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Agenda Number: 20.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
JANUARY 20, 2022**

SUBJECT: ORAL REPORT ON OPERATIONS RIDERSHIP AND HIRING

RECOMMENDATION

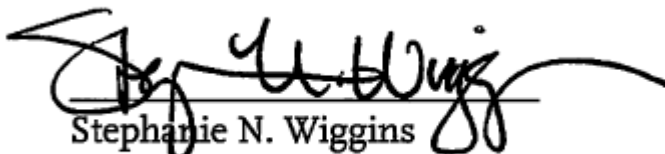
RECEIVE oral report on Operations ridership and hiring.

Equity Platform

Operations will collaborate with the Office of Equity and Race to identify and mitigate any concerns to ensure equitable outcomes relative to service.

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Stephanie N. Wiggins
Chief Executive Officer

ITEM 20

COO Oral Report
Super Bowl & Operations Service Update

Super Bowl Planning & Preparation - Update

Planning Team:

- Internal: DCOO (Co-Chair), Operations, Communications, SSLE, Finance, Planning and Real Estate
- External: LASEC/Host Committee, City of Inglewood/Traffic Management, SoFi, NFL, LADOT, City and County EM

Super Bowl Game Transit Strategy:

- Opportunity to increase Metro ridership on game day & encourage fans to “Go Metro to SoFi Stadium”
- Free Shuttles will run every 5-8 minutes from 10.45 a.m. at Hawthorne Lennox up through game start 3.30 p.m. and continuously for 90 minutes after game.
- Standby trains pre-game as needed to support 15-minute C Line (Green) service and upgrade 20 to 12 minute rail service after the game
- Promote parking and riding at C Line (Green) Stations
- Parking pricing strategy deployed to maximize parking revenue, help offset Metro costs, and minimize impacts to Hawthorne/Lennox area

Marketing/PR:

- The Super Bowl has gone live with promotion of all transportation options and event information, pre-sale parking goes live on 1/31/22
- Metro is pursuing advertising buys and all cross-promotional opportunities available



Super Bowl Planning & Preparation - Update

Super Bowl Fan Experience (LA Convention Center & LA Live):

- The week leading up to the main event, opportunity to increase Metro ridership on both bus/rail services

Cleanliness:

- Ensure Metro stations and transit centers, especially those in downtown LA/Union Station, Hawthorne Lennox and Norwalk are prepped and cleaned before/during all Super Bowl activities

Security & Law Enforcement:

- Continue to coordinate with NFL Super Bowl staff, Host Committee and local law enforcement

Super Bowl – Communications Strategy Info

Go Metro on Game Day

[Home](#) > [Ride Metro](#) > [Go Metro on Game Day](#)



Go Metro on Game Day

Go Metro to SoFi Stadium, the LA Coliseum, Banc of California Stadium or the Rose Bowl on game day. Metro's bus and rail lines will help get you past the traffic and parking hassles and straight to the action.

SoFi Stadium Shuttle | Super Bowl LVI

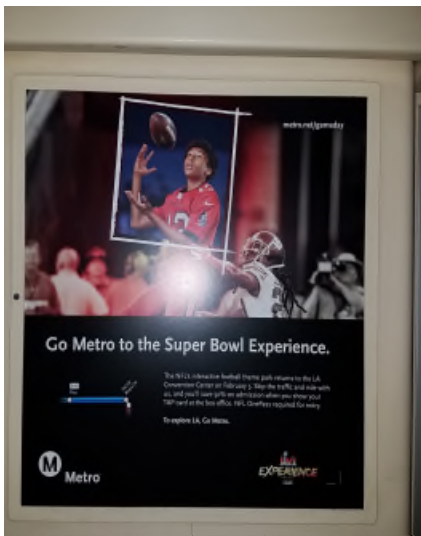
Go Metro to SoFi Stadium by connecting to the SoFi Stadium Shuttle at the C Line (Green) Hawthorne/Lennox Station. The express shuttle will operate between the Hawthorne/Lennox Station and SoFi Stadium during SoFi's regular- and post-season NFL games and **Super Bowl LVI**.

Before the game: Shuttle service will run every 5-8 minutes roughly 3 hours before kick-off.

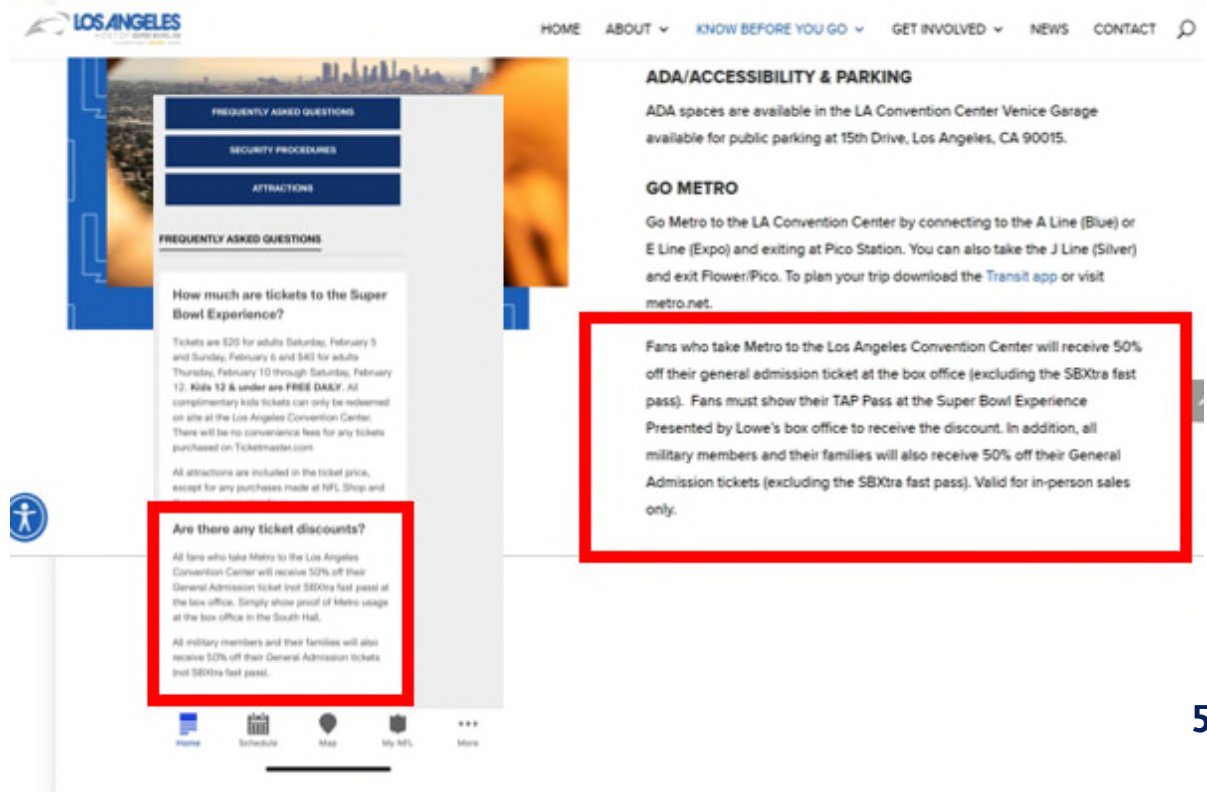
During the game: Shuttles will depart SoFi to the Metro C Line Hawthorne/Lennox Station as needed.

After the game: Shuttle service will run roughly 1.5 hours after each game.

The SoFi Stadium Shuttle is FREE, but normal fares apply for regular Metro Bus and Rail service and parking fees at [Metro Park & Ride lots](#).



Super Bowl – Communications Strategy Info



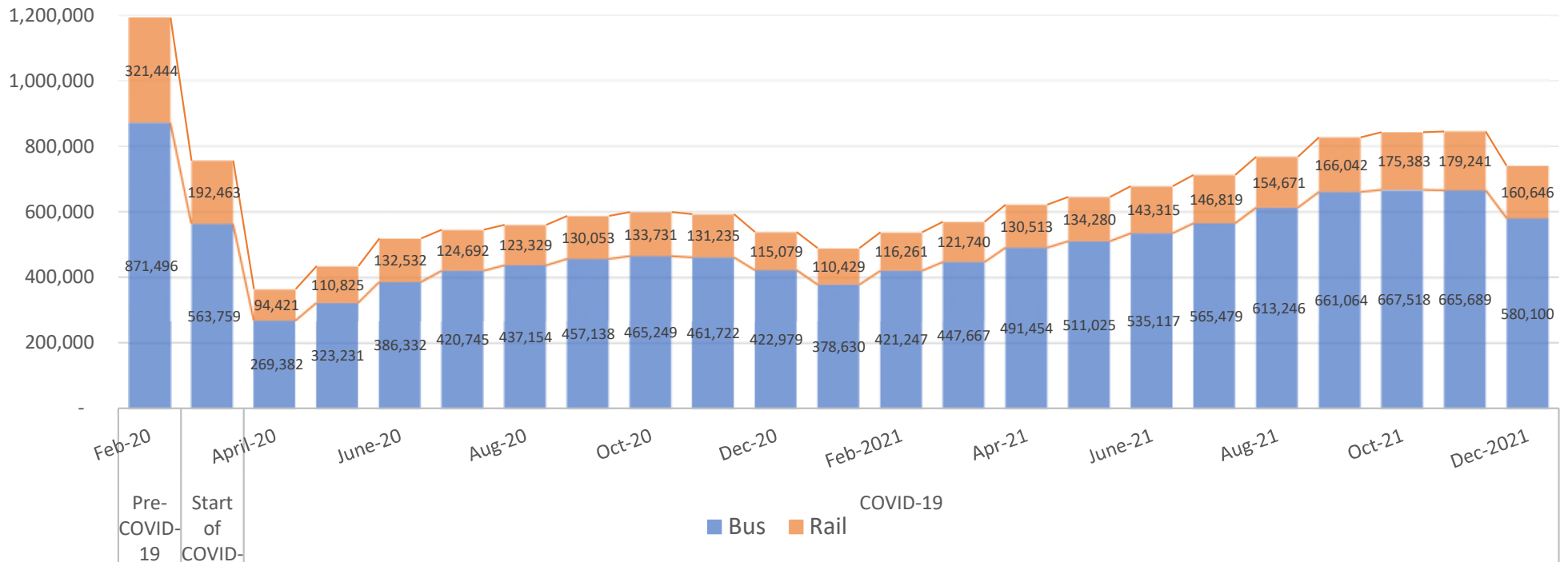
Metro Rider Perk

Save 50% on admission at Super Bowl Experience



Weekly Ridership Update

SYSTEMWIDE AVERAGE WEEKDAY RIDERSHIP



Ridership	Feb-20	Mar-20	April-20	May-20	June-20	July-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-2021
TOTAL	1,192,940	756,222	363,803	434,056	518,864	545,437	560,483	587,191	598,980	592,957	538,058	489,059	537,508	569,407	621,967	645,305	678,432	712,298	767,917	827,106	842,901	844,930	740,746

Ridership Analysis Relative to Equity Focused Communities

- **Bus:** Percent of all weekday bus activity occurring within Equity Focus Communities increased from 73% in Oct 2019 to 76% in Oct 2021 (bus stop data available month to month)
- **Rail:** Percent of all weekday rail activity occurring within Equity Focus Communities increased from 51.7% to 59.9% from FY19 to FY21 (rail station data available Fiscal Year level)

Metro Resumes Bus Fare Collection – January 10, 2022

Fare Discounts:

- Offering 6 months of discounted Low-Income Fare Is Easy (LIFE) passes
 - Prices from 1/10/22 through late July are:
 - \$26 for a 30-day pass (regularly \$76)
 - \$6.50 for a 7-day pass (regularly \$19.50)
- New LIFE riders will get 90 days of free rides starting 1/10/22, when fare collection restarts

Bus Operator Training & Customer Communication

- Bus Operators have been receiving ongoing training on de-escalation and resuming fares collection to ensure consistent communication
- Customers notified on system of fare resumption via farebox hoods, bus headsigns, TAP machines, station monitors, station announcement
- Utilize media platforms to communicate bus fare resumption
- Customer service representatives have also received bus fare collection, fare discount, and LIFE program information



Welcome aboard!
¡Bienvenido a bordo!

Metro bus fare collection resumes on January 10, 2022.

El cobro de tarifas de autobús de Metro se reanuda el 10 de enero de 2022.

Thanks for wearing a mask during your trip.

Gracias por usar una mascarilla durante su viaje.



Metro

Buy a pass.

Save half.

Regular 1-day, 7-day and 30-day passes are half off.

Visit metro.net/fares for details.



Metro

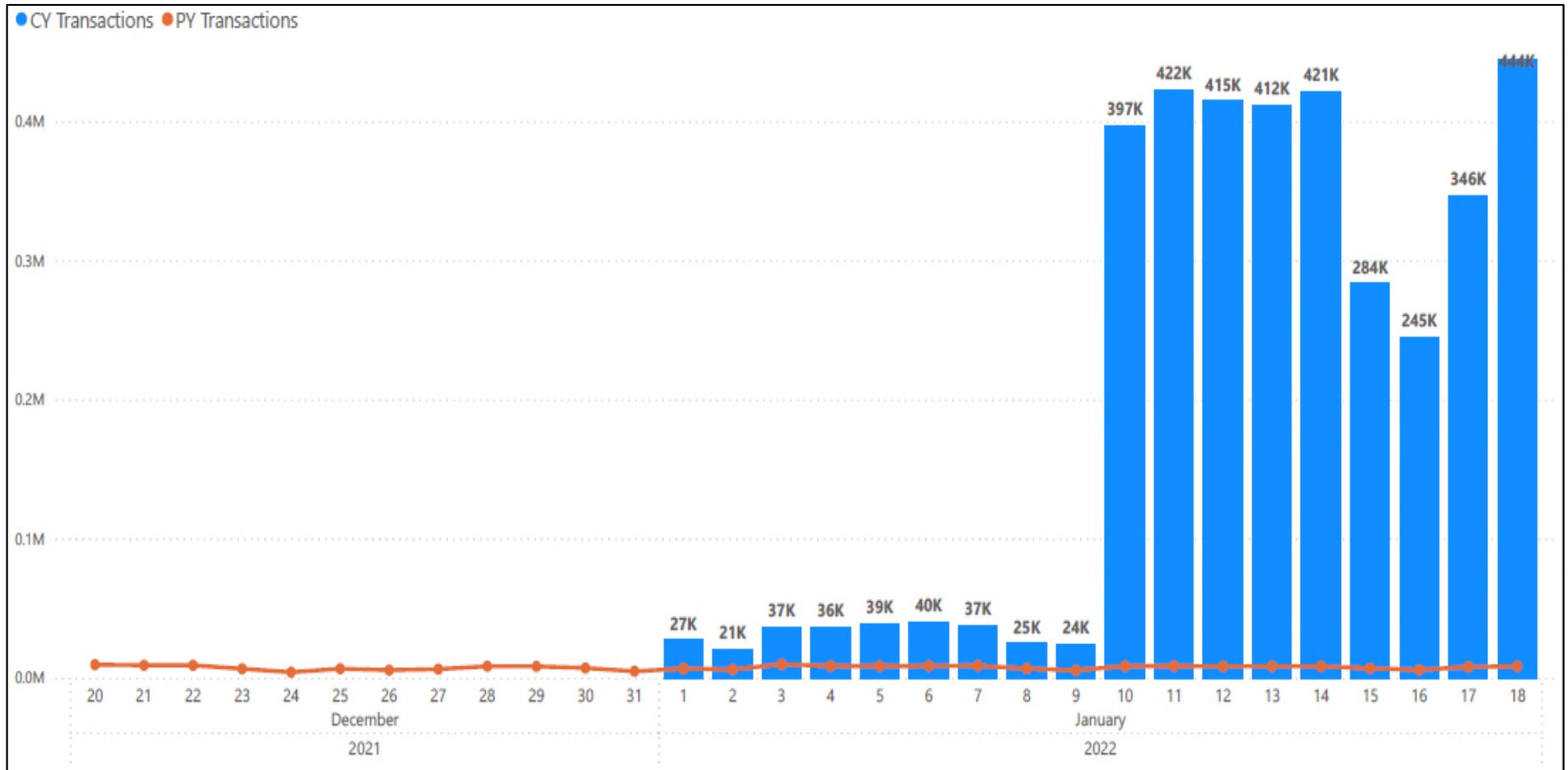


Metro Resumes Bus Fare Collection – Observations

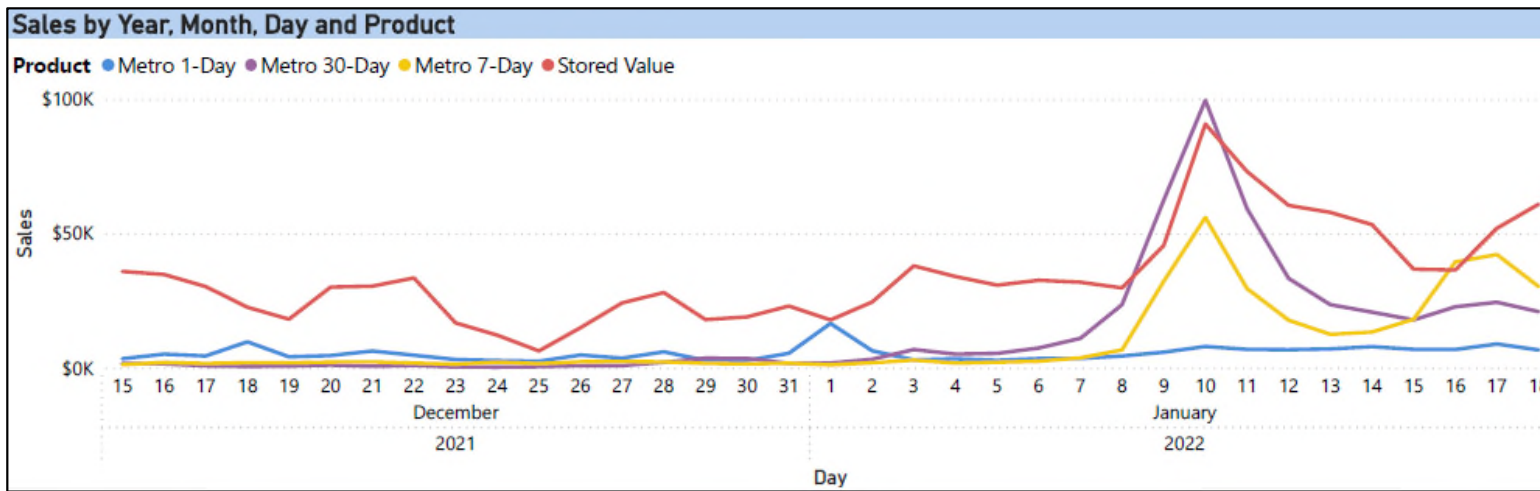
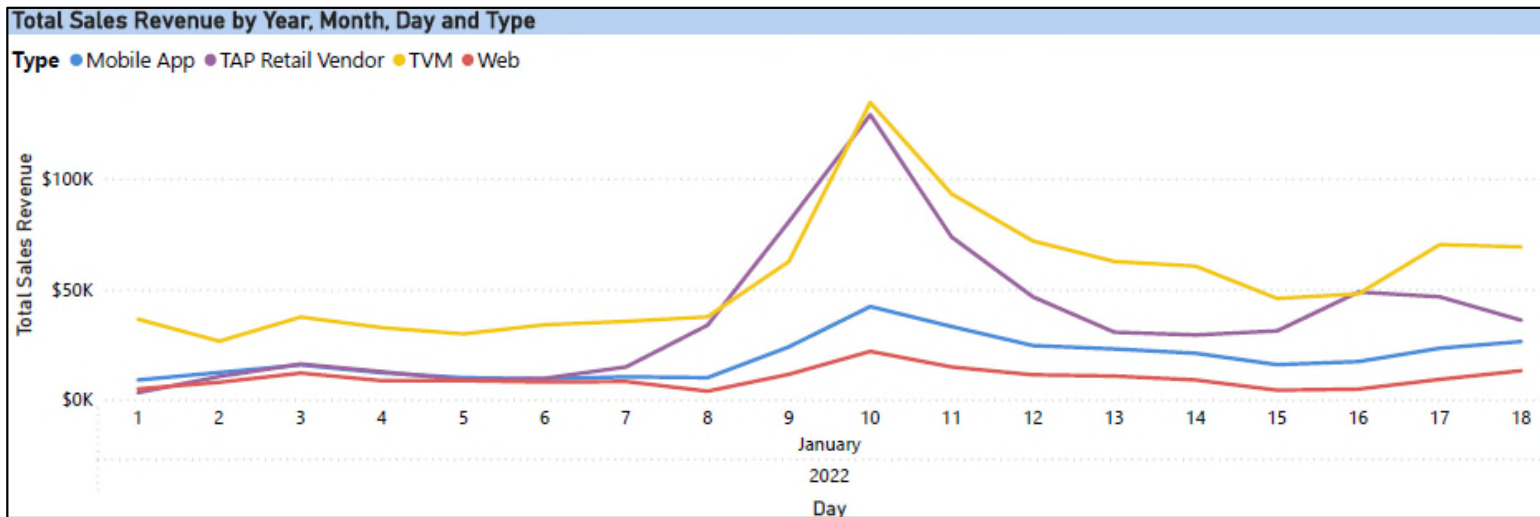
- The number of customer comments regarding fare resumption are minimal (about 5% of all comments received)
- Generally, customers are not opposed to the fare resumption, but they want better service quality such as reliability and cleanliness improved in line with fare payment and they expect everyone to comply with the fare policy
- No substantive impact on average dwell times, comparable to pre-Covid
 - ✓ Estimated impact per bus trip is 1-2 minutes, or 40 seconds per customer ride
- Customers appreciated TAP/LIFE staff and tables at major locations that do not have ticket vending machines



TAP Transactions Update



TAP Fare Types Update



December 2021 Service Change Implementation

- ❑ Changes were implemented Sunday 12/19/21:
 - ❑ Restructured 13 lines to better serve key destinations, operate more reliably, and coordinate better with municipal operators
 - ❑ Added trips on 18 bus lines for more capacity
 - ❑ Increased peak weekday light rail service to 8 min.
- ❑ Bus stop sign updates ready by start date
- ❑ Information at impacted stops two weeks prior
- ❑ Metro.net/MyBus site in place two weeks prior
- ❑ Multiple alerts issued on social media, print media
- ❑ Rider in-person outreach at key bus stops by agency staff



December 2021 Service Change Observations

- ❑ 24% of riders already knew about the changes:
 - ❑ Shows the value of in-person outreach
 - ❑ Riders expressed appreciation for updates
- ❑ Many riders using transit apps
- ❑ Few complaints, mostly about need to transfer
- ❑ Riders frustrated with cancelled service
- ❑ Staff also informed riders about fare collection restarting, LIFE program, pass discounts



MicroTransit Update

- In December 2021, Metro launched final Micro Zone under Metro's MicroTransit P3 Pilot
- Metro Micro UCLA/Westwood/VA Medical Center Zone launched on 12/12/21
 - Service runs Monday-Friday 9am-9pm
 - 1,184 trips provided in Micro Zone to-date
 - Customer experience ratings consistent with program-wide 4.85 of 5 stars rating



Snapshot:

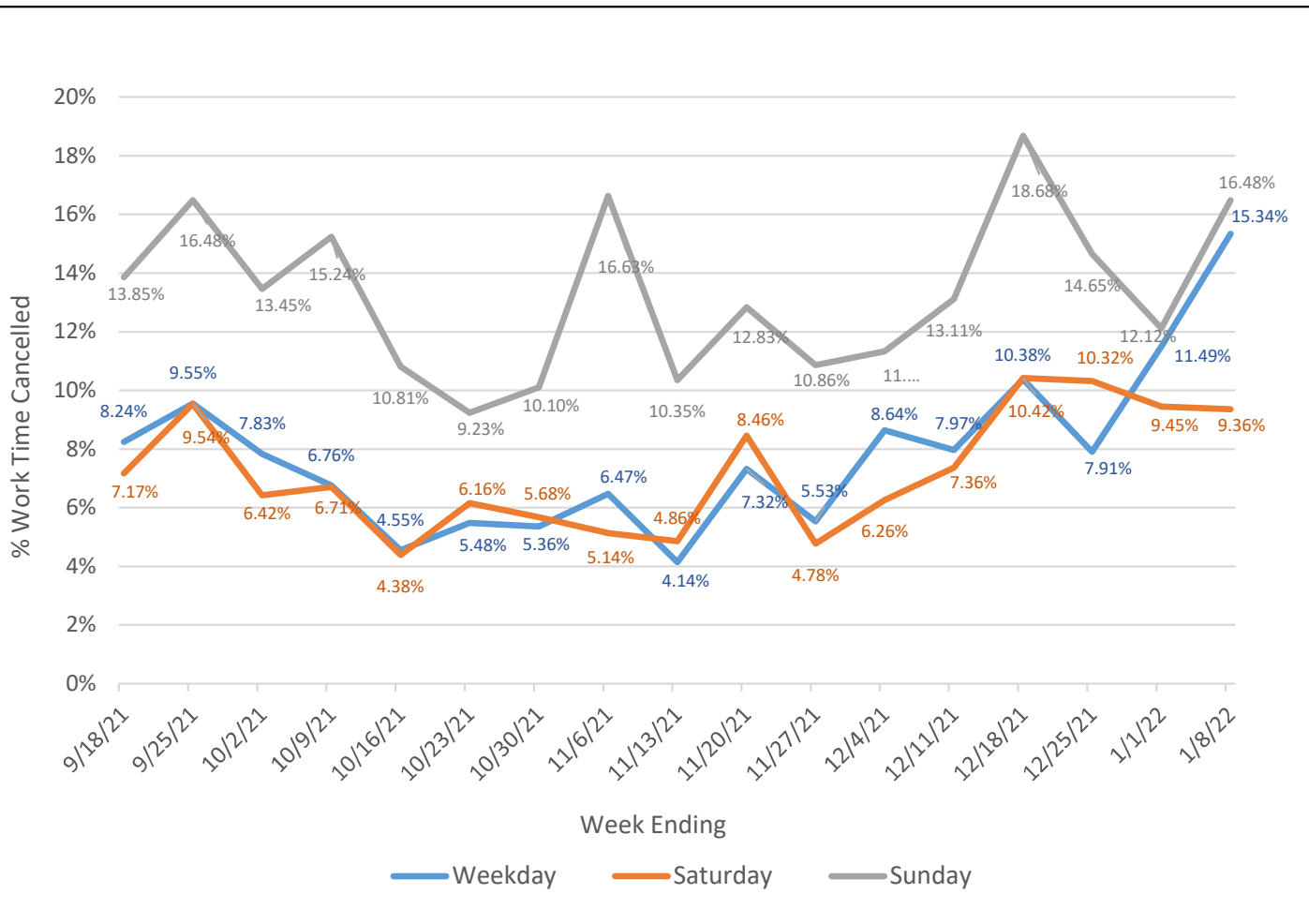
- Since service launch in Dec. 2021, Micro has served 250,000 plus trips across 8 unique Zones
- Micro now covers 165 square miles of LA County
- Daily ridership high in Jan. 2021 is 1,678 trips
- COVID resurgence has impacted workforce across all jobs
- Due to workforce shortages including our frontline operators, communications campaigns remain light for attracting riders until service reliability is improved



2022 Major Priorities:

- Increasing ridership
- Resolving workforce shortages
- Improving wait times and wayfinding
- Increasing linked trips
- Adding technical features to mobile app
- Further development of the business plan

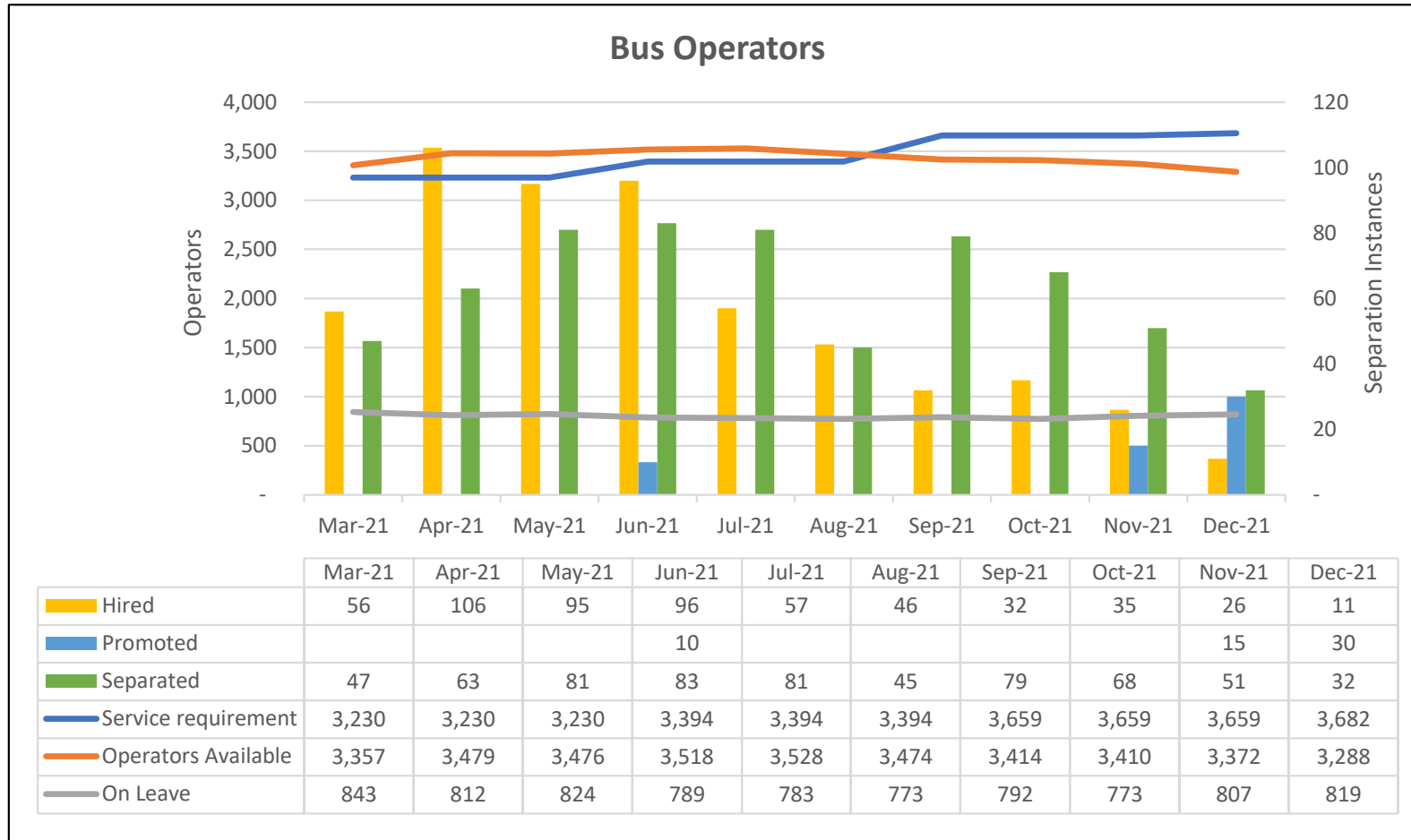
Bus Service Cancellations



Impacts of Cancellations

- Unreliable service with different trips cancelled each day
- Inconsistent headways
- Significant operator callbacks to cover cancelled assignments increases operator fatigue and burn out, impacting morale

Bus Operator Hiring vs. Separation



Operator separations outpacing hirings since July 2021

Bus Operator Loss Update

Reasons for Operator Shortage:

Despite hiring efforts, operations is currently in need of 433 bus operators and 37 rail operators due various reasons outlined below:

- **Turnover** - Approximately 378 operators have separated from the Agency since July 2021 for reasons ranging from retirements, personal reasons, misconduct, new job acceptance, and unsatisfactory performance
- **Absenteeism** – Such as sick, family medical leave, suspension, injury, labor code 233, emergency, missing out/unexcused absences, Metro required quarantine & vacations, etc.
- **Promotions to Supervisory Positions** - including vacancies from VSIP
- **Transfers to Other Metro Depts** – Approx. 45 operators transferred into other roles
- **Dec. 19, 2021 Service Changes** - Rail operator assignments increased by 13 to support 8 min peak LRT service (per the CBA, bus operators transfer to rail)
- **Rail Vehicle Testing/Project Support** - Rail operators needed to support on-going light and heavy rail vehicle testing

Impacts of operator shortage on cancellations:

- ✓ Pre-pandemic bus service cancellations averaged about 1-2%
- ✓ Bus service cancellations are currently trending at about 10-15%

Current Recruitment Efforts

- **3,845 applications received to date, and of those:**
 - **21% failed in various process stages**
 - **36% did not respond to scheduled appointments**
 - **28% are in process**
 - **15% 593 have been hired**
- **1,000 candidates are in process and of those:**
 - **20% take 30 days or more to receive Department of Justice (DOJ) results**
- **Additional recruitment efforts:**
 - **Continuing Bus Operator hiring events (next one scheduled for Feb 26, 2022)**
 - **Actively working with our union partners to hire back retirees**
 - **Streamlining recruitment process and making it customer-focused**

Cancellations vs Temp Service Reductions

Currently, we are cancelling roughly 10%-15% of bus service on weekdays.

- These cancellations are random which results in unreliable service with different trips cancelled each day
- In addition, cancellations result in inconsistent headways (e.g. if trips are scheduled every 15 min on a line (4 trips an hour), cancelling one of those trips(3 trips an hour) results in periodic 30 min gaps between buses within the 15 min service)
- Significant operator callbacks to cover cancelled assignments increases operator fatigue and burn out, impacting morale.

Temporarily reducing service will stabilize the system by improving service predictability and reliability for customers, even out headways and balancing bus loads, and improving the quality of life and allowing more rest between shifts for operators.

Proposed Service Adjustments

	BUS	RAIL
Service Adjustment	<p>Temporarily reduce 800k annualized Revenue Service Hours (RSH):</p> <ul style="list-style-type: none"> • 550k to reduce weekday cancellations from 10% to 5% • 250k to reduce OCB by 2/3 from every week to once every 3 weeks 	<p>Temporarily reduce service:</p> <ul style="list-style-type: none"> • B/D Lines from 10 to 15 min peak and 12 to 15 min midday and weekend service • A/C/E/L Lines from 8 to 10 min peak service
Scheduling Framework	<ul style="list-style-type: none"> • Adjust frequencies based on ridership and load standard • Maintain span of service and NextGen route structure • Maintain minimum frequency of 60 	<ul style="list-style-type: none"> • Adjust frequencies and consist length based on load standard
Benefits	<ul style="list-style-type: none"> • Improve service predictability and reliability for customers • Even out headways and balance bus loads • Reduce operator fatigue 	
Restoration Criteria	<p>Approx. three (3) months starting Feb 20, 2021</p>	