We want to be your ride.

2023 Customer Experience Plan
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.

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.
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
Los Angeles Mayor
Metro Board Chair
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 we’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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Safe
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2023 Action Items Summary

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Status of 2022 Action Items
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.

**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.

**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
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

“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.

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.
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

Heart 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.

Mark Toomes, Lawrence Carr, Julius Jackson & Omie Reveles

Custodians | 4-9 Years of Service at Metro

Heart 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 you are. Here’s what you said.

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.

Overall Satisfaction

<table>
<thead>
<tr>
<th>Service</th>
<th>Bus</th>
<th>Rail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with Metro</td>
<td>61%</td>
<td>58%</td>
</tr>
<tr>
<td>Recommend Metro</td>
<td>67%</td>
<td>65%</td>
</tr>
</tbody>
</table>
Every year, we survey thousands of riders to get to know you and hear your honest opinions.

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

- **72%** on the bus
- **28%** on the train

**Rider Profile**

- Our riders are slightly more **male** than **female** – most are **25-64 years old**.
- A majority of our riders identify as **Latino**.
- **89%** of bus riders and **72%** of rail riders have an annual income of **less than $50,000**.
- **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%)**.

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

- **Facebook** /losangelesmetro
- **Twitter** @metrolosangeles
- **Twitter** @metrolosangeles
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.

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

<table>
<thead>
<tr>
<th>ADDRESS</th>
<th>INCREASE</th>
<th>REIMAGINE</th>
<th>MAKE CUSTOMERS AWARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>serious safety concerns</td>
<td>responsiveness and prevent crime</td>
<td>public safety</td>
<td>of resources for reporting crime</td>
</tr>
<tr>
<td>EVALUATE impact of cleaning activities</td>
<td>REDUCE recurring maintenance issues</td>
<td>ADDRESS concerns more quickly and frequently</td>
<td></td>
</tr>
<tr>
<td>DEFINE comfort for different customers</td>
<td>ADDRESS concerns with amenities</td>
<td>IMPROVE customer support</td>
<td>BETTER UNDERSTAND customers</td>
</tr>
<tr>
<td>DEVELOP internal understanding of customer needs</td>
<td>PROVIDE timely and reliable information</td>
<td>EXPAND reach of customer information</td>
<td>REDUCE customer effort and confusion</td>
</tr>
<tr>
<td>EVALUATE impact of bus network changes</td>
<td>ADDRESS wayfinding and design issues</td>
<td>IMPROVE network efficiency</td>
<td>INFORM customers of improvements</td>
</tr>
</tbody>
</table>
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.

### 2022 Action Item Highlights

#### 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.

**2022 Action Item Highlights**

- **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

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**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.*

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**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.
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

<table>
<thead>
<tr>
<th>2023 Action Items</th>
<th>Safe</th>
<th>Clean</th>
<th>Comfortable</th>
<th>Reliable</th>
<th>Easy</th>
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<tr>
<td><strong>Customer Research and Insights</strong></td>
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<tr>
<td><strong>Physical/Capital Improvements</strong></td>
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<tr>
<td><strong>Operational/Policy Improvements</strong></td>
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<tr>
<td><strong>Communication, Education and Training Programs</strong></td>
<td>11</td>
<td>6</td>
<td>1</td>
<td>2</td>
<td>17</td>
</tr>
</tbody>
</table>

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](#)
You are concerned about safety on Metro’s system. Feeling unsafe undermines the willingness of current and future customers to go Metro. Period.

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

My wife will no longer ride the Metro – it’s not safe and no visible security in sight.
– Reader Comment, The Source

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.

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.

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.
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.

Integrated Public Safety Dashboard

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

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.

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.

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.

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.

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.
Make it clean.

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

**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

**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 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.

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

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

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.

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

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

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

20%  

43%
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.

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.

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.
Make it comfortable.

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

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.

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

Sat, Aug 13, 2022 at 5:35 pm

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.

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.

We hear you.

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.
### 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**

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)

### 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.
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.

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

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.

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

Customer Feedback

We hear you.

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

2022-2023 Recent Metro Actions

We’re taking action.

We have a Bus Operator Task Force to continue to prioritize operator hiring and retention.

Our buses have been running more frequently.

We will be piloting bus headway/frequency management research.

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

Make it reliable.

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.

36% for bus riders, 29% for bus riders, and 21% for rail riders.
2023 Action Item Highlights

**Rail Frequency Restoration**

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

**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.

**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.

**Invest in Bus Layover Facilities**

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.

---

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
Make it easy.

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

Customer Feedback

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

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.

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

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.

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

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.

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.

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. ❤

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
## 2023 Action Items Summary

### STATUS
- **New** 2023 Action Item

<table>
<thead>
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<th><strong>Safe</strong></th>
<th><strong>Clean</strong></th>
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<tr>
<td>Integrated Public Safety Dashboard</td>
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<td>Safety for Operators</td>
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### Customer Research and Insights

#### Physical/Capital Improvements
- Blue Light Boxes
- Camera Visibility and Lighting
- Security Monitoring Systems Installation
- Station/Stop Design and Safety Assessment
- 7th St/Metro Center Station Renovations (Aging Subway Station Renovations)
- Elevator Camera Evaluation
- Temporary Exterior Train Wash

### Operational/Policy Improvements
- Friendly Intercom Announcements at Rail Stations and Bus Stops
- Funding for Homelessness Outreach on Transit
- Increase Homeless Outreach & Access to Services
- Metro Ambassadors Pilot Evaluation
- Transit Watch App Enhancements
- 24/7 M&E Help Desk Coverage
- Adopt-A-Transit Stop/Station Program
- Ancillary Station Area Cleaning
- Cleaning Surge Activities
- Research Advanced Cleaning Technologies
- Test Deployment of Custodial Staff to Support High Incident Areas

### Communication, Education and Training Programs
- Bystander Intervention Training
- Courtesy-Stop Program
- Customer Service Best Practices Integration Across Frontline Metro Security Staff
- Metro Code of Conduct Campaign
- Metro Employee Travel Partner Program
- Regular Internal Metro Safety Communications/Lunch & Learns
- Bus Stop Contact Information
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<tr>
<th>Comfortable</th>
<th>Reliable</th>
<th>Easy</th>
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<td><strong>Annual Homeless Counts</strong></td>
<td><strong>Collaborative Metro Research and Data Group</strong></td>
<td><strong>Customer Journey and Persona Analysis</strong></td>
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<td><strong>CX Key Performance Indicators Dashboard</strong></td>
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<td><strong>Metro Website and Mobile Application Accessibility Review</strong></td>
<td><strong>UX Testing Policy</strong></td>
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<td><strong>Bus Lane Acceleration</strong></td>
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<td><strong>Convert Cash-Paying Customers</strong></td>
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<td><strong>Evaluate Feasibility of Consolidating Metro Mobile Apps</strong></td>
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<td><strong>Integrated Ticketing with Entertainment Partners</strong></td>
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<td><strong>Standardize Frontline Employee Uniforms</strong></td>
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<td><strong>Update Temporary Signage Template</strong></td>
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Metro Board of Directors 2023

Karen Bass, Chair
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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Los Angeles County Supervisor
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Katy Yaroslawsky
City Councilwoman
Fifth Supervisorial District

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