

METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES

(ALSO APPLIES TO BOARD COMMITTEES)

PUBLIC INPUT

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board should be submitted in person at the meeting to the Board Secretary. Individuals requesting to speak on more than three (3) agenda items will be allowed to speak up to a maximum of three (3) minutes per meeting. For individuals requiring translation service, time allowed will be doubled.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for up to three (3) minutes per meeting and may speak no more than once during the Public Comment period. Speakers will be called according to the order in which the speaker request forms are received. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

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REMOVAL FROM THE BOARD ROOM The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

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Agendas for the Regular MTA Board meetings are prepared by the Board Secretary and are available

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NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA



Metro

Metro Agenda

Ad-Hoc Customer Experience Committee

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

Mike Bonin, Chair
Robert Garcia, Vice Chair
Tafarai Bayne
Jacquelyn Dupont-Walker
Kurt Hagen
Yvette Lopez-Ledesma
Dave Myers
Carrie Bowen, non-voting member

Phillip A. Washington, Chief Executive Officer

Thursday, January 18, 2018	1:00 PM	One Gateway Plaza, Los Angeles, CA 90012, 3rd Floor, Metro Board Room
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Ad-Hoc Customer Experience Committee	Agenda	January 18, 2018
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CALL TO ORDER

ROLL CALL

38.

RECEIVE oral report on Metro's NextGen Bus Study.

39.

RECEIVE AND FILE report on the Customer Care Department, the trends in customer complaints and the process for responding to complaints.

40.

RECEIVE AND FILE status report on results of 2017 Customer Satisfaction Survey.

41.

RECEIVE AND FILE status report on Metro's rail system Wi-Fi and cellular system project.

42.

RECEIVE AND FILE status report on Metro's bus and rail arrival countdown clocks.

43.

RECEIVE oral report on Major External Marketing Campaign from 2013 to Current.

Adjournment

GENERAL PUBLIC COMMENT

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.



Board Report

File #: 2017-0768, File Type: Informational Report

Agenda Number: 39.

AD HOC CUSTOMER EXPERIENCE COMMITTEE JANUARY 18, 2018

**SUBJECT: CUSTOMER CARE OVERVIEW, COMPLAINT TRENDS
AND RESPONSE PROCESS**

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE report on the Customer Care Department, the trends in customer complaints and the process for responding to complaints.

ISSUE

Members of the Ad Hoc Customer Experience Committee have requested an overview of the Customer Care Department, the trends in customer complaints and the major categories received in Metro's Customer Care Department by Metro customers, including those regarding cleanliness. The committee has also requested information on the process for addressing the complaints and responding to customers, including the agency's systematic approach for addressing issues across departments and ensuring they are resolved.

DISCUSSION

Metro's Customer Care Department is comprised of four functional areas: Customer Information (the Metro Call Center), TAP Information (the TAP Call Center), Customer Programs and Services, and Customer Relations.

Customer Information

- The Metro Contact Center assists customers with trip planning and provides information on schedules and fares. Agents provide regional information for 70 transit providers.
- Call 323.GOMETRO Monday-Friday 6:30 a.m.-7:00 p.m., Saturday and Sunday 8:00 a.m.-4:30 p.m.

TAP Contact Center

- The TAP Contact Center assists customers regionwide with all inquiries regarding TAP cards.
- Call 866.TAPTOGO or email customerservice@taptogo.net <mailto:customerservice@taptogo.net> Monday-Friday 8:00 a.m.-4:30 p.m. Closed Saturday and Sunday.

Customer Programs and Services

- **Four Customer Centers** - Baldwin Hills, East LA, East Portal at Union Station and

Wilshire/Vermont.

- The centers provide in-person customer service Monday-Saturday 6:00 a.m.-6:30 p.m.
- **Reduced Fare** - Processes 200,000 Reduced Fare applications a year for seniors, the disabled and students (K-12 and college/vocational).
- **TAP Stockroom** - Delivers 360,000 TAP cards and tokens annually to customer centers and third-party vendors.
- **Mobile Customer Center** - Assists over 7,500 patrons in underserved areas of LA County with fare media sales and Reduced Fare application intake services.
- **Metro Mail** - Processes \$500,000 in fare media orders annually via email, mail and internal requests.
- **Centralized Lost and Found** - Receives and manages over 14,000 lost articles annually recovered from Metro buses, rail lines and facilities. Stores 700 bicycles on average each month.

Customer Relations

- Responds to customer comments, inquiries and complaints about Metro through the following channels:
 - customerrelations@metro.net <mailto:customerrelations@metro.net>
 - Call 213.922.6235 Monday-Friday 8:00 a.m.-4:15 p.m., Closed Saturday and Sunday.
 - Walk-in customer service on Plaza level at Metro headquarters Monday-Friday 8:00 a.m.-4:15 p.m. Closed Saturday and Sunday.

All comments, inquiries and complaints are tracked and monitored in the Customer Comment Analysis Tracking System (CCATS). This system is also used by other Metro departments including the Office of County Counsel, Claims Service, Bus and Rail Operations, Office of Civil Rights, the Federal Transit Administration (FTA) and Records Management.

The comment/complaint process is as follows:

- Comment received
- Comment entered into tracking system
- Form sent to relevant department
- Comment received and investigated
- Finding/resolution provided to Customer Relations
- Response sent to customer
- Matter resolved and documented in tracking system
- Item is closed

When analyzing the customer complaint data compiled by the Customer Relations unit from FY15 through FY17, the top ten categories include:

1. Passenger passed up
2. Late schedule
3. No show
4. Operator discourtesy

5. Unsafe operation
6. Accident
7. Operator conduct
8. Dispute/wrong fare
9. Schedule/bus stop comment or request
10. Carried past stop

Detailed charts can be found in Attachment A, but the top three complaints for bus and rail in each of FY15, FY16 and FY17 were:

Top Bus Complaints

Passed Up, Late Schedule, and No Show.

Top Rail Complaints

Ticket Machine, Passenger Security/Conduct Issues, and Rail Facility/Park 'n Ride Complaint (FY15) and Miscellaneous Complaint (FY16 and FY17).

From FY15 through FY17, comments about bus and rail cleanliness have been minimal compared to other complaints. The common themes of cleanliness complaints revolve around the system being dirty, wet seats and trash.

Rail

- 125 cleanliness comments
 - Red Line - 31
 - Blue Line - 18
 - Gold Line - 18
 - Expo Line - 13
 - Green Line - 8
- 3 graffiti comments

Bus

- 88 cleanliness comments
 - Orange Line - 13
 - Remainder spread across 62 bus lines
- 44 graffiti comments

The Operations Department has a process for addressing complaints in an effort to ensure continuous improvement:

- Complaints are reviewed by management on a daily basis
- ADA and Title VI complaints are resolved within three days
- All other complaints are resolved within 15 days
- Complaints Procedure
 - Identify operator

- Gather all data, including audio and video
- Verify complaint
- If complaint is corroborated
 - Provide counseling to operator
 - Provide re-training
 - Impose disciplinary action, if required
- If requested, Division Director will contact the customer upon resolution

FINANCIAL IMPACT

There is no financial impact to providing this information about the trends and process for addressing customer complaints.

Impact to Budget

The processes shared in this report do not impact the budget, as they are a part of the Standard Operating Procedures of the Customer Care Department.

ALTERNATIVES CONSIDERED

This report does not involve a staff recommendation and requires no action by the Board of Directors or alternatives for consideration.

NEXT STEPS

Staff regularly tracks customer comments including inquiries, complaints and commendations, and can synthesize the data and present it to the committee periodically.

ATTACHMENTS

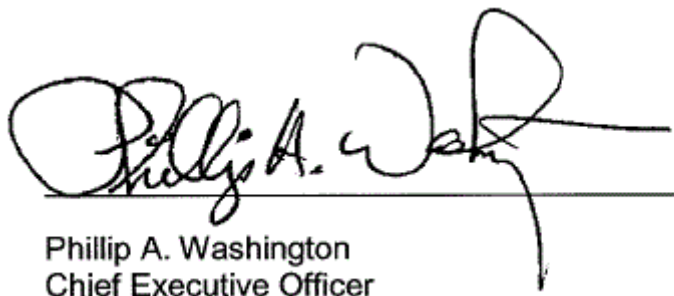
Attachment A - PowerPoint presentation on Customer Care, customer complaint trends and customer response process.

Prepared by: Richard Saldivar, Analyst, Customer Relations (213) 922-1671

Anthony Roman, Manager, Customer Relations (213) 922-1681

Gail Harvey, Executive Officer, Customer Care (213) 922-1530

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



Phillip A. Washington
Chief Executive Officer

Customer Care Overview and Customer Comment/Complaint Trends – FY15-FY17

**Ad Hoc Customer Experience Committee
January 18, 2018**

Customer Care Department

- 183 contract and non-contract employees
- Four functional areas:
 - **Customer Information** (Metro Contact Center)
 - **TAP Information** (TAP Contact Center)
 - **Customer Programs and Services** (Customer centers, Reduced Fare processing, Stockroom, Mobile Customer Center, Metro Mail and Centralized Lost and Found)
 - **Customer Relations** (Customer inquiries, complaints)

Metro Contact Center and TAP Contact Center

Metro Contact Center

Call 323.GOMETRO for trip planning assistance on routes, schedules and fares

- Regional information for 70 transit providers
- Mon – Fri: 6:30a.m. – 7:00p.m.; Sat/Sun 8:00a.m. – 4:30p.m.

TAP Contact Center

Call 866.TAPTOGO or Email: CustomerService@TAPToGo.net for all inquiries regarding TAP Card services

- Regional information for TAP card customers
- Mon – Fri: 8:00 a.m. – 4:30 p.m. – Closed Sat./Sun.



Customer Programs and Services

Department is comprised of six operational units:

- Customer Centers (4)
 - Baldwin Hills, East LA, East Portal & Wilshire/Vermont
- TAP Reduced Fare
- TAP Stockroom
- Mobile Customer Center
- Metro Mail
- Centralized Lost and Found

Customer Programs and Services Functional Units

- Metro Customer Centers
 - Provides in-person customer service for purchase and temporary TAP card issuance Mon.- Sat. from 6:00 a.m.- 6:30 p.m.
- Reduced Fare
 - Processes 200,000 reduced fare applications annually for seniors, disabled, students (K-12 and college/vocational)
- TAP Stockroom
 - Delivers 360,000 TAP cards and tokens annually to customer centers and third-party vendors

Customer Programs and Services Functional Units

- **Mobile Customer Center**
 - Assists over 7,500 patrons in underserved areas of LA County with fare media sales and Reduced Fare application intake services
- **Metro Mail**
 - Processes \$500K in fare media orders annually via email, mail and internal requests
- **Centralized Lost and Found**
 - Receives over 14,000 lost articles annually recovered from Metro buses, rail lines and facilities
 - 700 bicycles on average stored each month

Customer Relations

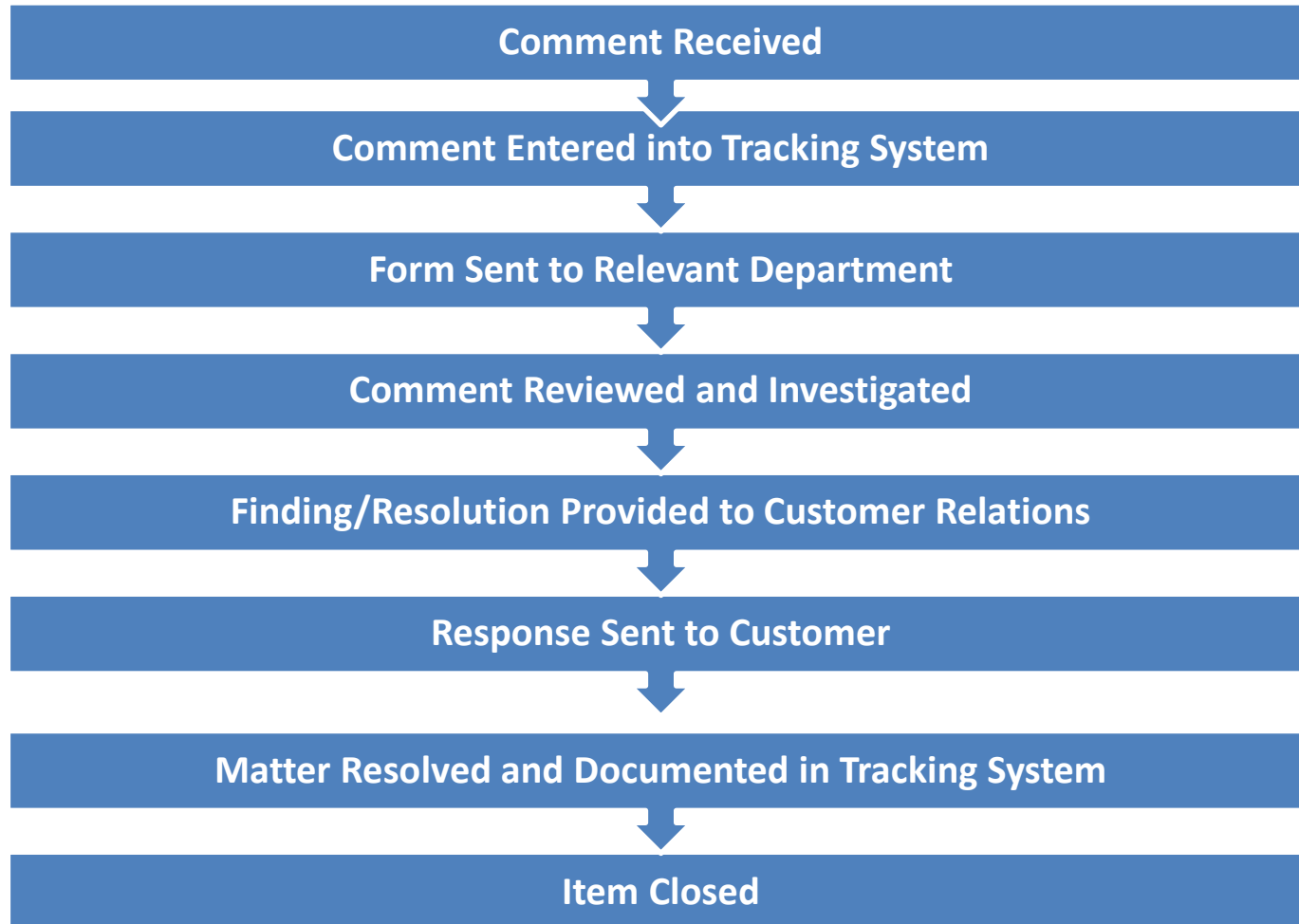
Responds to comments, suggestions and inquiries about Metro Services

- 24-hour service available at:
 - customerrelations@metro.net
 - <http://ccatsform.metro.net/customercomments>
- Call 213.922.6235 Mon.- Fri. 8:00 a.m.- 4:15 p.m. Sat./Sun. – Closed
- Walk-in customer service on Plaza level at Metro headquarters
 - Mon.- Fri. 8:00 a.m.- 4:15 p.m., Sat./Sun. – Closed

Customer Comment Analysis Tracking System (CCATS)

- Tracks and monitors customer comments/suggestions and generates various management/audit reports for the agency
- Information gathered and used by:
 - Legal Services (Office of County Counsel)
 - Carl Warren and Co. (Metro Claims Service)
 - Bus and Rail Operations
 - Office of Civil Rights
 - Federal Transportation Administration (FTA)
 - Metro Records Management (Public Records Requests)

Comment/Complaint Process

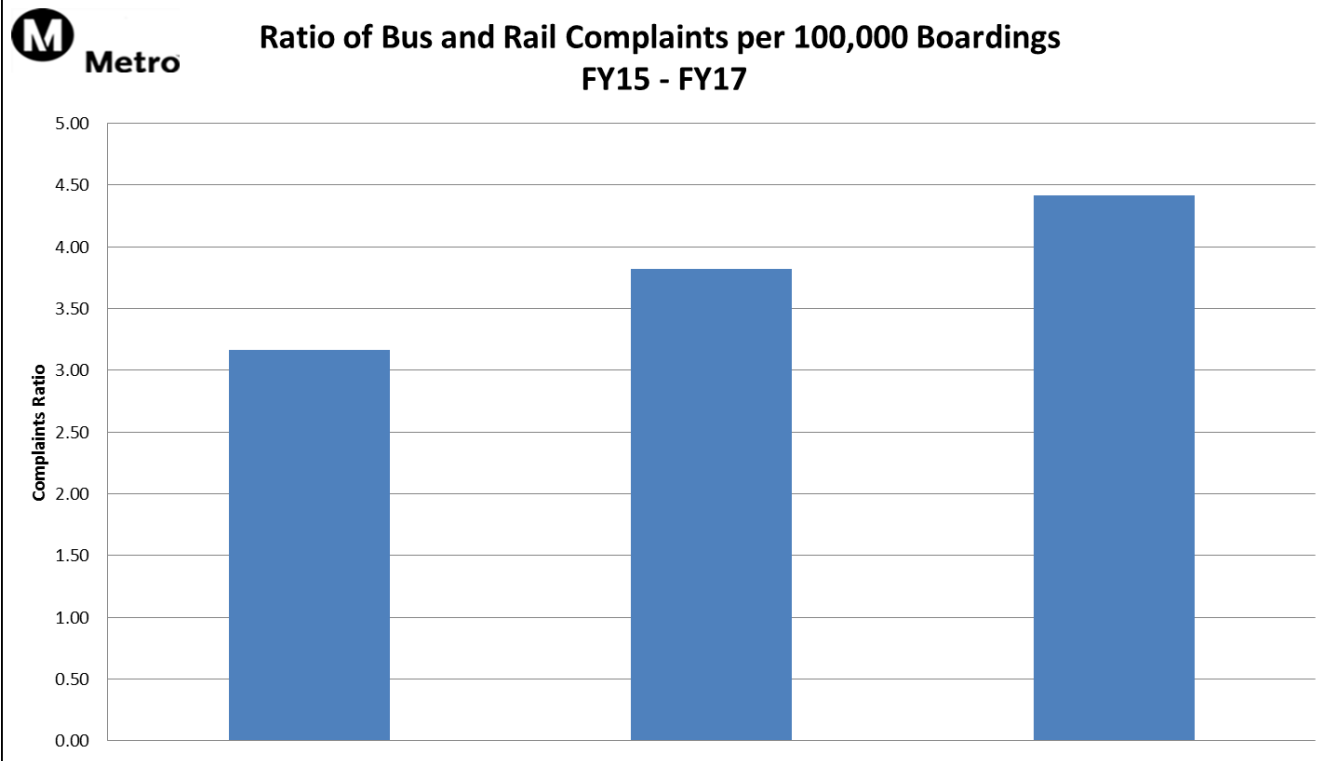


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Top Ten Complaint Categories

- Passenger passed up
- Late schedule
- No show
- Operator discourtesy
- Unsafe operation
- Accident
- Operator conduct
- Dispute/wrong fare
- Schedule/bus stop comment or request
- Carried past stop

Bus and Rail Complaints



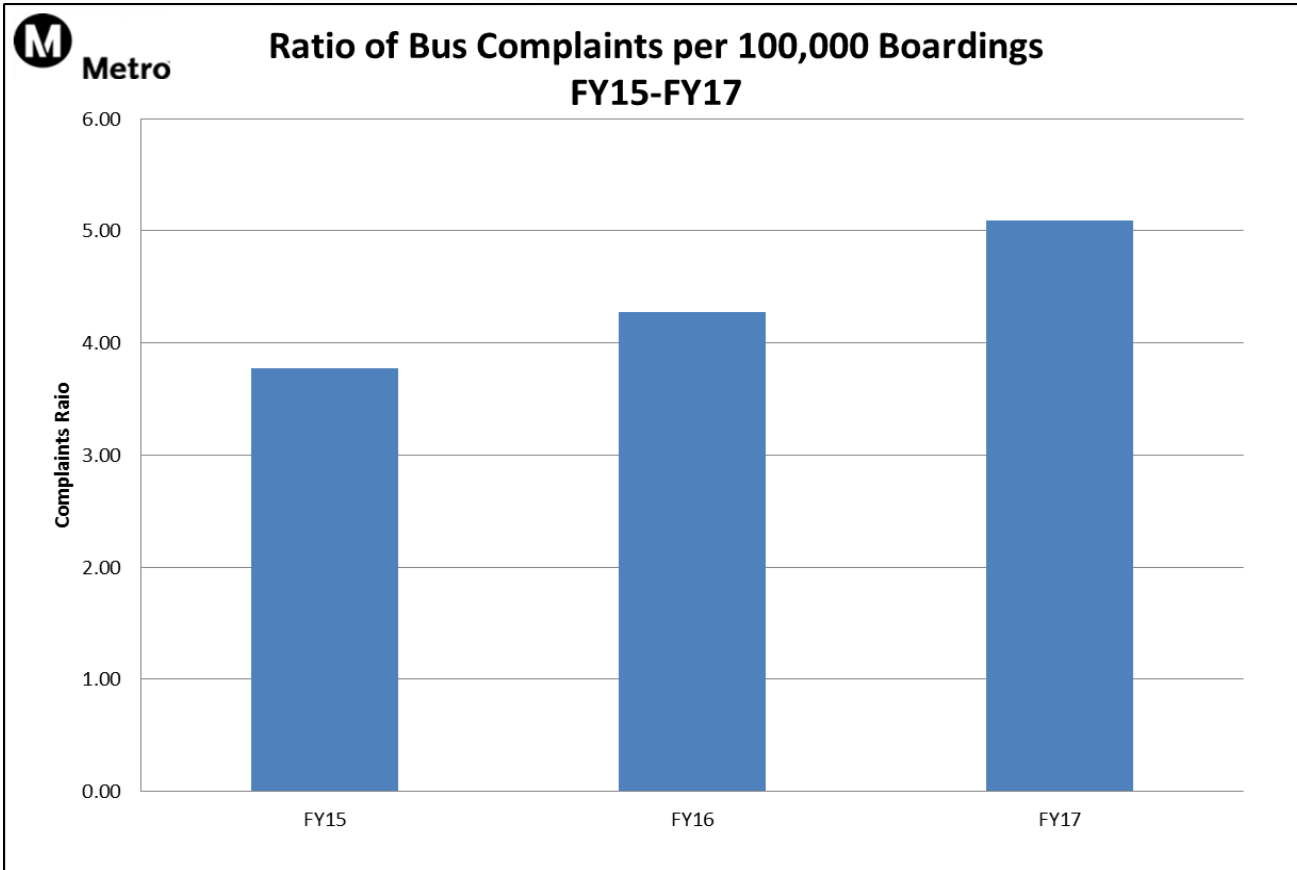
FY	Type	Boardings	Complaints	Type	Boardings	Complaints	Type	Boardings	Complaints	Ratio
FY15	Bus	342,749,687	12,947	Rail	110,281,811	1,391	Total	453,031,498	14,338	3.16
FY16	Bus	320,723,056	13,723	Rail	108,191,802	2,655	Total	428,914,858	16,378	3.82
FY17	Bus	290,026,799	14,776	Rail	113,397,844	3,038	Total	403,424,643	17,814	4.42

Totals include Orange and Silver Lines



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Bus Complaints



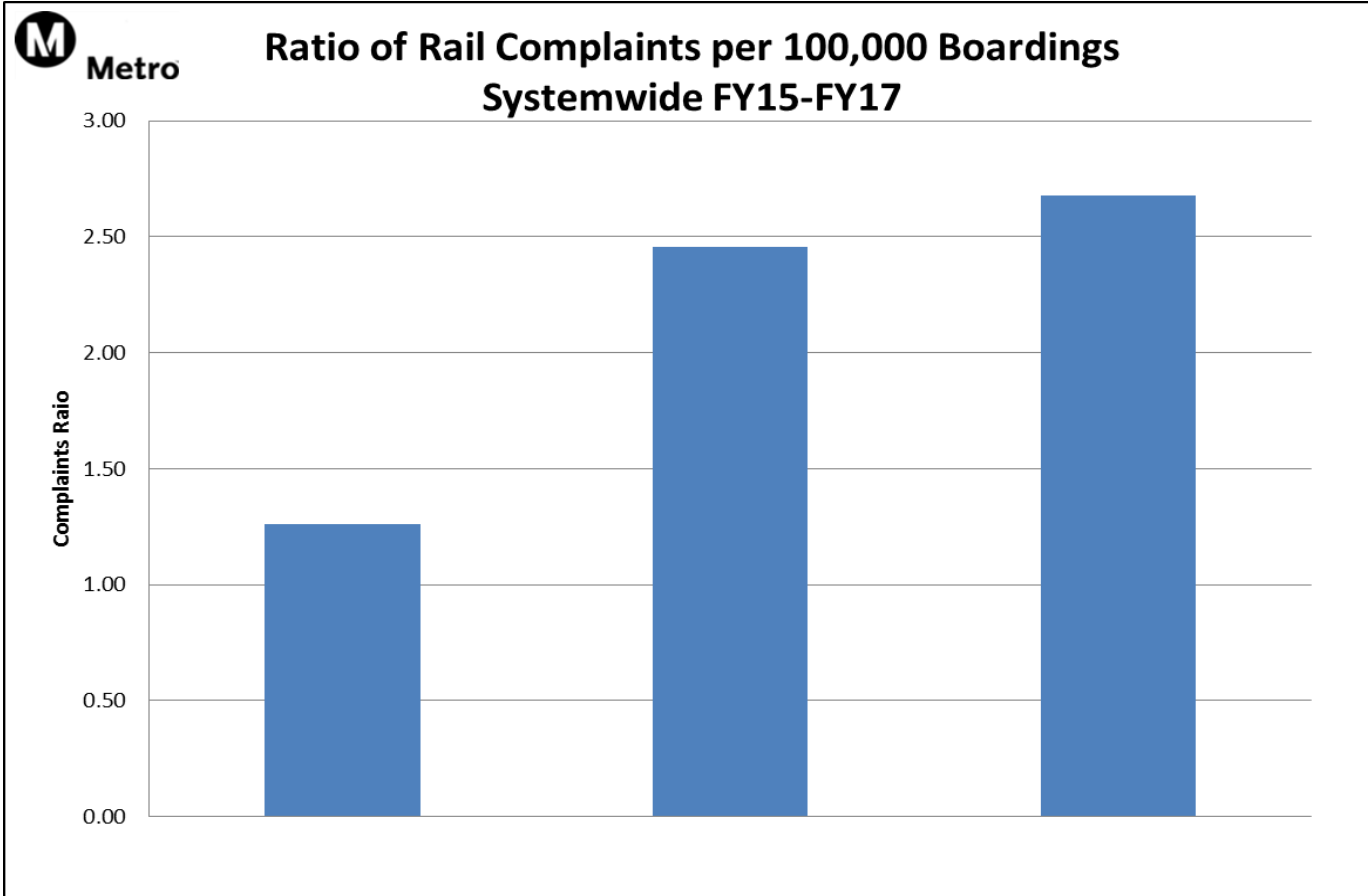
FY	Boardings	Complaints	Ratio
FY15	342,749,687	12,947	3.78
FY16	320,723,056	13,723	4.28
FY17	290,026,799	14,776	5.09

Totals include Orange and Silver Lines



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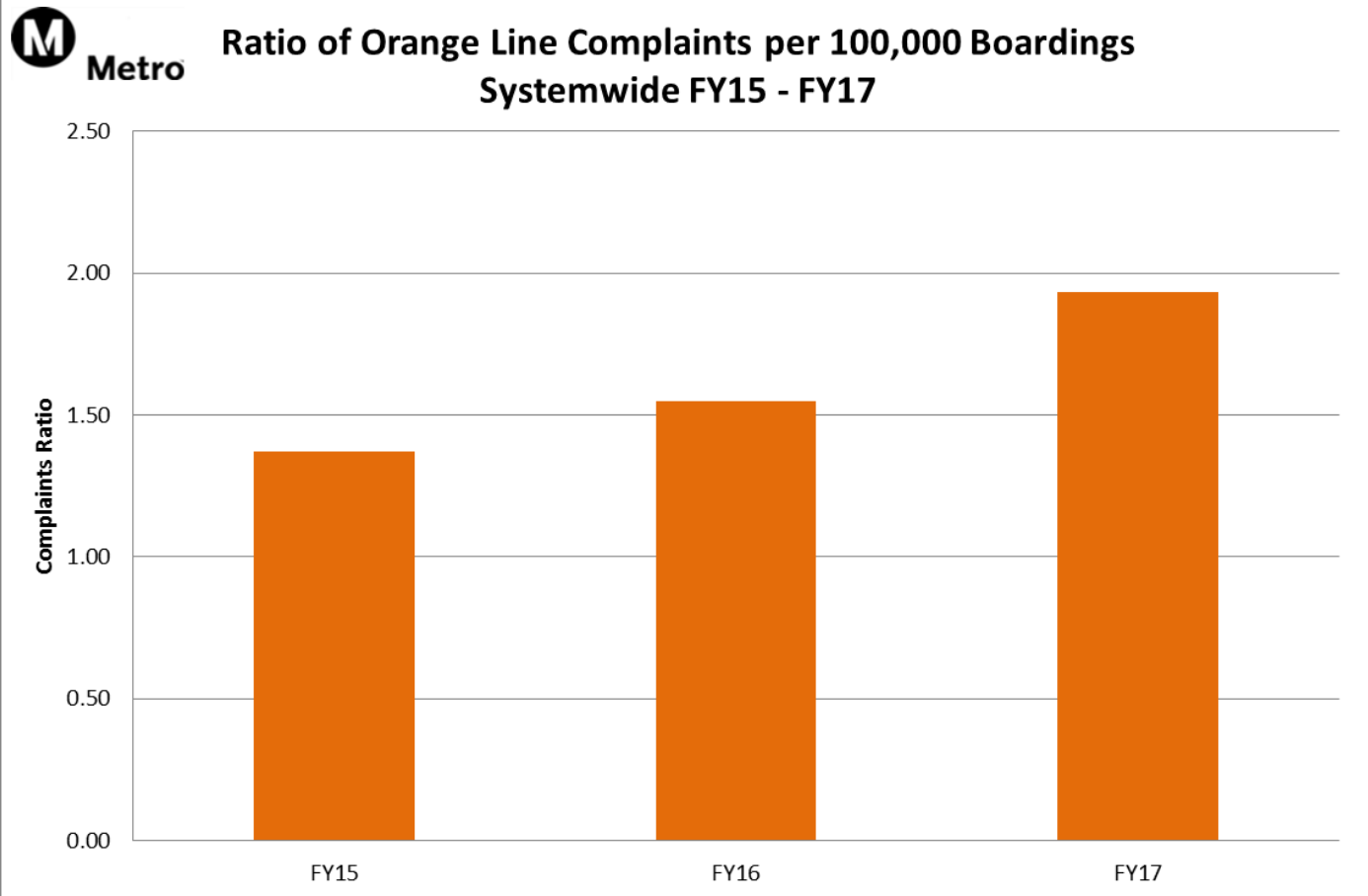
Rail Complaints



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FY	Boardings	Complaints	Ratio
FY15	110,281,811	1,391	1.26
FY16	108,191,802	2,655	2.45
FY17	113,397,844	3,038	2.68

Orange Line Complaints



Metro

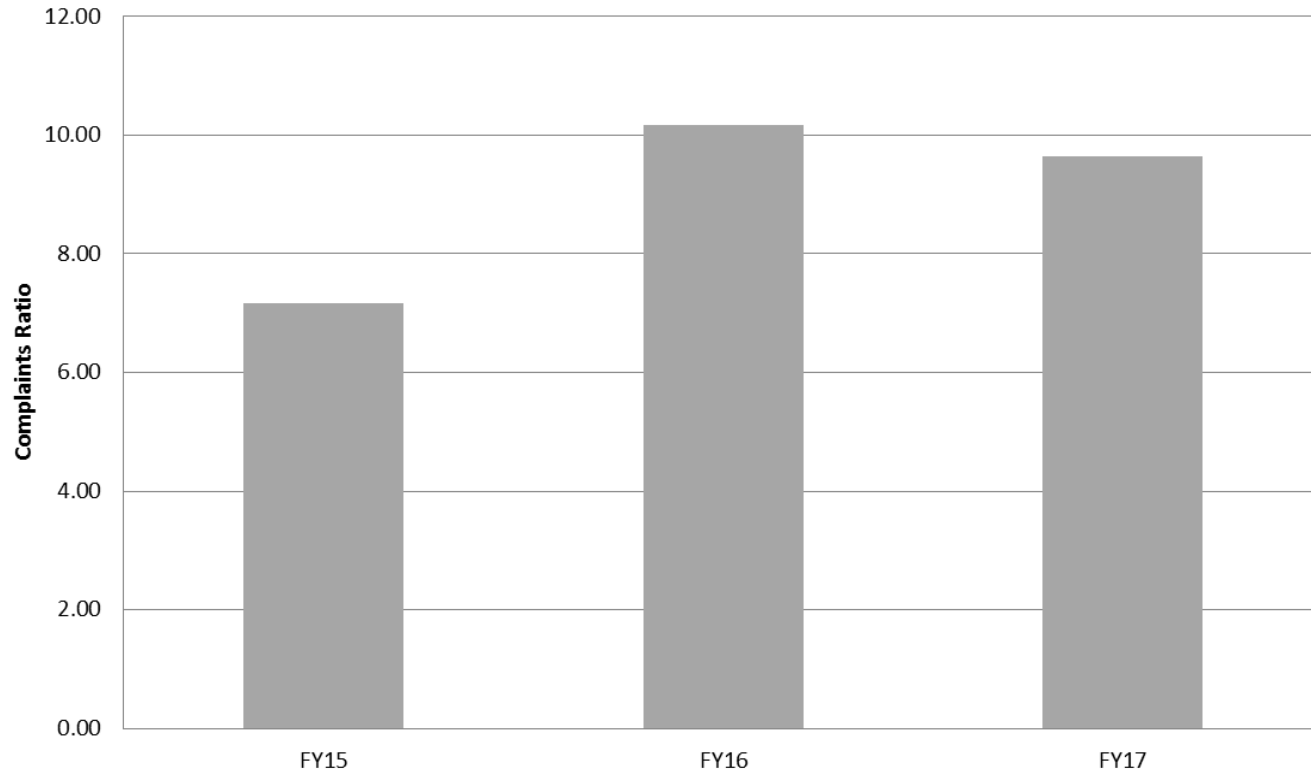
FY	Boardings	Complaints	Ratio
FY15	8,597,672	118	1.37
FY16	8,082,226	125	1.55
FY17	7,548,090	146	1.93

Silver Line Complaints



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**Ratio of Silver Line Complaints per 100,000 Boardings
Systemwide FY15 - FY17**

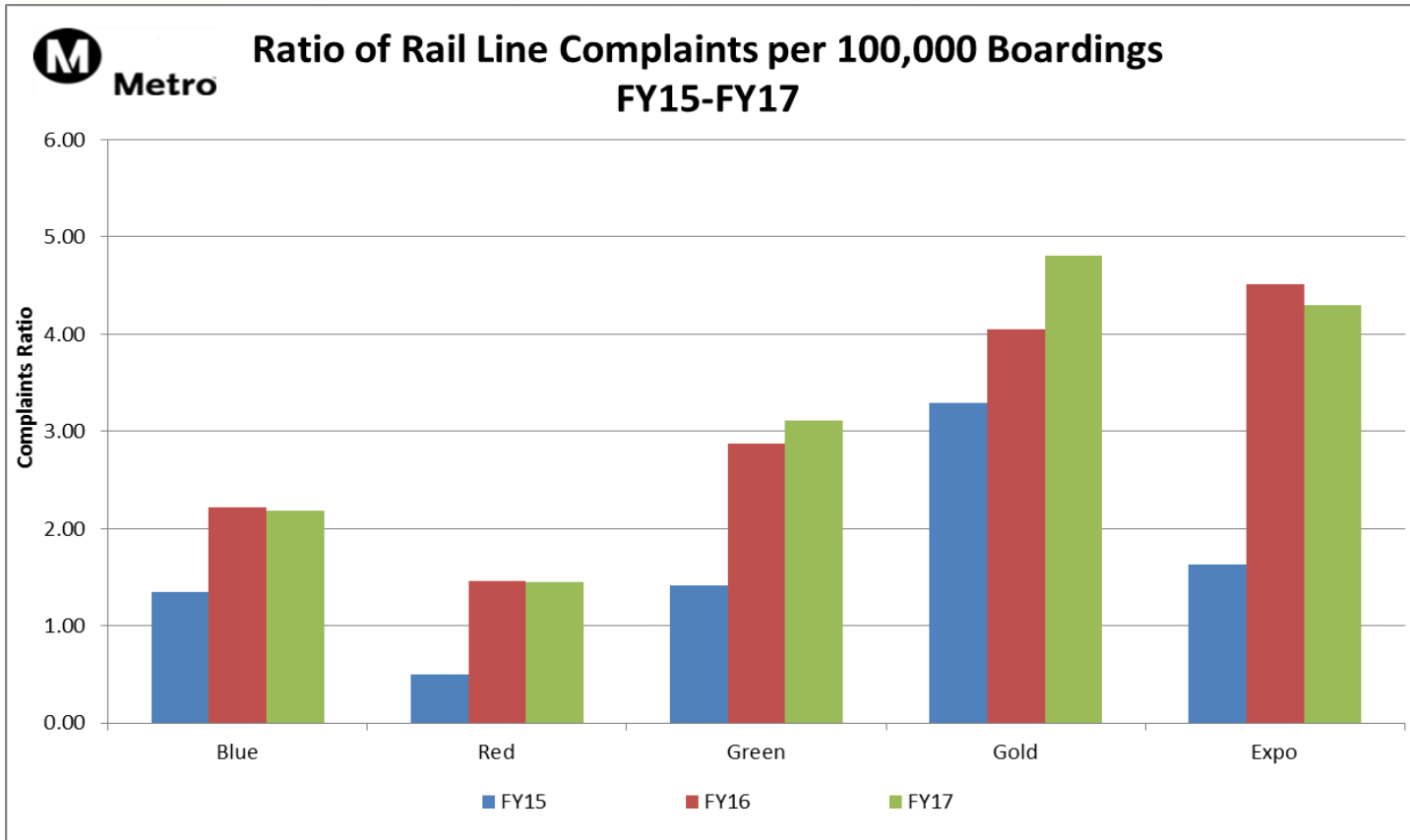


FY	Boardings	Complaints	Ratio
FY15	4,271,219	306	7.16
FY16	4,525,741	460	10.16
FY17	4,276,778	412	9.63



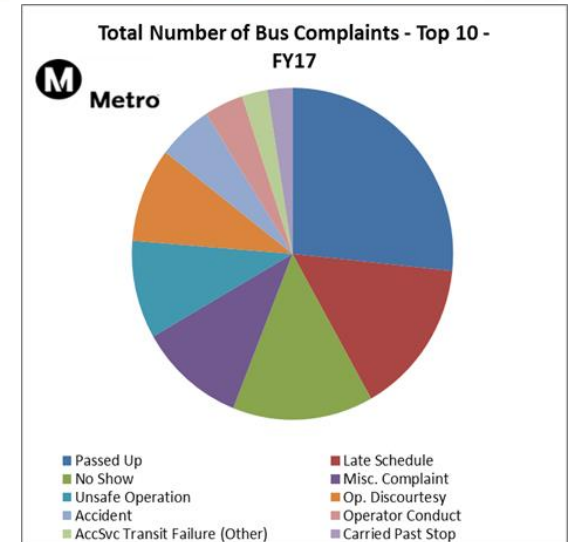
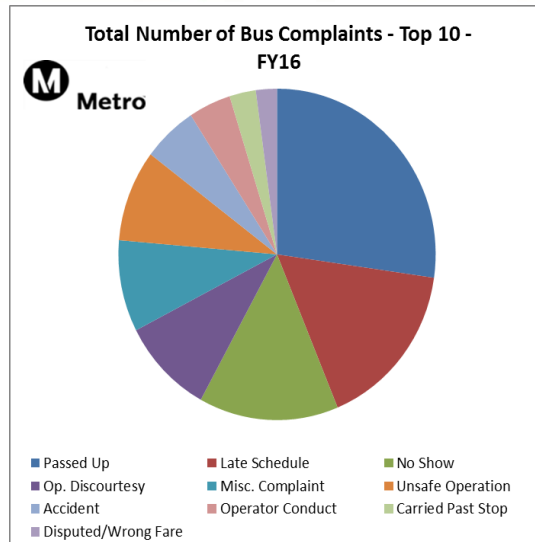
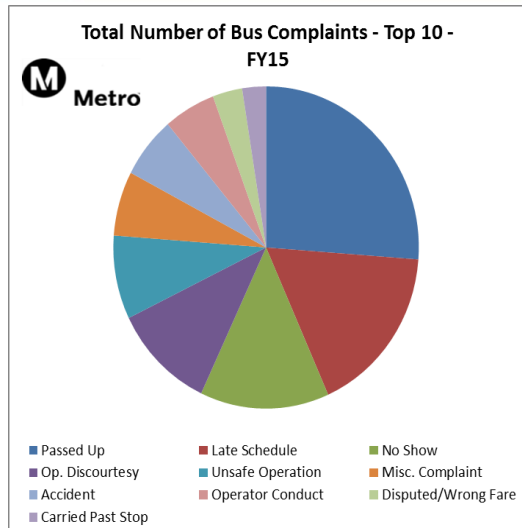
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Rail Complaints by Line



Metro

Bus Complaints by Category

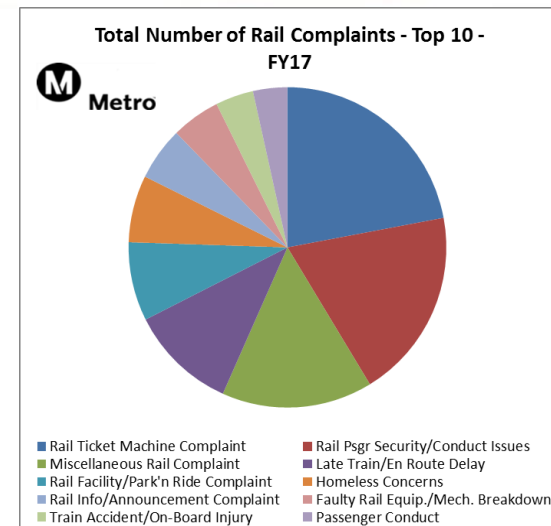
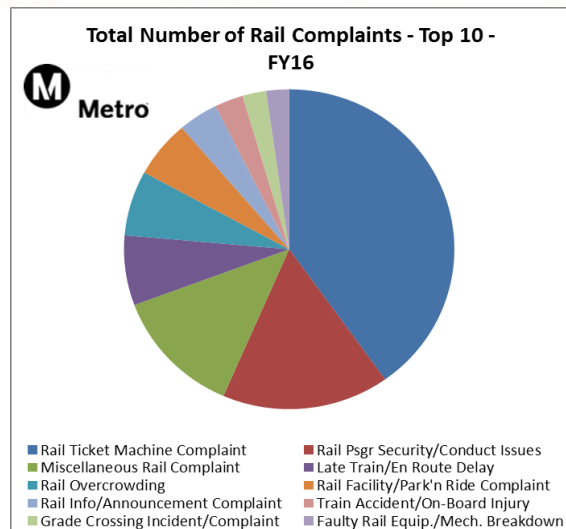
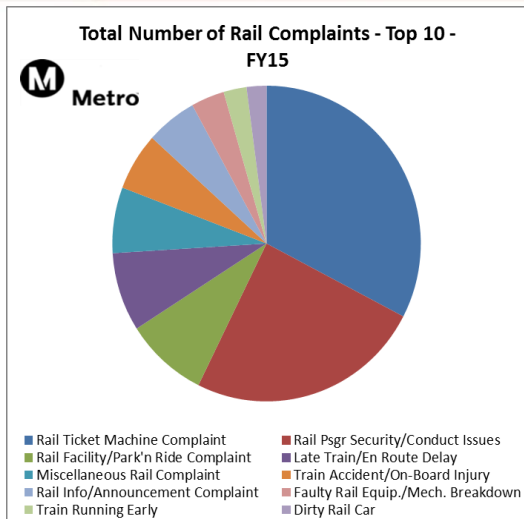


Complaint Type	FY15
Passed Up	3,007
Late Schedule	1,969
No Show	1,567
Op. Discourtesy	1,241
Unsafe Operation	964
Misc. Complaint	744
Accident	712
Operator Conduct	629
Disputed/Wrong Fare	360
Carried Past Stop	289

Complaint Type	FY16
Passed Up	3,325
Late Schedule	2,012
No Show	1,735
Op. Discourtesy	1,152
Misc. Complaint	1,091
Unsafe Operation	1,091
Accident	676
Operator Conduct	526
Carried Past Stop	327
Disputed/Wrong Fare	262

Complaint Type	FY17
Passed Up	3,494
Late Schedule	1,995
No Show	1,857
Misc. Complaint	1,401
Unsafe Operation	1,253
Op. Discourtesy	1,209
Accident	720
Operator Conduct	518
AccSvc Transit Failure (Other)	336
Carried Past Stop	330

Rail Complaints by Category



Complaint Description	FY15
Rail Ticket Machine Complaint	392
Rail Psgr Security/Conduct Issues	296
Rail Facility/Park'n Ride Complaint	104
Late Train/En Route Delay	97
Miscellaneous Rail Complaint	81
Train Accident/On-Board Injury	71
Rail Info/Announcement Complaint	64
Faulty Rail Equip./Mech. Breakdown	42
Train Running Early	29
Dirty Rail Car	25

Complaint Description	FY16
Rail Ticket Machine Complaint	933
Rail Psgr Security/Conduct Issues	381
Miscellaneous Rail Complaint	298
Late Train/En Route Delay	164
Rail Overcrowding	153
Rail Facility/Park'n Ride Complaint	134
Rail Info/Announcement Complaint	91
Train Accident/On-Board Injury	65
Grade Crossing Incident/Complaint	54
Faulty Rail Equip./Mech. Breakdown	52

Complaint Description	FY17
Rail Ticket Machine Complaint	524
Rail Psgr Security/Conduct Issues	458
Miscellaneous Rail Complaint	365
Late Train/En Route Delay	259
Rail Facility/Park'n Ride Complaint	189
Homeless Concerns	161
Rail Info/Announcement Complaint	128
Faulty Rail Equip./Mech. Breakdown	118
Train Accident/On-Board Injury	92
Passenger Conduct	83

Cleanliness Comments FY15-FY17

Bus

- 125 Cleanliness Comments
 - Orange Line – 13
 - Remainder spread across 62 bus lines
- 3 Graffiti Complaints

Rail

- 88 Cleanliness Comments
 - Red Line – 31
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 - Gold Line – 18
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 - Green Line – 8
- 44 Graffiti Complaints

Operations Process to Ensure Continuous Improvement

- Complaints are reviewed by management on a daily basis
- ADA and Title VI complaints are resolved within three days
- All other complaints are resolved within 15 days
- Complaints Procedure
 - Identify operator
 - Gather all data, including audio and video
 - Verify complaint
 - If complaint is corroborated
 - Provide counseling to operator
 - Provide re-training
 - Impose disciplinary action, if required
 - If requested, Division Director will contact the customer upon resolution



Thank you.
Questions?



Metro



Board Report

File #: 2017-0868, **File Type:** Informational Report

Agenda Number: 40.

AD HOC CUSTOMER EXPERIENCE COMMITTEE JANUARY 18, 2018

SUBJECT: CUSTOMER SATISFACTION SURVEY RESULTS

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE status report on results of 2017 Customer Satisfaction Survey.

ISSUE

As part of the development of the Metro Strategic Plan (Plan), staff conducted a comprehensive customer satisfaction survey to better understand the transportation needs and concerns of Los Angeles County residents and workers. This report summarizes the key findings.

BACKGROUND AND DISCUSSION

Staff in the Office of Extraordinary Innovation and Countywide Planning and Development conducted a customer satisfaction survey to identify specific elements that affect customer satisfaction and assess relative importance of those elements to the customer. The survey included an online component and complementary focus group research to ensure adequate reach. The results of the survey will inform the development of an agency-wide Metro Strategic Plan and help Metro more effectively tailor services to our customers, which include all residents and visitors to Los Angeles County.

Methodology

Audience

Staff conducted a large-scale online survey of transit riders and non-riders. The demographics of respondents were compared to previous Metro surveys and Los Angeles County Census data to confirm a representative sample. In addition, the agency conducted focus group research to provide a deeper dive into groups that are historically more challenging to engage, such as those with limited English proficiency and low income, elderly and minority populations.

Survey Administration

Online Survey: Metro administered the online survey from June 1 - 30, 2017, distributing it through a combination of email invitations and targeted social media advertising on Facebook, with a goal of receiving 20,000 responses. The survey was also available in English, Spanish, Chinese, and

Korean languages, representing the most prevalent languages spoken in Los Angeles County. To incentivize participation in the survey, respondents were entered into a raffle drawing to win a prize.

Focus Group Research: Metro conducted focus group research to supplement the online survey in July and August 2017. This consisted of five focus groups, segmented primarily by language, including two groups conducted in English and one group each in Spanish, Chinese, and Korean. Metro conducted the English groups among two populations shown by prior research to have distinctive opinions on transit and transit equity issues: residents over the age of 50, and African Americans. Each focus group was comprised of a gender-balanced mix of nine to ten participants. The groups also included residents with varying degrees of education, Internet and social media usage, as well as those with physical or mental health conditions that affect daily life and mobility (disability).

Survey Design

Online Survey: Staff designed the survey instrument to explore how and why respondents make transportation decisions by addressing the following areas:

- Transportation behaviors, including modes of transportation that respondents typically use, types of Metro transit services (e.g., bus, rail) that they use, frequency of usage, and why they use or do not use Metro transit services. Additional details are discussed below.
- Attitudes toward various attributes of public transportation, such as safety, reliability, travel time, comfort, access, and knowledge of how to use the system. This is further discussed below.
- Demographic information, including household income, age, gender, ethnicity, and employment status. For more details, see Attachment A.

The survey design includes a skip logic feature that enabled Metro to better tailor the relevant questions to the individual respondents. This shortens the length of time needed for participants to take the survey by providing only questions that are relevant to them, thus increasing the chances that they will complete the entire survey. Transportation profiles of the respondents were established through a series of questions towards the beginning of the survey to understand their transportation behaviors and their attitudes towards public transit, as described below.

- **Types of Metro transit services used** (i.e., use both bus and rail services, use bus services only, use rail services only, don't use Metro transit services). Although LA Metro offers a suite of services to meet the diverse needs of LA County residents and visitors, including rail and bus services, Express Lanes, regional bike share, among other services, this survey was designed specifically to gauge satisfaction with Metro's transit services as a starting point. By identifying specific attributes of transit that affect customer satisfaction and assessing the relative importance of those attributes to the respondents, Metro can identify opportunities to leverage other services that can complement the transit riders' experience or offer other mobility options that better suit the respondents' preferences and needs.
- **Frequency of transit usage** (i.e., frequent, occasional, infrequent, never). Based on the respondents' answers to frequency of transit usage, they were asked follow up attitude questions tailored to their previous responses. If respondents indicated that they use Metro transit services three times a week, Metro assumed that this was one of their primary modes of transportation;

therefore, they would be asked questions regarding why they choose to ride Metro and how Metro can better serve them. Respondents who indicated that they use Metro transit services one to two times a week were asked what improvements Metro could make to encourage them to ride more frequently. Any respondent who indicated that they do not use Metro transit services regularly, had never used Metro transit services, or stopped using these services were asked specific questions to help identify how they chose their current mode of transportation.

- **Customer Satisfaction and Priorities.** Previous survey studies undertaken by Metro focused on what problems affect Metro riders and non-riders, and reported the problems that were mentioned the most. This survey attempted to accomplish that same task while also asking for the respondent's main reason for using Metro transit services or the main improvement that would encourage them to use the services more often. The survey questions are designed to identify the main attributes, or factors, influencing respondents' travel decisions and the relative importance of those attributes. This approach provides Metro with insights into factors that are very important to customers and opportunities for Metro to focus and prioritize improvements and resources based on the customers' needs and preferences.
- **Overall opinions and perceptions of Metro transit services, using the net promoter score.** The net promoter score, which is widely used by many companies, is a metric used to gauge the customer's overall level of satisfaction with a company's services or products. For respondents who currently use Metro bus or rail, the survey includes a question asking about their likelihood to recommend Metro rail or bus to a friend or colleague.

Findings

There were 18,198 total respondents to the online survey, with 16,446 survey takers who completed enough of the survey to be included in the segment analysis. Staff analyzed the survey results to identify key segments of users in Los Angeles County that may have similar travel characteristics.

Key User Segment Characteristics

Based on the results of the analysis, Metro identified the following seven key user segments and the characteristics of each group, including factors that drive their transportation decisions, demographics, level and frequency of transit usage, and willingness to promote Metro's services, which was quantified through the net promoter score. The user segments are listed below in order from most frequent Metro transit users to the least. The seven user segments make up 83% of survey respondents. The remaining 17% of respondents had myriad and disparate characteristics that could not be meaningfully classified into distinct categories. Attachment A provides a snapshot of the demographic makeup of each user segment.

- Savvy Transit Users (28% of respondents)
- No Hassle Travelers (11% of respondents)
- Frequent Bus Patrons (6% of respondents)
- Frequent Rail Patrons (5% of respondents)
- Drivers Who Occasionally Ride Rail (8% of respondents)
- High Potential Transit Users (20% of respondents)

- Previous Bus/Rail Riders (5% of respondents)

Common Issues Across User Groups

Common issues were identified across the different user groups, as described below. Findings from the focus group research generally corroborated those of the online survey, with the exception of perceptions around safety, which is further explained below.

- **Frequency, reliability and total trip time on bus:** Respondents across many user groups indicated that the primary reason they don't use Metro bus is because this service takes too long and is too slow. Many indicated that buses are slowed by automobile traffic, stuck at traffic lights, lack dedicated bus-only lane, and require too many transfers. The factors listed by respondents are inter-related and affect overall trip time. The lack of reliability and consistency of service influences their decisions to use other transportation options rather than taking Metro bus. A number of Savvy Transit Users and Frequent Bus Patrons who ride Metro bus one to two days a week indicated that more frequent bus service would encourage them to ride more often, with many preferring 5- or 10-minute frequencies during peak hours and 10- or 15-minute frequencies during off-peak hours.
- **Access to/from Metro rail:** Many respondents stated that access to and from Metro rail is difficult and indicated that rail stations are too far away from their home or destination. This was a main factor influencing their decision to use other modes of transportation.
- **New Metro rail lines to new places:** A number of respondents indicated that new rail lines to new places would be the primary reason influencing them to ride more often.
- **Safety concerns:** Although safety was a concern, it was not the main concern relative to other factors, according to respondents to the online survey. However, safety emerged as one of the top issues in the focus group research. Safety, for most participants, means protection from other riders. African American and Latino participants expressed significant concerns about racial profiling and discrimination by law enforcement and Metro fare-checking personnel when taking public transportation.
- **Better information:** Respondents expressed preferences for availability, clarity and accuracy of information regarding bus lines, transfers and arrival time per schedule or online apps.

Summary and Recommendations

Metro has the opportunity to leverage its suite of services to provide an outstanding complete trip experience. The agency operates numerous services designed to provide customers with a plethora of mobility options, including the use of buses, trains, regional bike share, and ExpressLanes, among other services. Based on people's attitudes about public transportation, key factors that influence their transportation choices, and demographic characteristics, Metro can tailor and match its suite of services to meet the needs and preferences of different segments of the market. Below are recommendations based on the findings from the online survey and focus group research.

Improve Metro bus service to attract and promote more usage (frequency, reliability, travel time, transfers, information)

Improvements to Metro's bus services, including enhancements to frequency, reliability, and travel time, as well as more accurate information, may enable Metro to further attract and promote more frequent usage. Despite respondents' proximity to bus services, many people did not feel that this was a viable form of transportation for them. Many expressed concerns that buses were too slow and took too long to get them where they wanted to go. Many respondents attributed this issue to buses operating on congested streets, being stuck at traffic lights, and lacking dedicated lanes that would prioritize bus travel. In addition, respondents were concerned about the need to make multiple transfers, which may further affect reliability, since wait time between transfers can contribute to uncertainty of the transit connections and add to the overall trip time for completing the journey.

This survey result can help Metro better understand the priorities of its customers in terms of what type of service performance and outcome they expect and identify strategies to deliver a world-class bus system that is effective, reliable and desirable for more people, for more trips. The results of this survey will inform the Metro Strategic Plan, which will identify key initiatives to further achieve this outcome and complement Metro's existing work, such as the NextGen Bus Study.

Improve access and connectivity across the suite of mobility services to provide better choices for all user groups.

Metro has an opportunity to improve the trip taking experience along the customer's entire journey, recognizing that multiple entities are involved in various aspects of that journey. A number of respondents indicated that access to and from Metro rail stations posed challenges to using rail service. More detailed assessments may be necessary to identify the specific challenges experienced by each user group in order to identify the applicable solutions. Metro's first last mile planning work generally looks at a 3-mile bike shed and one half-mile walk shed for infrastructure improvements to access transit; however, more research may be necessary to understand the types of challenges that customers face, including the distance they must travel to access the transit network, the integration and coordination of mobility services (e.g., rail and bus connections and intermodal transfers), and the quality of transportation infrastructure, which may help or hinder access. The emergence of on-demand rideshare services and micro-transit service models provides additional opportunities for Metro to enhance access to transit and pilot new mobility services that meet the needs of public transit customers. In addition, improvements to access, connectivity, and integration across the entire transportation network will be critical to provide seamless travel, whether people choose to walk, bike, take transit, use rideshare services, or drive. Metro has an opportunity to leverage its resources and influence to encourage public and private sector partners to be part of the solution to improve connectivity and integration of infrastructure (e.g., sidewalks, bikeways, transit facilities, highways, roadways, etc) and mobility services (e.g., rail service, bus service, bike share, Express Lanes, rideshare service, etc) to provide better choices for all user groups.

Enhance Safety.

A majority of the participants in the focus groups indicated that greater police presence and security cameras would increase their sense of safety. In 2017, Metro established a new security contract to put more police on Metro buses and trains. The agency is also working with social service agencies to get help for people who are on the Metro system and require support services. However, African American participants, and some Latino participants, raised substantial concerns about racial profiling and discrimination by police and fare inspectors. As Metro continues to identify ways to address safety and security for all users on the system, it is important that the agency be mindful of

the concerns of African American and Latino users.

Expand Metro's ExpressLane Services.

Travel time uncertainty is a significant factor in the decisions that people make regarding which modes to use for their transportation needs. ExpressLanes provide an option to mitigate uncertainties for those who choose to drive. This service is appealing to respondents who desire to control their work trips and avoid unknown factors. ExpressLanes currently operate on I-110 and I-10, but expansion of this program can provide solo drivers with more options for a reliable trip experience as well as improve highway flow for other users.

NEXT STEPS

Staff will continue to develop the Metro Strategic Plan and provide updates to the Board at key milestones throughout the process. Staff anticipates circulating the draft Plan for public comment in Winter 2018 and bringing the Plan for Board approval in Spring 2018.

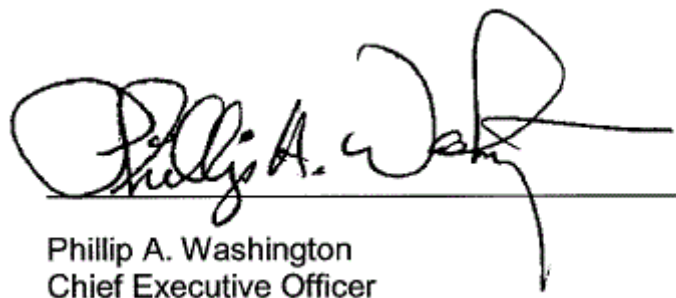
ATTACHMENTS

Attachment A - Snapshot of Demographic Makeup of Respondents by User Segment

Attachment B - 2017 Customer Satisfaction Survey Report

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Attachment A - Snapshot of Demographic Makeup of Respondents by User Segment

	Savvy Transit Users	No Hassle Travelers	Frequent Bus Patrons	Frequent Rail Patrons	Drivers Who Occasionally Ride Rail	High Potential Transit Users	Previous Bus/Rail Riders	Other*
Total Number of Respondents	4,606	1,792	970	828	1,323	3,320	746	2,861
% of Total Respondents	28%	11%	6%	5%	8%	20%	5%	17%
Gender:								
Male	49%	53%	41%	47%	41%	44%	46%	
Female	50%	46%	58%	52%	59%	56%	53%	
Trans FTM	0.32%	0.47%	0.34%	0.26%	0.00%	0.37%	0.31%	
Trans MTF	0.40%	0.24%	0.45%	0.00%	0.00%	0.13%	0.47%	
Age:								
< 18	1%	0%	2%	0%	0%	0%	0%	
18-24	17%	11%	16%	13%	6%	7%	14%	
25-34	30%	32%	24%	36%	29%	21%	32%	
35-49	27%	28%	26%	26%	30%	31%	30%	
50-64	20%	22%	25%	22%	25%	29%	19%	
65 or older	5%	7%	6%	3%	10%	11%	4%	
Employment Status:								
Employed full-time	50%	67%	48%	75%	67%	59%	59%	
Employed part-time	17%	11%	16%	9%	10%	14%	11%	
Full-time student and working	10%	8%	9%	6%	3%	4%	9%	
Full-time student and not working	6%	2%	9%	2%	2%	3%	4%	
Unemployed (seeking employment)	5%	3%	5%	3%	4%	5%	6%	
Unemployed (not seeking employment)	1%	1%	1%	0%	1%	1%	1%	
Retired	5%	6%	5%	3%	9%	10%	4%	
Stay at home parent or caregiver (full-time)	2%	1%	3%	0%	3%	3%	3%	
Disabled	5%	1%	5%	0%	1%	1%	4%	
Annual Household Income:								
Under \$20,000	30%	11%	27%	7%	6%	10%	20%	
\$20,000-\$29,999	15%	8%	14%	6%	4%	8%	10%	
\$30,000-\$39,999	12%	7%	11%	6%	6%	7%	11%	
\$40,000-\$49,999	8%	9%	8%	9%	7%	8%	10%	
\$50,000-\$59,999	7%	9%	7%	9%	8%	9%	9%	
\$60,000-\$69,999	5%	7%	7%	8%	9%	6%	6%	
\$70,000-\$79,999	5%	8%	6%	7%	7%	8%	7%	
\$80,000-\$89,999	3%	7%	3%	8%	7%	6%	5%	
\$90,000-\$99,999	3%	5%	3%	6%	7%	6%	4%	
\$100,000 or more	12%	28%	12%	34%	39%	32%	17%	
Ethnicity:								
Latino	33%	18%	30%	17%	10%	19%	33%	
African American	11%	8%	10%	4%	3%	6%	8%	
White	35%	53%	40%	58%	66%	53%	32%	
Asian/Pacific Islander	11%	13%	12%	13%	14%	14%	15%	
Native American	3%	2%	2%	1%	1%	2%	3%	
Other	7%	6%	6%	6%	6%	6%	8%	

*Consist of remaining respondents who could not be meaningfully classified into distinct categories.



Unpacking Customer Satisfaction: Customer Satisfaction Survey Results

Summer 2017



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INTRODUCTION

The Los Angeles County Metropolitan Transportation Authority (Metro) seeks to better understand the transportation needs and concerns of Los Angeles County residents and workers. Metro conducted a customer satisfaction survey to identify specific elements that affect customer satisfaction and assess relative importance of those elements to the customer. The survey included an online component and complementary focus group research to ensure adequate reach. The results of the survey will inform the development of an agency-wide Metro Strategic Plan and help Metro more effectively tailor services to our customers, which include all residents and visitors to Los Angeles County.

METHODOLOGY

Audience

Metro conducted a large-scale online survey of transit riders and non-riders. The demographics of respondents were compared to previous Metro surveys and Los Angeles County Census data to confirm a representative sample. In addition, the agency conducted focus group research to provide a deeper dive into groups that are historically more challenging to engage, such as those with limited English proficiency and low income, elderly and minority populations.

Survey Administration

Online Survey. The online survey was administered from June 1 - 30, 2017, and distributed through a combination of email invitations and social media, such as targeted Facebook ads, with a goal of receiving 20,000 responses. The survey was administered online using Facebook Ads Manager, which is a self-service tool that enables Metro to create and manage advertisements on Facebook. The ads targeted people 18 years old and older living in Los Angeles County, based on user profiles and behavior data from Facebook's social media platform. The survey was also available in English, Spanish, Chinese, and Korean languages, representing the most prevalent languages spoken in Los Angeles County. To incentivize participation in the survey, respondents were entered into a raffle drawing to win a prize.

Focus Group Research. Metro contracted with Evitarus, a public opinion research and public policy consulting firm, to design and conduct focus group research that can supplement the online survey. The research was conducted in July and August 2017, and consisted of five focus groups, segmented primarily by language, including two groups conducted in English and one group each in Spanish, Chinese, and Korean. The English groups were conducted among two populations shown by prior research to have distinctive opinions on transit and transit equity issues: residents over the age of 50, and African Americans/Blacks. Each focus group was comprised of a gender-balanced mix of nine to ten participants. The groups also included residents with varying degrees of education, Internet and social media usage, as well as those with physical or mental health conditions that affect daily life and mobility (disability).





Survey Design

Online Survey. Metro designed the survey instrument to explore how and why respondents make transportation decisions by addressing the following areas:

- **Transportation behaviors**, including modes of transportation that respondents typically use, types of Metro transit services (e.g., bus, rail) that they use, frequency of usage, and why they use or do not use Metro transit services;
- **Attitudes** toward various attributes of public transportation, such as safety, reliability, travel time, comfort, access, and knowledge of how to use the system;
- **Demographic information**, including household income, age, gender, ethnicity, and employment status.

The complete list of survey questions is in Appendix A. The survey design includes a skip logic feature that enabled Metro to better tailor the relevant questions to the individual respondents. Appendix B provides an outline of the skip logic feature and sequencing of questions. This shortens the length of time needed for participants to take the survey by providing only questions that are relevant to them, thus increasing the chances that they will complete the entire survey.

Transportation profiles of the respondents were established through a series of questions towards the beginning of the survey to understand their transportation behaviors and their attitudes towards public transit, as described below. In order to identify attributes that may be specific to rail or bus services, a series of questions specific to rail usage were asked first, followed by questions specific to bus.

- **Types of Metro transit services used** (i.e., use both bus and rail services, use bus services only, use rail services only, don't use Metro transit services). Although LA Metro offers a suite of services to meet the diverse needs of LA County residents and visitors, including rail and bus services, Express Lanes, regional bike share, among other services, this survey was designed specifically to gauge satisfaction with Metro's transit services as a starting point. By identifying specific attributes of transit that affect customer satisfaction and assessing the relative importance of those attributes to the respondents, Metro can identify opportunities to leverage other services that can complement the transit riders' experience or offer other mobility options that better suit the respondents' preferences and needs.

- **Frequency of transit usage** (i.e., frequent, occasional, infrequent, never). Based on the respondents' answers to frequency of transit usage, they were asked follow up attitude questions tailored to their previous responses. If respondents indicated that they use Metro transit services three times a week, Metro assumed that this was one of their primary modes of transportation; therefore, they would be asked questions regarding why they choose to ride Metro and how Metro can better serve them. Respondents who indicated that they use



Metro transit services one to two times a week were asked what improvements Metro could make to encourage them to ride more frequently, since Metro assumed that there may be opportunities to encourage increased usage. Any respondent who indicated that they do not use Metro transit services regularly, had never used Metro transit services, or stopped using these services were asked specific questions to help identify how they chose their current mode of transportation. Below is an overview of survey question design around the frequency of transit usage, which then leads to tailored questions related to attitudes about various attributes of public transit.

- *Infrequent/Non-riders*: For respondents who never rode Metro transit or used it infrequently, questions were designed to identify the respondents' modes of travel, frequency at which they use those modes, reasons for not using Metro transit, main reasons for using their current mode of transportation rather than using Metro transit, and suggested actions that Metro can take to encourage their patronage of Metro transit services. The survey questions are designed to identify the main attributes, or factors, influencing these respondents' travel decisions, types of improvements that could attract these respondents to Metro transit services, or opportunities to match them with other mobility services beyond Metro rail or buses.
- *Current riders*: For current Metro riders, questions were designed to understand the factors (e.g., convenience, traffic, cost, lack of car availability, etc) that influence their decision to use Metro rail or bus, relative importance of those factors, purpose of their trips, and likelihood that they would recommend Metro rail or bus services to a friend or colleague. For respondents who ride less than three days a week, follow up questions were designed to identify actions and improvements that would encourage them to ride more often (e.g., more frequent service, more reliable service, more late-night service, better information, better access to transit, etc) as well as identify the highest priority improvement that would increase their usage.
- *Previous riders*: For respondents who previously rode Metro rail and/or bus, but no longer use these services, questions were designed to identify how long they rode the Metro system before they stopped, their current modes of travel, frequency at which they use those modes, main reasons for using their current mode of transportation rather than using Metro transit, and suggested actions that Metro can take to encourage their patronage again.



- Customer Satisfaction and Priorities.** Previous survey studies undertaken by Metro focused on what problems affect Metro riders and non-riders, and reported the problems that were mentioned the most. This survey attempted to accomplish that same task, while also asking for the respondent's main reason for using Metro transit services or the main improvement that would encourage them to use the services more often. The survey questions are designed to identify the main attributes, or factors, influencing respondents' travel decisions and the relative importance of those attributes. This approach provides Metro with insights into factors that are very important to customers and opportunities for Metro to focus and prioritize improvements and resources based on the customers' needs and preferences.
- Overall opinions and perceptions of Metro transit services, using the net promoter score.** The net promoter score, which is widely used by many companies, is a metric used to gauge the customer's overall level of satisfaction with a company's services or products. For respondents who currently use Metro bus or rail, the survey includes a question asking about their likelihood to recommend Metro rail or bus to a friend or colleague. Their response options are shown on a sliding scale of zero, which indicates not at all likely to recommend Metro rail or bus, to 10, which indicates extremely likely to recommend the service. The respondents' answers are used to calculate the net promoter score, which is divided into three groups, as shown in Table A. It is calculated by subtracting the percentage of detractors (scores of six or lower) from the percentage of promoters (scores of nine and ten). Passive scores are not factored into the calculation in this case. The goal is to increase the number of promoters and decrease the number of detractors.

Table A. Net Promoter Score Range

Score range	Customer perception
0 to 6	Detractor: customer holds a negative opinion of the service
7 to 8	Passive: customer has a neutral or passive opinion of the service
9 to 10	Promoter: customer holds a positive opinion of the service and would be willing to promote it

Focus Group Research. The focus group research was designed to supplement the online survey, with a specific focus on demographic subgroups that may have been unrepresented or underrepresented in the survey's sample. The full report on this research is in Appendix C.

ANALYSIS AND RESULTS

There were 18,198 total respondents to the online survey, with 16,446 survey takers who completed enough of the survey to be included in the segment analysis. Metro analyzed the survey results to identify key segments of users in Los Angeles County that may have similar travel characteristics, based on respondents' answers to questions that assess their transportation behaviors, attitudes towards various attributes of public transit, and their likelihood of using Metro transit services. Appendix D provides an overview of the questions and responses used to categorize these user segments. The focus group research was not included in the user segment analysis due to the much smaller sample size and the objective of reaching targeted, unrepresented or underrepresented, demographic populations.



Key User Segment Characteristics

Based on the results of the analysis, Metro identified the following seven key user segments and the characteristics of each group, including factors that drive their transportation decisions, demographics (e.g., age, gender, ethnicity, household income, employment status), level and frequency of transit usage, and willingness to promote Metro's services, which was quantified through the net promoter score. The user segments are listed in order from most frequent Metro transit users to the least. The seven user segments make up 83% of survey respondents. The remaining 17% of respondents had myriad and disparate characteristics that could not be meaningfully classified into distinct categories. Net promoter scores were not available for *Drivers Who Occasionally Ride Rail*, *High Potential Transit User*, or *Previous Bus/Rail Rider* groups since they use Metro transit services very infrequently. Table B provides a snapshot of the demographic makeup of each user segment. For a more detailed summary of the demographic makeup, see Appendix E.

Table B. Snapshot of Demographic Makeup of Respondents by User Segment

	Savvy Transit Users	No Hassle Travelers	Frequent Bus Patrons	Frequent Rail Patrons	Drivers Who Occasionally Ride Rail	High Potential Transit Users	Previous Bus/Rail Riders	Other*
Total Number of Respondents	4,606	1,792	970	828	1,323	3,320	746	2,861
% of Total Respondents	28%	11%	6%	5%	8%	20%	5%	17%
Employed full-time	50%	67%	48%	75%	67%	59%	59%	
Annual Household Income: Less than \$50,000	65%	36%	61%	28%	23%	33%	52%	
Annual Household Income: More than \$100,000	12%	28%	12%	34%	39%	32%	17%	
African American/Latino	44%	26%	40%	20%	13%	25%	42%	

*Consist of remaining respondents who could not be meaningfully classified into distinct categories.

Savvy Transit Users (28% of respondents)

- Transportation decisions driven by convenience, cost, and transit-dependency.
- Likely to live close to rail station (60% of respondents in this group live within a 20-minute walk of a station).
- Very diverse transit trip purposes: 20-40% of them ride Metro bus and rail three or more times a week for school, groceries, personal errands, and/or other non-work trips.
- Approximately 39% of them ride primarily because they do not have a car or driver's license.
- Highest percentage of Latino and Black respondents of all segments.
- Less likely to be employed full-time than other segments, except for *Frequent Bus Patrons* group.
- Lowest household income of all segments.
- Net Promoter Score is 21% for rail, which is surpassed only by the *No Hassle Traveler* group.

No Hassle Travelers (11% of respondents)

- Transportation decisions driven by convenience, traffic, trip reliability, strong preference for consistent travel time, and travel speed.
- Likely to live close to rail station (62% of respondents in this group live within a 20-minute walk of a station).
- Only segment with a higher percentage of men than women (53% versus 46%, respectively).
- Second most likely of all groups to be employed (86% employed at least part-time). Much more likely to have a full-time job. Likely to be commuters.
- Sixteen percent more likely to have household income over \$100,000 per year than *Savvy Transit Users*.
- Diverse range of household incomes.
- Net promoter score of 26% for Metro rail, which is the highest of any user group. They are more likely to praise Metro rail to their friends and colleagues and be a champion of Metro rail service than any other rider segment, even though most of them have other mobility options.

Frequent Bus Patrons (6% of respondents)

- Transportation decisions driven by cost, transit-dependency, and close proximity to bus stops.
- Likely to live far from rail stations.
- Very diverse transit trip purposes: 18-30% of them ride Metro buses three or more times a week for school, groceries, personal errands, or other non-work trips.
- Third highest percentage of total Latino and Black respondents of any group.
- Tend to be younger (under 25 years old) or older (over 50 years old) compared to other groups.
- Second highest percentage of female respondents of any group.
- Lower income. Tied with *Savvy Transit Users* for lowest percentage of households making over \$100,000 per year.
- They are more likely to be satisfied with Metro bus service, think their bus is generally on time, and feel safe while waiting for and riding Metro buses than the *Savvy Transit Users*. Yet, they are more likely to be in the middle of the net promoter score spectrum and have a neutral or passive opinion of Metro's transit service.

Frequent Rail Patrons (5% of respondents)

- Transportation decisions driven by the fact that Metro rail provides them an opportunity to avoid driving in traffic.
- Likely to live near Metro rail station (59% of respondents in this group live within a 20-minute walk of a station)
- Many of them are high frequency users who recently started using Metro rail. More likely to ride Expo and Gold Lines and less likely to use all other rail lines compared to the *Savvy Transit Users*.
- Second highest percentage of white respondents of any group.
- One of the top percentages of any group to be of prime working age (age 25-49).
- Wealthiest of all groups that ride at least once a week. Most likely to be employed (91%) and employed full time (75%).
- Nearly three times as likely as *Savvy Transit Users* to have household income of \$100,000 or more.
- More likely to have neutral or passive opinion regarding Metro rail. They have the lowest Metro rail net promoter score of any group, at 16%, but there is still 16% more promoters than detractors.

Drivers Who Occasionally Ride Rail (8% of respondents)

- Transportation decisions driven by trip reliability and a desire to control their work trips and avoid unknown factors, such as traffic levels, transfer wait times, and parking availability.
- Concerned with safety, comfort, and knowledge of Metro bus system.
- Likely to live far from Metro rail station. They overwhelmingly feel that Metro rail is too hard to access (e.g., too far from their house, too far from where they want to go, and lacks parking at stations).
- Ninety-seven percent of them drive alone at least once a month but only 65% of their total trips are single occupancy vehicle trips.
- Highest percentage of white respondents of any group.
- One of the top percentages of any group to be retired.
- Highest percentage of female respondents (59%) of any group.
- Wealthiest of all user groups. Fifteen percent more likely than the survey average to have annual household income of more than \$100,000 and 21% less likely to make under \$40,000.

High Potential Transit Users (20% of respondents)

- Transportation decisions driven by convenience, ease of use, and travel speed.
- Most feel that Metro rail is fast but very hard to access. Sixty-one percent of them list access as the main reason they do not ride Metro rail.
- Most agree that Metro bus is fine in terms of safety and cleanliness. However, 54% of them list long travel time and slow speed as the main reason they do not ride Metro bus.
- Currently ride both Metro bus and rail but use neither service more than once a month.
- Fifty-six percent of their total trips around Los Angeles County are done by driving alone; however, this group has a diverse travel profile consisting of:
 - 21% walking
 - 7% dropped off by friend or family member
 - 5% using Uber/Lyft
 - 5% biking
- Forty percent of respondents in this group are 50 years or older and 10% of them are retired, both of which are the highest percentage compared to any other groups.
- More likely to be female (56%) than survey average.
- Diverse range of household incomes.
- Unlikely to hold extreme positive or negative views of transit.

Previous Bus/Rail Riders (5% of respondents)

- Transportation decisions driven by cost, convenience, and safety.
- Feel more strongly about safety compared to other groups.
- Large percentage of respondents used to ride for school.
- Heavy mode switch to single-occupancy vehicles despite previously being frequent Metro transit user.
- Thirty-five percent of people in this segment previously rode Metro rail at least three or more times a week for school. For 18-24 year old Latinos in this bracket, 91% previously rode three or more times a week for school.
- Of the white women who stopped riding rail, 23% listed safety as the main reason. This statistic is 19% for bus riders. More than half of this group had previously ridden Metro bus and rail five or more times a week for various lengths of time before leaving the Metro transit system.
- Second highest percentage of total Latino and Black respondents and lowest percentage of White respondents of any group.
- Most likely to be of prime working age (25-49) compared to other groups. Six percent more likely to be under 35 years old than survey average.

Common Issues Across User Groups

Common issues were identified across the different user groups, as described below. Findings from the focus group research generally corroborated those of the online survey, with the exception of perceptions around safety, which is further explained below.

Frequency, reliability and total trip time on bus. Thirty-three percent of *Savvy Transit Users* and 27% of *Frequent Bus Patrons* who ride Metro bus one to two days a week indicated that more frequent bus service would encourage them to ride more often, with many preferring 5- or 10-minute frequencies during peak hours and 10- or 15-minute frequencies during off-peak hours.

Respondents across many user groups, including *High Potential Transit Users*, *No Hassle Travelers*, *Drivers Who Occasionally Ride Rail*, *Frequent Rail Patrons*, and *Previous Bus/Rail Riders*, indicated that the primary reason they don't use Metro bus is because this service takes too long and is too slow. Many indicated that buses are slowed by automobile traffic, stuck at traffic lights, lack dedicated bus-only lane, and require too many transfers. The factors listed by respondents are inter-related and affect overall trip time. The lack of reliability and consistency of service influences their decisions to use other transportation options rather than taking Metro bus.

Access to/from Metro rail. Sixty-one percent of *High Potential Transit Users*, 58% of *Drivers Who Occasionally Ride Rail*, 67% of *Frequent Bus Patrons*, and 45% of *Previous Bus/Rail Riders* stated that access to and from Metro rail is difficult, with many respondents indicating that rail stations are too far away from their home or destination. Access to and from Metro rail stations were main factors that influence their decision to use other modes of transportation rather than Metro rail.



New Metro rail lines to new places. Thirty-one percent of *Savvy Transit Users*, 39% of *No Hassle Travelers*, and 35% of *Frequent Rail Patrons* who ride one to two days a week indicated that new rail lines to new places would be the primary reason influencing them to ride more often.



Safety concerns. Respondents to the online survey, across all user groups, indicated that safety on Metro bus and/or rail was a concern. When asked to identify the main reason or top improvement that they prioritize, many respondents ultimately listed other service attributes. Although safety was a concern, it was not the main concern relatively to other factors, according to respondents to the online survey. However, safety emerged as one of the top issues in the focus group research. Participants in each focus group identified safety as one of their top concerns about Metro rail and buses. Safety, for most participants, means protection from other riders. By all indications, participants' concerns about safety appeared to stem from a combination of their personal experiences on Metro rail and bus, and stories about crime passed from person-to-person by word of mouth. African American/Black and Latino participants expressed significant concerns about racial profiling and discrimination by law enforcement and Metro fare-checking personnel when taking public transportation.

Better information. Respondents expressed preferences for availability, clarity and accuracy of information regarding bus lines, transfers and arrival time per schedule or online apps.

Customer Satisfaction and Priorities

Table C provides an overview of the respondent's level of satisfaction with various elements of Metro's transit services and the level of importance they place on those elements, for each user segment. The information included and its placement on the quadrant in Table C is based on a variety of questions aimed at assessing the respondent's level of Metro transit usage, overall perceptions of Metro bus and rail services, and the respondent's primary concerns regarding those services. Table D provides an overview of the questions that were asked in the survey to identify the main reason or top improvement that users prioritize.

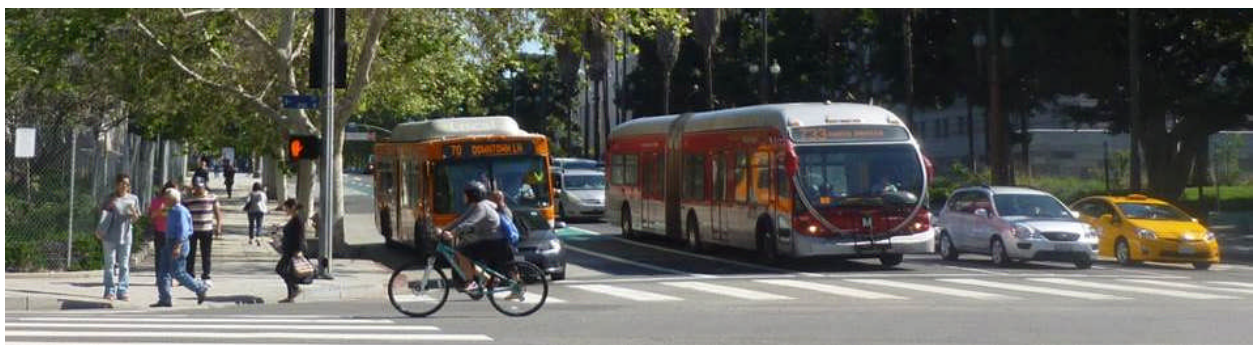


Table C. Customer Priorities and Level of Satisfaction

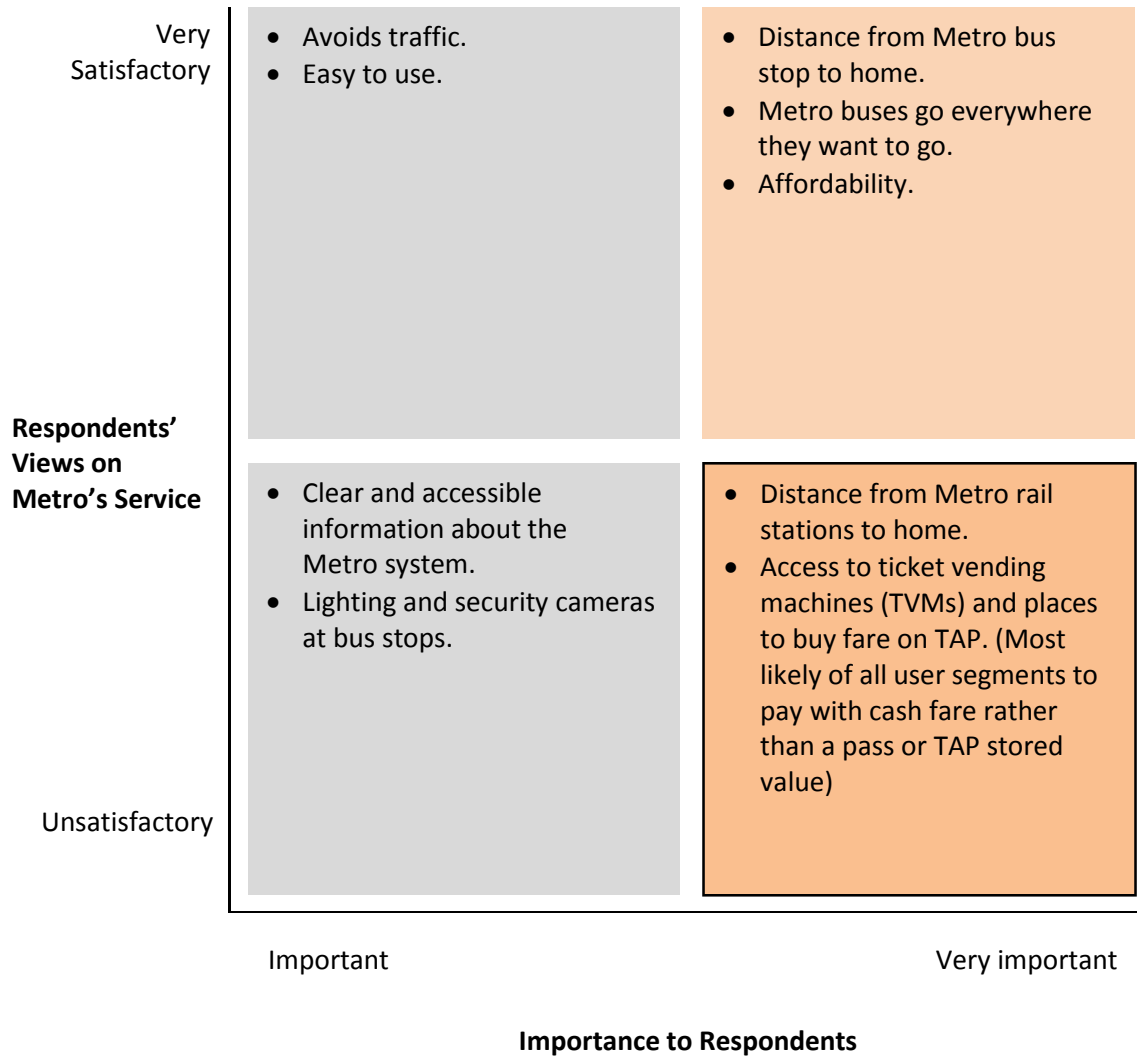
Savvy Transit Users (28% of Respondents)	
Respondents' Views on Metro's Service	<p>Very Satisfactory</p> <ul style="list-style-type: none"> • Environmental benefit. • Affordable parking. • Convenient flat-rate fare. • Ability to be productive while riding. • Bus stops are near home.
	<ul style="list-style-type: none"> • Ease of use. • Avoids traffic. • Affordable solution for those who cannot afford a car and driver's license.
<p>Unsatisfactory</p>	<ul style="list-style-type: none"> • Availability and accuracy of information on <u>next train</u> arrival time according to schedule or to app. • Fare discounts for low-income riders. • Presence of transit police on trains and at stations. • Cleanliness of buses and trains.
	<ul style="list-style-type: none"> • Availability and accuracy of information regarding <u>next bus</u> arrival time according to schedule or app. • Metro system goes to places that they want to go. • Frequency of bus service. • Frequency of late-night service. • Consistency and reliability of bus headways.
	<p>Important</p> <p>Very important</p> <p>Importance to Respondents</p>

No Hassle Travelers (11% of Respondents)

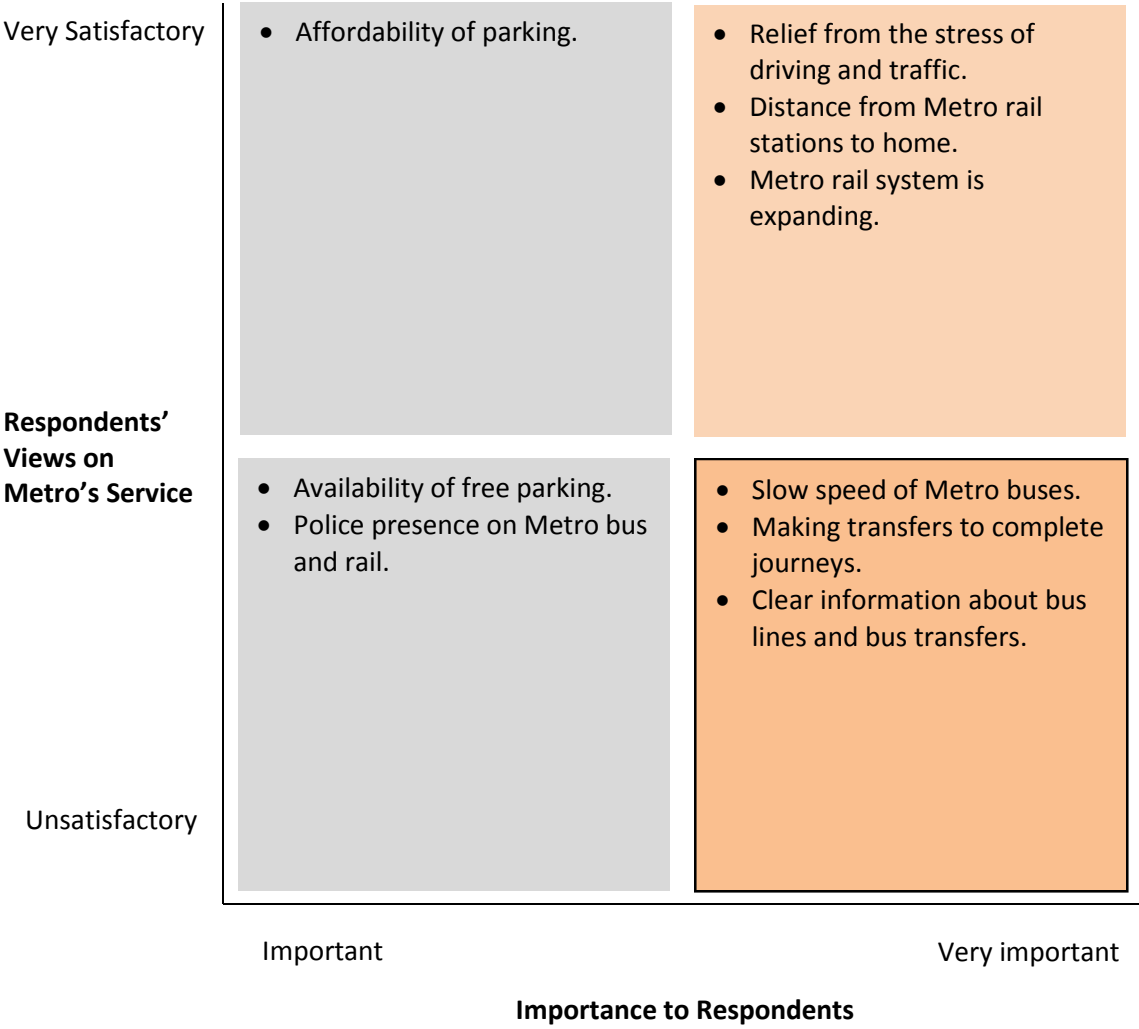
<p>Very Satisfactory</p>	<ul style="list-style-type: none"> • Ability to be productive while riding. • Environmental benefit. • Access to clear information about the Metro system. 	<ul style="list-style-type: none"> • Affordability (including the flat-rate fare). • Avoids traffic.
<p>Respondents' Views on Metro's Service</p> <p>Unsatisfactory</p>	<ul style="list-style-type: none"> • Frequency of service and of late-night service. • Availability of parking at Metro rail stations. • Metro transit police presence on trains and at stations. • Availability and accuracy of information regarding next bus and train arrival time according to schedule or to app. 	<ul style="list-style-type: none"> • Metro rail goes to more places that they want to go. • Total trip time by bus
	<p>Important</p>	<p>Very important</p>

Importance to Respondents

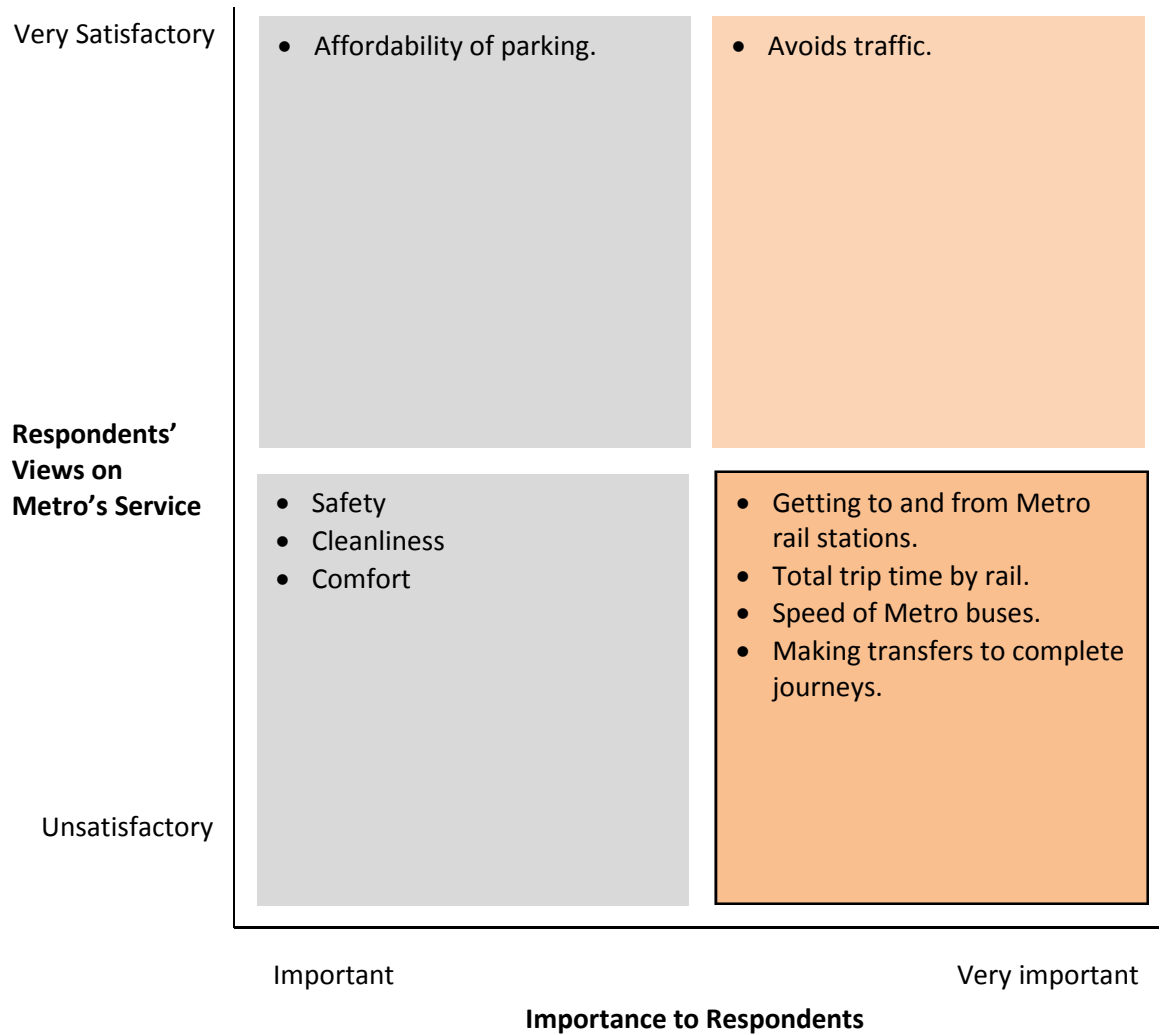
Frequent Bus Patrons (6% of Respondents)



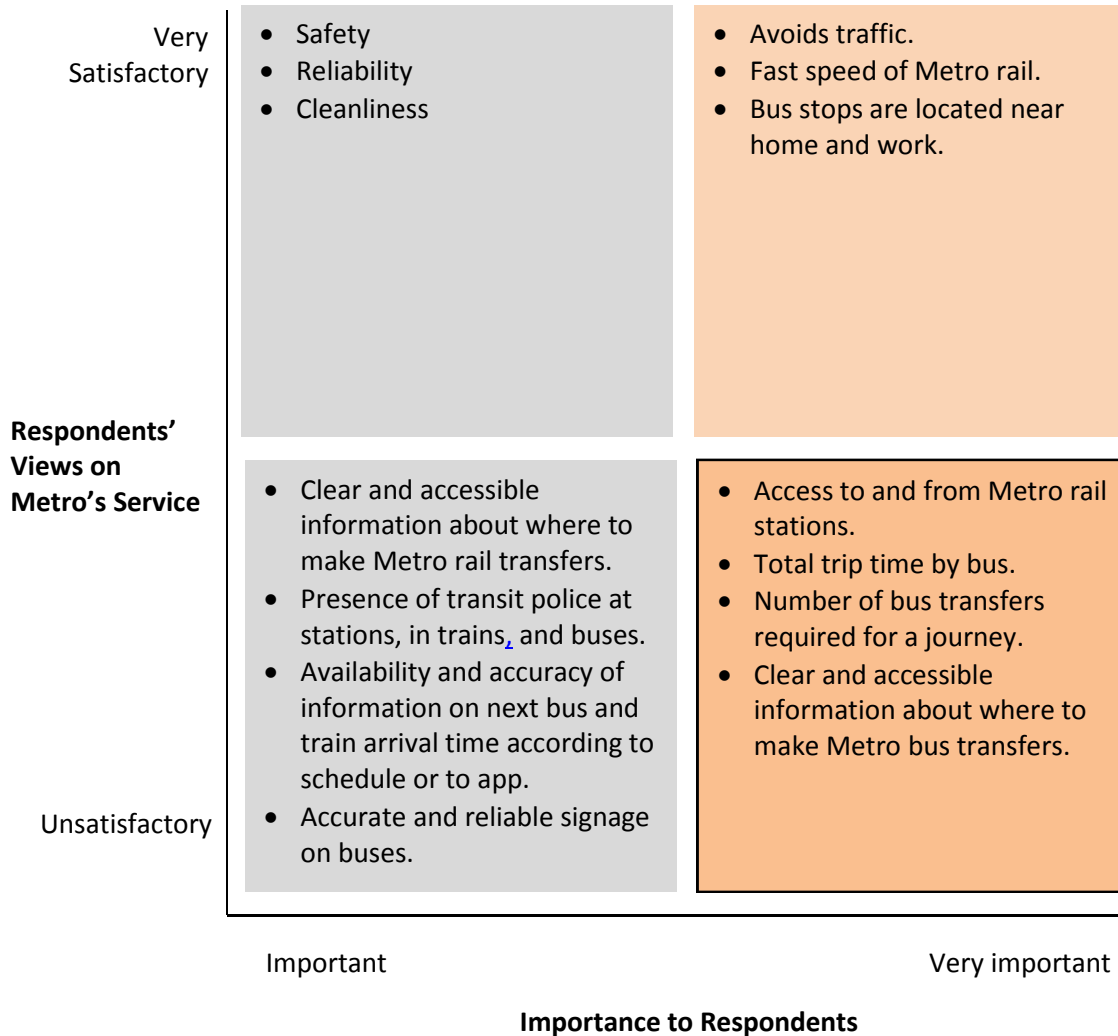
Frequent Rail Patrons (5% of Respondents)



Drivers Who Occasionally Ride Rail (8% of Respondents)



High Potential Transit Users (20% of Respondents)



Previous Bus & Rail Riders (5% of Respondents)

Respondents' Views on Metro's Service	Very Satisfactory	<ul style="list-style-type: none"> • Easy to use. • Awareness of safety apps and emergency call buttons at Metro rail stations and in trains. • Ability to make short trips for entertainment or for personal errands. 	<ul style="list-style-type: none"> • Ability to get to and from school. • Consistency of Metro rail. • Avoids traffic.
	Unsatisfactory	<ul style="list-style-type: none"> • Safety on buses. • Availability and accuracy of information regarding next bus and train arrival time according to schedule or to app. • Reliable arrival times. 	<ul style="list-style-type: none"> • Safety on rail, especially for young women. • Access to and from Metro rail. • Total trip time on Metro bus, especially in making transfers or dealing with competing automobile traffic. • Presence of transit police on bus and rail.
		Important	Very important
		Importance to Respondents	

Table D. Questions to Identify the Main Reason or Top Improvement That Users Prioritize

Rail		Bus	
If you ride Metro Rail 3 or more times a week		If you ride Metro Buses 3 or more times a week	
Q25	What is the MAIN reason you ride Metro Rail? It is convenient for me to use I do not want to drive in traffic It is cheaper than the cost of parking I do not have a car available to use I do not have a driver's license It is good for the environment	Q88	What is the MAIN reason you ride Metro Buses? It is convenient for me to use I do not want to drive in traffic It is cheaper than the cost of parking I do not have a car available to use I do not have a driver's license It is good for the environment
If you ride Metro Rail 1-2 times a week		If you ride Metro Buses 1-2 times a week	
Q38	What is the #1 IMPROVEMENT that would encourage you to ride Metro Rail more often? More frequent service More reliable service More late-night service More weekend service New rail lines to new places Lower fares Improved customer amenities Better information More security on trains More security at stations Cleaner trains Cleaner stations Better access TO stations when I am walking Better access FROM stations to my final destinations when I am walking More parking available at stations	Q98	What is the #1 IMPROVEMENT that would encourage you to ride Metro Buses more often? More frequent service More reliable service More late-night service More weekend service Lower fares Improved customer amenities Better information More security on buses More security at bus stops Cleaner buses Cleaner bus stops Better access TO bus stops when I am walking Better access FROM bus stops to my final destinations when I am walking
If you ride infrequently, have never ridden, or previously rode Metro Rail		If you ride infrequently, have never ridden, or previously rode Metro Buses	
Q7 & Q62	What is the MAIN reason you use your CURRENT mode of transportation instead of Metro Rail? Metro Rail takes too long/is too slow Metro Rail is not reliable It is too hard to get to and from Metro Rail I do not feel safe using Metro Rail I am not comfortable on Metro Rail I do not know enough about Metro Rail to feel confident riding	Q74 & Q118	What is the MAIN reason you use your CURRENT mode of transportation instead of Metro Buses? Metro Buses take too long/are too slow Metro Buses are not reliable It is too hard to get to and from Metro Bus stops I do not feel safe using Metro Buses I am not comfortable on Metro Buses I do not know enough about Metro Buses to feel confident riding

SUMMARY AND RECOMMENDATIONS

Metro has the opportunity to leverage its suite of services to provide an outstanding complete trip experience. The agency operates numerous services designed to provide customers with a plethora of mobility options, including the use of buses, trains, regional bike share, and ExpressLanes, among other services. Based on people's attitudes about public transportation, key factors that influence their transportation choices, and demographic characteristics, Metro can tailor and match its suite of services to meet the needs and preferences of different segments of the market. Below are recommendations based on the findings from the online survey and focus group research.

Improve Metro bus service to attract and promote more usage (frequency, reliability, travel time, transfers, information). Improvements to Metro's bus services, including enhancements to frequency, reliability, and travel time, as well as more accurate information, may enable Metro to further attract and promote more frequent usage. Despite respondents' proximity to bus services, many people did not feel that this was a viable form of transportation for them. Many expressed concerns that buses were too slow and took too long to get them where they wanted to go. Many respondents attributed this issue to buses operating on congested streets, being stuck at traffic lights, and lacking dedicated lanes that would prioritize bus travel. In addition, respondents were concerned about the need to make multiple transfers, which may further affect reliability, since wait time between transfers can contribute to uncertainty of the transit connections and add to the overall trip time for completing the journey.

This survey result can help Metro better understand the priorities of its customers in terms of what type of service performance and outcome they expect and identify strategies to deliver a world-class bus system that is effective, reliable and desirable for more people, for more trips. The results of this survey will inform the Metro Strategic Plan, which will identify key initiatives to further achieve this outcome and complement Metro's existing work, such as the NextGen Bus Study.

Improve access and connectivity across the suite of mobility services to provide better choices for all user groups. Metro has an opportunity to improve the trip taking experience along the customer's entire journey, recognizing that multiple entities are involved in various aspects of that journey. A number of respondents indicated that access to and from Metro rail stations posed challenges to using rail service. More detailed assessments may be necessary to identify the specific challenges experienced by each user group in order to identify the applicable solutions. Metro's first last mile planning work generally looks at a 3-mile bike shed and one half-mile walk shed for infrastructure improvements to access transit; however, more research may be necessary to understand the types of challenges that customers face, including the distance they must travel to access the transit network, the integration and coordination of mobility services (e.g., rail and bus connections and intermodal transfers), and the quality of transportation infrastructure, which may help or hinder access. The emergence of on-demand rideshare services and micro-transit service models provides additional opportunities for Metro to enhance access to transit and pilot new mobility services that meet the needs of public transit customers. In addition, improvements to access, connectivity, and integration across the entire transportation network will be critical to provide seamless travel, whether people choose to walk, bike, take transit, use rideshare services, or drive. Metro has an opportunity to leverage its resources and influence to encourage public and private sector partners to be part of the solution to improve connectivity and integration of infrastructure (e.g., sidewalks, bikeways, transit facilities, highways, roadways, etc) and mobility services (e.g., rail service, bus service, bike share, Express Lanes, rideshare service, etc) to provide better choices for all user groups.

Enhance Safety. A majority of the participants in the focus groups indicated that greater police presence and security cameras would increase their sense of safety. In 2017, Metro established a new security contract to put more police on Metro buses and trains. The agency is also working with social service agencies to get help for people who are on the Metro system and require support services. However, African American/Black participants, and some Latino participants, raised substantial concerns about racial profiling and discrimination by police and fare inspectors. As Metro continues to identify ways to address safety and security for all users on the system, it is important that the agency be mindful of the concerns of African American/Black and Latino users.

Expand Metro's ExpressLane Services. Travel time uncertainty is a significant factor in the decisions that people make regarding which modes to use for their transportation needs. ExpressLanes provide an option to mitigate uncertainties for those who choose to drive. This service is appealing to respondents who desire to control their work trips and avoid unknown factors. ExpressLanes currently operate on I-110 and I-10, but expansion of this program can provide solo drivers with more options for a reliable trip experience as well as improve highway flow for other users.

ACKNOWLEDGMENTS

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Jeffrey Boberg

Eileen Hsu

2017 Customer Satisfaction Focus Group Research conducted by:

Evitarus, Inc. (Prime Contractor)

Kandi Reyes & Associates (Subcontractor)

361 Degrees Consulting (Subcontractor)

REFERENCE

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Transit Center (2016). *Who's On Board 2016: What Today's Riders Teach Us About Transit That Works*. Rider Survey.

APPENDICES

Appendices can be accessed online:

http://libraryarchives.metro.net/DB_Attachments/180103_Attachment%20C_Appendices.pdf


Appendix A – Complete list of survey questions

Appendix B – Outline of the skip logic feature and sequencing of questions

Appendix C – 2017 Customer Satisfaction Focus Groups, Final Report

Appendix D – Overview of the questions and responses used to categorize these user segments

Appendix E – Detailed Summary of Demographic Makeup of Respondents by User Segment

A horizontal banner image showing a blurred train at night, with lights reflecting on its surface.

**LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY
OFFICE OF EXTRAORDINARY INNOVATION**

2017 Customer Satisfaction Survey Results

Ad Hoc Customer Experience Committee
January 18, 2018



CUSTOMER SATISFACTION SURVEY

- **Gauge customer satisfaction** at all Metro touch points
- **Identify specific attributes** that affect customer satisfaction
- **Assess relative importance** of customer satisfaction attributes
- **Advise Metro Strategic Plan** vision, mission, goals, and initiatives



SURVEY ADMINISTRATION

Administration:

- Online deployment via Facebook ads and email
- Available in English, Spanish, Chinese, Korean
- Focus group research to engage hard-to-reach populations

Audience:

- Riders and non-riders
- Mirror demographics of LA County
- Online component: 18,198 respondents
- Focus groups: low income, elderly and minority populations

SURVEY DESIGN

- Transportation behaviors (status of transit usage, modes used, frequency of usage, willingness to recommend Metro services)
- Attitudes towards attributes of public transportation (e.g. safety, reliability, travel time, comfort, access, cost, etc.)
- Demographic information (e.g. household income, age, gender, ethnicity, employment status)



KEY USER SEGMENTS

- Savvy Transit Users (28%)
- No Hassle Travelers (11%)
- Frequent Bus Patrons (6%)
- Frequent Rail Patrons (5%)
- Drivers Who Occasionally Ride Rail (8%)
- High Potential Transit Users (20%)
- Previous Bus/Rail Riders (5%)
- Other (17%)





COMMON ISSUES ACROSS USER GROUPS

- Frequency, reliability and total trip time on bus
- Access to/from Metro rail
- New Metro rail lines to new places
- Safety concerns
- Better Information

RECOMMENDATIONS

- Improve Metro bus service to attract and promote more usage (frequency, reliability, travel time, transfers, information)
- Improve access and connectivity across the suite of mobility services to provide better choices for all user groups



RECOMMENDATIONS

- Enhance safety and be mindful of the concerns of African American and Latino users
- Expand ExpressLanes to provide an option to mitigate uncertainties for those who choose to drive



NEXT STEPS

Winter-Spring 2018:

- Board staff briefing on draft Metro Strategic Plan
- Release draft plan for public review
- Conduct stakeholder outreach
- Prepare strategic plan final document

Spring 2018:

- Seek Board approval





Board Report

File #: 2017-0872, **File Type:** Informational Report

Agenda Number: 41.

AD-HOC CUSTOMER EXPERIENCE COMMITTEE JANUARY 18, 2018

**SUBJECT: METRO RAIL SYSTEM WI-FI AND CELLULAR PROJECT
UPDATE**

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE status report on Metro's rail system Wi-Fi and cellular system project.

ISSUE

The addition of cellular Wi-Fi to the Red and Purple lines allows customers to maintain cellular voice and data connectivity while travelling on rail underground. This is a status report on the project.

DISCUSSION

In February 2013, the Metro Board authorized the CEO to enter into a 20-year contract with InSite Wireless to provide cellular coverage in the Metro underground rail system tunnels and stations, and an option for Wi-Fi in the underground rail stations. The contract was structured to be a revenue generator for Metro. InSite Wireless is responsible for all capital costs associated with the project.

There are two independent components of the project which have an impact on service activation dates for the public - cellular infrastructure and carrier contractual agreements.

1. Cellular infrastructure consists of a Distributed Antenna System (DAS) comprised of cabling installed throughout the tunnels and three communications base station hotels with associated network switching and routing equipment for each of the four carriers.

Note: All future rail projects will include a DAS as part of initial construction.

The cellular portion of the project was divided into three phases:

Phase 1 - Union Station to 7th/Metro Station (Red and Purple Lines)

Phase 2 - To Wilshire/Western (Purple Line 2A), Vermont/Sunset (Red Line 2B)

Phase 3 - Hollywood/Western to North Hollywood (Red Line)

Current Cellular Infrastructure Status

The DAS has been completed for all three segments. Two of the three communications base station hotels are complete which allow cellular access from Union Station west to Wilshire/Westwood (Purple Line) and north to Vermont/Sunset (Red Line). The final base station to support the Phase 3 segment to North Hollywood is targeted for completion during Q1-Q2 2018.

2. Cellular contractual agreements between the cellular carriers (AT&T, Verizon, T-Mobile, and Sprint) and InSite Wireless are required to enable project cost recovery and allow Metro customers to access their respective cellular networks on the subway.

Under the contractual agreement between Metro and InSite Wireless, Metro will receive 53% of generated revenue from this project; however, there are no direct contractual agreements between any of the carriers and Metro. Consequently, Metro's influence over the timeline for signing carriers for the project is somewhat limited.

Current Contractual Status

Verizon, Sprint, T-Mobile and AT&T have all signed contracts for Phases 1 and 2A.

T-Mobile has contracted for Phase 2B. Verizon and Sprint are scheduled for Phase 2B contract completion January 31st and AT&T is targeted for Q1 of 2018.

Verizon and Sprint are scheduled for Phase 3 contract completion during Q1-Q2 2018. Phase 3 contracts for T-Mobile and AT&T are pending.

Activation Phases for Customer Use

Phase	Line	Segment	Active Carriers
1	Red Purple	Union Station to 7 th /Metro Union Station to 7 th /Metro	All carriers - Live All carriers - Live
2A	Red Purple	To Wilshire/Vermont To Wilshire/Western	All carriers - Live All carriers - Live
2B	Red	To Vermont/Sunset	T-Mobile - Live Verizon (Jan 31, 2018) Sprint (Jan 31, 2018) AT&T (Q1-2018)
3	Red	To North Hollywood Station	Verizon (Q1-Q2 2018) Sprint (Q1-Q2 2018) T-Mobile (No contract) AT&T (No contract)

Wi-Fi Status at Underground Metro Stations

Negotiations stalled some time ago between InSite Wireless and an Internet Service Provider (ISP) for providing Wi-Fi in the subway stations. To date, InSite Wireless has been unable to develop a monetization plan to finance the infrastructure and associated service costs for free Wi-Fi in the stations. InSite Wireless continues to search the market for opportunities but so far, passenger dwell times at stations don't appear long enough for ISP's to recover their costs. In the meantime, Metro IT is exploring the potential for expanding its connected facilities project, which provides Wi-Fi at Metro bus divisions and maintenance facilities, to include subway stations with public Wi-Fi as an added

benefit.

DETERMINATION OF SAFETY IMPACT

This status update report on rail system Wi-Fi and cellular system project will not have any impacts on the safety of our customers and/or employees.

NEXT STEPS

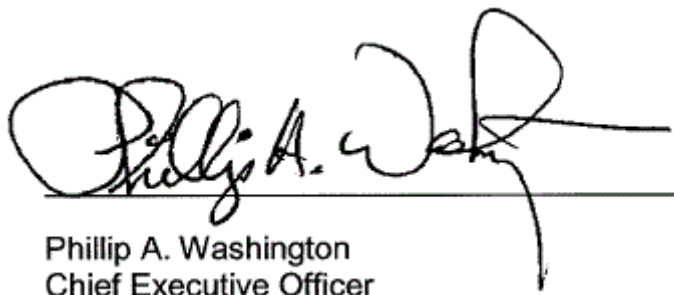
Operations and IT will continue to work together to activate live wireless cellular service on the Red Line for the Phase 3 segment. Also, staff will return to the board as necessary to provide updates regarding initiatives to improve the customer experience and the technology on our system, inclusive of the rail system Wi-Fi and cellular system project.

ATTACHMENTS

Attachment A - SUBWAY CELLULAR PROJECT MAP

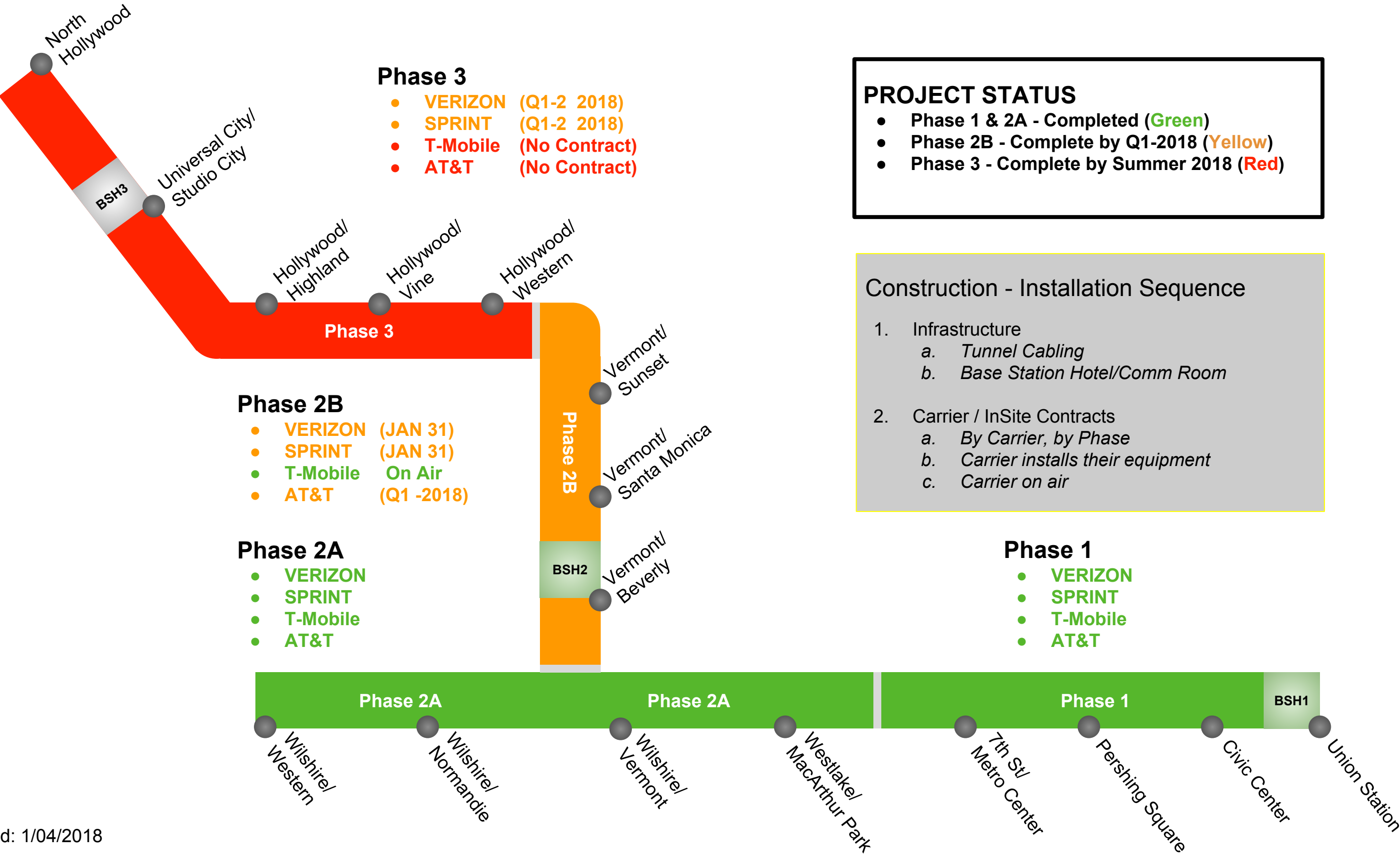
Prepared by: Doug Anderson, Sr. Director, Information Technology (213) 922-7042

Reviewed by: James T. Gallaher, Chief Operations Officer (213) 418-3108
Patrick Astredo, Interim, Chief Information Officer (213) 922-4290



Phillip A. Washington
Chief Executive Officer

Subway Cellular Project





Metro

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

Board Report

File #: 2017-0858, **File Type:** Oral Report / Presentation

Agenda Number: 43.

AD HOC CUSTOMER EXPERIENCE COMMITTEE JANUARY 18, 2018

**SUBJECT: MAJOR EXTERNAL MARKETING CAMPAIGNS FROM
2013 TO CURRENT**

**ACTION: RECEIVE ORAL REPORT ON MAJOR EXTERNAL MARKETING CAMPAIGNS
FROM 2013 TO CURRENT**

RECOMMENDATION

RECEIVE oral report on Major External Marketing Campaign from 2013 to Current.

ATTACHMENTS

Attachment A - External Campaigns

External Campaigns

Ad Hoc Customer Experience Committee

January 18, 2018



Metro

Strategy for External Marketing Campaigns

- External campaigns are developed based on agency's goals
- The Marketing & Design Department has established teams that also include representatives from Community Relations, Public Relations and Government Relations that partner with each Metro department to develop cohesive communication plans to inform and engage current and potential customers
- Teams are organized to serve three main marketing goals:
 - Increase revenue through ridership, advertising and promotions
 - Improve the customer experience
 - Build support for Metro's agenda

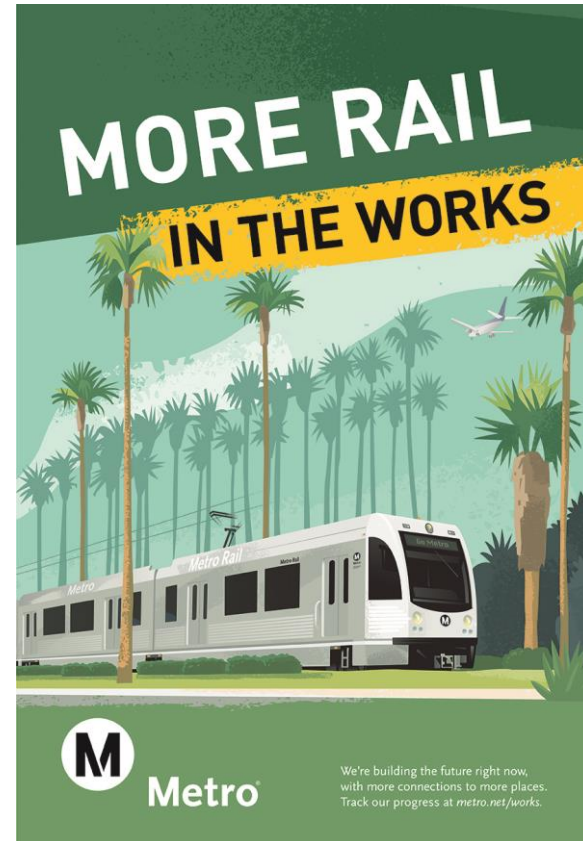
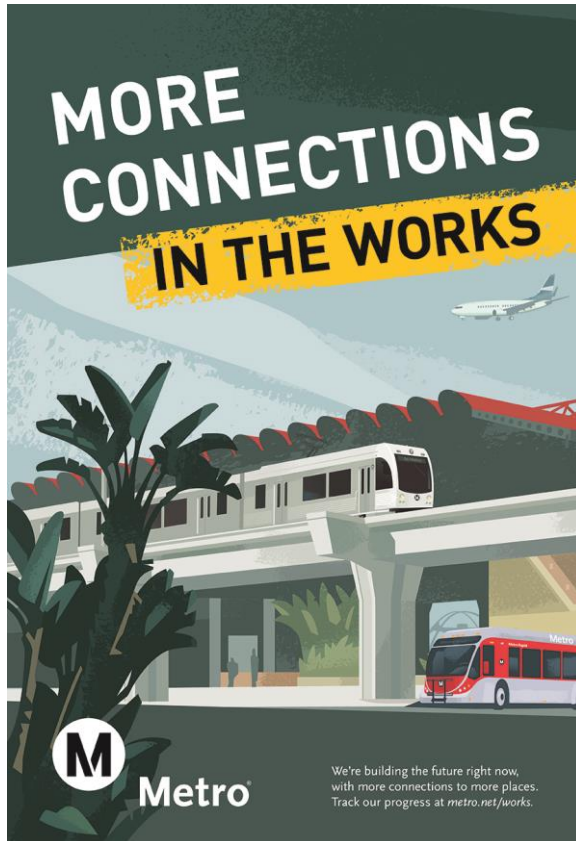
External Campaign Strategy

- Teams are objective-based rather than department-based
- Teams are responsible for outlining goals, developing strategic and tactical plans, budgets, benchmarks, KPIs, content calendar, creative executions
- Workflow removes silos and confusion of roles through cross-planning and partner inclusion
- Structure ensures consistency in agency messaging
- Collaboration streamlines project management, creative design process, web and social media strategy, media planning and buying, research and production
- Success measured by ability to deliver on goals

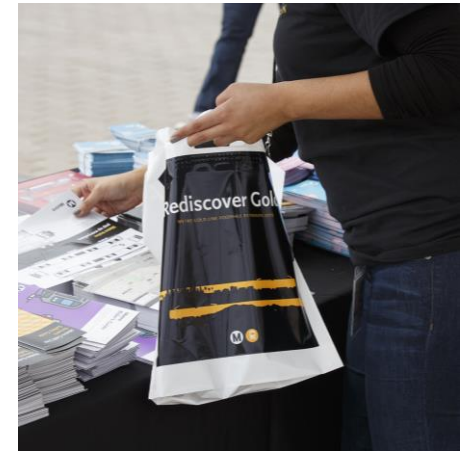


Metro

In The Works



Gold Line Opening



Expo Line Opening



Rail Safety

HEADS UP, LA.

More Metro rail means more tracks and trains. We want you and your family to be safe.

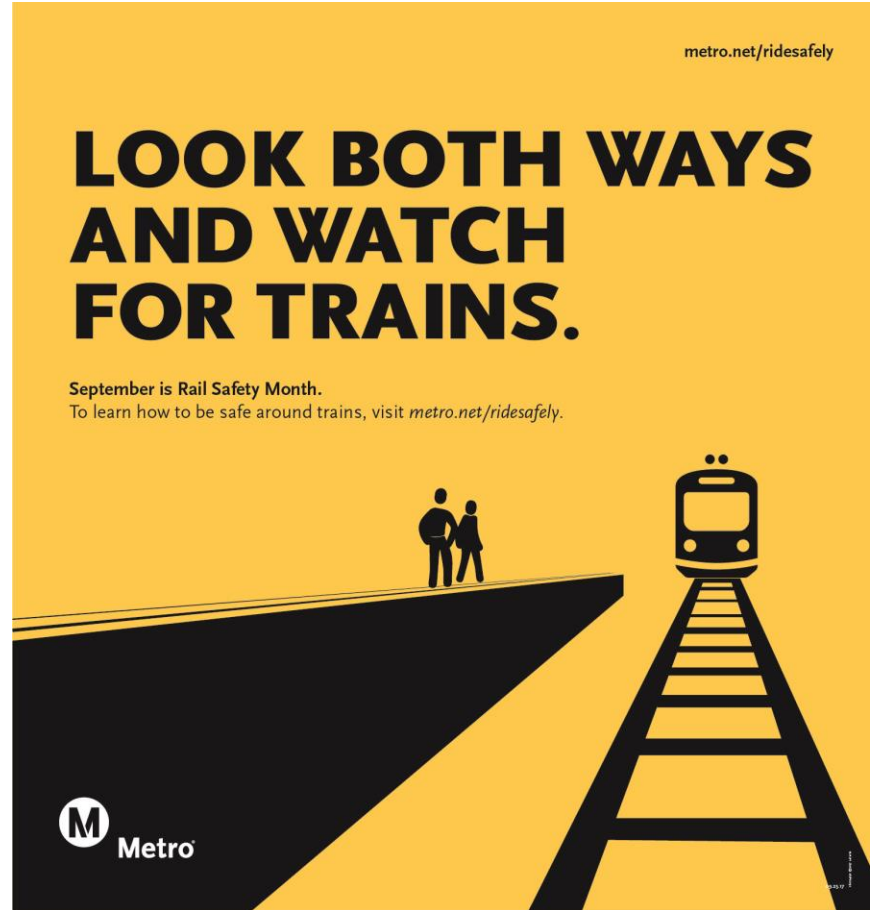
Please review important safety tips at metro.net/ridesafely.



LOOK BOTH WAYS AND WATCH FOR TRAINS.

September is Rail Safety Month.

To learn how to be safe around trains, visit metro.net/ridesafely.



Measure M Education Program

LET'S TAKE FLIGHT.
metro.net/theplan



M Metro's plan builds rail to LAX.

LET'S FIX OUR FREEWAYS.
metro.net/theplan



M Metro's plan means fewer jams for you.

LET'S FIX LOCAL STREETS.
metro.net/theplan



M Metro's plan means a smoother ride for you.

METRO'S PLAN MEANS MORE RAIL.



M Learn more at metro.net/theplan.

METRO'S PLAN MEANS MORE STREET REPAIRS.



M Learn more at metro.net/theplan.

METRO'S PLAN MEANS FEWER BOTTLENECKS.



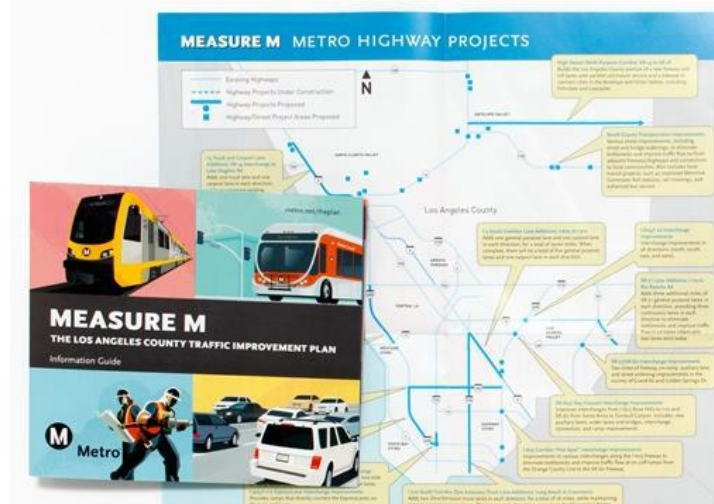
M Learn more at metro.net/theplan.

METRO'S PLAN MEANS MORE JOBS.



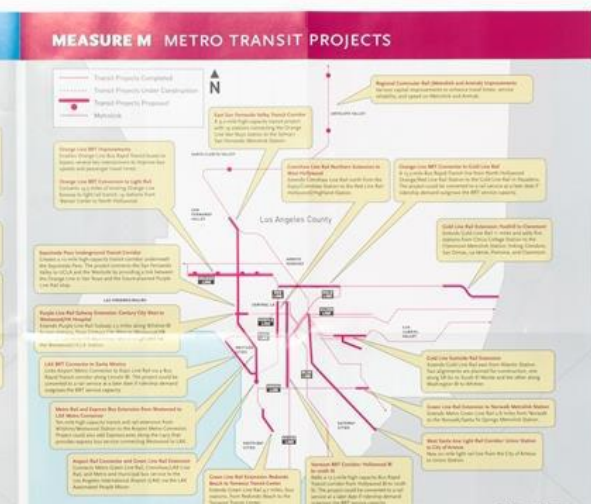
M Learn more at metro.net/theplan.

MEASURE M METRO HIGHWAY PROJECTS



MEASURE M THE LOS ANGELES COUNTY TRAFFIC IMPROVEMENT PLAN
Information Guide

MEASURE M METRO TRANSIT PROJECTS



OTHER PROJECTS (Not shown on map)

Intermodal Light Rail Transit (Intermodal Light Rail) - A project of the Los Angeles County Transportation Authority (LACTA) to build a light rail line from the Harbor to the San Gabriel Valley.

San Gabriel Valley Light Rail - A project of the San Gabriel Valley Transportation Authority (SGVTA) to build a light rail line from the Harbor to the San Gabriel Valley.

San Diego Light Rail - A project of the San Diego Metropolitan Transportation Planning Board (SDMTPB) to build a light rail line from the Harbor to San Diego.

San Jose Light Rail - A project of the San Jose Metropolitan Transportation Planning Board (SJMTPB) to build a light rail line from the Harbor to San Jose.

San Francisco Light Rail - A project of the San Francisco Metropolitan Transportation Planning Board (SFMTPB) to build a light rail line from the Harbor to San Francisco.

San Francisco Bay Area Light Rail - A project of the San Francisco Bay Area Metropolitan Transportation Planning Board (SFBA-MTPB) to build a light rail line from the Harbor to the San Francisco Bay Area.

San Francisco Peninsula Light Rail - A project of the San Francisco Peninsula Metropolitan Transportation Planning Board (SFPB-MTPB) to build a light rail line from the Harbor to the San Francisco Peninsula.

San Francisco East Bay Light Rail - A project of the San Francisco East Bay Metropolitan Transportation Planning Board (SFEA-MTPB) to build a light rail line from the Harbor to the San Francisco East Bay.

San Francisco North Bay Light Rail - A project of the San Francisco North Bay Metropolitan Transportation Planning Board (SFNB-MTPB) to build a light rail line from the Harbor to the San Francisco North Bay.

San Francisco South Bay Light Rail - A project of the San Francisco South Bay Metropolitan Transportation Planning Board (SFSB-MTPB) to build a light rail line from the Harbor to the San Francisco South Bay.

San Francisco Central Bay Light Rail - A project of the San Francisco Central Bay Metropolitan Transportation Planning Board (SFCB-MTPB) to build a light rail line from the Harbor to the San Francisco Central Bay.

San Francisco West Bay Light Rail - A project of the San Francisco West Bay Metropolitan Transportation Planning Board (SFWB-MTPB) to build a light rail line from the Harbor to the San Francisco West Bay.

San Francisco East Bay Light Rail - A project of the San Francisco East Bay Metropolitan Transportation Planning Board (SFEA-MTPB) to build a light rail line from the Harbor to the San Francisco East Bay.

San Francisco North Bay Light Rail - A project of the San Francisco North Bay Metropolitan Transportation Planning Board (SFNB-MTPB) to build a light rail line from the Harbor to the San Francisco North Bay.

San Francisco South Bay Light Rail - A project of the San Francisco South Bay Metropolitan Transportation Planning Board (SFSB-MTPB) to build a light rail line from the Harbor to the San Francisco South Bay.

San Francisco Central Bay Light Rail - A project of the San Francisco Central Bay Metropolitan Transportation Planning Board (SFCB-MTPB) to build a light rail line from the Harbor to the San Francisco Central Bay.

San Francisco West Bay Light Rail - A project of the San Francisco West Bay Metropolitan Transportation Planning Board (SFWB-MTPB) to build a light rail line from the Harbor to the San Francisco West Bay.

OTHER PROGRAMS (Showing on map)

San Diego Light Rail - A project of the San Diego Metropolitan Transportation Planning Board (SDMTPB) to build a light rail line from the Harbor to San Diego.

San Jose Light Rail - A project of the San Jose Metropolitan Transportation Planning Board (SJMTPB) to build a light rail line from the Harbor to San Jose.

San Francisco Light Rail - A project of the San Francisco Metropolitan Transportation Planning Board (SFMTPB) to build a light rail line from the Harbor to San Francisco.

San Francisco Bay Area Light Rail - A project of the San Francisco Bay Area Metropolitan Transportation Planning Board (SFBA-MTPB) to build a light rail line from the Harbor to the San Francisco Bay Area.

San Francisco Peninsula Light Rail - A project of the San Francisco Peninsula Metropolitan Transportation Planning Board (SFPB-MTPB) to build a light rail line from the Harbor to the San Francisco Peninsula.

San Francisco East Bay Light Rail - A project of the San Francisco East Bay Metropolitan Transportation Planning Board (SFEA-MTPB) to build a light rail line from the Harbor to the San Francisco East Bay.

San Francisco North Bay Light Rail - A project of the San Francisco North Bay Metropolitan Transportation Planning Board (SFNB-MTPB) to build a light rail line from the Harbor to the San Francisco North Bay.

San Francisco South Bay Light Rail - A project of the San Francisco South Bay Metropolitan Transportation Planning Board (SFSB-MTPB) to build a light rail line from the Harbor to the San Francisco South Bay.

San Francisco Central Bay Light Rail - A project of the San Francisco Central Bay Metropolitan Transportation Planning Board (SFCB-MTPB) to build a light rail line from the Harbor to the San Francisco Central Bay.

San Francisco West Bay Light Rail - A project of the San Francisco West Bay Metropolitan Transportation Planning Board (SFWB-MTPB) to build a light rail line from the Harbor to the San Francisco West Bay.

Measure M Social Media & Outreach

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Rory is a senior citizen and veteran. He wants more options to get around Los Angeles. This is his story.



Roy O'Conner
Retired Veteran

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**Thank you.
Questions?**



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