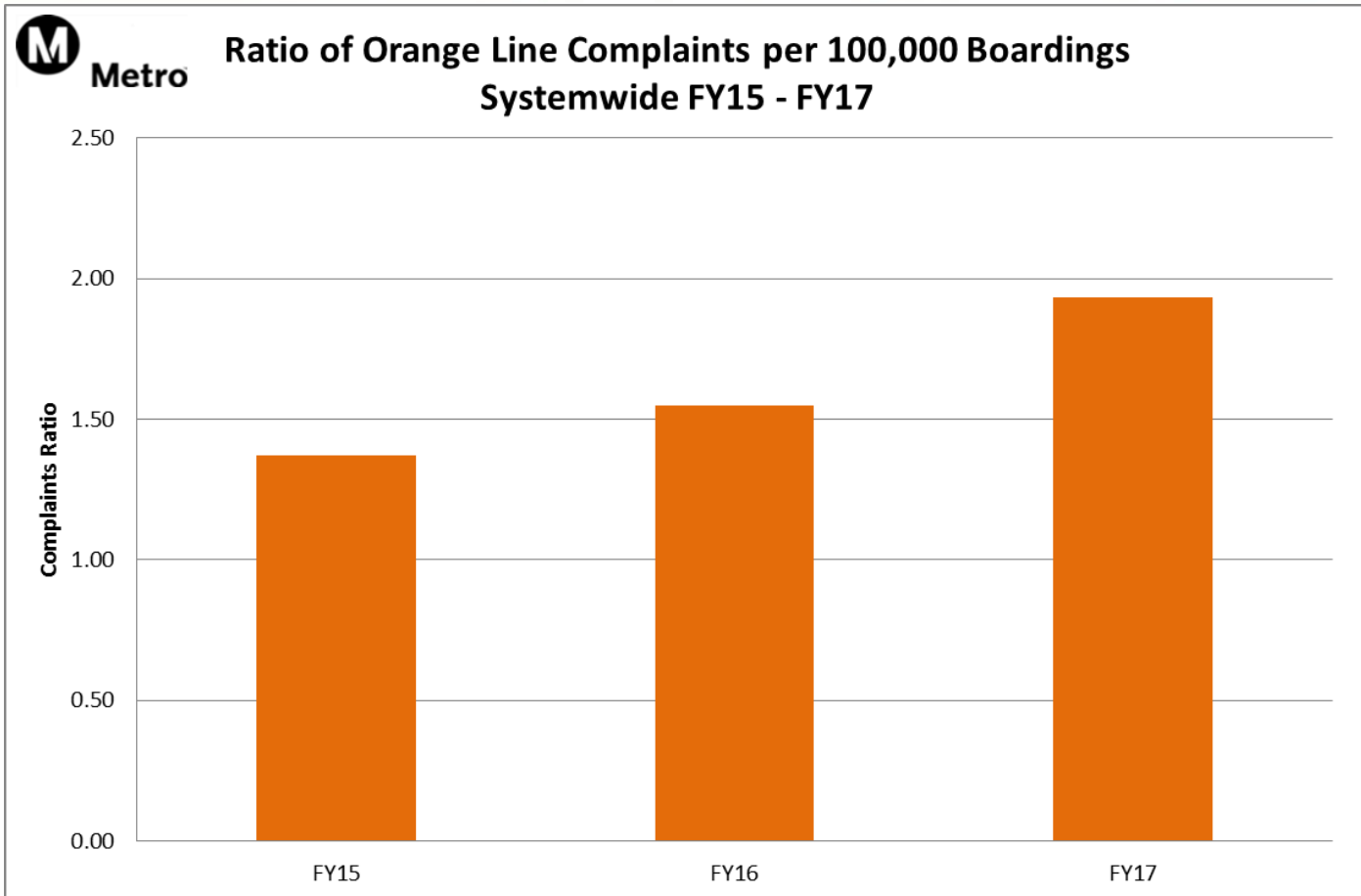


# Rail Complaints



FY	Boardings	Complaints	Ratio
FY15	110,281,811	1,391	1.26
FY16	108,191,802	2,655	2.45
FY17	113,397,844	3,038	2.68

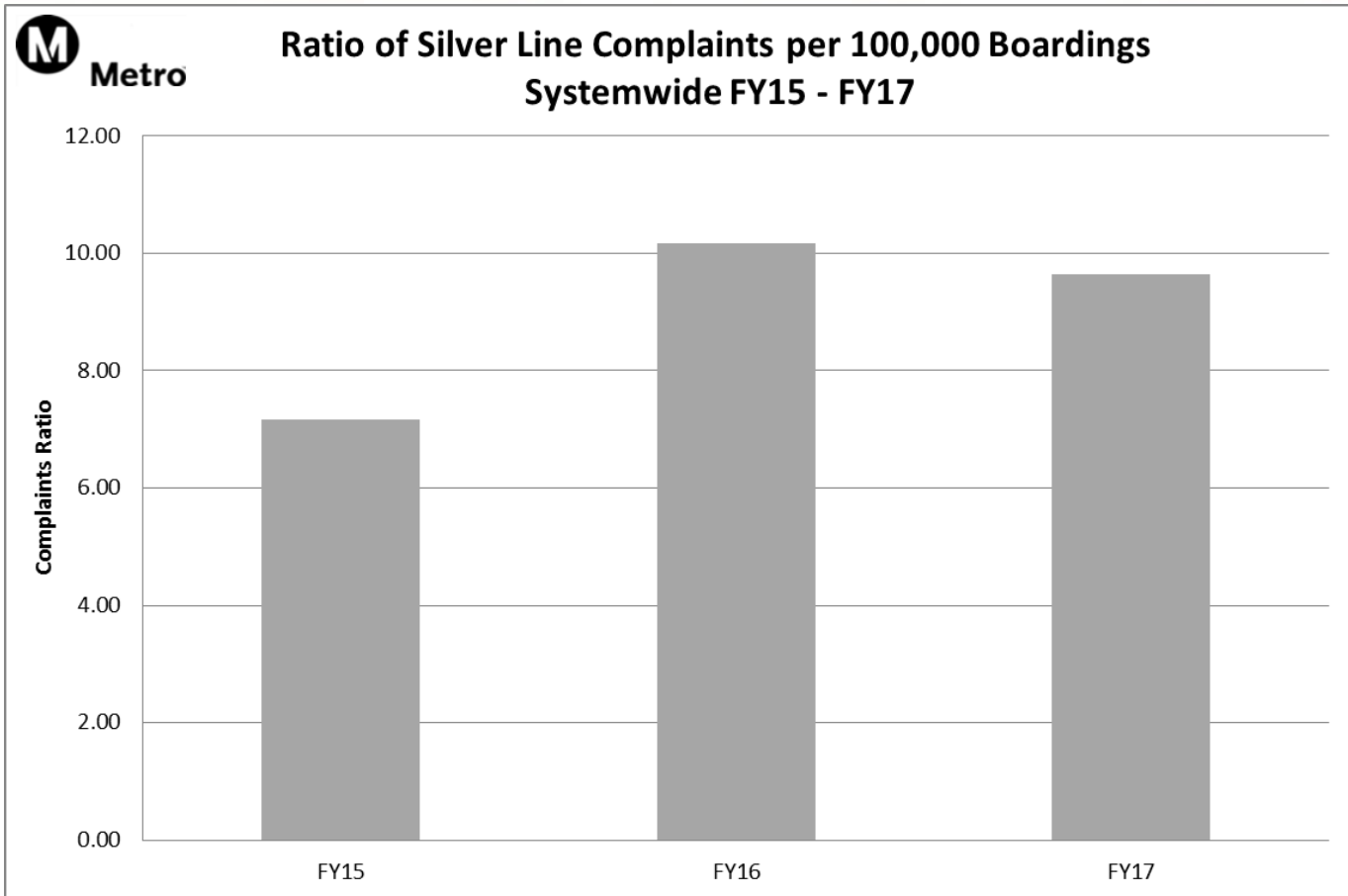
# Orange Line Complaints



**Metro**

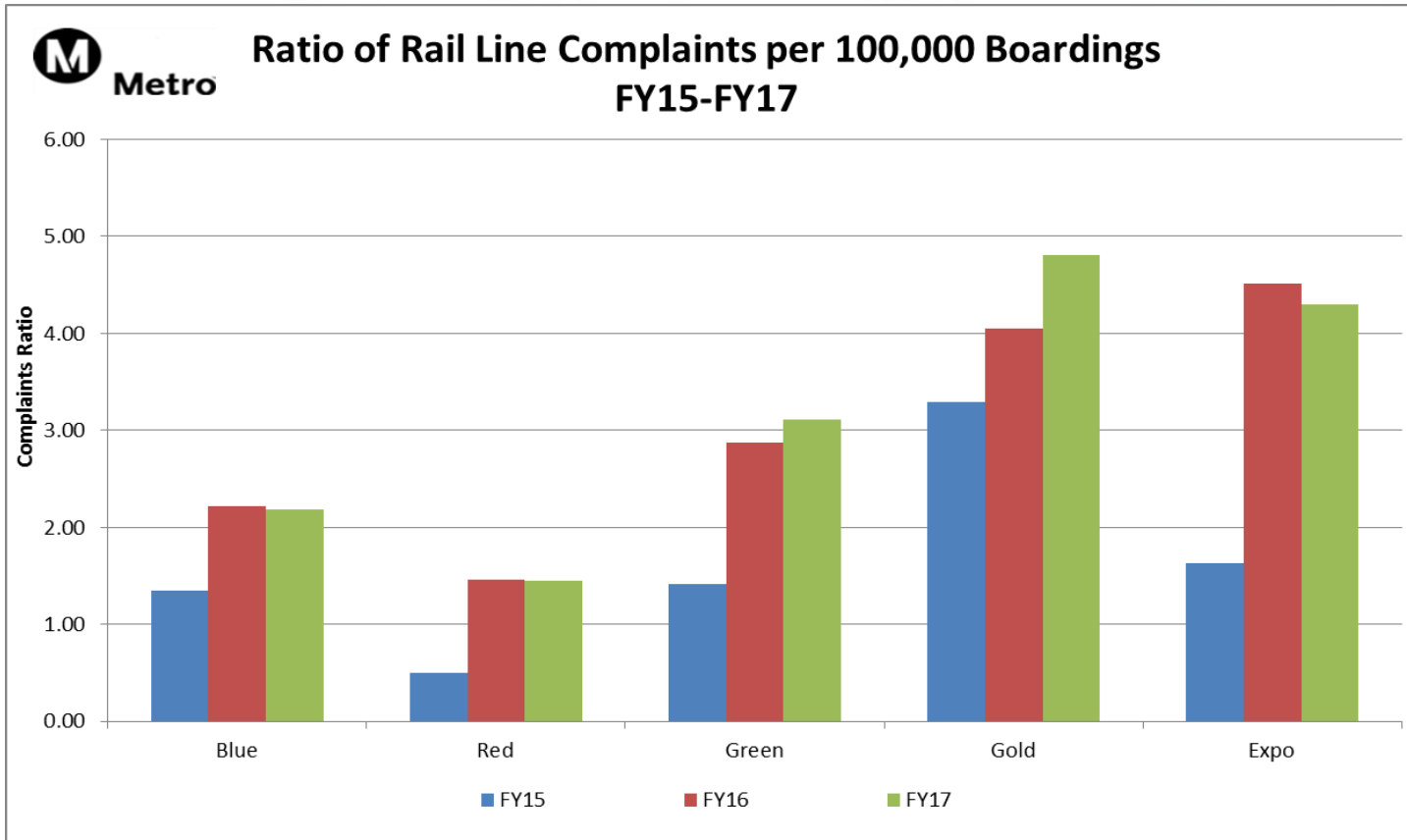
FY	Boardings	Complaints	Ratio
FY15	8,597,672	118	1.37
FY16	8,082,226	125	1.55
FY17	7,548,090	146	1.93

# Silver Line Complaints



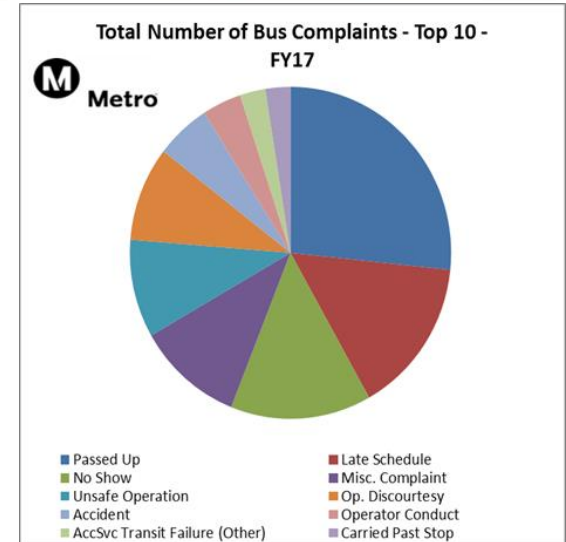
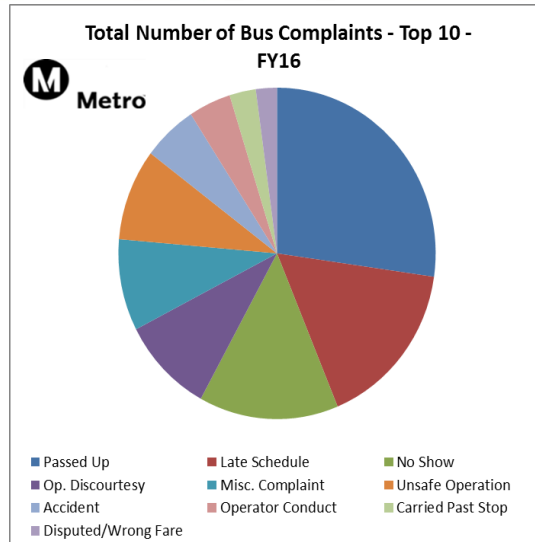
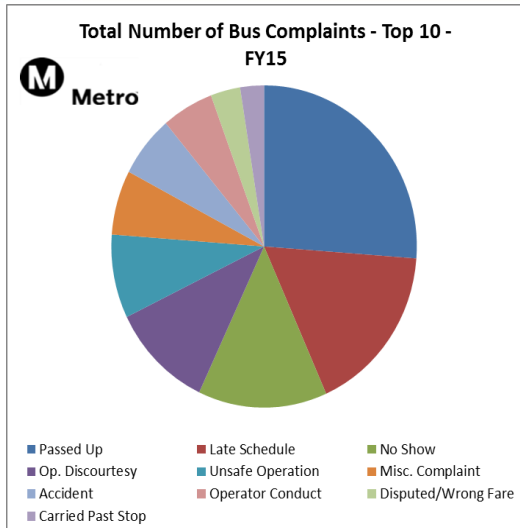
FY	Boardings	Complaints	Ratio
FY15	4,271,219	306	7.16
FY16	4,525,741	460	10.16
FY17	4,276,778	412	9.63

# Rail Complaints by Line



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# Bus Complaints by Category



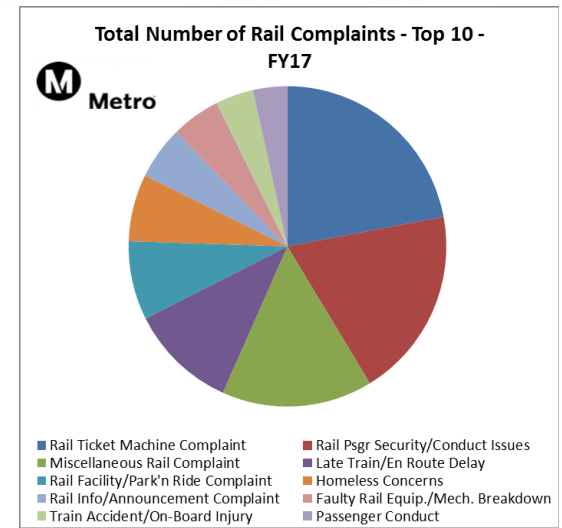
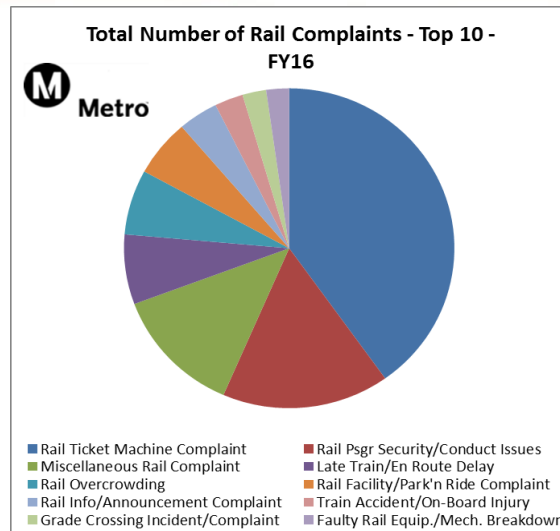
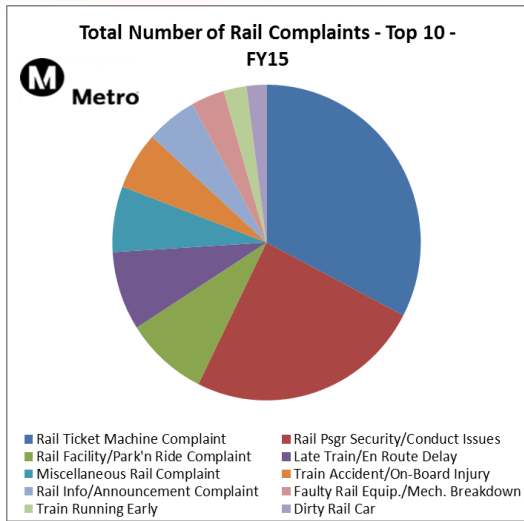
Complaint Type	FY15
Passed Up	3,007
Late Schedule	1,969
No Show	1,567
Op. Discourtesy	1,241
Unsafe Operation	964
Misc. Complaint	744
Accident	712
Operator Conduct	629
Disputed/Wrong Fare	360
Carried Past Stop	289

Complaint Type	FY16
Passed Up	3,325
Late Schedule	2,012
No Show	1,735
Op. Discourtesy	1,152
Misc. Complaint	1,091
Unsafe Operation	1,091
Accident	676
Operator Conduct	526
Carried Past Stop	327
Disputed/Wrong Fare	262

Complaint Type	FY17
Passed Up	3,494
Late Schedule	1,995
No Show	1,857
Misc. Complaint	1,401
Unsafe Operation	1,253
Op. Discourtesy	1,209
Accident	720
Operator Conduct	518
AccSvc Transit Failure (Other)	336
Carried Past Stop	330



# Rail Complaints by Category



Complaint Description	FY15
Rail Ticket Machine Complaint	392
Rail Psgr Security/Conduct Issues	296
Rail Facility/Park'n Ride Complaint	104
Late Train/En Route Delay	97
Miscellaneous Rail Complaint	81
Train Accident/On-Board Injury	71
Rail Info/Announcement Complaint	64
Faulty Rail Equip./Mech. Breakdown	42
Train Running Early	29
Dirty Rail Car	25

Complaint Description	FY16
Rail Ticket Machine Complaint	933
Rail Psgr Security/Conduct Issues	381
Miscellaneous Rail Complaint	298
Late Train/En Route Delay	164
Rail Facility/Park'n Ride Complaint	134
Rail Overcrowding	153
Rail Info/Announcement Complaint	91
Train Accident/On-Board Injury	65
Grade Crossing Incident/Complaint	54
Faulty Rail Equip./Mech. Breakdown	52

Complaint Description	FY17
Rail Ticket Machine Complaint	524
Rail Psgr Security/Conduct Issues	458
Miscellaneous Rail Complaint	365
Late Train/En Route Delay	259
Rail Facility/Park'n Ride Complaint	189
Homeless Concerns	161
Rail Info/Announcement Complaint	128
Faulty Rail Equip./Mech. Breakdown	118
Train Accident/On-Board Injury	92
Passenger Conduct	83



# Cleanliness Comments FY15-FY17

## Bus

- 125 Cleanliness Comments
  - Orange Line – 13
  - Remainder spread across 62 bus lines
- 3 Graffiti Complaints

## Rail

- 88 Cleanliness Comments
  - Red Line – 31
  - Blue Line – 18
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# Operations Process to Ensure Continuous Improvement

- Complaints are reviewed by management on a daily basis
- ADA and Title VI complaints are resolved within three days
- All other complaints are resolved within 15 days
- Complaints Procedure
  - Identify operator
  - Gather all data, including audio and video
  - Verify complaint
  - If complaint is corroborated
    - Provide counseling to operator
    - Provide re-training
    - Impose disciplinary action, if required
  - If requested, Division Director will contact the customer upon resolution



The background features large, stylized letters 'M' and 'A' in a light beige color, set against a dark green circular backdrop. This is further framed by a large, curved orange shape that sweeps across the middle of the image. The bottom portion of the image is a solid dark grey or black.

**Thank you.  
Questions?**



**Metro**