

Appendix B

Status of 2022 Action Items

Status of Action Items

STATUS ● Completed ◐ In Progress ◑ Canceled

ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
Blue Light Boxes	Call Point Security Project - Prototype blue light boxes recommended by Women and Girls Governing Council to improve security on the rail system	Chief Operations Office	◐	Included	Begun activities with the contractor, Birdi Systems, to develop the blue light boxes design, construction work plan, and project timeframe. Anticipate the overall project timeframe will be approximately 24 months.
Bus Stop Lighting Installation	Work with other jurisdictions to install lighting at least 100 bus stops per year to help bus riders feel safer at bus stops at night.	Chief of Staff Office	◐	<i>Consolidated with Bus Stop Improvements Plan</i>	See Bus Stop Improvements Plan
Bystander Intervention Training	Continue new bystander intervention training for customers and Metro employees.	Chief Safety Office	●	Not Included	Mandatory training for employees rolled out in December 2022.
Courtesy-Stop Program	Through the Gender Action Plan, explore a courtesy-stop program before light and after dusk on several Metro bus routes to allow riders to request a stop between regular bus stops so they can exit buses closer to their destination, as done in Toronto.	Chief Operations Office	◐	Included	Existing policy with bus operators to perform courtesy stops in the evening for women, children, and seniors traveling alone. Will continue working on information campaign for operators and public.
Funding for Homelessness Outreach on Transit	Continue working with other transit agencies in California to request that transit agencies be eligible to access existing and new sources of state and federal homelessness funding for transit homeless outreach teams and for housing and services designated specifically for people experiencing homelessness on transit systems, and to recommend to the Board that this effort be included in Metro's 2022 State legislative agenda.	Chief of Staff Office	◐	Included	Postponed - waiting for greater buy-in and studying best practices in other cities.
Increase Homeless Outreach	Double the deployment of homeless outreach workers and clinicians in the Metro system.	Chief Safety Office	●	<i>Consolidated with Increase Homeless Outreach & Access to Services</i>	Homeless outreach staff doubled in summer of 2023
Late Shift SSLE Deployment	Continue to deploy over 50% of security and law enforcement staffing to swing and graveyard shifts to address customer and employee concerns about safety at night.	Chief Safety Office	●	Not Included	Deployment is according to contract and recent negotiations provided more coverage in late night shifts.
Metro Ambassadors	Utilize \$40 million authorized by the Metro Board to launch an Ambassador program to assist Metro riders and help them feel safe.	Customer Experience Office	●	Not Included	Metro Ambassadors launched in October 2022.

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Safety for Operators	<p>SSLE team is working with OPS on enhanced safety features for Operators, including:</p> <ul style="list-style-type: none"> > UX Test and Train Improved Operator Incident Reporting System - LESR (OPS/SSLE) > Install Enhanced Bus Operator Shield (OPS) > Admin Employee Safety Reporting and Feedback (SSLE/CXO) > Implement Employee Self-Defense and Sexual Harassment Prevention Trainings and Program (CPO) (GAP) > Increase in Transit Security Officers to be deployed as bus riding teams reducing bus operator assaults 	Chief Safety Office	●	Not Included	Received additional positions in FY24 that we're currently working on filling as well as any vacancies due to turnover. FY24 positions received for MTS: 40 TSOIIs, 4 TSOIs, 4 Sgts.
Security Officer Ecosystem Support	Deploy additional security officers to support an expanding ecosystem of hundreds of homeless outreach workers, ambassadors, and cleaning staff in the Metro system.	Chief Safety Office	●	Not Included	The pilot program concluded in early 2023 and has evolved into a new multi-layered deployment that launched in July. The lessons learned, successes, and data of the Respect the Ride pilot were applied to the new deployment.
SSLE Flexible Dispatch	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.	Chief Safety Office	⊘	Not Included	No longer pursued due to shifting priorities (e.g., Drug-Free Metro; Respect the Ride Campaign)
Transit Watch App Maintenance Coordination	Examine procedures to ensure timely follow-up and response to cleaning and maintenance complaints from the <i>Transit Watch</i> app and set goals for follow-up and response times.	Chief Operations Office	●	<i>Consolidated with Transit Watch App Enhancements</i>	Enhancements to Metro's handling of cleaning and maintenance complaints in the <i>Transit Watch</i> app system have been made; Metro will continue to identify improvement opportunities, particularly in the user interface of the application.
Transit Watch App Marketing	Continue to market the <i>Transit Watch</i> app to generate at least 5,000 monthly downloads 500 downloads per month, and the 213,788.2777 text number (for people with phones that do not accommodate apps). Also, share information with Metro customers about the new SOS features available on smartphones that make it easier for people to summons help when they are in danger.	Customer Experience Office	●	<i>Consolidated with Transit Watch App Enhancements</i>	<i>Transit Watch</i> paid media campaign generated 16M impressions and generated 4,795 app installs.
Adopt-A-Transit Stop Program	Pilot an "Adopt-a-Transit Stop" program at select locations to test an approach where local businesses or community organizations are invited to sponsor bus stops and provide light cleaning and maintenance.	Customer Experience Office	●	Included	Feasibility of alternative under review by Department.

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7th St/Metro Center Station Renovations (Aging Subway Station Renovations)	<p>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:</p> <ul style="list-style-type: none"> > Replacement of subway station flooring, wall surfaces, and ceiling tiles, which have deteriorated over time > Replacement of lighting, signage, and wayfinding design, including an evaluation of new signage needs to align to current standards and to address customer needs > Replacement of benches and trash cans and increase quantities where needed > Possible attachment of bright, modern, easy-to-clean cladding to subway station trainway walls, where feasible > Possible relocation of roll-down gates to the top of stairs and escalators, where feasible, to protect those areas during overnight hours to keep them cleaner > Repair and refurbishment of station artworks 	Chief Planning & Development Office	◐	Included	SWD Design led detailed interdepartmental walk-through surveys for DTLA subway stations and produced 5 illustrated detailed reports prioritizing needed updates to these stations. SWD begin in early fall FY23 with procurement of an architectural design firm to develop 30% designs for 7th/Metro Station, and also began serving as lead in the Planning Department's committee for Key Station Updates for the 2028 Olympic Games.
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.	Customer Experience Office	◐	Included	Currently weighing options to integrate the Bus Stop Contact Information as part of the e-paper bus stop pilot. Will determine implementation
Cleaning Surge - End of Line	As part of an overall Cleaning Surge, expand "end of line" train cleaning to all rail lines and add weekend coverage at Union Station and 7th/Metro.	Chief Operations Office	◐	Included	End-Of Line cleaning is done Monday through Friday on both subway and light rail lines. The FY24 budget includes hiring additional Service Attendants to conduct and expand this cleaning.
Cleaning Surge - Escalators	As part of an overall Cleaning Surge, increase escalator step cleaning at rail stations to four times per year.	Chief Operations Office	●	Not Included	Enhanced escalator step cleaning occurs four times per year.
Cleaning Surge - Midday Bus Interior	As part of an overall Cleaning Surge, expand to seven-day a week midday bus interior cleaning and expand to four layover points.	Chief Operations Office	◐	Included	<p>In FY23, Division 2 cleaning crew cleaned 14,896 buses at Terminal 28, 2,536 buses at Maple Lot, 1,658 buses at El Monte, and 1,895 buses at Washington/Fairfax.</p> <p>The bus terminal cleaning program continues a seven day per week operation, with cleaning at four bus terminals on a rotating basis. The cleaning team continues to focus on removing trash, wiping up spills, removing graffiti, and wiping down the interiors of the buses.</p>
Cleaning Surge - Trackway Trash	As part of an overall Cleaning Surge, remove trash and litter from all trackways adjacent to underground platforms weekly.	Chief Operations Office	●	Not Included	The Wayside Track Maintenance Department targets trackway clean up at seven priority B/D Line Stations twice a month and all other B/D Line Stations once per month, staff availability and track allocation permitting. In FY23, they performed almost 140 track way clean ups, a significant increase from previous years.

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Elevator Camera Evaluation	Evaluate the impact of elevator cameras on vandalism, cleanliness, and biohazards.	Chief Operations Office	◐	Included	Work on camera installations was delayed due to Regional Connector taking priority with no RFM resources available. However, the drawings for Westlake MacArthur Park have been completed, wall coring is partially completed and RFM has begun procuring and staging materials and tools to begin the conduit installation for the camera wiring.
Employee Cleaning Days	Consider designating occasional days when employees who ride Metro could consider volunteering to pick up garbage they see during their ride. Metro could provide PPE, garbage bags with a Metro logo, and gloves. This would be a great way for employees at all levels to pitch in to keep Metro clean, compliment Metro Marketing's We're Here for You campaign, and show customers that we care (subject to discussion with Metro labor representatives).	Chief People Office	◑	Not Included	This action item will no longer be pursued.
LACC Trash Pickups	Explore working with the Los Angeles Conservation Corps to conduct additional trash pickup at bus stop zones.	Chief of Staff Office	●	Not Included	See Bus Stop Improvements Plan
Neighboring Trash Clean-Ups	Metro Real Estate to provide a report that summarizes efforts to work with neighboring property owners to clean up trash near the Metro right of way, and collaborate with Operations, SSLE, and Community Relations to implement strategies to address outstanding issues.	Chief Planning & Development Office	◐	Not Included	Other – this was deferred to Facilities Maintenance and System Security Law Enforcement. Real Estate coordinates with appropriate Metro departments.
Station "Cleaned By" Form	Pilot test on the C (Green) Line a "cleaned by" form posted inside train cars near side doors, indicating when the train was cleaned and by whom. This will communicate to customers that Metro is serious about ensuring train cars are cleaned regularly.	Chief Operations Office	◑	Not Included	This action item will no longer be pursued.
Station Evaluation Mobile System	Deploy company cellphones in the field to allow supervisors to input bus stop conditions to generate work orders, modeled after the success of Operation's pilot Station Evaluation program.	Chief Operations Office	●	Not Included	Production of Location Management System was operational and functional as of FY23 Q2 - staff are able to use their company cell phones to generate, modify, or complete LMS work orders.
Station Restroom Replacement Roadmap	Finalize a roadmap for placing restrooms at geographically dispersed high-volume transfer and terminus stations to improve the customer experience and reduce urination and defecation in and around the Metro system.	Chief Planning & Development Office	◐	<i>Consolidated with Aging Station Renovation</i>	Issuance of Task Order delayed in Procurement for 7th/Metro Station updates, which include feasibility study and design for public restrooms.
Vinyl Seat Replacement	Replace cloth seats with easier-to-keep-clean vinyl seats on all Metro buses and trains that serve customers by the end of FY23.	Chief Operations Office	●	Not Included	On bus: Vinyl Seats were installed on 1,870 buses which is 100% of the Operating Bus Fleet. On rail: 100% Complete for P2550 fleet, 85% Complete for P2000 fleet, 94% Complete for A650 fleet, 85.5% Complete for P3010 fleet. For P2000 and A650 fleets: Vinyl seats replacement will be done once the cars return from the vendors.
Annual Homeless Counts	Homeless counts - Regular counts to monitor trends and gauge the success of Metro efforts to address homelessness	Chief of Staff Office	●	Not Included	Annual homeless counts on transit are conducted as part of Los Angeles' Homeless Service Authority's (LAHSA) annual work. Metro's Homeless Initiatives team works with LAHSA on this work.

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<p>Bus Stop Sketch Plan</p>	<p>Work with an interdepartmental Metro action team to launch the “Shade for All Campaign” (now referred to as the Bus Stops Vision Plan):</p> <p>Work on the creation of a Bus Stop Sketch Plan to understand the following:</p> <ul style="list-style-type: none"> > Visiting bus stops with representatives from local jurisdictions to understand better the conditions that their constituents experience and to build local support for improvements. > Offering technical assistance to local jurisdictions where needed, to help them with more detailed bus stop needs conditions in their area, equity-based bus stop prioritization, grant writing, offering standard contract specifications if needed, and possibly bulk purchasing contracts. > Offering technical assistance to help jurisdictions prioritize locations of greatest need based on ridership volume, location in an equity-based community, crime rates, direct and indirect canopy coverage, cleanliness, and other factors. > Pursuing grants to establish an incentive program for local jurisdictions could partially subsidize new bus stop shelters, seating, lighting, and other amenities. > Working with cities to jointly pursue funds for sidewalk repair and accessibility. > Working with cities to refine practices to ensure adequate bus stop maintenance and cleaning. > Testing of bench designs that incorporate shade. 	<p>Chief of Staff Office</p>	<p style="text-align: center;">◐</p>	<p><i>Consolidated with</i> Bus Stop Improvements Plan</p>	<p>Board received and filed on June 2023 the Bus Stop Improvement Plan (BSIP) Update. There are four parts to the BSIP: development and execution of Bus Stop Summit, Development and Execution of Bus Stop Portal, conduct of Local Return Audit, and development of funding strategy to allow cities and jurisdictions to develop bus stop improvement capital and operations and maintenance.</p> <p>Lighting: Continue to coordinate with Metro Planning in the development of MOU to initiate the bus stop lighting program. Collaborating with City of LA Bureau of Street Lighting and Bureau of Engineering on specific action items related to lights and other safety related bus stop issues. New bus stop lighting capital project in Metro FY24 budget approved by the Board.</p>
<p>Daily Elevator Maintenance Alerts</p>	<p>Program real-time alerts that indicate the location of elevator or escalator breakdowns.</p>	<p>Customer Experience Office</p>	<p style="text-align: center;">◐</p>	<p><i>Consolidated with</i> Elevator/Escalator Improvements</p>	<p>Creating a chart on transit alternatives when elevators are out of service. Pulling together information on transit alternatives to stations without elevators. Created a template for sharing elevators out of service for maintenance each day.</p>
<p>Shade for All Campaign - Countywide Bus Stop Data</p>	<p>Collect countywide data on bus stop conditions to guide a multi-phase comprehensive “Shade For All” campaign to expand the number of bus stops with shade and other amenities, including seating and lighting.</p>	<p>Chief of Staff Office</p>	<p style="text-align: center;">●</p>	<p><i>Consolidated with</i> Bus Stop Improvements Plan</p>	<p>An integrated ArcGIS database was created and shared with the City of LA to prioritize high-need bus stops.</p>
<p>Surprise and Delight</p>	<p>Surprise and delight customers through implementation of Board Motion 45.1 to “Uplift the Human Spirit Through Metro Art.”</p>	<p>Customer Experience Office</p>	<p style="text-align: center;">◐</p>	<p>Included</p>	<p>Metro Art surprise and delight initiatives have included a new rider portrait series by local artists, Metro Art Buses, partnerships with community-based arts and cultural organizations, curated cultural programming and poster giveaways.</p>
<p>Bus Lane Acceleration</p>	<p>Accelerate design of bus lanes and other speed and reliability improvements to reduce travel time for bus riders and increase the efficiency of bus operations. This would double the target speed and reliability improvements from 20 bus lane miles per year to 40.</p>	<p>Chief Operations Office</p>	<p style="text-align: center;">◐</p>	<p>Included</p>	<p>On track to complete at least 30 bus lane miles by FY23 Q4 (Alvarado, Venice, La Brea, Florence, Sepulveda). Venice bus lanes were installed in June 2023. La Brea (north) bus lanes were installed in July 2023. Florence bus lane design is expected to begin in the fall of 2023.</p>

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ACTION ITEM	DESCRIPTION	LEAD	2023 STATUS	2023 CX PLAN	2022 PROGRESS
<p>Bus Operator Task Force</p>	<p>"Metro's Bus Operator Task Force to develop options and recommendations for ways to meet the 1% canceled assignment limit (subject to discussion with Metro labor representatives). Specific options to consider include:</p> <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 canceled assignment > Considering use of technology to give division markup staff more tools to fill assignments at the last minute. For example, look at software/apps used by school districts to quickly schedule substitute teachers to ensure all classrooms are covered 	<p>Chief Operations Office</p>	<p>●</p>	<p>Not Included</p>	<p>We have been hiring FT bus Operators since January 2023. OPS is continuing to explore ways to improve retention, reduce call backs and retain low cancellation rates.</p>
<p>CAL-ITP GTFS MOU</p>	<p>Finalize a Memorandum of Understanding (MOU) with Caltrans' California Integrated Travel Project (Cal-ITP) to provide no-cost technical support to help Metro meet statewide guidelines for the General Transit Feed Specification (GTFS). GTFS is the standard information that Transit and other third-party apps, such as Google Maps, consume to provide accurate arrival predictions to customers.</p>	<p>Chief Operations Office</p>	<p>●</p>	<p>Not Included</p>	<p>Agreement signed in February 2022.</p>
<p>Camera Bus Lane Enforcement</p>	<p>Pilot test Camera Bus Lane Enforcement (CBLE) to improve bus speed and reliability.</p>	<p>Chief Operations Office</p>	<p>●</p>	<p>Included</p>	<p>Metro issued the RFP in FY23 and remains in procurement black out; expected to present contract award recommendation to the Board in October 2023 cycle.</p>

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Digital Rider Alert System	Launch a Digital Rider Alert System, which would allow customers to subscribe to receive service alerts and delay advisories for specific Metro Bus and Rail Lines, with notification by SMS text or email.	Customer Experience Office	●	<i>Consolidated with Metro Mobile Applications Enhancements</i>	Digital Rider Alert System is now coupled with updating CRM systems and consolidated mobile app, ensuring the back-end technology is coordinated will lead to improved CX and communications.
FEMA Emergency Messaging	Set up an emergency messaging system in partnership with FEMA for emergency situations.	Customer Experience Office	●	<i>Consolidated with Metro Mobile Applications Enhancements</i>	As part of the mutual aid process LA County Office of Emergency Management will include transit specific messaging into any applicable Wireless Emergency Alerts (WEA). Due to the WEA character limit, Metro would likely to limited to a few words in WEA messages that are 360 characters. Metro also has the capability to send text notifications to all <i>Transit Watch</i> App users. Users who have registered through the app in addition to users who have ever messaged the app are able to be notified through a direct text message.
Headway Management Research	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.	Chief Operations Office	●	Included	Pilot was launched 7/10/23 (revised from 6/25/23 to allow for TSO shake up to be completed).
Light Rail Speed Improvements	Provide to the Board options and recommendations for light rail speed improvement projects, including quantification of speed increases and travel time decreases that would be expected from these projects.	Chief Operations Office	●	Included	SECOtrans has been performing analysis of rail gates on the A and E lines in the cities of Los Angeles and Santa Monica. Additional model runs and optimizations are still being performed.
New Line Communication Testing	User-experience-test sample communications regarding the Crenshaw and Regional Connector openings to uncover and resolve any points of confusion.	Customer Experience Office	●	Not Included	Conducted message testing on communications regarding the K Line and Regional Connector openings to resolve customer confusion.
NextGen Equity Focus Communities Impact	Conduct an analysis to identify areas where NextGen Bus Plan implementation and post-COVID service restoration have improved access for Equity Focus Communities to a wide range of destinations, including jobs, medical centers, and food shopping as well as identify further areas for improvement.	Chief Operations Office	●	Not Included	Assessment presented to Board Committee in November 2022.
NextGen Service Restoration	Restore NextGen Scenario A/B (7.1m rsh) bus frequency improvements.	Chief Operations Office	●	Not Included	Final service restoration was completed in December 2022.
Temporary Service Reduction Updates	Provide monthly updates on scheduled vs. actual service during the temporary service reduction period, with detail by line, division, and effect on Equity-Focus Communities.	Chief Operations Office	●	Not Included	Ongoing reduction updates were presented to the Board Committee monthly; discontinued upon restoration of service.
Accessible Navigation Apps	Engage with Navilens, WayMaps, and/or similar accessibility apps to develop cost and scope to pilot test innovative mobile apps that remove barriers to accessing Metro by helping customers independently navigate the Metro system, including new Metro customers, visitors, tourists and Metro customers who have disabilities such as visual, cognitive or memory impairments.	Chief of Staff Office	●	Included	Waymaps demonstration at Union Station using test routes. After, will rollout the pilot in downtown stations (B/D, Regional Connector stations). Working through measures of success (star rating) applied to the demonstration and pilot to gather cost estimate and secure funding next FY.

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Annual CAPE Integration	OMB to work with the Executive Officer for Customer Experience to ensure that responsible departments incorporate all Customer Experience Plan recommendations into the respective FY Comprehensive Agencywide Performance Evaluation (CAPE) system, and report progress quarterly.	Chief Strategic Financial Management Office	◑	Not Included	This action item will no longer be pursued as the CAPE system is no longer being used by Metro.
Annual CX Survey	Conduct annual, random sample, on-board Customer Experience Surveys to track Metro CX progress and identify emerging issues.	Customer Experience Office	●	Not Included	2022 CX Survey completed in Spring 2022.
Budgeting CX Action Items	Prioritize CX Plan recommendations and consider them in all upcoming capital and operating budget processes.	Chief Strategic Financial Management Office	●	Not Included	In FY23, CX Action Items were prioritized in the adopted budget and will continue to be prioritized in the future.
Bus Stop E-Paper Real-Time Information	Implement e-paper in at least 100 high ridership bus stops to improve access to real-time information, particularly for riders without smartphones.	Chief Operations Office	◐	Included	Contract has been executed. 1st article assembly and acceptance is under way. There are 50 bus stop ePaper signs (25 in each direction) that will be installed on Vermont for this operational proof of concept. Full installation is still expected within FY23.
Customer Journey Mapping	Conduct Journey Mapping ride-alongs with diverse riders to understand their diverse needs and inform future CX priorities.	Customer Experience Office	◐	Included	Procurement delays have caused this task order to not be released in June; aiming for July release date with project conclusion by early 2024.
CX Action Item Grants	Prioritize CX Plan recommendations and consider them in upcoming grant opportunities.	Chief Planning & Development Office	●	Not Included	<p>Team submitted TIRCP Cycle 6 applications and received awards from 3 categories of the TIRCP Cycle 6 funds:</p> <ul style="list-style-type: none"> > \$600M for East San Fernando Valley Light Rail Transit Project Phase 1- Existing Projects category > \$95M for LA Metro Capital, Operational, Rehabilitation, and Expansion (CORE) Capacity and System Integration- New Projects category > \$35M for Eastside Transit Corridor Phase 2- Major Projects Development Reserve category <p>The Federal Railroad Administration fully funded our grant request of \$38.3 M for the Doran Street Grade Separation Project from the Railroad Crossing Elimination Program.</p> <p>We have submitted 10 projects for SB1 Cycle 3 state discretionary and formula grants requesting \$367.3M in total. We were awarded \$127.9M of SB1 Competitive Grants funding for 5 projects and an additional \$77.4M has been programmed for 2 projects submitted for Local Partnership Program Formula portion.</p> <p>The team has applied for CalSTA's High-Priority Grade Crossing Improvement and Separation Program requesting \$113.3M that included \$38.3 M for the Doran Street Grade Separation Project (Phase A) with the balance of the request for the Brighton to Roxford Double Track Project. Of the requested amount, Metro received \$46.5M.</p>

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CX KPI Dashboard	Develop a comprehensive CX KPI dashboard.	Customer Experience Office	●	Included	Carrying over into FY24; waiting on finalization of CX KPIs before starting up work on an internal and external dashboard.
Desired Beliefs and Behaviors Recruitment	Modify hiring recruitment and selection to bring on more employees who exhibit desired beliefs and behaviors	Chief People Office	⊘		HR is still waiting for an update to the Metro Mission Statement. There is no ETA as to when this will happen.
Desired Beliefs and Behaviors Training Videos	Prepare and execute a plan to modify training curricula and create training videos to reinforce desired beliefs and behaviors.	Chief People Office	⊘		HR is still waiting for an update to the Metro Mission Statement. There is no ETA as to when this will happen.
Expanded Mystery Shopping	Expand Customer Experience Mystery Shopping to cover shakeups, openings, special events, products, and services.	Customer Experience Office	●	<i>Consolidated with Collaborative Metro Research and Data Group</i>	Metro staff will conduct mystery shopping as needed; in FY23, staff mystery shopped during several of the service changes (also referred to as shake-ups) to identify improvement opportunities.
GTFS Pathways	Test publishing GTFS “pathways” data on station entrance accessibility for people with disabilities.	Chief Operations Office	●	<i>Consolidated with Accessible Navigation Applications</i>	See Accessible Navigation Applications .
Incorporate CX into IPP	Add Customer Experience to Metro Employee's internal performance plans (IPPs) to elevate the importance of putting customers first for all employees.	Chief People Office	●	Not Included	Employee performance plans include a category of “Improving the Customer Experience” as of FY23.
Metro Employee Survey	Plan for next employee survey in FY24 to gauge progress towards developing a customer-first culture, and to assess internal customer service employees receive from other departments.	Chief People Office	●	Included	Metro staff have met to discuss the goals, outcomes, and drafted questions for the next employee survey to be launched in FY24.
Metro Recognition Programs	Modify recognition programs to celebrate excellence related to the desired beliefs and behaviors.	Chief People Office	●	Not Included	<p>Both Celebrating Excellence Awards and Transit Operator Appreciation Day were completed this year and plans are to continue annually. Employee Engagement RFP is near on schedule, near completion; a vendor has been selected and we expect the software to be implemented in Fall 2024.</p> <p>FY23 was a successful year for recognition programs at LA Metro. We celebrated the 8th annual Celebrating Excellence awards and 2nd annual Transit Operator Appreciation Day festivities. Both were well received by the workforce, and we look forward to hosting these events in future years.</p> <p>Additionally, Employee Engagement took proactive steps in launching a request for proposals for recognition and engagement software. We awarded the contract at the end of FY23 but are implementing the software in FY24. The software will allow peer-to-peer recognition, a social wall, and other capabilities to promote a culture of teamwork, appreciation, and excellence.</p>

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Metro Research Practice Policy	Develop an administrative policy to improve research practice at Metro and provide transparency about the accuracy and representativeness of results.	Customer Experience Office	◐	<i>Consolidated with Collaborative Metro Research and Data Group</i>	Metro staff are working internally to collaborate on survey methodology and result sharing in FY24
Metro Customer-Centric Culture Staff Training	Provide training and coaching to spur a Customer-centric culture among employees at all levels of the organization.	Chief People Office	◐	Not Included	Developing and updating Customer Experience training for frontline staff, starting with the Customer Care call agents; this training builds upon the Customer Experience training developed for the Metro Ambassadors.
People with Disabilities Employee Education	Invite people with disabilities to participate in employee outreach, training, and educational sessions, subject to further easing of the COVID-19 pandemic and produce training videos for Operator viewing at operating divisions.	Chief of Staff Office	●	Not Included	Disabilities awareness and sensitivity training videos were created and viewed by bus and rail operators. Continuing to roll out to other customer-facing roles (e.g., Customer Care)
Real-Time Failure Point Monitoring	Develop a comprehensive set of metrics for monitoring real time information 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.	Chief Operations Office	●	Not Included	Metrics implemented in June 2022.
Real-Time GTFS	Use Metro’s new prediction engine, Swiftly, to publish an improved real-time feed (GTFS-Real Time) that meets state standards. This includes incorporating canceled service, delay advisories, and service alerts from the Bus Operators Control Center into a GTFS feed.	Chief Operations Office	●	Not Included	Real-time cancellations in GTFS were implemented by the bus operations center in November 2022.
Tactile Pavement Markers at Bus Stops	In collaboration with the City of LA and other municipalities, define the cost and scope required to test tactile pavement markers at 20 bus stops.	Chief of Staff Office	◐	Included	Roll out in Downtown LA; will identify bus stops nearby stations to coordinate with Waymaps. Need City of LA MOUs and cooperation.
Tactile Guidance Paths at Rail Stations	Develop the cost and scope required to expand ADA tactile guidance paths at five or more additional rail stations.	Chief of Staff Office	●	Not Included	Completed installation in two A Line stations, two E Line Stations, three new Regional Connector Stations, and seven new K Line stations. Pending funding and cost estimates, will be looking to update some K Line stations to fix visibility and prioritize downtown B and D Lines (align with wayfinding upgrades; align with Olympic stations?). Potential funding from Systemwide Design.
UX Testing Policy	Implement new User Experience (UX) Testing administrative policy. Includes Training, Development of UX Plans, issuing and overseeing UX Test work directives, and coordination of Product Recovery Teams.	Customer Experience Office	◐	Included	Team is working on an implementation plan to present to CXO.