Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

Metro

Board Report

File #: 2023-0405, **File Type:** Informational Report **Agenda Number:**

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
SEPTEMBER 21, 2023**

SUBJECT: 2023 CUSTOMER EXPERIENCE PLAN

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the 2023 Customer Experience Plan.

ISSUE

Metro continues its work to improve the customer experience and reach its moonshot goal of becoming the first choice in transportation for Angelenos and visitors. The 2023 Customer Experience Plan - Metro's third - shares the many ways Metro listens to customers, what we learned from them, and the steps we took - and continue to take - to make improvements to address their concerns and improve their experience with Metro.

Metro's 2023 Customer Experience Plan is attached (Attachment A) as is a progress update on CX Action Items from previous years (Attachment B).

BACKGROUND

An Annual Customer Experience (CX) Plan and update 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, with Board adoption in December 2020. In 2021, CEO Wiggins announced an organizational realignment that included establishing a Chief Customer Experience Officer (CXO) position that would report directly to the CEO and oversee not only Customer Experience but also Communications and Customer Care to bolster excellence in all these areas.

The second CX Plan was adopted by the Board in April 2022, and the new CXO joined Metro on June 13, 2022.

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DISCUSSION

The 2023 Customer Experience Plan speaks directly to Metro customers with a promise: “We want to be your ride, and we know we have to earn it. We promise to listen to you, learn from you, and improve for you.” This promise reflects the CEO’s moonshot goal to become the first choice in transportation for Angelenos and visitors, and clearly signals Metro’s commitment to doing the continual listening, learning, and improving necessary to earn customers’ ridership.

We’re Listening

As with previous plans, the 2023 CX Plan is informed by data collected in the annual Customer Experience Survey, which was fielded from March through May 2022. This survey, in addition to customer feedback submitted through our Customer Care call centers and social media, identifies top customer issues for Metro to improve upon. For more information on this survey and methodology, see receive and file #2022-0515. Staff is launching a quarterly pulse survey to more frequently capture this data as well.

Although the CX Survey is administered annually, staff listens continually throughout the year through customer comments, social media, and additional customer research. The findings from these sources demonstrate that priorities remain the same as what was found in the 2022 CX Survey.

Findings from these supplemental sources include:

- Metro’s monthly Brand Tracker survey, which measures perceptions of Metro, continues to reinforce the importance travel time/reliability, comfort, cleanliness, and safety in choosing whether or not to ride Metro.
- Customer Comments received between January 2022 to August 2023:
    - Safety - For rail, general rail security, passenger conduct, and homeless concerns were the top 1, 3 and 8 complaint categories respectively.
    - Cleanliness - For rail, dirty rail car was the top 7 complaint category. Like the CX Survey results, bus complaints for cleanliness were not as high as those related to reliability.
    - Reliability - For bus, passed up, no show, and late schedule were the top 1, 2, and 5 complaint categories respectively.
- Social media analysis between January to August 2023
    - Timeliness/reliability, security/safety, cleanliness, drug use, and homelessness were the five (5) most common social media topics with negative sentiment.

We’re Learning

Based on customer feedback, the 2023 CX Plan gives voice to our customers’ top needs, and commits to prioritizing five focus areas for improvement:

1. Make It Safe: provide customers with secure, safe, and uneventful trips.
2. Make It Clean: maintain a clean environment for customers.
3. Make It Comfortable: enhance customer enjoyment of riding the system.
4. Make It Reliable: get customers where they want to go quickly and reliably.
5. Make It Easy: provide customers with simple, accurate, and timely information.

The Plan highlights *CX Action Items*, which are priority projects selected to address and improve areas of customer frustration. There are a total of 56 Action Items in the 2023 CX Plan. Of those 56, 35 are new programs or projects being implemented by staff and 21 are larger efforts that require multiple years to implement and are carried over from previous CX Plans. The CXO will collaborate with the other Chiefs in the CEO's Cabinet to balance the strategic action items that need multiple years to implement while also improving Metro's ability to more flexibly and quickly address immediate customer issues and opportunities that arise unexpectedly. To that end, the CX Action Items contained in the plan will be reviewed monthly at the Cabinet level to ensure they remain on track, as well as enable discussion about any challenges with their completion and/or modifications that might be recommended to help us accomplish our priority area goals.

We're Improving

The plan also transparently outlines the significant progress that has been made in implementing CX Action Items over the last three years. The 2023 CX Plan's Appendices include a status update on the 69 Action Items from the previous 2022 CX Plan (Attachment B).

Overall, 29 CX Action Items have been completed from the 2022 CX Plan, with 23 on schedule to be completed, meaning the project is on track to meet its milestone schedule. This is a total of 52 (75%) of CX Action Items that were either completed or made significant progress to implement between April 2022 to August 2023.

There are 17 CX Action Items with an Other status, this includes:

- Currently Behind Schedule or Postponed/Revised to FY24: 11
    - Schedule delays were caused by limited staff availability, some difficulty in procuring goods or services in FY23, or the need to change project scope and align stakeholders on the best next steps. All of these projects are included, some with adjustments, in the 2023 CX Plan.
- Remove: 6
    - Removed due to shifting priorities, evolving industry practice, or union challenges that prohibited the action item from being feasible.

The table below summarizes the status of the 2022 CX Action Items and details on the status can be found in Attachment B and several highlights can be found below.

Target Issue	Completed	On Schedule	Other Status	All Action Items	% Completed/ On Schedule
Bus Stop Shade and Seating	1	1	-	2	**100%**
Cleanliness	4	6	5	15	**67%**
Customer Information	5	1	1	7	**86%**
Diverse Riders, Diverse Needs	3	2	3	8	**62%**
Institutionalizing Customer Experience	4	7	5	16	**69%**
Public Safety	8	2	3	13	**77%**
Time Competitiveness and Connectivity	4	4	-	8	**100%**
Grand Total	**29**	**23**	**17**	**69**	**75%**

Next Steps

Staff will provide the Board with two Customer Experience updates per year to share progress on CX Action Items and any updates to the CX Plan Action Items. A Customer Experience Hub website is being developed to provide more direct and frequent updates to customers as well as make available previous CX Plans and Rider Surveys. Staff will also share with the Board the results of the 2023 Customer Experience survey, as well as research against potential customers (lapsed or never riders) to help inform how Metro can continue to grow ridership. Because the CX Plan addresses foundational, customer priorities that have remained the same for many years and often take time to implement, the CX Plan will be refreshed in 2024 with a full new plan expected to occur upon completion of the CX Action Item list by 2026.

2022 CX Action Item Highlights:

Public Safety:

- Deployment of Multi-Layered Approach to Safety: developed and implemented the multi-layered approach to safety which includes the deployment of public safety and law enforcement personal, station design evaluation, cleaning staff and increased homeless outreach staff.
- Transit Ambassador Pilot Launch: hired, trained, and put into the field over 300 Transit Ambassadors, focused on supporting riders in need, connecting riders to resources, and reporting safety and maintenance issues.
- Safety for Operators: hiring of additional Transit Security Officers, focused on bus ride-alongs; prototyped new bus operator barrier for improved safety.
- Transit Watch App Marketing:paid media campaign generated 16M impressions and generated 4,795 application installations; beyond the marketing campaign, Metro Ambassadors also use this as a reporting tool and we expanded staffing to more quickly address issues, this will continue into FY24 along with user experience and interface testing

and upgrades.

Cleanliness

- Cleaning Surge Activities: enhanced escalator step-cleaning, mid-day layover bus cleaning, trackway trash removal, and end-of-line rail car cleaning.
- Vinyl Seat Swap: completed the transition of fabric seat covers to easier to clean vinyl seats.

Time Competitiveness and Connectivity

- NextGen Service Restoration: restored bus service to pre-COVID levels.
- Headway Management Pilot: following research, launched a headway management pilot on Line 16 to understand potential rider benefits.

Bus Stop Shade and Seating

- Bus Stops Improvements Plan: presented to the Board in summer of 2023 to bring resources, information, and opportunities related to bus stops and bus stop improvements in one place.

Customer Information

- E-Paper Pilot: launched the e-paper pilot along the Vermont bus corridor to improve access to real-time bus arrival information.

Diverse Riders, Diverse Needs

- People with Disabilities Employee Education: implemented Disability Awareness and Sensitivity training to bus and rail operators through video vignettes that captured the perceptions of customers with disabilities who use the system.

While we do our best to be inclusive to identify actions we can take to address customer needs, often new issues and/or new ideas come along throughout the year that we choose to implement in addition to the documented CX Action Items. That was particularly true in 2022/2023 in regards to enhanced safety efforts. In addition to the CX Action Items that were completed, many other customer-focused initiatives were implemented as we adapt and respond to on-going customer feedback and data.

This includes:

- Westlake/MacArthur Park Station Safety and Customer Experience Enhancements
- Drug-Free Metro Campaign
- Study into in-house transit public safety department
- Enhanced strategic deployment of security and law enforcement resources
- Use of community intervention specialists alongside street teams to support the Transit Ambassador program.

EQUITY PLATFORM

The 2023 CX Plan address both the “Listen and Learn” and ’“Focus and Deliver” pillars of the Equity Platform by recommending a range of initiatives that would benefit marginalized communities, low-income households, people with disabilities, languages spoken, and Equity Focus Communities (EFCs).

The action items developed are a response to public input from the 2022 CX Survey, a representative survey weighted to Metro's ridership, as well as Customer Care and social media feedback. The survey results are analyzed to prioritize service aspects with low customer satisfaction and high relative importance according to respondents. Consideration is taken for equity when selecting customer experience initiatives by disaggregating the survey data by income, gender, disability, and race to identify and prioritize issues so those with the greatest needs can benefit. The results inform the focus of CX Action Items - systemwide initiatives and special projects designed to ensure the well -being of bus and rail passengers alike.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Metro is working to cultivate a customer-first culture among all employees and improve customer experiences for its riders and employees, therefore the Customer Experience Plan and its Action Items support the strategic plan goals:

- **Goal #1:** "Invest in a world-class bus system that is reliable, convenient, and attractive to more users for more trips."
- **Goal #2:** "Deliver outstanding trip experiences for all users of the transportation system."

NEXT STEPS

Staff will:

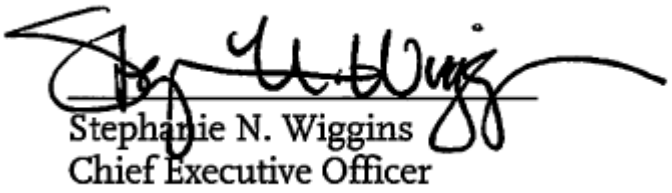
- Bring the Board the results of a new CX Rider Survey in Fall 2023, and a potential customer survey by summer, 2024.
- Launch the Customer Experience Hub Website in the Fall of 2023.
- Provide the Board with a Customer Experience Action Items update in early 2024.

ATTACHMENTS

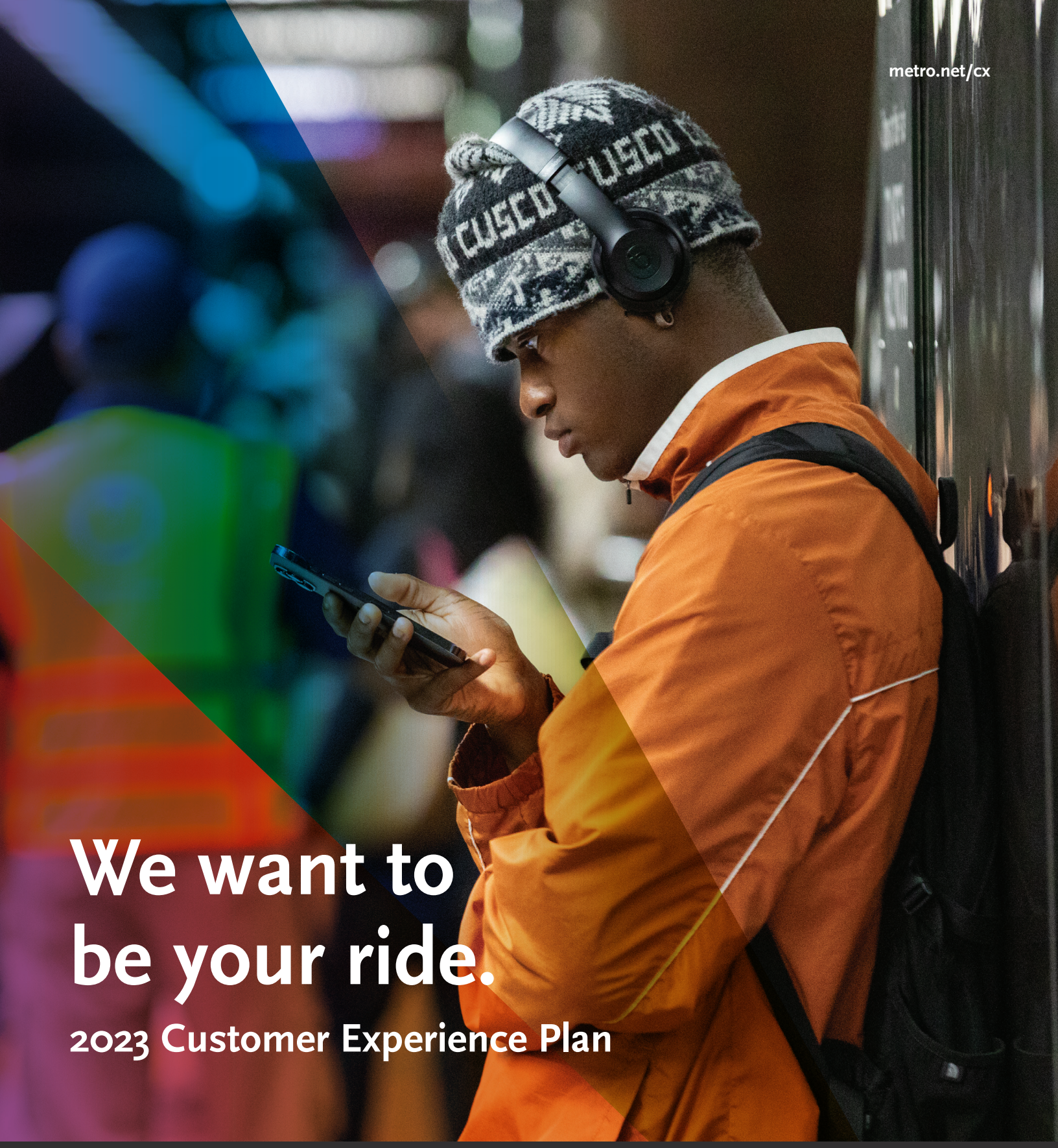
Attachment A - Metro's 2023 Customer Experience Plan
Attachment B - Metro's 2022 Customer Experience Action Items Update

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Stephanie N. Wiggins
Chief Executive Officer



metro.net/cx

We want to be your ride.

2023 Customer Experience Plan

Metro®

FINAL SEPTEMBER 2023

We want to be your ride and we know we need to earn it.

We're listening.



The path to meeting your needs starts with listening. We hear you through surveys, social media posts and daily conversations with teams throughout our system. These touchpoints let us know what really matters to you when going Metro.

We're learning.



The more we engage with you at every stage of your journey, the more we learn. And over the last three years, we've been taught a simple lesson – it's the little things that mean the most to you: safer journeys, reliable connections, clean facilities. Our plan? Make the little things big, and make our improvements count.

We promise to listen to you, learn from you and improve for you.

We're improving.



Listening and learning aren't enough. We must adapt to your needs and expectations. That's why we've worked hard to implement our CX Action Items from 2020 and 2022, and will continue to invest resources in the areas that matter most to you. We know these improvements make a difference – we saw a 15% year-over-year increase in ridership in July 2023 compared to July 2022.

And we'll never stop.



Because our improvements take time, we update you annually on our progress. This report delivers the details of our progress on how we're working to be continually better for you. It's an agency-wide effort to listen, learn and improve, so some actions may take time. But know, we'll never stop working for you because we want to be your ride.

A Letter from the Board Chair

September 21, 2023



Dear Metro Community,

It's exciting to think that in car-centered Los Angeles, Metro's transportation network is accessible to more people in more areas of the region than any other time. As we further build and expand our system, it's more important than ever that we continue to prioritize a world-class experience for all our riders.

This year's customer experience plan builds toward that goal by helping us listen and learn from our community so we can make improvements that fit their needs.

I commend our CEO Stephanie Wiggins for her continued leadership and her commitment to improving upon customer experience so that our system is the first choice of transportation for Angelenos.

Sincerely,

Karen Bass

Karen Bass
Los Angeles Mayor
Metro Board Chair

A Letter from the CEO

September 21, 2023



Dear Customers,

At Metro, we want to be your preferred choice for transportation – we want to be your ride. That's why we're working hard to make our system as safe, clean, comfortable, reliable, and easy as it can be. This plan is our roadmap to help us get there.

Over the past year, we've implemented a multitude of new programs that have drastically improved conditions on our system and have brought hundreds of thousands of riders back to Metro. We've improved our safety and security deployments and done more to enforce our Metro Customer Code of Conduct. We've enhanced our customer service by adding Metro Ambassadors and implemented more frequent and rigorous cleaning at our stations and on board our buses and trains. And we've added more frequent bus service throughout the day and hired more than 1,000 new bus operators to make our service more reliable.

The 2023 Metro Customer Experience Plan builds on this progress by focusing our resources on the things that matter the most to you. Through surveys, calls to our call center, messages sent to our *Transit Watch* app and comments on social media you've told us: "Make it safe, make it clean, make it comfortable, make it reliable, and make it easy." And 've heard you, loud and clear. The 56 distinct actions outlined in the 2023 Customer Experience Plan will help us deliver the safe, clean, comfortable, reliable, and easy transit system that the people of Los Angeles want and deserve.

Thank you for taking the time to read this plan, and for contributing valuable input to its creation. By taking these actions, we hope to earn your confidence and trust, and become your preferred choice for transportation.

Thank you for going Metro, and I hope to see you on the system soon.

With gratitude,

Stephanie Wiggins
Metro Chief Executive Officer

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We're putting you first.

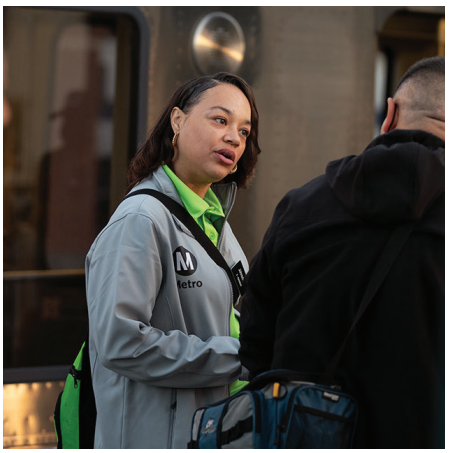
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We're listening.

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Section 3

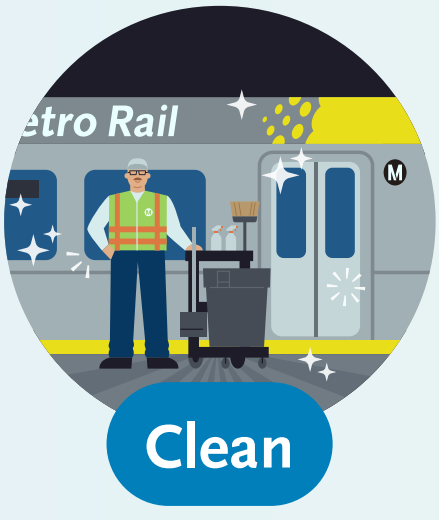
We're learning.

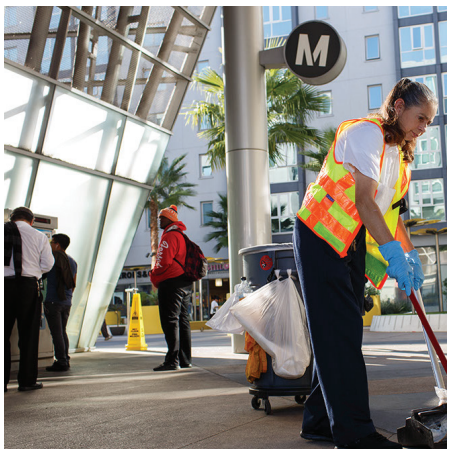
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Section 3 Highlight

Our customers and our employees deserve a transit system that is...







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We're improving.

2023 Action Items

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And we'll never stop.

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Appendix A

2023 Action Items Summary

Appendix B

Status of 2022 Action Items







Section 1

We're putting you first.



We want to be your ride and we know we have to earn it. *Every. Single. Day.*

Our CX Plan is where that journey starts.

THROUGH THE 2023 Customer Experience (CX) Plan, we openly share with you

> **HOW** we're listening to you
> **WHAT** we're learning from you
> **WHERE** we're improving for you

Customer Experience at Metro

WE'RE THERE WITH YOU – on the buses and trains, in the stations and communities, taking surveys and talking to you in person. We get to know you, to understand your needs and concerns. We read your comments online and hear your calls to our call center. And we do all of this to develop a plan to make your ride the best.

WE KNOW THIS IS WORKING – we see more of you going Metro every passing month.

Metro's frontline workers are heroes.

Our staff show up to the task at hand – and we're all better off because of their service.

Nothing is more important than providing a service that's safe, clean, comfortable and reliable. That's why hiring nothing but the absolute best frontline staff will do.

We'd like you to meet a few of them.



Eleanor Orozco

Senior Service Attendant | *13 Years of Service at Metro*

♥ STAFF KUDOS

Eleanor, who was named Metro's 2022 Employee of the Year, loves working for Metro and does her best every single day to sanitize, remove litter/graffiti, and thoroughly wash our buses at Division 1.

She knows what it's like to ride a bus with a young child, and she never wants a mother to worry about where their child is putting their hands on our buses.

"Always do more than you're asked."

–**Eleanor Orozco** on important skills for Service Attendants for making sure our vehicles are cleaned inside and out when not in service.

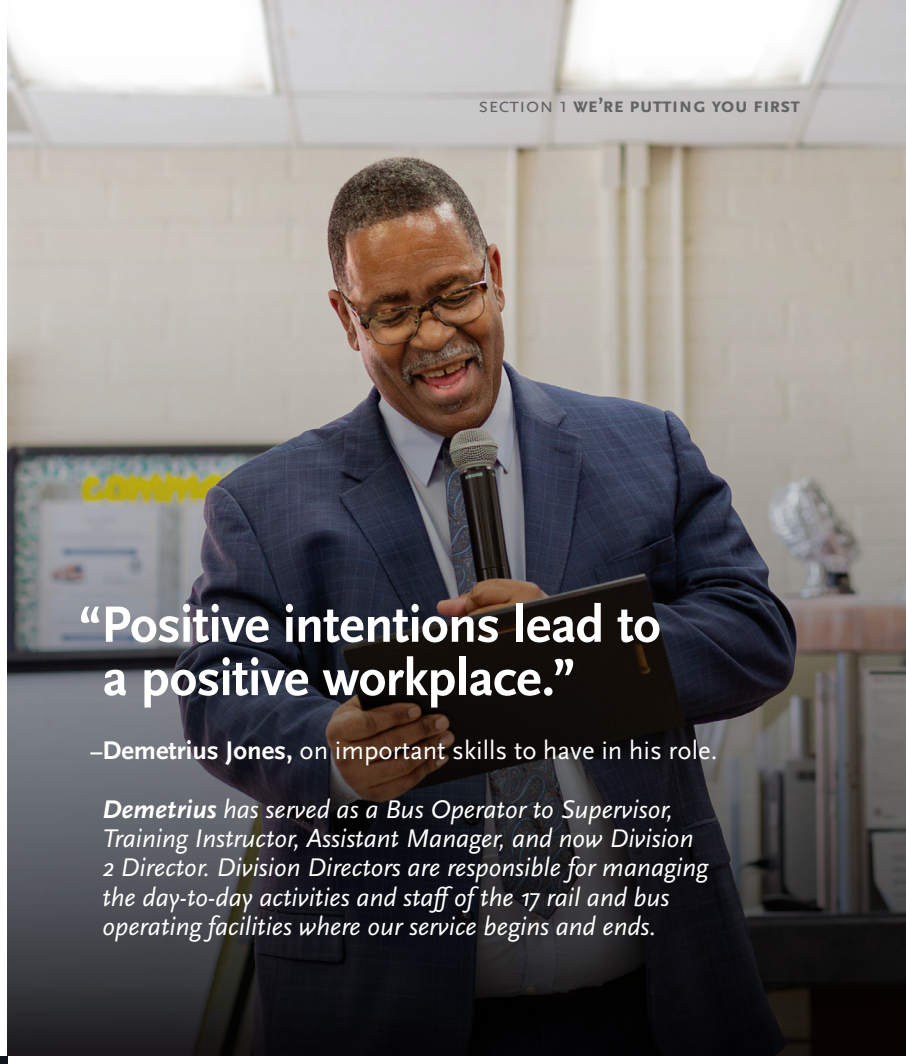
***Eleanor** started working as a Service Attendant 13 years ago and hasn't stopped feeling a sense of pride after turning around to see a clean bus and maintenance area.*

Demetrius Jones

Bus Division Director | *38 Years of Service at Metro*

♥ STAFF KUDOS

Demetrius exemplifies the customer experience Metro strives to provide through his empathy, patience, and team building. From greeting customers and checking in on his employees each morning in the operator break room, to tracking down a passenger who left her wallet on a bus to personally assure and deliver her property back, Demetrius strives to make Metro a welcoming place for both its employees and riders.



"Positive intentions lead to a positive workplace."

–**Demetrius Jones,** on important skills to have in his role.

***Demetrius** has served as a Bus Operator to Supervisor, Training Instructor, Assistant Manager, and now Division 2 Director. Division Directors are responsible for managing the day-to-day activities and staff of the 17 rail and bus operating facilities where our service begins and ends.*



Latanya Harden & Eric Fuller

Bus Operators | *20 & 10 Years of Service at Metro*

♥ STAFF KUDOS

Even after their shifts, bus operators are often approached by customers asking for help or directions. Harden and Fuller have waited at the end of the line with customers who were lost, or who spoke limited English. In some extraordinary cases, they have gotten approval from Supervisors to drive a customer to a familiar neighborhood to help them find their way.

"Expert Multi-taskers."

–**Latanya Harden (20 years of service at Metro) and Eric Fuller (12)** on taking on many roles as a bus operator.

***Latanya and Eric [not pictured]** constantly multi-task between driving safely, staying on time, navigating the notorious Los Angeles traffic, monitoring the on-board technology, checking on customers, and managing unpredictable service disruptions.*

Ruben Evangelista

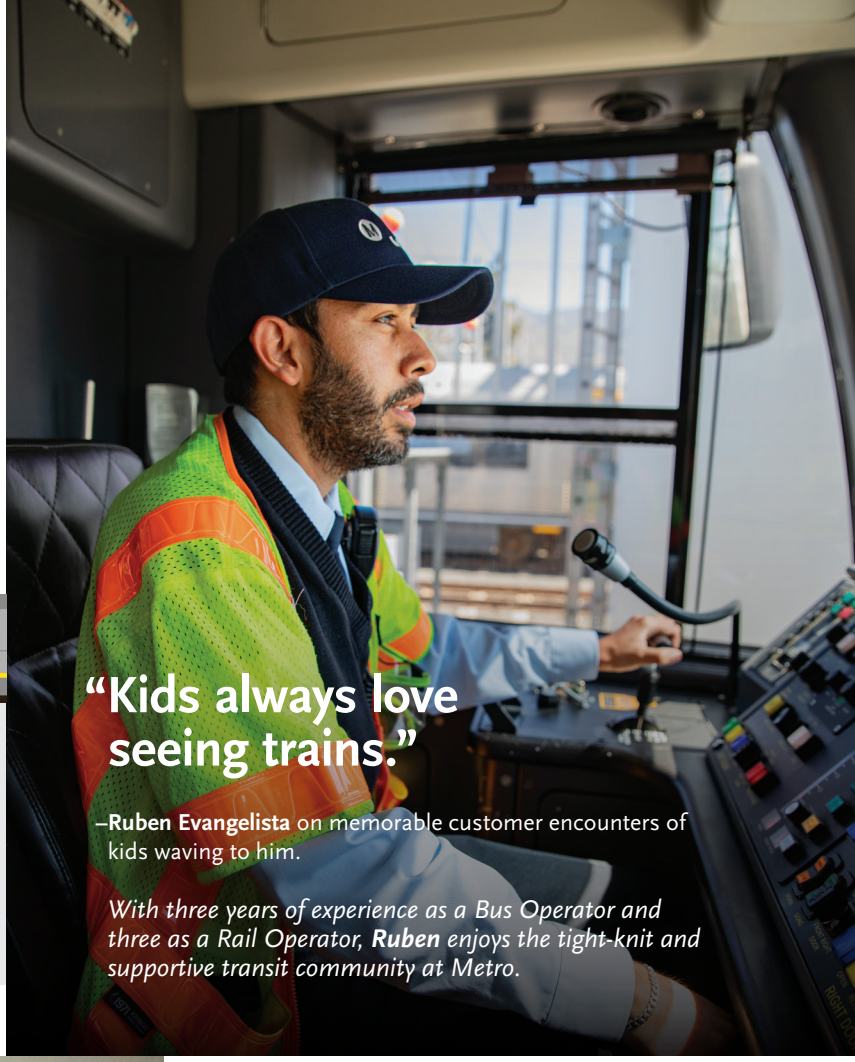
Rail Operator | *6 Years of Service at Metro*

♥ STAFF KUDOS

One of his favorite aspects of the job are all the children who constantly wave excitedly and look in awe at the trains as they go by. Unsurprisingly, Operator Ruben placed second at his first Rail Rodeo held in Fall 2022.



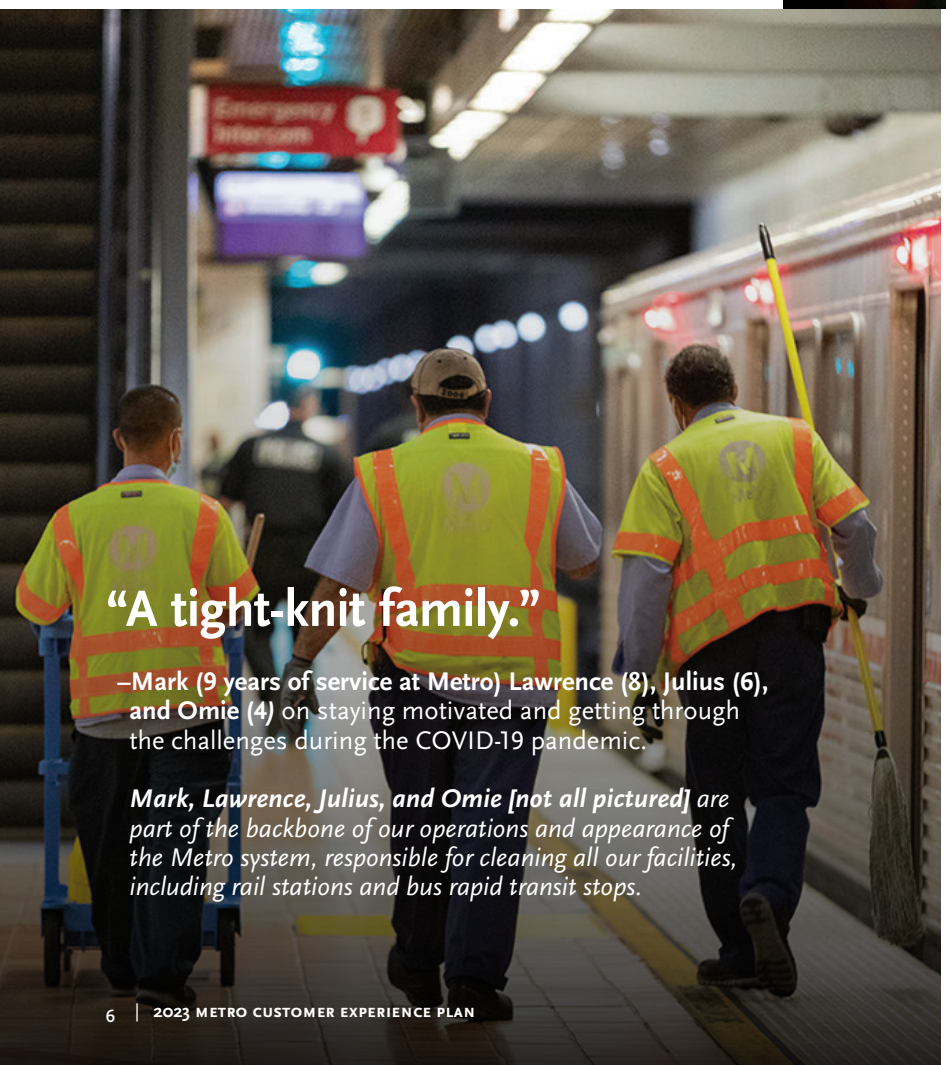
The annual Rail Rodeo puts rail operators through a rigorous rail course that includes unknown switches and a precision stop as well as a customer service situational test, uniform inspection, and written exam on the various rail operator rules and procedures.



"Kids always love seeing trains."

–**Ruben Evangelista** on memorable customer encounters of kids waving to him.

With three years of experience as a Bus Operator and three as a Rail Operator, ***Ruben*** *enjoys the tight-knit and supportive transit community at Metro.*



"A tight-knit family."

–**Mark (9 years of service at Metro) Lawrence (8), Julius (6), and Omie (4)** on staying motivated and getting through the challenges during the COVID-19 pandemic.

Mark, Lawrence, Julius, and Omie [not all pictured] *are part of the backbone of our operations and appearance of the Metro system, responsible for cleaning all our facilities, including rail stations and bus rapid transit stops.*

Mark Toomes, Lawrence Carr, Julius Jackson & Omie Reveles

Custodians | *4-9 Years of Service at Metro*

♥ STAFF KUDOS

These hard workers say the tight-knit, familial environment of the custodial staff helps keep morale high, which got them through some of the shared challenges they faced during the COVID-19 pandemic, such as navigating the unknown hazards in near-empty rail stations and working overtime to spray disinfectant in buses.

Lakeya Hurt

Transit Security Officer | *11 Years of Service at Metro*

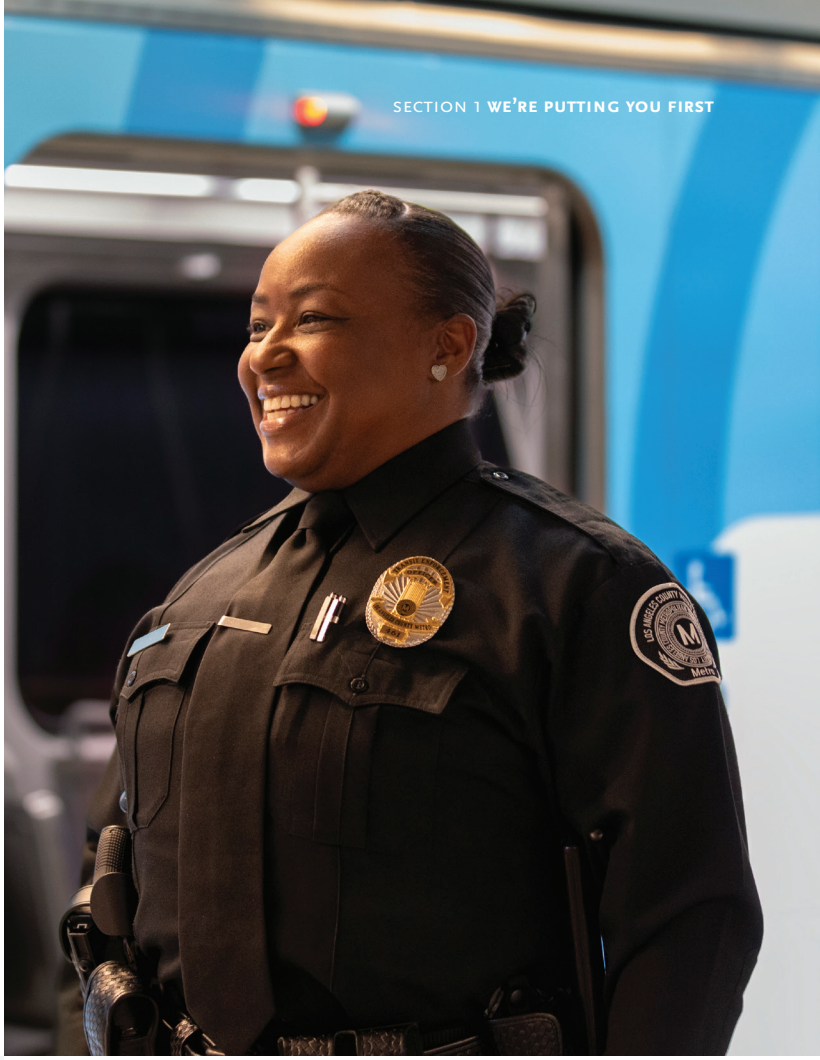
♥ STAFF KUDOS

Lakeya warm, modest, and friendly disposition radiates in her willingness to help customers. When asked about memorable customer encounters, she replied without hesitation and with a smile, "It's the kids," and the fulfilling joy of letting them know there is a friendly uniformed presence if they need it.

"It's the kids!"

–**Lakeya Hurt** on memorable customer encounters that bring joy.

Lakeya *began her career at Metro as a Bus Operator and has been serving as a Metro Transit Security Officer for the last seven years.*





Roxana Reyes

Metro Ambassador | *9 Months of Service at Metro*

♥ STAFF KUDOS

Roxana helps riders navigate Metro's rail system, from assisting a visually impaired customer navigate the stairs at 7th St/Metro Center Station, to using Google Translate to communicate with a Korean-speaking customer looking for their friend in Union Station. She enjoys the appreciation and gratitude from customers and seeing that her presence is meaningful to a better Metro experience.

"A meaningful presence."

–**Roxana Reyes** on why she enjoys being a Metro Ambassador.

Coming from a background in community and nonprofit work, ***Roxana*** *enjoys being a friendly face, helping Metro customers go to the places and people that matter to them.*

We're listening.



We hear you.

Especially when it comes to the service you need to improve your ride and make your day great.

2022 On-Board Survey Responses

Every year we asked how satisfied your are. ***Here's what you said.***



Overall Satisfaction

	Bus	Rail
Satisfied with Metro	60%	58%
Recommend Metro	66%	65%

WE KNOW you rely on us to get to work and school, to pick up groceries, and to see and care for family and friends – it's important stuff.

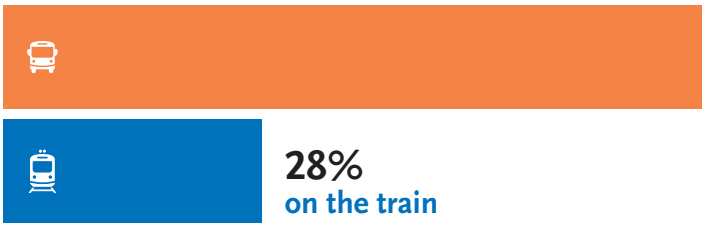
THAT'S WHY Metro is working hard to meet your expectations, whether you're getting to a doctor's appointment, celebrating a birthday, or spending an afternoon exploring.

2022 On-Board Rider Survey

Every year, we survey thousands of riders to get to know you and hear your honest opinions.

Sample Size

In 2022, we received over 10,000 responses...



Rider Profile



Our riders are slightly more male than female – most are 25-64 years old.



A majority of our riders identify as Latino.



83% of rail riders and 72% of bus riders have an annual income of less than $49,000.



Our customers were loyal, even through the pandemic, with majority of bus and rail customers riding for three years or longer (78%) and at least three days per week (72%).

There's more to explore online.

Scan for an **interactive version** of the latest CX survey results!

Tell us what you think

Tell us about your experience riding Metro in our online feedback form.

Use the *Transit Watch* app to report suspicious activity or safety issues to Metro security.

Follow us on

/losangelesmetro

@metrolosangeles

@metrolosangeles

Survey Responses

At Metro, we're actively listening and taking action to earn your ridership, and we understand our customers are concerned and frustrated about safety, cleanliness, comfort and reliability.

TOP 5

Concerns riders want Metro to improve

Riders ranked their top three choices

Rail

RANK		
1	43%	Cleanliness inside the train
2	41%	How well Metro addresses homelessness on the train
3	31%	Safety from crime
4	21%	Train comes on time
5	18%	How frequently trains run

Bus

RANK		
1	36%	Bus comes on time
2	29%	How frequently buses run
3	24%	How well Metro addresses homelessness on buses
4	22%	Safety from crime
5	20%	Cleanliness of bus stop area

We know that we must improve.

Whether you ride a lot or a little, we want to be your preferred choice for getting around.

2022 Brand Tracker Results

Every month we ask a sample of customers about their overall perceptions of Metro.

Here's what we've found.

Among frequent Metro riders

Those riding at least once a week or more.

49%

are considering switching to another mode of transportation

↑ 5% point increase from pre-COVID (2018-19) levels

Among non-riders

Those riding less than one year or never.

26%

would consider riding Metro Bus

↓ 4% point drop from 2021

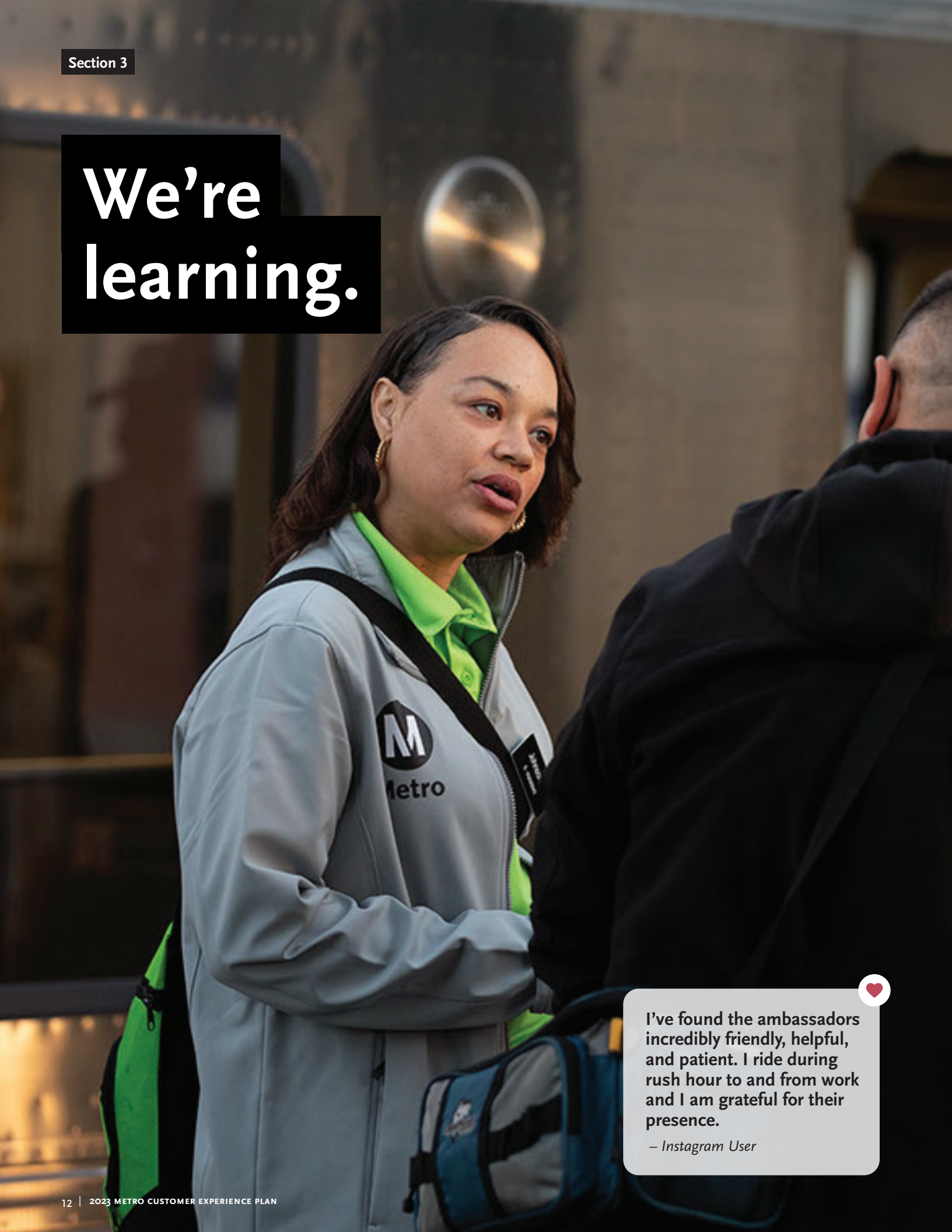
40%

would consider riding Metro Rail

↓ 7% point drop from 2021

Section 3

We're learning.



I've found the ambassadors incredibly friendly, helpful, and patient. I ride during rush hour to and from work and I am grateful for their presence.

– Instagram User

The more we listen, the more we learn.

And we're always learning something new and interesting from you.

WE ASPIRE to be your first choice for transportation, and we know we can get there only if we meet your expectations of service.

YOUR CANDID FEEDBACK guides our actions and helps us track our progress.

We need to *make it...*


Safe


Clean


Comfortable


Reliable


Easy

AS SEEN IN the 2020 and 2022 Customer Experience Plans and the improvements we have already made, your feedback has already shaped how we work.

Click to view





We need to *focus on the basics.*

We take your feedback seriously, and we're working hard to bring meaningful improvements to how you experience our services.

We've already made significant progress and we know we have a lot of work left to do. We'll continue making the investments in people and resources to get us there.

We're guided by five principles that are reshaping our focus, ***making you our top priority***.

Our CX focus areas...

We need to *make it...*



Safe



Clean



Comfortable



Reliable



Easy

...are guided by *Initiatives* and *Purpose*

Customer Research and Insights	*Physical and Capital Improvements*	*Operational and Policy Improvements*	*Communication, Education, and Training Programs*
ADDRESS serious safety concerns	**INCREASE** responsiveness and prevent crime	**REIMAGINE** public safety	**MAKE CUSTOMERS AWARE** of resources for reporting crime
EVALUATE impact of cleaning activities	**REDUCE** recurring maintenance issues	**ADDRESS** concerns more quickly and frequently	**INFORM** customers of cleaning activities
DEFINE comfort for different customers	**ADDRESS** concerns with amenities	**IMPROVE** customer support	**BETTER UNDERSTAND** customers
DEVELOP internal understanding of customer needs	**PROVIDE** timely and reliable information	**EXPAND** reach of customer information	**REDUCE** customer effort and confusion
EVALUATE impact of bus network changes	**ADDRESS** wayfinding and design issues	**IMPROVE** network efficiency	**INFORM** customers of improvements

We want to make your experience going Metro:

Safe **Clean** **Comfortable** **Reliable** **Easy**

Each **Action Item** is denoted with their corresponding **Focus Areas** ●●●●●.

Action Items are priority projects selected to address and improve areas of customer frustration.



Metro Ambassadors ●●●●

STATUS · ***Completed***

Launch a Metro Ambassador program to support riders and enhance their experience going Metro.



Bystander Intervention Training ●

STATUS · ***Completed***

Launch mandatory bystander intervention training for Metro employees.



Homeless Outreach Expansion ●

STATUS · ***Completed***

We doubled our homeless outreach team to help connect people experiencing homelessness to services, support, and housing. These teams are composed of specialized outreach workers from the nonprofit PATH.



Safety for Operators ●

STATUS · ***In Progress***

Improve the safety of bus and rail operators.



Drug-Free Metro ●

STATUS · ***In Progress***

In response to the growing number of customer complaints about drug use on our system, we launched a safety campaign to reduce drug-related crime.



Cleaning Surge Activities ●

STATUS · ***Completed***

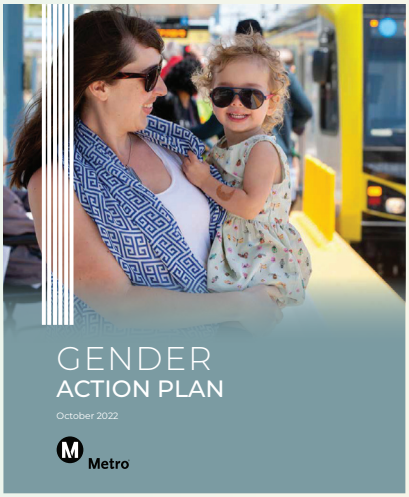
Increase targeted cleaning efforts on trackways, escalators, rail interiors at the end of the line and bus interiors during midday layovers.

Metro Gender Action Plan

STATUS · *In Progress*

Building on the key findings of the landmark 2019 Metro study, *Understanding How Women Travel (UHWT)*, the *Metro Gender Action Plan (GAP)* establishes a framework and implementation plan that responds to the expressed needs and preferences of women riders.

The vision of the ***Metro's Gender Action Plan (GAP)*** is to provide an inclusive transportation system, removing barriers on public transportation for women. Building on the ***Understanding How Women Travel*** research, the GAP is organized around four themes:



Safety

- Camera Visibility
- Lighting Station/Stop Design & Safety Assessment
- Metro Employee Travel Partner Program
- Promote Travel Partner Opportunities
- Promote Courtesy Request-a-Stop Service
- Sexual Harassment Prevention Program
- Gender-Specific Operator Training
- Explore Silent Alarm

Station, Stop & Vehicle Design

- Adopt-a-Stop Program
- Business Partnerships
- Improve Interiors on Buses & Trains
- Strollers on Metro Vehicles
- Restroom Design Standards
- Concentrated Amenities Zones at Platforms
- Prioritize Household-serving Uses at Transit Station

Fare Policy

- Address Multi-Directional Transfers through Fare Capping Program
- Partnership with Health Providers to Promote LIFE Program

Service Frequency & Reliability

- Use the Gender Analysis Tool (GAT) to develop gender-specific evaluation criteria to inform future bus route or network redesign
- As part of ***NextGen***, continue to implement service frequency improvements by prioritizing midday and weekend periods on routes women use

Metro's CX focus areas that relate to GAP strategies and the needs of women riders

Safe · Clean · Comfortable · Reliable · Easy

We want to make your experience going Metro:

Safe **Clean** **Comfortable** **Reliable** **Easy**

Each **Action Item** is denoted with their corresponding **Focus Areas** ●●●●●.

Action Items are priority projects selected to address and improve areas of customer frustration.



Vinyl Seat Replacement ●

STATUS · ***Completed***

Replace cloth seats with easy care vinyl seats on all Metro buses and trains.



Bus Stop Improvements Vision ●●●●

STATUS · ***In Progress***

Previously referred to as the "Shade for All Campaign," work with high-priority local jurisdictions to identify high priority stops, recommended amenities, stop activation opportunities and other improvement opportunities for a coordinated regional vision.



Restore Bus Service to Pre-COVID ●

STATUS · ***Completed***

Restore bus frequency to follow the NextGen Bus Plan improvements.



Bus Lane Acceleration ●

STATUS · ***In Progress***

Continue to accelerate the design and implementation of bus lanes each year, with the goal of 40 new miles of bus lanes annually by 2025.



Customers with Disabilities Employee Education ●

STATUS · ***Completed***

Invite customers with disabilities to participate in employee outreach, training, and educational sessions and produce training videos for operators.



Bus Stop E-Paper Real-Time Information ●

STATUS · ***Completed***

Pilot e-paper readers at high ridership bus stops to improve access to real-time information, particularly for riders without smartphones and those with visual and/or hearing impairments.

We've been working hard on implementing our previous CX Action Items. While we were able to accomplish a lot, some of these changes take time and we'll continue to update you on our progress.

For the complete list, see **Appendix B: Status of 2022 Action Items**



Real-Time GTFS

STATUS · *Completed*

Use Metro's new prediction engine, Swiftly, to publish an improved real-time feed (GTFS-Real Time) that incorporates canceled service, delay advisories and service alerts.



Metro Westlake/MacArthur Park Station Improvements

Westlake/MacArthur Park Station has experienced a disproportionately high amount of illegal activity, and in early 2023 saw an increase in behaviors that went against Metro's codes of conduct.

STATUS · *In Progress*

Metro took action to improve safety and the overall customer experience at the station, including:

- Increased presence of multidisciplinary teams (Metro Ambassadors, homelessness partners, custodians and law enforcement)
- Improved station lighting
- Added more and better closed-circuit cameras
- Classical music inside the station
- Closed one underused station entrance
- Fenced off unused areas of the street-level plaza
- Partnered with Department of Health Services to have a mobile clinic twice a month

Following an assessment, these actions will be expanded to additional priority stations.



Accessible Navigation Applications

STATUS · *In Progress*

Engage with an accessibility application provider to pilot and test innovative mobile apps that remove barriers to accessing Metro.



Metro Micro Pilot

Metro Micro pilot is an example of Metro's commitment to optimize and innovate in an accessible and affordable way to meet changing realities.

STATUS · *In Progress*

Launched in 2020, the Metro Micro pilot provides on-demand, shared micro-transit services in seven service zones across the county. Frequency, reliability, and travel speeds are of high importance to our riders and non-riders.

As part of the continued evaluation of this service, Metro conducted the first Customer Experience Rider survey for Metro Micro riders in Spring 2022. The results showed high levels of satisfaction across all the aspects of service, including safety, ease of use, cleanliness and comfort. Some areas of improvement related to booking the ride and the timeliness of the service.

Section 4

We're improving.

2023 Action Items



It all starts with a plan.

We're focused on prioritizing goals and getting things done, *for you and our city.*

The **56 Action Items** are priority projects selected to address and improve areas of customer frustration.

2023 Action Items Summary











2023 Action Items	17 Action Items	10 Action Items	5 Action Items	7 Action Items	17 Action Items
8 *Customer Research and Insights*	2		1		5
14 *Physical/Capital Improvements*	4	3	1	4	2
23 *Operational/Policy Improvements*	5	6	1	3	8
11 *Communication, Education and Training Programs*	6	1	2		2

Want to learn more about these action items? ***Read on!***

For complete list, see Appendix A: 2023 Action Items Summary *and* Appendix B: Status of 2022 Action Items

Make it safe.



You are concerned about safety on Metro's system. Feeling unsafe undermines the willingness of current and future customers to go Metro. *Period.*

For women rail and bus riders, safety (including crime and harassment) was their #1 concern.

22%
For 22% of bus riders, safety from crime was a top three concern.

31%
For 31% of rail riders, safety from crime was a top three concern.



Customer Feedback

We hear you.

Thurs, Oct 27, 2022 at 5:56 pm

Yes, Metro made some improvements, but it has a long way to go. I hope to see changes. As of now, I feel security is an issue. Homelessness is the other problem. Trains and buses should not be homeless shelters.

– *Reader Comment,* The Source

Fri, Oct 28, 2022 at 10:30 am

My wife will no longer ride the Metro – it's not safe and no visible security in sight.

– *Reader Comment,* The Source

2022-2023 Recent Metro Actions

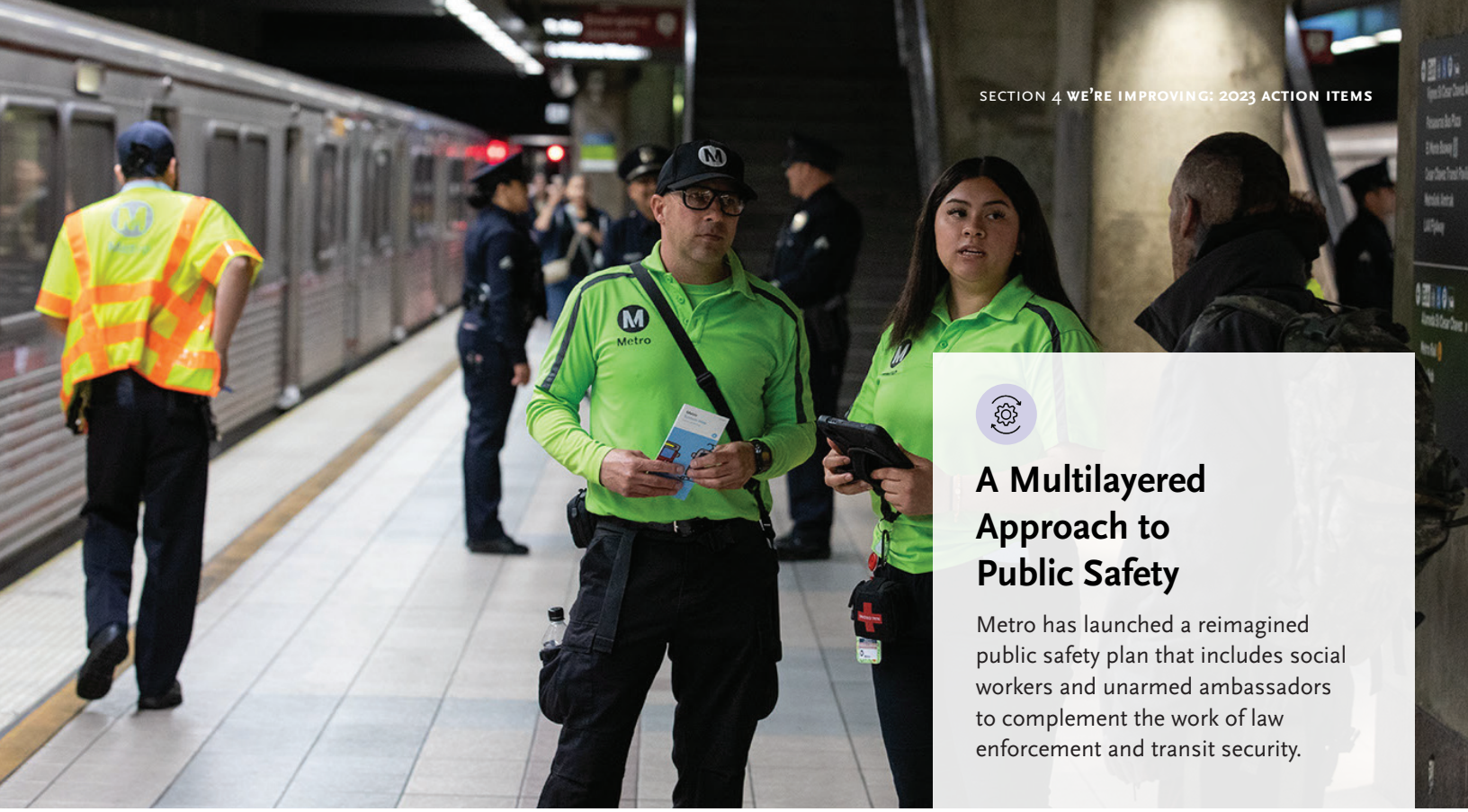
We're taking action.



We have a flexible dispatch system. Metro responds to safety and security issues with the appropriate staff – from homeless outreach or mental health workers to Metro Ambassadors or law enforcement. We're working to reduce Code of Conduct issues, such as fare evasion, by hiring 48 Transit Security Officers in FY24.

We have deployed over 300 Metro Ambassadors to support riders. Since launching in September 2022, Metro's Ambassadors are on the system to support riders and connect them to information and resources.

Our security and law enforcement are working more late shifts. Security and law enforcement are deployed during late nights/early mornings to address customer and employee concerns about safety at night.



A Multilayered Approach to Public Safety

Metro has launched a reimagined public safety plan that includes social workers and unarmed ambassadors to complement the work of law enforcement and transit security.

2023 Action Item Highlights

Station/Stop Design and Safety Assessment

The Station/Stop Score Sheet will be taken by Metro women riders and Metro women rider groups to audit safety and comfort at Metro stops, stations, and facilities. This strategy also allows Metro to monitor the progress of safety programs to inform station design criteria and policy updates.

Since 2020, the **LA Metro *Transit Watch* app** provides a quick, easy and anonymous way for customers to directly connect to Metro Security anytime to report suspicious activity or safety issues.

Integrated Public Safety Dashboard *new*

An accurate public-facing dashboard will provide timely information regarding security activities, crime, demographics, use of force incidents and complaints.

Safety for Operators

An Operator Safety Task Force was implemented to identify and address safety issues operators regularly face; solutions include increasing presence of security and law enforcement on-board buses to create a dedicated Transportation Security Officer team, upgrade bus operator plexiglass shields and improve the operator incident reporting system.

Bystander Intervention Training

Since November 2022, the training is required for all Metro employees and is being explored for implementation with customers; all Metro Ambassadors and transit security officers are required to take this training.

Increase Homeless Outreach & Access to Services

Double the deployment of homeless outreach workers and clinicians on the Metro system, and monitor trends and gauge the success of Metro efforts to address homelessness.

Make it clean.



You deserve a clean environment at stations and bus stops, and on trains and buses.

For women bus riders, cleanliness inside the bus was the #5 concern.

20%
For 20% of bus riders, cleanliness around the bus stop was a top three concern.

43%
For 43% of rail riders, cleanliness inside the train was a top three concern.



Customer Feedback

We hear you.

Tues, Dec 8, 2022 at 4:38 pm

I haven't used Metro in a while, and the floor was dirty and wet like someone peed on the bus.
– *Metro Customer Comment Form*

Thurs, Oct 27, 2022 at 6:40 pm

Hollywood and Vine station is one of the biggest tourist stops in the city and it's always embarrassingly dirty.
– *Reader Comment,* The Source

2022-2023 Recent Metro Actions

We're taking action.

We're cleaning all rail lines and buses daily.
Rail end-of-line cleaning and bus interior cleaning happens seven days a week.

We're cleaning our escalators and powerwashing more frequently at all rail stations.

We're moving away from cloth to vinyl seats on buses and rail cars.
As of September 2023, 100% of buses and rail cars have been updated

We proactively report and respond to bus stop conditions.
While majority of bus stops are not owned and maintained by Metro, we're working with local partners to better address bus stop conditions and cleanliness.





2023 Action Item Highlights

24/7 Monitoring and Evaluation Help Desk Coverage *new*

Increase staffing levels to assist in addressing the significant increase in maintenance requests coming from the *Transit Watch* App, Metro Ambassadors and other channels.

Metro Code of Conduct Campaign *new*

To address safety, cleanliness and comfort on-board Metro.

7th St/Metro Center Station Renovations

Conduct preliminary design to renovate 7th St/Metro Center Station to improve safety, security, accessibility, equity, operations, maintenance, sustainability, and the overall customer experience, including replacement of subway station flooring, wall surfaces, ceiling tiles, lighting and signage, benches and trash cans (and increase quantities where needed), and exploring a restroom pilot.

Bus Stop Contact Information

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.

Make it comfortable.

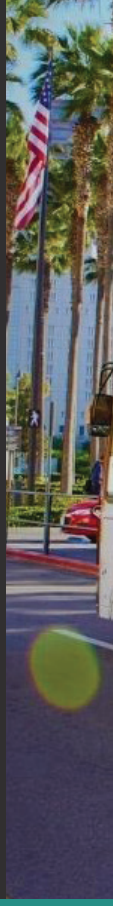


More shade *please!*

Shade was the most requested feature riders want to see at bus stops.

Based on survey results from *The Bus Stops Here, Investing in Place, September 2022.*

This was a qualitative study not conducted by Metro.



The average ride on a Metro bus is less than five miles, but half the journey is waiting for the bus to arrive on time.

Customer Feedback

We hear you.

We need better seats to wait for the bus as the metal is too hot to sit on if there is no bus shelter or tree to provide shade.

– *Bus rider*, Investing In Place, The Bus Stops Here, September 2022

Sat, Aug 13, 2022 at 5:35 pm

I am disabled and I asked the driver for a courtesy stop and he refused. Please talk to your drivers that we can ask for a courtesy stop, and to put down the lift so we can walk onto the bus because they are not pulling close to curb.

– *Metro Customer Comment Form*

2022-2023 Recent Metro Actions

We're taking action.

We created an online database to help cities prioritize amenities at high-need bus stops.
Under the Bus Stop Improvements Plan, the ArcGIS database was shared with the City of LA to assist them in prioritize high-need bus stops and expand the number of bus stops with shade, seating, lighting and other amenities. While we operate bus service, we're not owners of bus stops so we work with our partner cities to provide information and support.

We're looking into providing courtesy stops for several Metro bus routes.
Metro is developing standard operating procedures and training to allow riders to request a stop between regular bus stops so they can exit buses closer to their destination before light and after dusk.



Surprise and Delight

Implement programs that aim to surprise and delight customers and employees in fun and engaging ways, such as arts, music and giveaways.

2023 Action Item Highlights

Escalator and Elevator Improvements

Improve elevator and escalator operations without significant down time.

Bus Stop Improvements Plan

Partnering with local jurisdictions, Metro will provide technical and financial assistance for expanded amenities and shelters, moving forward on bus stop lighting installation, and identifying opportunities for partnerships that may enhance cleaning and/or bus stop activation.

Camera Visibility and Lighting *new*

Metro will expand the ways it advertises the presence of cameras at stations and in vehicles. By encouraging a culture of good passenger behavior through subtle reinforcement, riders can be assured that Metro environments are being actively monitored, attended and observed by staff. (also related to ***Make it safe***)

Make it reliable.



You deserve to get to where you need to go on time and at the frequency you need.

36%

For 36% of bus riders, the bus coming on time was a top three concern.

29%

For 29% of bus riders, the bus coming frequently was a top three concern.

21%

For 21% of rail riders, the train coming on time was a top three concern.



Customer Feedback

We hear you.

Wed, Oct 26, 2022 at 7:07 pm

The bus keeps arriving several minutes earlier than before. The schedule has been unreliable with the bus immediately after it arriving late as well.

– Metro Customer Comment Form

Fri, Oct 28, 2022 at 1:25 am

I am always appreciative of the driver who gets me where I need to go. I fully understand that it's not an easy job and most of them do a great job, but there are few who give bad impressions and take away from most drivers who do a great job.

– Metro Customer Comment Form

2022-2023 Recent Metro Actions

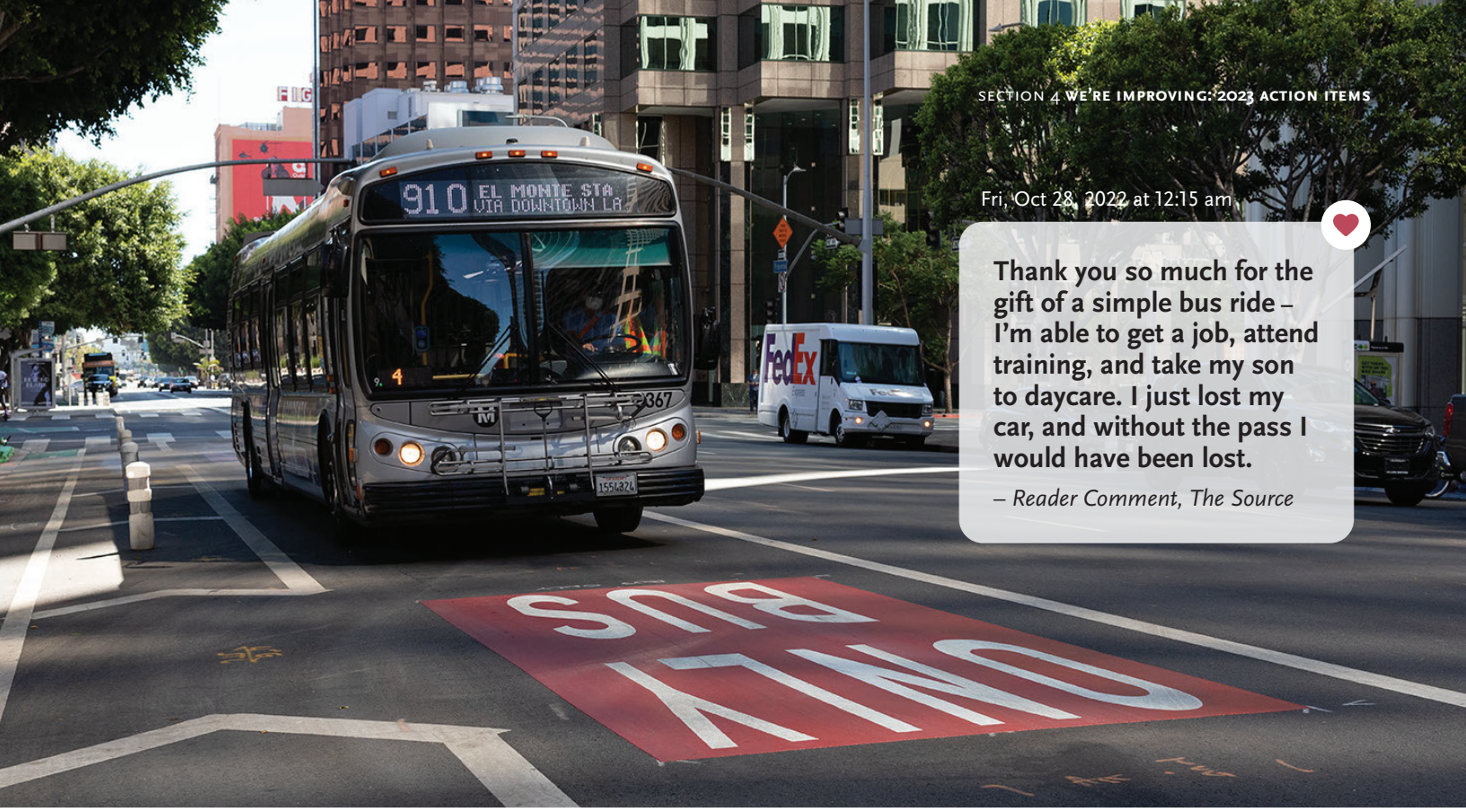
We're taking action.

We're on track to implement 30 miles of bus lane by end of 2023. By working closely with local jurisdictions and stakeholders, we're accelerating bus lanes on Alvarado, Venice, La Brea, Florence and Sepulveda.

We have a Bus Operator Task Force to continue to prioritize operator hiring and retention. The task force prioritizes fast-track hiring opportunities, mentorship, performance evaluation and milestone salary bonuses.

Our buses have been running more frequently. Since December 2022, we have fully restored our NextGen bus service frequency improvements.

We will be piloting bus headway/ frequency management research. This research is underway for Line 16 and began in July 2023.



Fri, Oct 28, 2022 at 12:15 am

Thank you so much for the gift of a simple bus ride – I'm able to get a job, attend training, and take my son to daycare. I just lost my car, and without the pass I would have been lost.

– Reader Comment, The Source

2023 Action Item Highlights

Rail Frequency Restoration

Restore rail frequency to pre-COVID service levels, including late night rail service.

Bus Lane Acceleration

Accelerate the design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations.

Light Rail Speed Improvements

After over a year of studying different available options, provide recommendations for the Board to approve light rail speed improvement projects.

Invest in Bus Layover Facilities *new*

Examine and invest in bus layover facilities – this will improve reliability by putting buses back in service faster, as well as assist operators and customer health and happiness.

NextGen Bus Plan Completion
After gradually restoring bus service following the service cuts brought on by the COVID pandemic, in December 2022 we restored bus service to pre-COVID levels. The restoration to full service levels included improved frequencies and routing as designed in our NextGen Bus Plan, adopted in 2018. **We now operate a full seven million service hours annually.**

In 2023, we were busy expanding our system to get you to more places that matter. We opened seven stations on the K Line and three Regional Connector stations on the A and E Lines.

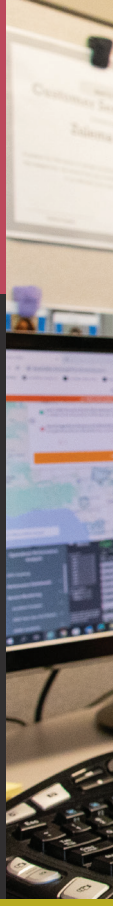
Make it easy.



For women bus riders, availability of accurate real-time information was a top frustration.

23% of bus and rail riders self-report that they do not speak English well.

42% of bus and rail riders speak Spanish at home.



Your experience going Metro should be easy. Real-time information, ease of payment and comfort are concerns we all share.

Customer Feedback

We hear you.

Thurs, Oct 27, 2022 at 5:02 pm

We're very thankful to the services of Metro and all bus drivers. They are very nice and patient with the elderly and those who are in their wheelchair.

– *Reader Comment,* The Source

Fri, Oct 28, 2022 at 8:41 am

It's really frustrating to have to wait a long time for the bus, especially when the app can't be trusted either.

– *Metro Customer Comment Form*

2022-2023 Recent Metro Actions

We're taking action.

We launched a Customers With Disabilities Employee Education Training program with bus and rail operating divisions. We're looking to expand the training program to other frontline staff, including Metro Ambassadors, Transit Security Officers and Customer Care Agents.

We're improving our real-time service cancellations, delay advisories, and service alerts. We're pushing real-time GTFS to third-party trip planning apps, including Google Maps, Transit App, Moovit and others.

We're looking into accessible navigation applications. We're working with Waymaps to develop audio guidance for Union Station in 2024.

50 E-paper real-time information bus stop signs will be installed along Vermont Avenue. As operational proof of concept, the signs will improve access to real-time information, particularly for riders without smartphones and those with visual or hearing impairments.



2023 Action Item Highlights

Extended Customer Care and Social Media Response Hours *new*

Extend Customer Care and social media hours to cover entire service day on weekdays and weekends.

Improve Spanish Language Communications *new*

Establish formal procedures and cross-functional group to improve Spanish-language marketing and communications.

Station Wayfinding and Signage Updates *new*

Starting with 7th St/Metro Center Station, conduct walk-throughs of high-volume stations (eventually all stations) to assess existing wayfinding and identify gaps/issues.

Simplify and Share Metro Contact Information *new*

Make it easy to know who to contact at Metro on the web, and on printed guides and on-board ads.

Enhancements to GoPass and LIFE Programs *new*

Building on previous changes, enrollment improvements to the GoPass and LIFE programs, including a streamlined online application and improved marketing campaigns.

And we'll never stop.



We're committed to improving your experience.

We'll never stop the hard work it takes to make your ride safe, clean, comfortable, reliable and easy for all. ♥

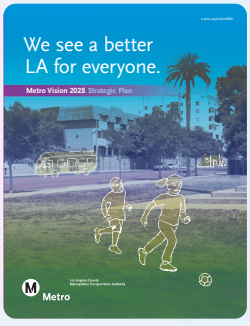
Connect with us.

Check out our website for more updates on how we're taking action.

We have *a plan* for that.

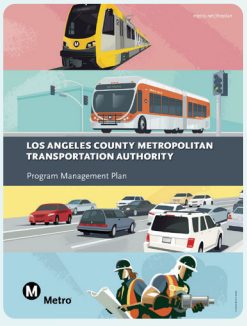
The CX Plan is just one of Metro's plans demonstrating how we're working for you to build a world-class transportation system and deliver an exceptional trip experience.

READ MORE ABOUT THEM BELOW



Metro's Vision 2028 Strategic Plan

Our agency-wide strategic plan created the foundation for transforming mobility in LA County through the year 2028.



Program Management Plan

Our roadmap for managing and implementing the capital improvement portion of Measure M – delivering at least one major project per year until 2028.



Moving Beyond Sustainability

Our comprehensive strategy to make Metro facilities greener, reduce air pollution and trash from construction and reduce smog and greenhouse gases across LA County.

Appendix A

2023 Action Items Summary



Customer Research and Insights



Physical/Capital Improvements



Operational/Policy Improvements



Communication, Education and Training Programs

Safe	Clean	Comfortable	Reliable	Easy
Integrated Public Safety Dashboard new		Annual Homeless Counts		Collaborative Metro Research and Data Group new
Safety for Operators				Customer Journey and Persona Analysis new
				CX Key Performance Indicators Dashboard
				Metro Website and Mobile Application Accessibility Review new
				UX Testing Policy
Blue Light Boxes	7th St/Metro Center Station Renovations *(Aging Subway Station Renovations)*	Escalator and Elevator Improvements new	Bus Lane Acceleration	Bus Stop E-Paper Real-Time Information
Camera Visibility and Lighting new	Elevator Camera Evaluation		Camera Bus Lane Enforcement	Station Wayfinding and Signage Updates new
Security Monitoring Systems Installation new	Temporary Exterior Train Wash new		Invest in Bus Layover Facilities new	
Station/Stop Design and Safety Assessment new			Light Rail Speed Improvements	
Friendly Intercom Announcements at Rail Stations and Bus Stops new	24/7 M&E Help Desk Coverage new	Bus Stop Improvements Plan	Analyze Operational Systems for Potential Risks new	Convert Cash-Paying Customers new
Funding for Homelessness Outreach on Transit	Adopt-A-Transit Stop/Station Program		Headway Management Research	Enhancements to GoPass and LIFE Programs new
Increase Homeless Outreach & Access to Services	Ancillary Station Area Cleaning new		Rail Fr	Evaluate Feasibility of Consolidating Metro Mobile Apps new
Metro Ambassadors Pilot Evaluation	Cleaning Surge Activities			Extended Customer Care and Social Media Response Hours new
Transit Watch App Enhancements	Research Advanced Cleaning Technologies new			Improved Systemwide Accessibility
	Test Deployment of Custodial Staff to Support High Incident Areas new			Integrated Ticketing with Entertainment Partners new
				Standardize Frontline Employee Uniforms new
				Update Temporary Signage Template new
Bystander Intervention Training new	Bus Stop Contact Information	Surprise and Delight		Cross-Functional Spanish Language Group new
Courtesy-Stop Program		System Knowledge for New Employees new		Simplify and Share Metro Contact Information new
Customer Service Best Practices Integration Across Frontline Metro Security Staff new				
Metro Code of Conduct Campaign new				
Metro Employee Travel Partner Program new				
Regular Internal Metro Safety Communications/Lunch & Learns new				

Stephanie Wiggins
Metro Chief Executive Officer

Jennifer Vides
Metro Chief Customer Experience Officer

Metro Board of Directors 2023

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Mayor
City of Los Angeles

Janice Hahn, FIRST VICE CHAIR
Los Angeles County Supervisor
Fourth Supervisorial District

Fernando Dutra, SECOND VICE CHAIR
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City of Whittier

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Appointee
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City of Inglewood

Kathryn Barger
Los Angeles County Supervisor
Fifth Supervisorial District

Katy Yaroslavsky
City Councilwoman
Fifth Supervisorial District

Lindsey Horvath
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Third Supervisorial District

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Appendix B

Status of 2022 Action Items

Status of Action Items

STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Blue Light Boxes	Call Point Security Project - Prototype blue light boxes recommended by Women and Girls Governing Council to improve security on the rail system	Chief Operations Office	◒	Included	Begun activities with the contractor, Birdi Systems, to develop the blue light boxes design, construction work plan, and project timeframe. Anticipate the overall project timeframe will be approximately 24 months.
Bus Stop Lighting Installation	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.	Chief of Staff Office	◒	*Consolidated with* Bus Stop Improvements Plan	*See* Bus Stop Improvements Plan
Bystander Intervention Training	Continue new bystander intervention training for customers and Metro employees.	Chief Safety Office	●	Not Included	Mandatory training for employees rolled out in December 2022.
Courtesy-Stop Program	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.	Chief Operations Office	◒	Included	Existing policy with bus operators to perform courtesy stops in the evening for women, children, and seniors traveling alone. Will continue working on information campaign for operators and public.
Funding for Homelessness Outreach on Transit	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.	Chief of Staff Office	◒	Included	Postponed - waiting for greater buy-in and studying best practices in other cities.
Increase Homeless Outreach	Double the deployment of homeless outreach workers and clinicians in the Metro system.	Chief Safety Office	●	*Consolidated with* Increase Homeless Outreach & Access to Services	Homeless outreach staff doubled in summer of 2023
Late Shift SSLE Deployment	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	●	Not Included	Deployment is according to contract and recent negotiations provided more coverage in late night shifts.
Metro Ambassadors	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	●	Not Included	Metro Ambassadors launched in October 2022.

Status of Action Items

STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Safety for Operators	SSLE team is working with OPS on enhanced safety features for Operators, including: > UX Test and Train Improved Operator Incident Reporting System - LESR (OPS/SSLE) > Install Enhanced Bus Operator Shield (OPS) > Admin Employee Safety Reporting and Feedback (SSLE/CXO) > Implement Employee Self-Defense and Sexual Harassment > Prevention Trainings and Program (CPO) (GAP) > Increase in Transit Security Officers to be deployed as bus riding teams reducing bus operator assaults	Chief Safety Office	◒	Not Included	Received additional positions in FY24 that we're currently working on filling as well as any vacancies due to turnover. FY24 positions received for MTS: 40 TSOIIs, 4 TSOIs, 4 Sgts.
Security Officer Ecosystem Support	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	●	Not Included	The pilot program concluded in early 2023 and has evolved into a new multi-layered deployment that launched in July. The lessons learned, successes, and data of the Respect the Ride pilot were applied to the new deployment.
SSLE Flexible Dispatch	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	⊘	Not Included	No longer pursued due to shifting priorities (e.g., Drug-Free Metro; Respect the Ride Campaign)
Transit Watch App Maintenance Coordination	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.	Chief Operations Office	◒	*Consolidated with* *Transit Watch* App Enhancements	Enhancements to Metro's handling of cleaning and maintenance complaints in the *Transit Watch* app system have been made; Metro will continue to identify improvement opportunities, particularly in the user interface of the application.
Transit Watch App Marketing	Continue to market the *Transit Watch* app to generate at least 5,000 monthly downloads 500 downloads per month, 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	●	*Consolidated with* *Transit Watch* App Enhancements	*Transit Watch* paid media campaign generated 16M impressions and generated 4,795 app installs.
Adopt-A-Transit Stop Program	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	◒	Included	Feasibility of alternative under review by Department.

Status of Action Items

STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
7th St/Metro Center Station Renovations (Aging Subway Station Renovations)	Conduct preliminary design to renovate 7th St/Metro Center Station 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, signage, and wayfinding design, including an evaluation of new signage needs to align to current standards and to address customer needs > 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 > 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 > Repair and refurbishment of station artworks	Chief Planning & Development Office	◒	Included	SWD Design led detailed interdepartmental walk-though surveys for DTLA subway stations and produced 5 illustrated detailed reports prioritizing needed updates to these stations. SWD begin in early fall FY23 with procurement of an architectural design firm to develop 30% designs for 7th/Metro Station, and also began serving as lead in the Planning Department's committee for Key Station Updates for the 2028 Olympic Games.
Bus Stop Contact Information	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	◒	Included	Currently weighing options to integrate the Bus Stop Contact Information as part of the e-paper bus stop pilot. Will determine implementation
Cleaning Surge - End of Line	As part of an overall Cleaning Surge, expand "end of line" train cleaning to all rail lines and add weekend coverage at Union Station and 7th/ Metro.	Chief Operations Office	◒	Included	End-Of Line cleaning is done Monday through Friday on both subway and light rail lines. The FY24 budget includes hiring additional Service Attendants to conduct and expand this cleaning.
Cleaning Surge - Escalators	As part of an overall Cleaning Surge, increase escalator step cleaning at rail stations to four times per year.	Chief Operations Office	●	Not Included	Enhanced escalator step cleaning occurs four times per year.
Cleaning Surge - Midday Bus Interior	As part of an overall Cleaning Surge, expand to seven-day a week midday bus interior cleaning and expand to four layover points.	Chief Operations Office	◒	Included	In FY23, Division 2 cleaning crew cleaned 14,896 buses at Terminal 28, 2,536 buses at Maple Lot, 1,658 buses at El Monte, and 1,895 buses at Washington/Fairfax. The bus terminal cleaning program continues a seven day per week operation, with cleaning at four bus terminals on a rotating basis. The cleaning team continues to focus on removing trash, wiping up spills, removing graffiti, and wiping down the interiors of the buses.
Cleaning Surge - Trackway Trash	As part of an overall Cleaning Surge, remove trash and litter from all trackways adjacent to underground platforms weekly.	Chief Operations Office	●	Not Included	The Wayside Track Maintenance Department targets trackway clean up at seven priority B/D Line Stations twice a month and all other B/D Line Stations once per month, staff availability and track allocation permitting. In FY23, they performed almost 140 track way clean ups, a significant increase from previous years.

Status of Action Items

STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Elevator Camera Evaluation	Evaluate the impact of elevator cameras on vandalism, cleanliness, and biohazards.	Chief Operations Office	◒	Included	Work on camera installations was delayed due to Regional Connector taking priority with no RFM resources available. However, the drawings for Westlake MacArthur Park have been completed, wall coring is partially completed and RFM has begun procuring and staging materials and tools to begin the conduit installation for the camera wiring.
Employee Cleaning Days	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, compliment Metro Marketing's We're Here for You campaign, and show customers that we care (subject to discussion with Metro labor representatives).	Chief People Office	⊘	Not Included	This action item will no longer be pursued.
LACC Trash Pickups	Explore working with the Los Angeles Conservation Corps to conduct additional trash pickup at bus stop zones.	Chief of Staff Office	●	Not Included	See **Bus Stop Improvements Plan**
Neighboring Trash Clean-Ups	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.	Chief Planning & Development Office	◒	Not Included	Other – this was deferred to Facilities Maintenance and System Security Law Enforcement. Real Estate coordinates with appropriate Metro departments.
Station "Cleaned By" Form	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.	Chief Operations Office	⊘	Not Included	This action item will no longer be pursued.
Station Evaluation Mobile System	Deploy company cellphones 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.	Chief Operations Office	●	Not Included	Production of Location Management System was operational and functional as of FY23 Q2 - staff are able to use their company cell phones to generate, modify, or complete LMS work orders.
Station Restroom Replacement Roadmap	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.	Chief Planning & Development Office	◒	*Consolidated with* **Aging Station Renovation**	Issuance of Task Order delayed in Procurement for 7th/Metro Station updates, which include feasibility study and design for public restrooms.
Vinyl Seat Replacement	Replace cloth seats with easier-to-keep-clean vinyl seats on all Metro buses and trains that serve customers by the end of FY23.	Chief Operations Office	●	Not Included	On bus: Vinyl Seats were installed on 1,870 buses which is 100% of the Operating Bus Fleet. On rail: 100% Complete for P2550 fleet, 85% Complete for P2000 fleet, 94% Complete for A650 fleet, 85.5% Complete for P3010 fleet. For P2000 and A650 fleets: Vinyl seats replacement will be done once the cars return from the vendors.
Annual Homeless Counts	Homeless counts - Regular counts to monitor trends and gauge the success of Metro efforts to address homelessness	Chief of Staff Office	●	Not Included	Annual homeless counts on transit are conducted as part of Los Angeles' Homeless Service Authority's (LAHSA) annual work. Metro's Homeless Initiatives team works with LAHSA on this work.

Status of Action Items

STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Bus Stop Sketch Plan	Work with an interdepartmental Metro action team to launch the "Shade for All Campaign" (now referred to as the Bus Stops Vision Plan): Work on the creation of a Bus Stop Sketch Plan to understand the following: > Visiting bus stops with representatives from local jurisdictions to understand better the conditions that their constituents experience and to build local support for improvements. > 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. > 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. > Pursuing grants to establish an incentive program for local jurisdictions could partially subsidize new bus stop shelters, seating, lighting, and other amenities. > Working with cities to jointly pursue funds for sidewalk repair and accessibility. > Working with cities to refine practices to ensure adequate bus stop maintenance and cleaning. > Testing of bench designs that incorporate shade.	Chief of Staff Office	◒	*Consolidated with* **Bus Stop Improvements Plan**	Board received and filed on June 2023 the Bus Stop Improvement Plan (BSIP) Update. There are four parts to the BSIP: development and execution of Bus Stop Summit, Development and Execution of Bus Stop Portal, conduct of Local Return Audit, and development of funding strategy to allow cities and jurisdictions to develop bus stop improvement capital and operations and maintenance. Lighting: Continue to coordinate with Metro Planning in the development of MOU to initiate the bus stop lighting program. Collaborating with City of LA Bureau of Street Lighting and Bureau of Engineering on specific action items related to lights and other safety related bus stop issues. New bus stop lighting capital project in Metro FY24 budget approved by the Board.
Daily Elevator Maintenance Alerts	Program real-time alerts that indicate the location of elevator or escalator breakdowns.	Customer Experience Office	◒	*Consolidated with* **Elevator/Escalator Improvements**	Creating a chart on transit alternatives when elevators are out of service. Pulling together information on transit alternatives to stations without elevators. Created a template for sharing elevators out of service for maintenance each day.
Shade for All Campaign - Countywide Bus Stop Data	Collect countywide data on bus stop conditions to guide a multi-phase comprehensive "Shade For All" campaign to expand the number of bus stops with shade and other amenities, including seating and lighting.	Chief of Staff Office	●	*Consolidated with* **Bus Stop Improvements Plan**	An integrated ArcGIS database was created and shared with the City of LA to prioritize high-need bus stops.
Surprise and Delight	Surprise and delight customers through implementation of Board Motion 45.1 to "Uplift the Human Spirit Through Metro Art."	Customer Experience Office	◒	Included	Metro Art surprise and delight initiatives have included a new rider portrait series by local artists, Metro Art Buses, partnerships with community-based arts and cultural organizations, curated cultural programming and poster giveaways.
Bus Lane Acceleration	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.	Chief Operations Office	◒	Included	On track to complete at least 30 bus lane miles by FY23 Q4 (Alvarado, Venice, La Brea, Florence, Sepulveda). Venice bus lanes were installed in June 2023. La Brea (north) bus lanes were installed in July 2023. Florence bus lane design is expected to begin in the fall of 2023.

Status of Action Items

STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Bus Operator Task Force	"Metro's Bus Operator Task Force to develop options and recommendations for ways to meet the 1% canceled assignment limit (subject to discussion with Metro labor representatives). Specific options to consider include: > 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 > Bus operator applicants being able to shadow a bus operator for a day to see what the job entails > Continuous mentorship of bus operators for the first year, beyond the current three-week period, to improve retention > Possible milestone bonuses to boost retention (e.g. after two years of service) > 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 > Evaluation of improvements in working conditions to give bus operators the support they need for work/life balance > 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 canceled assignment > 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	Chief Operations Office	●	Not Included	We have been hiring FT bus Operators since January 2023. OPS is continuing to explore ways to improve retention, reduce call backs and retain low cancellation rates.
CAL-ITP GTFS MOU	Finalize a Memorandum of Understanding (MOU) with Caltrans' 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.	Chief Operations Office	●	Not Included	Agreement signed in February 2022.
Camera Bus Lane Enforcement	Pilot test Camera Bus Lane Enforcement (CBLE) to improve bus speed and reliability.	Chief Operations Office	◒	Included	Metro issued the RFP in FY23 and remains in procurement black out; expected to present contract award recommendation to the Board in October 2023 cycle.

Status of Action Items

STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Digital Rider Alert System	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	◒	*Consolidated with* Metro Mobile Applications Enhancements	Digital Rider Alert System is now coupled with updating CRM systems and consolidated mobile app, ensuring the back-end technology is coordinated will lead to improved CX and communications.
FEMA Emergency Messaging	Set up an emergency messaging system in partnership with FEMA for emergency situations.	Customer Experience Office	●	*Consolidated with* Metro Mobile Applications Enhancements	As part of the mutual aid process LA County Office of Emergency Management will include transit specific messaging into any applicable Wireless Emergency Alerts (WEA). Due to the WEA character limit, Metro would likely to limited to a few words in WEA messages that are 360 characters. Metro also has the capability to send text notifications to all *Transit Watch* App users. Users who have registered through the app in addition to users who have ever messaged the app are able to be notified through a direct text message.
Headway Management Research	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.	Chief Operations Office	◒	Included	Pilot was launched 7/10/23 (revised from 6/25/23 to allow for TSO shake up to be completed).
Light Rail Speed Improvements	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.	Chief Operations Office	◒	Included	SECOtrans has been performing analysis of rail gates on the A and E lines in the cities of Los Angeles and Santa Monica. Additional model runs and optimizations are still being performed.
New Line Communication Testing	User-experience-test sample communications regarding the Crenshaw and Regional Connector openings to uncover and resolve any points of confusion.	Customer Experience Office	●	Not Included	Conducted message testing on communications regarding the K Line and Regional Connector openings to resolve customer confusion.
NextGen Equity Focus Communities Impact	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.	Chief Operations Office	●	Not Included	Assessment presented to Board Committee in November 2022.
NextGen Service Restoration	Restore NextGen Scenario A/B (7.1m rsh) bus frequency improvements.	Chief Operations Office	●	Not Included	Final service restoration was completed in December 2022.
Temporary Service Reduction Updates	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.	Chief Operations Office	●	Not Included	Ongoing reduction updates were presented to the Board Committee monthly; discontinued upon restoration of service.
Accessible Navigation Apps	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.	Chief of Staff Office	◒	Included	Waymaps demonstration at Union Station using test routes. After, will rollout the pilot in downtown stations (B/D, Regional Connector stations). Working through measures of success (star rating) applied to the demonstration and pilot to gather cost estimate and secure funding next FY.

Status of Action Items

STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Annual CAPE Integration	OMB to work with the Executive Officer for Customer Experience to ensure that responsible departments incorporate all Customer Experience Plan recommendations into the respective FY Comprehensive Agencywide Performance Evaluation (CAPE) system, and report progress quarterly.	Chief Strategic Financial Management Office	⊘	Not Included	This action item will no longer be pursued as the CAPE system is no longer being used by Metro.
Annual CX Survey	Conduct annual, random sample, on-board Customer Experience Surveys to track Metro CX progress and identify emerging issues.	Customer Experience Office	●	Not Included	2022 CX Survey completed in Spring 2022.
Budgeting CX Action Items	Prioritize CX Plan recommendations and consider them in all upcoming capital and operating budget processes.	Chief Strategic Financial Management Office	●	Not Included	In FY23, CX Action Items were prioritized in the adopted budget and will continue to be prioritized in the future.
Bus Stop E-Paper Real-Time Information	Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.	Chief Operations Office	◒	Included	Contract has been executed. 1st article assembly and acceptance is under way. There are 50 bus stop ePaper signs (25 in each direction) that will be installed on Vermont for this operational proof of concept. Full installation is still expected within FY23.
Customer Journey Mapping	Conduct Journey Mapping ride-alongs with diverse riders to understand their diverse needs and inform future CX priorities.	Customer Experience Office	◒	Included	Procurement delays have caused this task order to not be released in June; aiming for July release date with project conclusion by early 2024.
CX Action Item Grants	Prioritize CX Plan recommendations and consider them in upcoming grant opportunities.	Chief Planning & Development Office	●	Not Included	Team submitted TIRCP Cycle 6 applications and received awards from 3 categories of the TIRCP Cycle 6 funds: > $600M for East San Fernando Valley Light Rail Transit Project Phase 1- Existing Projects category > $95M for LA Metro Capital, Operational, Rehabilitation, and Expansion (CORE) Capacity and System Integration- New Projects category > $35M for Eastside Transit Corridor Phase 2- Major Projects Development Reserve category The Federal Railroad Administration fully funded our grant request of $38.3 M for the Doran Street Grade Separation Project from the Railroad Crossing Elimination Program. We have submitted 10 projects for SB1 Cycle 3 state discretionary and formula grants requesting $367.3M in total. We were awarded $127.9M of SB1 Competitive Grants funding for 5 projects and an additional $77.4M has been programmed for 2 projects submitted for Local Partnership Program Formula portion. The team has applied for CalSTA's High-Priority Grade Crossing Improvement and Separation Program requesting $113.3M that included $38.3 M for the Doran Street Grade Separation Project (Phase A) with the balance of the request for the Brighton to Roxford Double Track Project. Of the requested amount, Metro received $46.5M.

Status of Action Items

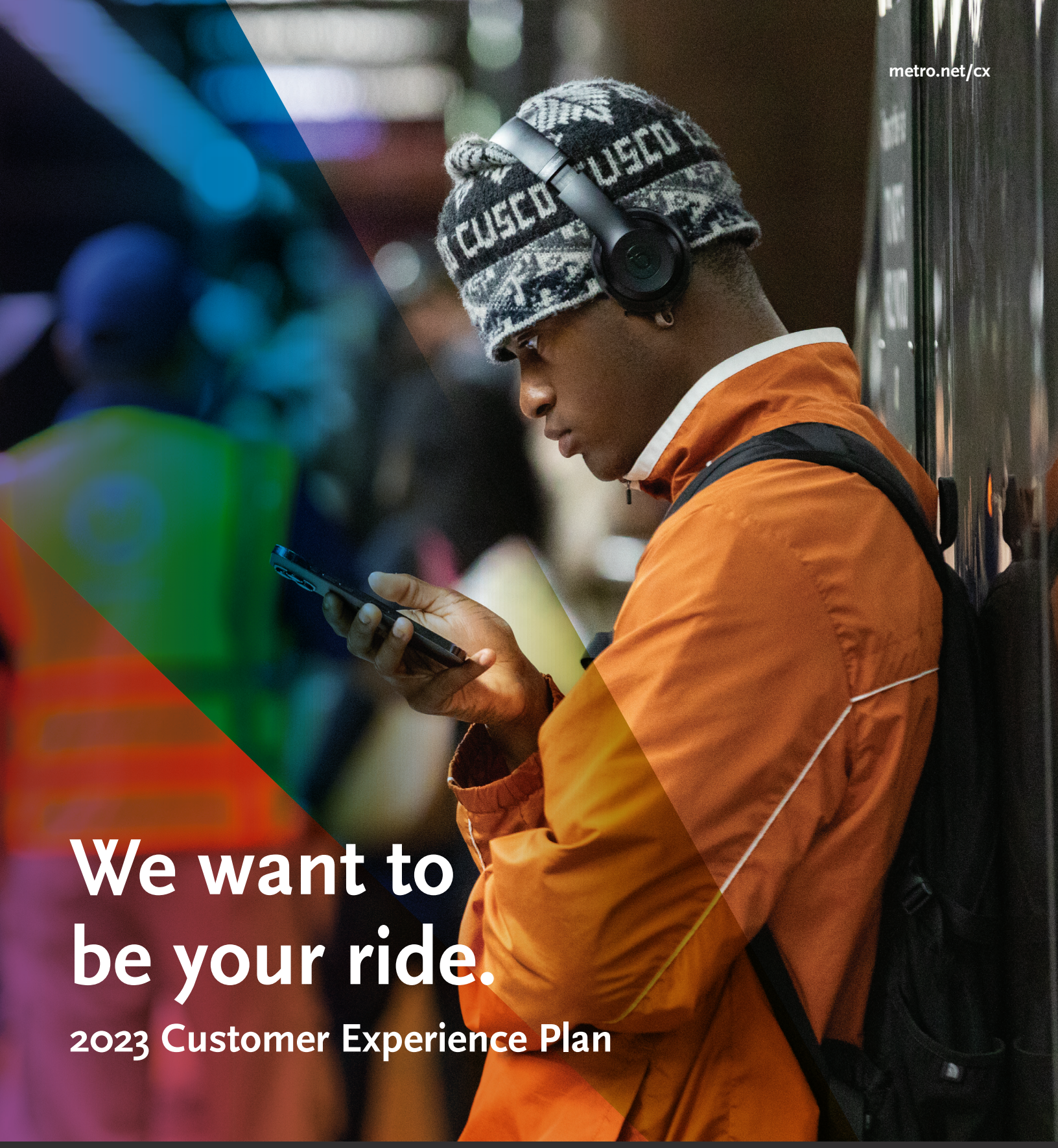
STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
CX KPI Dashboard	Develop a comprehensive CX KPI dashboard.	Customer Experience Office	◒	Included	Carrying over into FY24; waiting on finalization of CX KPIs before starting up work on an internal and external dashboard.
Desired Beliefs and Behaviors Recruitment	Modify hiring recruitment and selection to bring on more employees who exhibit desired beliefs and behaviors	Chief People Office	⊘		HR is still waiting for an update to the Metro Mission Statement. There is no ETA as to when this will happen.
Desired Beliefs and Behaviors Training Videos	Prepare and execute a plan to modify training curricula and create training videos to reinforce desired beliefs and behaviors.	Chief People Office	⊘		HR is still waiting for an update to the Metro Mission Statement. There is no ETA as to when this will happen.
Expanded Mystery Shopping	Expand Customer Experience Mystery Shopping to cover shakeups, openings, special events, products, and services.	Customer Experience Office	◒	*Consolidated with* Collaborative Metro Research and Data Group	Metro staff will conduct mystery shopping as needed; in FY23, staff mystery shopped during several of the service changes (also referred to ask shake-ups) to identify improvement opportunities.
GTFS Pathways	Test publishing GTFS "pathways" data on station entrance accessibility for people with disabilities.	Chief Operations Office	●	*Consolidated with* Accessible Navigation Applications	See Accessible Navigation Applications.
Incorporate CX into IPP	Add Customer Experience to Metro Employee's internal performance plans (IPPs) to elevate the importance of putting customers first for all employees.	Chief People Office	●	Not Included	Employee performance plans include a category of "Improving the Customer Experience" as of FY23.
Metro Employee Survey	Plan for next employee survey in FY24 to gauge progress towards developing a customer-first culture, and to assess internal customer service employees receive from other departments.	Chief People Office	◒	Included	Metro staff have met to discuss the goals, outcomes, and drafted questions for the next employee survey to be launched in FY24.
Metro Recognition Programs	Modify recognition programs to celebrate excellence related to the desired beliefs and behaviors.	Chief People Office	●	Not Included	Both Celebrating Excellence Awards and Transit Operator Appreciation Day were completed this year and plans are to continue annually. Employee Engagement RFP is near on schedule, near completion; a vendor has been selected and we expect the software to be implemented in Fall 2024. FY23 was a successful year for recognition programs at LA Metro. We celebrated the 8th annual Celebrating Excellence awards and 2nd annual Transit Operator Appreciation Day festivities. Both were well received by the workforce, and we look forward to hosting these events in future years. Additionally, Employee Engagement took proactive steps in launching a request for proposals for recognition and engagement software. We awarded the contract at the end of FY23 but are implementing the software in FY24. The software will allow peer-to-peer recognition, a social wall, and other capabilities to promote a culture of teamwork, appreciation, and excellence.

Status of Action Items

STATUS ● Completed ◒ In Progress ⊘ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Metro Research Practice Policy	Develop an administrative policy to improve research practice at Metro and provide transparency about the accuracy and representativeness of results.	Customer Experience Office	◒	*Consolidated with* Collaborative Metro Research and Data Group	Metro staff are working internally to collaborate on survey methodology and result sharing in FY24
Metro Customer-Centric Culture Staff Training	Provide training and coaching to spur a Customer-centric culture among employees at all levels of the organization.	Chief People Office	◒	Not Included	Developing and updating Customer Experience training for frontline staff, starting with the Customer Care call agents; this training builds upon the Customer Experience training developed for the Metro Ambassadors.
People with Disabilities Employee Education	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.	Chief of Staff Office	●	Not Included	Disabilities awareness and sensitivity training videos were created and viewed by bus and rail operators. Continuing to roll out to other customer-facing roles (e.g., Customer Care)
Real-Time Failure Point Monitoring	Develop a comprehensive set of metrics for monitoring real time information 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.	Chief Operations Office	●	Not Included	Metrics implemented in June 2022.
Real-Time GTFS	Use Metro's new prediction engine, 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.	Chief Operations Office	●	Not Included	Real-time cancellations in GTFS were implemented by the bus operations center in November 2022.
Tactile Pavement Markers at Bus Stops	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.	Chief of Staff Office	◒	Included	Roll out in Downtown LA; will identify bus stops nearby stations to coordinate with Waymaps. Need City of LA MOUs and cooperation.
Tactile Guidance Paths at Rail Stations	Develop the cost and scope required to expand ADA tactile guidance paths at five or more additional rail stations.	Chief of Staff Office	●	Not Included	Completed installation in two A Line stations, two E Line Stations, three new Regional Connector Stations, and seven new K Line stations. Pending funding and cost estimates, will be looking to update some K Line stations to fix visibility and prioritize downtown B and D Lines (align with wayfinding upgrades; align with Olympic stations?). Potential funding from Systemwide Design.
UX Testing Policy	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	◒	Included	Team is working on an implementation plan to present to CXO.



metro.net/cx

We want to be your ride.

2023 Customer Experience Plan

Metro®

FINAL SEPTEMBER 2023

We want to be your ride and we know we need to earn it.

We're listening.



The path to meeting your needs starts with listening. We hear you through surveys, social media posts and daily conversations with teams throughout our system. These touchpoints let us know what really matters to you when going Metro.

We're learning.



The more we engage with you at every stage of your journey, the more we learn. And over the last three years, we've been taught a simple lesson – it's the little things that mean the most to you: safer journeys, reliable connections, clean facilities. Our plan? Make the little things big, and make our improvements count.

We promise to listen to you, learn from you and improve for you.

We're improving.



Listening and learning aren't enough. We must adapt to your needs and expectations. That's why we've worked hard to implement our CX Action Items from 2020 and 2022, and will continue to invest resources in the areas that matter most to you. We know these improvements make a difference – we saw a 15% year-over-year increase in ridership in July 2023 compared to July 2022.

And we'll never stop.



Because our improvements take time, we update you annually on our progress. This report delivers the details of our progress on how we're working to be continually better for you. It's an agency-wide effort to listen, learn and improve, so some actions may take time. But know, we'll never stop working for you because we want to be your ride.

A Letter from the Board Chair

September 21, 2023



Dear Metro Community,

It's exciting to think that in car-centered Los Angeles, Metro's transportation network is accessible to more people in more areas of the region than any other time. As we further build and expand our system, it's more important than ever that we continue to prioritize a world-class experience for all our riders.

This year's customer experience plan builds toward that goal by helping us listen and learn from our community so we can make improvements that fit their needs.

I commend our CEO Stephanie Wiggins for her continued leadership and her commitment to improving upon customer experience so that our system is the first choice of transportation for Angelenos.

Sincerely,

Karen Bass

Karen Bass
Los Angeles Mayor
Metro Board Chair

A Letter from the CEO

September 21, 2023



Dear Customers,

At Metro, we want to be your preferred choice for transportation – we want to be your ride. That's why we're working hard to make our system as safe, clean, comfortable, reliable, and easy as it can be. This plan is our roadmap to help us get there.

Over the past year, we've implemented a multitude of new programs that have drastically improved conditions on our system and have brought hundreds of thousands of riders back to Metro. We've improved our safety and security deployments and done more to enforce our Metro Customer Code of Conduct. We've enhanced our customer service by adding Metro Ambassadors and implemented more frequent and rigorous cleaning at our stations and on board our buses and trains. And we've added more frequent bus service throughout the day and hired more than 1,000 new bus operators to make our service more reliable.

The 2023 Metro Customer Experience Plan builds on this progress by focusing our resources on the things that matter the most to you. Through surveys, calls to our call center, messages sent to our *Transit Watch* app and comments on social media you've told us: "Make it safe, make it clean, make it comfortable, make it reliable, and make it easy." And 've heard you, loud and clear. The 56 distinct actions outlined in the 2023 Customer Experience Plan will help us deliver the safe, clean, comfortable, reliable, and easy transit system that the people of Los Angeles want and deserve.

Thank you for taking the time to read this plan, and for contributing valuable input to its creation. By taking these actions, we hope to earn your confidence and trust, and become your preferred choice for transportation.

Thank you for going Metro, and I hope to see you on the system soon.

With gratitude,

Stephanie Wiggins
Metro Chief Executive Officer

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We're putting you first.

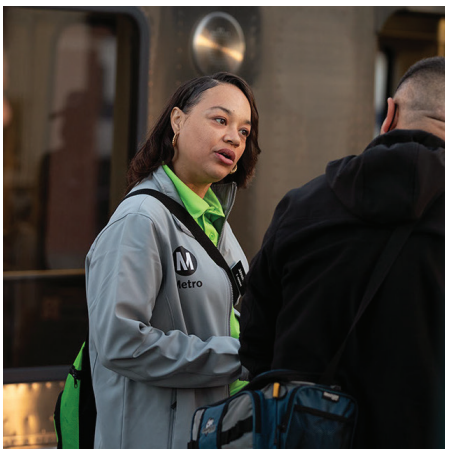
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We're listening.

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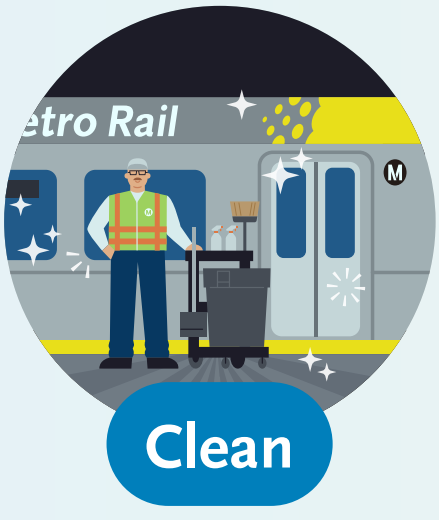
We're learning.

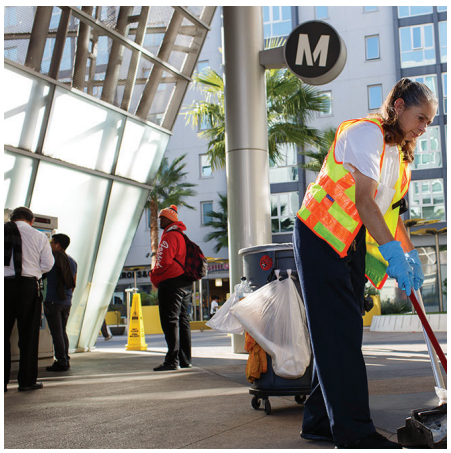
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Our customers and our employees deserve a transit system that is...







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And we'll never stop.

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Appendix A

2023 Action Items Summary

Appendix B

Status of 2022 Action Items







Section 1

We're putting you first.



We want to be your ride and we know we have to earn it. *Every. Single. Day.*

Our CX Plan is where that journey starts.

THROUGH THE 2023 Customer Experience (CX) Plan, we openly share with you

> **HOW** we're listening to you
> **WHAT** we're learning from you
> **WHERE** we're improving for you

Customer Experience at Metro

WE'RE THERE WITH YOU – on the buses and trains, in the stations and communities, taking surveys and talking to you in person. We get to know you, to understand your needs and concerns. We read your comments online and hear your calls to our call center. And we do all of this to develop a plan to make your ride the best.

WE KNOW THIS IS WORKING – we see more of you going Metro every passing month.

Metro's frontline workers are heroes.

Our staff show up to the task at hand – and we're all better off because of their service.

Nothing is more important than providing a service that's safe, clean, comfortable and reliable. That's why hiring nothing but the absolute best frontline staff will do.

We'd like you to meet a few of them.



Eleanor Orozco

Senior Service Attendant | *13 Years of Service at Metro*

♥ STAFF KUDOS

Eleanor, who was named Metro's 2022 Employee of the Year, loves working for Metro and does her best every single day to sanitize, remove litter/graffiti, and thoroughly wash our buses at Division 1.

She knows what it's like to ride a bus with a young child, and she never wants a mother to worry about where their child is putting their hands on our buses.

"Always do more than you're asked."

–**Eleanor Orozco** on important skills for Service Attendants for making sure our vehicles are cleaned inside and out when not in service.

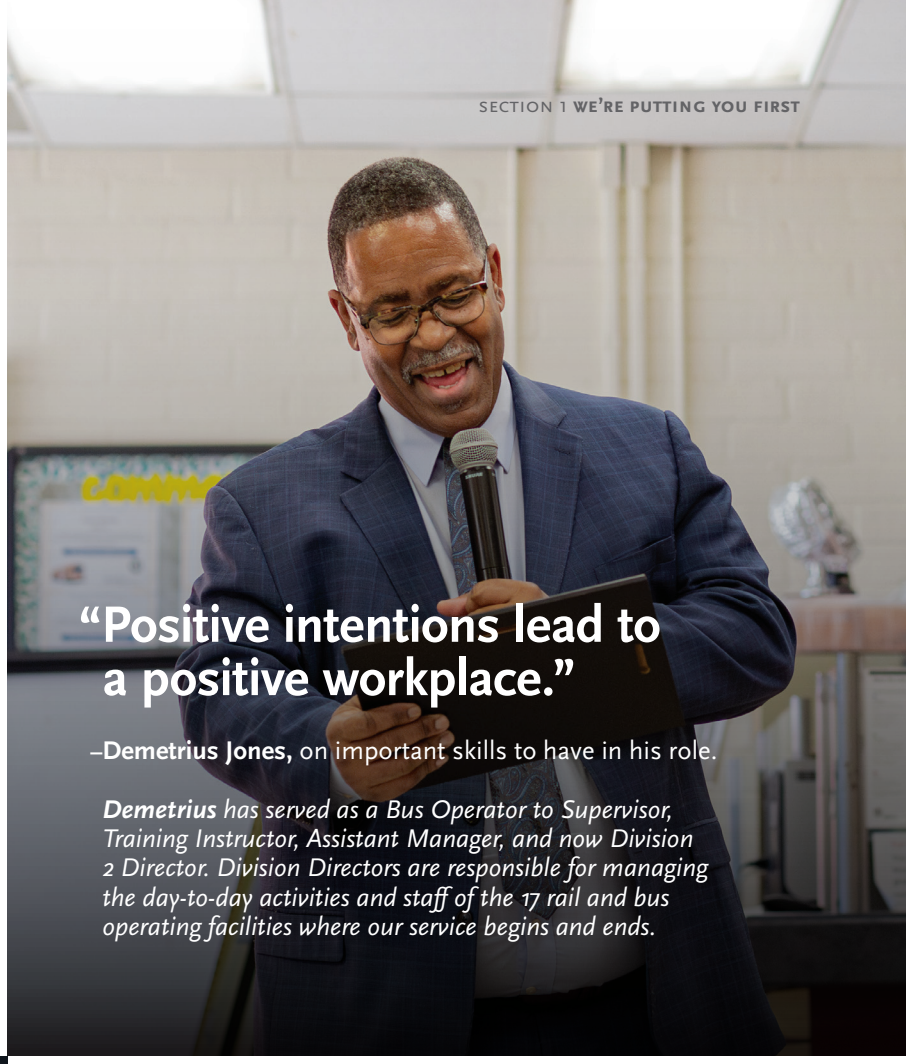
***Eleanor** started working as a Service Attendant 13 years ago and hasn't stopped feeling a sense of pride after turning around to see a clean bus and maintenance area.*

Demetrius Jones

Bus Division Director | *38 Years of Service at Metro*

♥ STAFF KUDOS

Demetrius exemplifies the customer experience Metro strives to provide through his empathy, patience, and team building. From greeting customers and checking in on his employees each morning in the operator break room, to tracking down a passenger who left her wallet on a bus to personally assure and deliver her property back, Demetrius strives to make Metro a welcoming place for both its employees and riders.



"Positive intentions lead to a positive workplace."

–**Demetrius Jones,** on important skills to have in his role.

***Demetrius** has served as a Bus Operator to Supervisor, Training Instructor, Assistant Manager, and now Division 2 Director. Division Directors are responsible for managing the day-to-day activities and staff of the 17 rail and bus operating facilities where our service begins and ends.*



Latanya Harden & Eric Fuller

Bus Operators | *20 & 10 Years of Service at Metro*

♥ STAFF KUDOS

Even after their shifts, bus operators are often approached by customers asking for help or directions. Harden and Fuller have waited at the end of the line with customers who were lost, or who spoke limited English. In some extraordinary cases, they have gotten approval from Supervisors to drive a customer to a familiar neighborhood to help them find their way.

"Expert Multi-taskers."

–**Latanya Harden (20 years of service at Metro) and Eric Fuller (12)** on taking on many roles as a bus operator.

***Latanya and Eric [not pictured]** constantly multi-task between driving safely, staying on time, navigating the notorious Los Angeles traffic, monitoring the on-board technology, checking on customers, and managing unpredictable service disruptions.*

Ruben Evangelista

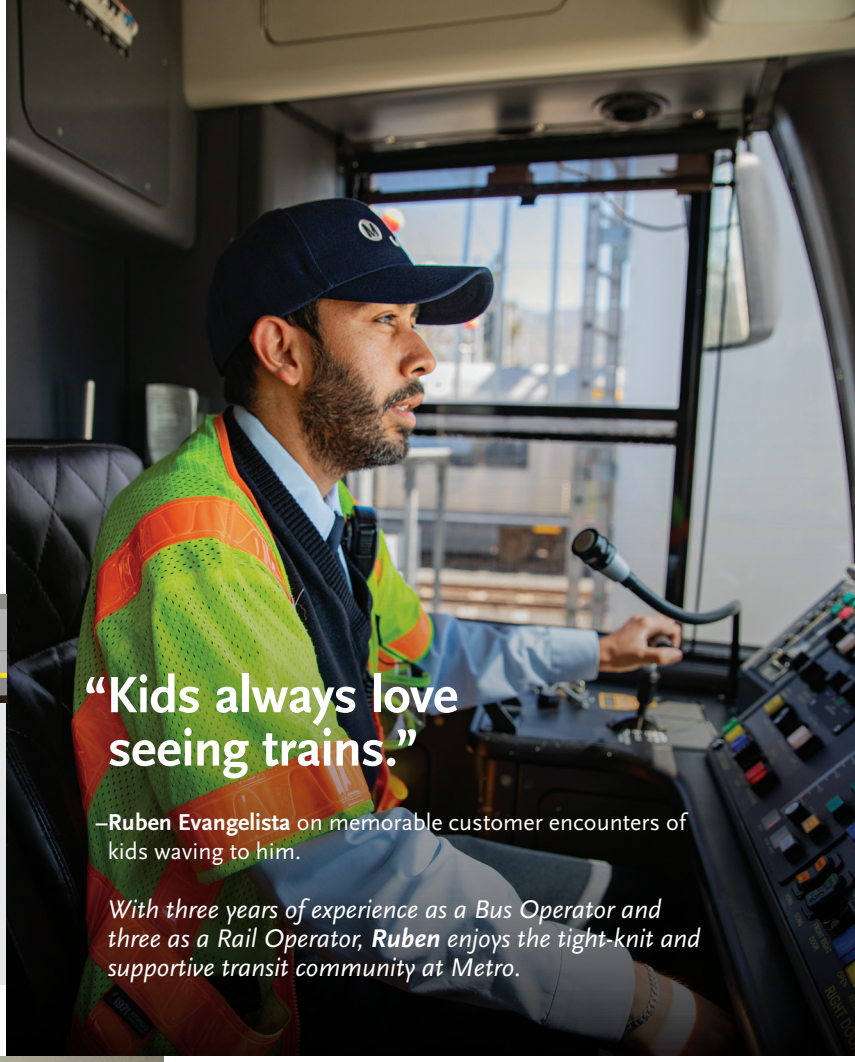
Rail Operator | *6 Years of Service at Metro*

♥ STAFF KUDOS

One of his favorite aspects of the job are all the children who constantly wave excitedly and look in awe at the trains as they go by. Unsurprisingly, Operator Ruben placed second at his first Rail Rodeo held in Fall 2022.



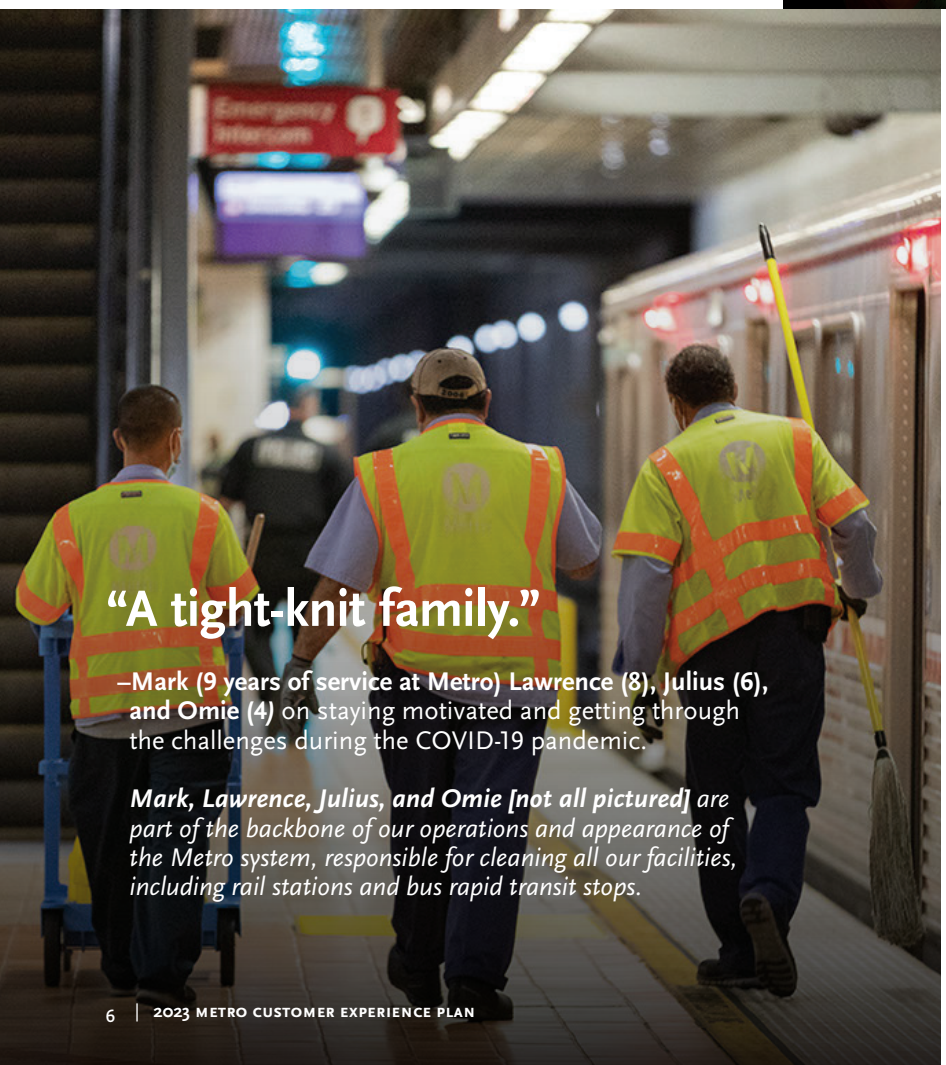
The annual Rail Rodeo puts rail operators through a rigorous rail course that includes unknown switches and a precision stop as well as a customer service situational test, uniform inspection, and written exam on the various rail operator rules and procedures.



"Kids always love seeing trains."

–**Ruben Evangelista** on memorable customer encounters of kids waving to him.

With three years of experience as a Bus Operator and three as a Rail Operator, ***Ruben*** *enjoys the tight-knit and supportive transit community at Metro.*



"A tight-knit family."

–**Mark (9 years of service at Metro) Lawrence (8), Julius (6), and Omie (4)** on staying motivated and getting through the challenges during the COVID-19 pandemic.

Mark, Lawrence, Julius, and Omie [not all pictured] *are part of the backbone of our operations and appearance of the Metro system, responsible for cleaning all our facilities, including rail stations and bus rapid transit stops.*

Mark Toomes, Lawrence Carr, Julius Jackson & Omie Reveles

Custodians | *4-9 Years of Service at Metro*

♥ STAFF KUDOS

These hard workers say the tight-knit, familial environment of the custodial staff helps keep morale high, which got them through some of the shared challenges they faced during the COVID-19 pandemic, such as navigating the unknown hazards in near-empty rail stations and working overtime to spray disinfectant in buses.

Lakeya Hurt

Transit Security Officer | *11 Years of Service at Metro*

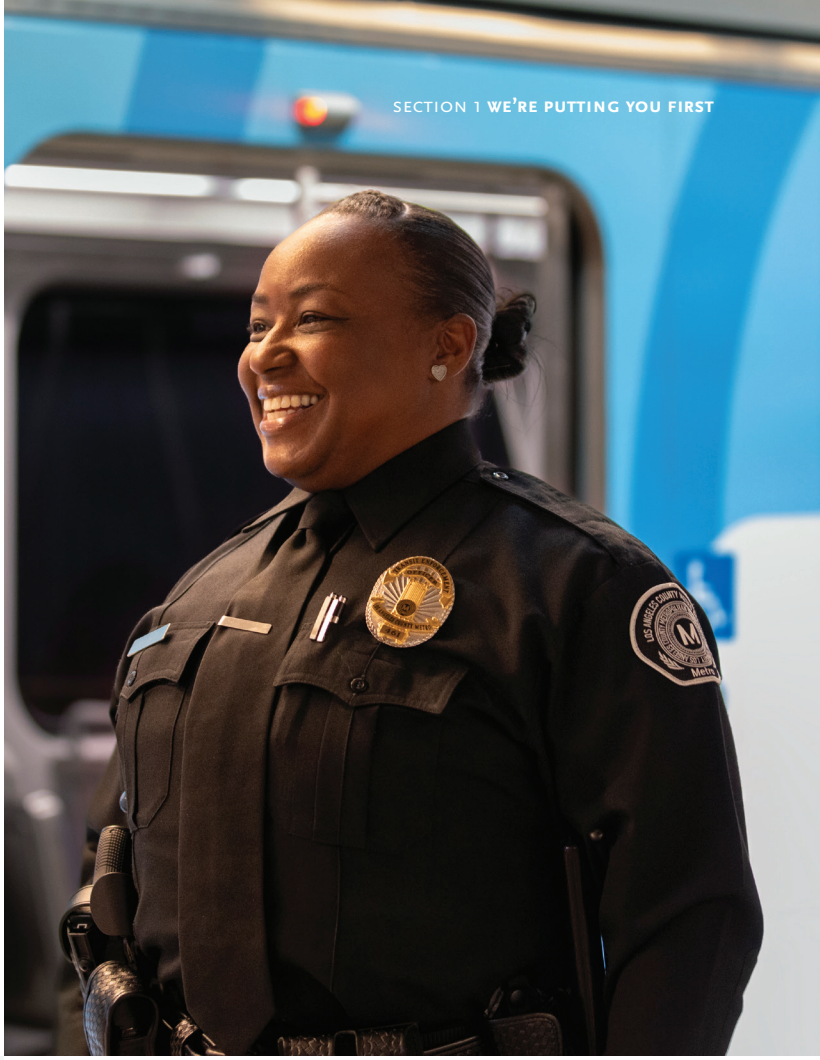
♥ STAFF KUDOS

Lakeya warm, modest, and friendly disposition radiates in her willingness to help customers. When asked about memorable customer encounters, she replied without hesitation and with a smile, "It's the kids," and the fulfilling joy of letting them know there is a friendly uniformed presence if they need it.

"It's the kids!"

–**Lakeya Hurt** on memorable customer encounters that bring joy.

Lakeya *began her career at Metro as a Bus Operator and has been serving as a Metro Transit Security Officer for the last seven years.*





Roxana Reyes

Metro Ambassador | *9 Months of Service at Metro*

♥ STAFF KUDOS

Roxana helps riders navigate Metro's rail system, from assisting a visually impaired customer navigate the stairs at 7th St/Metro Center Station, to using Google Translate to communicate with a Korean-speaking customer looking for their friend in Union Station. She enjoys the appreciation and gratitude from customers and seeing that her presence is meaningful to a better Metro experience.

"A meaningful presence."

–**Roxana Reyes** on why she enjoys being a Metro Ambassador.

Coming from a background in community and nonprofit work, ***Roxana*** *enjoys being a friendly face, helping Metro customers go to the places and people that matter to them.*

We're listening.



We hear you.

Especially when it comes to the service you need to improve your ride and make your day great.

2022 On-Board Survey Responses

Every year we asked how satisfied your are. ***Here's what you said.***



Overall Satisfaction

	Bus	Rail
Satisfied with Metro	60%	58%
Recommend Metro	66%	65%

WE KNOW you rely on us to get to work and school, to pick up groceries, and to see and care for family and friends – it's important stuff.

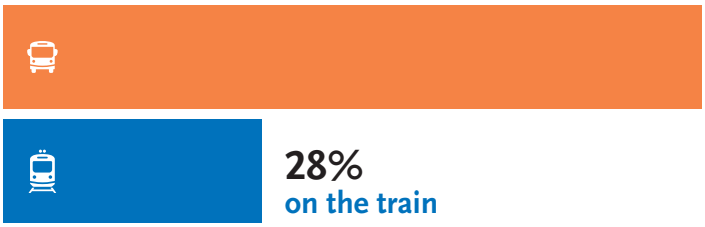
THAT'S WHY Metro is working hard to meet your expectations, whether you're getting to a doctor's appointment, celebrating a birthday, or spending an afternoon exploring.

2022 On-Board Rider Survey

Every year, we survey thousands of riders to get to know you and hear your honest opinions.

Sample Size

In 2022, we received over 10,000 responses...



Rider Profile



Our riders are slightly more male than female – most are 25-64 years old.



A majority of our riders identify as Latino.



83% of rail riders and 72% of bus riders have an annual income of less than $49,000.



Our customers were loyal, even through the pandemic, with majority of bus and rail customers riding for three years or longer (78%) and at least three days per week (72%).

There's more to explore online.

Scan for an **interactive version** of the latest CX survey results!

Tell us what you think

Tell us about your experience riding Metro in our online feedback form.

Use the *Transit Watch* app to report suspicious activity or safety issues to Metro security.

Follow us on

/losangelesmetro

@metrolosangeles

@metrolosangeles

Survey Responses

At Metro, we're actively listening and taking action to earn your ridership, and we understand our customers are concerned and frustrated about safety, cleanliness, comfort and reliability.

TOP 5

Concerns riders want Metro to improve

Riders ranked their top three choices

Rail

RANK		
1	43%	Cleanliness inside the train
2	41%	How well Metro addresses homelessness on the train
3	31%	Safety from crime
4	21%	Train comes on time
5	18%	How frequently trains run

Bus

RANK		
1	36%	Bus comes on time
2	29%	How frequently buses run
3	24%	How well Metro addresses homelessness on buses
4	22%	Safety from crime
5	20%	Cleanliness of bus stop area

We know that we must improve.

Whether you ride a lot or a little, we want to be your preferred choice for getting around.

2022 Brand Tracker Results

Every month we ask a sample of customers about their overall perceptions of Metro.

Here's what we've found.

Among frequent Metro riders

Those riding at least once a week or more.

49%

are considering switching to another mode of transportation

↑ 5% point increase from pre-COVID (2018-19) levels

Among non-riders

Those riding less than one year or never.

26%

would consider riding Metro Bus

↓ 4% point drop from 2021

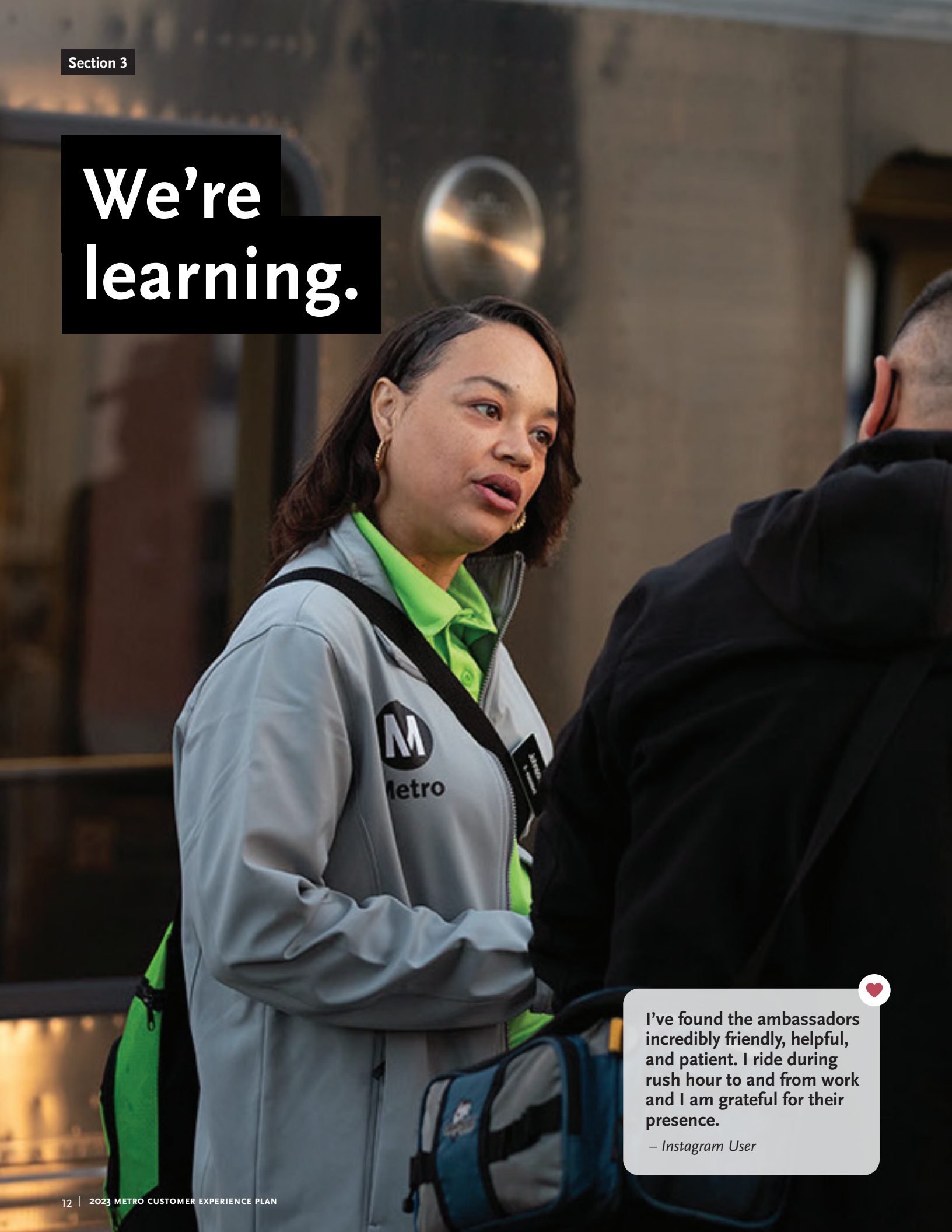
40%

would consider riding Metro Rail

↓ 7% point drop from 2021

Section 3

We're learning.



I've found the ambassadors incredibly friendly, helpful, and patient. I ride during rush hour to and from work and I am grateful for their presence.

– Instagram User

The more we listen, the more we learn.

And we're always learning something new and interesting from you.

WE ASPIRE to be your first choice for transportation, and we know we can get there only if we meet your expectations of service.

YOUR CANDID FEEDBACK guides our actions and helps us track our progress.

We need to *make it...*


Safe


Clean


Comfortable


Reliable


Easy

AS SEEN IN the 2020 and 2022 Customer Experience Plans and the improvements we have already made, your feedback has already shaped how we work.

Click to view





We need to *focus on the basics.*

We take your feedback seriously, and we're working hard to bring meaningful improvements to how you experience our services.

We've already made significant progress and we know we have a lot of work left to do. We'll continue making the investments in people and resources to get us there.

We're guided by five principles that are reshaping our focus, ***making you our top priority***.

Our CX focus areas...

We need to *make it...*



Safe



Clean



Comfortable



Reliable



Easy

...are guided by *Initiatives* and *Purpose*

Customer Research and Insights	*Physical and Capital Improvements*	*Operational and Policy Improvements*	*Communication, Education, and Training Programs*
ADDRESS serious safety concerns	**INCREASE** responsiveness and prevent crime	**REIMAGINE** public safety	**MAKE CUSTOMERS AWARE** of resources for reporting crime
EVALUATE impact of cleaning activities	**REDUCE** recurring maintenance issues	**ADDRESS** concerns more quickly and frequently	**INFORM** customers of cleaning activities
DEFINE comfort for different customers	**ADDRESS** concerns with amenities	**IMPROVE** customer support	**BETTER UNDERSTAND** customers
DEVELOP internal understanding of customer needs	**PROVIDE** timely and reliable information	**EXPAND** reach of customer information	**REDUCE** customer effort and confusion
EVALUATE impact of bus network changes	**ADDRESS** wayfinding and design issues	**IMPROVE** network efficiency	**INFORM** customers of improvements

We want to make your experience going Metro:

Safe **Clean** **Comfortable** **Reliable** **Easy**

Each **Action Item** is denoted with their corresponding **Focus Areas** ●●●●●.

Action Items are priority projects selected to address and improve areas of customer frustration.



Metro Ambassadors ●●●●

STATUS · ***Completed***

Launch a Metro Ambassador program to support riders and enhance their experience going Metro.



Bystander Intervention Training ●

STATUS · ***Completed***

Launch mandatory bystander intervention training for Metro employees.



Homeless Outreach Expansion ●

STATUS · ***Completed***

We doubled our homeless outreach team to help connect people experiencing homelessness to services, support, and housing. These teams are composed of specialized outreach workers from the nonprofit PATH.



Safety for Operators ●

STATUS · ***In Progress***

Improve the safety of bus and rail operators.



Drug-Free Metro ●

STATUS · ***In Progress***

In response to the growing number of customer complaints about drug use on our system, we launched a safety campaign to reduce drug-related crime.



Cleaning Surge Activities ●

STATUS · ***Completed***

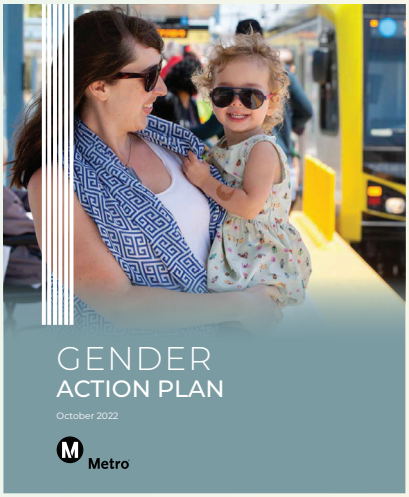
Increase targeted cleaning efforts on trackways, escalators, rail interiors at the end of the line and bus interiors during midday layovers.

Metro Gender Action Plan

STATUS · *In Progress*

Building on the key findings of the landmark 2019 Metro study, *Understanding How Women Travel (UHWT)*, the *Metro Gender Action Plan (GAP)* establishes a framework and implementation plan that responds to the expressed needs and preferences of women riders.

The vision of the ***Metro's Gender Action Plan (GAP)*** is to provide an inclusive transportation system, removing barriers on public transportation for women. Building on the ***Understanding How Women Travel*** research, the GAP is organized around four themes:



Safety

- Camera Visibility
- Lighting Station/Stop Design & Safety Assessment
- Metro Employee Travel Partner Program
- Promote Travel Partner Opportunities
- Promote Courtesy Request-a-Stop Service
- Sexual Harassment Prevention Program
- Gender-Specific Operator Training
- Explore Silent Alarm

Station, Stop & Vehicle Design

- Adopt-a-Stop Program
- Business Partnerships
- Improve Interiors on Buses & Trains
- Strollers on Metro Vehicles
- Restroom Design Standards
- Concentrated Amenities Zones at Platforms
- Prioritize Household-serving Uses at Transit Station

Fare Policy

- Address Multi-Directional Transfers through Fare Capping Program
- Partnership with Health Providers to Promote LIFE Program

Service Frequency & Reliability

- Use the Gender Analysis Tool (GAT) to develop gender-specific evaluation criteria to inform future bus route or network redesign
- As part of ***NextGen***, continue to implement service frequency improvements by prioritizing midday and weekend periods on routes women use

Metro's CX focus areas that relate to GAP strategies and the needs of women riders

Safe · Clean · Comfortable · Reliable · Easy

We want to make your experience going Metro:

Safe **Clean** **Comfortable** **Reliable** **Easy**

Each **Action Item** is denoted with their corresponding **Focus Areas** ●●●●●.

Action Items are priority projects selected to address and improve areas of customer frustration.



Vinyl Seat Replacement ●

STATUS · ***Completed***

Replace cloth seats with easy care vinyl seats on all Metro buses and trains.



Bus Stop Improvements Vision ●●●●

STATUS · ***In Progress***

Previously referred to as the "Shade for All Campaign," work with high-priority local jurisdictions to identify high priority stops, recommended amenities, stop activation opportunities and other improvement opportunities for a coordinated regional vision.



Restore Bus Service to Pre-COVID ●

STATUS · ***Completed***

Restore bus frequency to follow the NextGen Bus Plan improvements.



Bus Lane Acceleration ●

STATUS · ***In Progress***

Continue to accelerate the design and implementation of bus lanes each year, with the goal of 40 new miles of bus lanes annually by 2025.



Customers with Disabilities Employee Education ●

STATUS · ***Completed***

Invite customers with disabilities to participate in employee outreach, training, and educational sessions and produce training videos for operators.



Bus Stop E-Paper Real-Time Information ●

STATUS · ***Completed***

Pilot e-paper readers at high ridership bus stops to improve access to real-time information, particularly for riders without smartphones and those with visual and/or hearing impairments.

We've been working hard on implementing our previous CX Action Items. While we were able to accomplish a lot, some of these changes take time and we'll continue to update you on our progress.

For the complete list, see **Appendix B: Status of 2022 Action Items**



Real-Time GTFS

STATUS · *Completed*

Use Metro's new prediction engine, Swiftly, to publish an improved real-time feed (GTFS-Real Time) that incorporates canceled service, delay advisories and service alerts.



Metro Westlake/MacArthur Park Station Improvements

Westlake/MacArthur Park Station has experienced a disproportionately high amount of illegal activity, and in early 2023 saw an increase in behaviors that went against Metro's codes of conduct.

STATUS · *In Progress*

Metro took action to improve safety and the overall customer experience at the station, including:

- Increased presence of multidisciplinary teams (Metro Ambassadors, homelessness partners, custodians and law enforcement)
- Improved station lighting
- Added more and better closed-circuit cameras
- Classical music inside the station
- Closed one underused station entrance
- Fenced off unused areas of the street-level plaza
- Partnered with Department of Health Services to have a mobile clinic twice a month

Following an assessment, these actions will be expanded to additional priority stations.



Accessible Navigation Applications

STATUS · *In Progress*

Engage with an accessibility application provider to pilot and test innovative mobile apps that remove barriers to accessing Metro.



Metro Micro Pilot

Metro Micro pilot is an example of Metro's commitment to optimize and innovate in an accessible and affordable way to meet changing realities.

STATUS · *In Progress*

Launched in 2020, the Metro Micro pilot provides on-demand, shared micro-transit services in seven service zones across the county. Frequency, reliability, and travel speeds are of high importance to our riders and non-riders.

As part of the continued evaluation of this service, Metro conducted the first Customer Experience Rider survey for Metro Micro riders in Spring 2022. The results showed high levels of satisfaction across all the aspects of service, including safety, ease of use, cleanliness and comfort. Some areas of improvement related to booking the ride and the timeliness of the service.

Section 4

We're improving.

2023 Action Items



It all starts with a plan.

We're focused on prioritizing goals and getting things done, *for you and our city.*

The **56 Action Items** are priority projects selected to address and improve areas of customer frustration.

2023 Action Items Summary











2023 Action Items	17 Action Items	10 Action Items	5 Action Items	7 Action Items	17 Action Items
8 *Customer Research and Insights*	2		1		5
14 *Physical/Capital Improvements*	4	3	1	4	2
23 *Operational/Policy Improvements*	5	6	1	3	8
11 *Communication, Education and Training Programs*	6	1	2		2

Want to learn more about these action items? ***Read on!***

For complete list, see Appendix A: 2023 Action Items Summary *and* Appendix B: Status of 2022 Action Items

Make it safe.



You are concerned about safety on Metro's system. Feeling unsafe undermines the willingness of current and future customers to go Metro. *Period.*

For women rail and bus riders, safety (including crime and harassment) was their #1 concern.

22%
For 22% of bus riders, safety from crime was a top three concern.

31%
For 31% of rail riders, safety from crime was a top three concern.



Customer Feedback

We hear you.

Thurs, Oct 27, 2022 at 5:56 pm

Yes, Metro made some improvements, but it has a long way to go. I hope to see changes. As of now, I feel security is an issue. Homelessness is the other problem. Trains and buses should not be homeless shelters.

– *Reader Comment,* The Source

Fri, Oct 28, 2022 at 10:30 am

My wife will no longer ride the Metro – it's not safe and no visible security in sight.

– *Reader Comment,* The Source

2022-2023 Recent Metro Actions

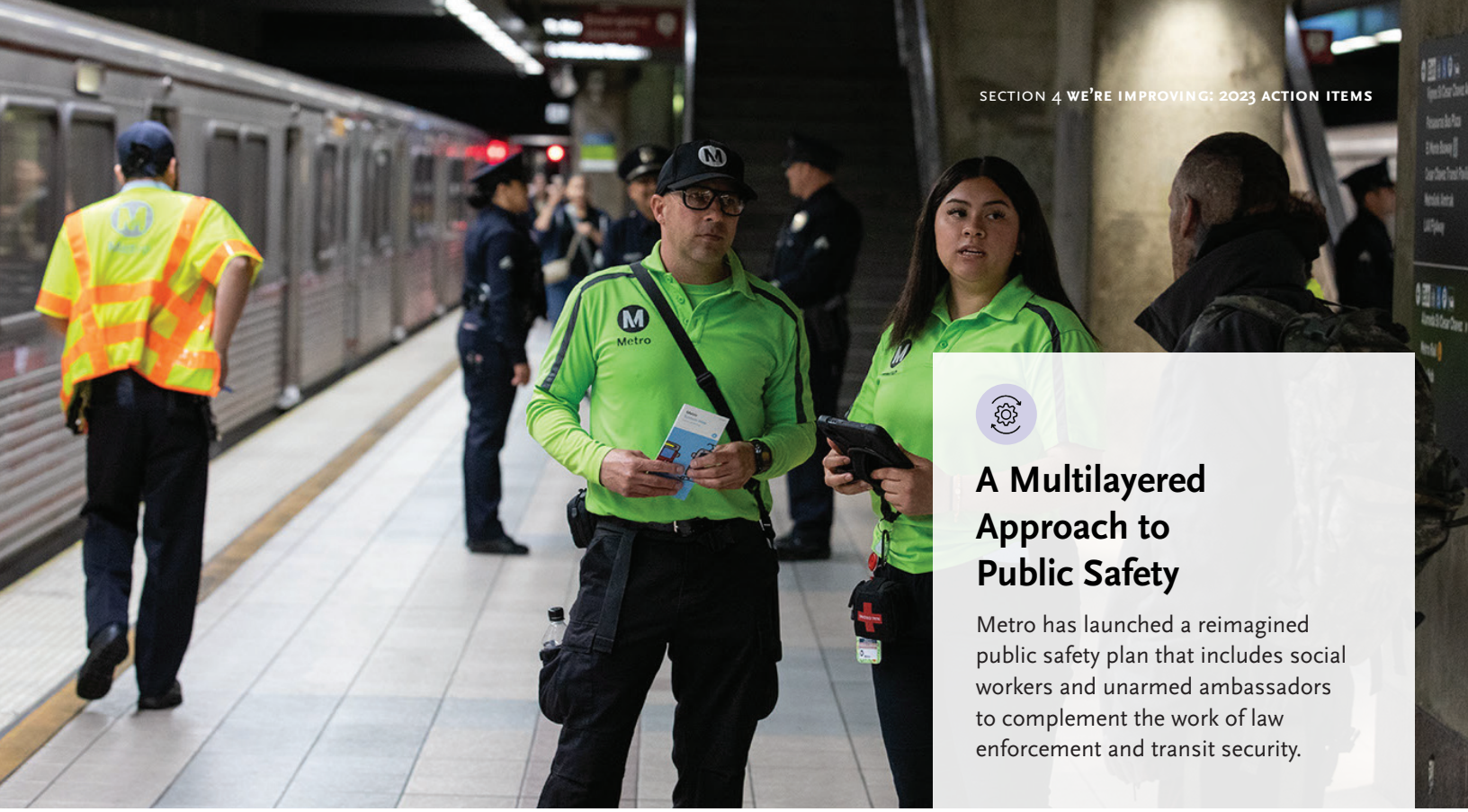
We're taking action.



We have a flexible dispatch system. Metro responds to safety and security issues with the appropriate staff – from homeless outreach or mental health workers to Metro Ambassadors or law enforcement. We're working to reduce Code of Conduct issues, such as fare evasion, by hiring 48 Transit Security Officers in FY24.

We have deployed over 300 Metro Ambassadors to support riders. Since launching in September 2022, Metro's Ambassadors are on the system to support riders and connect them to information and resources.

Our security and law enforcement are working more late shifts. Security and law enforcement are deployed during late nights/early mornings to address customer and employee concerns about safety at night.



A Multilayered Approach to Public Safety

Metro has launched a reimagined public safety plan that includes social workers and unarmed ambassadors to complement the work of law enforcement and transit security.

2023 Action Item Highlights

Station/Stop Design and Safety Assessment

The Station/Stop Score Sheet will be taken by Metro women riders and Metro women rider groups to audit safety and comfort at Metro stops, stations, and facilities. This strategy also allows Metro to monitor the progress of safety programs to inform station design criteria and policy updates.

Since 2020, the **LA Metro *Transit Watch* app** provides a quick, easy and anonymous way for customers to directly connect to Metro Security anytime to report suspicious activity or safety issues.

Integrated Public Safety Dashboard *new*

An accurate public-facing dashboard will provide timely information regarding security activities, crime, demographics, use of force incidents and complaints.

Safety for Operators

An Operator Safety Task Force was implemented to identify and address safety issues operators regularly face; solutions include increasing presence of security and law enforcement on-board buses to create a dedicated Transportation Security Officer team, upgrade bus operator plexiglass shields and improve the operator incident reporting system.

Bystander Intervention Training

Since November 2022, the training is required for all Metro employees and is being explored for implementation with customers; all Metro Ambassadors and transit security officers are required to take this training.

Increase Homeless Outreach & Access to Services

Double the deployment of homeless outreach workers and clinicians on the Metro system, and monitor trends and gauge the success of Metro efforts to address homelessness.

Make it clean.



You deserve a clean environment at stations and bus stops, and on trains and buses.

For women bus riders, cleanliness inside the bus was the #5 concern.

20%
For 20% of bus riders, cleanliness around the bus stop was a top three concern.

43%
For 43% of rail riders, cleanliness inside the train was a top three concern.



Customer Feedback

We hear you.

Tues, Dec 8, 2022 at 4:38 pm

I haven't used Metro in a while, and the floor was dirty and wet like someone peed on the bus.
– *Metro Customer Comment Form*

Thurs, Oct 27, 2022 at 6:40 pm

Hollywood and Vine station is one of the biggest tourist stops in the city and it's always embarrassingly dirty.
– *Reader Comment,* The Source

2022-2023 Recent Metro Actions

We're taking action.

We're cleaning all rail lines and buses daily.
Rail end-of-line cleaning and bus interior cleaning happens seven days a week.

We're cleaning our escalators and powerwashing more frequently at all rail stations.

We're moving away from cloth to vinyl seats on buses and rail cars.
As of September 2023, 100% of buses and rail cars have been updated

We proactively report and respond to bus stop conditions.
While majority of bus stops are not owned and maintained by Metro, we're working with local partners to better address bus stop conditions and cleanliness.





2023 Action Item Highlights

24/7 Monitoring and Evaluation Help Desk Coverage *new*

Increase staffing levels to assist in addressing the significant increase in maintenance requests coming from the *Transit Watch* App, Metro Ambassadors and other channels.

Metro Code of Conduct Campaign *new*

To address safety, cleanliness and comfort on-board Metro.

7th St/Metro Center Station Renovations

Conduct preliminary design to renovate 7th St/Metro Center Station to improve safety, security, accessibility, equity, operations, maintenance, sustainability, and the overall customer experience, including replacement of subway station flooring, wall surfaces, ceiling tiles, lighting and signage, benches and trash cans (and increase quantities where needed), and exploring a restroom pilot.

Bus Stop Contact Information

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.

Make it comfortable.

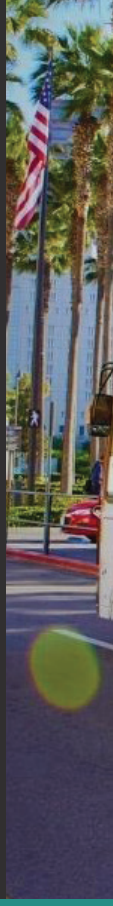


More shade *please!*

Shade was the most requested feature riders want to see at bus stops.

Based on survey results from *The Bus Stops Here, Investing in Place, September 2022.*

This was a qualitative study not conducted by Metro.



The average ride on a Metro bus is less than five miles, but half the journey is waiting for the bus to arrive on time.

Customer Feedback

We hear you.

We need better seats to wait for the bus as the metal is too hot to sit on if there is no bus shelter or tree to provide shade.

– *Bus rider*, Investing In Place, The Bus Stops Here, September 2022

Sat, Aug 13, 2022 at 5:35 pm

I am disabled and I asked the driver for a courtesy stop and he refused. Please talk to your drivers that we can ask for a courtesy stop, and to put down the lift so we can walk onto the bus because they are not pulling close to curb.

– *Metro Customer Comment Form*

2022-2023 Recent Metro Actions

We're taking action.

We created an online database to help cities prioritize amenities at high-need bus stops.
Under the Bus Stop Improvements Plan, the ArcGIS database was shared with the City of LA to assist them in prioritize high-need bus stops and expand the number of bus stops with shade, seating, lighting and other amenities. While we operate bus service, we're not owners of bus stops so we work with our partner cities to provide information and support.

We're looking into providing courtesy stops for several Metro bus routes.
Metro is developing standard operating procedures and training to allow riders to request a stop between regular bus stops so they can exit buses closer to their destination before light and after dusk.



Surprise and Delight

Implement programs that aim to surprise and delight customers and employees in fun and engaging ways, such as arts, music and giveaways.

2023 Action Item Highlights

Escalator and Elevator Improvements

Improve elevator and escalator operations without significant down time.

Bus Stop Improvements Plan

Partnering with local jurisdictions, Metro will provide technical and financial assistance for expanded amenities and shelters, moving forward on bus stop lighting installation, and identifying opportunities for partnerships that may enhance cleaning and/or bus stop activation.

Camera Visibility and Lighting *new*

Metro will expand the ways it advertises the presence of cameras at stations and in vehicles. By encouraging a culture of good passenger behavior through subtle reinforcement, riders can be assured that Metro environments are being actively monitored, attended and observed by staff. (also related to ***Make it safe***)

Make it reliable.



You deserve to get to where you need to go on time and at the frequency you need.

36%

For 36% of bus riders, the bus coming on time was a top three concern.

29%

For 29% of bus riders, the bus coming frequently was a top three concern.

21%

For 21% of rail riders, the train coming on time was a top three concern.



Customer Feedback

We hear you.

Wed, Oct 26, 2022 at 7:07 pm

The bus keeps arriving several minutes earlier than before. The schedule has been unreliable with the bus immediately after it arriving late as well.

– Metro Customer Comment Form

Fri, Oct 28, 2022 at 1:25 am

I am always appreciative of the driver who gets me where I need to go. I fully understand that it's not an easy job and most of them do a great job, but there are few who give bad impressions and take away from most drivers who do a great job.

– Metro Customer Comment Form

2022-2023 Recent Metro Actions

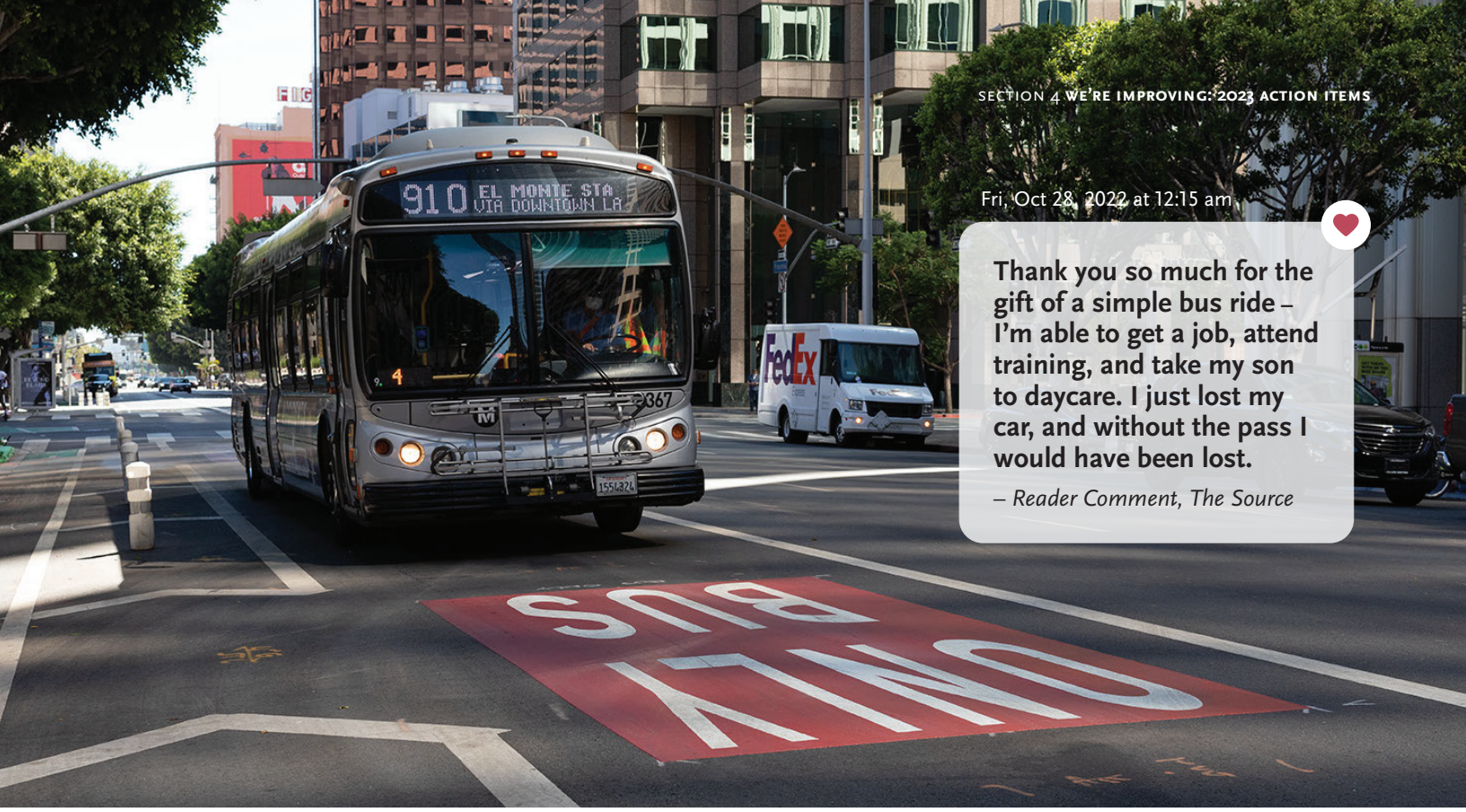
We're taking action.

We're on track to implement 30 miles of bus lane by end of 2023. By working closely with local jurisdictions and stakeholders, we're accelerating bus lanes on Alvarado, Venice, La Brea, Florence and Sepulveda.

We have a Bus Operator Task Force to continue to prioritize operator hiring and retention. The task force prioritizes fast-track hiring opportunities, mentorship, performance evaluation and milestone salary bonuses.

Our buses have been running more frequently. Since December 2022, we have fully restored our NextGen bus service frequency improvements.

We will be piloting bus headway/ frequency management research. This research is underway for Line 16 and began in July 2023.



Fri, Oct 28, 2022 at 12:15 am

Thank you so much for the gift of a simple bus ride – I'm able to get a job, attend training, and take my son to daycare. I just lost my car, and without the pass I would have been lost.

– Reader Comment, The Source

2023 Action Item Highlights

Rail Frequency Restoration

Restore rail frequency to pre-COVID service levels, including late night rail service.

Bus Lane Acceleration

Accelerate the design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations.

Light Rail Speed Improvements

After over a year of studying different available options, provide recommendations for the Board to approve light rail speed improvement projects.

Invest in Bus Layover Facilities *new*

Examine and invest in bus layover facilities – this will improve reliability by putting buses back in service faster, as well as assist operators and customer health and happiness.

NextGen Bus Plan Completion
After gradually restoring bus service following the service cuts brought on by the COVID pandemic, in December 2022 we restored bus service to pre-COVID levels. The restoration to full service levels included improved frequencies and routing as designed in our NextGen Bus Plan, adopted in 2018. **We now operate a full seven million service hours annually.**

In 2023, we were busy expanding our system to get you to more places that matter. We opened seven stations on the K Line and three Regional Connector stations on the A and E Lines.

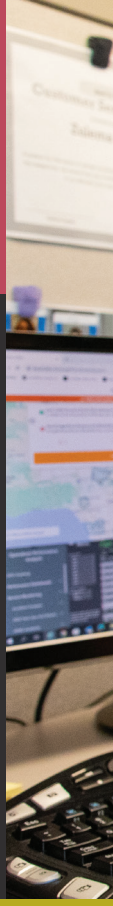
Make it easy.



For women bus riders, availability of accurate real-time information was a top frustration.

23% of bus and rail riders self-report that they do not speak English well.

42% of bus and rail riders speak Spanish at home.



Your experience going Metro should be easy. Real-time information, ease of payment and comfort are concerns we all share.

Customer Feedback

We hear you.

Thurs, Oct 27, 2022 at 5:02 pm

We're very thankful to the services of Metro and all bus drivers. They are very nice and patient with the elderly and those who are in their wheelchair.

– *Reader Comment,* The Source

Fri, Oct 28, 2022 at 8:41 am

It's really frustrating to have to wait a long time for the bus, especially when the app can't be trusted either.

– *Metro Customer Comment Form*

2022-2023 Recent Metro Actions

We're taking action.

We launched a Customers With Disabilities Employee Education Training program with bus and rail operating divisions. We're looking to expand the training program to other frontline staff, including Metro Ambassadors, Transit Security Officers and Customer Care Agents.

We're improving our real-time service cancellations, delay advisories, and service alerts. We're pushing real-time GTFS to third-party trip planning apps, including Google Maps, Transit App, Moovit and others.

We're looking into accessible navigation applications. We're working with Waymaps to develop audio guidance for Union Station in 2024.

50 E-paper real-time information bus stop signs will be installed along Vermont Avenue. As operational proof of concept, the signs will improve access to real-time information, particularly for riders without smartphones and those with visual or hearing impairments.



2023 Action Item Highlights

Extended Customer Care and Social Media Response Hours *new*

Extend Customer Care and social media hours to cover entire service day on weekdays and weekends.

Improve Spanish Language Communications *new*

Establish formal procedures and cross-functional group to improve Spanish-language marketing and communications.

Station Wayfinding and Signage Updates *new*

Starting with 7th St/Metro Center Station, conduct walk-throughs of high-volume stations (eventually all stations) to assess existing wayfinding and identify gaps/issues.

Simplify and Share Metro Contact Information *new*

Make it easy to know who to contact at Metro on the web, and on printed guides and on-board ads.

Enhancements to GoPass and LIFE Programs *new*

Building on previous changes, enrollment improvements to the GoPass and LIFE programs, including a streamlined online application and improved marketing campaigns.

And we'll never stop.



We're committed to improving your experience.

We'll never stop the hard work it takes to make your ride safe, clean, comfortable, reliable and easy for all. ♥

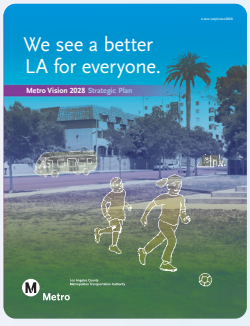
Connect with us.

Check out our website for more updates on how we're taking action.

We have *a plan* for that.

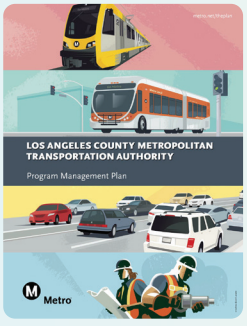
The CX Plan is just one of Metro's plans demonstrating how we're working for you to build a world-class transportation system and deliver an exceptional trip experience.

READ MORE ABOUT THEM BELOW



Metro's Vision 2028 Strategic Plan

Our agency-wide strategic plan created the foundation for transforming mobility in LA County through the year 2028.



Program Management Plan

Our roadmap for managing and implementing the capital improvement portion of Measure M – delivering at least one major project per year until 2028.



Moving Beyond Sustainability

Our comprehensive strategy to make Metro facilities greener, reduce air pollution and trash from construction and reduce smog and greenhouse gases across LA County.

Appendix A

2023 Action Items Summary



Customer Research and Insights



Physical/Capital Improvements



Operational/Policy Improvements



Communication, Education and Training Programs

Safe	Clean	Comfortable	Reliable	Easy
Integrated Public Safety Dashboard new		Annual Homeless Counts		Collaborative Metro Research and Data Group new
Safety for Operators				Customer Journey and Persona Analysis new
				CX Key Performance Indicators Dashboard
				Metro Website and Mobile Application Accessibility Review new
				UX Testing Policy
Blue Light Boxes	7th St/Metro Center Station Renovations *(Aging Subway Station Renovations)*	Escalator and Elevator Improvements new	Bus Lane Acceleration	Bus Stop E-Paper Real-Time Information
Camera Visibility and Lighting new	Elevator Camera Evaluation		Camera Bus Lane Enforcement	Station Wayfinding and Signage Updates new
Security Monitoring Systems Installation new	Temporary Exterior Train Wash new		Invest in Bus Layover Facilities new	
Station/Stop Design and Safety Assessment new			Light Rail Speed Improvements	
Friendly Intercom Announcements at Rail Stations and Bus Stops new	24/7 M&E Help Desk Coverage new	Bus Stop Improvements Plan	Analyze Operational Systems for Potential Risks new	Convert Cash-Paying Customers new
Funding for Homelessness Outreach on Transit	Adopt-A-Transit Stop/Station Program		Headway Management Research	Enhancements to GoPass and LIFE Programs new
Increase Homeless Outreach & Access to Services	Ancillary Station Area Cleaning new		Rail Frequency Restoration	Evaluate Feasibility of Consolidating Metro Mobile Apps new
Metro Ambassadors Pilot Evaluation	Cleaning Surge Activities			Extended Customer Care and Social Media Response Hours new
Transit Watch App Enhancements	Research Advanced Cleaning Technologies new			Improved Systemwide Accessibility
	Test Deployment of Custodial Staff to Support High Incident Areas new			Integrated Ticketing with Entertainment Partners new
				Standardize Frontline Employee Uniforms new
				Update Temporary Signage Template new
Bystander Intervention Training new	Bus Stop Contact Information	Surprise and Delight		Cross-Functional Spanish Language Group new
Courtesy-Stop Program		System Knowledge for New Employees new		Simplify and Share Metro Contact Information new
Customer Service Best Practices Integration Across Frontline Metro Security Staff new				
Metro Code of Conduct Campaign new				
Metro Employee Travel Partner Program new				
Regular Internal Metro Safety Communications/Lunch & Learns new				

Stephanie Wiggins
Metro Chief Executive Officer

Jennifer Vides
Metro Chief Customer Experience Officer

Metro Board of Directors 2023

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Mayor
City of Los Angeles

Janice Hahn, FIRST VICE CHAIR
Los Angeles County Supervisor
Fourth Supervisorial District

Fernando Dutra, SECOND VICE CHAIR
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City of Whittier

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City of Los Angeles

James Butts
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City of Inglewood

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Katy Yaroslavsky
City Councilwoman
Fifth Supervisorial District

Lindsey Horvath
Los Angeles County Supervisor
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