

# We want to be your ride.

2023 Customer Experience Plan



Metro®

# 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,

A handwritten signature in blue ink that reads "Karen Bass". The signature is fluid and cursive, with the first letters of "Karen" and "Bass" being capitalized and prominent.

**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,

A handwritten signature in black ink, appearing to read 'Step Wiggins'. The signature is fluid and cursive.

**Stephanie Wiggins**  
Metro Chief Executive Officer

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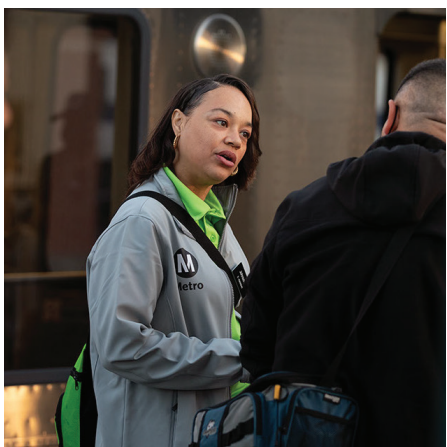
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**We're listening.**

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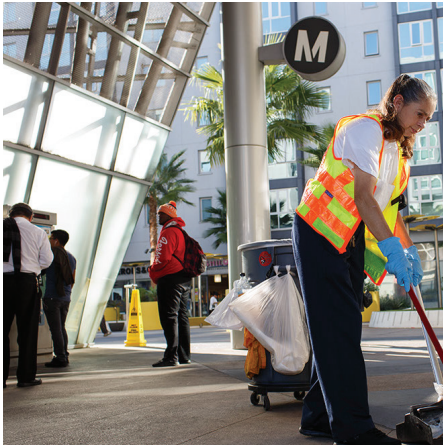
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**Our customers and our employees deserve a transit system that is...**





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## 2023 Action Items Summary

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## Status of 2022 Action Items



Comfortable



Reliable



Easy

**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.

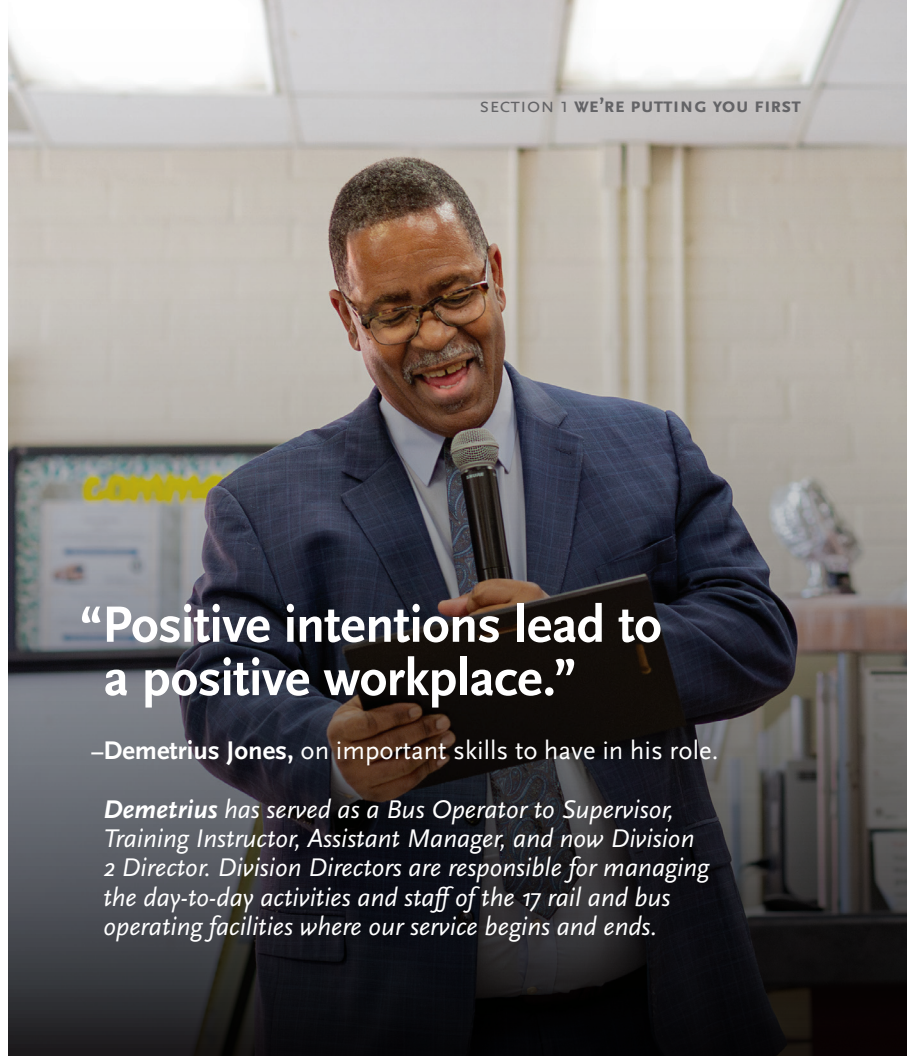
*Eleanor started working as a Service Attendant 13 years ago and hasn't stopped feeling a sense of pride after turning around to see a clean bus and maintenance area.*

# 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

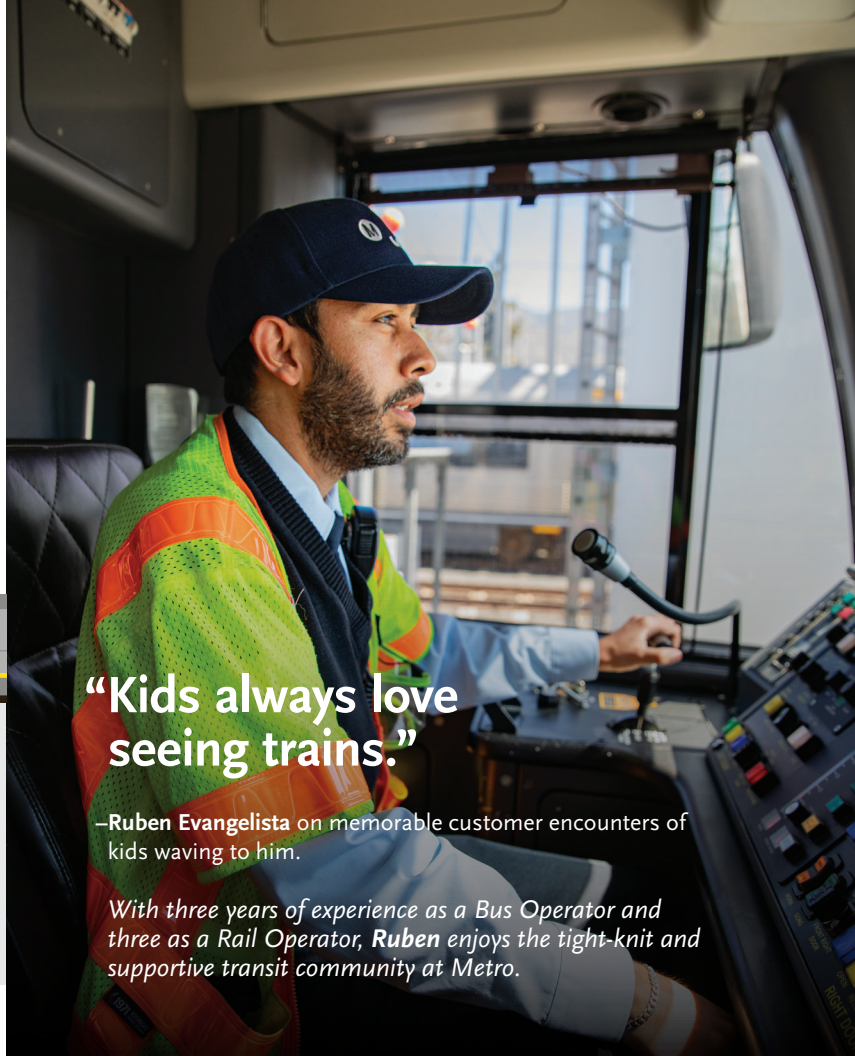
Rail Operator | 6 Years of Service at Metro

## ♥ 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.

# 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.

“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.

# 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.



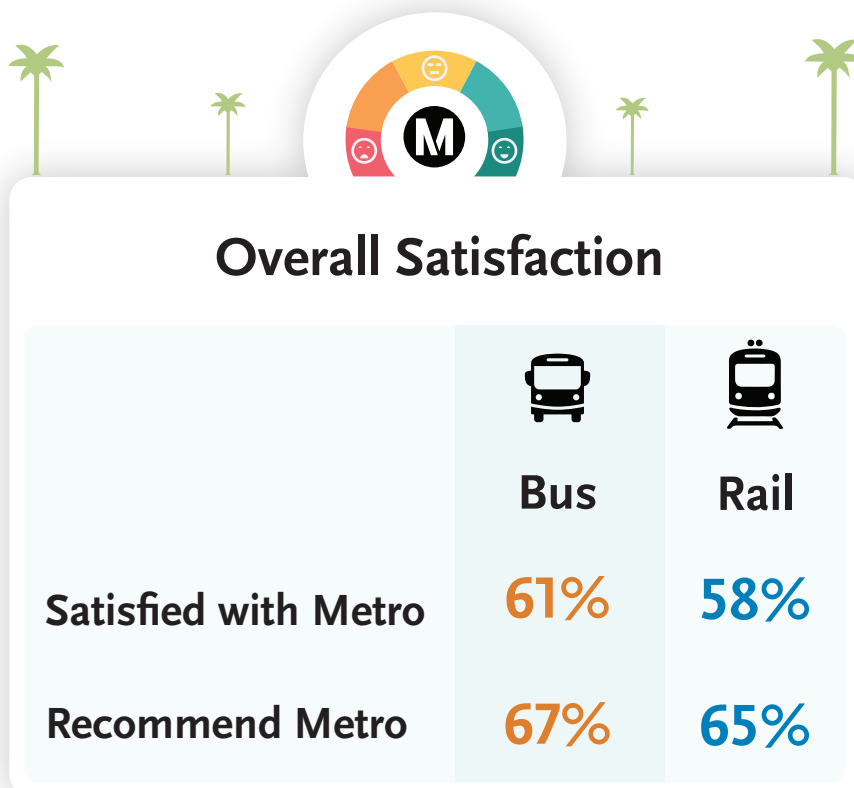
...now up on 50th and Cleaving,  
...how far from here... what I'm  
...of business  
...with.  
...ive change.  
...It's time to invest in  
...infrastructure in Los Angeles?  
...Source: Journal of 2011

*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.*



**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.

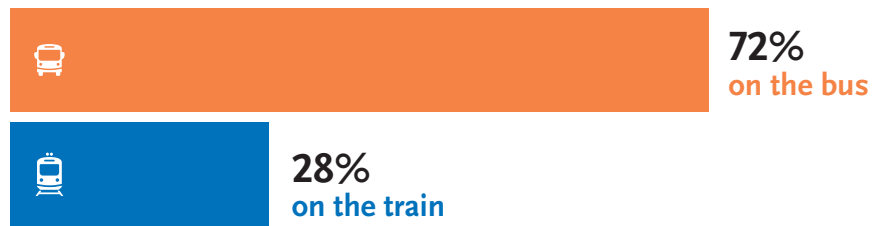
**THAT'S WHY** Metro is working hard to meet your expectations, whether you're getting to a doctor's appointment, celebrating a birthday, or spending an afternoon exploring.

## 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**.



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%**).



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**.

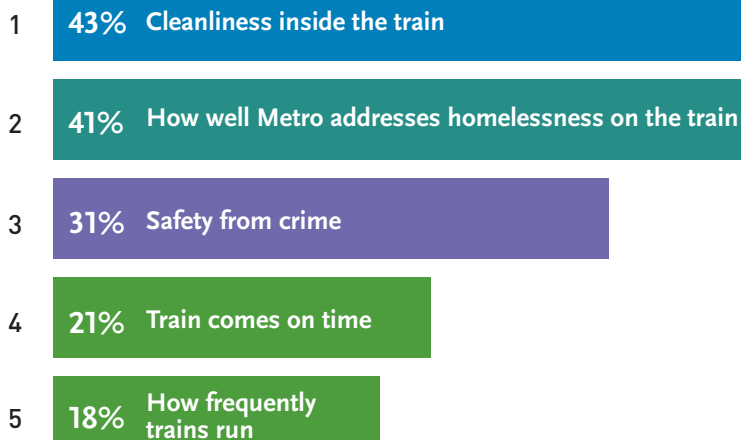
## TOP 5 Concerns riders want Metro to improve

Riders ranked their top three choices



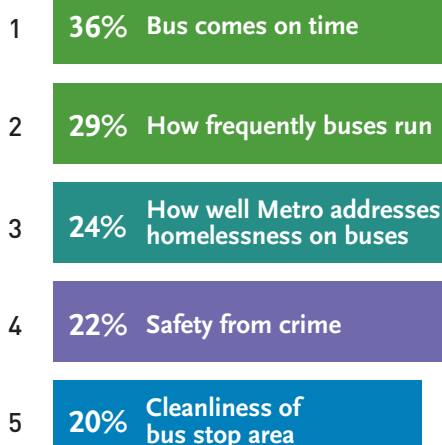
## Rail

RANK



## Bus

RANK



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

**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:



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 ●

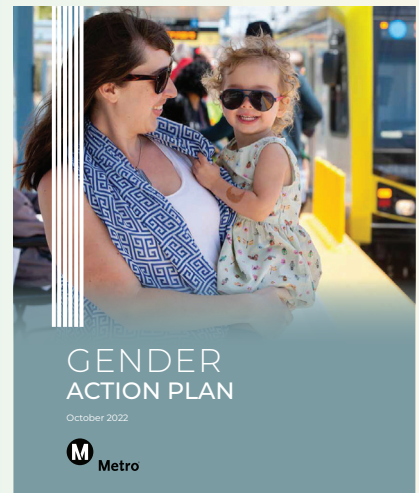
**STATUS · Completed**  
Increase targeted cleaning efforts on trackways, escalators, rail interiors at the end of the line and bus interiors during midday layovers.

## Metro Gender Action Plan

STATUS · *In Progress*

Building on the key findings of the landmark 2019 Metro study, *Understanding How Women Travel (UHWI)*, 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.



**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 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.*



**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**



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.



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

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

**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

## 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.

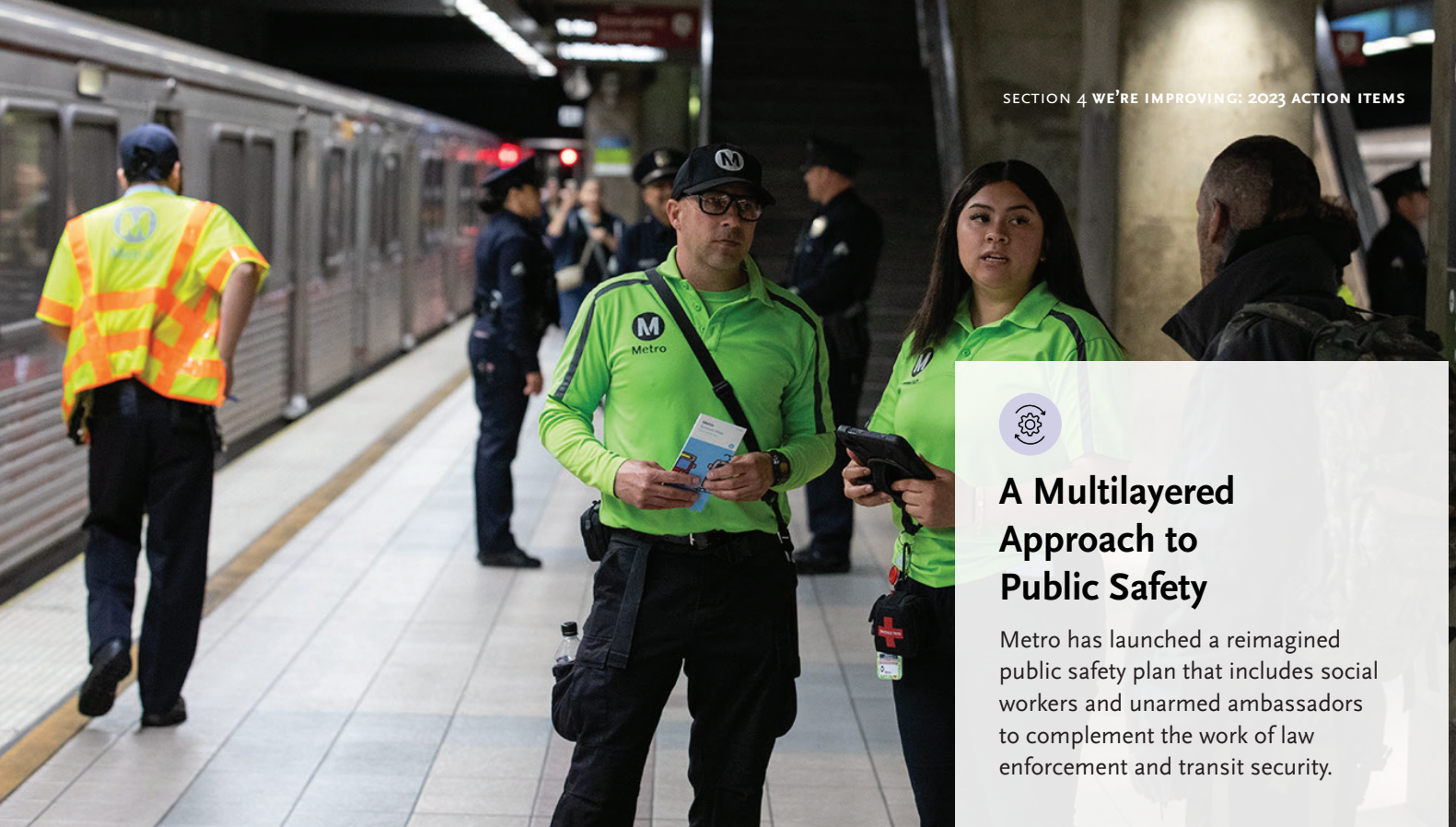
Fri, Oct 28, 2022 at 10:30 am

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

– Reader Comment, The Source

**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.



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

## 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.



## 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.



## 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.



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.

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

## 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

## 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.

**Our buses have been running more frequently.**

Since December 2022, we have fully restored our NextGen bus service frequency improvements.

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

**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.

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.



### 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 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.

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

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.

## 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

## 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 looking into accessible navigation applications.

We're working with Waymaps to develop audio guidance for Union Station in 2024.

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

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.

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

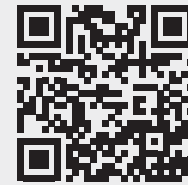
Building on previous changes, enrollment improvements to the GoPass and LIFE programs, including a streamlined online application and improved marketing campaigns.

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**

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**Safe**

**Clean**

**Comfortable**

**Reliable**

**Easy**

Integrated Public Safety Dashboard new

Safety for Operators

Annual Homeless Counts

Collaborative Metro Research and Data Group new

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

Camera Visibility and Lighting new ●●

Security Monitoring Systems Installation new

Station/Stop Design and Safety Assessment new

7th St/Metro Center Station Renovations (*Aging Subway Station Renovations*)

Elevator Camera Evaluation

Temporary Exterior Train Wash new

Escalator and Elevator Improvements new

Bus Lane Acceleration

Camera Bus Lane Enforcement

Invest in Bus Layover Facilities new

Light Rail Speed Improvements

Bus Stop E-Paper Real-Time Information

Station Wayfinding and Signage Updates new

Friendly Intercom Announcements at Rail Stations and Bus Stops new

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 new

Adopt-A-Transit Stop/Station Program

Ancillary Station Area Cleaning new ●

Cleaning Surge Activities

Research Advanced Cleaning Technologies new

Test Deployment of Custodial Staff to Support High Incident Areas new

Bus Stop Improvements Plan

Analyze Operational Systems for Potential Risks new

Headway Management Research

Rail Frequency Restoration

Convert Cash-Paying Customers new

Enhancements to GoPass and LIFE Programs new

Evaluate Feasibility of Consolidating Metro Mobile Apps new

Extended Customer Care and Social Media Response Hours new

Improved Systemwide Accessibility

Integrated Ticketing with Entertainment Partners new

Standardize Frontline Employee Uniforms new

Update Temporary Signage Template new

Bystander Intervention Training new

Courtesy-Stop Program ●

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

Bus Stop Contact Information

Surprise and Delight

System Knowledge for New Employees new

Cross-Functional Spanish Language Group new

Simplify and Share Metro Contact Information 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

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Fifth Supervisorial District

**Katy Yaroslavsky**  
*City Councilwoman*  
Fifth Supervisorial District

**Lindsey Horvath**  
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Third Supervisorial District

**Paul Krekorian**  
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**Tim Sandoval**  
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**Metro**  
**One Gateway Plaza**  
**Los Angeles, CA 90012-2952**