

ATTACHMENT A

Better Bus Recommendations in the 2020 Customer Experience Plan, Adopted by Board of Directors Dec 3, 2020

Category	Action	Due Date	FY21 midyr	FY22	FY23	FY24
Metro Bus reliability	1. By January 15, 2021 Metro Operations to specify the Operator Assignment Ratio needed to meet the 1% cancelled assignment limit (1.25 OAR).	January 15, 2021		\$ 15,000,000	\$ 15,300,000	\$ 15,606,000
Metro Bus reliability	2. By March 1, 2021, Metro's Office of Management and Budget (OMB) to establish a process for budget flexibility to move funding between categories (e.g. between authorized headcount, overtime and hiring bonuses) and to more nimbly add service as needed mid-year to meet ridership demand. This is especially important due to uncertainty about the pace of ridership restoration post-COVID-	March 1, 2021				
Metro Bus reliability	3. By April 1, 2021, Metro Marketing and OEI to work with Customer Care to implement a short-term pilot program that quickly identifies customers impacted by a missed run or pass-up in real time, and offers them in real time a free ride code for an on-demand shared ride service. This should also meet the needs of people with disabilities, possibly through Access Services. This will help customers get where they are going on time, and show them that Metro truly cares about their well-being.	April 1, 2021	\$ 100,000	\$ 400,000		
Metro Bus reliability	4. By June 30, 2021, Metro's Bus Operator Task Force to develop options and recommendations for ways to meet the 1% cancelled assignment limit (subject to discussion with Metro labor representatives). Specific options to consider include: <ul style="list-style-type: none"> - 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 cancelled assignment - Considering use of technology to give division markup staff more tools to fill assignments at the 	June 30, 2021				
Metro Bus reliability	5. By June 30, 2021, the Better Bus Stops working group to work with Metro Bus Operations and Metro Stops and Zones to identify locations where inadequate lighting causes pass-ups, and provide recommendations on incentivizing municipalities to add lighting (or push-button beacons as	June 30, 2021				
Metro Bus reliability	6. By May 1, 2021, Metro Operations to develop a plan for divisions to communicate revised pass-up procedures with each bus operator multiple times when COVID-19 dissipates, and confirm that each bus operator understands what is expected.	May 1, 2021				
Accuracy of real-time info	1. By February 1, 2021, the Real-time Information Team to develop a charter and clearly identify scope of work, schedule, budget, and roles and responsibilities to provide high quality real time information and predictions to Metro riders.	February 1, 2021				
Accuracy of real-time info	2. By February 1, 2021, the Real-time Information Team to develop a comprehensive set of metrics for monitoring major points of failure (including hardware, software, communication, and operating procedure issues), a plan for monitoring the metrics, and a procedure for escalating issues that cannot be quickly solved by the team members.	February 1, 2021				
Accuracy of real-time info	3. By March 1, 2021, Metro ITS to release a real-time vehicle position Application Programming Interface (API) feed compliant with the GTFSS RT standard to help third-party apps and websites accurately predict Metro bus and train arrivals.	March 1, 2021				
Accuracy of real-time info	4. By June 30, 2021, to address operational changes that can occur such as detours and missed runs, the Real-time Information Team to work with Operations to develop required internal work flows and release a more accurate alerts API feed compliant with the GTFSS RT standard, and incorporate delay advisories prominently on the Metro website, apps, and real-time information digital displays.	June 30, 2021				
Accuracy of real-time info	5. By June 30, 2021, to improve dissemination of real time information, OEI, Countywide Planning, and Stops and Zones to test lower cost "e-paper" displays operated by solar panels, similar to what is currently being tested in London and Big Blue Bus in Santa Monica.	June 30, 2021				
Accuracy of real-time info	6. By June 30, 2021, Marketing and Research to study technology habits of Metro riders and evaluate options to disseminate real-time information, including to riders without smartphones and people with disabilities.	June 30, 2021				
Metro Bus frequency	1. By April 1, 2021, as part of the FY22 budget development, Metro Operations and OMB to update the rollout schedule for the NextGen phases based on ridership and revenue trends.	April 1, 2021				
Bus stops	1. By March 1, 2021, the Better Bus Stop working group to finalize a system for prioritizing which bus stops receive amenities first, based on Equity Focus Communities, weekday bus boardings, wait time, urban heat, high collision areas, and the presence of schools, senior centers and other public facilities. The criteria will be developed in partnership with cities in the Metro service area.	March 1, 2021				
Bus stops	2. By April 1, 2021, the Better Bus Stop working group, in consultation with subregional stakeholders, to recommend bus stop improvements for potential inclusion in local return project plans and uses.	April 1, 2021				
Bus stops	3. By April 1, 2021, Metro Real Estate to finalize an agreement to dedicate a portion of possible new digital billboard revenue to fund bus stop improvements.	April 1, 2021				

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Category	Action	Due Date	FY21 midyr	FY22	FY23	FY24
Bus stops	4. By June 30, 2021, Metro's OEI, Countywide Planning, Service Planning, and Office of Management and Budget to work with external fund sources, including local jurisdiction street furniture/advertising contracts, to develop a funding plan to provide seating and shade for at least 60% of Metro bus stops, along with low-cost solar lighting, new bus signs, real-time information, and low-cost seating.	June 30, 2021				
Bus stops	5. By Dec 31, 2021, Stops and Zones and Community Relations to work with municipalities to test inviting neighborhoods and businesses to adopt bus stops, as done in other cities.	December 31, 2021				
Bus stops	6. By Dec 31, 2021, the Better Bus Stops working group, Stops and Zones, Customer Relations, and Community Relations to work with the City of LA and at least two other cities in the Metro service area to formalize policies and procedures to keep bus stop areas clean, to address homelessness, and to develop a system to invite bus riders to report bus stop issues.	December 31, 2021				
Speed	1. By February 1, 2021, the Better Bus team in conjunction with the City of LA to finalize the next round of bus-only lane improvements to continue the momentum from successes in 2020.	February 1, 2021				
Crowding	1. While Metro cannot guarantee social distancing on all routes at all times, Metro will introduce a new service configuration in December 2020 that is expected to increase social distancing on targeted bus routes during the COVID-19 pandemic. This is expected to reduce the 10% of bus runs that exceed the temporary average daily load factor measure of 0.75 (a temporary change from the usual 1.3 standard due to COVID-19) to 3% or less based on current ridership levels.	December 13, 2020		\$ 150,000		
Crowding	2. By December 1, 2021, 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.	December 1, 2021	\$ 100,000	\$ 150,000		
Personal security	1. By February 1, 2021, Metro SSLE and Marketing to jointly set an ambitious goal for Metro Transit Watch market penetration. It is also recommended that, in addition to promoting the Metro Transit Watch app, communication campaigns widely publicize the 213-788-2777 text number (for people with phones that do not accommodate apps).	December 1, 2021				
Homelessness	1. By April 1, 2021, Metro to pilot test a flexible dispatch concept whereby Metro responds to safety and security issues on the system by dispatching appropriate staff: from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement as the situation demands.	April 1, 2021	\$ 100,000	\$ 1,000,000	\$ 1,133,000	
Homelessness	4. By April 1, 2021, Metro Community Relations to initiate work with local and regional partners to provide more shelter and housing to help Metro towards reducing homelessness on the system by at least 50%.	April 1, 2021				
Cleanliness	1. By June 30, 2021, Metro Operations to evaluate opportunities and funding requirements to provide facilities and equipment to enhance the productivity, working conditions, and effectiveness of custodians and service attendants.	June 30, 2021				
Cleanliness	4. By June 30, 2021, Metro Operations to resume vinyl seat transition.	June 30, 2021		\$ 3,000,000	\$ 5,000,000	\$ 1,000,000
3.10 Cleanliness	1. By September 30, 2021, Metro's Office of Extraordinary Innovation (OEI) to work with Operations to test odor meters for station inspections, with an emphasis on elevators, escalators, stairwells, bus stops, and other areas where urination or defecation tend to occur. If this turns out to be viable, odor meters would help Metro track progress on this important aspect of the customer experience.	September 30, 2021				
Other CX funding requests	Metro.net website overhaul (including Better Bus Engagement Tool) - Interactive website to support Better Bus launch, plus real-time, automated system to communicate with riders, including during emergency shutdowns. Customize to each rider based on routes and times they ride, and the channels they use: metro.net, third-party apps like Google Maps and Transit, push notifications, text alerts, social media. note: also requires unfreezing two positions in Digital Services.	TBD	\$ 250,000	\$ 2,500,000	\$ 550,000	\$ 561,000
Other CX funding requests	Call Point Security Project Blue light boxes recommended by Women and Girls Governing Council to improve security on the BRT and rail system	TBD		\$ 5,000,000	\$ -	\$ -
Other CX funding requests	Surprise and Delight - Arts, music, and customer giveaways to surprise and delight customers, per Board motion 45.1	TBD		\$ 400,000	\$ 408,000	\$ 416,160
Other CX funding requests	Bus Service Scenario (6.5m rsh) - bus frequency improvements.	TBD		\$ 131,148,000	\$ 133,770,960	\$ 136,446,379
Other CX funding requests	NextGen Scenario A/B (7.0m rsh) - bus frequency improvements.	TBD			\$ 87,432,000	\$ 89,180,640
Other CX funding requests	NextGen Scenario C (9.4m rsh) - Potential bus frequency improvements. Feasibility and timing TBD.	TBD			TBD	
Other CX funding requests	ATMS 2 - Replacement of aging information systems involved in delivering real time information to modernize functionality and improve reliability .	TBD			\$ 10,000,000	\$ 10,000,000
Other CX funding requests	Bus stop improvements: 1200 additional signs with real time information for use by bus riders	TBD		\$ 1,139,793	\$ 12,537,727	\$ 1,453,200
Other CX funding requests	Bus stop improvements: Metro has over 13,000 stops. This increases the % with shelters from 24% to 60%.	TBD			\$ 58,220,000	\$ 4,650,000
Other CX funding requests	Bus stop improvements: Seats and solar lights attach to bus stop posts	TBD			\$ 6,800,000	\$ 544,000