



Board Report

File #: 2018-0668, **File Type:** Motion / Motion Response

Agenda Number:

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JANUARY 17, 2019

SUBJECT: CUSTOMER EXPERIENCE MOTION 38.1 RESPONSE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the status update for Motion 38.1 about the customer experience program.

ISSUE

On June 21, 2018, the Board of Directors (Board) approved Motion 38 by Directors Garcetti, Kuehl, Bonin and Garcia (Attachment A), requesting staff to:

- A. Rename the System Safety, Security, and Operations Committee to the Operations, Safety, and Customer Experience Committee;
- B. Endorse Travel Speed, Service Frequency, and System Reliability as the highest priority service parameters to guide the work of the NextGen Bus Study;
- C. Develop customer experience key performance indicators (KPIs) within Operations, Communications, Information & Technology Services, TAP, System Security and Law Enforcement, and other functional areas of MTA to regularly report on the status of the system, transit service, and the transit service environment;
- D. Develop an Annual Customer Service and Experience Plan, including but not limited to improvements planned and desired for:
 1. KPIs developed under section C
 2. The status of the Customer Service & Experience projects
 3. Key accomplishments, objectives and challenges in Customer Service and Customer Experience for the following budget year
 4. Key accomplishments, objectives and challenges in transit service marketing for the following budget year
 5. The CEO's Ridership Initiatives, including the Customer Experience Service Strategist

BACKGROUND

The Customer Experience Committee was established from July 2017 through June 2018 to ensure that Metro services, projects and programs continue to be developed with a focus on the customer. An internal customer experience working group, with representatives from Operations, Security, OEI,

IT, Communications, TAP and the Office of the CEO was formed to develop, track and monitor progress on Metro projects and initiatives focused on positively impacting customer service, experience and ridership.

DISCUSSION

Customer Experience Initiatives, Projects and Program

Per the Board's directive, in July 2018 Metro staff renamed the System Safety, Security, and Operations Committee to the Operations, Safety, and Customer Experience Committee. Also, to date, Metro's customer experience internal working group has been purposefully collaborating to share progress updates on several interdepartmental projects and initiatives focused on customer service, experience and ridership, including but not limited to the following:

- NextGen Bus Study
- Improvement of Bus Travel Speeds (Top 5 Congested Corridors)
- Bus and Rail Cleanliness Program (Includes Removal of Cloth Seats)
- Pilot Metro Microtransit Project
- Universal Blue Light Program
- Improvement of Lighting at 21 Metro Bus and Rail Stations
- TAP Mobile App and Customer Based System/Card
- Improvement of Digital Countdown Clock and Real Time Accuracy
- Hiring a Customer Experience Strategist
- Development of Customer Experience KPIs

Attachment B provides a status on these projects through October 2018.

NextGen Bus Study Priorities

NextGen Bus Study began in July 2018. Staff has provided updates to the board relative to objectives, timelines, and outreach activities. Also, the Board has endorsed travel speed, service frequency, and system reliability as critical service parameters to guide the work of the NextGen Bus Study. Specifically, in October 2018, Metro staff provided an update on the NextGen Bus Study (File ID: 2018-055) on the topic of transit competitiveness and market potential information where the following areas of focus for Metro to better meet the needs of LA County were discussed:

- 1) Metro should build on its success of long distance; commute trips by improving onboard travel times.
- 2) Metro should enter the short distance, non-commute market where nearly 50% of total LA County trips are made by improving frequencies to reduce wait time at bus stops.

These areas for improvement will be selected based on a data driven analysis and extensive public outreach and staff will return in early 2019 with recommendations on service concepts for consideration by the board.

Customer Experience Key Performance Indicators (KPIs) and Development of Annual Customer Service and Experience Plan

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.

The response to part D of this Board motion will be 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."

As part of the requested Annual Customer Service and Experience Plan (Plan), 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 Ridership Initiatives. Staff intends to provide more detail on the Customer Service and Experience Plan in an update to the Board in the FY19 Q3.

DETERMINATION OF SAFETY IMPACT

Approval of this item will have a positive impact on the safety of our customers and employees.

FINANCIAL IMPACT

All costs relative to Metro Customer Experience Plans, project and programs will be approved during the regular budget process and Department project managers will be responsible for budgeting any future Customer Experience projects and programs.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Approval of this recommendation supports the following Metro Strategic Plan Goal: 2) Deliver outstanding trip experience for all users of the transportation system.

NEXT STEPS

Staff will provide an update to the Board in FY19 Q3 to provide more detail on the Customer Service and Experience Plan. The Plan will provide the framework for the performance metrics, staffing, budget, and status updates for the customer experience initiatives outlined in motion 38.1 and Metro Vision 2028.

ATTACHMENTS

Attachment A - Motion 38.1 - NextGen Bus Study Service Parameters

Attachment B - Matrix on Customer Experience Project Status as of October 2018

Prepared by: Nancy Saravia, Senior Manager, Operations, (213) 922-1217

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108

Pauletta Tonilas, Chief Communications Officer, (213) 922-3777

Joshua Schank, Chief Innovation Officer, (213) 418-3345

Nadine Lee, Chief of Staff (Interim), (213) 418-3347



Board Report

File #: 2018-0414, **File Type:** Motion / Motion Response

Agenda Number: 38.1

**REGULAR BOARD MEETING
JUNE 28, 2018**

Motion by:

**GARCETTI, KUEHL, BONIN AND GARCIA
AS AMENDED BY BARGER**

Related to Item 38: NEXTGEN BUS STUDY SERVICE PARAMETERS

MTA should strive to deliver the best customer experience of any public transit provider in America.

MTA's customers should be able to easily and conveniently access MTA services and data and feel assured that their transit trip will be fast, convenient, and reliable.

Additionally, MTA's customers should feel that MTA actively cares about their experience. MTA's customers should see a proven, constant, and continuous effort by MTA to improve the experience of using MTA's services.

Furthermore, MTA must demonstrate that its services are superior to alternatives.

The Ad Hoc Customer Experience Committee was formed to ensure that MTA was focused on these issues.

Since July, the ad hoc committee has met six times. The committee has examining a wide range of issues, including quality bus service, station cleanliness, TAP, pass programs, real-time data, service interruptions, marketing, Customer Care, system accessibility, and the causes of MTA's recent ridership trends.

In the coming fiscal year, the duties of the Ad Hoc Customer Experience Committee will transition to the Operations Committee.

However, as MTA continues important customer experience initiatives, especially the NextGen Bus Study, it is important that the Board remain engaged on customer experience issues.

Additionally, as MTA advances the NextGen Bus Study, it is appropriate for the Board to provide policy direction on the highest priorities for the future restructuring of the MTA bus network.

SUBJECT: MOTION BY GARCETTI, KUEHL, BONIN AND GARCIA

NEXTGEN BUS STUDY SERVICE PARAMETERS

WE THEREFORE MOVE THAT the Board:

- A. Rename the System Safety, Security and Operations Committee to the Operations, Safety, and Customer Experience Committee;
- B. Endorse Travel Speed, Service Frequency, and System Reliability as the highest priority service parameters to guide the work of the NextGen Bus Study;

WE FURTHER MOVE that the Board direct the CEO to:

- C. Develop customer experience key performance indicators (KPIs) within Operations, Communications, Information & Technology Services, TAP, System Security and Law Enforcement, and other functional areas of MTA to regularly report on the status of the system, transit service, and the transit service environment;
- D. Develop an Annual Customer Service and Experience Plan, including but not limited to improvements planned and desired for:
 - 1. KPIs developed under section C. above
 - 2. The status of Customer Service & Experience projects
 - 3. Key accomplishments, objectives, and challenges in Customer Service and Customer Experience for the following budget year
 - 4. Key accomplishments, objectives, and challenges in transit service marketing for the following budget year
 - 5. The CEO's Ridership Initiatives, including the Customer Experience Strategist (Board File 2018-0365);
- E. Report back to the Operations Committee on all the above in 120 days.

BARGER AMENDMENT: continue to seek input and feedback on priorities from NextGen working groups and relevant community stakeholders.

Customer Experience Project Name	Department	SLT	Project Description	Milestones Accomplished to Date	Completion Target Date(s)
1 Security & Ancillary Area Intrusion Surge Program	Operations & Security	Jim and Alex	Increase customer safety by preventing intrusion and establishing a stronger Metro presence throughout our system.	MRL ancillary project has been ongoing for a total of 29 weeks and has resulted in approximately 300 Clean Up Requests (all completed within 24 hours of notice) and intrusions on the MRL have begun to decrease.	This project is ongoing and does not have a completion date.
2 Cleanliness Focus	Operations	Jim	Improve the appearance of Metro bus stops, bus/rail stations, rolling stock, to increase customer satisfaction systemwide.	Comprehensive review of Metro cleanliness program completed in October 2018. The HRV Interior Renovation Pilot Project team has completed three married pair vehicles so far and is on target to complete a 4th married pair before the end of 2018.	Partnership with External Agencies: January 2019 HRV A650 Fleet Pilot Project: 2024
3 Improve Bus Travel Speeds	Operations	Jim	Speed up the system to address customer feedback that buses are too slow and inconvenient.	The Travel Markets Analysis portion of the project is being completed now. This includes listening & learning for how to be more market driven.	Service Concepts – Strategies & priorities for network "design": Winter 2019 Service Plan – Line by line based on strategies: Spring/Summer 2019 Implementation – Launch phase: Fall 2019
4 Universal Blue Light Program	Security	Alex	Installation of "Blue Lights" at major transit hubs to improve safety for customers.	Maintenance & Engineering is proceeding with securing funding to complete engineering improvements to the emergency phone/intercom system starting with the MRL/MPL.	June 2022
5 Lighting Improvements Systemwide	Environmental	Rick	Improve lighting at 21 bus stops and rail stations to improve safety for customers.	Pre-construction meetings have taken place and equipment was ordered. Construction is targeted to begin in January 2019.	July 2019
6 Mobile App for Integrated Transportation Services	TAP	Nalini	Program offering mobile payment opportunities, gamification, incentives and rewards that will link multiple modal services together.	The Board approved this equipment upgrade and equipment will start installation in December 2018.	Full app launch will be in fall 2019 when equipment installation is complete.
7 Digital Information Panels	Communications	Pauletta	Interactive touch screens (digital map cases) providing real time customer information will be installed at each Blue Line station coinciding with the New Blue project.	New map case design approved in October 2018.	September 2019

Customer Experience Project Name	Department	SLT	Project Description	Milestones Accomplished to Date	Completion Target Date(s)
8 Service Disruptions Alerts	Communications	Pauletta	Staff is working on a service allowing customers to subscribe to Metro service alerts and disruptions via email, or SMS text. Service disruptions are already included in metro.net, agency trip planner, and Go Metro mobile app.	Communications is currently customizing the new customer relations management technology platform, Salesforce, to provide this service.	June 2019
9 Digital Countdown Displays & Real Time Accuracy	IT	Bryan	Establish rail polling by implementing a 10-second polling cycle via the installation of routers to improve digital countdown display accuracy.	Different router/antennae installations are being tested now on the various rail car models in operation for Metro.	June 2020
10 Connected Bus	IT	Bryan	Installation of Wi-Fi routers on Metro buses to enhance the customer experience by providing Wi-Fi connectivity and improving GPS location of buses for enhanced bus real-time arrival information.	To date, there are 1,068 installed equipped buses with Wi-Fi routers broadcasting their GPS location every 5 seconds for improved real-time predictions while providing Wi-Fi connectivity.	February 2020 (including re-tanked buses).
11 Customer Satisfaction Survey	OEI	Joshua	Deploy annual customer satisfaction surveys and benchmark to the July 2016 survey.	OEI is preparing for a summer 2019 launch of the next Customer Satisfaction Survey, benchmarked against the 2016 results.	July/August 2019 for survey launch.
12 Microtransit	OEI	Joshua	Test Metro version of on-demand shared ride services to attract new riders and improve existing customer experience.	A project update was provided to Board Staff in October 2018.	The submission of service design reports is expected in FY2019 Q3, with an anticipated service launch in Fall 2019.
13 Customer Experience Performance Metrics	All	All	Develop and report customer experience performance metrics.	FY19 KPIs, METL's and project milestones were approved by the CEO in October 2018.	Customer Experience KPIs will be presented to the board in FY19 Q3 (January - March 2019).