



Board Report

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**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
MARCH 17, 2022**

**SUBJECT: ORAL REPORT ON OPERATIONS AND MOTION 43 UPDATE**

**RECOMMENDATION**

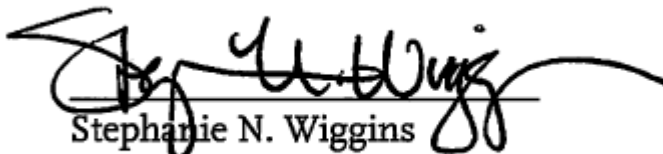
RECEIVE oral report on Operations ridership, hiring and Motion 43 response.

**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 19**

**COO Oral Report  
Operations Ridership & Motion 43 Update**

# MicroTransit Update

## Service Snapshot (as of 3/12/2022)

- Life of Program Boardings (12/12/20 – 3/12/22): 347,942
  - Boardings through January 2022: 218,461
  - 20% increase from January to early March
- Average weekday ridership: 1,850 (17% increase since January 2022)
- Average weekly ridership: 11,700 (17% increase since January 2022)
- Average wait time across the program: 17.63 minutes
  - Program KPI is maximum of 15 mins wait time for customers
- Average ride rating (most recent week): 4.84 of 5 stars
  - Program KPI is 4.5, last reported in October 2021 was 4.8 of 5 stars



## Hiring Update

- FY22 Budget: 147
- Active: 126
- Leave: 13
- In training: 5
- Training Duration: 5 weeks

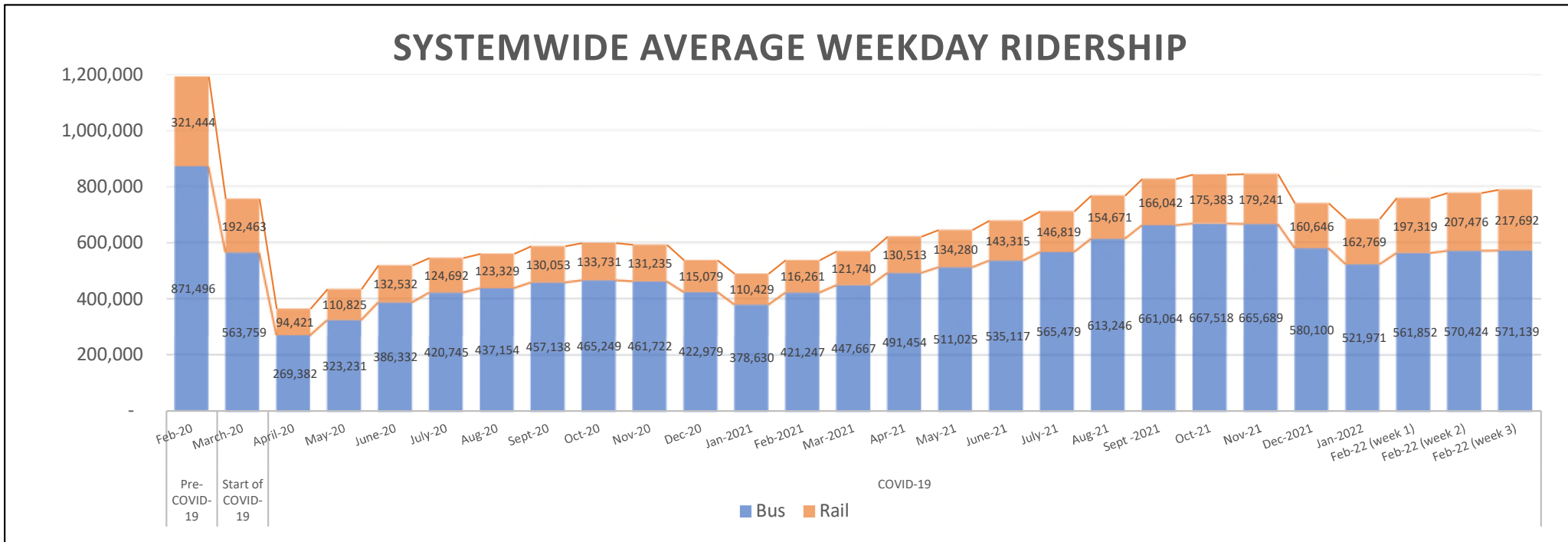
## Continued Focus On

- Bring Revenue Service Hours in-line with Customer Demand
- Right Size Staffing
- Fleet Rebalancing
- Ride Reliability
- Use Case Prioritization

## Next Board Update

Receive and File at April Committee as a follow-up to October Comprehensive Report

# Weekly Ridership Update



Rider-ship	Pre-COVID-19	Start of COVID-19	COVID-19																								
	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	Jan-2022	Feb-22 (week 1)	Feb-22 (week 2)	Feb-22 (week 3)
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	684,740	759,171	777,899	788,831

## 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 76.4% in Jan 2022 (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)

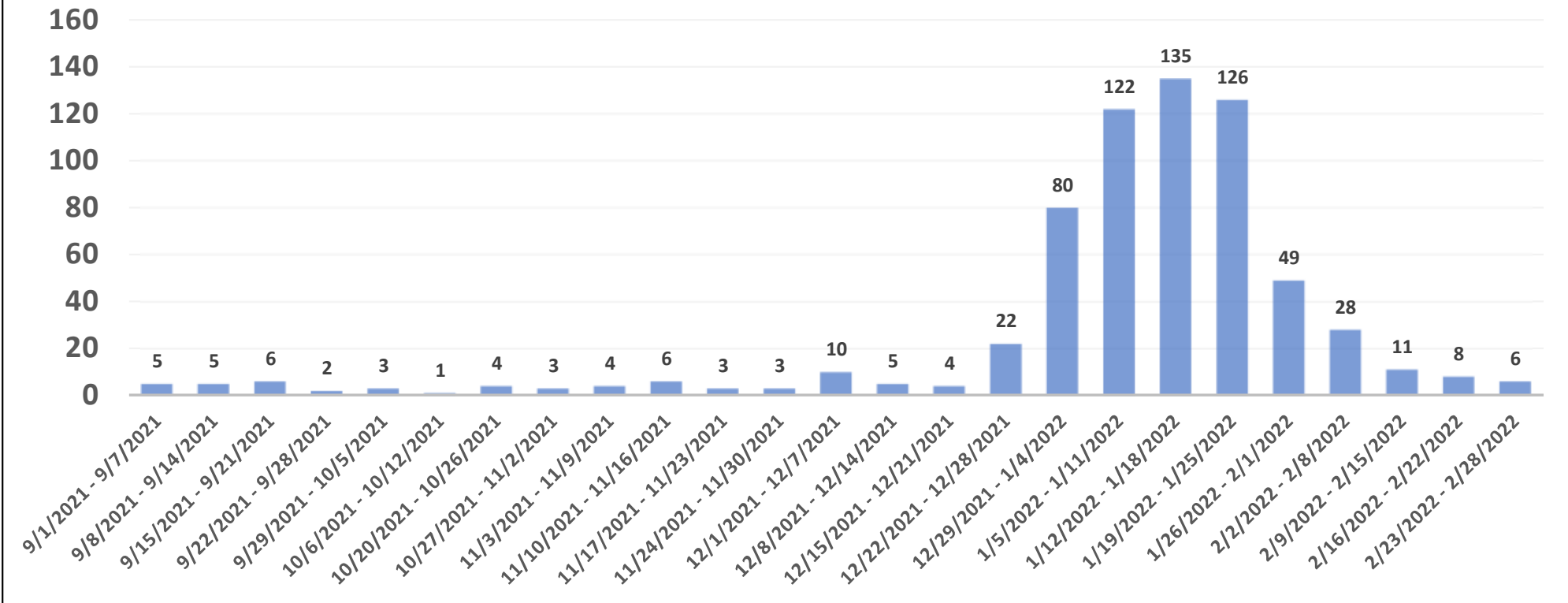
# Service Restoration Conditions Update

The following is an update on the four criteria monitored for full-service restoration:

1. Operator COVID status
2. Operator Staffing Level
3. Minimized cancelled service
4. Minimized ordered call backs (OCBs)

# Operator COVID Status

Operator  
Confirmed Covid Cases  
September 2021 - February 2022



- **Goal: no more than 30 new COVID cases per month for operators**
- **January 2022 total: 459 operator cases**
- **February 2022 total: 58 operator cases**

# Operator Staffing Level

	Week ending			Week ending			Week ending			Week ending		
	2/5/2022			2/12/2022			2/19/2022			2/26/2022		
Operator	Bus	Rail	Total	Bus	Rail	Total	Bus	Rail	Total	Bus	Rail	Total
Need*	3,677	326	4,003	3,677	326	4,003	3,677	326	4,003	3,677	326	4,003
Active	3,129	294	3,423	3,138	308	3,446	3,132	309	3,441	3,095	310	3,405
Deficit	-548	-32	-580	-539	-18	-557	-545	-17	-562	-582	-16	-598

- As of 2/26/22, there is a 598 operator deficit

\*Need = operator need to return to full service (or 4,003 operators)

# Recruitment Efforts- New Streamed Lined Process

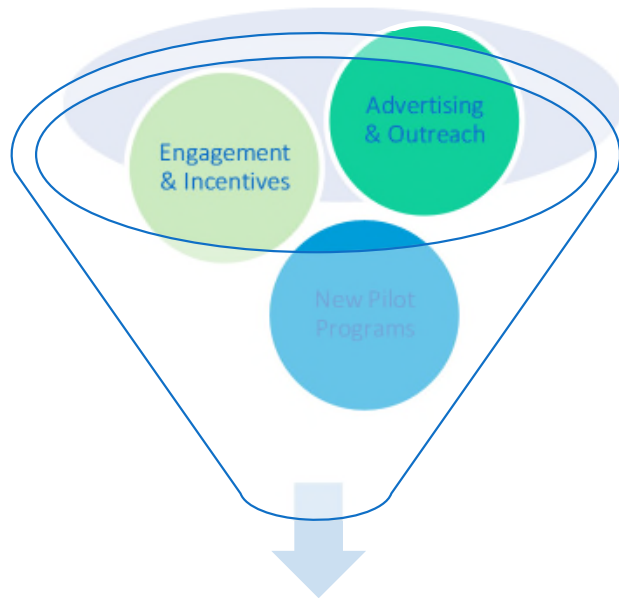
## Recruitment Status-- February 5th to March 11th:

- 414 - New Applicants received and are in the selection process
- 437 - Candidates are pending conditional offers
- 85 - Candidates with conditional offers ready to begin training
- 154 - Employees in training





# Operator Hiring & Recruitment Efforts



Hiring & Retaining Bus Operators

## > **Implemented:**

- Starting Pay increase to \$19.12 (6-month pilot) – 18% increase in applications submitted since February 1<sup>st</sup>
- Increased training class size from 25 to 85 to accommodate increased conditional offers
- Held Bus Operator Hiring Event on February 26, 2022 and registered 177 candidates.

## > **Continue employee engagement, incentive, and hiring programs**

- Weekend Rewards
- New Hire Sign-On Bonus
- Employee Referral Program
- In-Person Hiring Events – Scheduled for April 2, 2022

# Bus Operators Separations During Training

	FY19	FY20	FY21
<b>Total Separations</b>	<b>687</b>	<b>629</b>	<b>503</b>

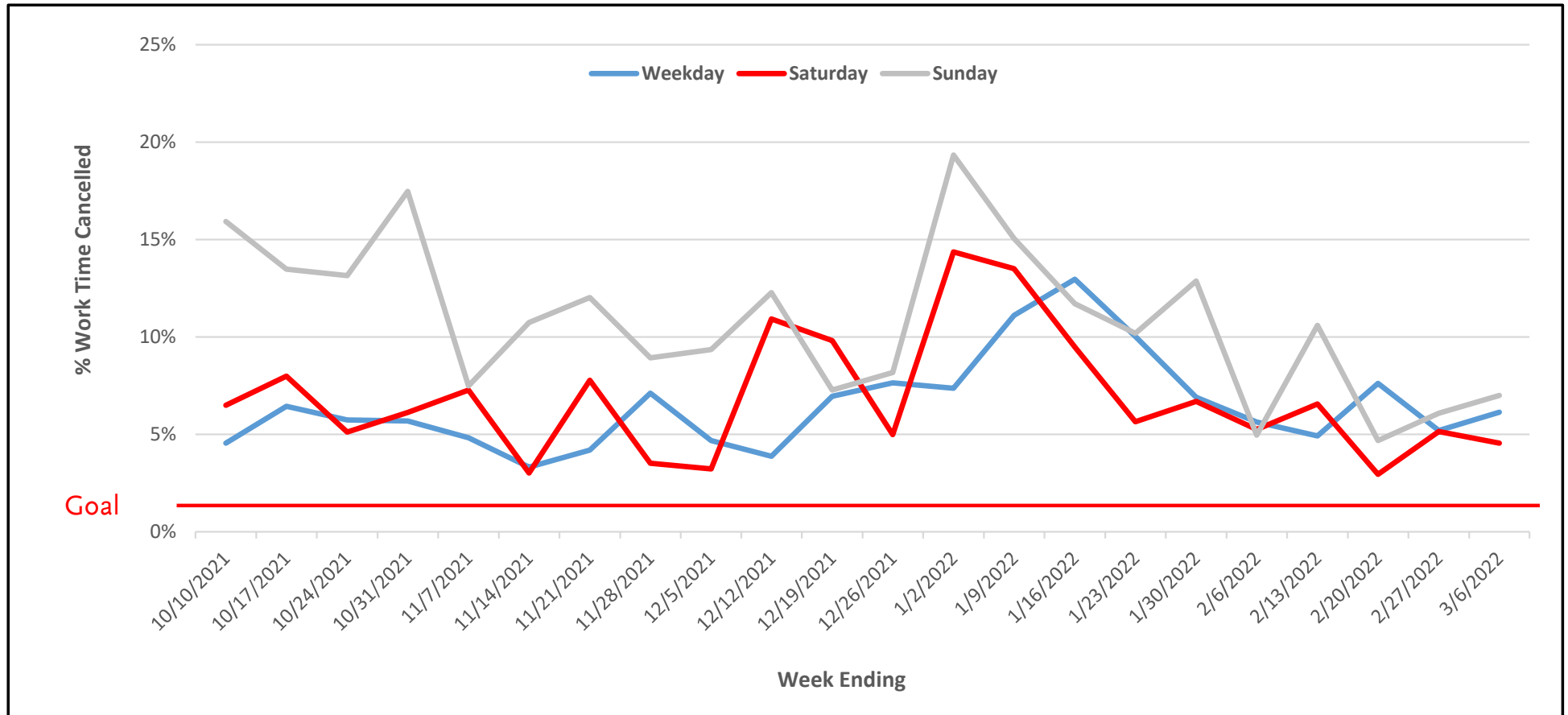
<b>Separated During Training</b>	<b>256</b>	<b>239</b>	<b>101</b>
<b>% of all Separations</b>	<b>37.3%</b>	<b>38.0%</b>	<b>20.1%</b>

	FY22								
	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 22	Feb 22	FY22 YTD
<b>Total Separations</b>	<b>82</b>	<b>49</b>	<b>79</b>	<b>72</b>	<b>59</b>	<b>48</b>	<b>47</b>	<b>23</b>	<b>459</b>

<b>Separated During Training</b>	<b>26</b>	<b>10</b>	<b>8</b>	<b>15</b>	<b>6</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>79</b>
<b>% of all Separations</b>	<b>31.71%</b>	<b>20.41%</b>	<b>10.13%</b>	<b>20.83%</b>	<b>10.17%</b>	<b>4.17%</b>	<b>17.02%</b>	<b>17.39%</b>	<b>17.21%</b>

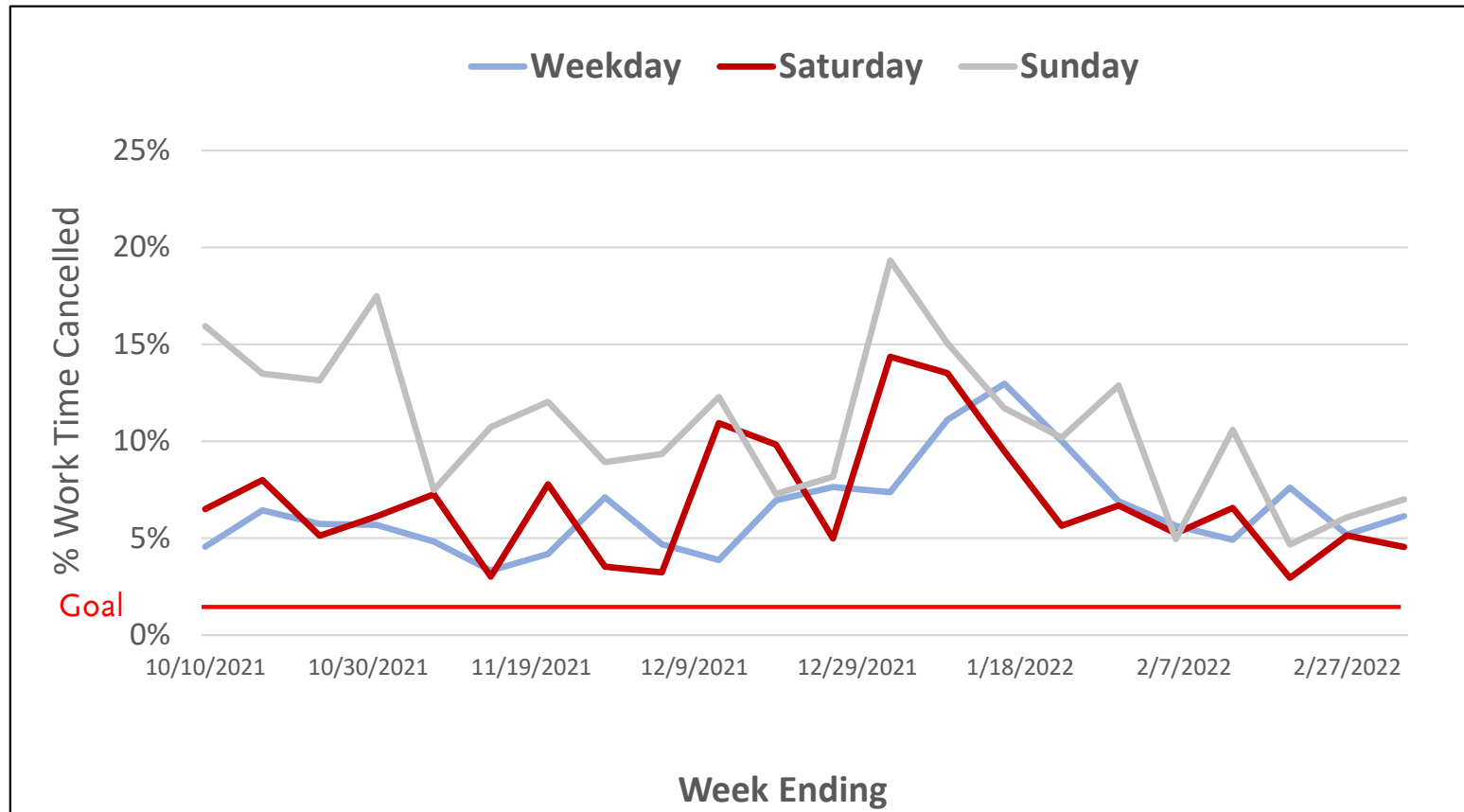
- **As of February 2022, retention is trending upward for Bus Operator Training**

# Cancelled Service (Directly Operated)



- Goal: No more than 2% systemwide bus service cancellations
- Week ending 2/26/22 averages:
  - 2.3% Weekday (compared to 13% week of 2/24/22 – 2/18/22)
  - 4.0% Saturday (compared to 9.8% on Saturday 2/19/22)
  - 9.1% Sunday (compared to 15% on Feb 6 and 28% on Feb 13 Super Bowl)

# Cancelled Service (Contract Services)



- Goal: No more than 2% systemwide bus service cancellations
- Week ending 2/27/22 averages:
  - 5% weekday (compared to 8% week of 2/20/22)
  - 5% Saturday (compared to 3% week of 2/20/22)
  - 6% Sun (compared to 5% week of 2/20/22)

# Directly Operated Cancellations by Line – Exceeding 5% (Since 2/20/22 Service Change)

Line	Name	Next Gen Tier	% Cancelled Trips since 2/20 service change	% Cancelled Trips before 2/20 service change	% within EFC*	Area
018	Whittier & 6th St	1	12.34%	21.2%	85%	East LA-West LA
045	Broadway	1	10.49%	20.7%	98%	South LA-Downtown-Lincoln Hts
240	Reseda	1	9.43%	25.3%	13%	San Fernando
016	3rd St	1	8.37%	18.0%	48%	Downtown - West Hollywood
020	Wilshire	1	8.33%	19.8%	35%	Downtown - Santa Monica
060	Long Beach	1	8.09%	15.8%	71%	South LA-Downtown
002	Sunset	1	7.94%	19.3%	56%	Downtown - Westwood
066	8th St	1	7.37%	16.4%	87%	East LA- Downtown- Wilshire
053	Central Av	1	7.22%	25.1%	72%	South LA- Downtown
754	Vermont Rapid	1	7.19%	44.7%	100%	Hollywood-South LA
210	Crenshaw	1	7.06%	26.3%	63%	Hollywood-South LA
081	Figueroa	2	6.58%	23.9%	71%	Eagle Rock-DTLA-South LA
158	Devonshire-Woodman	4	6.40%	9.0%	13%	San Fernando
051	Avalon	1	6.32%	18.1%	71%	South LA- Downtown
010	Melrose-Avalon	2	5.95%	14.4%	79%	South LA- Downtown-Westlake
014	Beverly-Adams	2	5.82%	16.2%	70%	West LA- Downtown
040	Hawthorne	1	5.71%	24.1%	62%	South Bay - Downtown
251	Soto	1	5.67%	17.0%	79%	South LA- Eagle Rock
207	Western	1	5.47%	29.6%	89%	Hollywood-South LA
055	Compton	2	5.29%	15.7%	93%	South LA- Downtown
150	Topanga-Ventura	3	5.18%	21.4%	27%	San Fernando
180	Los Feliz	1	5.09%	13.2%	44%	Hollywood- Pasadena

# Contract Services Cancellations by Line – Exceeding 5% (Since 2/20/22 Service Change)

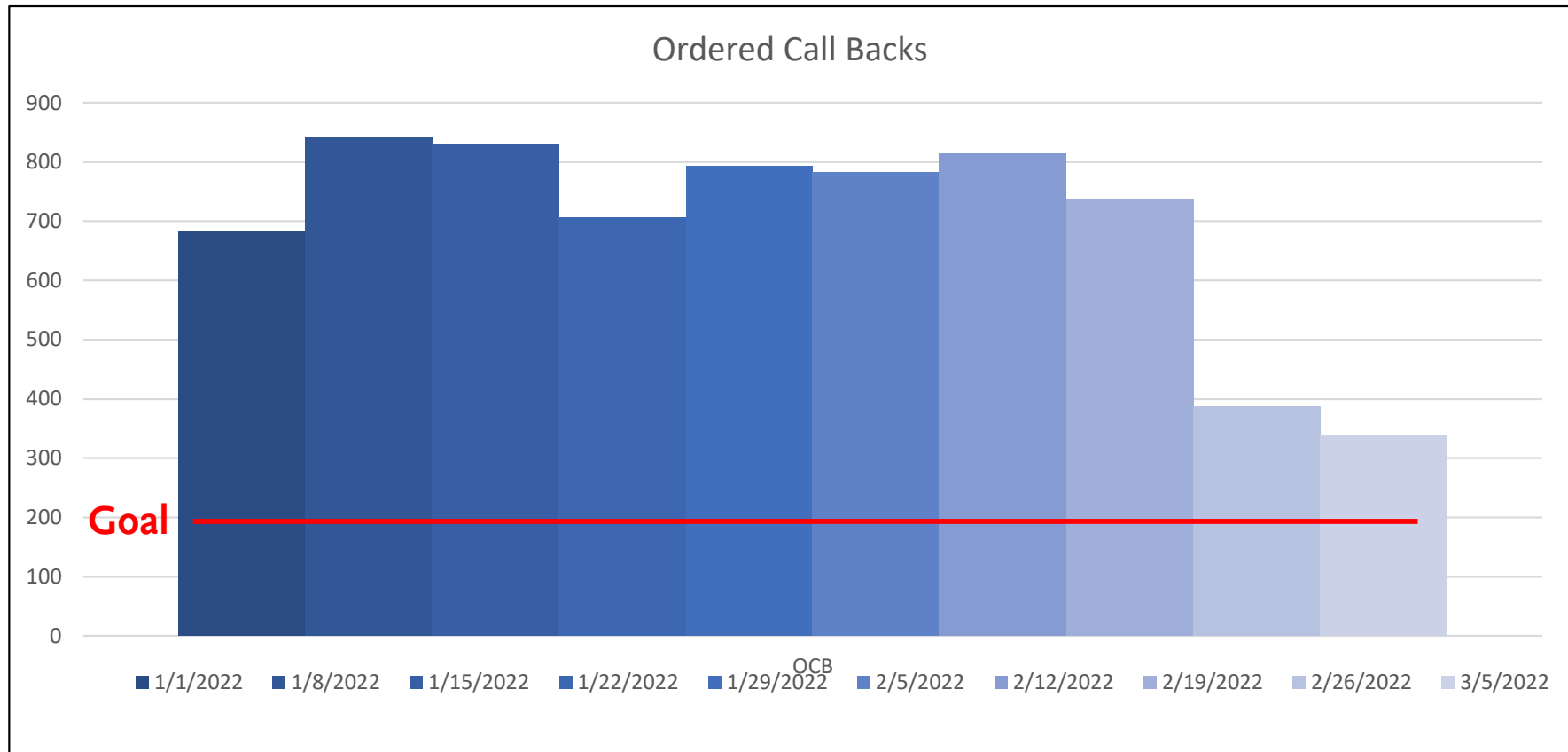
Line	Name	Next Gen Tier	% Cancelled Trips since 2/20 Service Change	% Cancelled Trips before 2/20 Service Change	% within EFC	Area
96	Griffith Pk Dr	4	9.44%	5.23%	50%	Downtown LA - Burbank
266	Rosemead Bl	3	9.43%	15.23%	30%	Sierra Madre - Lakewood
603	San Fernando Rd - Rampart St - Hoover St	2	7.62%	5.64%	73%	Glendale - Downtown LA
232	Sepulveda Bl - Pacific Coast Hwy	3	7.43%	16.20%	29%	LAX - Long Beach
128	Alondra Bl	4	6.67%	6.32%	34%	Compton - Cerritos
256	Eastern Av - Av 64 - Washington Bl	4	6.03%	7.54%	35%	Commerce - Sierra Madre
205	Wilmington Av - Vermont Av	3	5.36%	10.26%	29%	Willowbrook - San Pedro

# Cancelled Service by Division (Since 2/20/22 Service Change)

Directly Operated Divisions	EFC* (Y/N)	Scheduled Worktime	Canceled Worktime	Percent Cancelled	From Dec 19, 2019-February 19, 2022
1 - Downtown LA	Y	16,670	1,193	7%	15%
2 – Downtown LA	Y	16,866	896	5%	12%
3 – Cypress Park	Y	15,005	578	4%	12%
5 – South LA	Y	15,427	332	2%	17%
7 – West Hollywood	N	20,029	1,007	5%	13%
8 – Chatsworth	N	17,095	636	4%	15%
9 – El Monte	Y	16,283	251	2%	9%
13 – Downtown LA	N	16,057	244	2%	14%
15 – Sun Valley	Y	20,516	190	1%	8%
18 – South Bay	N	23,199	932	4%	17%
<b>Total</b>		<b>177,146</b>	<b>6,259</b>	<b>4%</b>	<b>13%</b>
Contract Services Divisions	EFC* (Y/N)	Scheduled Worktime	Canceled Worktime	Percent Cancelled	From Dec 19, 2019-February 19, 2022
95 - Southland	N	5,204	343	7%	11%
97 - MV	N	8,003	390	5%	7%
98 - Transdev	N	6,877	396	6%	9%
<b>Total</b>		<b>20,083</b>	<b>1,129</b>	<b>6%</b>	<b>7%</b>

\*Equity Focused Communities

# Ordered Call Backs



- **Goal: No more than 200 mandatory (ordered) call backs per week systemwide**
- **January 2022 ordered call back average: 771**
- **Ordered call backs for week of Feb 27- March 5: 338**



# Status of Conditions for Service Restoration

	GOAL	LAST TIME ACHIEVED GOAL	STATUS (week ending 2/5/22)	STATUS (week ending 2/27/22)	
Operator COVID Cases	30 or less per month	Nov 2021	459 Jan 2022 (month)	58 Feb 2022 (month)	
Operator Staffing Level	4,003 operators	Pre-Covid	3,423	3,405	
Cancelled Service	2% or less per day	May 2021	11.0% weekday 8.0% Sat 20.0% Sun	2.3% weekday 4.0% Sat 9.1% Sun	
Ordered Call Backs	200 or less per week	Dec 2020	766 per week	387 (338 for week ending 3/5/22)	

# Operator Retention Survey

**Start Date:** Tuesday, February 22, 2022

**End Date:** Ongoing

**Objective:** Survey at least 500 operators to better understand Operator pain points and discover opportunities to improve conditions for frontline employees in order to retain more operators

**Strategy:** Survey team to visit all 10 bus Divisions and Metro Micro locations. Created a QR Code to take the survey from a mobile device. Survey is anonymous and confidential.

**Progress to Date:**

- As of 3/14/22: 642 responses
- Full time: 522
- Part time: 120

**Preliminary Findings Include**

**Opportunities for improvement and reasons why Operators consider leaving Metro:**

- Low Pay
- Safety
- Stress

**Next Steps:** Continue to review and analyze data, and concentrate on a set of actionable & feasible deliverables to ultimately retain and attract operators for Metro



# Operator Retention Survey – Additional Information

## Preliminary Survey Highlights

Q8. I enjoy being an Operator

- 62% favorable
- 12% unfavorable
- 26% declined to answer

Q13. I am satisfied with the benefits Metro offers me

- 51% favorable
- 21% unfavorable
- 28% declined to answer

## Operator Sample Responses to Open Ended Questions

Q11. What do you like most about being an Operator?

*“I really enjoy driving busses from our fleet and helping the public. We make it look easy but it’s a true skill set that takes years to master.”*

*“There is an importance of being an operator and my passengers make me feel great when they appreciate my performance on the road.”*

*“The independence involved. Just you and your bus.”*

# Operator Retention Survey – Additional Information

**Q18. What suggestions do you have to create a better Operator work environment?**

*“Provide more running time during rush hours. More layover time. Have better restrooms facilities at layovers.”*

*“Just having more moral support for operators. We deal with a lot.”*

*“I had no transportation experience and because I’m a rookie I have been on and off the extra board. I am surprised how many hours I work weekly with only one day off. Do you think one day off is enough? I understand the shortage of drivers but why is it our problem. I know for sure as operators we are fatigued. Metro should really think about rotating days off. One week OCB the following week two days off.”*

*“The main issue for every operator is uncontrollable safety from our passengers. Daily we are faced with immense danger from passengers who simply would just like to cause harm, along with passengers who are very intoxicated. These passengers threaten us and physically attack us and there’s nothing we can do. They make the ride uncomfortable for all passengers and scare customers away from taking our system.”*

# Exit Interview Process Improvement

## •Exit Interviews

- On February 28, 2022, Metro began a robust exit interview survey that will provide additional data to inform retention strategies:

- Questions now include:

- What prompted you to leave Metro?

- Did you take advantage of Metro's Career Pathway Programs?

- How did you feel about your salary and benefits?

- How frequently did you discuss your career goals with your manager?

- The following are questions that focus on Bus Operators who are leaving in training:

- Did anything happen during your training that you were dissatisfied with?

- Could Metro have done anything better or differently?

- Did your instructors provide you with accurate information?

- Do you feel the training at Operations Central Instruction was helpful?

- Do you feel the training was difficult? If yes, what difficulties did you have with the training?

- Do you feel that Metro cares about your work environment?

- How would you rate the overall Bus Operator training?

# Operator Wellness & Mental Health Information

Metro has a robust Employee Assistance Program (EAP) through its contractor Guidance Resources. We respond to the mental health and wellness needs of employees who are victims of assault while on assignment by offering:

- **Traumatic Incident Counseling Program (TICP)**
  - Immediate telephonic support service offered for employees directly involved or witnessing a trauma directly
  - Symptoms of trauma are assessed, strategies for self care are provided, and emergency services if necessary
  
- **Critical Incident Stress Management (CISM)**
  - Onsite counselors are dispatched to offer debriefing services including grief counseling for fatalities, near miss, employee assaults, and accidents
  
- **Employee Initiated Confidential Counseling Services**
  - Available 24/7 via web, mobile app and phone

# Operator Safety

- Law enforcement partners and SSLE Community Liaisons attend monthly Division Rap sessions with rail and bus operators to share safety initiatives, tips, build relationships with operators and hear their safety concerns to help enhance safety strategies.
  - ✓ Will work with the Divisions to extend these sessions to custodial staff
- Weekly newsletter launched on 2/24/22 to address safety and security tips, wellness, emergency preparedness, and other safety topics
- Bystander Training is being finalized and will introduce operators to scenario-based training for response options

## *Safety Begins With Me*

WEEK OF FEBRUARY 18, 2022  
ISSUE 0001

### METRO TRANSIT SECURITY SAFETY BULLETIN



"See Something, Say Something" has been a recurring mantra in the public safety consciousness since 2010. The concept is simple, but sometimes we need a little help understanding WHO to report WHAT kinds of incidents to. The below graphic is a quick-reference guide, and this bulletin will help you decide which resource to call.

Quick Reference Card

SITUATION	RESOURCE	CONTACT INFORMATION
Emergency	Local Law Enforcement	9-1-1
Suspicious Activity	Security Operations Center (SOC)	(213) 922-7600
Workplace Behavior Concerns	H.E.A.R. Office	(213) 922-4270

See or experience something that needs our attention?  
The **LA Metro Transit Watch app** is a quick, easy and anonymous way for you to directly connect to Metro Security anytime. Use the app to report suspicious activity or safety issues.

Metro

## Bienvenidos a Metro

- Tap into the labor market of individuals who do not speak English as their primary language.
- Provide job opportunities and potential career paths
- Allows Metro to offer job candidates a way gain the English proficiency required for this job classification
- Continue to advance equity and diversity in the workplace
- Program is still in the conceptual phase and will require a multi-partnership approach including internal and external stakeholders to advance and/or accelerate



# Development of an English Second Language (ESL - Spanish) Bus Operator Training Program - Concept

## Bienvenidos a Metro - Concept

- Program is still in the conceptual phase and will require a multi-partnership approach including internal and external stakeholders to advance and/or accelerate
- One avenue to be considered is a program that will teach English proficiency to those whose native language may not be English with an emphasis on transportation concepts and terminology for seamless movement into successful completion of bus operator training and DMV licensing obtainment
- Requires addressing unknown challenges and resource needs such as:
  - Existing state requirements including:
    - DMV Skills Tests (pre-trip, skills, and road tests) are to be conducted in English only
    - DMV Applicant and Examiners are not allowed to communicate in any language other than English during the Skills Tests
  - Attaining the expertise required to launch this concept
  - Identifying employment status

# Next Steps

- **Continue to monitor February 20, 2022 service changes and adjust as necessary in an equitable manner**
- **Continue to monitor conditions to minimize impact of service reductions**
- **Continue achievement of conditions for full service restoration**