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Agenda Number: 21.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
MAY 19, 2022**

SUBJECT: ORAL REPORT ON OPERATIONS AND SERVICE RESTORATION UPDATE

RECOMMENDATION

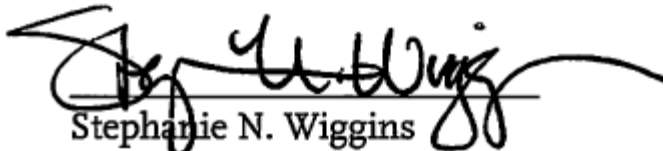
RECEIVE oral report on Operations ridership, hiring and Motion 43 response.

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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ITEM XX

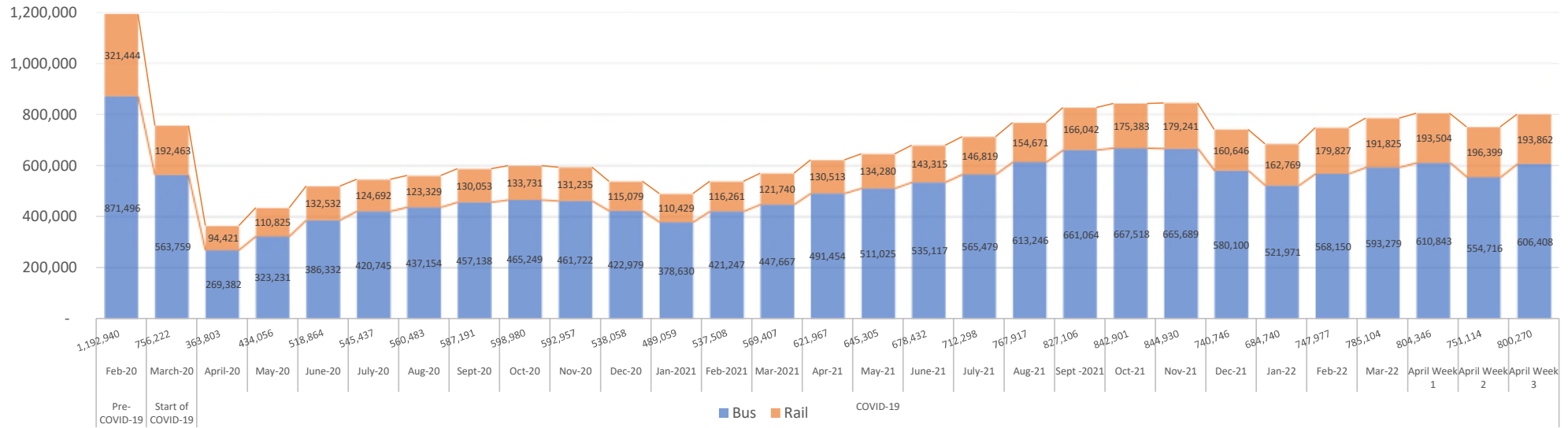
COO Oral Report Operations Ridership & Service Restoration Update



Operations, Safety & Customer Experience Committee Meeting
May 19, 2022

Metro Bus Service Levels

SYSTEMWIDE AVERAGE WEEKDAY RIDERSHIP



Ridership	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-21	Jan-22	Feb-22	Mar-22	April Week 1	April Week 2	April 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	747,977	785,104	804,346	751,114	800,270

Ridership Analysis Relative to Equity Focused Communities

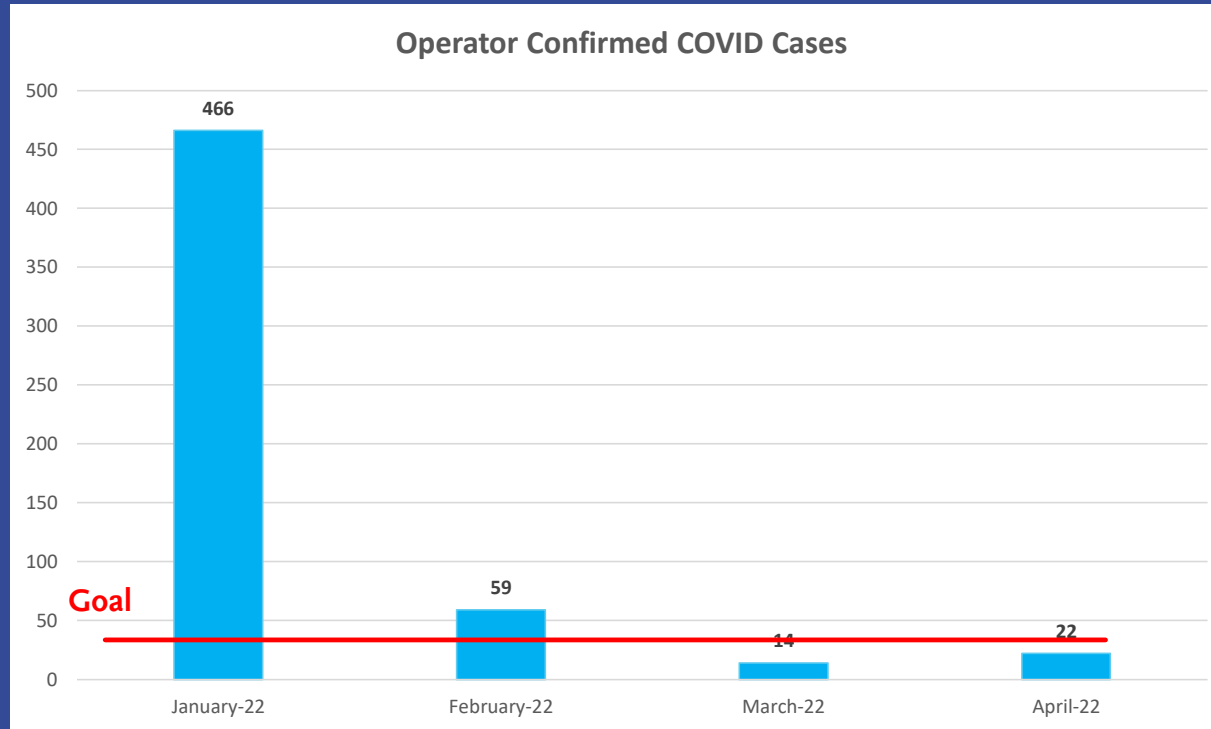
- Bus: Percent of all weekday bus activity occurring within Equity Focus Communities increased from 73% in Oct 2019 to 76.2% in March 2022 (bus stop data available month to month)
- Rail: Percent of all weekday rail activity occurring within Equity Focus Communities increased from 51.7% to 59.9% from FY19 to FY21 (rail station data available Fiscal Year level)

Status of Conditions for Service Restoration

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

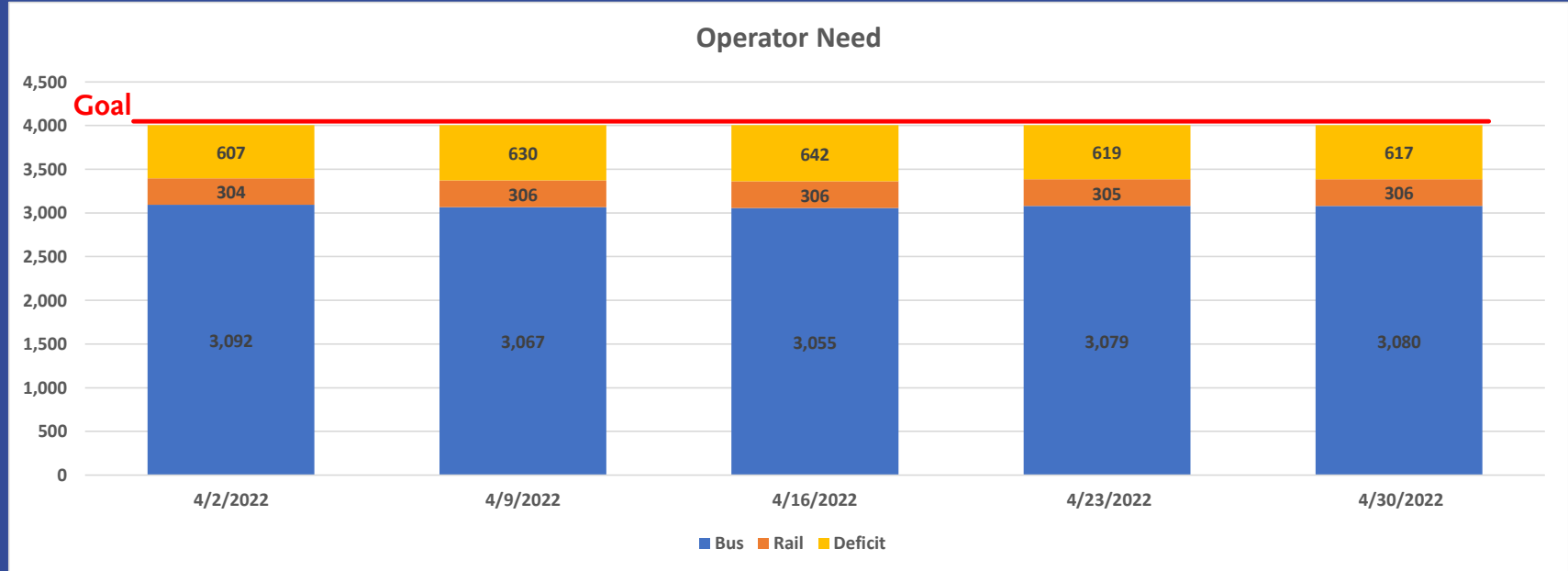
1. Operator COVID Status
2. Operator Staffing Level
3. Minimized Cancelled Service
4. Minimized Ordered Call Backs (OCBs)

Operator COVID Status



- Goal: no more than 30 new COVID cases per month for operators
- April 2022 total: 22 operator cases

Operator Staffing Level



	4/2/2022	4/9/2022	4/16/2022	4/23/2022	4/30/2022
Active					
Bus	3,092	3,067	3,055	3,079	3,080
Rail	304	306	306	305	306
Total	3,396	3,373	3,361	3,384	3,386
Deficit	607	630	642	619	617
<i>Operations Central Instruction (OCI)</i>					
<i>Students</i>	<i>186</i>	<i>225</i>	<i>140</i>	<i>237</i>	<i>180</i>

- As of 4/30/22, there is a 617-operator deficit, however there are 180 students in training
- Need = operator need to return to full service (or 3,667 bus and 326 rail, 4,003 total operators)



Metro

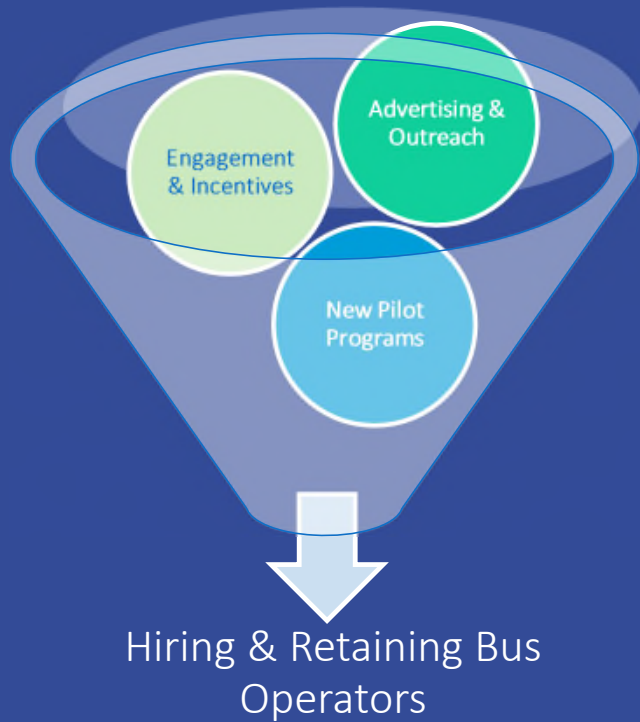
Recruitment Efforts- New Streamed Lined Process

Recruitment Status – April 1 – 30:

- 352 - New Applicants received and are in the selection process
- 176 - Candidates are pending conditional offers
- 273 - Candidates with conditional offers ready to begin training
- 180 - Employees in training



Operator Hiring & Recruitment Efforts



➤ Implemented:

- Held a Bus Operator Hiring Event on April 2, 2022 which yielded 115 conditional offers
- Implementing Spark Hire, an automatic interviewing platform in an effort to streamline the Bus Operator interview process and will begin the roll-out in July 2022

➤ Continue employee engagement, incentive, and hiring programs

- Weekend Rewards
- New Hire Sign-On Bonus
- Employee Referral Program
- Booth at LA County Fair on May 14-15, 2022
- In-Person Hiring Event – Scheduled for May 21, 2022 at East Los Angeles Community College

Bus Operator Separations During Training

	FY19	FY20	FY21
Total Separations	685	629	504

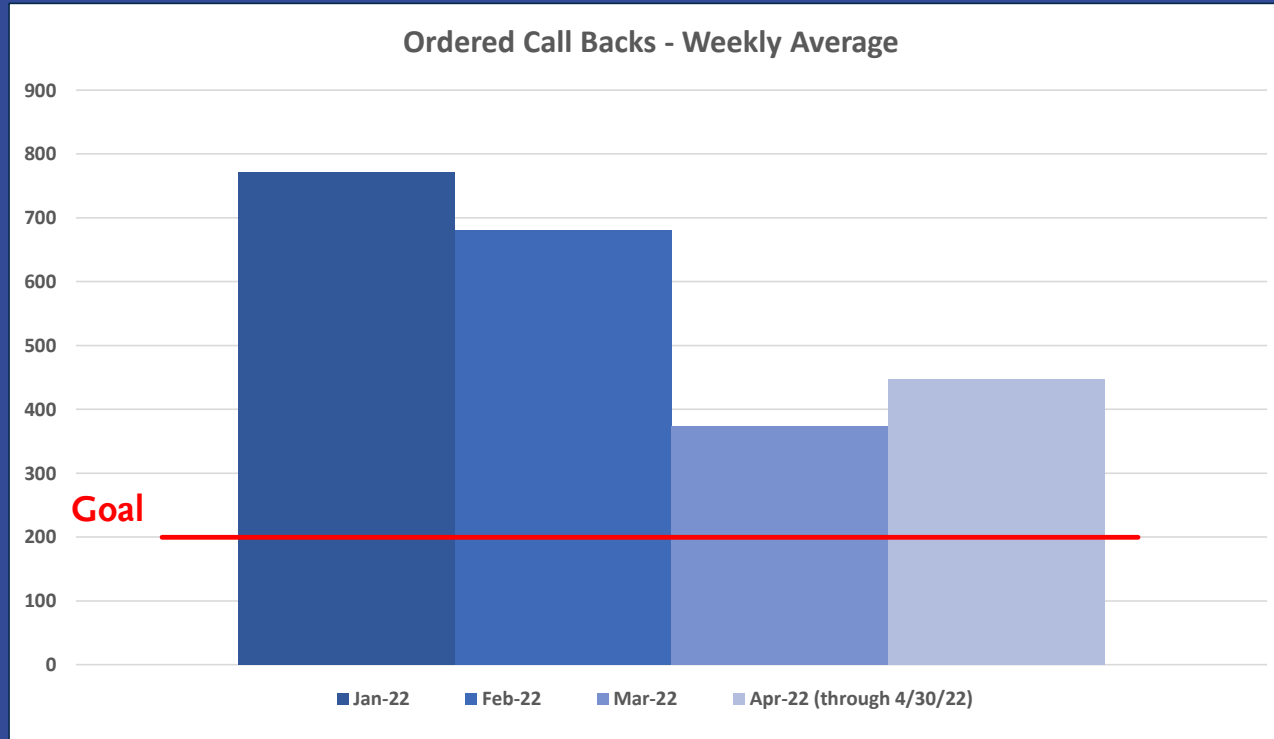
Separated During Training	256	239	101
% of all Separations	37.4%	38.0%	20.0%

	FY22										FY22 YTD
	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 22	Feb 22	Mar 22	Apr 22	
Total Separations	83	48	80	72	60	49	53	55	70	40	610

Separated During Training	26	10	8	15	6	2	8	12	14	23	124
% of all Separations	31.33%	20.83%	10.00%	20.83%	10.00%	4.08%	15.09%	21.82%	20.00%	57.50%	20.33%

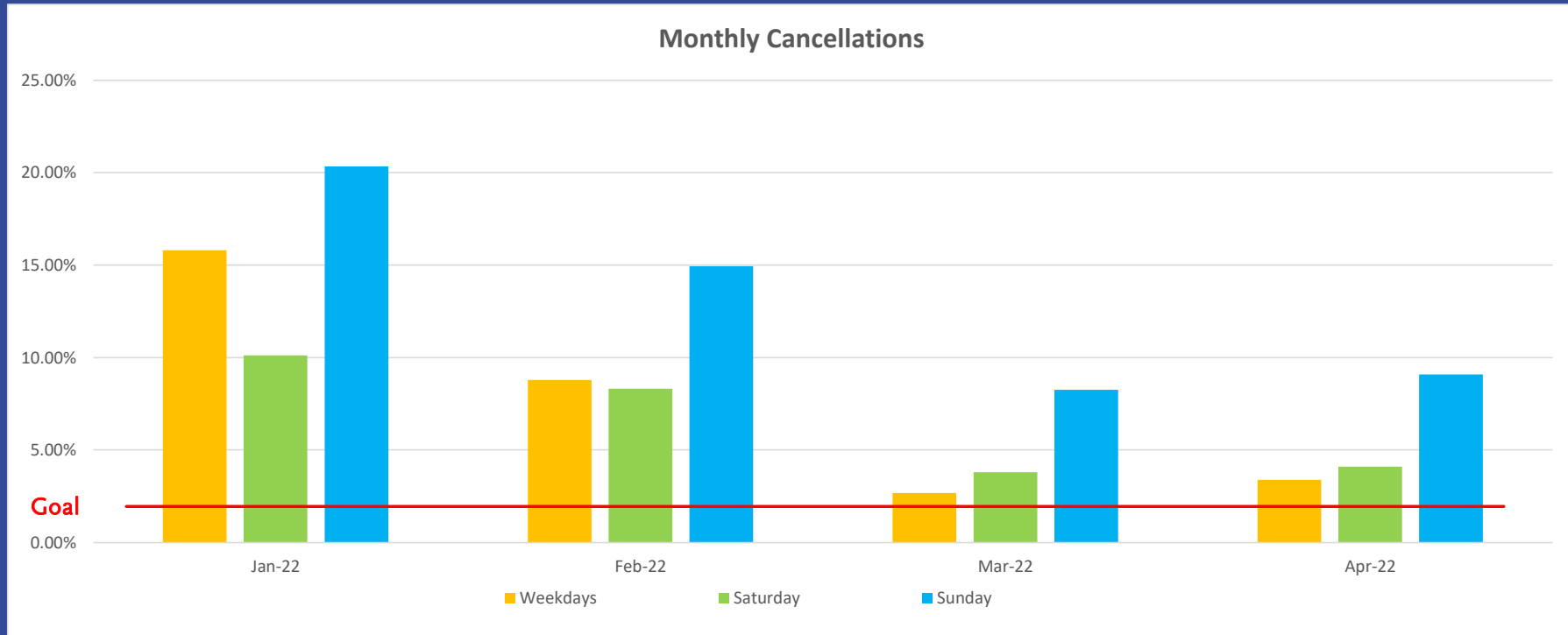
- As of April 2022, retention is trending upward for Bus Operators Training

Ordered Call Backs



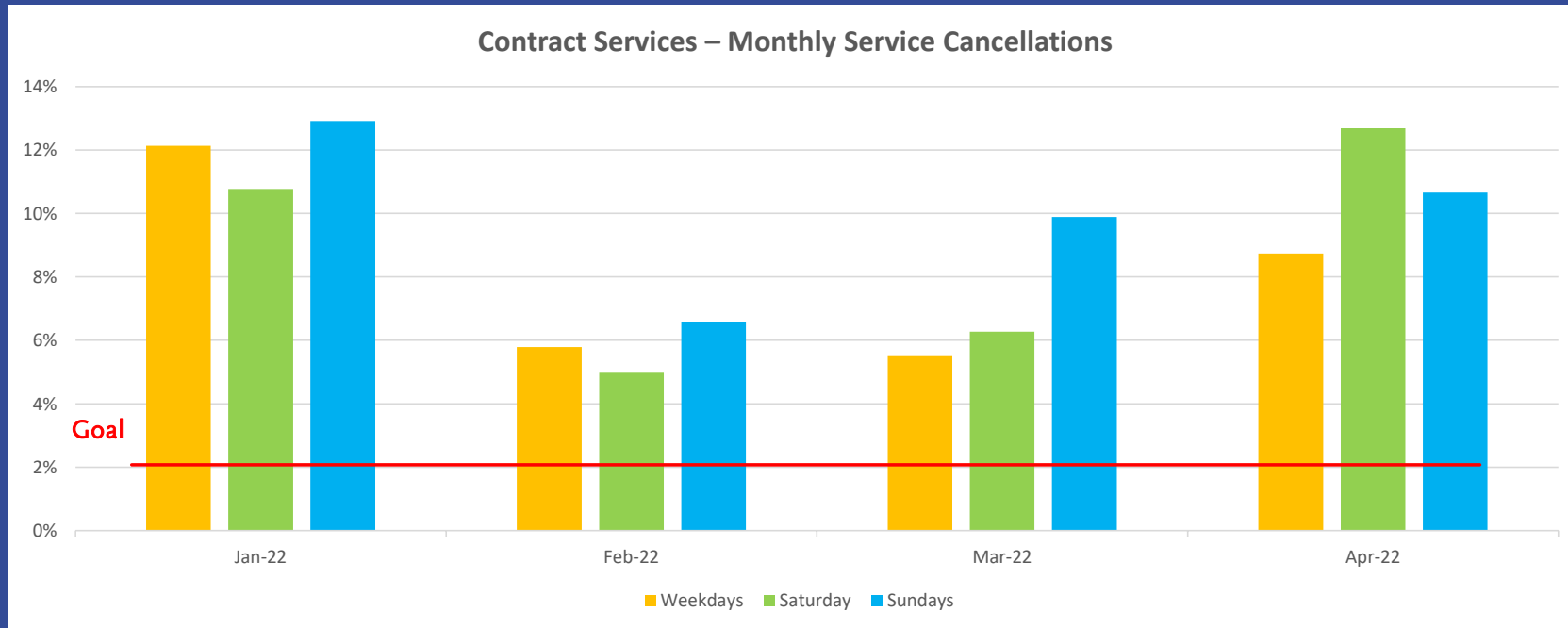
- Goal: No more than 200 mandatory (ordered) call backs per week systemwide
- February 2022 ordered call back average: 681
- Ordered call backs for week ending 4/23: 432

Cancelled Service (Directly Operated)



- **Goal: No more than 2.00% systemwide bus service cancellations**
- **Week ending 4/30/22 averages:**
 - 3.39% Weekday (compared to 15.81% in January 2022)
 - 4.10% Saturday (compared to 10.11% in January 2022)
 - 9.08% Sunday (compared to 20.31% in January 2022)
- January 2022 “No Show” Complaints: 454
- April 2022 “No Show” Complaints: 144

Cancelled Service (Contract Services)



- Goal: No more than 2.00% systemwide bus service cancellations
- Week ending 4/30/22 averages:
 - 9.00% Weekday (compared to 10.00% in January 2022)
 - 13.00% Saturday (compared to 10.00% in January 2022)
 - 11.00% Sunday (compared to 13.00% in January 2022)
- Action: June 2022 Service Adjustments planned to significantly reduce cancellation rates for Contract Services bus service

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

Line	Name	Next Gen Tier	% Cancelled Trips since 2/20 Service change	% Cancelled Trips before 2/20 Service change	% within EFC*	Area
240	Reseda	1	8.40%	25.30%	13%	San Fernando
18	Whittier & 6th St	1	7.90%	21.20%	85%	East LA-West LA
20	Wilshire	1	7.30%	19.80%	35%	Downtown - Santa Monica
210	Crenshaw	1	6.80%	26.30%	63%	Hollywood-South LA
53	Central Av	1	6.50%	25.10%	72%	South LA- Downtown
45	Broadway	1	6.40%	20.70%	98%	South LA-Downtown-Lincoln Hts
204	Vermont	1	6.30%	19.10%	100%	Hollywood-South LA
2	Sunset	1	6.00%	19.30%	56%	Downtown - Westwood
66	8th St	1	5.90%	16.40%	87%	East LA- Downtown-Wilshire
150	Topanga-Ventura	3	5.60%	21.40%	27%	San Fernando
207	Western	1	5.50%	29.60%	89%	Hollywood-South LA
14	Beverly-Adams	2	5.50%	16.20%	70%	West LA- Downtown
115	Manchester	1	5.40%	16.70%	48%	South Bay -Gateway
40	Hawthorne	1	5.40%	24.10%	62%	South Bay - Downtown
60	Long Beach	1	5.30%	15.80%	71%	South LA-Downtown
28	Olympic	1	5.10%	13.70%	44%	West LA- Downtown
754	Vermont Rapid	1	5.10%	44.70%	100%	Hollywood-South LA

Contract Services Cancellations by Line – Exceeding 5% (Since 2/20/22 Service Change through 4/30/22)

Line	Name	Next Gen Tier	% Cancelled Trips since 2/20 Service Change	% Cancelled Trips before 2/20 Service Change	% within EFC	Area
232	Sepulveda Bl - Pacific Coast Hwy	3	13.67%	16.20%	29%	LAX - Long Beach
603	San Fernando Rd - Rampart St - Hoover St	2	9.88%	5.64%	73%	Glendale - Downtown LA
177	JPL	4	9.86%	5.04%	15%	Pasadena
266	Rosemead Bl	3	9.34%	15.23%	30%	Sierra Madre - Lakewood
205	Wilmington Av - Vermont Av	3	8.51%	10.26%	29%	Willowbrook - San Pedro
96	Griffith Pk Dr	4	7.91%	5.23%	50%	Downtown LA - Burbank
125	Rosecrans Av	3	7.43%	10.91%	42%	El Segundo - Norwalk
167	Plummer - Coldwater Canyon	4	6.78%	1.59%	28%	Chatsworth - Studio City
605	LAC + USC Med Center Outpatient Shuttle	2	6.71%	5.50%	100%	Los Angeles - Boyle Heights
577	I-605 Freeway	4	6.10%	6.81%	14%	El Monte - Long Beach
501	North Hollywood - Pasadena Express	3	5.26%	4.20%	18%	North Hollywood - Pasadena
256	Eastern Av - Av 64 - Washington Bl	4	5.16%	7.54%	35%	Commerce - Sierra Madre

- **Action:** To address increased service cancellations for Contract Services, temporary adjustments will be implemented in June 2022 to service frequencies for lines 125, 177, 232, 501, 577, 603, 605, including the transfer of Line 130 to Long Beach Transit
- Other contracted lines not changed due to higher ridership or already minimum frequencies

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

Directly Operated Divisions	EFC* (Y/N)	Scheduled Worktime	Cancelled Worktime	Percent Cancelled	From Dec 19, 2019-February 19, 2022
1 - Downtown LA	Y	125,417	8,475	7%	15%
2 – Downtown LA	Y	127,594	5,304	4%	12%
3 – Cypress Park	Y	113,098	2,553	2%	12%
5 – South LA	Y	116,485	3,195	3%	17%
7 – West Hollywood	N	150,896	7,998	5%	13%
8 – Chatsworth	N	129,210	4,232	3%	15%
9 – El Monte	Y	122,947	1700.9	1%	9%
13 – Downtown LA	N	121,166	5,465	5%	14%
15 – Sun Valley	Y	154,780	2361.517	2%	8%
18 – South Bay	N	175,058	9,223	5%	17%
Total		1,336,652	50,506	4%	13%

Contract Services Division	EFC*(Y/N)	Scheduled Worktime	Cancelled Worktime	Percent Cancelled	From Dec 19, 2019-February 19, 2022
95 - Southland	N	24,829	1,835	7%	11%
97 - MV	N	37,820	3,164	8%	7%
98 - Transdev	N	32,503	2,392	7%	9%
Total		95,152	7,391	8%	7%



Status of Conditions for Service Restoration

	GOAL	LAST TIME ACHIEVED GOAL	STATUS (week ending 2/5/22)	STATUS (week ending 4/30/22)	
Operator COVID Cases	30 or less per month	Nov 2021	459 Jan 2022 (month)	22 Apr 2022 (month)	
Operator Staffing Level	4,003 operators	Pre-Covid	3,423	3,386*	
Cancelled Service	2.00% or less per day	May 2021	11.00% weekday 8.00% Sat 20.00% Sun	3.39% weekday 4.10% Sat 9.08% Sun	
Ordered Call Backs	200 or less per week	Dec 2020	766 (per week in Jan 2022)	432	

* Operator staffing level does not represent candidates yielded from the March/April 2022 hiring events as they must successfully complete a two-month training and are currently not counted in active operator counts

Framework for Full Service Restoration



Service Quality

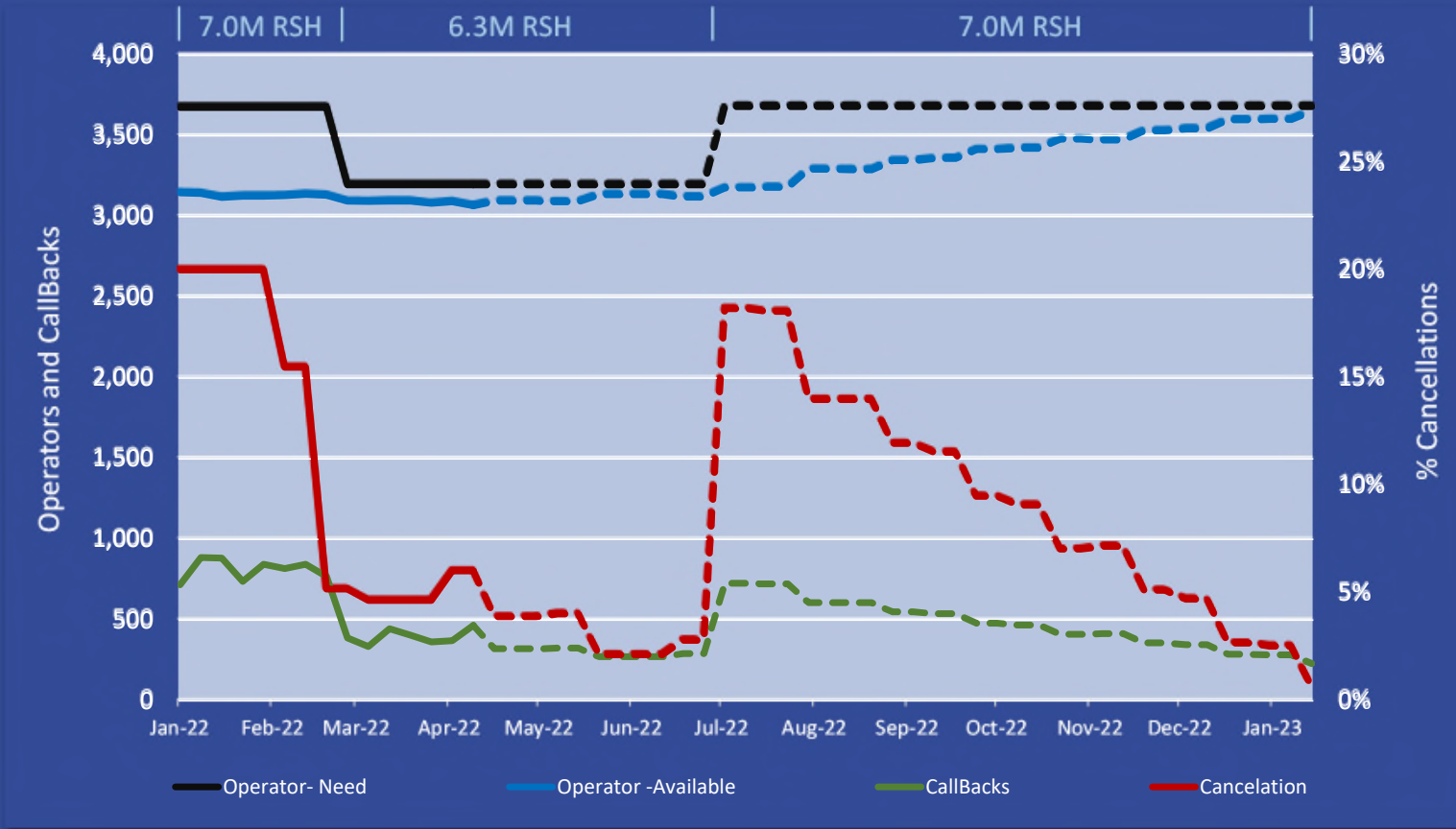
- Restore full service as soon as possible
- Restore with a NextGen equity lens
- Prioritize service reliability
- Eliminate no shows/cancellations

Valuing Our Employees

- Reduce operator turnover
- Reduce ordered call backs
- Eliminate longest assignments
- Match schedules to increased traffic



Full Service Restoration by June 2022



Service Quality

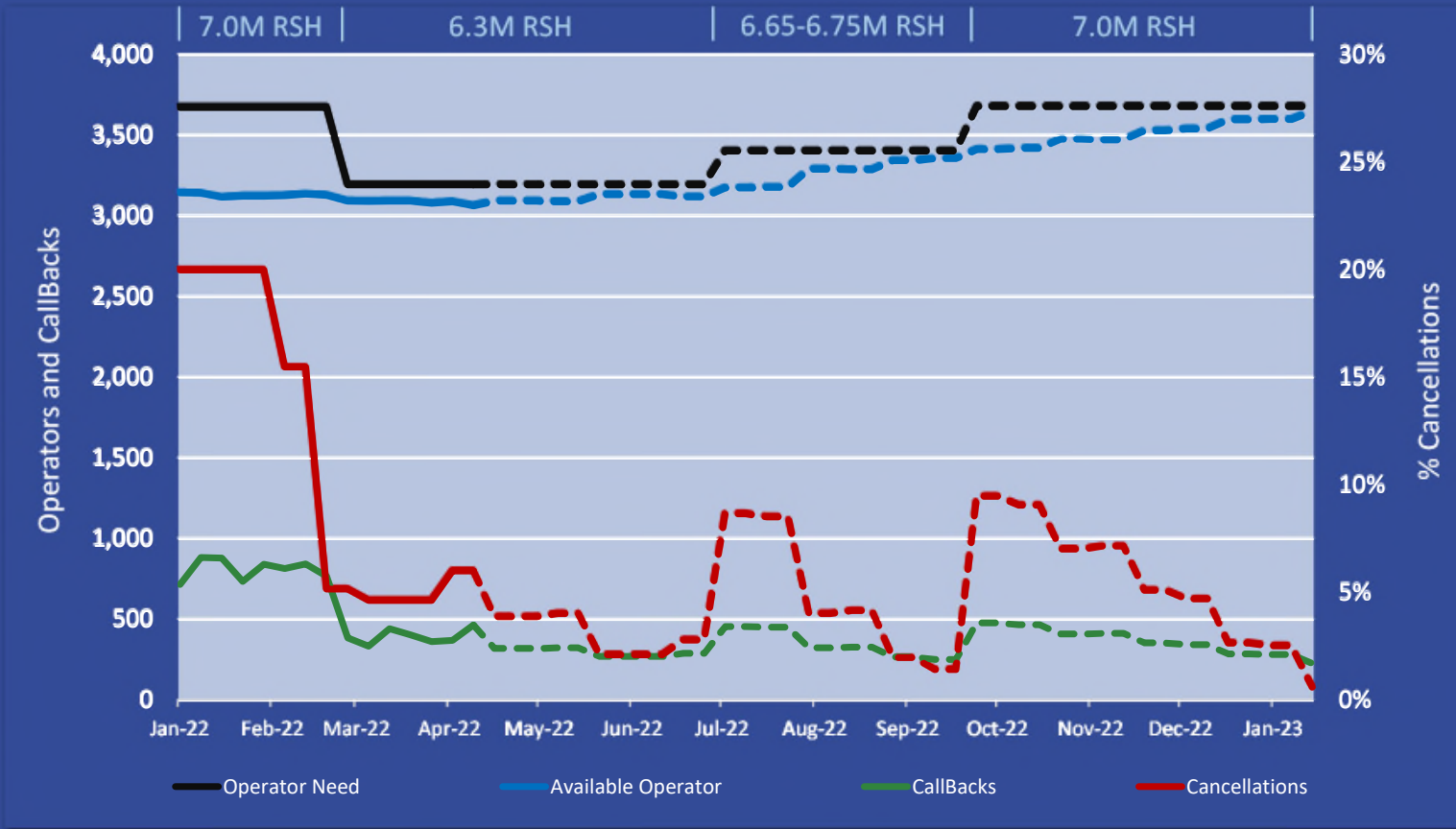
- Full service restoration by June
- Operator deficit of 470+ results in significant cancellations up to 18%
- Significant impacts to EFCs with random cancellations

Valuing Our Employees

- Ordered callbacks increase to over 700/week
- All long assignments remain
- Limited improvement to schedules
- High turnover due to stress and fatigue

Note: Light red and green indicate cancellations and callbacks reduced without rail transfers for C/LAX and Regional Connector

Full Service Restoration by September 2022



Service Quality

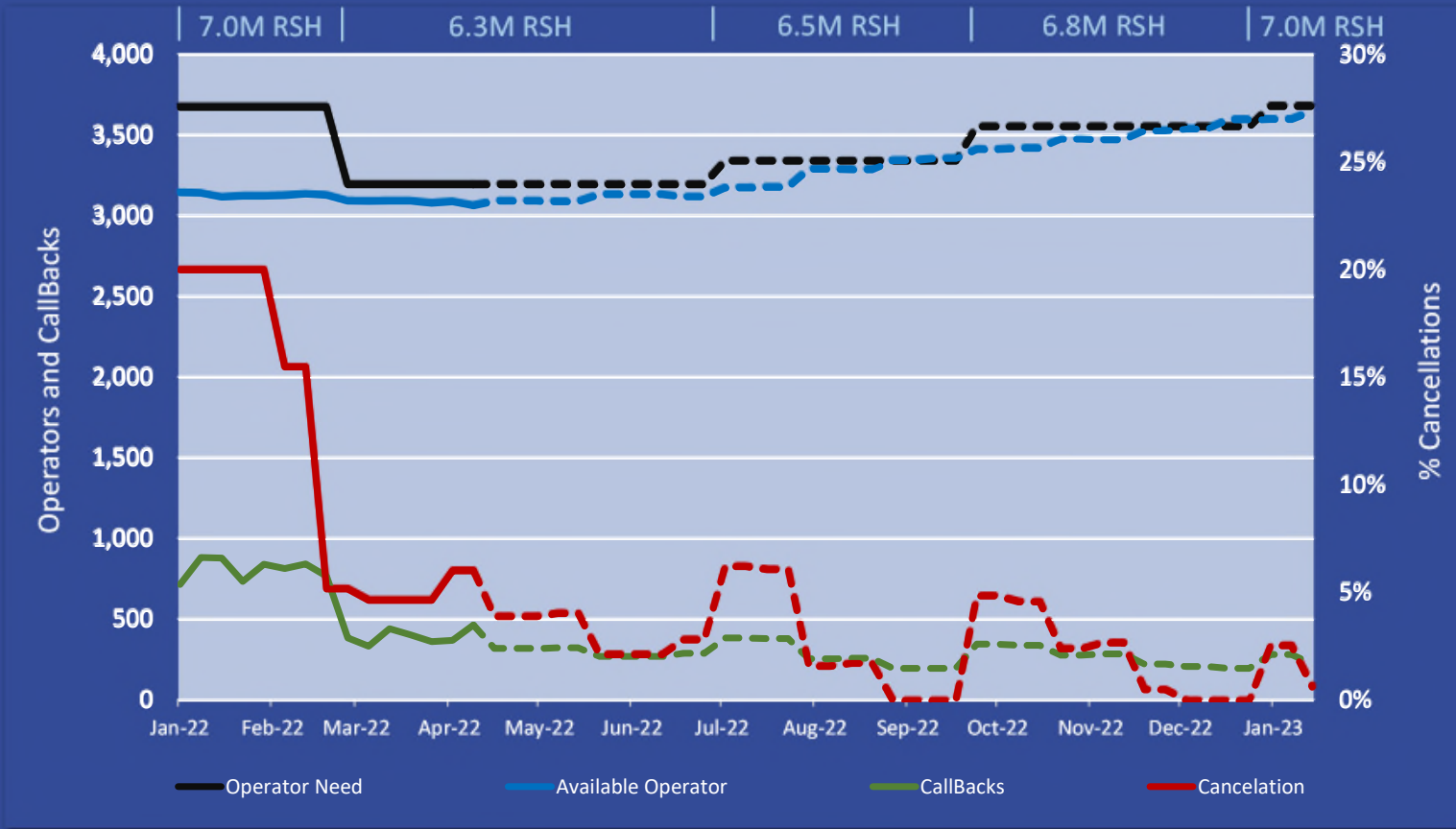
- Full service restoration by September
- Operator deficit of 300+ results in moderate cancellations up to 9%
- Moderate impacts to EFCs with random cancellations

Valuing Our Employees

- Ordered callbacks reduced to under 500/week
- Most long assignments remain
- Moderate improvement to schedules

Note: Additional 100K RSH can be restored in June without rail transfers for C/LAX and Regional Connector, or additional cancellations and callbacks can be reduced (shown in light red and green)

Full Service Restoration by December 2022



Service Quality

- Full service restoration by December
- Operator deficit of 150+ results in minor cancellations up to 5%
- Minor impact to EFCs with random cancellations

Valuing Our Employees

- Ordered callbacks reduced to around 300/week
- Most long assignments remain
- Significant improvements to schedules
- Reduce operator turnover with less stress and fatigue

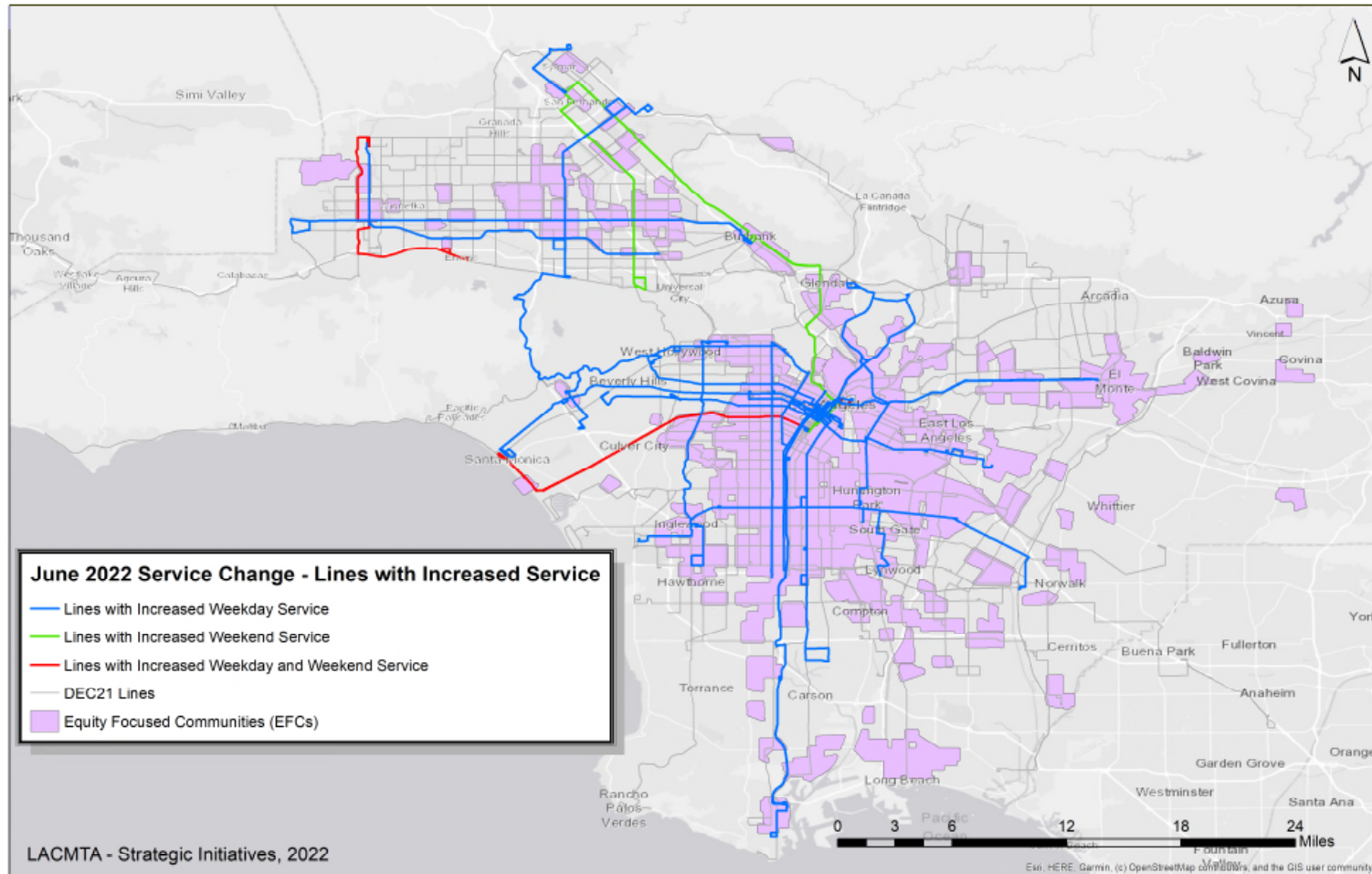
Note: Light red and green indicate cancellations and callbacks reduced without rail transfers for C/LAX and Regional Connector

June 2022 Service Change

Service Quality	Valuing Our Employees	NextGen
<ul style="list-style-type: none">• Service Restoration: Increase frequency on 19 weekday, 4 Saturday, 3 Sunday lines• Overall increase 6.3 to 6.5 million annual Revenue Service Hours, even after 43K reduction to protect low frequency contracted lines• Increased service where ridership strongest, more than half on majority equity lines• Improve reliability: 65 weekday, 42 Saturday, 25 Sunday line schedules adjusted	<ul style="list-style-type: none">• Match schedules to increased traffic on 65 weekday, 42 Saturday, 25 Sunday lines• Eliminate longest assignments• More frequent service to spread out loads	<ul style="list-style-type: none">• Transfer one line (Artesia 130 East) to become Long Beach Transit Route 141• Minor reroutes for construction, local street changes, simplify service• Staff will promote changes plus signs at impacted stops



June 2022 Service Restoration



Next Steps

- **Continue prepare for upcoming June 26, 2022 service changes, prioritizing service equity, customer experience and valuing of employees, inclusive of:**
 - ✓ **Focusing on matching schedules with increased traffic**
 - ✓ **Reducing longest assignments**
 - ✓ **Building back 1/3 of the reduction to match forecasted staffing levels and minimize increases in cancellations and OCBs**
- **Continue achievement of conditions for full-service restoration plan which balances service quality with valuing our employees**