



## Board Report

**File #:** 2018-0668, **File Type:** Motion / Motion Response

**Agenda Number:** 33.

---

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE FEBRUARY 21, 2019

**SUBJECT: CUSTOMER EXPERIENCE MOTION 38.1 RESPONSE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the status update for Motion 38.1 about the customer experience program.

#### **ISSUE**

On June 21, 2018, the Board of Directors (Board) approved Motion 38 by Directors Garcetti, Kuehl, Bonin and Garcia (Attachment A), requesting staff to:

- A. Rename the System Safety, Security, and Operations Committee to the Operations, Safety, and Customer Experience Committee;
- B. Endorse Travel Speed, Service Frequency, and System Reliability as the highest priority service parameters to guide the work of the NextGen Bus Study;
- C. Develop customer experience key performance indicators (KPIs) within Operations, Communications, Information & Technology Services, TAP, System Security and Law Enforcement, and other functional areas of MTA to regularly report on the status of the system, transit service, and the transit service environment;
- D. Develop an Annual Customer Service and Experience Plan, including but not limited to improvements planned and desired for:
  1. KPIs developed under section C
  2. The status of the Customer Service & Experience projects
  3. Key accomplishments, objectives and challenges in Customer Service and Customer Experience for the following budget year
  4. Key accomplishments, objectives and challenges in transit service marketing for the following budget year
  5. The CEO's Ridership Initiatives, including the Customer Experience Service Strategist

#### **BACKGROUND**

The Customer Experience Committee was established from July 2017 through June 2018 to ensure that Metro services, projects and programs continue to be developed with a focus on the customer. An internal customer experience working group, with representatives from Operations, Security, OEI,

---

IT, Communications, TAP and the Office of the CEO was formed to develop, track and monitor progress on Metro projects and initiatives focused on positively impacting customer service, experience and ridership.

## **DISCUSSION**

### Committee Renaming

Per the Board's directive, in July 2018 Metro staff renamed the System Safety, Security, and Operations Committee to the Operations, Safety, and Customer Experience Committee.

### Service Parameters for NextGen

In October 2018, Metro staff provided an update on the NextGen Bus Study (NextGen Update: Transit Competitiveness and Market Potential; File ID: 2018-055; Attachment B) that provided information on transit competitiveness and market potential for bus trips. In that update, Metro staff explained that the transit journey consists of both on-board time and walk/wait time at the bus stop. For short trips, the walk/wait time, as part of the total trip is a larger factor to the customer. This can be mitigated with higher service frequencies for the local trips. In addition, reliability is critical for reducing wait time, both in terms of schedule adherence and more reliable real time information on next bus arrival times which helps reduce the perceived wait time (generally twice as long as actual) back to reality. For longer trips, on-board trip times are more critical to the customer and therefore warrant more attention on travel speed. For this reason, NextGen applies speed, frequency, and reliability in a more nuanced way to address customer travel needs.

The recommendations coming out of NextGen are expected to focus on the following travel markets to better meet the customer needs in LA County:

- 1) Metro should continue to serve the commute market, usually longer distance trips during weekday peak hours to major employment centers. This market requires faster on board travel times with more direct service.
- 2) Metro should restructure to better serve the shorter distance, non-commute market which accounts for nearly 50% of total LA County trips. This market requires a high frequency network of routes to reduce wait and transfer times throughout the late morning, midday into the evening, and on weekends when most workers, residents and visitors need access to local jobs, service, shopping, and regional attractions.
- 3) Areas and times of day that does not have the demand for frequent fixed route service, but require basic mobility for many residents can be better served with flexible or on demand services.

The areas for improvement within these three travel markets will be selected based on a data driven analysis and extensive public outreach. Staff will return in April 2019 with recommendations on service concepts for consideration by the board.

### Annual Customer Service and Experience Plan

Initiative 2.3 of Metro's Vision 2028 Strategic Plan commits Metro to dedicating staff resources to oversee customer experience and developing a comprehensive approach for improving customer satisfaction. Vision 2028 goes on to describe the following specific initiatives:

- Develop a unifying vision and strategy for enhancing the customer's experience,

- Improve customer journey and touch points, and
- Use data analytics to benchmark and measure system performance in meeting customer satisfaction targets.

The response to parts (C) and (D) of Board motion 38.1 will be directly aligned with Initiative 2.3 so that its execution will help to accomplish Vision 2028 Goal 2, “Deliver outstanding trip experiences for all users of the transportation system.”

The Customer Service and Experience Plan (Plan) will cover the components described below that were requested in Board motion 38.1. It should be noted that this Plan is part of a continuous improvement process, and as such, it is a work in progress. This Board report marks the beginning of what staff anticipates to be a comprehensive and impactful customer experience strategy as promised in the Vision 2028 plan.

#### *Key Performance Indicators*

Metro staff will follow the principles of continuous process improvement to establish a comprehensive customer service and experience practice throughout the organization. As part of the Plan, staff have developed an initial list of customer experience key performance indicators (KPIs; Attachment C) that will improve customer touch points for Metro’s services. Starting with this preliminary list, staff will consult a number of additional sources, including results from our most recent Customer Satisfaction Survey and examples from some of the highest performing transit agencies and operators in the world (MTR Corporation, Singapore Land Transport Authority, Japan Railway Company, and Transport for London) to further expand and develop these metrics. High-level categories include convenience, ease-of-use, comfort, security, and customer care. Each category will expand into additional subcategories, providing further detail on metrics that will address customer pain points.

#### *Status of Customer Service & Experience Projects*

Per Motion 38.1, the Plan will include the status, accomplishments, objectives and challenges of Customer Service and Experience projects, beginning with the CEO Ridership Initiatives that were introduced to the Board in May 2018. The first progress report for the CEO Ridership Initiatives is provided in Attachment D to this report. Additional projects that address customer experience will be added as they are launched and removed when complete.

#### *Transit Service Marketing and Communications*

Similar to the status of the customer experience projects, the Plan will also address efforts to improve communications with customers on any number of topics that will make customer trips easier, including new services, closures, schedules, etc. Metro staff will strive to identify new ways to engage customers to improve the transit system and services for everyone.

#### *Customer Experience Culture*

The Plan will also address staff resources and training needed to accomplish the customer experience goals as described in both the Board Motion 38.1 and Vision 2028. As a first step, Metro staff are developing the roles and responsibilities for a Customer Experience Strategist position to lead and manage the customer experience program agency-wide. This will include the oversight of

---

the Plan elements. This position is expected to report to the CEO's office to ensure the appropriate level of integration across all Metro departments.

### **DETERMINATION OF SAFETY IMPACT**

Approval of this item will have a positive impact on the safety of our customers and employees.

### **FINANCIAL IMPACT**

All costs relative to Metro Customer Experience Plans, project and programs will be approved during the regular budget process and Department project managers will be responsible for budgeting any future Customer Experience projects and programs.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Approval of this recommendation supports the following Metro Strategic Plan Goal: 2) Deliver outstanding trip experience for all users of the transportation system.

### **NEXT STEPS**

Staff will provide an update to the Board in FY19 Q4 to provide more detail on the Customer Service and Experience Plan. The Plan will provide the framework for the performance metrics, staffing, budget, and status updates for the customer experience initiatives outlined in motion 38.1 and Metro Vision 2028.

### **ATTACHMENTS**

Attachment A - Motion 38.1 - NextGen Bus Study Service Parameters

Attachment B - NextGen Update: Transit Competitiveness and Market Potential; File ID: 2018-0555

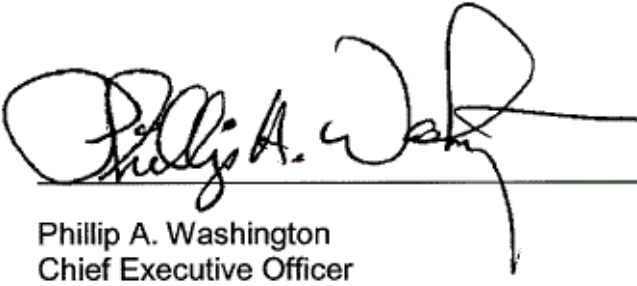
Attachment C - Customer Experience Key Performance Indicators

Attachment D - CEO Ridership Initiatives Progress Report, July 1, 2018-January 31, 2019

Prepared by: Nadine Lee, Interim Chief of Staff, (213) 922-7950

Conan Cheung, Senior Executive Officer, Operations Service Development, Scheduling & Analysis, (213) 418-3034

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108



Phillip A. Washington  
Chief Executive Officer



**Board Report**

---

**File #:** 2018-0614, **File Type:** Motion / Motion Response

**Agenda Number:**

---

**REGULAR BOARD MEETING  
JUNE 28, 2018**

**Motion by:**

**GARCETTI, KUEHL, BONIN AND GARCIA  
AS AMENDED BY BARGER**

Related to Item 38: **NEXTGEN BUS STUDY SERVICE PARAMETERS**

MTA should strive to deliver the best customer experience of any public transit provider in America.

MTA's customers should be able to easily and conveniently access MTA services and data and feel assured that their transit trip will be fast, convenient, and reliable.

Additionally, MTA's customers should feel that MTA actively cares about their experience. MTA's customers should see a proven, constant, and continuous effort by MTA to improve the experience of using MTA's services.

Furthermore, MTA must demonstrate that its services are superior to alternatives.

The Ad Hoc Customer Experience Committee was formed to ensure that MTA was focused on these issues.

Since July, the ad hoc committee has met six times. The committee has examining a wide range of issues, including quality bus service, station cleanliness, TAP, pass programs, real-time data, service interruptions, marketing, Customer Care, system accessibility, and the causes of MTA's recent ridership trends.

In the coming fiscal year, the duties of the Ad Hoc Customer Experience Committee will transition to the Operations Committee.

However, as MTA continues important customer experience initiatives, especially the NextGen Bus Study, it is important that the Board remain engaged on customer experience issues.

Additionally, as MTA advances the NextGen Bus Study, it is appropriate for the Board to provide policy direction on the highest priorities for the future restructuring of the MTA bus network.

**SUBJECT: MOTION BY GARCETTI, KUEHL, BONIN AND GARCIA**

**NEXTGEN BUS STUDY SERVICE PARAMETERS**

WE THEREFORE MOVE THAT the Board:

- A. Rename the System Safety, Security and Operations Committee to the Operations, Safety, and Customer Experience Committee;
- B. Endorse Travel Speed, Service Frequency, and System Reliability as the highest priority service parameters to guide the work of the NextGen Bus Study;

WE FURTHER MOVE that the Board direct the CEO to:

- C. Develop customer experience key performance indicators (KPIs) within Operations, Communications, Information & Technology Services, TAP, System Security and Law Enforcement, and other functional areas of MTA to regularly report on the status of the system, transit service, and the transit service environment;
- D. Develop an Annual Customer Service and Experience Plan, including but not limited to improvements planned and desired for:
  - 1. KPIs developed under section C. above
  - 2. The status of Customer Service & Experience projects
  - 3. Key accomplishments, objectives, and challenges in Customer Service and Customer Experience for the following budget year
  - 4. Key accomplishments, objectives, and challenges in transit service marketing for the following budget year
  - 5. The CEO's Ridership Initiatives, including the Customer Experience Strategist (Board File 2018-0365);
- E. Report back to the Operations Committee on all the above in 120 days.

BARGER AMENDMENT: continue to seek input and feedback on priorities from NextGen working groups and relevant community stakeholders.



## Board Report

---

**File #:** 2018-0555, **File Type:** Informational Report

**Agenda Number:** 36.

---

**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
EXECUTIVE MANAGEMENT COMMITTEE  
OCTOBER 18, 2018**

**SUBJECT: NEXTGEN UPDATE: TRANSIT COMPETITIVENESS AND MARKET POTENTIAL**

**ACTION: RECEIVE AND FILE**

### **RECOMMENDATION**

RECEIVE AND FILE an update on NextGen transit competitiveness and market potential information.

### **ISSUE**

On June 28, 2018, the Board of Directors approved Motion 38.1 in relation to Item 38: NextGen Bus Study Service Parameters. The Motion directed the NextGen Bus Study to endorse travel speed, service frequency, and system reliability as the highest priority service parameters to guide the work of the project. With these service parameters defined, this report responds with detailed findings on where these service parameters fit as Metro seeks to prioritize service concepts in the next phase of the project.

### **BACKGROUND**

The goal of the NextGen Bus Study is to design a new bus network that is more relevant, reflective of, and attractive to the residents of LA County. Since 2014, Metro has seen a decline in bus ridership around 20%. This is consistent with many transit agencies across the nation. There are a number of potential explanations for the ridership decline, so it is important to fully understand these issues, particularly as it relates to the diverse needs of LA County.

While Metro's bus network carries over 70% of combined Metro bus and rail ridership, the bus network has not seen major changes in over 25 years. Today, there are more people, more places to go, and more ways to get there. As a result, Metro's bus network has fallen out of alignment with the way people need to travel today.

### **DISCUSSION**

The NextGen Bus Study seeks to improve the bus network for current, former and potential customers. While it is critical to examine the data, it is important to engage with the community and



---

understand their preferences. As a result, the project has completed a robust campaign of outreach to date.

- 113,000 Multi-lingual Take Ones
- 350,000 Database Contacts
- 30+ Community Based Organization, Faith-Based & Community Events/Presentations
- 25+ Regional Service Council Presentations
- 18+ Community Pop-Up Events
- 10 Rap Sessions with Bus Divisions
- 3 Working Group Meetings
- 3 Customer Care Focus Group Sessions
- 2 Da Vinci High School Student Workshops
- 2 Telephone Town Halls
- 2 Technical Advisory Committee Meetings
- 2 Internal Working Group Meetings

The NextGen Bus Study has determined that there are four types of riders.

- 7% Frequent (ride 3-4 times per week)
- 22% Occasional (ride 2-3 times per month)
- 55% Infrequent (ride 1-2 times per year)
- 16% Non-Rider

While the number of frequent riders only accounts for 7% of all LA County residents, frequent riders represent 80% of all Metro bus boardings. However, the frequent rider base has been declining, as there are a number of publicized factors for this, including affordable car loans, more reliable cars, ease of getting a driver's license, rideshare expansion, and displacement. This means that every frequent rider lost accounts for 2-3 times loss in ridership. The question becomes whether it is prudent to continue prioritizing a shrinking ridership base or explore emerging markets which may have different travel preferences.

According to the Metro Customer Survey conducted in 2017, 31% of current riders stated that their main reason for riding for convenience. Some other positive attributes included not wanting to drive in traffic, good for the environment, and cheaper than parking. Primary improvements desired among current riders were more frequent and reliable service. When compared with Non-Riders, their main reason for not riding is because the bus is too slow from traffic and too many transfers. However, both current riders and non-riders agree that the most important service parameters Metro should focus on are being fast, frequent and reliable. This is consistent with the service parameters outlined in Motion 40.1.

With existing levels of service, Metro cannot be fast, frequent and reliable along every corridor, all day and everyday. Therefore, policy choices must be made to prioritize where and when it makes sense to implement these parameters.

---

While many people perceive the Metro bus network to not go where people want to travel, the Metro system in fact covers 85% of all trips in LA County. In many cases, however, these trips are not time competitive with other options. The study examined transit speed competitiveness by using a combination of TAP data and cell phone, location-based data to learn where and when people wanted to travel for both transit and non-transit trips. These trips were then calculated through trip planners to compare travel times and establish which markets are compatible for transit. The analysis revealed that transit can be competitive with other trips so long as it does not take more than twice as long as driving.

A transit journey generally consists of two components, the walk/wait time at the bus stop, then the on-board time as the bus is traveling. These two factors make up total transit travel time. For short trips, the walk/wait time is more critical to riders, as studies show the perception of wait time can be 2-3 times the actual time. For longer trips, the on-board time becomes more critical, as riders spend the majority of time traveling on the bus as opposed to waiting at a bus stop. This reveals that to be competitive for short trips, frequency is critical for minimizing the walk/wait time. To be competitive for long trips, travel speed is critical for minimizing the on-board time. Travel speed can be improved by a number of strategies, including dedicated bus lanes, transit signal priority, and bus stop consolidation.

Today, Metro captures the greatest market share on long distance riders traveling over 10 miles. However, the overall market for long distance trips, whether transit or non-transit, represents only 16% of total trips taken in LA County. The largest amount of total trips are within a shorter distance of 1-5 miles, representing 46% of total trips taken in LA County. If Metro can match its transit share of this 1-5 mile segment with the long distance segment, bus ridership would increase by 500,000 trips.

In order to address the large, short distance trip market, Metro must understand when, where and why these trips generally occur. Short trips serve a variety of purposes, including workers traveling to a local business, single mothers running errands with children, and people traveling for dining or entertainment. These trips all share a similar attribute that the travel occurs primarily during the midday and evening period. This is in contrast to the long distance, commute trips which tend to be during the morning and evening rush hour, focused on major employment centers. As a result, while Metro service currently serves the morning and evening commute trips well, there are missed opportunities for midday and late evening travel when many short distance, non-commute trips are being made.

In summary, there are two areas where Metro should focus on to better meet the needs of LA County travel. First, Metro should build on its success of long distance, commute trips by improving on-board travel times. Second, Metro should enter the short distance, non-commute market where nearly 50% of total LA County trips are made by improving frequencies to reduce wait time at bus stops. These areas for improvement will be selected based on a data driven analysis and extensive public outreach.

## **DETERMINATION OF SAFETY IMPACT**

The recommended action of improving on-board travel times and service frequencies will enhance Metro's ability to provide service that is safe and reliable.

---

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Approval of this recommendation supports the following Metro Strategic Plan Goals: Provide high-quality mobility options that enable people to spend less time traveling. Deliver outstanding trip experiences for all users of the transportation system. Enhance communities and lives through mobility and access to opportunity. Provide responsive, accountable, and trustworthy governance within the Metro organization. This project will improve safety, service, and reliability in an effort to provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.

## **ALTERNATIVES CONSIDERED**

The fulfillment of this project could be accomplished through maintaining the existing bus network. For this project, staff does not recommend this approach. Staff asserts that there are distinct advantages to Metro in better responding to meet the needs of where, when and why people travel in LA County today. As a result, Metro expects bus ridership to improve both in quantity and quality.

## **NEXT STEPS**

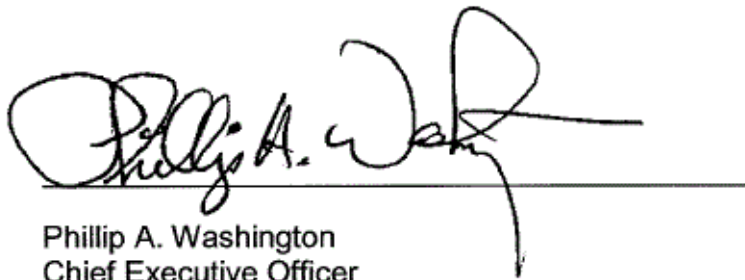
Staff will continue working with the NextGen Working Group to prioritize service concepts, then return to the Board in January 2019 with a recommendation on service concepts. If approved, staff will begin translating service concepts into line-by-line improvements for service changes starting in December 2019 and continuing through June 2020.

## **ATTACHMENTS**

Attachment A - NextGen FAQ

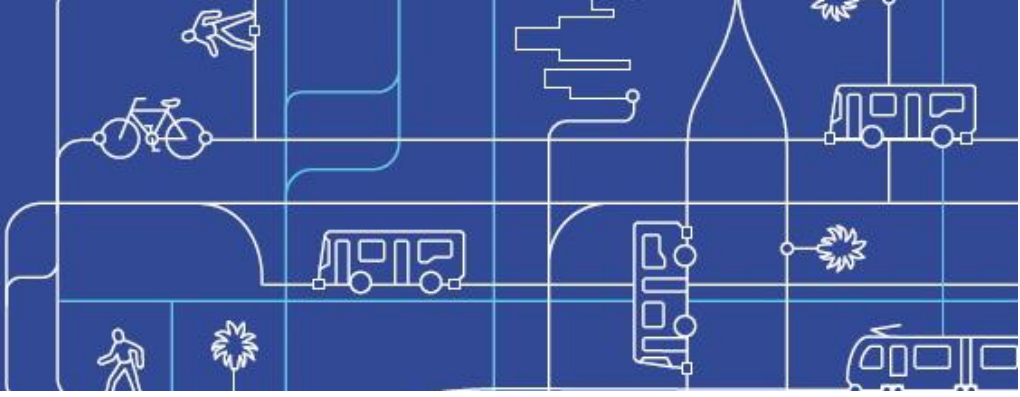
Prepared by: Stephen Tu, Sr. Manager, Operations, (213) 418-3005  
Conan Cheung, Sr. Executive Officer, Operations, (213) 418-3034

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108



Phillip A. Washington  
Chief Executive Officer

# NEXTGEN Bus Study



## NextGen Bus Study: Frequently Asked Questions

### OVERVIEW

#### **1) What is the NextGen Bus Study?**

Metro has set out to design a new bus network that is more relevant, reflective of, and attractive to the residents of LA County. We believe this redesigned network will improve service to current riders, attract a new generation of users and win back past customers. The NextGen Bus Study consists of four steps. At each stage, the public will be encouraged to actively participate and provide informative and valuable input.

#### **2) Why is Metro doing this now?**

Simply put, the bus network in LA County carries over 70% of Metro customers but has not had a major overhaul in 25 years. Since that time, our county has evolved dramatically. Over a million residents have been added, transforming many local communities with new travel patterns. The Metro Rail system was just beginning 25 years ago, but now LA County has 105 miles of service and service will continue to grow steadily over the next 25 years. In addition, with new transportation options like ride hailing apps and bike share, it is important that our bus system integrates with all the ways Angelinos travel today, with flexibility built in for the future.

#### **3) When is the NextGen Bus Study happening?**

The NextGen Bus Study began in Spring 2018 and is estimated to take 18 months to be completed.

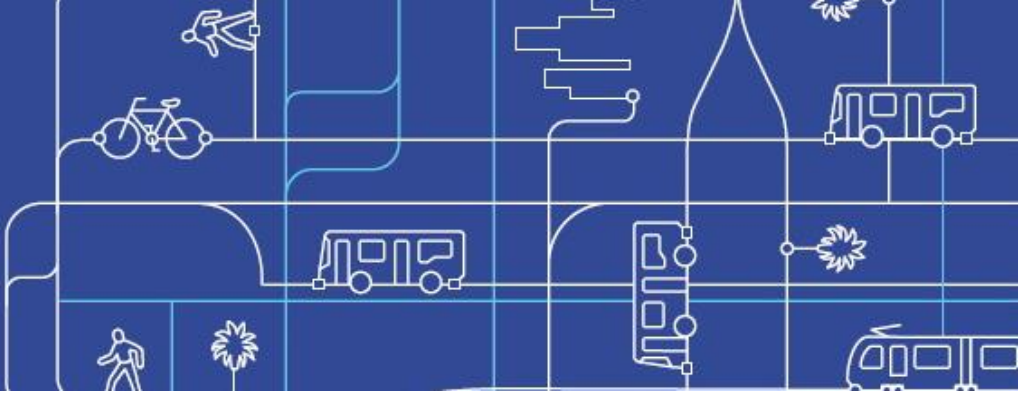
#### **4) When will the NextGen Bus Service Plan be implemented?**

Bus service changes will be implemented starting in Fall 2019.

#### **5) Will the NextGen Bus Study result in minor adjustments to the current bus network or truly redesign the system with a “clean slate approach”?**

The goal of the NextGen Bus Study is to create an attractive and competitive world-class bus system. To achieve this goal, all aspects of Metro bus service are on the table for study, including speed, distance, frequency, time of day, reliability as well as quality of service and safety. Some of the most heavily traveled lines, e.g. Vermont Ave., Western Ave., Ventura Blvd., may not see major changes, but may be modified to provide better connections to other routes and services. Public input along with the technical evaluation of travel data will inform the extent of the changes.

# NEXTGEN Bus Study



## COORDINATION WITH OTHER STUDIES/SERVICE PROVIDERS

### **6) How is the NextGen Bus Study integrating with Metro’s Bus Rapid Transit (BRT) Vision and Principles Study?**

The BRT Vision and Principles Study will establish and build consensus on a clear vision, goals and objectives for the BRT system and develop guidance on the design of the BRT network. It will also facilitate the identification and prioritization of future BRT candidate corridors. The NextGen Bus Study will coordinate and share data with the BRT study team in order to improve bus speeds and maximize Metro’s investment in future BRT corridors. Data to be shared includes travel demand data, identification of congested corridors, and auto vs. transit travel time ratios for major travel corridors, which will assist the BRT study with the identification and prioritization of the first decade Measure M BRT project, which has an expected opening date of FY 2022-2024. In addition, the NextGen Bus Study will develop short term recommendations for “hot spot” speed and reliability improvements on major transit corridors based on guidelines, which will further help guide BRT investment.

### **7) How is the NextGen Bus Study integrating with future Metro Rail/BRT capital projects?**

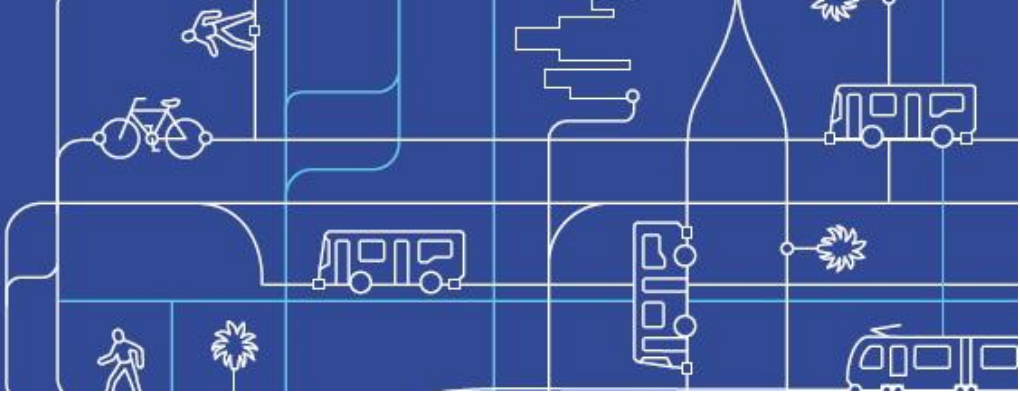
The NextGen Bus Study is focusing on a 10-year horizon (2030). Therefore, all rail lines under construction, including Crenshaw/LAX, Regional Connector, and Westside Purple Line Extension Phase 1, 2, 3, are assumed as part of the existing transit infrastructure. In addition, future projects currently in the planning stage and expected to be under construction within the next 10 years will be considered in route planning and scheduling decisions, including the East San Fernando Valley Transit Corridor, Sepulveda Transit Corridor Project, West Santa Ana Branch Transit Corridor, Gold Line Foothill Extension Phase 2B to Claremont, Green Line Torrance Extension, Vermont Corridor BRT, North Hollywood to Pasadena Transit Corridor BRT, and North San Fernando Valley Transit Corridor BRT.

### **8) How is the NextGen Bus Study integrating with the MicroTransit Pilot Project and Mobility on Demand Grant Program?**

The Mobility on Demand Program and the MicroTransit Pilot Projects will be integrated into the network once they have been implemented. The NextGen Bus Study will account for these during the study process.

### **9) Will bus service provided by the LA County municipal transit operators also be included in the NextGen Bus Study?**

Through the NextGen Bus Study, we are taking a holistic approach to the LA County bus system that does not look at Metro alone but instead leverages all resources, including municipal operators.



## 10) How is the Long Range Transportation Plan integrating the NextGen Bus Study in its update process?

The NextGen Bus Study and the Long Range Transportation Plan (LRTP) are already integrating in terms of coordinated public outreach efforts and travel demand data sharing. The LRTP has many components, but the portion on future bus system operations will be structured around the findings and outcomes from the NextGen Bus Study, along with other Metro policies and programs. This includes a thorough examination of how the system can best function in future decades based on what NextGen tells us about Metro's current system, combined with other forecasts about future regional growth, and how to ensure the bus infrastructure is funded and maintained in a constant state of good repair. This is a sequential coordination with each phase informing the next.

## FUNDING/RESOURCES

### 11) Will the NextGen Bus Service Plan be constrained to the 7 million service hours currently available?

The initial assumption of the NextGen Bus Study is to develop a service plan within the range of 7 million service hours, plus or minus 10 percent (6.3 million to 7.7 million hours). However, this does not preclude Metro from developing a service plan that exceeds this range should the benefits justify any tradeoffs to other Metro projects and programs.

### 12) How will fares be affected?

The NextGen Bus Study is a study of the bus system; fares are not being considered as part of this effort.

## PUBLIC INVOLVEMENT & COMMUNITY ISSUES

### 13) Will there be further opportunities for public input on the NextGen Bus Study?

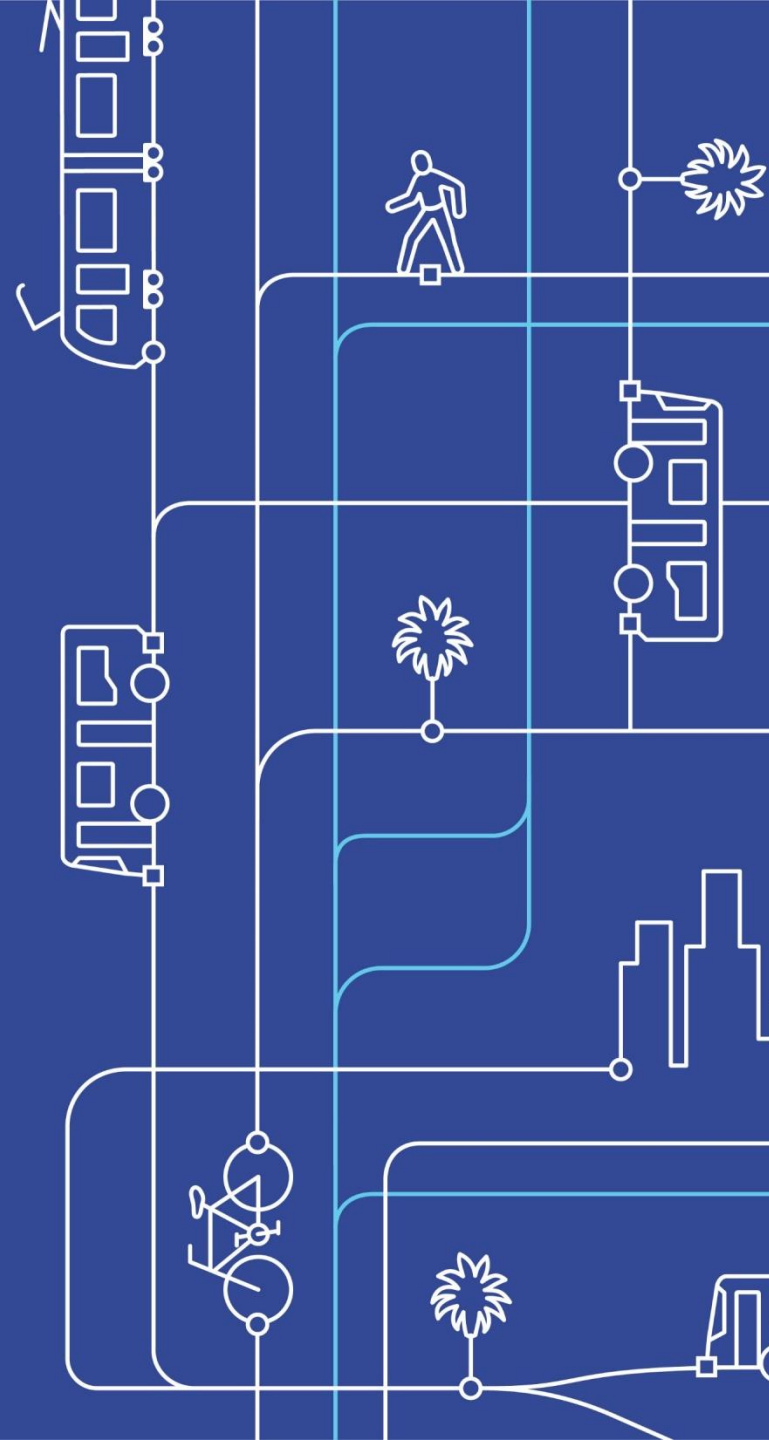
Yes. Public engagement is critical to the success of the NextGen Bus Study and Metro is actively soliciting input. Here are some of the current and upcoming opportunities:

- Help Metro rank and prioritize bus service characteristics with our online engagement tool: <https://nextgen.metroquest.com>.
- Attend a public meeting in November 2018 - visit [www.metro.net/nextgen](http://www.metro.net/nextgen) for more details.
- Email your thoughts or request a presentation for your organization by contacting Robert Cáliz at [nextgen@metro.net](mailto:nextgen@metro.net).

# NEXTGEN Bus Study

## Transit Competitiveness and Market Potential

Operations, Safety, and  
Customer Experience Committee  
Executive Management Committee  
10.18.18



# Study Process

SPRING/SUMMER 2018

FALL 2018/WINTER 2019

SPRING/SUMMER 2019

FALL 2019/WINTER 2020

## Step 1

### Market Demand and Travel Patterns, Existing Service Evaluation

Project awareness and listening to what the market tells us about how we travel, evaluate how existing bus service relates to the needs of the rider.

## Step 2

### Policy Choices for Service (or Market) Priorities, Service Characteristics, and Network Design

Policies to develop potential bus service priorities to better meet the needs of the rider.

## Step 3

### Service Design Guidelines and Route/Schedule Changes

Redesign new routes and schedules based on guidelines and parameters reflecting the adopted Policy Choices.

## Step 4

### Implementation and Marketing

Implement new routes and schedules that reflect the way people travel today. Market the new services to existing, former, and non-riders through education and information sharing tools.



Continuous public engagement →

Telephone Town Hall Meetings



Community Pop-up Events



Community Based Organization Briefings



Service Council/Board Briefings



Community Pop-up Events



Working Group & Stakeholder Briefings



Public Meetings & Webcasts



Service Council/Board Briefings



Metro Board Approval



Telephone Town Hall Meetings



Muni Operators & Local Jurisdictions Collaboration



Formal Public Hearings



Service Council/Board Briefings



Marketing & Messaging



Community Pop-up Events



Public Meetings & Webcasts



Service Council/Board Briefings



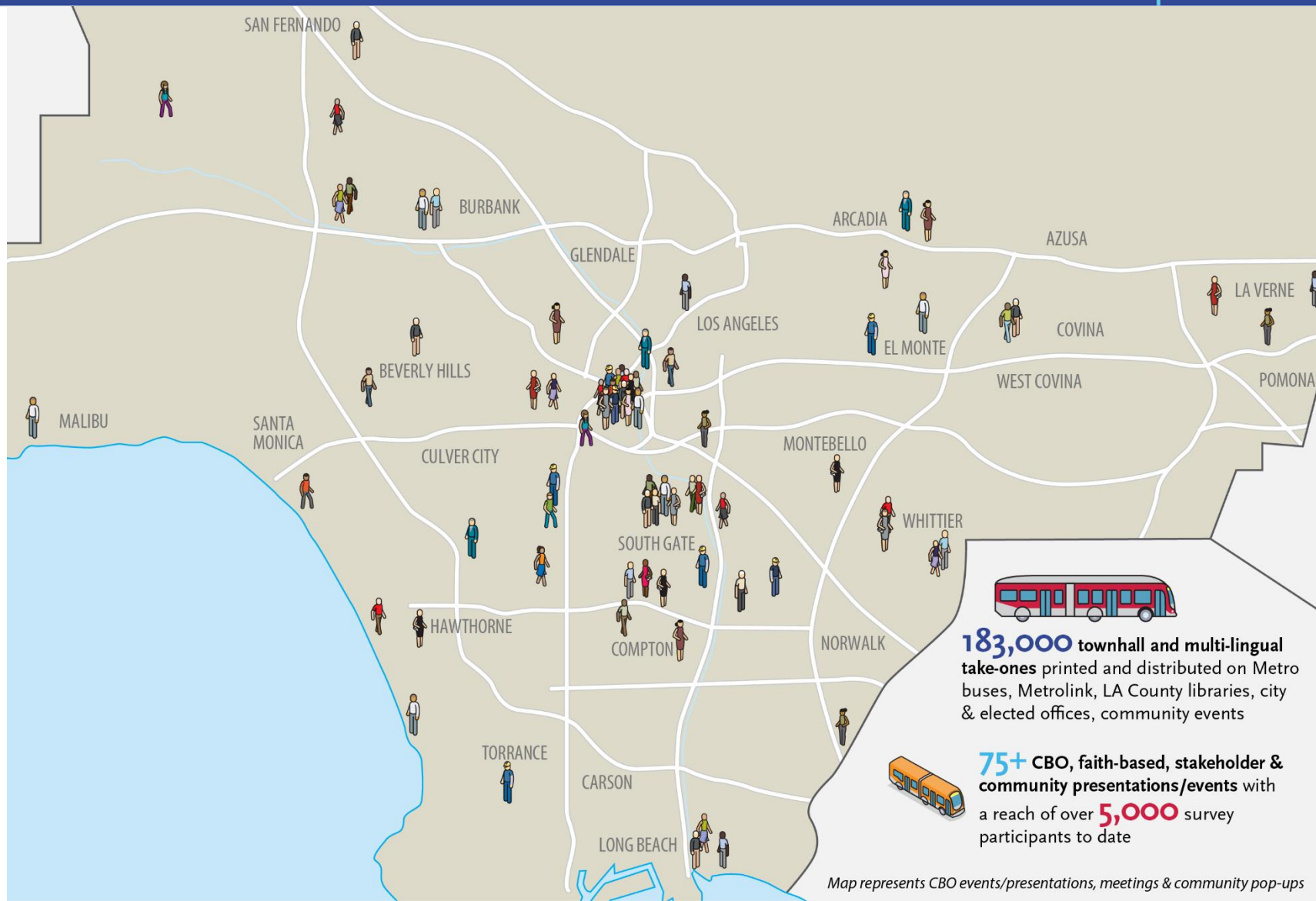
Metro Service Council/Board Approval



Continuous online engagement tools: questionnaire, interactive survey and map →



# Stakeholder Engagement



**183,000** townhall and multi-lingual take-ones printed and distributed on Metro buses, Metrolink, LA County libraries, city & elected offices, community events

**75+** CBO, faith-based, stakeholder & community presentations/events with a reach of over **5,000** survey participants to date

Map represents CBO events/presentations, meetings & community pop-ups

# Service Parameters

## All Riders

Travel Speed

Frequency

Reliability

## Current

More Service

Fares

Information

## Former

Security  
(women, certain geographies)

First/Last Mile  
(elderly, higher income)

Comfort  
(odors, crowding)

## Infrequent/ Non-Rider

Information  
(non-riders)

First/Last Mile  
(women, youth, elderly)

Comfort  
(odors, crowding)

# Transit Service Coverage

Transit is accessible to 85% of all trips made in the region.

## Metro Transit Lines by Tier

Express —

Rapid —

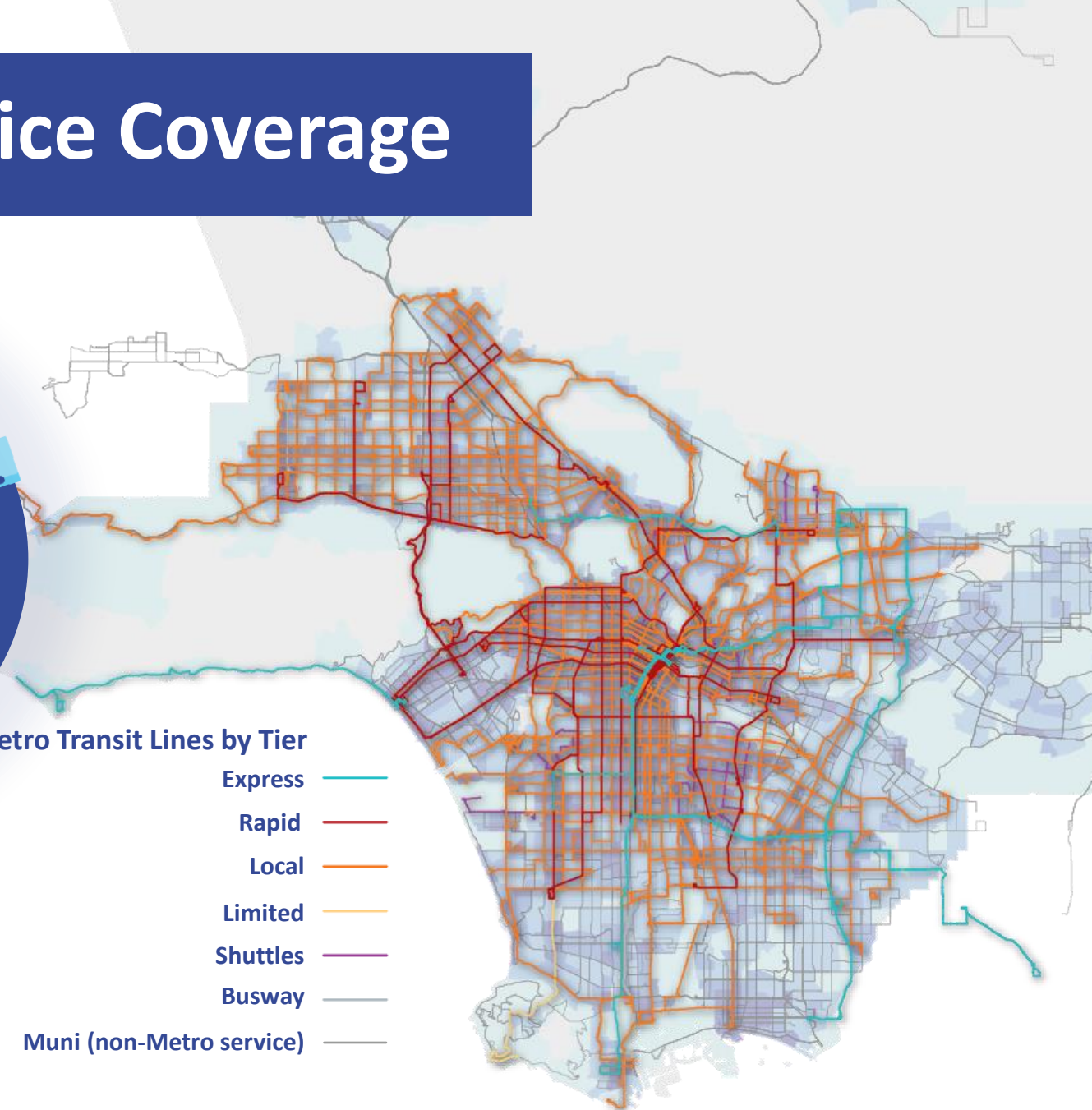
Local —

Limited —

Shuttles —

Busway —



Muni (non-Metro service) —

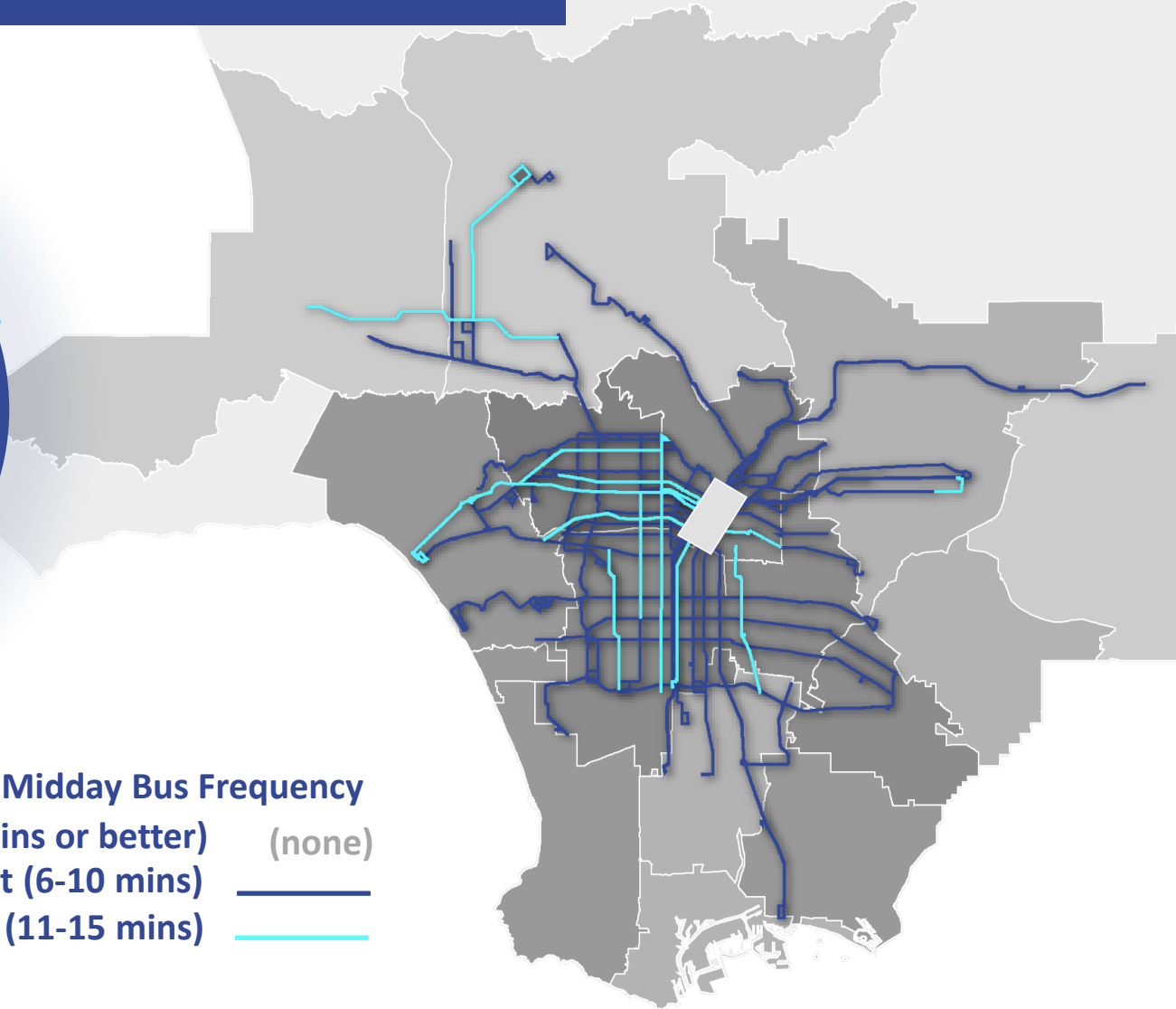


# Transit Service Density

  
**All day  
frequent service  
is concentrated  
in Central LA  
County**

### Midday Bus Frequency

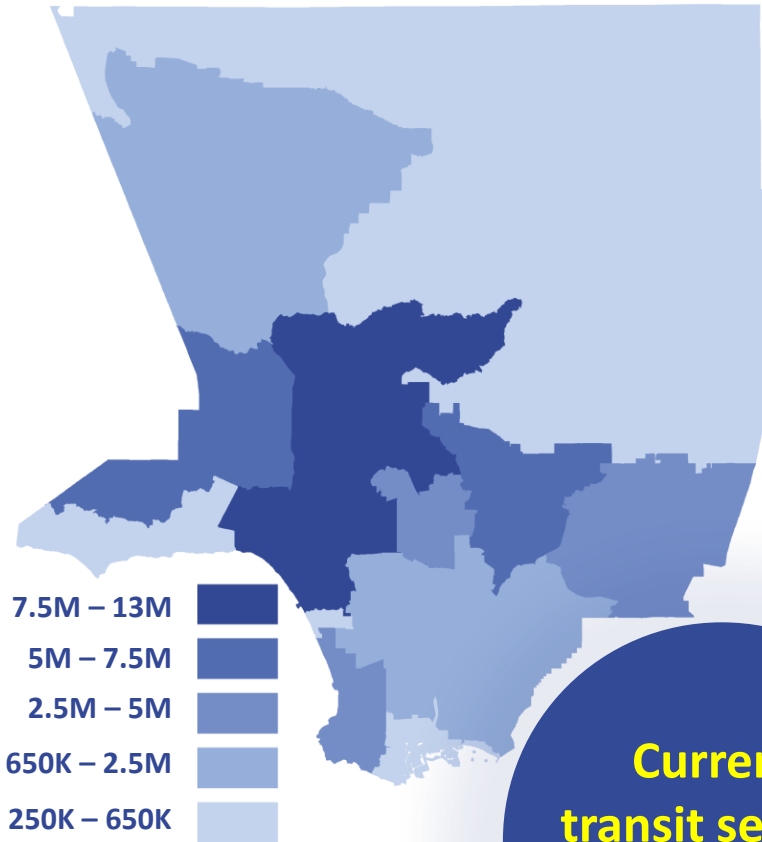
- Super Frequent (5 mins or better) (none)
- Very Frequent (6-10 mins) 
- Frequent (11-15 mins) 



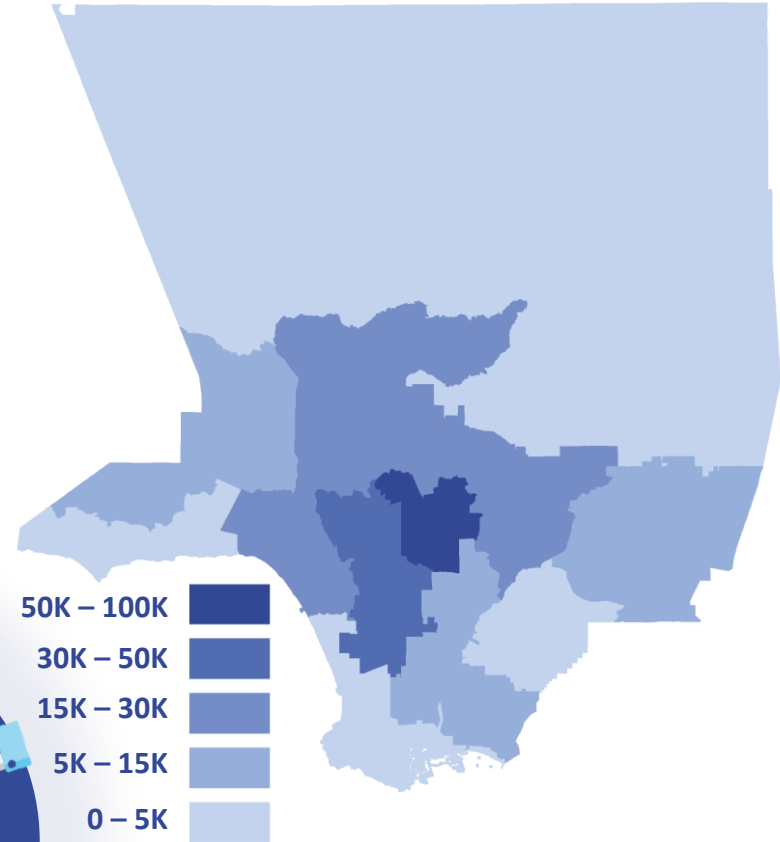
# Trip Origins

# Total vs Transit Trips

All Trip Origins (cell phone data)



Transit Origins (TAP data)



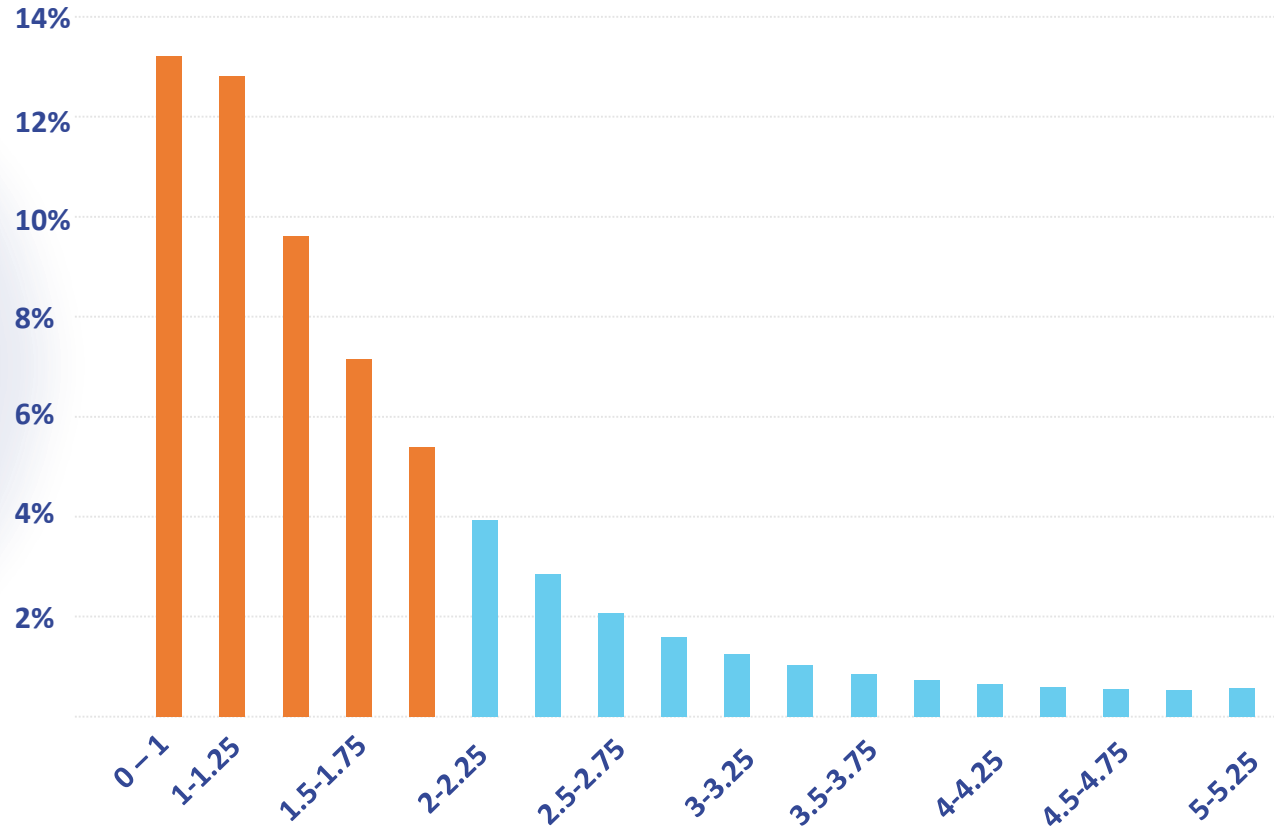
**Current transit service is not always competitive**

# Competitiveness of Relative Travel Times

## Travel Time Comparison with Auto

Transit Market Share

Transit is most competitive when no more than 2x slower than auto



Transit to Drive Time Ratio

# Understanding Trip Purposes

## Commute Trips

Travel from home to a regular destination at an employment center during peak hours



## Work Trips

Travel from home to a regular destination nearby anytime during the day or week



## Other Trips

Occasional travel from a changing origin to a changing destination



# When is Travel Speed important?

*For Long Distance Trips: 10 to 12.5 Miles*

Travel Speed is the key factor for longer trips.



30% of time getting to/from transit

*e.g. 10 mins*

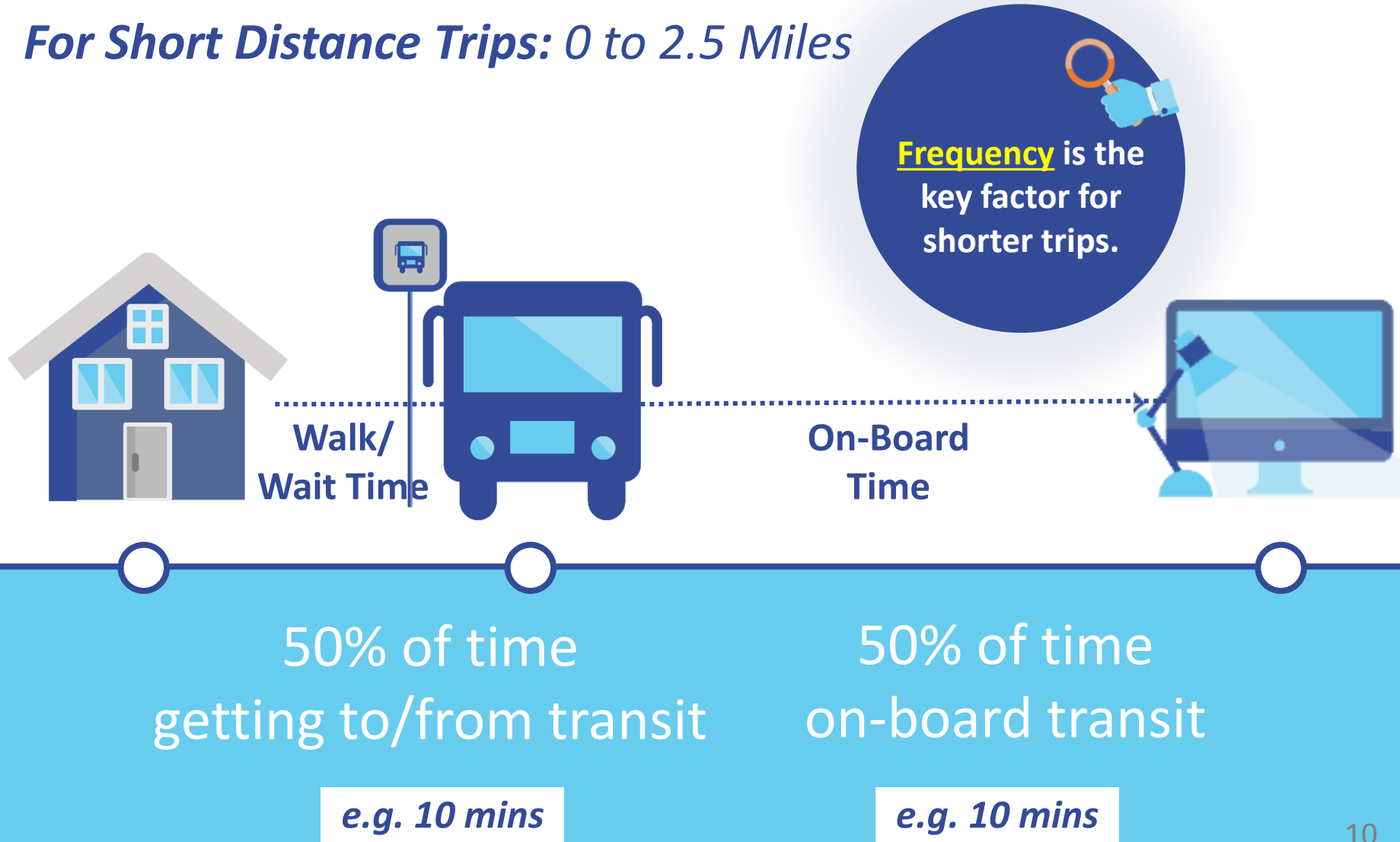
70% of time on-board transit

*e.g. 25 mins*



# When is Frequency important?

*For Short Distance Trips: 0 to 2.5 Miles*



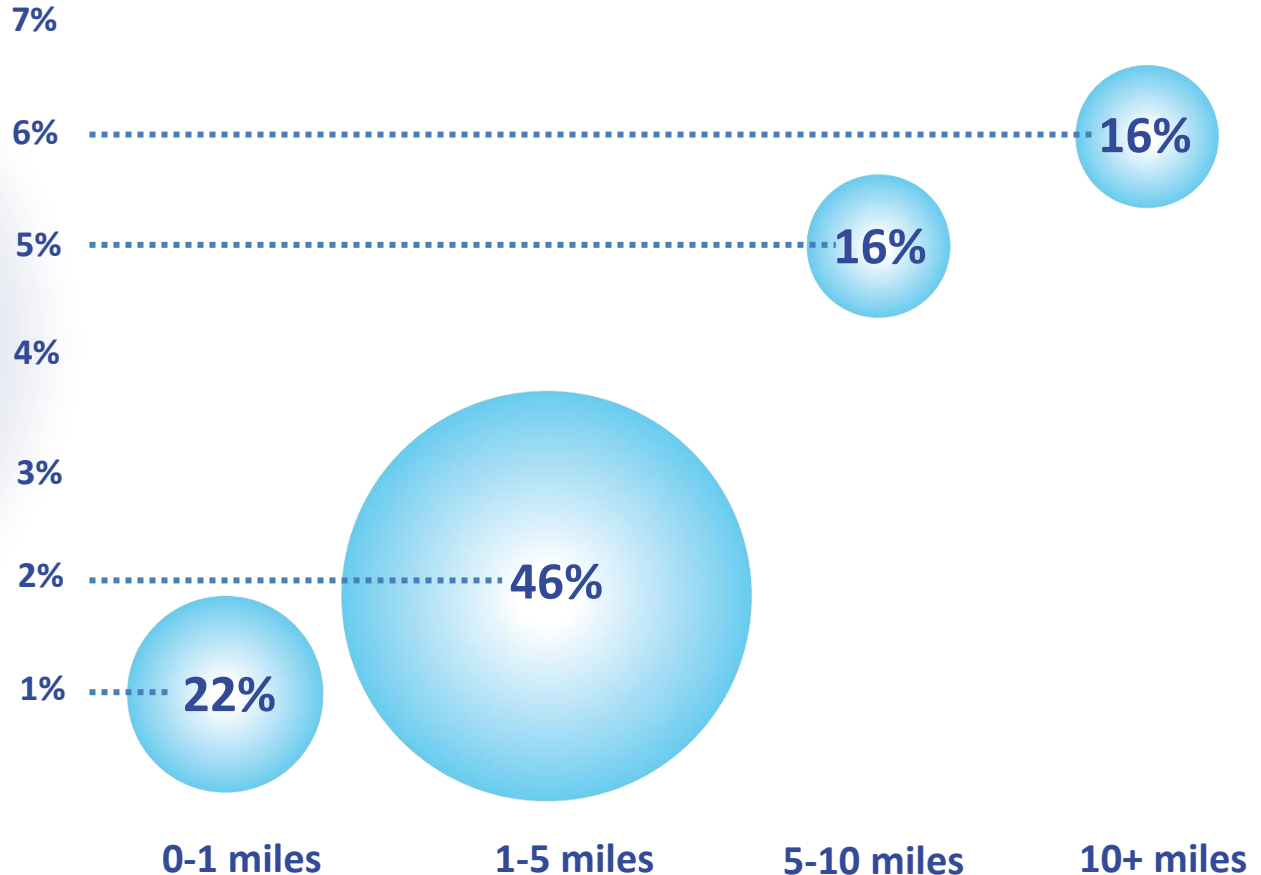
# Competitiveness and Market Potential

## Transit Market Share by Distance & Percent of Total Trips

Transit Market Share

Increasing our transit share of short distance trips to 6% means 500,000 new trips

% of total trips



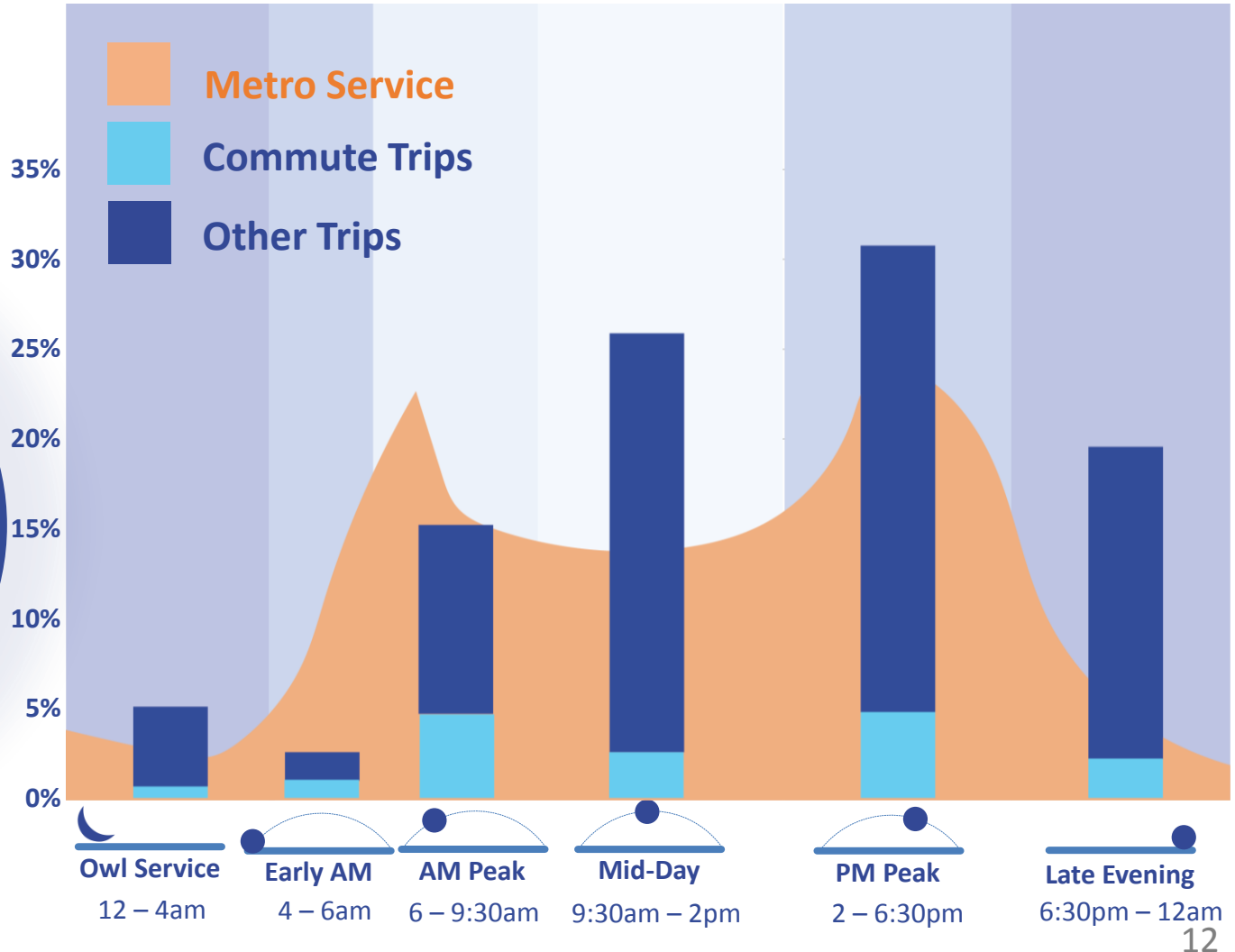
Trip Distance

# More Frequent Service for Non-Commute Trips

## Travel and Operations by Time of Day

Share of all trips and service by time of day

Current service does not match midday and evening travel demand.



Note: Bar chart shows data by time period while area plot shows hourly data

# Market Priorities

## Short Distance



*Frequency*

## Long Distance



*Speed*

### Commute Trips



*Peak Hour*

**8% of all trips**  
**5% transit market share**

**We are successful here and should continue to focus on this travel market.**

### Other Trips



*All Day*

**We are not competing well in our biggest potential market and need to rethink our service to better capture short trips.**

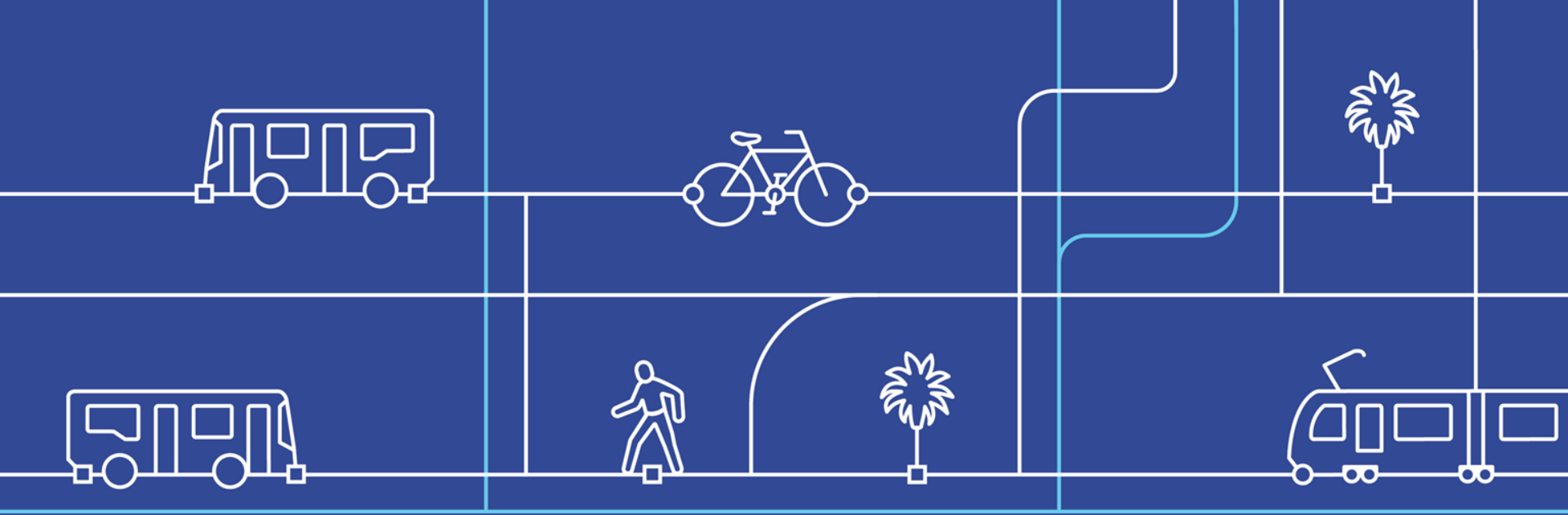
**24% of all trips**  
**4% transit market share**

# Next Steps on Service Concepts

Date	Stakeholder	Topic
Sept 2018 Sept 6, 2018 Oct 15, 2018	Service Councils Board Staff Metro Board	Transit Competitiveness & Market Potential
Sept 25, 2018 Jan 2019 Jan 2019	External Working Group Service Councils Public Workshops	Tradeoffs & Service Concepts
Jan-Feb, 2018 TBD	External Working Group Board Staff	Recommend Service Concepts (for Board approval)
Mar 2019	Metro Board	Draft Service Concepts (Policy Guidance)
Apr 2019	Metro Board	Final Service Concept* (Policy Guidance)



\*Beginning of detailed route and schedule planning based on Service Concept



**Thank You**



**Metro**

[Metro.net/nextgen](https://metro.net/nextgen)

CATEGORY	SUBCATEGORY	KPI	DESCRIPTION/EXAMPLES/NOTES
<b>Convenience</b>			
	Journey Experience		
		Availability for Journey	Frequency (Did the service run as planned?)
		Journey Time/On-board time	Passenger journeys on-time (Were there trip disruptions or delays?)
		Journey Time/Wait time	Vehicle punctuality (Did the vehicle show up on-time to origins and destinations?)
		Number of Transfers to complete journey	
<b>Ease of Use</b>			
	Transfers		
		Vertical Circulation	
		Reliability	How long are elevators/escalators down before repaired? How often are they down?
		Redundancy	Are there backup elevators/escalators in the same location?
		Wait time	How long is the average wait for a transfer? How accurate is the estimated wait time?
	Accessible Route		
		Availability	Are multiple routes available, and how convenient are they (especially when they involve vertical circulation)?
		Condition	Are there obstructions in the path of the accessible route?
	Wayfinding (Can include static and digital)		
		Availability	Is signage present and obvious?
		Accuracy	Does signage provide correct information?
		Clarity	Is signage easy to follow and understand?
	Trip Information		
		Availability	Is trip information in multiple forms easy to access, regardless of ability?
		Accuracy	Is trip information correct?
		Clarity	Is trip information easy to follow and understand?
		Timeliness	Does trip information reflect current conditions?
	Ticketing		
		TAP information	How easy to understand? How accurate and clear?
		Ticket Vending Machine reliability	Frequency of failure; How long before a TVM is repaired? Redundancy of machines
		TAP reliability	Transactions per failure
		Bus TAP vending	(Future) Availability and reliability
		Fare gate reliability	Transactions per failure; Time to repair
		Bus TAP reliability	Transactions per failure; Time to repair

CATEGORY	SUBCATEGORY	KPI	DESCRIPTION/EXAMPLES/NOTES
<b>Ease of Use (continued)</b>			
	Passenger Information		
		on-vehicle (rail or bus) announcements	Is volume sufficient? Is information relevant and accurate? Is language easy to understand and clear?
		On-platform announcements	Is volume sufficient? Is information relevant and accurate? Is language easy to understand and clear?
<b>Comfort</b>			
	Cleanliness		Frequency of cleaning (of facility, equipment, etc.); standards of cleanliness
	Security		Perception of secure environment (visibility, security presence, responsiveness to security calls, etc.). Suggest putting Security under its own heading.
	Environmental Conditions		
		Lighting	How well lit is the facility or location? How long before a light is out before repair?
		Temperature	Ability to maintain temperature in controlled environment
		Ventilation	Air quality in controlled environment
		Shade	Availability of shelter from environmental conditions
		Seating	Availability and condition of seating for customers
	Passenger loading		Is overcrowding predictable on the buses/trains at any particular time?
<b>Customer Care</b>			
	Customer-facing interactions		Total call time (actual customer interaction)
	Idle chats		Idle chat time (measures unproductive time for a call center representative)
	Call abandonment		Number of calls abandoned in given period (indicates wait times)





# TABLE OF CONTENTS

INTRODUCTION.....3

IMPROVE TRAVEL SPEEDS .....4

PILOT METRO MICROTRANSIT .....7

METRO AS THE MOBILITY INTEGRATOR FOR LA COUNTY .....9

UNIVERSAL BLUE LIGHT PROGRAM .....11

SHINING MORE LIGHTS .....12

THE POWER OF TAP .....13

METRO MAINTENANCE DIARIES.....15

MAKING THE SWITCH .....17

DIGITAL COUNTDOWN DISPLAYS & REAL-TIME ACCURACY .....18

PUTTING THE CUSTOMER AT THE HEART OF OPERATIONS .....19

# INTRODUCTION

Los Angeles County has grown and evolved dramatically and so has transportation. Average system-wide weekday ridership continues to decline. Metro's current bus network carries over 70% of the 1.2 million customers that ride each day, but the system hasn't had a significant update in the last 25 years. The Metro Board has adopted the Vision 2028 Strategic Plan that puts the user experience at the forefront of how we do business. Specifically, Goal 2 of Vision 2028 commits to:

"Deliver outstanding trip experiences for all users of the transportation system. Metro will endeavor to improve trip experiences for all users of the transportation system, recognizing that a world-class system, serving a world-class metropolis, should be attractive, affordable, efficient, safe, convenient, and user-friendly. Specifically, Metro will take actions to improve security, ease of use, and access to accurate travel information on the region's transit systems and will work to improve customer satisfaction at all customer touch points."

The Metro Strategic Plan (Vision 2028) focuses on the desired outcome of increased mobility in Los Angeles County, indicated in part by increased transit usage, or ridership. The CEO presented the Ridership Initiatives to the Metro's Ad Hoc Customer Experience Committee in June 2018. These initiatives are drawn directly from the following initiatives described in Vision 2028:

- Invest in a world class bus system
- Manage transportation demand effectively
- Improve Security for all Metro customers
- Improve customer satisfaction at all customer touch points
- Leverage transit investments to catalyze transit-oriented communities

# IMPROVE BUS TRAVEL SPEEDS

Congested streets and highways degrade the quality and reliability of bus service. Speeding up the system addresses customer feedback that buses are too slow and inconvenient for their trip purposes. Running buses more efficiently can free up resources to be applied to more frequency, off-peak, or new services. By increasing speeds, Metro can improve the competitiveness of bus service, attract more riders, and increase opportunities to recoup and reallocate resources to improve service where and when they are needed.

## **Progress to Date:**

### NextGen Bus Study

- Step 1 of 4 completed consisting of an analysis of existing bus network and analysis of TAP and cell phone location-based data of travel patterns and market opportunities. NextGen staff is hosting 18 public workshops through the county to collect public input on how to improve the bus system, including bus routes, frequencies, and days and times of operations.
- Staff has completed four NextGen Working Group Meetings, over 100 community meetings, pop-up events, stakeholder briefings, and surveys.
- The project is currently in step 2 of 4 where staff are analyzing data and public input to establish a regional service concept and policy priorities for Board adoption in Spring 2019.
- Subsequent to this Board action, Metro staff will initiate step 3 of 4 to prepare bus line service changes across the entire bus system, after which the project team will seek public input on the proposed bus service changes.

### BRT Vision & Principles Study

- The BRT Vision & Principles Study will help support the development of a network of Bus Rapid Transit (BRT) service. BRT is a premium, often rail-like, service that is faster and more reliable than traditional bus service.
- The study will develop a vision for the future countywide BRT network including standards for BRT service and design criteria.
- The study will identify and prioritize promising BRT corridors for future investment.
- The study will help support promoting faster bus speeds, greater reliability, and improved customer experience.
- The Contract was awarded to Sutra Research & Analytics at the October 25, 2018 Board Meeting and is anticipated to be complete in Spring 2021.

### Thinking Outside the Lane

- Silver Line ridership increased 2.3% on the ExpressLanes in FY18. Riders saved up to an average of over 13 minutes when in the ExpressLanes compared to the general-purpose lanes.
- Initial studies and attempts of utilizing shoulder lanes for bus travel began on the 134 freeway as part of the express service to Burbank Airport. However, chokepoints at the 2 freeway denied the project from moving forward.
- Planning and Operations staff will continue to identify potential areas that allow bus travel within freeway shoulders.

### Pursue Signal Preemption for Buses & Trains

- Metro worked with LADOT to implement new signal timing on Washington Blvd. that matches current operating speeds. (January 2018)
- Testing speed advisory system for use on Metro Orange Line to assist operators in obtaining green lights; makes use of Metro's connected bus project implementation. Proof of concept expected to be completed by end of fiscal year 2019.
- Metro has been working with Long Beach staff on the final implementation of transit signal priority improvement along Long Beach Bl. We will not see benefits of this until after New Blue Phase I is complete in May 2019.

### Develop Strategy to Improve Bus Speeds Along Major Corridors

- Metro has hired consultants to evaluate up to five (5) heavily congested corridors & propose congestion reduction mitigation strategies beginning in April/May 2019. The full program of possible mitigation efforts all five corridors is anticipated by August 2019.
- Metro is investigating the possibility of extending current legislation to allow Metro to install "Yield to Bus" signals on the rear of Metro buses to enable buses to more easily re-enter traffic after servicing a bus stop. If this measure is enacted, Metro will need additional enforcement to ensure that motorists adhere to the program.
- Metro is also considering other programs that will require aggressive enforcement of prohibitions (e.g. motorists will not be able to stop in or block bus zones, not blocking intersections with heavy cross traffic, and other traffic operations to reduce the incidence of grid-locked intersections).

## ***3 Month Look Ahead***

### NextGen Bus Study

- Complete Step 2 – Recommend Service Concepts for Board approval – Spring 2019

## BRT Vision & Principles Study

- Project Kickoff & Coordination

## Congested Corridors

- Staff will work closely with the City of LA to develop potential solutions for mitigating congestion that affects bus service. Staff met with LADOT and representatives of the Mayor's office to review the work of consultants hired to examine 5 heavily congested corridors and to enlist their support for the development of realistic mitigation plans.
- Work will continue on the validation of the Metro Orange Speed Improvement advisory system as well as implementation of the Transit Priority System in the City of Long Beach

# PILOT MICROTRANSIT

More than 50% of all trips in Los Angeles County are short (1-5 mile) trips, yet Metro captures a small share of those trips. The prevalence of transportation networking companies, such as Uber and Lyft, is generating popular new on-demand travel options for many people. However, these types of services are not accessible to all residents and can add to congestion and pollution.

The opportunity for Metro is to leverage this new and emerging technology to encourage ridesharing of short trips (approximately 20 mins in vehicle) and as a result improve the user experience of current and future customers. This service will encourage current customers to ride the system more regularly for a safe, comfortable, reliable single-direction or round-trip ride. Customers will also be able to use this service for a seamless transfer experience to Metro's suite of existing services.

The pilot project will:

- Allow customers to order, track, and pay for trips and passes via a mobile app or phone;
- Provide reliable access to real-time information;
- Make possible a single mobile app for trip information and fare payment;
- Provide a safe on demand service within the region; and,
- Offer easy connections to other Metro, municipal, and regional services and offer service for complete trip solutions.

## Progress to Date:

- Three feasibility study contracts have been awarded to RideCo, Via/Nomad, and Transdev
- Design elements, consisting of market research, outreach/marketing, fare structure analysis, software customizations, and vehicle selections, are underway.
- Metro currently has 17 geographies identified with potential demand for short trips that are not currently captured by the public sector (Metro and/or local operators). Short trips are defined as 1-6 miles or about 20 minutes in-vehicle.
- Over the next few months, Metro will be processing the data sets and market research collected by the three private sector partners (RideCo, Transdev and NoMad/Via). Partners are currently working on project planning and design. Metro has not finalized the design elements of this service.
- Metro will be sharing regular updates over email. This will include data from surveys which can be applied to other regional pilots. Metro is also convening an on-demand technology working group for project managers throughout the region.

### *3 Month Look Ahead*

- Board approval of budget – Q4 FY2019
- The first round of in-person meetings will be with local operators and will be scheduled based on request. The goal is to identify a handful of areas where local partners are interested in deploying and championing this service. Metro wants to work hand-in-hand with local operators to ensure this service offers a net gain to the public sector in terms of trips and user experience. As such, Metro is targeting current SOV and TNC trips.
- Metro anticipates launching this service in multiple areas and plans to sequence the deployments with the first launch in December 2019. The timeline is subject to change based on securing regional, community, business, and private sector partnerships.



# MOBILITY INTEGRATOR FOR LA COUNTY

Technological innovations are changing the way customers access goods and services. They influence how businesses operate, create virtual worlds of social interactions and economic transactions that further reshape the mobility landscape and change travel preferences and service performance expectations. Metro will strive to serve as a mobility integrator, leveraging all services and technologies to create seamless trip experiences for the customers. One of the most immediate areas of opportunity is with the Transit Access Pass (TAP) program and the integration of this payment system across services and providers so that customers need only one gateway to access mobility services.

## **Progress to Date:**

### TAPforce

- September 29, 2018 - Launched TAPforce System which enables Mobility as a Service (MaaS) and includes a TAP Wallet that can be used to pay for account-based services with a cloud-based TAP account. This system sits as an accompanying layer on top of the legacy tap-card-based system that enables seamless connection to TAP payment functions without installation of hardware devices.
- TAPforce now enables connection to an infinite number of new systems. Metro Bike Share was the first to launch on September 29. Now, customers can sign up for the program, put funds into the TAP Wallet for Bike Share, or load funds on their TAP card for transit use, all in one convenient place at [taptogo.net](http://taptogo.net).
- In the past, a credit or debit card was required to provide access to many mobility services, but TAPforce now includes an equity component that enables programs to use the cash function to load to their TAP accounts. Programs may choose to use this function with a balance requirement or income validation, but the ability to load cash has opened up program use for cash-based populations that were excluded in the past because they had no access to credit/debit functions.

### TAP Integration

- October 2018 – Completed integration with Metro Bikeshare so that you can use your TAP card to pay for bikeshare.
- Currently, the TAP program is working on integration approaches with our Mobility on Demand, MicroTransit, and parking services programs. External discussions are underway with Lyft, Uber, ride hailing, and scooter rental companies to offer TAP payment for these additional services.

- For the launch of the Mobility-on-Demand (MOD) pilot, TAP worked with the Office of Extraordinary Innovation (OEI) and Via to provide an in-app digital check of TAPforce and the LIFE program to enable discounts for MOD customers with TAP cards.
- TAP is working with OEI to enable TAP integration with the MicroTransit pilot service.

#### Transfer on 2nd boarding

- Eliminated paper transfers
- Increased interagency transfer time period by 30 min
- Transfers automatic on TAP; paid with Stored Value

### ***3 Month Look Ahead***

- TAP will continue expanding current TAP-connected programs to enable Mobility as a Service (MaaS). In addition to Bike Share, Mobility on Demand and Microtransit, the list of programs to which TAP is reaching out include scooter rental companies, ride sourcing companies, parking services, electric vehicle car charging and ExpressLanes.
- Confirm integration approach for MicroTransit Pilot Project.

# UNIVERSAL BLUE LIGHT PROGRAM

While Metro has implemented an emergency call for aid system that allows commuters to quickly contact authorities in the event of an emergency, the locations of these fixtures are not adequately identified. This difficulty in locating the call for aid fixtures may leave commuters in those areas potentially vulnerable and unable to signal for emergency assistance which could result in decreasing customer satisfaction and safety.

The Blue-Light Emergency Call Box initiative seeks to install new and improved emergency Blue Light fixtures throughout the LA Metro's transit system in an effort to improve safety and security of Metro's customers. The installation of Blue Light technology will serve as the foundation for aligning and enhancing the consistency and effectiveness of Metro's customer-facing security devices.

## **Progress to Date:**

After significant research and coordination with the Arts & Design and Civil Rights departments, Metro has branded the unit as the Metro 'Help Point' to avoid confusion with Metro's current emergency 'Blue Light' system. The 'Help Point' is modeled after the Help Point used by the New York MTA, and over time, is designed to replace the existing E-tel, G-tel, and P-tel units systemwide.

Metro is currently working through the design concept. The Gensler (consultant) design team coordinated with Metro internal departments, including Civil Rights (ADA Accessibility) and Signage & Environmental Graphics to ensure all required conceptual design details and basic functionality have been accounted for.

## ***3 Month Look Ahead:***

- Quality Assurance process for design review and comment – FY20 Q1
- Complete design development – FY20 Q2
- Draft Request For Proposals – FY20 Q4

# SHINING MORE LIGHTS

There are many bus stops within the LA Metro system that can benefit from enhanced lighting. An assessment by LA Metro Service Planning staff identified a number of bus stops that needed additional lighting for enhanced safety. Improving lighting has the capability to deter crime and improve sense of security for anyone waiting for transit at bus stops.

The total cost for the Project is estimated to be \$750,000 consisting of an FTA grant and local funds matching. Up to 18 bus stops were prioritized from a list developed by Metro Service Planning and can be funded through this project. Under a Memorandum of Understanding (MOU) with LA Metro, the City of LA will design, procure, install, and maintain these street lights.

## Progress to Date:

- An additional three Stops (for a total of 21 Stops) were identified in 16 locations across the city that can benefit from this project. The list of project locations is as follows:

(M)=MAJOR, (S)=SECONDARY, (L)=LOCAL, (C)=COLLECTOR STREET	CROSS	STREET	CROSS
YORK BLVD. (S)	AVE. 49. (L)	SLAUSON AVE. (S)	2ND AVE. (L)
SAN FERNANDO RD. (S)	EAGLE ROCK BLVD. (S)	SLAUSON AVE. (S)	VAN NESS AVE. (S)
SAN FERNANDO RD. (S)	VERDUGO RD. (L)	FLORENCE AVE. (S)	AVALON BLVD. (S)
VERMONT AVE. (S)	MELROSE AVE. (S)	VERMONT AVE. (S)	76TH ST. (L)
VERMONT AVE. (S)	4TH ST. (L)	VERMONT AVE. (S)	94TH ST. (L)
CESAR CHAVEZ AVE. (S)	VIGNES ST. (L)	O FARRELL ST. (L)	BEACON ST. (S)
CENTRAL AVE. (S)	6TH ST. (S)	CENTURY BLVD. (S)	LA CIENEGA BLVD. (S)
ADAMS BLVD. (S)	BROADWAY (S)	SHERMAN WAY (S)	TOPANGA CANYON BLVD. (S)
38TH ST. (L)	BROADWAY (S)		

- The project has been designed and a contract was awarded to Elecnor Belco Electric, Inc. for \$538,472 on June 20, 2018.
- Pre-construction meetings took place and equipment has been ordered.
- Construction commenced January 2019.

## 3 Month Look Ahead:

- Anticipated project completion date is March 2019.

# THE POWER OF TAP

Technological innovations are changing the way customers access goods and services. Transit must prepare to be competitive in the new markets that include more choices and new options for customers.

TAP is transforming fare collection with new technology to meet the travel demands of LA County riders. Innovative solutions must continue to be applied to a variety of projects that leverage existing systems, make fare purchases easier, enhance payment options, and integrate multimodal programs into one payment system. Solutions are needed that can span both the legacy transit system and the new cloud-based system. Completion of these projects ensures that fare payment supports mobility as a service for all customers.

## **Progress to Date:**

### TAP Website

- Enhanced the taptogo website, resulting in nearly double the number of page views, sessions and users over last year
- Added family account capabilities that enable parent/child account management
- Launched TAP Wallet-enhanced payment options including cash options for riders without bank accounts
- Added ability to create discounts and promotional codes for ridership incentives

### Stored Value sales added on bus

- Replaced declining Metro Day Pass with Stored Value
- Aligned fare payment options with customer demand

### TAP vending machine improvements

- Made improvements to vending machine screens based on customer input
- EZ transit passes added to product choices
- Implemented Multiple Metro Day Pass purchases in one transaction
- Enabled customized Stored Value purchases
- Adjusted TAP card cost for consistency across the network

### TAP vendor network

- Increased vendor network by 20% for a total of 445 vendor locations
- Added 84 LA County public libraries to vendor network

### ***3 Month Look Ahead***

- TAP's mobile app solution will begin testing in February 2019. Metro and Muni Farebox equipment is currently being upgraded and Metro rail station validators are being replaced. This upgrade needs to be completed for security purposes before the app can launch. Upgrades are scheduled to begin in February and completed by late summer 2019.
- TAP will implement automatic LIFE discounts on TAP; Elimination of paper coupons began in January 2019.
- TAP will continue transitioning customers and organizations from tokens onto TAP throughout the next three months, ultimately finishing token use in November 2019.
- The rollout of a new Retail Point of Sales (RPOS) device will begin February 2019
- Complete TAP mobile app focus groups and testing

# METRO MAINTENANCE DIARIES

In an effort to enhance the customer experience and advance the continuous improvement of systemwide cleanliness, Metro Operations performed a review of cleanliness procedures and inspections of bus stops, bus/rail stations, rolling stock, and shared rights-of-way (ROW). Metro property, including ROW heavily affected by homelessness, will be addressed with the development of encampment clean-up protocols to keep our ROW safe and clean. Also, Metro will continue to collaborate with partner agencies to improve cleanliness, and Operations will strengthen station, terminal and vehicle cleaning procedures.

## Progress to Date:

- In October 2018, Operations performed a comprehensive review of Metro cleanliness program for Metro bus stops, bus/rail stations, rolling stock systemwide.
  - Staff recognized multi-department involvement and level of effort was required for cleanliness program effectiveness.
  - Staff adopted a rail facilities tablet platform for incident reporting and is expanding this reporting program to cover all stations and bus terminals.
  - An enhanced station cleanliness program will launch in July 2019.
- Metro is also performing Security & Ancillary Area Intrusion Surge Program in the subway stations which has been ongoing since April 2018. The purpose of this program is to increase customer safety by preventing intrusion. This program has been led by Security & Law Enforcement and Operations, has resulted in over 300 clean up requests, and has reduced intrusions on the Red and Purple Lines.
- Metro is currently working with LA City, County, and railroads to improve cleanliness of multiple locations and along any shared Rights-Of-Way (ROW).
- The following Memorandums of Understanding (MOUs) are in place to enhance system cleanliness.
  - MOU with Metrolink for maintenance activities performed along shared ROW.
  - MOU with the City of Long Beach for maintenance activities performed along the Metro Blue Line south of Willow Station.
- Metro will continue to seek additional MOUs with railroads in joint corridors and provide information flow to railroads, jurisdictions, etc. for coordination and joint clean-up activities coordination.
- Returned to the Board in January 2019 with a Cleanliness Program Update, including collaboration and partnership agreements with external agencies to contribute to Metro's cleanliness results.

### ***3 Month Look Ahead:***

- Staff intends to provide more detail on the Customer Service and Experience KPIs in an update to the Board in the FY19 Q3.



# MAKING THE SWITCH

In response to public comment about soiled seats and to more efficiently maintain vehicle cleanliness and aesthetics, Metro Operations launched a heavy rail vehicle (HRV) seat replacement project in early 2018. To date, Metro has received positive feedback regarding this project and therefore, plans to expand this program are currently in development. The HRV seat replacement project includes a total of 104 vehicles and is expected to be completed over the next 2 years. The program includes conversion of all fabric seat inserts to vinyl seat inserts to improve cleanliness and allow more efficient maintenance by Metro personnel.

## **Progress to Date:**

- The HRV seat replacement project team has converted fabric seats to vinyl for a total of 16 rail cars to-date. The goal is to complete one married pair every two months. Staff is on target to complete the seat replacement project over the course of about two years.
- Staff is also developing a scope of work to expand the interior renovation pilot project to light rail vehicles (LRVs).
- In 2019, Operations staff will continue to identify solutions for the removal of cloth seats on Metro's existing bus fleet and is working with procurement on new vehicle acquisition options that will include vinyl seats.

## ***3 Month Look Ahead:***

- Staff will continue to monitor and deliver the HRV seat replacement project on time and within budget.
- Staff will track and monitor customer and employee feedback to improve existing products and services and ensure that we are enhancing the customer experience.
- Staff will also begin development of an LRV interior renovation project scope of work, budget and schedule.

# DIGITAL COUNTDOWN DISPLAYS & REAL TIME ACCURACY

Certainty of the customer journey is affected by traffic congestion, construction/detours, incidents, and related events which affect travel time. However, improving the accuracy of real-time travel information can communicate to customers if they should expect delays to their trips.

## **Progress to Date:**

- A multi-departmental task force has been established to identify the various elements that contribute to prediction accuracy. Each element is being independently reviewed to assess potential refinements that will achieve better accuracy for the customer. The task force elements under review include the following:
  - Lateral/Longitudinal rail track sensor location accuracy;
  - Procedures for flagging missed trips in the rail prediction system;
  - Possible rail schedule adjustments that may be needed during peak load periods;
  - Duplicate train ID's for service replacement trains that create logic anomalies;
  - Investigate implementation of daily system updates on bus schedule changes (pink letters);
  - Prediction logic enhancements
- Metro staff continues to advance the connected bus project, which involves installing cellular communications on the Metro bus fleet to improve predictive arrival information by increasing the poll rate for information on vehicle location and speed.

## ***3 Month Look Ahead:***

- Continue installations for connected bus project - 1046 of 2365 (44%) completed through September 2018
- Complete proof-of-concept mobile router kit solution for P2550 fleet type (Gold Line)
- Investigate proof-of-concept mobile router kit solution for P2000 fleet type (Blue/Green Lines)

# PUTTING THE CUSTOMER AT THE HEART OF THE OPERATION

Initiative 2.3 of Metro's Vision 2028 Strategic Plan commits Metro to dedicating staff resources to oversee customer experience and developing a comprehensive approach for improving customer satisfaction. Vision 2028 goes on to describe the following specific initiatives:

- Develop a unifying vision and strategy for enhancing the customer's experience,
- Improve customer journey and touch points, and
- Use data analytics to benchmark and measure system performance in meeting customer satisfaction targets.

This ridership initiative is directly aligned with Initiative 2.3 so that its execution will help to accomplish Goal 2, "Deliver outstanding trip experiences for all users of the transportation system."


## **Progress to Date:**

- The Metro Board of Directors, through Board motion 38.1, requested the creation of an Annual Customer Service and Experience Plan (Plan). As part of this effort and in alignment with this ridership initiative, staff is in the process of developing customer experience key performance indicators (KPIs) that will improve customer touchpoints for Metro's services. Staff will draw from a number of sources to develop these metrics, including results from our most recent Customer Satisfaction Survey and examples from some of the highest performing transit agencies and operators in the world (MTR Corporation, Singapore Land Transport Authority, Japan Railway Company, and Transport for London). High-level categories include convenience, ease-of-use, comfort, security, and customer care. Each category will include additional subcategories that will provide further detail on the metrics that address customer pain points.
- The Plan will also address staff resources needed to accomplish the customer experience goals as described in both the Board motion 38.1 and Vision 2028. Currently, Metro staff is developing the roles and responsibilities for a Customer Experience Strategist position to lead and manage the customer experience program agency-wide, which will include the oversight of key accomplishments, objectives and challenges in customer service and experience, and working with the CEO on these Ridership Initiatives.
- Metro intends to deploy periodic customer satisfaction surveys and benchmark results to the Summer 2017 survey. By tracking the trends in how customers respond to the survey questions, staff will be able to see if the improvements made have a positive effect on customers' experiences riding transit. OEI will prepare for a summer 2020 launch of the next comprehensive Customer Satisfaction Survey, benchmarked against the 2017 results. This survey will build upon the benchmark data collected for the development of Vision 2028. As

with the previous survey, staff will update the Board on the results, once the survey is completed.

### ***3 Month Look Ahead:***

- Refine Customer Service and Experience Plan and KPIs
- Provide update on status of Plan to Board in Q4 FY19



# Customer Service & Experience Plan

## Response to Motion 38.1

Operations, Safety, and Customer Experience Committee  
February 21, 2019



**Metro**



# Presentation Contents

- Background
- Overview of Customer Service & Experience Plan
- Next Steps



## Background

The Metro Board approved the Motion 38.1 on June 21, 2018, requesting staff to:

- A. Rename the committee to the Operations, Safety, and Customer Experience Committee
- B. Endorse speed, frequency, and reliability as highest priority service parameters for NextGen
- C. Develop customer experience key performance indicators (KPIs)
- D. Develop an Annual Customer Service & Experience Plan



## Metro Vision 2028

Metro Vision 2028 Initiative 2.3 commits to:

- Develop a unifying vision and strategy for enhancing the customer experience
- Improve customer journey and touch points
- Use data analytics to benchmark and measure system performance for customer satisfaction

*The response to Motion 38.1 is directly aligned with this commitment.*





# Customer Service & Experience Plan

The Customer Service & Experience Plan will address:

- Key performance indicators (KPIs)
- Status of Customer Service & Experience Projects
- Transit Service Marketing & Communications
- Customer Experience Culture

# Customer Service & Experience Plan

## Key Performance Indicator Categories

- Convenience
- Ease of Use
- Comfort
- Safety/Security
- Customer Care



# Customer Service & Experience Plan

## Customer Service & Experience Projects

- Progress Report on Metro Ridership Initiatives

## Transit Service Marketing & Communications

- Improve customer communications on topics that make customers' trips easier
- Identify new ways to engage customers

# Customer Service & Experience Plan

## Customer Experience Culture

- Training to cultivate the Customer Experience Culture
  - Role mapping
- Staff Resources
  - Customer Experience Strategist
  - Oversee Plan elements
  - Report to Office of the CEO



## Next Steps

### ***Please note:***

- The Customer Service & Experience Plan is part of a continuous improvement process; it is a work in progress
- This report is a starting point for a comprehensive and impactful customer experience strategy, as promised in Vision 2028



## Next Steps

Staff will provide an update in Q4 FY19 with more detail on:

- Performance metrics
- Resources
- Status updates for customer experience initiatives



Thank You