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INTRODUCTION

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

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

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

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

IMPROVE BUS TRAVEL SPEEDS

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

Progress to Date:

NextGen Bus Study

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

BRT Vision & Principles Study

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

Thinking Outside the Lane

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

Pursue Signal Preemption for Buses & Trains

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

Develop Strategy to Improve Bus Speeds Along Major Corridors

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

3 Month Look Ahead

NextGen Bus Study

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

BRT Vision & Principles Study

- Project Kickoff & Coordination

Congested Corridors

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

PILOT MICROTRANSIT

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

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

The pilot project will:

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

Progress to Date:

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

3 Month Look Ahead

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

MOBILITY INTEGRATOR FOR LA COUNTY

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

Progress to Date:

TAPforce

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

TAP Integration

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

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

Transfer on 2nd boarding

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

3 Month Look Ahead

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

UNIVERSAL BLUE LIGHT PROGRAM

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

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

Progress to Date:

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

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

3 Month Look Ahead:

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

SHINING MORE LIGHTS

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

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

Progress to Date:

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

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

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

3 Month Look Ahead:

- Anticipated project completion date is March 2019.

THE POWER OF TAP

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

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

Progress to Date:

TAP Website

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

Stored Value sales added on bus

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

TAP vending machine improvements

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

TAP vendor network

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

3 Month Look Ahead

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

METRO MAINTENANCE DIARIES

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

Progress to Date:

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

3 Month Look Ahead:

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

MAKING THE SWITCH

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

Progress to Date:

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

3 Month Look Ahead:

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

DIGITAL COUNTDOWN DISPLAYS & REAL TIME ACCURACY

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

Progress to Date:

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

3 Month Look Ahead:

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

PUTTING THE CUSTOMER AT THE HEART OF THE OPERATION

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

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

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

Progress to Date:

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

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

3 Month Look Ahead:

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