

#### **Board Report**

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

File #: 2022-0267, File Type: Informational Report Agenda Number: 29.

## OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE JUNE 16, 2022

SUBJECT: JUNE 2022 RESTORATION AND CHANGES

**ACTION: RECEIVE AND FILE** 

#### RECOMMENDATION

RECEIVE AND FILE a status report on June 2022 service change and restoration of 200,000 annualized bus revenue service hours.

#### **ISSUE**

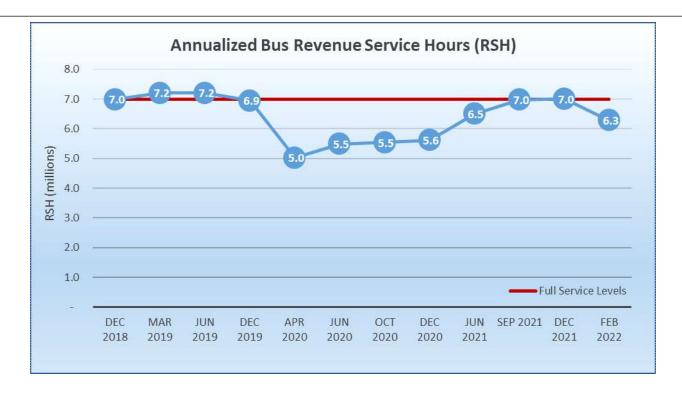
Metro implements transit service changes (bus and rail) in June and December of each year. Metro plans to implement the June service change on Sunday, June 26, 2022. With the changes, annualized bus revenue service hours will increase from approximately 6.3 million revenue service hours to 6.5 million revenue service hours.

#### **BACKGROUND**

Metro's twice-annual service change program allows Metro to improve the customer experience through revised transit routes and schedules. However, since the onset of the pandemic in early 2020, multiple service changes have been implemented to respond to the impacts on ridership and operator availability:

- At the beginning of the Covid pandemic, service levels were reduced by 30% in **April 2020** from 7.0M annualized Revenue Service Hours (RSH) to 5.0M representing the deepest cut in service during the pandemic. The reductions were made as a result of three factors: 1) 70% decline in bus ridership, 2) significant loss of sales tax revenues, 3) high service cancellation rates close to 20% due to operators out due to Covid infection, taking care of family with the virus, and childcare needs due to the Safer at Home orders.
- As ridership rebounded to about 50% of pre-Covid levels in June 2020, service levels were increased to 5.5M annualized RSH to meet additional demand and to ensure social distancing.

- By June 2021, ridership rebounded to 65% of pre-Covid levels. As such, and per Board approved Motion 27.1 by Director Garcetti, service levels were increased to 6.5M annualized RSH.
- Service levels were fully restored to 7.0M annualized RSH in **September 2021** as directed by Motion 27.1.
- Unfortunately, due to the Omicron variant of the Covid virus, we saw a significant increase in operator absences. This, coupled with the shortage of operators, consistent with the National labor shortage, and higher attrition rates, resulted in a significant shortage of available operators and thus an increase in canceled service (as high as 15%-20%) and ordered call backs of available operators to work. No service adjustments disproportionately impacted Equity Focused Communities and contributed to operator fatigue, burnout, and low morale.
- In order to stabilize the system, a strategic service reduction throughout the network with an
  equity lens using the NextGen framework was implemented (7.0M RSH was reduced by 10%
  to 6.3M RSH in Feb 2022.)
  - This temporary reduction has resulted in a much more reliable and predictable system for our customers, balances the passenger loads, evens out headways, and values our employees by significantly reducing the ordered call backs that were fatiguing our operators resulting in higher attrition.



Conditions for an Equitable and Reliable Service Restoration

At the January 2022 Board meeting, Staff reported that full service restoration (7.0 M RSH) requires all conditions below to be met:

- No pandemic spike, no more than 30 new COVID cases per month for operators;
- Metro operator numbers (4,003) required to meet the needs of 7.0M RSH;
- No more than 200 mandatory (ordered) call-backs per week systemwide; and
- No more than 2% systemwide bus service cancellations.

Staff also indicated the potential for progressive restoration. Specifically, if sustained progress towards these conditions are realized, incremental service recovery can begin with the June 2022 service change.

#### **DISCUSSION**

The June service change revises schedules to provide more reliable bus service with schedules adjusted to reflect increased road traffic across the network as the impacts of the pandemic reduce. The June 2022 service change also marks the beginning of service level restoration based on increased operator availability, following the temporary reduction made in February 2022 due to an operator shortage.

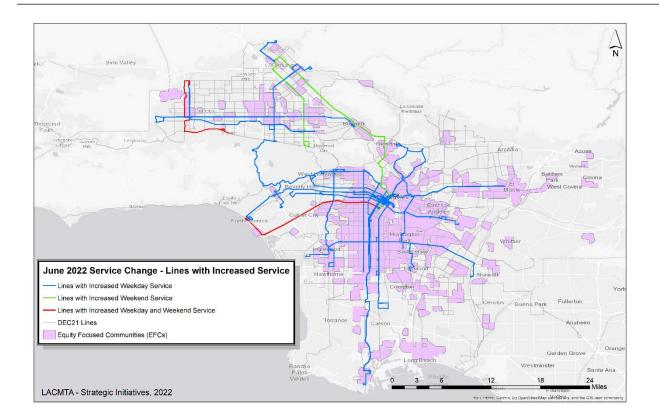
The restoration framework focuses on Service Quality, Valuing our Employees, and NextGen. The new schedules will value our operators by giving them the time needed to operate each trip safely

and reliably and obtain rest breaks at the end of trips. Some of the longest shift lengths will also be reduced. The level of service restoration has been set to avoid spikes in cancelled service and reduce ordered call backs. The changes are consistent with Board approved Motion 43 by Directors Mitchell, Solis, Bonin, and Garcetti for service restoration and are based on the NextGen Bus Plan.

Effective on Sunday, June 26, 2022, the service change focuses on the following key areas of improvement for Metro bus service:

- Begin the process of restoring bus service levels with 19 weekday, 4 Saturday, and 3 Sunday directly operated bus lines having service expanded based on lines with trips experiencing the highest load factors. Map 1 below is provided on the following page to illustrate where the lines with these increased service levels operate. Key locations served by these improved lines include downtown Los Angeles, El Monte Bus Station, California State University Los Angeles, LAC USC Medical Center, Eagle Rock, Harbor Gateway Transit Center, Venice, downtown Santa Monica, Westwood/UCLA, North Hollywood Station, downtown Burbank, Canoga Park, and Olive View Medical Center at Sylmar.
- Improving service reliability (on-time performance) with revised schedules with added time for 65 weekday, 42 Saturday, and 25 Sunday bus lines, in response to increased ridership and road traffic as the economy recovers from the impacts of the COVID-19 pandemic.
- As planned in the NextGen Bus Plan, Line 130 East of Artesia A Line Blue Station will transition to become Long Beach Transit Route 141. This follows the western section of Line 130 becoming Torrance Transit Line 13 in June 2021.
- Temporary reductions to service levels on seven weekday, two Saturday, and one Sunday contracted lines to ensure reliable service delivery.
- Other minor route changes. Full details are included in Attachment A.

Map 1 - June 2022 Service Change - Lines with Increased Service



There will be no changes to rail service levels as part of the June 2022 service change. Metro continues to prepare for the launch of the new Crenshaw/LAX and Regional Connector rail lines.

#### Full Restoration Forecast

For June, we are balancing our approach to service restoration by valuing our employees with schedule changes that better match the increased traffic experienced today and eliminating the longest assignments. We are also ensuring that we maintain a low level of service cancellations and increase on time performance for our customers by restoring services that match our available operating staffing levels.

Further service restoration is expected by September. Depending on progress with new operator hiring and allowing for two new rail service startups, it may be necessary to complete the full restoration of the 7 million revenue service hours (annualized) consistent with the NextGen Bus Plan in December 2022.

#### FINANCIAL IMPACT

Implementation of Metro's June 2022 service change is consistent with the Board approved FY2022 Annual Operating Budget and is recommended as part of the FY23 Annual Operating Budget. The planned changes are made within the allowed budget for revenue service hours in each of these budget years.

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#### **EQUITY PLATFORM**

Two key focuses of service restoration and service reliability form the largest components of the June 2022 service change. These changes help ensure the best possible service is provided to those who rely on transit the most. In the first few months of 2022, over 70% of ridership activity (boardings + alightings) has occurred in Metro's Equity Focus Communities (EFCs).

The June 2022 service change will improve both the quality and quantity of service provided across the Metro bus network and especially in EFCs. 10 of the 20 bus lines seeing added service and 35 of the 69 lines with revised schedules for improved on time performance in the June 2022 service change have greater than 50% of their line miles located in EFCs. The additional service added in the June 2022 service change ensures Metro begins the process of restoring the full 7 million revenue hours of service planned under the NextGen Bus Plan. This plan allocated the highest service levels to equity focus areas where high quality transit is a key to enhanced mobility for residents.

#### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommendation supports strategic plan goal #1: Provide high quality mobility options that enable people to spend less time traveling. The service changes also respond to the sub-goal of investing in a world class bus system that is reliable, convenient, safe, and attractive to more users for more trips.

#### **NEXT STEPS**

Staff will implement the June 2022 service change on Sunday June 26, with the marketing of the changes occurring beginning June 12 and continuing up to and beyond the implementation date. Implementation will include staff attending major stops to inform riders of changes, as well as printed materials (summary brochure and schedules) available on buses, a special service change section on Metro.net, social media and Source posts, and signage placed at all impacted bus stops informing of the changes.

#### **ATTACHMENTS**

Attachment A - Description of June 2022 Service Change

Attachment B - Motion 10.1 Attachment C - Motion 27.1 Attachment D - Motion 43

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418-3400

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## Attachment A: June 26, 2022 Metro Bus Service Changes Summary

Line	Change
2	Improve weekday peak period frequency from every 10 minutes to every 7.5 minutes and weekday midday from every 12 minutes to every 10 minutes. Revised schedule weekday to improve service reliability.
4	New western terminus at 6 <sup>th</sup> Street north of Santa Monica Bl in Santa Monica with revised routing & stops. Revised schedule weekday, Saturday, Sunday to improve service reliability.
10	Revised schedule weekday to improve service reliability.
14	Revised schedule weekday to improve service reliability.
16	Revised schedule weekday, Saturday, Sunday to improve service reliability. Improved weekday peak period frequency from every 7-7.5 minutes to every 5-6 minutes.
20	Revised schedule weekday, Saturday, Sunday to improve service reliability.
28	Improve weekday peak period frequency from every 10 minute to every 6-8 minutes and weekday midday from every 12 minute to every 10 minutes.
30	Revised route northeast of downtown direct via 1 <sup>st</sup> St both directions (omit Vignes, Temple, Judge John Aiso) due to construction completed. Revised schedule weekday, Saturday, Sunday to improve service reliability.
33	New western terminus at 5 <sup>th</sup> Street north of Santa Monica Bl in Santa Monica with revised routing and stops. Revised schedule weekday, Saturday, Sunday to improve service reliability. Improve weekday frequency from every 10 minutes to every 7.5 minutes and Saturday and Sunday frequency from every 12 minutes to every 10 minutes.
35/38	Revised schedule weekday to improve service reliability.
37	Revised schedule weekday to improve service reliability.
40	Revised schedule Saturday to improve service reliability.
45	Revised schedule weekday to improve service reliability.
48	Revised schedule weekday to improve service reliability.
51	Revised schedules weekday and Saturday to improve service reliability. Improve weekday peak period frequency from every 6 minutes to every 5 minutes.
53	Revised schedule weekday to improve service reliability.
55	Revised schedule weekday to improve service reliability.
60	Revised schedules weekday and Saturday to improve service reliability.
66	Revised schedule weekday to improve service reliability. Small number of added trips weekday, Saturday, Sunday for additional capacity.
70	Revised schedules weekday and Saturday to improve service reliability. Revised routing in downtown LA, westbound via Grand & 18 <sup>th</sup> , eastbound via 17 <sup>th</sup> & Olive (match Lines 76, 78)
78	Revised schedule weekday to improve service reliability.
81	Revised schedules weekday, Saturday, Sunday to improve service reliability. Weekday frequency will be improved from every 15-20 minutes to consistently every 15 minutes.
92	Revised schedules weekday, Saturday, Sunday to improve service reliability. Improve Saturday and Sunday service frequency from every 40-45 minutes to every 30 minutes
94	Revised schedules weekday, Saturday, Sunday to improve service reliability.
102	Revised schedules weekday and Saturday to improve service reliability.
105	Revised schedules weekday and Saturday to improve service reliability.
106	Revised route northeast of downtown direct via 1 <sup>st</sup> St both directions (omit Vignes, Temple, Judge John Aiso) due to construction completed.

## Attachment A: June 26, 2022 Metro Bus Service Changes Summary

111	Improve weekday frequency from every 12 minute to every 10 minutes. Revised schedule Saturday to improve service reliability.
115	Revised schedules weekday, Saturday to improve service reliability. Terminus at
113	Westchester relocated to Sepulveda Westway due to new bike lanes being added to
	Manchester Av. Route at Playa del Rey reverts back to normal after sewer project finished.
117	Revised schedules weekday, Saturday, Sunday to improve service reliability.
120	Revised schedule weekday to improve service reliability.
125	Revised schedule weekday with midday frequency adjusted from every 20 to every 30
	minutes in line with ridership and to improve service reliability.
128	Revised schedule weekday to improve service reliability.
130	This Line will become Long Beach Transit Route 141 with same route and similar schedule to
	Metro Line 130, coordinated with Torrance Transit Line 13 at Artesia A Line (Blue) Station.
150	Revised schedules weekday, Saturday, Sunday to improve service reliability. Improve
	weekday peak period service from every 24 minute to 20 minutes. Improve Saturday and
	Sunday frequency from every 45 minutes to every 30 minutes.
152	Revised schedules weekday, Saturday, Sunday to improve service reliability.
154	This line will revert to its former route via the recently reopened Burbank BI bridge over I-5
	freeway. Revised schedules weekday, Saturday, Sunday to improve service reliability.
155	Revised schedule weekday to improve service reliability.
161	Revised schedule weekday to improve service reliability.
162	Revised schedule Saturday to improve service reliability.
164	Revised Line 164 will no longer travel west of Platt Av as planned in NextGen Bus Plan due to
	low ridership (this area will still be served by Line 169). Line 164 will travel eastbound via
	Platt Av, Vanowen St, Fallbrook Av to Victory Bl. Revised schedules weekday and Saturday to
	improve service reliability.
165	Revised Line 165 will no longer travel west of Platt Av as planned in NextGen Bus Plan due to
	low ridership (this area will be served by Line 169). Westbound Line 165 will travel via
	Vanowen St, left Fallbrook Av, right Victory Bl, right Platt Av. Revised schedule weekday to
	improve service reliability. Improved weekday frequency from every 15-20 minute to every
1.00	15 minute with westbound every 8 minutes in AM peak for school ridership.
166	Revised schedule weekday to improve service reliability.
167	Revised schedule weekday to improve service reliability.
169	Revised schedule weekday to improve service reliability.
177	Revised schedule weekdays every 60 minutes instead of every 30 minutes due low ridership.
182	Revised schedules weekday, Saturday, Sunday to improve service reliability. New bus stops
	Fletcher Dr at Av 32 both directions.
204	Improve weekday frequency from every 12 minute to every 10 minutes. Revised schedules
	weekday, Saturday, Sunday to improve service reliability.
205	Revised schedules weekday and Saturday to improve service reliability.
206	Revised schedules weekday, Saturday, Sunday to improve service reliability.
207	Revised schedules weekday and Saturday to improve service reliability.
210	Revised schedule weekday to improve service reliability.
212	Revised schedule weekday with extra trips added to improve service reliability and capacity.
217	Revised schedule weekday to improve service reliability.  Revised schedules weekday, Saturday, Sunday to improve service reliability.

## Attachment A: June 26, 2022 Metro Bus Service Changes Summary

Revised Schedule weekday to improve service reliability. Improved Saturday frequency from every 45 minutes to every 35 minutess.  232 Revised schedules weekday, Saturday, Sunday to improve service reliability with weekday peak service adjusted from every 15 to every 20 minutes. Schedule will also reflect current route and terminus at 6" St/Locust at downtown Long Beach.  233 Improve weekday peak period frequency from every 12 minute to every 10 minutes.  236 Revised schedules weekday, Saturday, Sunday to improve service reliability.  240 Revised schedule weekday to improve service reliability.  251 Improved weekday peak period frequency from every 9-10 minutes to every 7.5 minutes. Revised schedule weekday to improve service reliability.  258 Revised schedule Saturday, Sunday to improve service reliability.  260 Revised schedule weekday to improve service reliability.  261 Revised schedule weekday to improve service reliability.  262 Revised schedule weekday to improve service reliability.  263 Revised schedule Saturday to improve service reliability.  264 Revised schedule Saturday to improve service reliability.  265 Revised schedule Saturday to improve service reliability.  266 Revised schedule saturday to improve service reliability.  267 Revised schedule weekday to improve service reliability.  268 Revised schedule weekday to improve service reliability.  279 Revised schedule weekday to improve service reliability.  280 Revised schedule weekday to improve service reliability.  281 Revised schedule weekday to improve service reliability.  282 Revised schedule weekday to improve service reliability.  283 Revised schedule weekday to improve service reliability.  284 Revised schedule weekday to improve service reliability.  284 Revised schedule weekday to improve service reliability.  285 Revised schedule weekday to improve service reliability.  286 Revised schedule weekday to improve service reliability.  286 Revised schedule weekday for improve service reliability.  287 Revised schedule weekday for improve se		
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#### Metro



#### **Board Report**

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

File #: 2020-0644, File Type: Motion / Motion Response Agenda Number: 10.1.

REGULAR BOARD MEETING SEPTEMBER 24, 2020

#### Motion by:

#### DIRECTORS BONIN, GARCETTI, SOLIS, GARCIA, AND KUEHL

Related to Item 10: Fiscal Year 2021 (FY21) Budget

The COVID-19 Crisis has created incredible strain on Metro's operations and finances. An unprecedented drop in sales tax and other revenue has caused a \$1.2 billion decrease in Metro's budget from FY20 to FY21, with additional volatility likely throughout FY21 and beyond. At the same time, COVID-19 health and safety measures and labor agreements have increased operational costs per hour of service. Despite an infusion of federal funding from the CARES Act, Metro still faces an uncertain operations budget that will require continuous updates throughout the fiscal year.

The proposed FY21 budget is an accurate reflection of today's greatly diminished transit service levels. However, maintaining current service levels for the remainder of the fiscal year is not acceptable for riders nor is it consistent with the agency's strategic priorities, including NextGen. At a time when COVID-19 has exposed all of the region's underlying inequities, Metro must plan for and facilitate an equitable recovery that prioritizes the mobility needs of our county's most vulnerable populations, who disproportionately rely on bus service.

Metro should prepare an FY21 Operations Recovery Plan that outlines a clear decision-making framework for restoring service and identifies the financial and human resources needed at each stage of recovery. This Plan should clearly articulate how NextGen parameters are being applied to interim service decisions, in addition to public health and customer experience considerations. Most importantly, this Plan should commit to achieving NextGen's performance outcomes (revenue miles, number of high-frequency lines, number of people with access to frequent service), even if pre-COVID revenue service hours may not be necessary to achieve them.

#### SUBJECT: FY21 OPERATIONS RECOVERY PLAN

#### RECOMMENDATION

APPROVE Motion by Directors Bonin, Garcetti, Solis, Garcia, and Kuehl that the Board direct the Chief Executive Officer to:

- A. Report back to the Operations, Safety, and Customer Experience Committee in 60 days, with updates every 60 days thereafter, with an FY21 Operations Recovery Plan that achieves the following outcomes:
  - 1. Aligns bus lines with their respective NextGen service tier standards.
  - 2. Does not exceed maximum load factors on buses and trains based on industry-accepted health and safety standards.
  - 3. Sets criteria for adding service in anticipation of future on-street conditions related to economic sector and/or school reopenings and the return of traffic congestion and effect on bus speeds.
  - 4. Takes full advantage of operational savings from faster bus speeds to achieve performance-based service outcomes.
  - 5. Restores revenue service hours as appropriate to achieve all of the above outcomes.
- B. Report back to the Finance, Budget, and Audit Committee in 60 days with an amendment to the FY21 Budget, if necessary, to implement the above FY21 Operations Recovery Plan.

#### Metro



#### **Board Report**

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

File #: 2021-0083, File Type: Motion / Motion Response Agenda Number: 27.1.

REGULAR BOARD MEETING FEBRUARY 25, 2021

#### Motion by:

#### **DIRECTOR GARCETTI**

Related to Item 27: FY22 Revenue Service Hour (RSH) Program Parameters and Motion 11.1 FY21 Service Increase Motion Update

SUBJECT: AMENDMENT TO FY22 REVENUE SERVICE HOUR (RSH) PROGRAM PARAMETERS AND MOTION 11.1 FY21 SERVICE INCREASE MOTION UPDATE

#### RECOMMENDATION

APPROVE Motion by Director Garcetti that the Board direct the Chief Executive Officer to:

Amend the current timeline to accelerate the implementation of 6.5 million Revenue Service Hours by June 2021 and 7 million by September 2021.

#### Metro



#### **Board Report**

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

File #: 2022-0050, File Type: Motion / Motion Response Agenda Number: 43.

REGULAR BOARD MEETING JANUARY 27, 2022

#### Motion by:

#### DIRECTORS MITCHELL, SOLIS, BONIN, AND GARCETTI

Operations Transparency and Safeguarding Motion

With over 200 separate lines and nearly 80% of total current ridership, bus operations are the backbone of the Metro system. As of the beginning of December, overall ridership has returned to 69% of pre-pandemic levels and bus ridership alone has increased further and returned to over 80% of pre-pandemic levels. Riders both want and need Metro services to reach jobs, school, and essential services.

Providing consistent, reliable bus service is essential for equitable transit. While the system is currently averaging approximately 10 - 15% cancellation rate as of January 2022, cancellation rates are highly concentrated in Equity Focus Communities. According to Metro data, of the top ten lines with the most canceled service, six are in South Los Angeles and all run through Equity Focused Communities.

Metro has not been able to provide its full schedule of service mainly due to a record high operator shortage. If the agency must temporarily decrease scheduled revenue service hours or cancel scheduled service hours to improve service reliability, Metro riders should have greater transparency on how the burden will be more equitably spread throughout the system and how the agency plans to return to full-service levels. Further, while the operator shortage is emblematic of a tight labor market globally, the agency must take substantive steps to urgently attract and retain talent.

#### SUBJECT: OPERATIONS TRANSPARENCY AND SAFEGUARDING MOTION

#### RECOMMENDATION

APPROVE Motion by Directors Mitchell, Solis, Bonin, and Garcetti that direct the CEO to:

- A. Set a goal to return to full bus service levels no later than June 2022;
- B. Assume full bus service levels in the FY23 budget;
- C. Report back in 30 days on:

- 1. Clear metrics for how Metro will determine its readiness to return to 7 million revenue service hours;
- Cancellation data by line and division dating back to the September 2021 service update, including geographic trends in cancellations such as, disparities between Equity Focus Communities and non-equity focus communities and division differences;
- 3. A methodology for service deployment that prioritizes NextGen Tier 1 lines and lines serving Equity Focus Communities, as well as other emergency service options;
- D. Report back in 60 days with recommendations for improving operator retention and division shortages, including but not limited to:
  - 1. A plan to meet the mental health and wellness needs of current operators and other frontline workers, particularly those who have been victims of assault while on assignment;
  - 2. Incentives to effectuate the prioritization of NextGen Tier 1 lines and lines serving Equity Focus Communities for bus service;
  - 3. Recommendations to streamline and retain operators through the training process; and
- E. Report back monthly on scheduled versus actual service during the temporary service reduction period, with detail by line, division, and effect on Equity-Focus Communities; and steps to ensure cancellation data continues to be made publicly available data.



## **June 2022 Service Change**

## **Service Quality**

- Service Restoration: Begin Restoration of NextGen Bus Plan Service Levels
- Adjust services for improved reliability

## **Valuing Our Employees**

- Match schedules to increased traffic conditions
- Eliminate longest assignments
- More frequent service to spread out loads

### NextGen

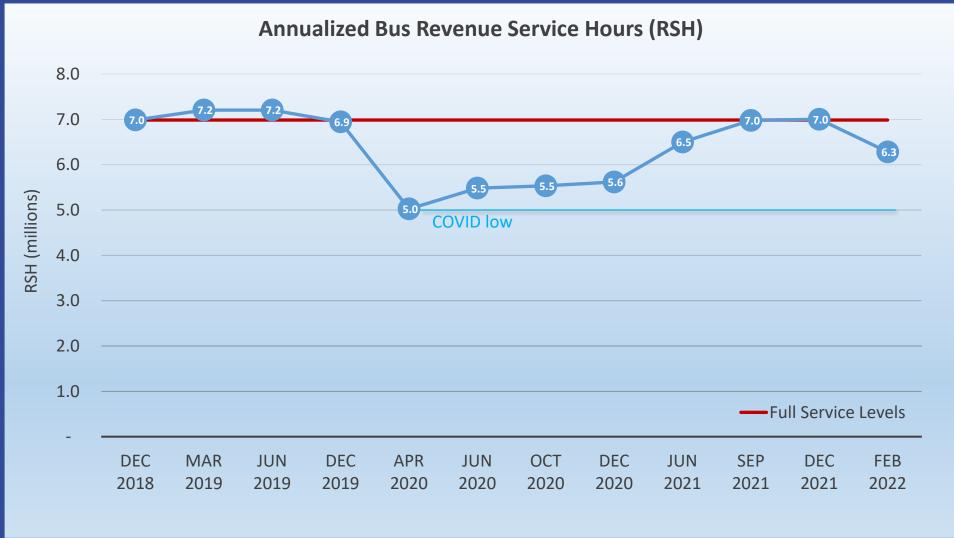
- Transfer one line to Municipal operation
- Minor reroutes for construction, local street changes, simplify service







## **Metro Bus Service Levels**



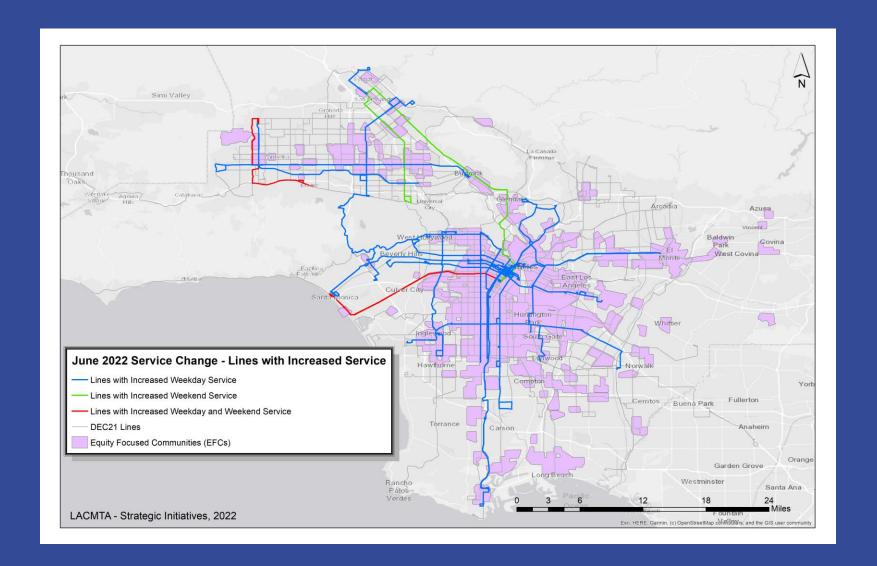


## **Service Restoration**

- The June 2022 service change begins the process of restoring the full NextGen Bus Plan 7 million annual revenue service hours
- The June service change will increase total revenue service hours from 6.3 million to 6.5 million annualized
- Systemwide service restoration will begin with 19 Weekday, 4
   Saturday, 3 Sunday bus lines having increased service based on high ridership/loads
- The level of restoration has been matched to expected operator new hirings with the intent of not significantly increasing either service cancellations or operator ordered call backs



# Service Restoration





# **Service Reliability**

- Since the second half of 2021, as the COVID recovery has increased, road traffic has grown. Bus service on time performance has reduced
- 65 Weekday, 42 Saturday and 32 Sunday lines will have adjusted schedules to provide more time to improve service reliability
- 7 contracted lines will have moderate frequency adjustments temporarily to support reliable service delivery, similar to what occurred for directly operated services in February



# **Service Changes**

- Line 130 (Artesia Bl) will become Long Beach Transit Route 141 operating the same alignment and frequency between Artesia A Line (Blue) Station and Los Cerritos Center
- Minor changes to nine other lines for construction reroutes and minor NextGen Bus Plan changes.





# **Implementation**

- Internal coordination through implementation team
- Staff will support customers in areas with significant changes
- Informational signs will be installed at all impacted bus stops
- Information alert signs, brochures on buses & at customer service centers
- Updated bus stop blades will be installed by service change date
- Online "MyBus" information portal
- Social media and print media releases
- Printed schedules will be available on buses and at usual outlets









# Thank You!

