



Board Report

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Agenda Number: 23.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE APRIL 21, 2022

SUBJECT: RECEIVE AND FILE 2022 CUSTOMER EXPERIENCE PLAN

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the 2022 Customer Experience Plan.

ISSUE

Metro is working to create a customer-centric culture among employees throughout the organization and improve customer experiences for bus and rail riders. The goal of Metro's Customer Experience Plans is to take an honest look at pain points customers tell us about and to implement solutions that address their concerns.

Metro's second annual CX Plan, the 2022 Customer Experience Plan, is attached (Attachment A).

BACKGROUND

An Annual Customer Experience (CX) Plan is required by Board Motion 38.1 (2018). In April 2020, Metro established the CX unit within the Office of the CEO, and staff developed the first CX Plan on a compressed schedule, with Board adoption in December 2020. The first CX Plan included nearly fifty Action Items. Additional Action Items were subsequently added to reflect customer experience improvements in the FY22 Budget and approval of the Better Bus Plan, which is folded into the 2022 CX Plan and will be folded into future Customer Experience Plans as well.

In October 2021, the CX team provided an oral report to the Executive Management Committee highlighting progress and an outline of the content being developed for the 2022 CX Plan.

Also in 2021, the CEO announced an organizational realignment establishing a Chief Customer Experience Officer position that will report directly to the CEO and oversee not only Customer Experience, but also Communications and Customer Care to bolster excellence in all these areas.

DISCUSSION

Staff fielded the first comprehensive Customer Experience Survey in October 2020 to identify top customer pain points. For more information on this survey and methodology, see receive and file #2021-0085.

In addition to conducting customer research, the CX team solicited input from the Regional Service Councils, and Metro advisory boards such as the Accessibility Advisory Committee, Citizen Advisory Committee, and the Bus Operations Subcommittee. In addition, over 150 Metro staff contributed to the Plan.

The Plan focuses on five areas for improvement which are listed below (not in priority order):

1. Cleanliness
2. Public safety
3. Bus stop shade and seating
4. Customer information
5. Time competitiveness and connectivity

Highlights include:

- Cleaning more buses and trains at terminus points during the day and adding weekend coverage.
- Expanded cleaning, floor scrubbing, and pressure washing at stations.
- Accelerating the completion of the shift from cloth to vinyl seats on all buses and trains by June 2023.
- Piloting a Transit Ambassador program and increasing the amount of homeless outreach to provide an overall expanded presence on the system.
- Launching a “Shade For All” campaign to encourage local jurisdictions to improve bus stop conditions.
- An expanded test of real time information e-paper signs at bus stops.
- Accelerating the development of bus lanes and testing camera enforcement to keep them clear.
- A new User Experience Testing process to ensure that the designs of new Metro vehicles, signs, websites, apps, etc. are refined based on customer testing before launch.

The Plan also dives into the varied needs of diverse riders in the chapter titled *Diverse Riders, Diverse Needs*. This year’s plan touches on the unique needs of riders with disabilities, and women, girls, and people who identify as transgender or nonbinary.

And the Plan describes ways Metro is *Institutionalizing Customer Experience* through cultural change, User Experience (UX) testing of products and services, and incorporating CX into organizational planning, budgeting, goal-setting, and decision-making processes.

The Plan commits to 55 Action Items that will be included in the proposed FY23 budget. A consolidated list of these is provided in Appendix A.

Appendix B provides a progress report on the 69 Action Items from the previous Plan and FY22 budget process.

DETERMINATION OF SAFETY IMPACT

This receive and file has no immediate impact on safety. However, public safety is a top area of focus in the 2022 CX Plan, and Action Items that flow from this Plan are designed to improve safety for Metro riders.

FINANCIAL IMPACT

There is no immediate financial impact related to this receive and file, however 2022 CX Plan Action Items will be included in the proposed FY23 budget.

EQUITY PLATFORM

The CX Plan recommends a range of initiatives that would benefit marginalized communities, low-income households, people with disabilities, and Equity Focus Communities (EFCs), such as:

- More shade and seating for bus riders at bus stops to help low-income marginalized communities living in areas of extreme heat and who are reliant on transit for many trips.
- Digital beacons and tactile guidance pathways to help riders who are blind or sight impaired.
- Bystander trainings for internal staff as well as customers to create a culture of safety on Metro and a people-powered movement to end harassment.
- User Experience testing to ensure that products that Metro provides meet the diverse needs of diverse riders.

In conjunction with the CX planning effort, Metro also works to remedy any potential negative consequences. For example:

- Marketing of the *Transit Watch* app also markets the 213.788.2777 text and phone number for people with phones that do not accommodate apps, who are often older adults or low-income individuals.
- Translation of the *Transit Watch* app into five languages for Limited English Proficient users.
- Lighting at bus stops allocated via criteria that award extra points for stops within EFCs, to address the disparity in such amenities.
- For e-paper signs that provide real time info at bus stops, staff are pursuing inclusion of text-to-speech buttons for customers who are blind or sight impaired.

The Plan dedicates an entire chapter to Diverse Riders, Diverse Needs. Also, detailed equity assessments are prepared for CX projects in conjunction with the Metro Budget Equity Assessment Tool (MBEAT).

CX staff engage with diverse stakeholders and communities throughout the year to solicit input on the annual CX Plan, and the Plan will be available in English and Spanish languages on the

metro.net Customer Experience page.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This status report supports strategic plan Goal 2, “Deliver outstanding trip experiences for all users of the transportation system” and Goal 1.2, to “invest in a world class bus system that is reliable, convenient, and attractive to more users for more trips.”

NEXT STEPS

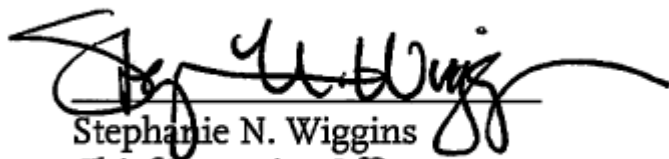
A new CX survey is being fielded in Spring 2022 to inform the 2023 CX Plan, and staff will provide the Board with a Customer Experience update in mid-2022.

ATTACHMENTS

Attachment A: Metro’s 2022 Customer Experience Plan

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Stephanie N. Wiggins
Chief Executive Officer



2022 Customer Experience Plan

DRAFT PLAN. All photos are temporary placeholders and will be updated in final design.

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Metro Board Chair Letter

Hilda Solis

Dear Metro riders, employees, and members of the public,

It's my pleasure to welcome you to our annual Customer Experience Plan. This year we report on progress on multiple fronts: cleaner buses and trains, free fares for students, testing energy-efficient lighting at bus stops to help customers feel safe at night, and hundreds of Transit Ambassadors coming soon to help customers feel safer on Metro buses and trains.

But we know there is much more to be done to make Metro the go-to-choice for LA residents. As Chair of the Metro Board, I am committed to making Metro B.E.T.T.E.R (Bringing Equitable Transportation To Every Resident). This year's Plan sets a cleaner, safer, faster, and more comfortable ride. It delves into pain points that customers tell us about, and develops solutions that address their concerns. This Plan is part of our commitment to bring equitable transportation to every resident in Los Angeles County. Read on to envision what the future will bring, and how we plan to get there!

Chief Executive Officer Letter

Stephanie N. Wiggins

To our valued customers,

I am pleased to share with you Metro's second annual We are in the middle of a Experience transformational change at Metro that is centered around people. This plan demonstrates our strong commitment to you to deliver a transit experience that exceeds your expectations.

At every level of our organization, from leadership to our heroic frontline employees, we are committed to this change. We recently realigned our organization to prioritize you and hold ourselves more accountable. We are expanding our service options and improving safety, all through a lens for delivering equity to our diverse customers.

As you read through this plan, you will see how we will maintain our absolute commitment to customer satisfaction, integrity and transparency. We are steadfast on our work to plan, design, operate and maintain a service that is customer-oriented, safe, clean and reliable that meets your needs.

We understand the valuable role that Metro has in the daily lives of Angelenos and with that comes an immense amount of responsibility to ensure that we are meeting your needs.

I invite you to read this important plan and join us as we transform transportation in the LA region.

I thank you for entrusting your travels with us and I am equally thankful to our employees for their deep engagement to providing you with a safe, clean, frequent and reliable service.

Sincerely,

Stephanie N. Wiggins
Metro Chief Executive Officer

Executive Summary

What LA County residents want from Metro is nothing extraordinary. It is simply a Metro that puts them first – their safety, time, comfort, and peace of mind when they ride Metro to live, work, and play in the LA region.

We strive to meet customer needs at every stage of their journey, from when they start their trip to when they reach their destination.

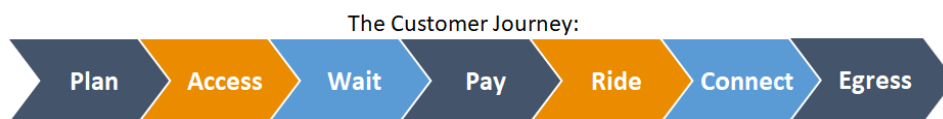


Figure 1: The Customer Journey diagram

Metro takes an honest look at pain points that customers tell us about at every stage. We randomly survey thousands of riders every year to obtain feedback on everything from cleanliness to security and reliability. We then use this data to prioritize areas for improvement and implement solutions.

Call Out Box: 2021 Customer Experience (CX) Progress

Metro's Fiscal Year 2022 Annual Budget included from this funding include:

- ✓ Metro replaced fabric seats with easier-to-clean vinyl seats on 50 buses, and 330 additional buses will be completed by July 2022 using CX funds.
- ✓ Starting in Summer 2021, Metro used CX funds to jumpstart end-of-line cleaning of train interiors on the B/D (Red/Purple) Lines, decreasing the litter and trash seen by customers by 48%, then expanding to other Lines.
- ✓ Also, beginning in the Summer of 2021, Metro used CX funds for midday bus interior cleaning, where staff pick up trash and remove graffiti on buses at two high-volume layover points. Staff removed over 5,000 pieces or piles of trash on 2,200 buses, cleaned up over 150 spills, and removed over 400 incidences of graffiti just in the first month of the program.
- ✓ To help customers feel safer on buses and trains, Metro used CX funds to run advertisements to promote the TransitWatch app. A Spring 2021 media campaign that included digital and bus bench advertisements resulted in 12,000 new app downloads, doubling the previous downloads. A new campaign is underway for 2022, with a total goal of 5,000 new downloads per month.
- ✓ To address the needs of people experiencing homelessness on the Metro system, Metro used CX funds to temporarily provide 80 beds and wrap-around services, helping 465 unsheltered individuals from March to October 2021, for example.

Out of 69 CX action items from 2021, 36 are complete, 14 are in progress and will continue to be tracked, 17 will be replaced with a new action item, one has not started but will continue to be tracked, and one has been canceled. For details, visit Appendix B: Status of Previous CX Action Items.

Also, in 2021:

Metro’s CEO, Stephanie Wiggins implemented an or
Customer Experience Officer position that will report directly to the CEO and oversee Customer Experience
and Communications and Customer Care to bolster excellence in all these areas.

To address communication challenges faced by customers during the June 2021 shakeup, Metro
improved internal processes for the NextGen bus service changes in September and December 2021,
including:

- ✓ Printing of timetables, maps, and seat drops.
- ✓ Alerting impacted community centers, hospitals, and other destinations.
- ✓ Better quality control for maps, schedules, and bus stop information.
- ✓ Deploying an “ All Hands on Deck” of over 180 staff working on the street to improve customer experiences during the December service change.

Metro also launched the Student GoPass Program which provides free rides for students in participating
schools and a more straightforward Low Income Fare Is Easy (LIFE) enrollment.

A customer-centric approach is easy to voice but challenging to deliver. The COVID-19 pandemic, budget
constraints, homelessness, congestion, and sometimes even our own culture inside Metro stand in the way.
To get to a better future, we must first imagine it. As Eleanor Roosevelt
who believe in the This Customer Experience Plan aims to chart a course to deliver
great experiences to the people we serve.

Call Out Box: “ It always seems impossible until it is.” - Nelson Mandela

Before we developed this Customer Experience Plan, we wanted to first understand what customers are
experiencing so that we could focus limited resources on the areas most in need of improvement. To get those
insights, Metro fielded a comprehensive Customer Experience Survey in October 2020.

Word Cloud from October 2020 Customer Experience Survey comments



We considered over 40 aspects of bus and rail service ranging from frequency of service and reliability to cleanliness, security, hours of operation, and temperature on Metro vehicles. In addition, we gathered feedback from non-riders to understand improvements that are needed to attract them to ride Metro. We used these surveys and lessons learned from the past year to select five pain points most in need of improvement (not in priority order): Cleanliness, Public Safety, Bus Stop Shade and Seating, Customer Information, and Time Competitiveness and Connectivity. This Customer Experience Plan includes a chapter on each of these five pain points:

1. The [Cleanliness chapter](#) outlines a Cleaning Surge to improve cleanliness on Metro dramatically.
2. The [Public Safety chapter](#) outlines programs to address crime and code of conduct issues and reimagines Metro's approach to security, the deployment of more than 100 hundreds of Transit Ambassadors, expanded outreach to people experiencing homelessness to get them the help they need, and lighting to help customers feel safer at bus stops at night.
3. The [Bus Stop Shade and Seating chapter](#) delineates a new Shade For All campaign to increase shade and lighting, and seating at bus stops. This will involve collaboration with county and city partners who own and control most Metro bus stops.
4. The [Customer Information chapter](#) outlines lessons learned from recent communications where we fell short of our standards and sets forth new processes to provide clear, accurate, and timely information on services, schedules, and fares. Highlights include the new All-Hands Support Team to help customers during major service changes, as well as more accurate real time notification of delays.
5. Last, but not least, the [Time Competitiveness and Connectivity chapter](#) discusses speed and reliability improvements for bus and light rail. Highlights include doubling the rollout pace for new bus lanes, steps to reduce canceled trips, and a comprehensive assessment of Metro's performance compared to other transit modes, such as automobiles when it comes to equitably connecting people to jobs, medical centers, food shopping and other destinations.

This Plan also has chapters on [Diverse Riders, Diverse Needs](#), and [Institutionalizing Customer Experience](#), as well as a summary of planned Actions to improve the Customer Experience (in [Appendix A](#)).

Read on to learn more!

Call Out Box – Changes From The Previous CX Plan

The 2022 CX Plan differs from the previous CX Plan in two key ways. Firstly, it is a financially constrained Plan and has been coordinated with the proposed FY23 budget. As a result, rather than including a list of unfunded CX ideas, the Plan now lists definitive actions that are funded and will be implemented. And secondly, the new CX Plan is shorter, making it more accessible to readers, with chapters structured to include Customer Feedback, Recent Metro Actions, an Action Plan, and a brief assessment of whether current initiatives are adequate, identifying gaps and challenges to provide transparency and honesty about where we are and the challenges ahead.

Turning Insight into Action

Customer feedback is crucial in helping us understand your experiences on Metro so that we can make improvements. To make sure we know what our customers need we pay attention to feedback provided to our Customer Care staff or reported via the Transit Watch smartphone app, as well as postings on social media, and most of all survey results that provide us with statistically accurate information on a random cross-section of Metro riders.

Rider Survey

The 2020 comprehensive Customer Experience Survey invited random riders to rate Metro on over 40 specific aspects of service. The survey had a total sample size of 1,287 riders: 1,192 current riders and 95 people who had recently stopped riding due to the COVID-19 pandemic or other factors. Note that the 2020 Comprehensive Customer Experience Survey was conducted online among customers who previously completed a Metro on-board survey and agreed to participate in future research. The online method was used because on-board surveying was suspended due to the COVID-19 pandemic. Starting Spring 2022, however, Metro is once again conducting surveys on-board Metro vehicles with paper surveys, which will provide a larger, more inclusive, and representative sample.

The cornerstone of the Customer Experience Survey results is something called a quadrant chart that helps us find the aspects of service that most need improvement. We have one quadrant chart for bus riders and another for rail.

The bus quadrant chart below shows average customer ratings for each aspect of bus service, ranging from safety to cleanliness to on-time performance. Customers were asked to rate each aspect on a scale from 1 = poor to 10 = excellent. In the quadrant charts, the dots further to the right earned higher ratings, and the dots further to the left earned lower ratings. The quadrant chart also uses a statistical technique to gauge how important each aspect of service is as a driver of overall satisfaction or dissatisfaction with Metro. The points higher on the chart are more important, and the points lower on the chart are less so. The aspects of service in the top left quadrant are identified as Target Issues for improvement because they are rated low but are very important to riders. As you can see in the chart, many Target Issues relate to safety and cleanliness. Also delay advisories is a target issue.

The chart also flags several issues outside the Target Issues quadrant that warrant attention. One of those is bus stop shade (see orange arrow), which is flagged because it is one of the three lowest-rated aspects of service by bus riders and because shade may not have been quite as important when the survey was administered in October, as compared to the summer months. Safety from sexual or racial harassment is also flagged (see red arrows) because harassment impacts some riders more than others. For example, women give lower marks than men on feeling safe from sexual harassment, with young women rating it even lower, and non-binary individuals rating it lowest of all, putting it squarely into the Target Issues quadrant for that group.

Bus Quadrant Chart – 2020 Customer Experience Survey

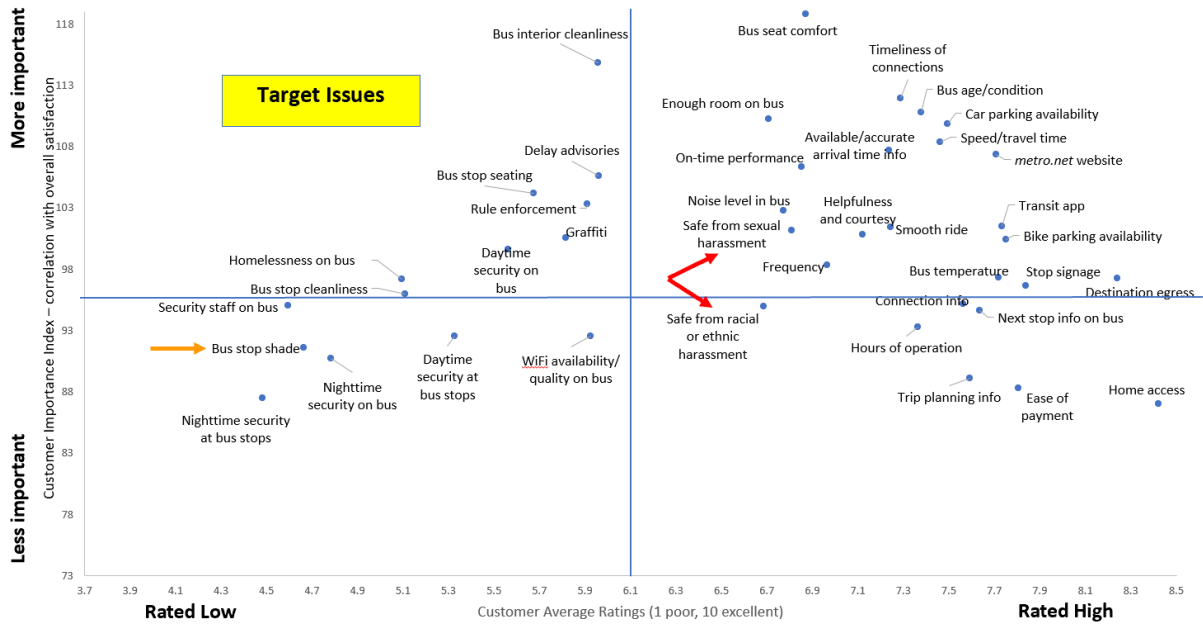


Figure 2 2: Source: 2020 Customer Experience Survey, Bus Quadrant Chart

The rail quadrant chart points to similar priorities for improvement, with many safety and cleanliness-related items falling in the Target Issues quadrant.

Rail Quadrant Chart – 2020 Customer Experience Survey

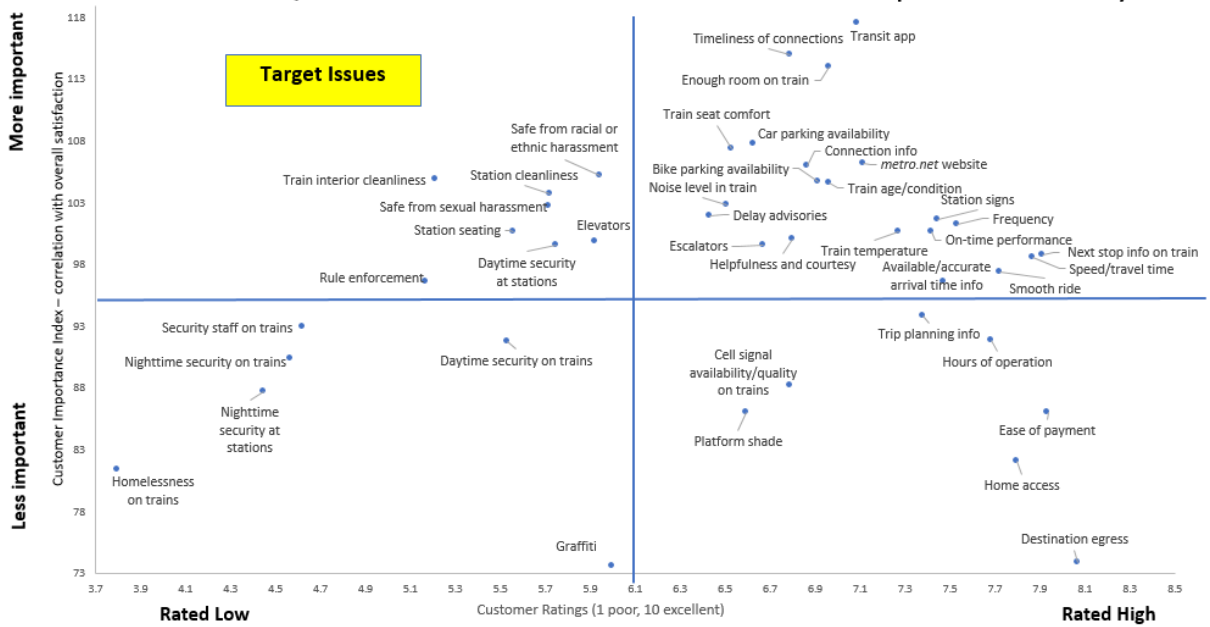


Figure 3 3: Source: 2020 Customer Experience Survey, Rail Quadrant Chart

Call Out Box: Who Is Our Customer?

Los Angeles County is one of the most diverse counties in America. We see this daily as we carry riders of all types to and from where they need to go. Metro bus and rail operators are not just driving vehicles full of customers. They are transporting diverse communities with diverse needs.

How are LA Metro riders diverse? They are:

multi-ethnic
multi-cultural
multi-lingual
mothers with small children
middle class suburbanites
cash-paying customers
people without smart phones
people with disabilities

people who identify as transgender or nonbinary
people clocking into work
essential workers
Metro employees
older adults
students
out-of-town visitors
and many more ...

All these riders have diverse needs, so one size does not fit all. Metro has taken many steps to address diverse needs, such as providing translation of essential rider information and forming a Women and Girls Governing Council and a Metro Youth Council to advise us on issues unique to women and younger riders.

For details, read the chapter titled [Diverse Riders, Diverse Needs](#). Highlights include a program, that enables riders to request that the bus to stop nearer their home or work at night if they feel unsafe, and expedited rollout of a digital beacon system to enable customers who are blind or low vision to more easily navigate the transit system.

We want to continue challenging ourselves to meet the diverse needs of diverse riders better. As technology and innovation advance faster than ever, there may never be a time when we can say *we've done enough for our customers*. We are embarking on a new era of putting our customers at the center of everything we do at Metro and must live up to our customer-focused agenda.

Recent Customer Comments

As of January 2022, bus rider complaints received by Metro Customer Care staff and via the Transit Watch app and social media often regarded no shows and pass-ups. This reflected the high level of bus cancellations due to bus operator shortages occurring at that time due to labor shortages and the Omicron COVID surge. Top rail comments related to homelessness, cleanliness, and passenger conduct.

Non-Riders

Metro's annual riders shows that time competitiveness is a key issue for Metro, with just 30% of nonriders or infrequent riders agreeing that Metro travel times are as good as driving, and just 35% agreeing that they can get where they need to go quickly on Metro. For this reason, this Customer Experience Plan flags

time competitiveness as a key area for improvement and sets forth actions to make Metro more time competitive.

Ride Metro less than yearly or never
n=9,003

	Agree Strongly	Agree Somewhat	Total Agree
Riding Metro is affordable	26%	42%	67%
Riding Metro is a good value for the money	24%	40%	63%
Riding Metro is a reliable way to get around LA County	18%	39%	56%
Learning how to ride Metro is easy	17%	36%	52%
It is safe to ride Metro	12%	35%	47%
Metro has a simple and easy payment system	20%	33%	53%
It is comfortable to ride Metro	11%	33%	44%
It is easy to plan a trip on Metro	15%	32%	47%
It is easy to find my way to/around Metro stations/stops	14%	32%	46%
Metro can get me everywhere I need to go	11%	30%	41%
I can get where I need to go quickly on Metro	9%	26%	35%
Metro's travel times are as good as driving	8%	22%	30%

Table 1: Survey Responses from: Metro Brand Tracker Survey, July 2018 - August 2021

Peer Comparisons

To see how Metro stacks up against 25 peer transit agencies in large urban areas, we looked at the results of a Spring 2021 national survey of Transit App users. Transit App currently serves as the official Metro app for trip planning purposes. Transit App users were asked how much they agree or disagree with each of the following statements, using a scale of 1 = Disagree to 5 = Agree:

I feel well informed by my agency about route disruptions and change

My agency is on-time and reliable

My driver/operator was good at their job I was able to get to my destination in the amount of time I expected

Everyone on board was wearing a mask

I felt safe while riding My stop/station provided a good place to wait

The predictions in the app for when the vehicle was arriving were accurate

Metro ratings were generally close to peer averages. However, Metro had lower ratings for "everyone on board was wearing a mask" and for feeling safe while riding. Metro's reliability, information about route disruptions and changes, and good operators, but still, the reliability and disruption information scores were just 3.3 and 3.5, respectively, on the 5-point scale, so there is room for improvement on those two issues.

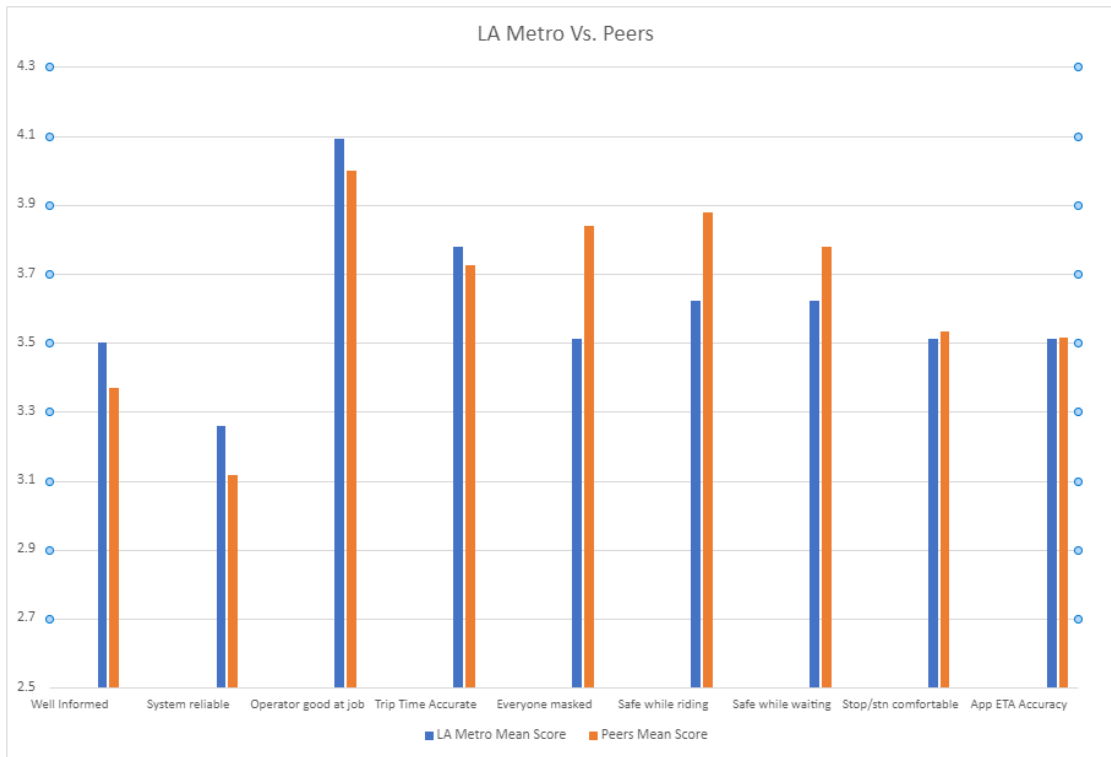


Figure 4: Source: Transit App Survey, Spring 2021, mean ratings

Also, Transit App users were asked if they would recommend their agency to friends or family, on a scale of 1 = Disagree to 10 = Agree. Metro slightly exceeded the peer average of 7.1, by 0.3 points.

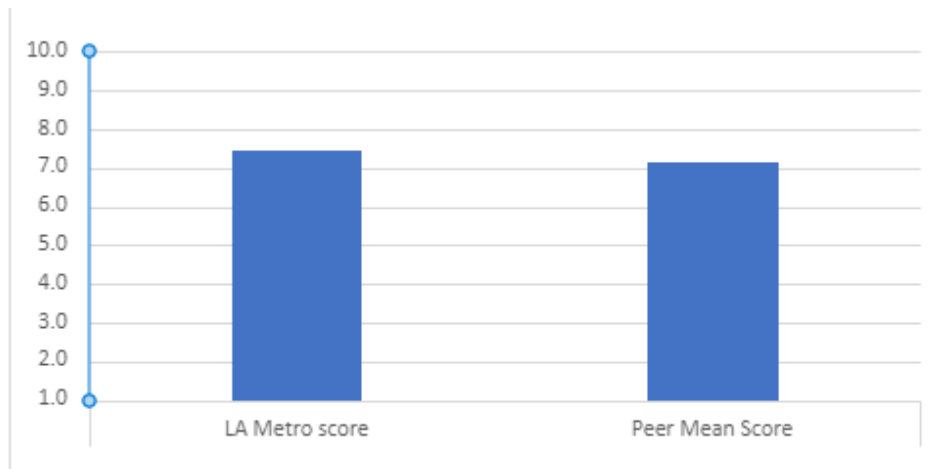
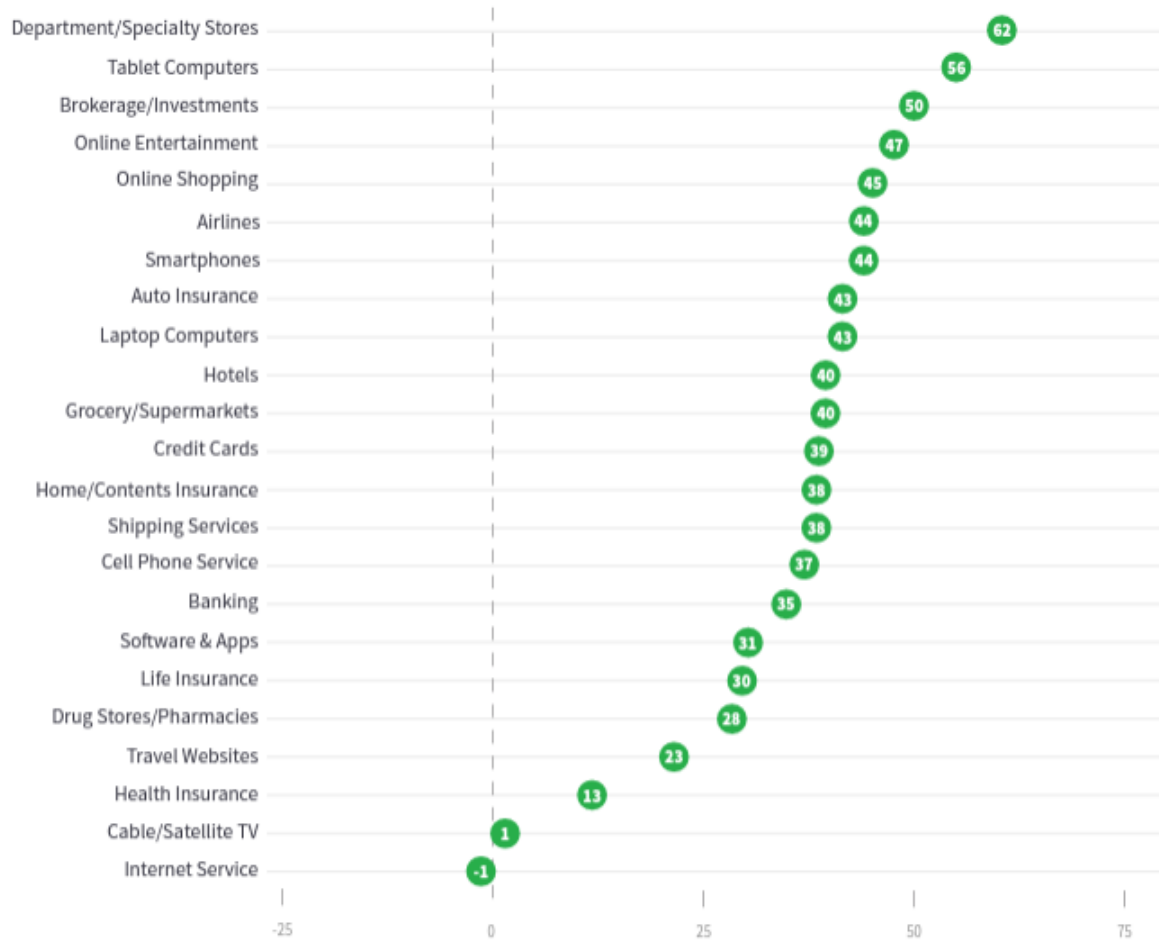


Figure 5: Source: Transit App Survey, Spring 2021, Would Recommend to Family & Friends

Below is a figure showing Net Promoter Scores (NPS), a standard metric that captures how customers feel about recommending a product or service to others based on customer surveys. Metro, at 12, while above the peer transit agency average, is lower than twenty-one other industries (and only higher than cable/satellite TV and Internet Service Providers). Clearly Metro has a way to go before it can join leading service providers across other industries, but we know we can get there by focusing on the needs of our customers.

Average NPS by Industry

Net Promoter Scores vary widely by industry, as you can see from the average scores for 23 industries. Knowing what similar companies have achieved helps you to set realistic goals for improvement, and realism is key to the long-term success of your program.





Opportunities For Improvement

Opportunities For Improvement

Cleanliness

Customers want a clean and odor-free environment at stations and bus stops and on trains and buses. Like other high-use services and facilities, Metro requires frequent cleaning. Unclean conditions can make customers feel disgusted or even unsafe. A dirty public transit system can make frequent riders uncomfortable riding Metro and make infrequent riders not want to ride.

During the COVID-19 pandemic, Metro shifted resources to focus on the disinfection of surfaces. This shift, along with labor shortages due to staff being on COVID-19 leave, left less time for mopping floors, removing graffiti, and picking up trash, and there have been gaps in coverage at some locations and on weekends. Also, while buses and trains were cleaned thoroughly before going into service each day, the lack of cleaning during the day allowed trash and spills to build up, making the customer experience unpleasant in the afternoons and evenings.

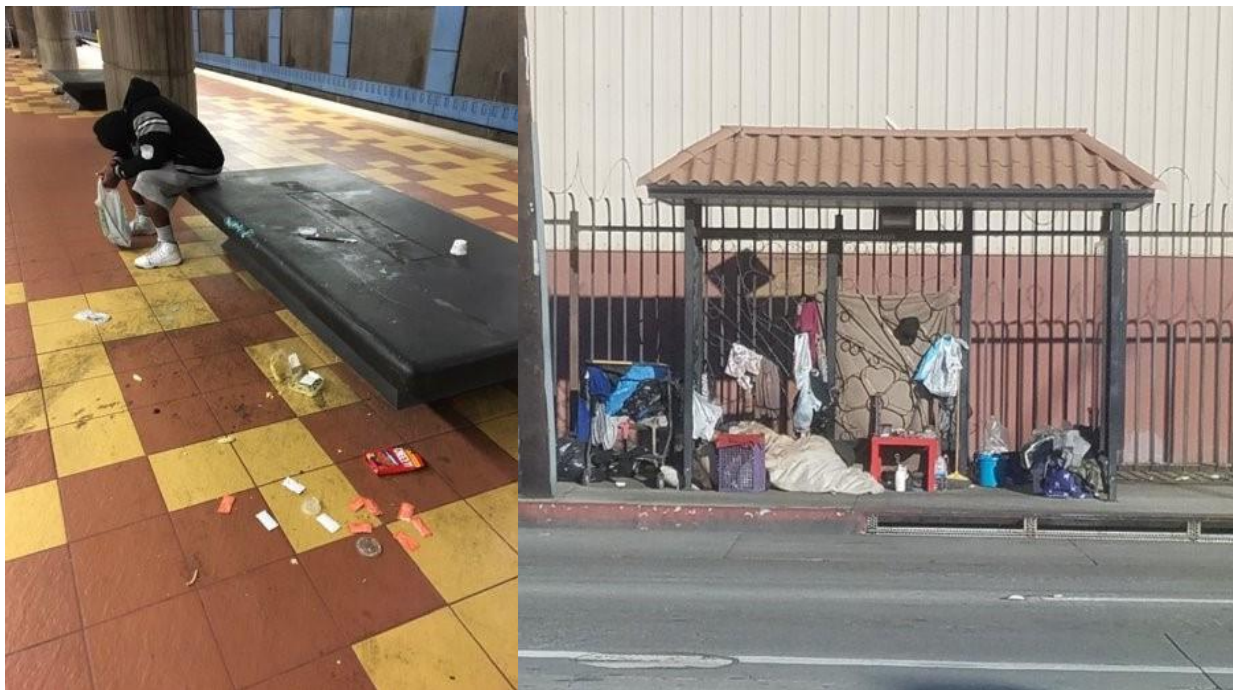


Figure 6: Examples of trash build up at Metro train platforms and bus stops

Another cleanliness issue is biohazards and odor. Only three of Metro's 93 rail restrooms. Restrooms are costly to build and maintain but would be valuable to customers and could help avert urination or defecation in elevators and other parts of the system.

Customer Feedback:

Sample customer comments include:

“Most of the time the bus was clean that morning but by time other people ride on and leave the trash on the bus” – Black/African American female with disability, age 55-64

“Should I start with the beer cans and whiskey bottles rolling around trains? How about food wrappers everywhere?” – Latinx/Hispanic male, age 55-64

“This is more of a city problem than a Metro problem. I'm sure Metro does their best, but most of my stops are surrounded by piles of garbage.”—Asian/Pacific Islander non-binary person, age 18-24

“Hay basuras y graffiti en algunos autobuses” – There is trash and graffiti in some of the buses, - Latinx/Hispanic male, age 45-54, below poverty line

“Some areas have homeless people camping there. Always trash around the area for weeks before it's been cleaned up.” - Asian/Pacific Islander female, age 25-34

Recent Metro Actions

- ✓ Starting in late 2021, Metro deployed dedicated custodians and dramatically increased daily cleaning hours by a factor of 3-10x at 13 high-volume rail stations during all hours of operation, as well as increased floor scrubbing and pressure washing.
- ✓ Metro is building a sense of ownership and increasing accountability by requiring Supervisors to spend at least 50% of their time inspecting stations using a standardized checklist, assigning one Supervisor on each shift to a group of Stations to perform weekly inspections.
- ✓ Brought on additional teams to improve cleaning along the Metro trackway, at transit stations, bus stops, and on-board buses and trains during the day.
- ✓ Upgraded Metro's Trainable Customers to report up clean conditions or biohazards.
- ✓ Accelerated replacement of fabric seats with easier-to-clean vinyl seats on buses.
- ✓ Implemented a midday bus interior cleaning pilot program in August 2021 at one terminal location with high bus volumes and expanded to a second location. In the first month of the program, service attendants removed over 5,000 pieces or piles of trash on 2,200 buses, cleaned up over 150 spills, and removed over 400 incidences of graffiti.
- ✓ Restarted the Metro Clean Community Service Program to clean up bus stop zones. Metro Clean participants complete court-mandated community service by removing trash, weeds, and graffiti at bus stops and participating in community clean-up events. The Program is available seven days a week (excluding holidays), free for participants, is transit-accessible, and Metro provides all necessary safety equipment.
- ✓ Implemented regular midday train cleaning at end-of-line locations on weekdays, reducing trash levels experienced by customers by 48%.
- ✓ Expanded the Station Evaluation Program of rail stations, bus stations, and transit centers to cover 38 aspects of stations ranging from stairs, elevators, lighting, seating, and TAP machines to signage.
- ✓ Enhanced cleaning of trackways adjacent to station platforms with 12 additional staff.
- ✓ Installed additional cameras inside elevators to deter misuse.



Figure 7: With jumpstart funding from the Customer Experience program, buses at several high-volume terminals are now being cleaned during the day

Action Plan

Metro will:

1. As part of an overall Cleaning Surge, expand to seven-day a week midday bus interior cleaning and expand to four layover points.
2. As part of an overall Cleaning Surge, expand weekend coverage at Union Station and 7th/Metro.
3. As part of an overall Cleaning Surge, increase escalator step cleaning at rail stations to four times per year.
4. As part of an overall Cleaning Surge, remove trash and litter from all trackways adjacent to underground platforms weekly.
5. Conduct preliminary design to renovate five aging subway stations to improve safety, security, accessibility, equity, operations, maintenance, sustainability, and the overall customer experience, including:
 - Replacement of subway station flooring, wall surfaces, and ceiling tiles, which have deteriorated over time
 - Replacement of lighting and signage
 - Replacement of benches and trash cans and increase quantities where needed
 - Possible attachment of bright, modern, easy-to-clean cladding to subway station trainway walls, where feasible; and
 - Possible relocation of roll-down gates to the top of stairs and escalators, where feasible, to protect those areas during overnight hours to keep them cleaner

The five stations are Civic Center, Pershing, 7th/Metro, Westlake/MacArthur Park, and Union Station (Metro areas).

6. Replace cloth seats with easier-to-keep-clean vinyl seats on all Metro buses and trains that serve customers by the end of FY23.
7. Explore working with the Los Angeles Conservation Corps to conduct additional trash pickup at bus stop zones.
8. Pilot an "Adopt-a-Transit Stop" program at select locations to test an approach where local businesses or community organizations are invited to sponsor bus stops and provide light cleaning and maintenance.
9. Develop and execute a strategy to post at all Metro bus stops the contact information for the entity responsible for addressing conditions at the stop.
10. Deploy tablets in the field to allow supervisors to input bus stop conditions to generate work orders, modeled after the success of Operation's pilot Station Evaluation program.
11. Finalize a roadmap for placing restrooms at geographically dispersed high-volume transfer and terminus stations to improve the customer experience and reduce urination and defecation in and around the Metro system.
12. Pilot test on the C (Green) Line a "cleaned by" form posted inside train cars near side doors, indicating when the train was cleaned and by whom. This will communicate to customers that Metro is serious about ensuring train cars are cleaned regularly.
13. Evaluate the impact of elevator cameras on vandalism, cleanliness, and biohazards.
14. Examine procedures to ensure timely follow-up and response to cleaning and maintenance complaints from the Transit Watch app and set goals for follow-up and response times.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

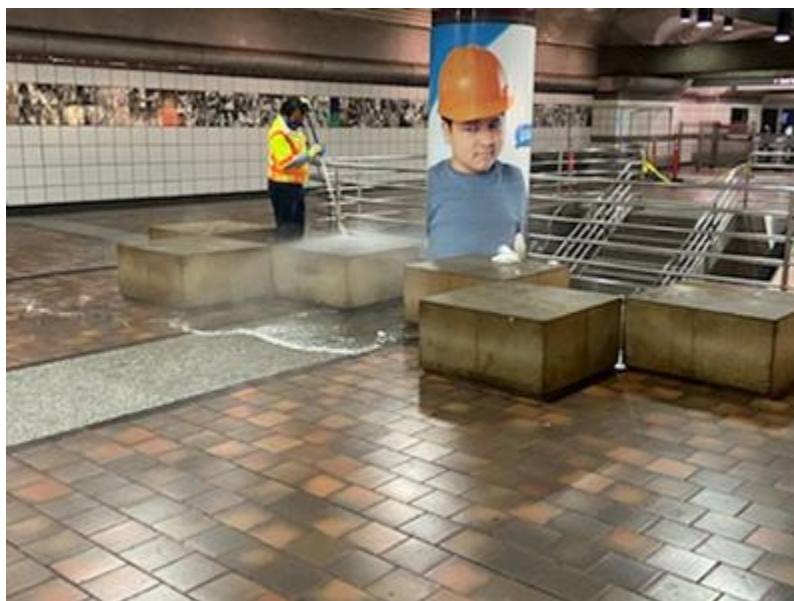


Figure 8: Pressure washing at rail station

Call Out Box – Overall Assessment – Cleaning

Metro has made significant strides to expand the cleaning of buses, trains, bus stops, and train stations. To ensure that improvements are sustained over time, it will be important to continue to monitor conditions – with regular supervisor inspections, occasional inspections by top management, and regular customer surveys.

Public Safety

Customers are concerned about crime and safety on Metro. Even though violent crime on Metro is low, it has increased, and customers tell us they are concerned. Safety can mean different things to different people and is intertwined with concerns about code of conduct enforcement, harassment, policing, and homelessness.



Figure 9: 2020 Metro campaign against harassment.

With input from Metro's Public Safety Board and the Board of Directors, we are reimagining security on the system, looking at it as an ecosystem of inter-related services that need to work together seamlessly:



This ecosystem approach recognizes that security involves more than security and law enforcement. It requires a coherent, multi-disciplinary approach that includes social workers and ambassadors to address the wide variety of issues encountered, matching the right resource to the right situation, supported by infrastructural improvements like better lighting.

Riders are concerned about homelessness on the system. Metro's objective is to help those experiencing homelessness by connecting them to resources to get them the help they need. Metro also recognizes the urgency of curtailing behaviors and conditions that adversely affect the health and safety of other customers. This includes threatening or erratic behavior, open drug use, extreme odor, and defecation or urination in public spaces. The lack of adequate local, state, and federal resources to prevent and respond to homelessness represents an existential threat to the thousands of individuals experiencing homelessness every day in Los Angeles County. It also threatens to undermine the willingness of LA residents to take public transit even as the system rapidly expands via the largest transit construction program in the country.

Customer Feedback

The October 2020 Customer Experience Survey revealed continuing apprehension about security at bus stops and train stations, and on buses and trains, especially at night. In all, out of 82 aspects of service rated by Metro customers, looking at the five lowest for bus and rail, nine of the bottom ten relate to the intertwined issues of security presence, rules, and how well Metro addresses homelessness.

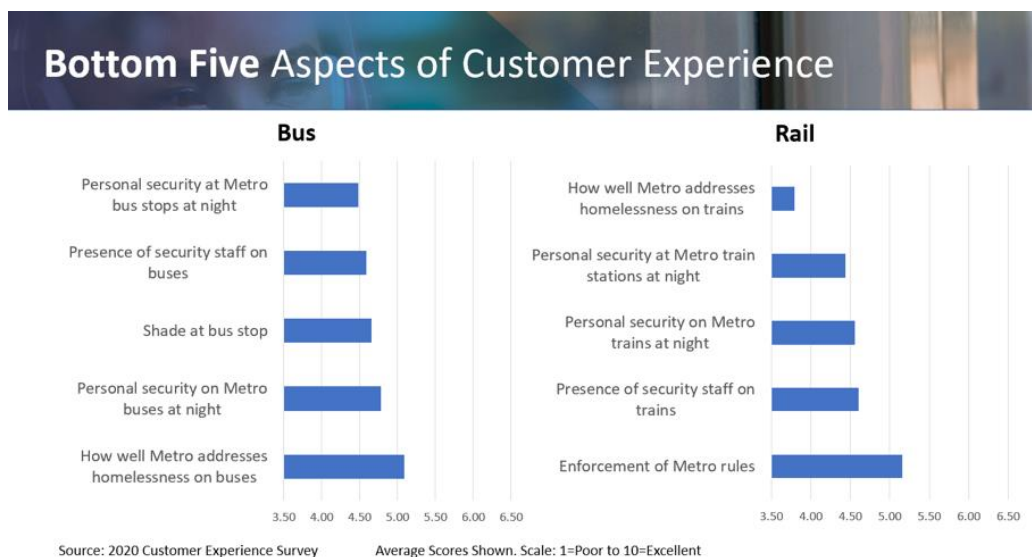


Figure 10: Source: 2020 Customer Experience Survey, Bottom Five Aspects of the Customer Experience

Later, in summer 2021, Metro again surveyed customers, but this time made a special effort to include 100 customers experiencing homelessness and surveyed Metro employees. These surveys were conducted to get a complete 360-degree perspective on public safety issues. This survey highlighted the demand for comprehensive safety and security measures, with riders supporting a multi-faceted approach. Key findings included:

1. Most riders, including people experiencing homelessness, usually feel safe on Metro except at night.
2. Women and nonbinary individuals tend to feel less safe than men.
3. Top rider priorities include:

- a. Lighting and emergency call buttons at stations and bus stops
 - b. Staff who can assist people with disabilities
 - c. Social workers and mental health professionals
 - d. Transit Ambassadors
4. Most riders support both armed and unarmed staff on the system. Over 60% want law enforcement and armed security staff to be more of a priority, and this support spans all race/ethnicity categories.
 5. Even more, over 70%, want unarmed security staff to be more of a priority.
 6. Just over half of riders want Metro to allow people experiencing homelessness to ride just like anyone else, while a third wants them from buses and trains. “t o u g h e

Sample rider comments included:

“The trains become rolling homeless shelters at night” - Latinx/Hispanic male, age 55-64

*“There's always people on the train playing loud music and sometimes smoking weed or doing meth. I've seen it all! And this is because there's not enough visible security on train or stations.”
Latinx/Hispanic Male, age 35-44*

“Sometimes, people play the phones (music) so loud...the driver never says anything...rules are broken but nothing is said or done...it [makes me] fearful...no one wants to get involved” Black/African American female, age 55-64

“I have had men try to get off on stops that I also got off of just to follow me home.” - White/Caucasian female with disability, age 18-24

“I am Asian and I experienced verbal attacks.” Asian/Pacific Islander female, age 45-54

*“ I n 2 0 + y e a r s , I h a v e s e e N a t i v e A m e r i c a n f e m a l e w i t h d i s a b i l i t y , o n
age 35-44*

“I see Homeless people shooting up drugs, urinating in public, vomiting, drinking alcohol on the bus and metro security or cops are nearby, drivers are aware, sometimes police even witness it directly, BUT NOTHING IS DONE!” Black/African American male, age 45-54

“Homelessness is addressed via policing and removal instead of providing the services that our homeless neighbors deserve.” - Black/African American male, age 18-24

“Some bus stops are poorly lit and without covering or seating.” - Black/African American male, age 25-34

Like riders, Metro employees are concerned about safety on the system, voicing concerns about being assaulted while doing their job. More than 80% of employees said that police and armed security should be more of a priority, with the level of support even higher among front-line employees like bus and rail operators and custodial staff.

Additional findings from the employee survey:

1. When thinking about their recent experience on Metro, only 29% of employees felt safe all or most of the time, with 39% feeling safe rarely or never.
2. About two-thirds of employees felt that having local police, sheriffs, and/or armed Metro security officer on Metro should be much more of a priority.

3. Twenty percent of employees agreed with the statement that Metro needs to allow people experiencing homelessness to ride buses and trains, while 70% agreed with the statement that Metro needs to get tougher about removing people experiencing homelessness from buses and trains.

Recent Metro Actions

- ✓ Convened a new community advisory committee, the Public Safety Advisory Committee (PSAC), to provide community input and advice on future improvements to safety.
- ✓ Developed a reimagining Public Safety Strategic Framework.
- ✓ Completed a scope of work for the upcoming Transit Ambassador Program.
- ✓ Expanded homeless outreach teams, including a new partnership with LA Mission that provides both outreach at Metro stations as well as related mental health, addiction, nursing, meals, and housing support.
- ✓ Home At Last interim shelter for people experiencing homelessness on Metro, including services for those impacted by mental health crises and addiction, counseling, meals, laundry, showers, basic skills training, medical care, transportation to medical appointments, and help with paperwork for longer term housing assistance.



Figure 11: PATH Outreach Coordinator engaging with a person experiencing homelessness

- ✓ Developed changes to the Code of Conduct that recognize that riders asleep on the system may be unhoused and in need of help.
- ✓ Had staff participate in sensitivity training, and implemented a communication campaign to promote a culture of zero tolerance for sexual harassment on the system.
- ✓ Completed design of more highly visible illuminated light emergency call boxes (called Call Points) that will improve security for customers.
- ✓ Developed a Bystander Program that encourages employees and riders to report incidents and support one another.

- ✓ Finalized plans for a Flexible Dispatch program that will divert some calls from law enforcement to social workers instead.
- ✓ Launched a new awareness and voluntary compliance campaign to protect employees and riders from COVID-19 and improve the customer experience by promoting shared responsibility and mutual respect.
- ✓ Tested pole-mounted solar lighting units to improve lighting at bus stops.
- ✓ Provided Metro Transit Security Officers with training to avoid unconscious bias.
- ✓ Began deploying mystery shoppers to check whether fare enforcement is conducted equitably and is free from bias based on economic and social status, gender, and race.



Figure 12: Keep Metro Clean and Safe Campaign

Call Out Box: Metro recently adopted the following Mission and Value Statement for public safety on Metro:

Mission: Metro safeguards the transit community by taking a holistic, equitable, and welcoming approach to public safety. Metro recognizes that every individual is entitled to a safe, dignified, and human experience.

Values:

Implementing a Human-Centered Approach: Metro commits to pursuing a human-centered approach to public safety. This means working in partnership with historically neglected communities to build trust, identify needs, and create alternatives to traditional law enforcement models.

Emphasizing Compassion and a Culture of Care: Metro commits to treating all transit riders, employees, and community members with dignity and respect. The key pillars of our approach to public safety are compassion, kindness, dependability, and fair treatment for all.

Recognizing Diversity: Metro commits to recognizing and respecting the wide range of people and communities we serve. Metro will work with transit riders, community members, families,

neighborhoods, and historically underserved groups to identify needs and tailor public safety approaches.

Acknowledging Context: Metro understands that neglected communities have disproportionately endured the negative effects of systemic inequalities. Historically, institutions have excluded these same groups from decision-making. Metro's approach to and seeks reparative models to minimize harm and promote inclusion.

Committing to Openness and Accountability: Metro's commitment to the agency must operate with the highest ethical standards, prioritize transparency, and rely on community-defined accountability measures.

Action Plan

Metro will:

1. Continue working with other transit agencies in California to request that transit agencies be eligible to access existing and new sources of state and federal homelessness funding for transit homeless outreach teams and for housing and services designated specifically for people experiencing homelessness on transit systems, and to recommend to the Board that this effort be included in Metro agenda 2022 State legislation
2. Double the deployment of homeless outreach workers and clinicians in the Metro system.
3. Assess opportunities to partner with other agencies to establish extended-hours, drop-in centers where Transit ambassadors and homeless outreach workers can offer to take people experiencing homelessness on Metro to access bathrooms, showers, food, and health services, like the Hub of Hope model in Philadelphia.
4. Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.
5. Pilot test a flexible dispatch concept whereby Metro responds to safety and security issues on the system by dispatching appropriate staff: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands.
6. Deploy additional security officers to support an expanding ecosystem of hundreds of homeless outreach workers, ambassadors, and cleaning staff in the Metro system.
7. Continue to deploy over 50% of security and law enforcement staffing to swing and graveyard shifts to address customer and employee concerns about safety at night.
8. Continue to market the Transit Watch app to generate at least 5,000 monthly downloads, and the 213.788.2777 text number (for people with phones that do not accommodate apps). Also, share information with Metro customers about the new SOS features available on smartphones that make it easier for people to summons help when they are in danger.
9. Continue new bystander intervention training for customers and Metro employees.
10. Work with other jurisdictions to install lighting at least 100 bus stops per year to help bus riders feel safer at bus stops at night.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

Call Out Box – Overall Assessment – Public Safety

Metro is advancing numerous initiatives to make the system feel safer for Metro riders and employees. Success will require sound implementation by Metro and adequate housing and mental health services from the county, city, and community-based partners. Decisions will also need to be made around appropriate and compassionate responses to people in crisis who decline offers of assistance. Another key challenge will be to link Metro's initiatives together as seamlessly as possible. For example, ambassadors, homeless outreach workers, and security or law enforcement can quickly access each other to provide rapid mutual assistance. This will require intentional deployment strategies, common communication protocols, joint scheduling, and adequate staffing for all these specializations. Proximity will be challenging since staff will be spread across a large, sprawling service area across multiple shifts. Metro will need to continuously monitor the health of the security ecosystem through a comprehensive set of metrics that track response times and outcomes to ensure the ecosystem is operating seamlessly and effectively.

Bus Stop Shade and Seating

Waiting in the heat with no protection from the sun, and no seat can be a difficult daily experience for many bus riders and even a complete barrier for some.

The average trip taken on Metro Bus is less than five miles, and on average about half the journey time is spent waiting for the bus. Thus, the waiting environment significantly affects a bus rider experience. When customers are uncomfortable because of hot weather and a lack of shade and seating, a fifteen-minute wait can feel much longer and even be a health hazard for certain customers, such as older adults and people with disabilities or chronic health conditions. Of the 12,268 bus stops served by Metro, only 46% have seating, and only 24% have bus stop shelters.

Bus stops are also the visible face of Metro in many communities. When the waiting environment is inviting and comfortable, this enhances the image of Metro Bus and the Metro organization as a whole. Conversely, when people see bus riders standing in the sun on a hot day, this may give the impression that transit does not care about its customers, even though (excluding the bus stop pole and route sign) most bus stops are controlled by cities and other jurisdictions, whose cooperation and support are needed to make improvements.

Customer Feedback

Shade and seating at bus stops were key pain points cited by customers in the 2020 Customer Experience Survey. Bus riders rated shade and seating at bus stops very low on the October 2020 Customer Experience Survey, averaging 4.7 and 5.7 out of 10 points, respectively.

Sample customer comments include:

"...it is very hot and sometimes there aren't even seats at a stop. Shade would really help especially when waiting for buses after a long day." – Latinx/Hispanic female, age 18-24

"A lot of your bus stop don't provide covering you just sit in the hot beaming sun directly on you." – Black/African American female, age 55-64, below poverty line

"Sunburn city most of the time, if I'm riding mid-day" – White/Caucasian male, age 35-44

"some [stops] are in the sun or when winter comes ... me and my little boy get wet or sun burned." – Latinx/Hispanic female, age 35-44

"...no seating on stops and I'm handicap with a cane." – Latinx/Hispanic female with disability, age 45-54

"Trees at a bus stop would be amazing. Some bus stops are literally just a stick and a sign, nothing else." – Latinx/Hispanic female, age under 18

Recent Metro Actions

- ✓ Created a system to prioritize bus stops for improvement based on ridership, location in Equity Focus Communities (EFCs), areas of high heat, and other factors, and shared the system with the City of LA for their use in grant applications and funding decisions.

- ✓ Corridor-level improvements are underway in multiple parts of LA County, many of which are funded in part by the Measure M sales tax measure. Although still early in the planning process, these projects will result in hundreds of bus stations with enhanced customer amenities.
- ✓ Completed preliminary design of a modernized bus stop post kit of parts that includes real-time information, universal accessibility features, lighting, and shade and seating.
- ✓ Working with the City of LA to test new seating options that can be mounted to the bus stop post in space-constrained environments.

Action Plan

Metro will:

1. Collect countywide data on bus stop conditions to guide a multi-phase comprehensive "All in One" campaign to expand and improve bus stop amenities, including seating, shade, and lighting.
2. Work with an interdepartmental Metro action team including:
 - a) Visiting bus stops with representatives from local jurisdictions to understand better the conditions that their constituents experience and to build local support for improvements.
 - b) Offering technical assistance to local jurisdictions where needed, to help them with more detailed bus stop needs conditions in their area, equity-based bus stop prioritization, grant writing, offering standard contract specifications if needed, and possibly bulk purchasing contracts.
 - c) Offering technical assistance to help jurisdictions prioritize locations of greatest need based on ridership volume, location in an equity-based community, crime rates, direct and indirect canopy coverage, cleanliness, and other factors.
 - d) Pursuing grants to establish an incentive program for local jurisdictions could partially subsidize new bus stop shelters, seating, lighting, and other amenities.
 - e) Working with cities to jointly pursue funds for sidewalk repair and accessibility.
 - f) Working with cities to refine practices to ensure adequate bus stop maintenance and cleaning.
 - g) Testing of bench designs that incorporate shade.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

Call Out Box – Overall Assessment – Bus Stop Shade and Seating

Progress on this topic has been sporadic, based on grants or opportunities that happen to present themselves. What's needed is a more coordinated program with annual targets to incentivize and rapidly augment shade and seating in partnership with the cities and county. This CX Plan establishes a central unit within Metro to work with jurisdictions that own bus stops to provide that more comprehensive approach.

Customer Information

Customers want clear, accurate, and timely information on services, schedules, and fares. This information is needed across the customer journey, from signs guiding you to a rail station and information on how to pay to knowing whether your connecting bus is on-time and knowing when to exit the vehicle to access your destination.

The biggest customer pain point is information on delays. When Metro is late AND delay information is unavailable or inaccurate, this is double trouble for customers. This can be a big deal, making a customer late to work, daycare, or other important destinations, leading to job loss or daycare penalties.

Many bus riders said they didn't even know Metro provides this information, the information is often too late or inaccurate.

Communication issues are bad for tech-savvy riders, but even worse for customers who lack access to a smartphone or Wi-Fi, or older adults who may not know how to use smartphone apps. As one customer states: "I don't have information available from a customer who presumably has a smartphone but without a data plan, so if no public Wi-Fi is available, they cannot access this information at a bus stop or on a train."

Unfortunately, only 324 bus stops out of the 12,268 bus stops served by Metro have arrival/departure information for customers. Currently, Metro uses countdown clocks on LED screens. Although many riders use and appreciate this real-time info, the countdown clocks do not show delay advisories. Additionally, many customers complain that display formats, particularly for people with certain disabilities, have issues reading the displays.

Improved communications are essential given major changes in services, schedules, and fares planned for 2022, major updates to the Metro website, opening of new Metro Rail services (Crenshaw Phase I and Regional Connector), and welcoming visitors during major events such as the Major League Baseball All Stars Game.

For Metro Rail openings, staff plan to anticipate potential points of confusion for customers and provide information and assistance to alleviate the confusion. For example, residents living along the Crenshaw Line may be unfamiliar with where it can take them or may have basic questions like, "Do I have to get on before I go to the station, or can I get on there after?" Inadequate, regular customers may get off to transfer at the usual place without realizing that they can now enjoy one-seat service to their destination. To ensure that staff anticipate all the potential confusions and information needs, preliminary communication materials will be user-tested.

For major events such as the Major League Baseball All Stars Game, and further down the road, the LA28 Summer Olympics and Paralympic Games in 2028, Metro will develop a comprehensive communication plan and deploy more front-line staff to assist customers and out-of-town visitors riding the system.



Figure 13: Metro began offering a “SoFi Stadium Shuttle” for fans attending Chargers and Rams games, connecting the C (Green) Line Hawthorne/Lennox Station to the SoFi stadium in Inglewood

Customer Feedback

Sample customer comments include:

“... sometimes there’s no advisories give[n] to passengers and it affects us when we are going to work.”
– Asian/Pacific Islander female, age 45-54

“No avisar a tiempo” “They do not give you notifications in time” – Latinx/Hispanic female, age 45-54, below poverty line

“There is no quick and easy way to know what is going on with the trains when they are delayed and what the alternatives are.” – Latinx/Hispanic male, age 45-54

“I’ve never seen a bus delay advisory” – White/Caucasian male, age 65+

“Most often [when] there is a temporary change in [a] bus route ... there is no sign on the bus stop indicating the change, date(s) this change will be in effect, or where the alternative bus stop is...” – White/Caucasian female with disability, age 55-64, below poverty line

“The bus stop signs are not right. They need to be kept up to date.” – Native American female, age 65+

The 2020 Customer Experience Survey asked bus riders to rate from 1=poor to 10 = excellent customer information across the entire journey. Overall, all nine aspects of customer information have room to

improve. However, the area that most needs improvement is **d e l a y a d v i s o r i e s** during customer journey, as shown below:

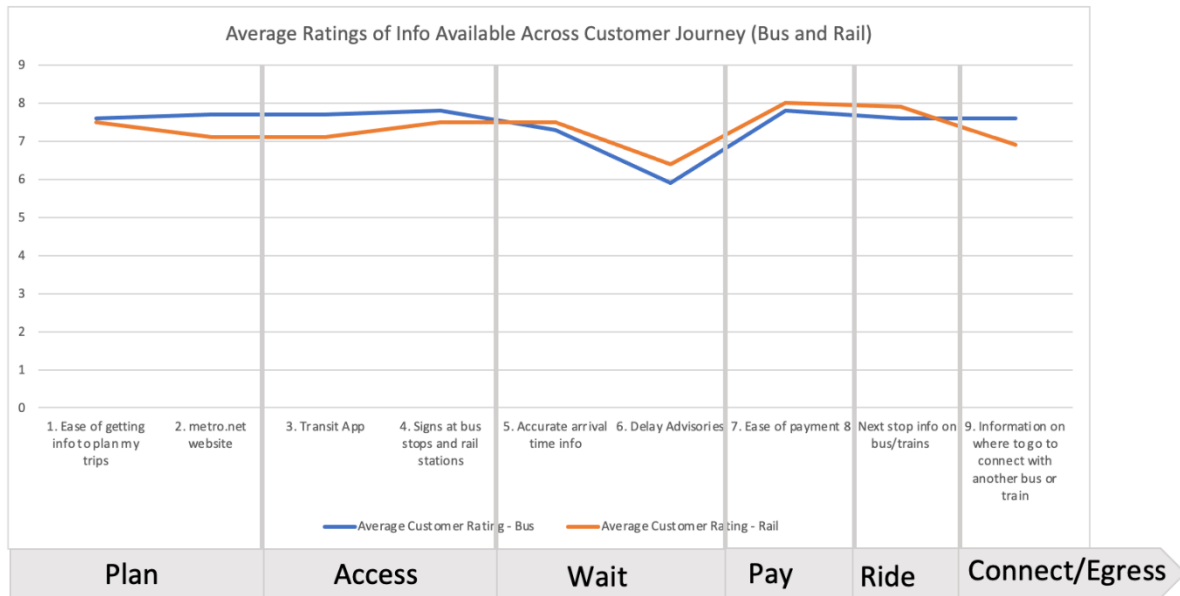


Figure 14: Source: 2020 Customer Experience Survey, Average Rating of Info Available Across Customer Journey (Bus and Rail) Infographic

Recent Metro Actions

- ✓ Created a Task force to develop General Transit Feed Specification (GTFS) feeds that improve the accuracy of real-time information available to customers through digital signs, websites, and apps such as *Transit* and Google Maps.
- ✓ Developed a new prediction engine to improve the accuracy of predicted arrivals so that riders know when their bus is coming.
- ✓ Incorporated canceled service into real time arrival information.
- ✓ More frequent and more informative social medias posts about delayed and/or canceled services.
- ✓ Formed an “ A I I H a n d s S u p p o r t ” team consisting of 50 employees to assist customers pass out information, and identify issues during the December 2021 shakeup.
- ✓ Co n d u c t e d “ m y s t e r y s h o p s ” a f t e r e a c h s h a k e u p t h a t includes interviewing customers and operators, checking printed and digital information for accuracy and clarity, and trying out new services (like new Microtransit zones). The mystery shop results enabled Metro to detect and remedy issues more quickly.
- ✓ Re-established printed timetables for service changes, rather than relying on timetables posted on the website. This was especially helpful to riders without internet access.

Action Plan

Metro will:

1. Launch a Digital Rider Alert System, which would allow customers to subscribe to receive service alerts and delay advisories for specific Metro Bus and Rail Lines, with notification by SMS text or email.
2. Set up an emergency messaging system in partnership with FEMA for emergency situations.
3. Use Metro's new prediction engine (GTFS-Real Time) that meets state standards. This includes incorporating canceled service, delay advisories, and service alerts from the Bus Operators Control Center into a GTFS feed.
4. Finalize a Memorandum of Understanding (MOU) (Cal-ITP) to provide no-cost technical support to help Metro meet statewide guidelines for the General Transit Feed Specification (GTFS). GTFS is the standard information that Transit and other third-party apps, such as Google Maps, consume to provide accurate arrival predictions to customers.
5. Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.
6. User-experience-test sample communications regarding the Crenshaw and Regional Connector openings to uncover and resolve any points of confusion.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

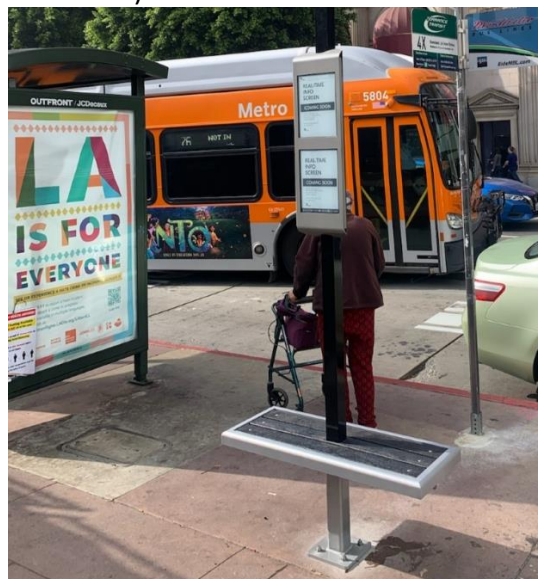


Figure 15: Metro is testing solar powered e-paper signs at two bus stops in Downtown LA

Call Out Box – Overall Assessment – Customer Information

Metro is making significant progress in improving customer information, including recent advances in streaming information about service cancellations. These advances have been spurred by Metro CEO Stephanie Wiggins, who has set a high bar for enhanced accuracy and dissemination of information to all customers, regardless of their spoken language and access to technology. Going forward, transparency around the accuracy of real time information predictions will be important by publishing a comprehensive set of KPIs so that Metro can detect and fix inaccuracies. Also, user experience (UX) testing of marketing collateral and other communications before their use will be important to make sure they are on target.

Time Competitiveness and Connectivity

LA residents want to get where they need to go in a reasonable amount of time. If transit takes twice as long as driving, most people who have a choice will drive instead.

For Metro to be time-competitive with other modes of travel, every phase of the journey counts:

The time it takes a customer to get to a Metro stop or station (which relates to how far apart routes, stops, and stations are spaced)

The feeling that you need to leave early to lessen the chance of being late to your destination (which relates to reliability)

The time waiting at the stop or station (which relates to the frequency of service)

The time spent on the bus or train (which relates to traffic conditions, vehicle speed, the directness of the route, and the number of stops)

The time spent waiting for connecting services (which relates to frequency). Nearly 60% of Metro trips involve a transfer between bus and rail, and about 5% of Metro customers transfer between Metro and other municipal operators within LA County.

The time it takes a customer to get from their final stop or station to their destination

Pull up Google maps in Los Angeles, and a 15-minute trip by car is often 45 minutes or more by transit, with each of the above phases adding to the total.

The 2019 NextGen Bus Study found that for short trips between 1-5 miles, Metro is most time competitive against private cars when travel times are no more than two times that of cars. The study found that to increase the attractiveness of bus for short trips, Metro would have to increase frequency to reduce wait time. In addition, it should be noted that most Metro Buses run on busy streets mixed with motorists, pedestrians, and bicyclists and have frequent stops to pick up and drop off riders. These factors make many bus trips feel quite slow.

Based on a 2018 UCLA study of the Southern California region that includes Los Angeles, Long Beach, and Anaheim, if a person jumps in their car, they can access 75% of all jobs within an hour. Wait for the bus or train, and only a small fraction of those jobs, 6%, can be reached in an hour. While it is hard to match the level of jobs accessible by automobiles, transit should be much more competitive so that all residents can access opportunities to earn a good income. This gap in job access by transit versus a car is striking when considering that 7% of Black and Latinx residents, and 3% of Asian residents, rely on transit compared to just 2% of White residents.

Another study by TransitCenter in 2021 found that on average a Black transit rider can access 10% fewer jobs in 45 minutes, compared to residents overall. This study showed that inequities also exist in access to health care. For example, on a weekend morning, it takes almost four times longer to reach the nearest hospital or urgent care facility using transit than a car.

Metro has begun to chip away at creating more equitable access to opportunity and vital services by deploying new metrics to evaluate bus and rail travel times and coverage, comparing the experiences of different racial

groups and income brackets to access jobs, medical facilities and other essential services, fresh food, and green spaces. We can then improve service and increase frequencies in areas with the greatest inequities.

The goal of NextGen is for more than 80% of current riders to have a wait time of 10 minutes or less. Staff is currently evaluating the performance of the NextGen system relative to this goal, which nationwide labor shortages have impacted on Metro hiring and high levels of canceled trips as a result. During the Omicron COVID surge, it was not unusual for 10% or even 15% of bus service to be canceled, which caused tremendous inconvenience to Metro bus riders. Metro has taken various actions to alleviate this issue, conducting job fairs to bring on more bus operators, offering hiring bonuses, giving more hours to part-time drivers, and temporarily reducing scheduled service to provide acceptable reliability. The temporary service reductions sharply reduced cancellations, but unfortunately, this comes at the expense of service frequency, so Metro looks forward to restoring service as soon as possible.

It should be noted that the transportation industry is experiencing nationwide challenges with hiring and retaining operators. A recent survey of over 50 transit agencies revealed that 22 of the 50 are currently experiencing a 10-30% shortage of operators.



Figure 16: Bus operator hiring has been challenging due to major labor shortages

NextGen also made bus routes as direct as possible for more riders, and increased stop spacing so that the bus doesn't stop too often along a route. Additionally, NextGen eliminated underutilized service and replaced it with Metro Micro. This new service offers on-demand pickups and drop-offs within a specific zone, similar to Uber or Lyft. This allows Metro to redeploy more buses to higher ridership routes.

Customers can now experience a glimpse of speedier and more reliable service on new bus lanes that have been installed downtown. Bus lanes now cover parts of Flower Street, 5th and 6th Streets, Aliso Street, Olive Street, Grand Avenue, Alvarado Street, and Alameda Street. These bus lanes make a difference. For example, the 5th and 6th Street lanes are typically used by 29,000 customers per weekday and up to 80 buses an hour. This project also included buses that allow them to get a head start at the intersection before the light turns green, saving time for customers.

With the new bus lanes, over 150 miles of bus lanes (including Bus Rapid Transit, J and G Lines, or formerly Silver and Orange Lines) allow bus riders to speed by cars stuck in traffic. While these bus lanes are great progress, the reality is that most of Metro's bus zip by traffic, and Metro buses average just over 12 miles per hour.

Some light rail lines, too, suffer from low speed. The E (Expo) line averages only 18 miles per hour and requires more favorable signalization at key intersections to make travel times more competitive with driving.

Line	Average Speed (miles/hr including stops)
A (Blue)	23
L (Gold)	26
E (Expo)	17
C (Green)	35

Table 2: Metro Light Rail Speed Table, Metro Maintenance & Engineering



Figure 17: LA Metro's E Line (Expo)

Customer Feedback

A 2017 customer survey found that many previous riders say time buses are stuck in traffic, and having to transfer multiple times.

Sample customer comments from the more recent 2020 Customer Experience Survey include:

“On Sunday it takes forever.” – Asian/Pacific Islander female, age 45-54

“It should not take 2 hours to get from the valley to the city – it’s only 15 miles.” – Native American female, age 65+

“Sometimes buses are delayed and don’t come on time. When buses don’t come on time the wait time is 1 to 2 hours, which for me, is too long.” – Black/African American male, age 18-24

“...the buses can be so unpredictable, especially outside of commuting hours I almost feel like there’s no point in trying to coordinate transfers or arriving to a bus stop at a certain time.” – Latinx/Hispanic male, age 25-34

“The bus has to wait behind cars. Make dedicated bus lanes and it will go faster.” – White/Caucasian male, age 25-34

“The blue line takes about an hour to travel from Long Beach to downtown. It should be faster than driving a car.” – Latinx/Hispanic female, age 35-44

“The red line is great in getting me from the line can take more than an hour to reach the Westside. It's just impractical for most people who would rather drive about 45 minutes to BSA instead.”

“From the metro station nearest me to LAX take Arcadia takes 40 minutes.” Asian/Pacific Islander

Recent Metro Actions

To reduce cancellation of buses, Metro:

- ✓ Is offering a \$1,000 bonus to bus operators who recruit new operators and a \$3,000 bonus for new hires.
- ✓ Hosted agency-wide Bus Operator Hiring Events that expedited hiring by allowing candidates to interview, go through assessment training, get a physical, and get fingerprinted, all on the same day.
- ✓ Increased bus operator starting pay to \$19.12 (6-month pilot), resulting in an 18% increase in applications and increased training class size from 25 to 85.
- ✓ Cut back on mandatory call backs of Bus Operators to reduce burnout.

To improve speed and reliability, Metro:

- ✓ Launched the NextGen redesign of bus service to make it as direct as possible for more riders and increased stop spacing so that the bus doesn't
- ✓ Replaced under-utilized service with Metro Micro, a new service that offers on-demand pickups and drop-offs within a specific zone. This allows Metro to redeploy more buses to higher ridership routes.
- ✓ Launched eight new bus lanes in partnership with LADOT: Flower Street, 5th and 6th Streets, Aliso Street, Olive Street, Grand Avenue, Alvarado Street, and Alameda Street. Over 150 miles of bus lanes allow bus riders to speed by cars stuck in traffic.
- ✓ Developed a plan to pilot test a headway-based management pilot along several high frequency bus lines to improve bus reliability and reduce crowding.
- ✓ Worked together with LADOT to reduce signal delay for the E Line (Expo) along Exposition Blvd, using a new system that can hold the green signal longer to accommodate an approaching train.
- ✓ Developed options to enhance train speeds for the Regional Connector project so that trains can smoothly merge without creating delays.

Also, LADOT began enforcement of bus only lanes across the City of Los Angeles in March 2022 to speed up bus service and help keep them on time.

Action Plan

Metro will:

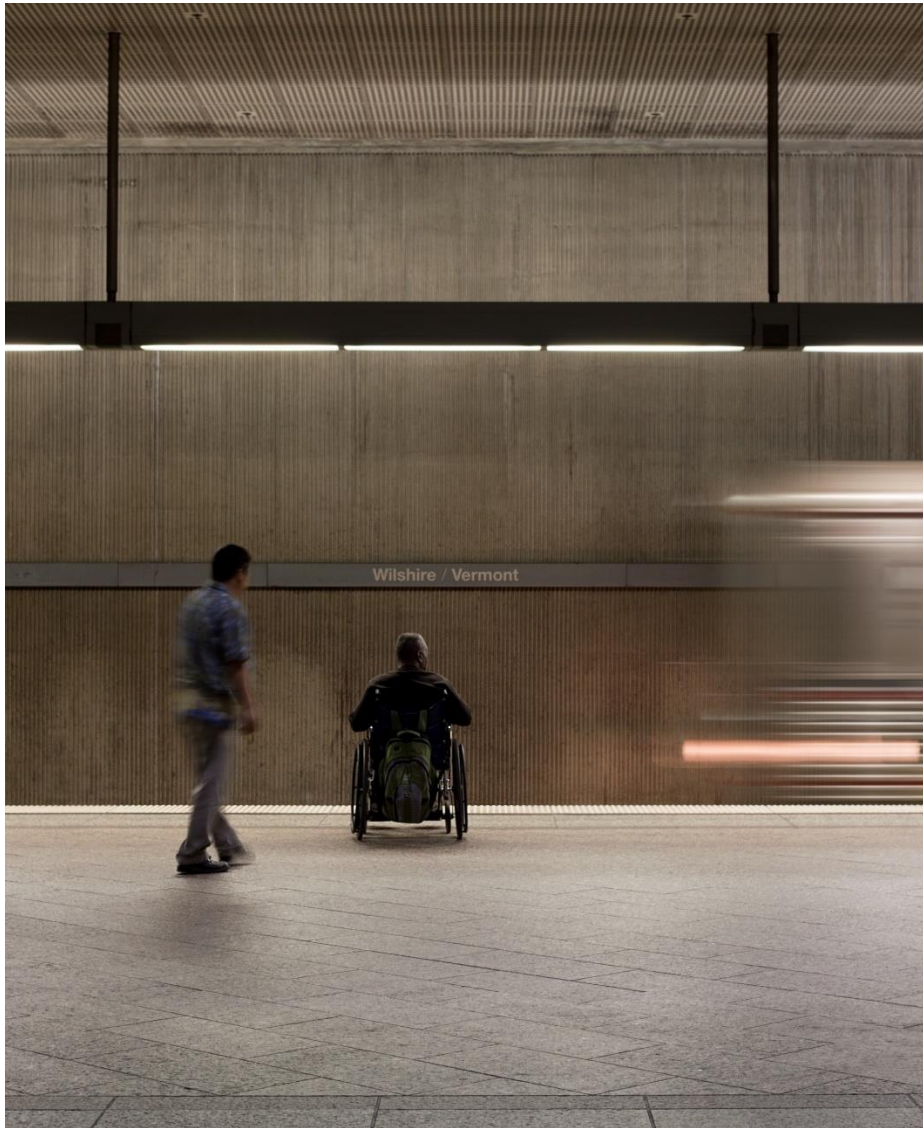
1. Provide monthly updates on scheduled vs. actual service during the temporary service reduction period, with detail by line, division, and effect on Equity-Focus Communities.
2. Accelerate design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations. This would double the target speed and reliability improvements from 20 bus lane miles per year to 40.
3. Pilot test Camera Bus Lane Enforcement (CBLE) to improve bus speed and reliability.
4. Conduct an analysis to identify areas where NextGen Bus Plan implementation and post-COVID service restoration have improved access for Equity Focus Communities to a wide range of destinations, including jobs, medical centers, and food shopping as well as identify further areas for improvement.
5. Provide to the Board options and recommendations for light rail speed improvement projects, including quantification of speed increases and travel time decreases that would be expected from these projects.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

Call Out Box – Overall Assessment – Time Competitiveness and Connectivity

Clearly, bus operator shortages, and the resulting need to temporarily cut back service, have been disappointing. However, the February service adjustment has succeeded in stabilizing service reliability to improve the rider experience. Now Metro must redouble efforts to on-board new bus operators to restore service and reduce headways.

As traffic grows post pandemic, bus and light rail services in shared Rights of Way will experience delays due to traffic. The increased annual introduction of new bus lanes outlined in this Plan will be a significant step forward. Similar progress is needed for light rail, especially on the Expo Line, where average speeds are only 18 mph. Also, future CX Plans should evaluate expected average speeds for the new rail extensions so that steps can be taken to remedy issues before the new services go into operation. It is also recommended that future CX Plans assess transit time competitiveness relative to driving for a range of common trips based on travel metadata to guide future speed and reliability initiatives.



Diverse Riders, Diverse Needs

Diverse Riders, Diverse Needs

The spectrum of diverse needs is vast, so we must annually choose a subset of issues. This year's C X touches on some near-term opportunities to improve the customer experience for women, people who identify as non-binary or transgender, and customers with disabilities.

Metro has taken many steps to address diverse needs, such as providing essential rider information translation and working with a Women and Girls Governing Council, a Metro Youth Council, and the Aging and Disability Transportation Network (ADTN) to advise us on issues.

To serve blind or sight impaired people, audio announcements at stations and on buses and trains provide essential information about upcoming stops and the vehicle's destination. Audio Voice Announcements (AVA) have been used on Metro fixed route for several years; however, the sound quality is sometimes muffled, or the announcements do not correspond to the actual station or stop. To address these issues, operators are asked to verbally announce stops regardless of the status of a functioning AVA. And to ensure quality control, Metro deploys Mystery Riders to collect data and report on AVA failures and other issues that affect people with disabilities.

To help rail customers who use wheelchairs or have mobility limitations, Metro announces planned elevator or escalator closures at least two stops before the station that has an elevator or escalator closures to enable customers to adjust their travel or request assistance.

Metro also consults with people with disabilities when developing training programs for Metro employees. We endeavor to deliver effective, sensitive, and inclusive customer service to people with disabilities, older adults, and Limited English Proficiency populations.

Call Out Box: Metro is working on a translation glossary for each of the Limited English Proficiency (LEP) languages so that Metro key terms are translated consistently by internal and external translators. This will significantly reduce variances in translation and overall confusion by customers.

For women and people who identify as nonbinary, one area that warrants special attention is safety from harassment on buses and trains or while waiting at stations and bus stops. Some individuals have related that they have been followed or harassed after departing from a bus or train.

One tool that Metro – or ~~distress call~~ – features available on ~~most~~ smartphones. This is similar to what rideshare services offer passengers – the option to click a button to send an alert to emergency contacts and police. The SOS tools are available to riders with phones that accommodate it. For other riders, Metro can encourage saving emergency phone numbers to quickly access them when needed. Other opportunities to improve night-time safety are to install lighting at more bus stops and allow customers to request late night buses to stop between regular bus stops, as is done in Toronto.

Request Stop Program

The Request Stop program is available to all customers travelling alone by bus between 9 p.m. and 5 a.m. Request Stop allows any customer travelling alone to get off the bus between regular TTC stops.

- The request should be made at least one TTC stop ahead of the desired location.
- The Operator must be able to stop safely in order to meet your request.
- Exit the bus via the front doors. The rear doors will remain closed.

Figure 18: Excerpt from Toronto Transit Commission website, October 2021

Customer Feedback

Sample customer comments include:

“Often times I can’t hear the narration on the bus or the driver doesn’t announce it.” – White/Caucasian male with disability, age 35-44

“The bus never announces the next stop anymore”- Latinx/Hispanic female with disability, age 18-24

“Drivers are not coming fully to the curb for embarking and dis-embarking making it VERY difficult for passengers with physical problems (arthritis/canes/crutches/injuries) to safely board and exit”, – White female with disability, age 65+

“Never once had anyone tried to protect me. I was literally being followed home and asked for help and was told to stop causing a scene. Y’all must be joking” – Nonbinary White/Caucasian with disability, age 25-34

“Almost everyone I know has been sexually harassed on the bus” - Latinx/Hispanic female, age 18-24, below poverty line

“...Porque no me siento segura... Si no fuera porque ay personas en el bus que me defienden, creo que ya hubieran logrado los hombres acosadores asérme daño.” “... Because I do not feel safe... If it was not for the fact that there are people on the bus who defend me, I think the men harassing would have already managed to hurt me.” – Latinx/Hispanic female, age 45-54, below poverty line

Recent Metro Actions

- ✓ Metro’s First Last Mile Program improved curb ramps, crosswalks, signage and wayfinding across the system.
- ✓ New Metro Micro service accommodates wheelchairs and other mobility devices and allows people without smartphones to call-in to reserve a ride.
- ✓ Videos to help educate customers about accessibility features on Metro buses and trains, wheelchair securement and other related topics.
- ✓ Participation in the annual Abilities Expo where people with disabilities can learn about their options for public transportation and other helpful transit information.

- ✓ Deployed mobile customer service centers to senior centers and customers with mobility impairments to educate them on senior and disabled TAP cards and other transit information.
- ✓ Safely Transporting All Riders, known as the STAR program, provides customers with disabilities information on safe bus and rail transit options.
- ✓ Testing of wayfinding technologies for people who are blind or visually impaired
- ✓ Disability Awareness Training sessions for all Metro employees.
- ✓ Testing of a new elevator and escalator real time remote monitoring system. The system will be able to display real time status, track performance, and automatically send Metro staff notifications of faults that may lead to breakdowns.
- ✓ Concluded a pilot test of tactile guidance at various rail stations.



Figure 19: Tactile Paths on the E (Expo) Line Platform

- ✓ Provided designated seating on buses for expecting mothers.
- ✓ Worked on a Gender Action Plan (GAP).

Action Plan

Metro will:

1. Through the Gender Action Plan, explore a courtesy-stop program before light and after dusk on several Metro bus routes to allow riders to request a stop between regular bus stops so they can exit buses closer to their destination, as done in Toronto.
2. Program real-time alerts that indicate the location of elevator or escalator breakdowns.
3. Invite people with disabilities to participate in employee outreach, training, and educational sessions, subject to further easing of the COVID-19 pandemic and produce training videos for Operator viewing at operating divisions.
4. Test publishing GTFS “pathways” data on s t a t
5. Engage with Navilens, WayMaps, and/or similar accessibility apps to develop cost and scope to pilot test innovative mobile apps that remove barriers to accessing Metro by helping customers independently navigate the Metro system, including new Metro customers, visitors, tourists and Metro customers who have disabilities such as visual, cognitive or memory impairments.

6. In collaboration with the City of LA and other municipalities, define the cost and scope required to test tactile pavement markers at 20 bus stops.
7. Develop the cost and scope required to expand ADA tactile guidance paths at five or more additional rail stations.
8. Conduct Journey Mapping ride-alongs with diverse riders to understand their diverse needs and inform future CX priorities.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

Call Out Box – Overall Assessment – Diverse Riders, Diverse Needs

This chapter just scratches the surface of the needs of women, people who identify as non-binary or transgender, and customers with disabilities. Moreover, it does not yet address the diverse needs of many other groups, such as youth riders, people who speak languages other than English, and riders who lack access to smartphones and the internet. Each year, Metro CX Plans will broaden the scope to highlight the needs of additional groups and get improvements in place. Now that the Covid pandemic has shown some signs of easing, Metro also plans to move ahead with Journey Mapping ride-along interviews with diverse customers to help prioritize efforts going forward.



Institutionalizing Customer Experience

Institutionalizing Customer Experience

Achieving great customer experiences can't just be every employee's culture and daily practice. Every day, employees at all levels from throughout the organization have opportunities to impact the customer experience, and they often do an amazing job. When employees are committed to serving the community and providing good experiences to customers, they are more likely to go the extra mile to make a difference. This requires a customer experience focus and culture at every level to succeed. It can't just be about doing what is expected. The customer must come first, and this requires a change in mindset. Changing culture is difficult and will require a sustained effort over many years, but there's no better time to

Call Out Box: " Culture eats strategy for breakfast" - Peter Drucker

Institutionalizing Customer Experience also requires customer-focused design of products and services and integration of CX into organizational planning, budgeting, goal-setting, and decision-making processes.

Recent Metro Actions

- ✓ Created a User Experience (UX) Testing administrative policy for all new or upgraded Metro products that will go into effect in 2022.
- ✓ Metro's CEO, Stephanie Wiggins implemented a new Chief Customer Experience Officer position that will oversee Customer Experience and Communications and Customer Care to bolster excellence in all these areas.
- ✓ Created a new interdepartmental Surprise & Delight (S&D) team to implement activities that show customers that we care and put a smile on their faces. The main CX focus is to improve service, but Metro also recognizes there are opportunities to improve our relationship with riders through kind and thoughtful gestures.
- ✓ Began to incorporate CX into the Long-Range Transportation Plan, Olympics Planning, and other planning efforts.
- ✓ As directed by Metro's Board of Directors, incorporated CX into FY23 budget priorities. Wiggins is leading this effort.
- ✓ To keep focus and accountability for the implementation of CX initiatives, began to incorporate CX into the CAPE and IPP systems.
- ✓ Used Metro's annual Celebrating Customer Experience award ceremony as a platform to highlight CX themes.

Action Plan

Metro will:

1. Provide training and coaching to spur a Customer-centric culture among employees at all levels of the organization.
2. Modify hiring recruitment and selection to bring on more employees who exhibit desired beliefs and behaviors, and modify recognition programs to celebrate excellence related to the desired beliefs and behaviors.
3. Prepare and execute a plan to modify training curricula and create training videos to reinforce desired beliefs and behaviors.
4. Prioritize CX Plan recommendations and consider them in all upcoming capital and operating budget processes.
5. Prioritize CX Plan recommendations and consider them in upcoming grant opportunities.
6. Conduct annual, random sample, on-board Customer Experience Surveys to track Metro CX progress and identify emerging issues.
7. Develop a comprehensive CX KPI dashboard.
8. Expand Customer Experience Mystery Shopping to cover shakeups, openings, special events, products, and services.
9. Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.
10. Develop an administrative policy to improve research practice at Metro and provide transparency about the accuracy and representativeness of results.

(note: these actions are pending approval of the FY23 Budget by the Metro Board, after which detailed scopes and schedules will be established).

Call Out Box – Overall Assessment – Institutionalizing Customer Experience

Metro has made lots of progress to institutionalize the CX function, and the new UX Testing Policy has the potential to be a game changer for the quality of Metro products and services. As the CX function shifts to more closely align with marketing, communications, and customer care in the coming year, it will be important to ensure that the CX scope continues to span the whole organization and provide independent assessment to keep all parts of Metro focused on customer needs.



Acknowledgments

Acknowledgments

This Plan was prepared by Aaron Weinstein, Metro from the CX Team and over 150 staff from throughout the Metro organization.

Special acknowledgement goes to Alisha Hornsby for her review of this Plan and dedication to creating a customer focused culture. Alisha, who served as a Senior Director of Talent Acquisition and has been a valuable member of the Metro family since December 2018, passed away in late 2021.



Acronyms

Acronyms

ADA – Americans with Disabilities Act
ADTN – Aging and Disability Transportation Network
API – Application Programming Interface
AVA – Audio Voice Announcements
BART – Bay Area Rapid Transit
Cal-ITP – California Integrated Travel Project
CAPE – Comprehensive Agency-wide Performance Evaluation
COVID-19 – Coronavirus Disease 2019
CX – Customer Experience
EFC – Equity Focus Communities
FEMA – Federal Emergency Management Agency
FTA – Federal Transit Administration
GAP – Gender Action Plan
GTFS – General Transit Feed Specification
IPP – Individual Performance Plans
KPI – Key Performance Indicator
LADOT – Los Angeles Department of Transportation
LEP – Limited English Proficient
LIFE – Low-income Fare Is Easy
MOU – Memorandum of Understanding
NPS – Net Promoter Scores
PATH – People Assisting the Homeless
PSAC – Public Safety Advisory Committee
STAR – Safely Transporting All Riders
TAP – Transit Access Pass
UX – User Experience



Appendices

Appendix A: Action Plan Summary

This Plan includes 55 Actions. Following approval of the FY23 Budget, staff will finalize scopes and schedules to get these actions implemented.

Category	Action	Lead
Cleanliness	As part of an overall Cleaning Surge, expand to seven-day a week midday bus interior cleaning and expand to four layover points.	Operations
Cleanliness	As part of an overall Cleaning Surge, expand weekend coverage at Union Station and 7th/Metro.	Operations
Cleanliness	As part of an overall Cleaning Surge, increase escalator step cleaning at rail stations to four times per year.	Operations
Cleanliness	As part of an overall Cleaning Surge, remove trash and litter from all trackways adjacent to underground platforms weekly.	Operations
Cleanliness	<p>Conduct preliminary design to renovate five aging subway stations to improve safety, security, accessibility, equity, operations, maintenance, sustainability, and the overall customer experience, including:</p> <ul style="list-style-type: none"> - Replacement of subway station flooring, wall surfaces, and ceiling tiles, which have deteriorated over time - Replacement of lighting and signage - Replacement of benches and trash cans and increase quantities where needed - Possible attachment of bright, modern, easy-to-clean cladding to subway station trainway walls, where feasible; and - Possible relocation of roll-down gates to the top of stairs and escalators, where feasible, to protect those areas during overnight hours to keep <p>The five stations are Civic Center, Pershing, 7th/Metro, Westlake/MacArthur Park, and Union Station (Metro areas).</p>	Operations
Cleanliness	Replace cloth seats with easier-to-keep-clean vinyl seats on all Metro buses and trains that serve customers by the end of FY23.	Operations
Cleanliness	Explore working with the Los Angeles Conservation Corps to conduct additional trash pickup at bus stop zones.	Office of the Chief of Staff
Cleanliness	Pilot an "Adopt-a-Transit Stop" program at select locations to test an approach where local businesses or community organizations are invited to sponsor bus stops and provide light cleaning and maintenance.	Customer Experience Office
Cleanliness	Develop and execute a strategy to post at all Metro bus stops the contact information for the entity responsible for addressing conditions at the stop.	Customer Experience Office
Cleanliness	Deploy tablets in the field to allow supervisors to input bus stop conditions to generate work orders, modeled after the success of Operation's pilot Station Evaluation program.	Operations
Cleanliness	Finalize a roadmap for placing restrooms at geographically dispersed high-volume transfer and terminus stations to improve the customer experience and reduce urination and defecation in and around the Metro system.	Planning & Development
Cleanliness	Pilot test on the C (Green) Line a "cleaned by" form posted inside train cars near side doors, indicating when the train was cleaned and by whom. This will communicate to customers that Metro is serious about ensuring train cars are cleaned regularly.	Operations
Cleanliness	Evaluate the impact of elevator cameras on vandalism, cleanliness, and biohazards.	Operations
Cleanliness	Examine procedures to ensure timely follow-up and response to cleaning and maintenance complaints from the Transit Watch app and set goals for follow-up and response times.	Operations

Public Safety	Continue working with other transit agencies in California to request that transit agencies be eligible to access existing and new sources of state and federal homelessness funding for transit homeless outreach teams and for housing and services designated specifically for people experiencing homelessness on transit systems, and to recommend to the Board that this effort be included in Metro's 2022 State Legislative agenda.	Office of the Chief of Staff
Public Safety	Double the deployment of homeless outreach workers and clinicians in the Metro system.	Customer Experience Office
Public Safety	Assess opportunities to partner with other agencies to establish extended-hours, drop-in centers where Transit ambassadors and homeless outreach workers can offer to take people experiencing homelessness on Metro to access bathrooms, showers, food, and health services, like the Hub of Hope model in Philadelphia.	Customer Experience Office
Public Safety	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.	Customer Experience Office
Public Safety	Pilot test a flexible dispatch concept whereby Metro responds to safety and security issues on the system by dispatching appropriate staff: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands.	Chief Safety Office
Public Safety	Deploy additional security officers to support an expanding ecosystem of hundreds of homeless outreach workers, ambassadors, and cleaning staff in the Metro system.	Chief Safety Office
Public Safety	Continue to deploy over 50% of security and law enforcement staffing to swing and graveyard shifts to address customer and employee concerns about safety at night.	Chief Safety Office
Public Safety	Continue to market the Transit Watch app to generate at least 5,000 monthly downloads, and the 213.788.2777 text number (for people with phones that do not accommodate apps). Also, share information with Metro customers about the new SOS features available on smartphones that make it easier for people to summons help when they are in danger.	Customer Experience Office
Public Safety	Continue new bystander intervention training for customers and Metro employees.	Chief Safety Office
Public Safety	Work with other jurisdictions to install lighting at at least 100 bus stops per year to help bus riders feel safer at bus stops at night.	Office of the Chief of Staff
Bus Stop Shade and Seating	Collect countywide data on bus stop conditions to guide a multi-phase comprehensive campaign to expand the number of bus stops with shade and other amenities, including seating and lighting.	Office of the Chief of Staff
Bus Stop Shade and Seating	<p>Work with an interdepartmental Metro including:</p> <ul style="list-style-type: none"> a. Visiting bus stops with representatives from local jurisdictions to understand better the conditions that their constituents experience and to build local support for improvements. b. Offering technical assistance to local jurisdictions where needed, to help them with more detailed bus stop needs conditions in their area, equity-based bus stop prioritization, grant writing, offering standard contract specifications if needed, and possibly bulk purchasing contracts. c. Offering technical assistance to help jurisdictions prioritize locations of greatest need based on ridership volume, location in an equity-based community, crime rates, direct and indirect canopy coverage, cleanliness, and other factors. d. Pursuing grants to establish an incentive program for local jurisdictions could partially subsidize new bus stop shelters, seating, lighting, and other amenities. d. Working with cities to jointly pursue funds for sidewalk repair and accessibility. e. Working with cities to refine practices to ensure adequate bus stop maintenance and cleaning. f. Testing of bench designs that incorporate shade. 	Office of the Chief of Staff
Customer Information	Launch a Digital Rider Alert System, which would allow customers to subscribe to receive service alerts and delay advisories for specific Metro Bus and Rail Lines, with notification by SMS text or email.	Customer Experience Office
Customer Information	Set up an emergency messaging system in partnership with FEMA for emergency situations.	Customer Experience Office
Customer Information	Use Metro's new prediction engine feed (GTFS-RealTime) y , that meets state standards. This includes incorporating canceled service, delay advisories, and service alerts from the Bus Operators Control Center into a GTFS feed.	Operations
Customer Information	Finalize a Memorandum of Understanding (MOU (Cal-ITP) to provide no-cost technical support to help Metro meet statewide guidelines for the General Transit Feed Specification (GTFS). GTFS is the standard information that Transit and other third-party apps, such as Google Maps, consume to provide accurate arrival predictions to customers.	Operations

Customer Information	Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.	Operations
Customer Information	User-experience-test sample communications regarding the Crenshaw and Regional Connector openings to uncover and resolve any points of confusion.	Customer Experience Office
Time Competitiveness and Connectivity	Provide monthly updates on scheduled vs. actual service during the temporary service reduction period, with detail by line, division, and effect on Equity-Focus Communities.	Operations
Time Competitiveness and Connectivity	Accelerate design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations. This would double the target speed and reliability improvements from 20 bus lane miles per year to 40.	Operations
Time Competitiveness and Connectivity	Pilot test Camera Bus Lane Enforcement (CBLE) to improve bus speed and reliability.	Operations
Time Competitiveness and Connectivity	Conduct an analysis to identify areas where NextGen Bus Plan implementation and post-COVID service restoration have improved access for Equity Focus Communities to a wide range of destinations, including jobs, medical centers, and food shopping as well as identify further areas for improvement.	Operations
Time Competitiveness and Connectivity	Provide to the Board options and recommendations for light rail speed improvement projects, including quantification of speed increases and travel time decreases that would be expected from these projects.	Operations
Diverse Riders, Diverse Needs	Through the Gender Action Plan, explore a courtesy-stop program before light and after dusk on several Metro bus routes to allow riders to request a stop between regular bus stops so they can exit buses closer to their destination, as done in Toronto.	Operations
Diverse Riders, Diverse Needs	Program real-time alerts that indicate the location of elevator or escalator breakdowns.	Customer Experience Office
Diverse Riders, Diverse Needs	Invite people with disabilities to participate in employee outreach, training, and educational sessions, subject to further easing of the COVID-19 pandemic and produce training videos for Operator viewing at operating divisions.	Office of the Chief of Staff
Diverse Riders, Diverse Needs	Test publishing GTFS "pathways" data on sta	Operations
Diverse Riders, Diverse Needs	Engage with Navilens, WayMaps, and/or similar accessibility apps to develop cost and scope to pilot test innovative mobile apps that remove barriers to accessing Metro by helping customers independently navigate the Metro system, including new Metro customers, visitors, tourists and Metro customers who have disabilities such as visual, cognitive or memory impairments.	Office of the Chief of Staff
Diverse Riders, Diverse Needs	In collaboration with the City of LA and other municipalities, define the cost and scope required to test tactile pavement markers at 20 bus stops.	Office of the Chief of Staff
Diverse Riders, Diverse Needs	Develop the cost and scope required to expand ADA tactile guidance paths at five or more additional rail stations.	Office of the Chief of Staff
Diverse Riders, Diverse Needs	Conduct Journey Mapping ride-alongs with diverse riders to understand their diverse needs and inform future CX priorities.	Customer Experience Office
Institutionalizing Customer Experience	Provide training and coaching to spur a Customer-centric culture among employees at all levels of the organization.	Customer Experience Office
Institutionalizing Customer Experience	Modify hiring recruitment and selection to bring on more employees who exhibit desired beliefs and behaviors, and modify recognition programs to celebrate excellence related to the desired beliefs and behaviors.	Chief People Office
Institutionalizing Customer Experience	Prepare and execute a plan to modify training curricula and create training videos to reinforce desired beliefs and behaviors.	Chief People Office
Institutionalizing Customer Experience	Prioritize CX Plan recommendations and consider them in all upcoming capital and operating budget processes.	Strategic Financial Management

Institutionalizing Customer Experience	Prioritize CX Plan recommendations and consider them in upcoming grant opportunities.	Planning & Development
Institutionalizing Customer Experience	Conduct annual, random sample, on-board Customer Experience Surveys to track Metro CX progress and identify emerging issues.	Customer Experience Office
Institutionalizing Customer Experience	Develop a comprehensive CX KPI dashboard.	Customer Experience Office
Institutionalizing Customer Experience	Expand Customer Experience Mystery Shopping to cover shakeups, openings, special events, products, and services.	Customer Experience Office
Institutionalizing Customer Experience	Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.	Customer Experience Office
Institutionalizing Customer Experience	Develop an administrative policy to improve research practice at Metro and provide transparency about the accuracy and representativeness of results.	Customer Experience Office

Appendix B: Status of Previous CX Action Items

The Table below provides a progress report on 69 Action Items that come from the Previous CX Plan and subsequent budget actions.

Previous Action Item	Status	Future tracking?	New, Related Action Items	Lead
Seven new auto-scrubbers for Facilities Maintenance. Includes three ride-on units for Pershing Square, 7th Metro, Wilshire/Vermont stations, and four walk-behind scrubbers for Union, Westlake, Universal, North Hollywood	10 new auto scrubbers were received on August 30 and are in service, assigned to hotspot locations along the B/D (Red/Purple) Lines. Purchased 10 new standard walk-behind scrubbers in lieu of 7 as there was a quick procurement turnaround and the ride-on scrubbers would have caused major delays.	Completed		Operations
Six-month midday bus layover cleaning pilot at Terminal 28 and Maple Lot	The cleaning of buses at layovers began in mid- August, as scheduled. During the first month, service attendants removed over 5,000 pieces or piles of trash, cleaned up over 150 spills, and removed over 400 incidences of graffiti on 2,200 buses at Terminal 28. Pilot test expanded to a second location - Maple Lot - in October.	Completed	As part of an overall Cleaning Surge proposal, expand to seven-day a week midday bus interior cleaning and expand to four layover points.	Operations
Three-month end-of-line cleaning pilot on one rail line.	Began on Red Line in June 2021. In August, 2021, started on additional rail lines with 2 weekday shifts (1st shift is 7 am to 11 and 2nd shift is 3pm to 7 pm).	Completed	As part of an overall Cleaning Surge proposal, expand cleaning to all rail lines and add weekend coverage at Union Station and 7th/Metro.	Operations
New equipment for Stops & Zones to improve efficiency and maximize existing staff time. Also includes the cost of six tablets to allow supervisors to input bus stop conditions to generate work orders, modeled after the success of Operation's pilot Station Evaluation program.	Metro Clean received three pickup trucks for the pressure washing tasks. Pressure washers and trucks arrived the first week of November. Recruited new staff. Bus stop evaluation program and hardware is still pending.	In Progress/Continue to track		Operations
OMB to work with the Executive Officer for Customer Experience to ensure that responsible departments incorporate all 2020 Customer Experience Plan recommendations into the FY22 Comprehensive Agencywide Performance Evaluation (CAPE) system, and report progress quarterly.	OMB incorporated a CX KPI into the CAPE for each department responsible for CX action items. The KPI will be: "Assigned CX Plan action items are On Track or Completed." CX will provide OMB with status reports for each of these departments each quarter so that a CAPE score can be computed.	Completed		Strategic Financial Management

<p>HC&D to work with the Executive Officer for Customer Experience to ensure that all 2020 Customer Experience Plan recommendations are incorporated into FY22 Individual Performance Plans (IPPs).</p>	<p>Mandatory Goal 2.3 has been added to all FY22 Start-of-Year IPPs: "Metro will support a customer-centric culture where exceptional experiences are created at every opportunity for both internal and external customers."</p>	<p>Completed</p>		<p>Chief People Office</p>
<p>Metro to adopt modern user experience testing and set customer acceptance standards to ensure new and upgraded products and services improve the customer experience. By June 30, 2021, the Executive Officer for Customer Experience will inventory major customer facing initiatives – current and future, and work with the Chief Policy Officer to establish policies to and procedures to implement this recommendation.</p>	<p>User Experience (UX) Testing Policy adopted. Slated to go into effect in 2022. Procurement of UX testing services underway.</p>	<p>Completed</p>	<p>Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.</p>	<p>Customer Experience Office</p>
<p>As the COVID-19 pandemic eases and revenues bounce back, Metro's Office of Management that all customer experience improvements in this Plan are considered for funding.</p>	<p>Completed for the FY22 budget. \$61.9 M for Customer Experience improvements was included.</p>	<p>Completed</p>		<p>Strategic Financial Management</p>
<p>Digital Alerts - A robust system to enable riders to receive customized service and emergency alerts through text messages and other channels, to deliver on commitments in response to Board Motion 39. (note: nonlabor cost only; this assumes authorization of two new positions: CRM Manager and Content Marketer).</p>	<p>Metro Marketing will solicit proposals from technology companies for an opt-in, automated, real-time system to communicate to customers information about delays and other issues. The information would be customized to each rider based on the routes and times they ride, and through web, SMS text, email, and social media notifications. In the meantime, staff is exploring the Integrated Public Alert and Warning System (IPAWS) through FEMA as an additional tool for texting capabilities in major emergencies. Currently, the County and City of Los Angeles have this capability. IPAWS is a good solution for emergency communications as it is geo-based and we would not require customers to opt-in.</p>	<p>Replaced with new item/Track</p>	<p>Set up an emergency messaging system in partnership with FEMA for emergency situations. Launch a Digital Rider Alert System, which would allow customers to subscribe to receive service alerts and delay advisories for specific Metro Bus and Rail Lines, with notification by SMS text or email.</p>	<p>Customer Experience Office</p>
<p>Conduct Annual Customer Experience Surveys</p>	<p>Contract awarded. Field work underway, with results in June 2022.</p>	<p>Completed</p>	<p>Conduct annual, random sample, on-board Customer Experience Surveys to track Metro CX progress to identify emerging issues.</p>	<p>Customer Experience Office</p>

"Journey Mapping" qualitative research to better understand the diverse needs of diverse riders	Detailed scope of work prepared but awaiting easing of Covid to ensure the close-contact field work required for this project (ride-alongs and interviews with customers including people with disabilities) can be conducted safely. Will incorporate into master CX Research RFP to award by Fall 2022.	In Progress/Continue to track		Customer Experience Office
Conduct employee survey to gauge progress towards developing a customer-first culture, and to assess internal customer service between departments (includes follow-up coaching/expertise for departments)	Postponed to FY24 to allow more time to follow-up on results from previous employee surveys.	In Progress/Continue to track		Chief People Office
Call Point Security Project - Blue light boxes recommended by Women and Girls Governing Council to improve security on the rail system	Prototype testing planned for FY23.	In Progress/Continue to track		Operations
Surprise and Delight - Arts, music, and customer giveaways to surprise and delight customers, per Board motion 45.1	An interdepartmental Surprise and Delight Committee was created, and meets monthly. They developed a plan and secured concurrence from Communications leadership to implement three rider surprises called Beat the Heat, Art Bus, Music Pop-ups, and one employee surprise for Bus Operator Appreciation Day that was held in March.	In Progress/Continue to track		Customer Experience Office
Development of internal reporting dashboard of CX KPIs.	This project kicked off in June 2021 and is on track.	In Progress/Continue to track		Customer Experience Office
Procure consultant services to advise Metro and to train staff on customer-centric culture	Procurement process underway. In parallel, the CX Culture Committee continues to work on culture change related to hiring, training, coaching, and recognizing employee excellence.	In Progress/Continue to track	Provide training and coaching to spur a Customer-centric culture among employees at all levels of the organization.	Customer Experience Office
FY22 Bus Service Scenario (6.5m rsh) - Potential bus frequency improvements. Incremental cost relative to FY21 (5.6m rsh)	Completed June 2021.	Completed		Operations
NextGen Scenario A/B (7.1m rsh) - Potential bus frequency improvements.	Completed September 2021, but temporarily rolled back February 2022 due to nationwide labor shortages.	In Progress/Continue to track		Operations
ATMS 2 - Replacement of aging information systems involved in delivering real time information to modernize functionality and improve reliability - this shows first two years of total investment of \$105M.	ATMS II will be resubmitted for FY23 capital budget review/approval consideration.	Replaced with new item/Track	(will be submitted as a FY23 capital project)	Operations

Bus stop improvements: 1200 additional signs with real time information for use by bus riders (e-paper)	Testing of E-Paper signs commenced December 2021.	Replaced with new item/Track	Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.	Operations
Bus stop improvements: Metro has over 13,000 stops, and the goal is to increase the % with shelters from 24% to 60%.	Staff applied for a federal grant (RAISE) to fund 160 bus stop shelters along the Broadway Corridor. The quick-build BRT approach directed by the Board will also help expand shelters, and the City of LA Dept. of Public Works is working on a new bus stop furniture/amenities contract that may increase bus stop shelters.	Replaced with new item/Track	Work with an interdepartmental Metro action team to launch the “ S h a d e F o r A l l ” C (Abbreviated, See Appendix A)	Office of the Chief of Staff
Bus stop improvements: Seats and solar lights attached to bus stop posts	Stops and Zones piloted units from three different solar vendors, who provided free demonstrations for Metro. Solar lighting was found to offer cost and environmental benefits but did not provide adequate lighting for security purposes, so staff are shifting the approach to utilize energy-saving conventional lighting instead.	Replaced with new item/Track	Work with other jurisdictions to install lighting at at least 100 bus stops per year to help bus riders feel safer at bus stops at night.	Office of the Chief of Staff
Production of collateral for print and digital media for the Better Bus Initiative	Done	Completed		Customer Experience Office
Metro Operations to specify the Operator Assignment Ratio needed to meet the 1% cancelled assignment limit for consideration in the FY22 budget.	Done	Completed		Operations
OMB to establish a process for budget flexibility to move funding between categories (e.g. between authorized headcount, overtime and hiring bonuses) and to more nimbly add service as needed mid-year to meet ridership demand. This is especially important due to uncertainty about the pace of ridership restoration post-COVID-19.	Done	Completed		Strategic Financial Management
Metro Marketing and OEI to work with Customer Care to implement a short-term pilot program that quickly identifies customers impacted by a missed run or pass-up in real time, and offers them in real time a free ride code for an on-demand shared ride service. This should also meet the needs of people with disabilities, possibly through Access Services. This will help customers get where they are going on time, and show them that Metro truly cares about their well-being.	Program not viable at this time due to ridehail driver supply issues. Staff has decided to put this project on the shelf and refocus on solving underlying missed assignment and passup issues.	Cancelled		Customer Experience Office

Metro's Bus Operator Task Force recommendations for ways to meet the 1% cancelled assignment limit (subject to discussion with Metro labor representatives). Specific options to consider include:

- o Fast track hiring for licensed commercial drivers and former and current transit agency bus operators, and flexibility to hire them directly into full time positions
- o Bus operator applicants being able to shadow a bus operator for a day to see what the job entails
- o Continuous mentorship of bus operators for the first year, beyond the current three-week period, to improve retention
- o Possible milestone bonuses to boost retention (e.g. after two years of service)
- o Reevaluation of shift bidding and work rules to provide as much latitude as possible to more finely tailor extra board assignments to days and locations where the need is expected to be greatest based on historical patterns. The goal is to provide as much flexibility as possible to fill potential Missed Assignments on short notice when needed to avoid a missed run
- o Evaluation of improvements in working conditions to give bus operators the support they need for work/life balance
- o Evaluation of pooling some extra boards across divisions (which may require cross-training on different bus equipment and different routes), borrowing from rail extra boards or operations supervisors who have recent bus operating experience, or allowing part-time operators to cover assignments on short notice when there are no other options to avoid a cancelled assignment
- o Considering use of technology to give division markup staff more tools to fill assignments at the last minute. For example, look at software/apps used by school districts to quickly schedule substitute teachers to ensure all classrooms are covered

The task force implemented many initiatives to boost hiring and retention, including the employee referral program that provides Metro employees bonuses for referrals of new bus operators, and hiring bonuses for the new hires.

Completed

Operations

The Better Bus Stops working group to work with Metro Bus Operations and Metro Stops and Zones to identify locations where inadequate lighting causes pass-ups, and provide recommendations on incentivizing municipalities to add lighting (or push-button beacons as used by Big Blue Bus in Santa Monica).

Stops and Zones piloted units from three different solar vendors, who have provided free demonstrations for Metro. Solar lighting was found to offer cost and environmental benefits but did not provide adequate lighting for security purposes, so staff are shifting the approach to utilize energy-saving conventional lighting instead.

Replaced with new item/Track

Work with other jurisdictions to install lighting at at least 100 bus stops per year to help bus riders feel safer at bus stops at night.

Operations

<p>Develop a plan for divisions to communicate revised pass-up procedures with each bus operator multiple times when COVID-19 dissipates, and confirm that each bus operator understands what is expected.</p>	<p>Operations indicates that this has not materialized as a problem. Pass up procedures are addressed in the Metro Operator Rulebook & SOPs. Operators are required to use good judgement and common sense and must never refuse service or pass up customers any bus stops unless there is a safety issue. If there is a safety issue then the Operator must immediately contact BOC. Additionally, all customer complaints are investigated on daily basis. We have specific procedures for investigating pass-up complaints. The digital video download (DVR) is ordered for each complaint. The Operator is always interviewed. If the division management team is able substantiate the complaint, then it is assessed for progressive discipline.</p>	<p>Completed</p>	<p>Operations</p>
<p>The Real-time Information Team to develop a charter and clearly identify scope of work, schedule, budget, and roles and responsibilities to provide high-quality real-time information and predictions to Metro riders.</p>	<p>Done</p>	<p>Completed</p>	<p>Operations</p>
<p>The Real-time Information Team to develop a comprehensive set of metrics for monitoring major points of failure (including hardware, software, communication, and operating procedure issues), a plan for monitoring the metrics, and a procedure for escalating issues that cannot be quickly solved by the team members.</p>	<p>Comprehensive metrics will be put into place as Metro rolls out improved real time information feeds in 2022.</p> <p>- A new cancellation format was developed by Metro and is now being used by Swiftly.</p> <p>Detours v. Stop Closures</p> <p>- Detours and Stop Closures are not currently incorporated in the real time API feed.</p> <p>- These also need to be incorporated in the Real time API. Metro is currently reviewing two different feeds, detour API and stop closure API, to determine what to use to make predictions.</p>	<p>In Progress/Continue to track</p>	<p>Operations</p>
<p>Metro ITS to release a real-time vehicle position Application Programming Interface (API) feed compliant with the GTFS RT standard to help third-party apps and websites accurately predict Metro bus and train arrivals.</p>	<p>Finalizing/refining GTFS-RT feed.</p>	<p>In Progress/Continue to track</p>	<p>Operations</p>

Address operational changes that can occur such as detours and missed runs, the Real-time Information Team to work with Operations to develop required internal work flows and release a more accurate alerts API feed compliant with the GTFS RT standard, and incorporate delay advisories prominently on the Metro website, apps, and real-time information digital displays.	Work flows modified to allow cancellations/missed runs to be identified in a unified, structured manner in HASTUS, and automatically published to BOC and management. Incorporating detours is still a work in progress.	Replaced with new item/Track	Finalize a Memorandum of Understanding (MOU) California Integrated Travel Project (Cal-ITP) to provide no-cost technical support to help Metro meet statewide guidelines for the General Transit Feed Specification (GTFS). GTFS is the standard information that Transit and other third-party apps, such as Google Maps, consume to provide accurate arrival predictions to customers. Use Metro's new platform Swiftly, to publish an improved real-time feed (GTFS-Real Time) that meets state standards. This includes incorporating canceled service, delay advisories, and service alerts from the Bus Operators Control Center into a GTFS feed.	Operations
Improve dissemination of real time information, OEI, Countywide Planning, and Stops and Zones to test lower cost "e-paper" displays operated currently being tested in London and Big Blue Bus in Santa Monica.	Pilot test successful.	Completed	Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.	Operations
Marketing and Research to study technology habits of Metro riders and evaluate options to disseminate real-time information, including to riders without smartphones and people with disabilities.	Done	Completed		Customer Experience Office
As part of the FY22 budget development, Metro Operations and OMB to update the rollout schedule for the NextGen phases based on ridership and revenue trends.	Done	Completed		Operations
The Better Bus Stop working group to finalize a system for prioritizing which bus stops receive amenities first, based on Equity Focus Communities, weekday bus boardings, wait time, urban heat, high collision areas, and the presence of schools, senior centers and other public facilities. The criteria will be developed in partnership with cities in the Metro service area.	Completed within City of Los Angeles.	Completed		Customer Experience Office
The Better Bus Stop working group, in consultation with subregional stakeholders, to recommend bus stop improvements for potential inclusion in local return project plans and uses.	The Better Bus Funding strategy was approved by the board in Spring of 2021.	Replaced with new item/Track	Work with an interdepartmental Metro action team to launch the "Shade For All" Campaign (Abbreviated, See Appendix A)	Office of the Chief of Staff

Metro Real Estate to finalize an agreement to dedicate a portion of possible new digital billboard revenue to fund bus stop improvements.	Expecting to finalize in 2022, after which the CEQA process will begin.	Completed		Planning & Development
Metro's OEI, Countywide Planning and Management and Budget to work with external fund sources, including local jurisdiction street furniture/advertising contracts, to develop a funding plan to provide seating and shade for at least 60% of Metro bus stops, along with low-cost solar lighting, new bus signs, real-time information, and low-cost seating.	The Better Bus Funding strategy was approved by the Board in Spring of 2021.	Completed	Work with an interdepartmental Metro action team to launch the "Shade For All" (Abbreviated, See Appendix A)	Office of the Chief of Staff
Stops and Zones and Community Relations to work with municipalities to test inviting neighborhoods and businesses to adopt bus stops, as done in other cities.	Postponed due to staffing constraints. Currently identifying pilot areas and securing staff resources to begin planning and implementation.	Replaced with new item/Track	Pilot an "Adopt-a-Transit Stop" program at select locations to test an approach where local businesses or community organizations are invited to sponsor bus stops and provide light cleaning and maintenance.	Customer Experience Office
The Better Bus Stops working group, Stops and Zones, Customer Relations, and Community Relations to work with the City of LA and at least two other cities in the Metro service area to formalize policies and procedures to keep bus stop areas clean, to address homelessness, and to develop a system to invite bus riders to report bus stop issues.	Discussions held with several cities. Developed two new initiatives to address bus stop conditions.	Replaced with new item/Track	Metro will explore working with the Los Angeles Conservation Corps to conduct additional trash pickup at bus stop zones. Develop and execute a strategy to post at all Metro bus stops the contact information for the entity responsible for addressing conditions at the stop.	Office of the Chief of Staff Customer Experience Office
As part of the midyear budget process, OMB to revisit local programming budget limits that discourage LIFE program growth.	Major enhancements have been made to expand access to the LIFE program.	Completed		Strategic Financial Management
OEI to organize focus groups or phone interviews with cash-paying and non-smartphone transit riders to better assess their needs and inform the LIFE discount campaign.	The effort has been on hold pending easing of COVID restrictions to allow interviews to be conducted in the field, and has been superseded by the major LIFE program improvements that have been made.	Replaced with new item/Track	Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.	Customer Experience Office
LIFE program to work with Metro Marketing, Customer Care, and municipal transit agencies and other TAP partners to review procedures and eligibility requirements, such as a government issued photo ID requirement, and further improve the ease of applying. This review should also evaluate ways to enable quick third-party validation of eligibility based on eligibility for other government aid programs.	Major enhancements have been made to expand access to the LIFE program.	Completed		Strategic Financial Management

Metro Marketing to launch a new campaign to publicize LIFE discounts and the easier application process.

Implemented public education campaign including:
o Ethnic and hyper-focused local media (print, radio, online banners)
o Utilization of Metro assets.
o Dissemination of informational materials
o Publicizing improved LIFE Program features:
- Customer does not need a TAP card when applying for LIFE and can request for a TAP card on the LIFE application
- Customer does not need proof of income and can self-certify

Completed

Customer Experience Office

TAP to prepare a strategy and expedited schedule to power third-party payment.

TAP has completed development of a payment mechanism so other mobility apps can use TAP as a form of payment for related first/last mile services. TAP will be offered as an option in the payment gateway of outside apps that are related to mobility. Two partners are already signed up and are now in development on the partner's side: Blue LA (Electric Vehicle Car Sharing) and Curbed (taxi service). We are currently in final negotiations with Bird and Uber. Customers fill out a TAP account one time and will be enabled to purchase outside mobility fares with their TAP accounts using Stored Value. The customers can then also use their phones to seamlessly TAP and board on 26 transit systems, including Metro. TAP is already integrated with Metro Bikeshare, Metro Micro and the LIFE low-income program. In terms of equity, cash payment for customers that don't have bank accounts is made possible in the TAP app through the PayNearMe services that are available in over 1000 stores in LA.

Completed

Strategic Financial Management

TAP to seek authorization to distribute at least 100,000 additional free cards to areas with low TAP use, and consider new incentives to use TAP instead of cash. Additionally, it is recommended that Metro have ambassadors with iPads assist riders in low TAP use areas with registering their TAP cards so that users enjoy balance protection, gain a sense of ownership of their TAP card, and get familiar with the convenient taptogo.net website.

LIFE tap cards were distributed as a part of the LIFE promotional campaign leading up to the January 10th, 2022 resumption in fare collection (per Motion 40, 2021). Multiple steps are being taken to expand access to TAP, LIFE, and FSI discounts.

Completed

Strategic Financial Management

<p>The Better Bus team in conjunction with the City of LA to finalize the next round of bus-only lane improvements to continue the momentum from successes in 2020.</p>	<p>Eight bus lanes have been completed to date, and more are on the way.</p>	<p>Completed</p>	<p>Accelerate design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations. This would double the target speed and reliability improvements from 20 bus lane miles per year to 40.</p> <p>Operations</p>
<p>While Metro cannot guarantee social distancing on all routes at all times, Metro will introduce a new service configuration in December 2020 that is expected to increase social distancing on targeted bus routes during the COVID-19 pandemic. This is expected to reduce the 10% of bus runs that exceed the temporary average daily load factor measure of 0.75 (a temporary change from the usual 1.3 standard due to COVID-19) to 3% or less based on current ridership levels.</p>	<p>The February 2022 service adjustments sharply reduced cancellations, thereby reducing crowding on subsequent buses. As ridership returns, however, adherence to load factor standards will become important again.</p>	<p>Completed</p>	<p>Operations</p>
<p>Metro Operations to engage a research center or consultant to conduct best practices research on headway management, and consider pilot testing headway management along Tier I service in 2022.</p>	<p>Technical proposal from consultant accepted and kick off meeting held Oct 2021.</p>	<p>Completed</p>	<p>Operations</p>
<p>Metro SSLE and Marketing to jointly set an ambitious goal for Metro Transit Watch market penetration. It is also recommended that, in addition to promoting the Metro Transit Watch app, communication campaigns widely publicize the 213-788-2777 text number (for people with phones that do not accommodate apps).</p>	<p>Set a goal for campaigns to generate at least 5,000 downloads per month. Bus bench ads included in the campaign to promote the text number for those without smartphones.</p>	<p>Replaced with new item/Track</p>	<p>Continue to market the Transit Watch app to generate at least 5,000 monthly downloads, and the 213.788.2777 text number (for people with phones that do not accommodate apps). Also, share information with Metro customers about the new SOS features available on smartphones that make it easier for people to summons help when they are in danger.</p> <p>Customer Experience Office</p>

<p>Metro Government Relations to initiate work with other transit agencies in California to request that a portion of existing and new sources of local, regional, and State homelessness funding be earmarked for transit homeless outreach teams, housing and services.</p>	<p>There are record amounts of funding for homeless and housing assistance in the state budget. The funding can be accessed through the cities and counties as well as through state agencies grant processes. Strategy needs to be continued to be developed to engage with LA County Board of Supervisors and City of LA in allocating funds specifically to transit. Additional advocacy efforts include – regularly briefing LA delegation and state leadership on ongoing homelessness needs of LA County and its effect on Metro department has communicated overall agency priorities for state funding. This funding request for state investments includes investments in homelessness response efforts. LA County stands to receive a considerable amount of funding based on need. Metro GR is engaged regularly in a statewide transit coalition (California Transit Association) where the priorities for state funding for homelessness response and outreach for transit are being advanced.</p>	<p>Replaced with new item/Track</p>	<p>Continue working with other transit agencies in California to request that transit agencies be eligible to access existing and new sources of state and federal homelessness funding for transit homeless outreach teams and for housing and services designated specifically for people experiencing homelessness on transit systems, and to recommend to the Board that this effort be included State legislative agenda.</p>	<p>Office of the Chief of Staff</p>
<p>Metro to pilot test a flexible dispatch concept whereby Metro responds to safety and security issues on the system by dispatching appropriate staff: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands.</p>	<p>Target launch date February 2023, following installation of requisite equipment.</p>	<p>In Progress/Continue to track</p>		<p>Chief Safety Office</p>
<p>Metro Community Relations to initiate work with local and regional partners to provide more shelter and housing to help Metro towards reducing homelessness on the system by at least 50%.</p>	<p>Community Relations has been working with SSLE to increase coordination. Community Relations is in the process of securing additional staff resources to assist. Organizational realignment under new Customer Experience Cabinet Office will provide additional opportunities to collaborate.</p>	<p>In Progress/Continue to track</p>	<p>Double the deployment of homeless outreach workers and clinicians in the Metro system.</p>	<p>Customer Experience Office</p>

SSLE to expand and enhance homeless outreach teams including on-call nursing, mental health and addiction services. Supplements the \$5M for enhanced homeless outreach teams and related mental health, addiction, nursing, and shelter services in SSLE's - to cross shelter for people experiencing homelessness on the Metro system, per Motion 26.2.	Metro's homeless outreach team provider, PATH, was unable to hire the additional staff last Spring, however Metro and PATH did put into place 80 beds dedicated for people intercepted on Metro who need shelter. The PATH program will transition to Customer Care with the new organizational realignment, and the MOU for the 80 beds will be extended through June 2022.	Replaced with new item/Track	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe. Double the deployment of homeless outreach workers and clinicians in the Metro system.	Customer Experience Office
Per Board Motion 26.2, transit ambassador program that provides staffed presence at Metro facilities and on Metro vehicles and offers riders assistance and connections to resources, modeled after the S.F. BART program.	Per the September 2021 organizational realignment, the Ambassador program will be overseen by the Customer Care Department, which is in the new Customer Experience Office. PSAC provided recommendations to guide the ambassador program, and staff expect to award contracts and initiate the program by the end of 2022.	Replaced with new item/Track	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.	Customer Experience Office
Per Motion 26.2, \$3 million for pilot homelessness strategies to be recommended by PSAC.	\$1.4 million committed to extension of 80 beds through June 2022	In Progress/Continue to track	Double the deployment of homeless outreach workers and clinicians in the Metro system.	Customer Experience Office
Per Motion 26.2, \$3 million for pilot safety strategies on board buses to be recommended by PSAC.	Metro will use a portion of the funds to improve lighting at bus stops, and a portion to improve safety for bus operators and other Metro employees.	In Progress/Continue to track		Office of the Chief of Staff
Test using unarmed security ambassadors to fill gaps in terminus station assistance and intercede with people who are experiencing homelessness on Metro to get them the help they need.	Will be merged with the broader ambassador program.	Replaced with new item/Track	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe. Double the deployment of homeless outreach workers and clinicians in the Metro system.	Customer Experience Office
Homeless counts - Regular counts to monitor trends and gauge the success of Metro efforts to address homelessness	Two counts were conducted in 2021, a detailed count in January that noted specific conditions or behaviors of each individual, and a less specific count in August. A third count was conducted in 2022.	Completed		Customer Experience Office
Metro Operations to evaluate opportunities and funding requirements to provide facilities and equipment to enhance the productivity, working conditions, and effectiveness of custodians and service attendants.	Review completed.	Completed		Operations

<p>Metro Real Estate to provide a report that summarizes efforts to work with neighboring property owners to clean up trash near the Metro right of way, and collaborate with Operations, SSLE, and Community Relations to implement strategies to address outstanding issues.</p>	<p>This is an ongoing exercise. Real Estate works closely with Operation and Security and Community Relations on an ongoing basis and submits Board boxes.</p>	<p>Completed</p>		<p>Planning & Development</p>
<p>Metro Operations and System Security and Law Enforcement (SSLE) to implement an elevator attendant pilot program similar to the successful program at BART to deter crime, human waste and drug use in elevators, and make them safe and pleasant for seniors, people with disabilities, travelers with luggage, and others.</p>	<p>Staff plan to first pursue lower cost opportunities to improve elevator conditions, specifically installation of cameras on elevators to deter misuse. Staff is also exploring options to increase the number of restrooms on the system, and incorporated elevator attendants into the scope of work that proposers can respond to in the upcoming Ambassador Program RFP. The elevator attendant program would only have covered two stations, whereas the alternate approaches will offer broader coverage.</p>	<p>Replaced with new item/Track</p>	<p>Evaluate the impact of elevator cameras on vandalism, cleanliness, and biohazards.</p> <p>Finalize a roadmap for placing restrooms at geographically dispersed high-volume transfer and terminus stations to improve the customer experience and reduce urination and defecation in and around the Metro system.</p> <p>Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.</p>	<p>Planning & Development, Operations, Customer Experience Office</p>
<p>Metro Operations to resume vinyl seat transition.</p>	<p>Vinyl seat transition resumed Spring 2021.</p>	<p>Completed</p>	<p>Replace cloth seats with easier-to-keep-clean vinyl seats on all Metro buses and trains that serve customers by the end of FY23.</p>	<p>Operations</p>
<p>OEI to work with Operations to test odor meters for station inspections, with an emphasis on elevators, escalators, stairwells, bus stops, and other areas where urination or defecation tend to occur. If this turns out to be viable, odor meters would help Metro track progress on this important aspect of the customer experience.</p>	<p>Staff conducted industry review of available odor measurement equipment and selected device.</p>	<p>Completed</p>		<p>Office of Innovation</p>
<p>Metro Operations to consider proposal to fill gaps in end of line cleaning, and cover every rail terminus during all hours of service, for consideration in the FY23 budget.</p>	<p>Done.</p>	<p>Completed</p>	<p>As part of an overall Cleaning Surge proposal, expanded cleaning to all rail lines and add weekend coverage at Union Station and 7th/Metro.</p>	<p>Operations</p>

Metro Operations to develop a scope, cost estimate for consideration in the FY23 budget, and pros and cons related to increasing custodial staff and materials for:

o Staff quick wipe-downs at selected mid-line train stations during less-crowded times, where service attendants could quickly board the train, wipe down selected surfaces, soak up liquid spills, pick up trash, and address biohazards reported by customers or employees, riding the train a few stops when necessary to avoid any holdup to service. This technique would be highly visible to customers and help demonstrate that Metro cares about cleanliness. It is recommended that Metro Operations gather information from other agencies that have implemented mid-line cleaning, including BART.

Met with BART to get information about their mid-line cleaning program (which was on pause due to COVID). For the near term, Metro is focusing resources on end-of-line cleanup. While cleaning at the end of the line is not as visible to as many customers, the end-of-line cleaning is the most efficient and effective and safe location because the trains are berthed there much longer and it lets the service attendants clean the cars while they are empty and not in motion.

Completed

Operations

HC&D, Communications, and the Customer Experience Office to consider designating occasional days when employees who ride Metro could consider volunteering to pick up garbage they see during their ride. Metro could provide PPE, garbage bags with a Metro logo, and gloves. This would be a great way for employees at all levels to pitch in to keep Metro clean, complement Metro Marketing, and show customers that we care. (subject to discussion with Metro labor representatives).

Will wait for further easing of the COVID-19 pandemic before moving forward with this.

Not yet started/Continue to track

Chief People Office

BACK PAGE

Stephanie N. Wiggins
Metro Chief Executive Officer

Metro Board of Directors 2022

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