



File #: 2021-0778, File Type: Oral Report / Presentation

Agenda Number: 22.

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

SUBJECT: ORAL REPORT ON OPERATIONS SERVICE AND HIRING UPDATE

RECOMMENDATION

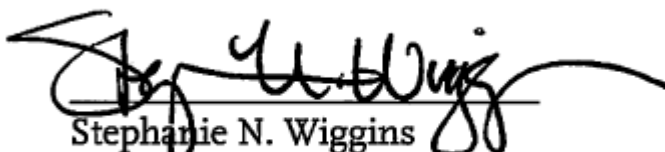
RECEIVE oral report on Operations service and hiring update.

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

Metro Transit Service Frequencies

Effective February 20, 2022

Frequencies provided are for the main segment of a line and may be less at outer ends of lines. For full details on frequencies and spans please consult individual schedules.

Line(s)	NextGen Tier	Corridor	Highlighted lines/times changed from December 2021								All Days Overnight OWL Service
			Weekday	Weekday	Weekday	Saturday	Saturday	Sunday	Sunday		
			6-9am, 3-7 pm	9am-3pm	7pm-12 am	9 am - 7 pm	7pm - 12 am	9 am - 7 pm	7pm - 12 am		
			Peak	Midday	Evening	Daytime	Evening	Daytime	Evening		
2	1	Alvarado St Sunset Bl	10	10	20-30	12	20-30	12	20-30	Y	
4	1	Santa Monica Bl	10	10	10-15	12	10-15	12	10-15	Y	
10	2	Melrose Av	15	15	20-60	20	40-60	20	40-60		
14	2	Beverly Bl	10-15	15	20-60	15	20-60	15	20-60	Y	
16	1	W. 3rd St	7-7.5	7.5	10-30	7.5-10	10-30	7.5-10	10-30	Y	
18	1	Whittier Bl & W. 6th St	7.5	7.5	10-35	7.5	20-35	7.5	20-35	Y	
20	1	Wilshire Bl	15	15	20-30	15	20-30	15	20-30	Y	
28	1	Olympic Bl	10	12	20-30	15	20-30	15	20-30		
30	1	Pico Bl & E. 1st St	10	10	20-30	10	20-40	10	20-40	Y	
33	1	Venice Bl	10	10	12-30	12	20-30	12	20-30	Y	
35	2	Washington Bl	15	15	40-60	20	40-60	20	40-60		
37	2	W. Adams Bl	10-15	15	20-60	15	20-60	15	20-60	Y	
38	3	W. Jefferson Bl	30-60	30	30-40	40	30-40	40	30-40		
40	1	MLK Bl, Crenshaw Bl, Hawthorne Bl	10	12	15-60	15	15-60	15	15-60	Y	
45	1	Broadway	10	10	10-60	10	20-60	10	20-60	Y	
48	3	Main & San Pedro	30	30	60	40	60	40	60		
51	1	Avalon Bl & W. 7th St	6	7.5	10-60	7.5	10-60	10	15-60	Y	
53	1	Central Av	10	12	15-60	15	20-60	15	20-60		
55	2	Compton Av	15	15	20-60	23-30	30-60	23-30	30-60	Y	
60	1	Long Beach Bl	6-8	10	10-60	10	15-60	10	20-60	Y	
62	3	Telegraph Rd, Pioneer Bl	30-60	60	50-60	45-60	50-60	45-60	50-60		
66	1	E. Olympic Bl, 8th St	8-10	12	10-60	15	20-60	15	20-60		
70	1	Garvey Av, Atlantic Bl, Cesar A. Chavez Av	10	10	15-60	12	15-60	12	15-60	Y	
76	2	Valley Bl	20	20	30-60	22	30-60	22	30-60		
78	1	Huntington Dr, Main St, Las Tunas Dr	12	12	20-30	15	20-30	15	20-30		
81	2	Figueroa St	15-20	15-20	20-60	15-20	20-60	15-20	20-60	Y	
90	3	Glendale Bl	30	30	30-60	30	30-60	30	30-60		
92	3	Glenoaks Bl	30	30	30-60	40-45	45-60	40-45	45-60	Y	
94	2	San Fernando Rd, Magnolia Bl	15	15	30-60	30	30-60	30	30-60		
96	4	Riverside Dr	45	45	-	60	-	60	-		
102	4	La Tijera Bl, Exposition Bl	60	60	60	60	60	60	60		
105	1	Vernon Av, La Cienega Bl	10	10	15-60	15	15-60	15	15-60	Y	
106	3	East LA College, LAC USC Med Ctr, Cal State LA	20-40	20-40	25-40	40	45	40	45		
108	1	Slauson Av	7.5-10	15	20-60	15	20-60	15	20-60		
110	2	Gage Av	20	20	25-60	30	45-60	30	45-60		
111	1	Florence Av	12	12	15-40	15	20-40	15	20-40		
115	2	Manchester Av, Firestone Bl	15	15	20-60	15-20	20-60	20	20-60		
117	2	Century Bl	20	20	15-60	30	30-60	30	30-60		
120	3	Imperial Hwy	40	40	60	60	60	60	60		
125	3	Rosecrans Bl	20	20	30-60	30	30-60	30	30-60		
127	3	Compton Bl, Somerset Bl	45	45	45-60	60	60	60	60		
128	4	Alondra Bl	50-60	50-60	50-60	50-60	50-60	50-60	50-60		
130	3	Artesia Bl	40-45	40-45	40-45	60	60	60	60		
150	3	Ventura/Reseda - Chatsworth Stn	24	24	30-60	45	45-60	45	45-60		
152	2	Roscoe Bl	15	20	20-60	30	30-60	30	30-60		
154	4	Burbank Bl	60	60	60	60	60	60	60		
155	4	Riverside Dr, W. Magnolia Bl	60	60	60	60	60	60	60		
158	4	Woodman Av, Devonshire St	60	60	60	60	60	60	60		
161	4	Canoga Station - Thousand Oaks	30-60	60	-	60	-	60	-		
162	2	Sherman Wy	15-20	20	20-60	30	30-60	30	30-60	Y	
164	2	Victory Bl	20	20	20-60	30	45-60	30	45-60		

165	2	Vanowen Av	15-20	20	20-60	30	40-60	30	40-60	
166	2	Nordhoff St	15-20	20	20-45	30	30-45	30	30-45	
167	3	Coldwater Cyn Av, Plummer St	50-60	50	55-60	50-60	55-60	50-60	55-60	
169	3	Saticoy St	60	60	60	60	60	60	60	
177	4	JPL - Pasadena	30	-	-	-	-	-	-	
179	3	El Sereno - Arcadia via Huntington Dr	36	36	36-60	45	45-60	45	45-60	
180	1	Pasadena - Glendale - Hollywood	12	12	12-30	15	15-30	15	15-30	Y
182	3	York Bl, Rowena Av	30	30	30-50	40	40-50	40	40-50	
202	4	Alameda St	60	60	-	-	-	-	-	
204	1	Vermont Av	12	12	12-30	12	20-30	12	20-30	Y
205	3	Wilmington Western Av	30	30	30-60	55	60	55	60	
206	2	Normandie Av	15	20	30-60	30	30-60	30	30-60	
207	1	Western Av	6-7.5	10	10-25	10	10-25	10	10-25	Y
209	4	Van Ness Av, Arlington Av	60	60	-	-	-	-	-	
210	1	Crenshaw Bl	10-12	12	15-55	12	15-60	12	15-60	
211, 215	4	Prairie Av, Inglewood Av	50-55	-	-	-	-	-	-	
212	1	La Brea Av	15	15	15-35	15	20-35	15	20-35	
217	1	Fairfax Av, Hollywood Bl	12	12	15-30	15	15-30	15	15-30	Y
218	4	Laurel Canyon	55	55	55-60	55	55-60	55	55-60	
222	4	Hollywood Wy, Cahuenga Bl	60	60	60	60	60	60	60	
224	2	Lankershin Bl, San Fernando Rd	15-20	20	20-60	25	25-60	25	25-60	Y
230	3	Laurel Canyon Bl	30	40	40-60	45	45-60	45	45-60	
232	3	S. Sepulveda Bl, PCH	15-20	30	30-60	30	40-60	30	40-60	
233	1	Van Nuys Bl	12	12	12-60	12	20-60	12	20-60	Y
234	1	Sepulveda Bl	12	12	12-60	15	20-60	15	20-60	Y
235	4	Balboa Bl, Foothill Bl	60	60	-	-	-	-	-	
236	4	Balboa Bl, San Fernando Mission Bl	60	60	60	60	60	60	60	
237	4	Woodley Av, Cahuenga Bl	60	60	60	60	60	60	60	
240	1	Reseda Bl	12	12	12-30	15	15-30	20	20-30	Y
242, 243	4	Tampa Av, Winnetka Av	40	40	40	40	40	40	40	
244	3	De Soto Av	30	30	30	45	45	45	45	
246	3	Avalon Bl - San Pedro	40	40	40	60	60	60	60	Y
251	1	Soto St	9-10	10	15-45	10	20-45	10	20-45	Y
256	4	Eastern Av - Pasadena	50	50	50	50	50	50	50	
258	4	South Pasadena - Paramount	55-60	50-55	55-60	60	60	60	60	
260	2	Atlantic Bl Fair Oaks Av	15	15	20-50	20	30-55	20	30-55	
265	4	Paramount Bl	60	60	60	60	60	60	60	
266	3	Rosemead Bl, Lakewood Bl	20	20	20-55	30	30-35	30	30-35	
267	4	El Monte - Pasadena via Temple City Bl	30	60	60	60	-	60	-	
268	4	El Monte - Sierra Madre Villa Station	60	60	60	60	60	60	60	
287	4	El Monte - Arcadia (weekdays includes Montebello)	60	60	60	60	60	60	60	
294	3	San Fernando Rd (Burbank - Sylmar)	30	30	30-60	30	30-60	30	30-60	
344	4	Hawthorne Bl - Palos Verdes	40	60	45-60	60	60	60	60	
460	3	Disneyland - Norwalk Station - downtown LA	30-40	30-45	30-55	45	45-55	45	45-55	
487	4	El Monte - San Gabriel Bl - Dtn LA	40	40	40	60	60	60	60	
489	4	San Marino - Rosemead Bl - Dtn LA	40	-	-	-	-	-	-	
501	3	Pasadena - North Hollywood via SR-134 Freeway	20	30	30	40	40	40	40	
534	4	Santa Monica - Malibu via PCH	30-60	30-60	60	35-55	-	35-55	-	
550	4	San Pedro - Harbor Gateway - USC	60	60	60	60	60	60	60	
577	4	El Monte Station - Long Beach VA Med Ctr	30	45	45	-	-	-	-	
601	2	Warner Center Shuttle	20	20	20	20	20	20	20	
602	4	UCLA - Pacific Palisades	45	45	60	60	60	60	60	
603	2	Glendale - Hoover St	12	12	15-30	12	15-30	15	20-30	
605	2	LAC USC Med Ctr Shuttle	15	15	-	20	-	20	-	
611	4	Huntington Park Shuttle	60	60	60	60	60	60	60	
617	4	Robertson, Burton, Beverly	60	60	60	60	60	60	60	
660	3	Pasadena - Altadena via Fair Oaks Av	30	30	30	30	30	30	30	
662	4	Pasadena - Altadena via Lake Av	50	50	50-60	50	50-60	50	50-60	
665	4	Cal State LA - City Terrace Shuttle	60	60	60	60	-	60	-	

686	4	Allen Av - Colorado Bl - Del Mar Station	60	60	60	60	60	60	60	
690	4	Foothill Bl (Sunland - Sylmar)	50	50	50	50	50	50	50	
720	1	Wilshire Bl Metro Rapid	5-6	7.5	7.5-20	7.5	12-20	7.5	12-20	
754	1	Vermont Av Metro Rapid	12	12	20-30	15	30	15	30	
761	2	Van Nuys Bl Westside Metro Rapid	20	20	20-30	30	30	30	30	Y (see 233)
854	2	L Line Shuttle	20	20	20	20	20	20	20	
Metro Rail										
A (Blue)	Light Rail	7th St/Metro Center - Long Beach	10	12	10-20	12	15-20	12	15-20	
B (Red)	Subway	Union Station - North Hollywood	15	15	15-20	15	15-20	15	15-20	
C (Green)	Light Rail	Norwalk - Redondo Beach	10	15	15-20	15	15-20	15	15-20	
D (Purple)	Subway	Union Station - Wilshire/Western	15	15	15-20	15	15-20	15	15-20	
E (Expo)	Light Rail	7th St/Metro Center - Downtown Santa Monica	10	12	10-20	12	15-20	12	15-20	
L (Gold)	Light Rail	Union Station - Azusa, Pico Aliso - Atlantic + 854 Bus Bridge	10	12	10-20	12	15-20	12	15-20	
Metro Busway										
901	1	G Line (Orange) BRT	7.5	10	10-20	10	12-20	12	12-20	Y
910	1	J Line (Silver) BRT	7.5	10	12-40	15	15-40	15	15-40	Y
950	3	San Pedro J Line BRT	15	30	-	30	-	30	-	

ITEM 22

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

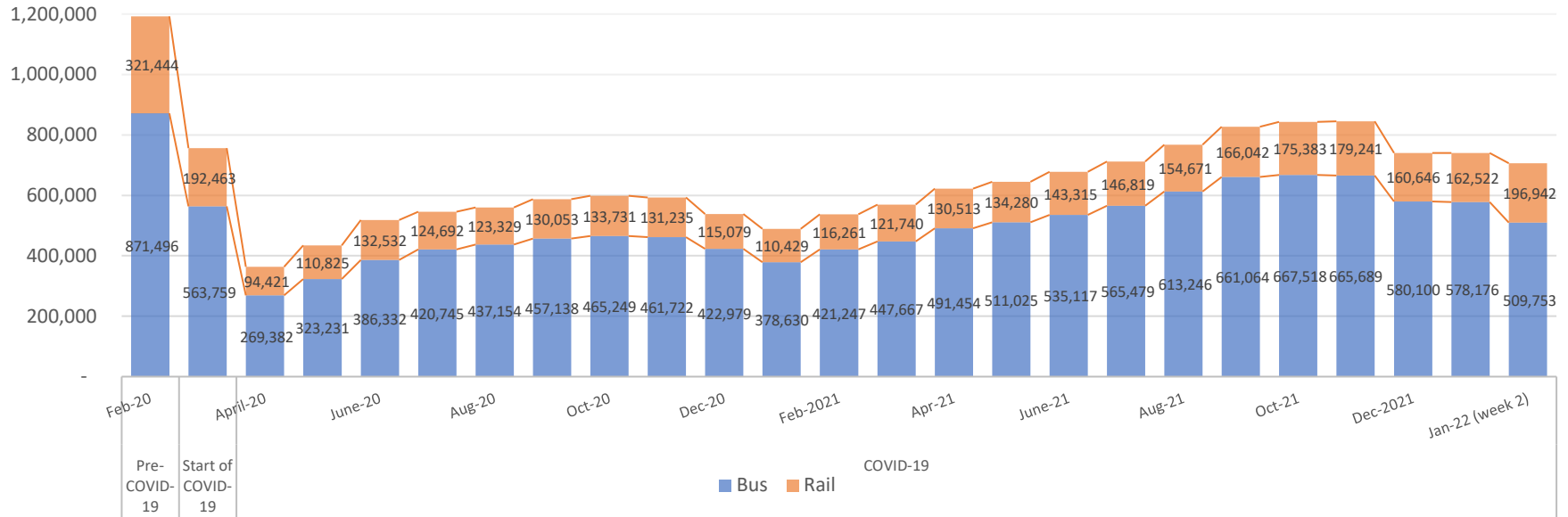
Transit Equity Day – Friday, February 4, 2022

- In support of Transit Equity Day, a national day of action to commemorate Rosa Parks and other civil rights icons and to advocate for accessible, reliable, and affordable transit, Metro placed seat placards on our bus fleet and hosted a small pop-up event at the Willowbrook/Rosa Parks station on Friday, February 4th from 7:00 a.m. – 3:00 p.m.
- This event included food, music and an opportunity for Metro to communicate important information about our Low-Income Fare is Easy (LIFE) program.
- Riders were encouraged to visit our LIFE program information booth and to visit the Customer Care center where they could apply for the LIFE program and receive a 7-day courtesy pass.
- Metro Street Teams also distributed:
 - ✓ Mask packets with TAP cards loaded with round trip fare
 - ✓ Gave away 32 TAP cards, loaded with a monthly pass



Weekly Ridership Update

SYSTEMWIDE AVERAGE WEEKDAY RIDERSHIP



	Pre-COVID-19	Start of COVID-19	COVID-19																						
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	Jan-22 (week 1)	Jan-22 (week 2)
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	740,698	706,694

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)

Temporary Service Stabilization in an Equitable Way

In the name of equity...

- ✔ Reduce Service Strategically throughout the Network with Equity lens using the NextGen framework:
 - ✔ Significantly reduces cancellations and improves service predictability and reliability
 - ✔ Significantly reduces operator burnout and fatigue from ordered callbacks
 - ✔ No change to NextGen route network or operating days and times
 - ✔ Retain additional trips on high cancellation lines within EFC
 - ✔ Minor frequency adjustments within each of the NextGen Service Tiers (see below)

NextGen Tier	Current Frequency	Temp. Proposed Frequency
Tier 1	5-10 min. weekday 7.5–15 min. weekend	5-15 min weekday 7.5-20 min. weekend
Tier 2	12-15 min. weekday 15-30 min. weekend	12-20 min. weekday 15-40 min. weekend
Tier 3	20-30 min. weekday 30-60 min. weekend	20-45 min weekday 30-60 min. weekend
Tier 4	40-60 min weekday and weekend	40-60 min weekday and weekend

Temporary Service Stabilization in an Equitable Way

	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 	
Implementation	Sunday, February 20, 2022	
Restoration Conditions	Four metrics focused on operator COVID status, available staffing, minimized cancelled service and ordered call backs will trigger progressive restoration, earliest June 2022	

Temporary Service Stabilization in an Equitable Way

Examples of schedule changes:

Line	Service Area	Cancelled Service Dec-Jan	Weekday Scheduled Frequency December 2021	Actual Frequency with Cancelled Trip(s)	Weekday Scheduled Frequency February 2022
617 – Robertson-Beverly	Westside Central	3.80%	45 min	90 min	60 min
204 - Vermont	South Bay	26.10%	10 min	20-30 min*	12 min
754 – Vermont	South Bay	47.20%	10 min	20-30 min*	12 min
111- Florence	Gateway Cities	27.00%	10 min	20-40 min*	12 min
662 – Pasadena - Altadena	San Gabriel Valley	0.70%	30 min	60 min	50 min
150- Ventura-Topanga Canyon	San Fernando Valley	25.50%	20 min	40-60* min	24 min

*average actual weekday daytime frequency accounts for high level of cancelled service

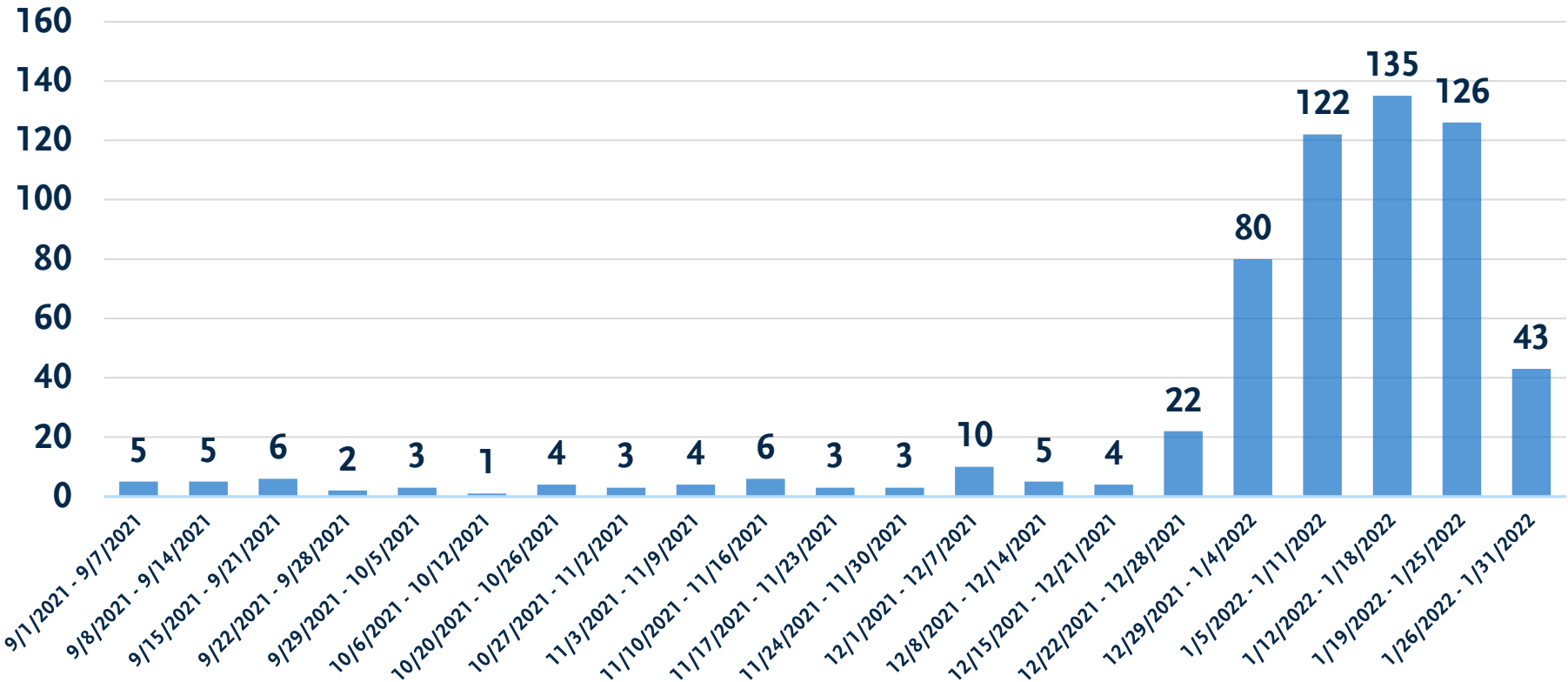
Service Restoration Conditions Update

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

Metro Operator Confirmed Covid Cases
September 2021 - January 2022



- **Goal: no more than 30 new COVID cases per month for operators**
- **Total for the month of January 2022 is 459 operator cases**

Operator Staffing Level & Recruitment Efforts

	Week ending 1/15/2022			Week ending 01/29/22			Week ending 2/5/2022			Change (1/15/22 to 2/5/22)		
	Bus	Rail	Total	Bus	Rail	Total	Bus	Rail	Total	Bus	Rail	Total
Operator Need	3,677	326	4,003	3,677	326	4,003	3,677	326	4,003	0	0	0
Active	3,119	298	3,417	3,126	297	3,423	3,129	294	3,423	10	-4	6
Deficit	-558	-28	-586	-551	-29	-580	-548	-32	-580	10	-4	6

- January 2022 hiring is trending upwards, however there is still a deficit of 580 operators to date

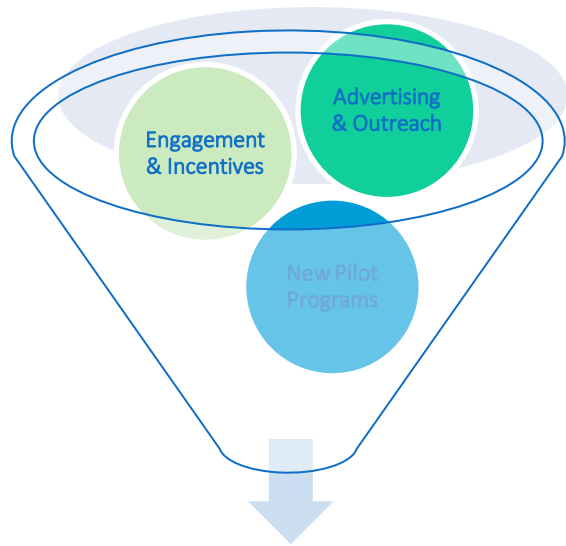
Recruitment Efforts- New Streamed Lined Process

Recruitment Status-- January 15 to February 5:

- **353**- New Applicants received and are in the selection process
- **345** - Candidates are pending conditional offers
- **31**- Candidates with conditional offers ready to begin training
- **42**- Employees in training



Operator Hiring & Recruitment Efforts



Hiring & Retaining Bus Operators

> Continued Strategies

- Streamline Process- Candidates who have successfully completed the Interview and Bus Operator Candidate Assessment Test (BOCAT) will be given conditional offers and scheduled for training
- Starting Pay increase to \$19.12 (6-month pilot) – Started February 1st
- Increase training class size from 25 to 85 to accommodate increased conditional offers

> Continue employee engagement, incentive, and hiring programs

- Weekend Rewards
- New Hire Sign-On Bonus
- Employee Referral Program
- In-Person Hiring Events – Scheduled for February 26, 2022

Bus Operators Separations During Training

	FY19	FY20	FY21
Total Separations	687	629	503

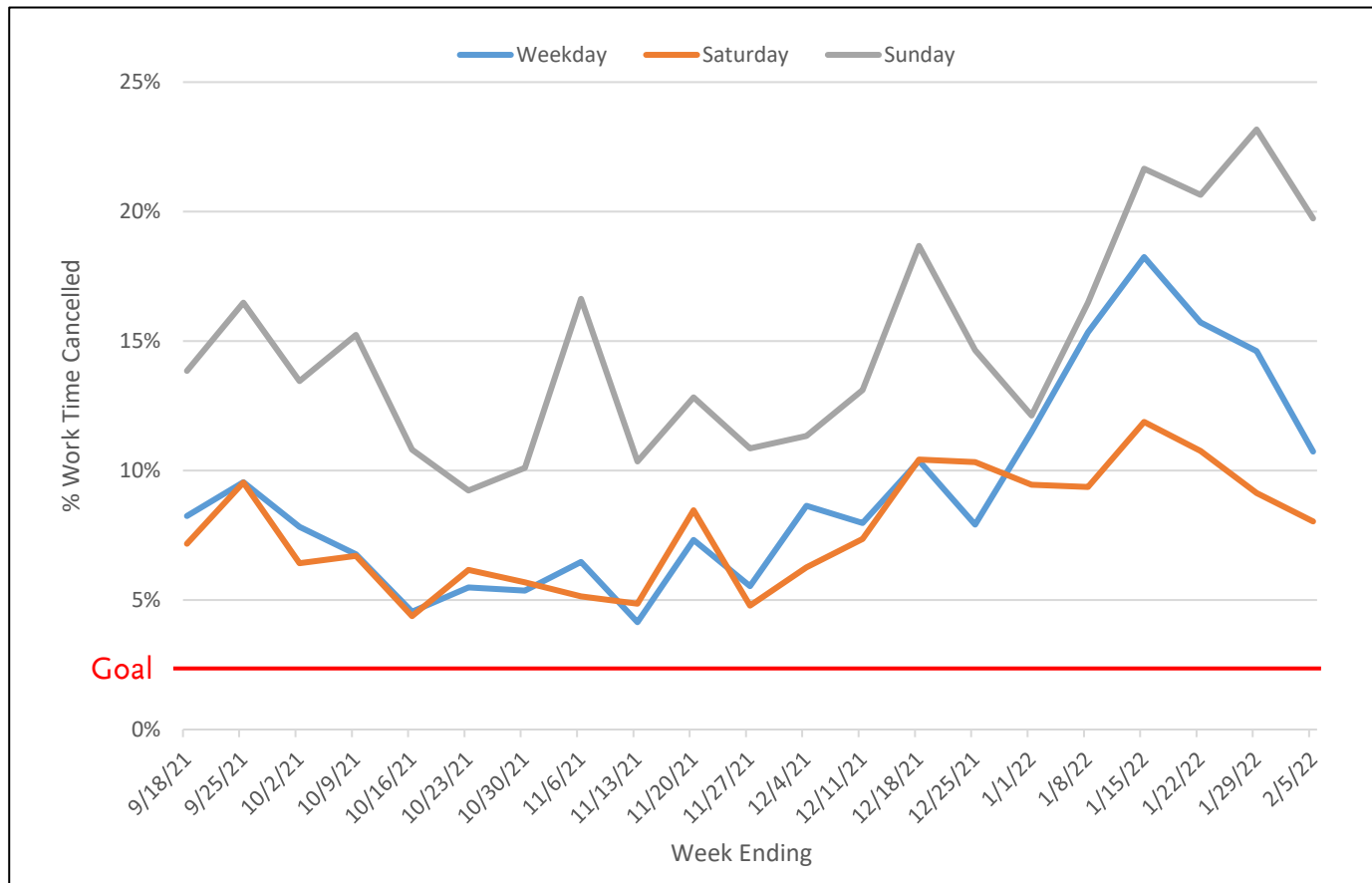
Separated During Training	256	239	101
% of all Separations	37.3%	38.0%	20.1%

	FY22							
	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	FY22 YTD
Total Separations	81	48	79	72	55	45	38	418

Separated During Training	26	10	8	15	6	2	8	75
% of all Separations	32.1%	20.8%	10.1%	20.8%	10.9%	4.4%	21.1%	17.9%

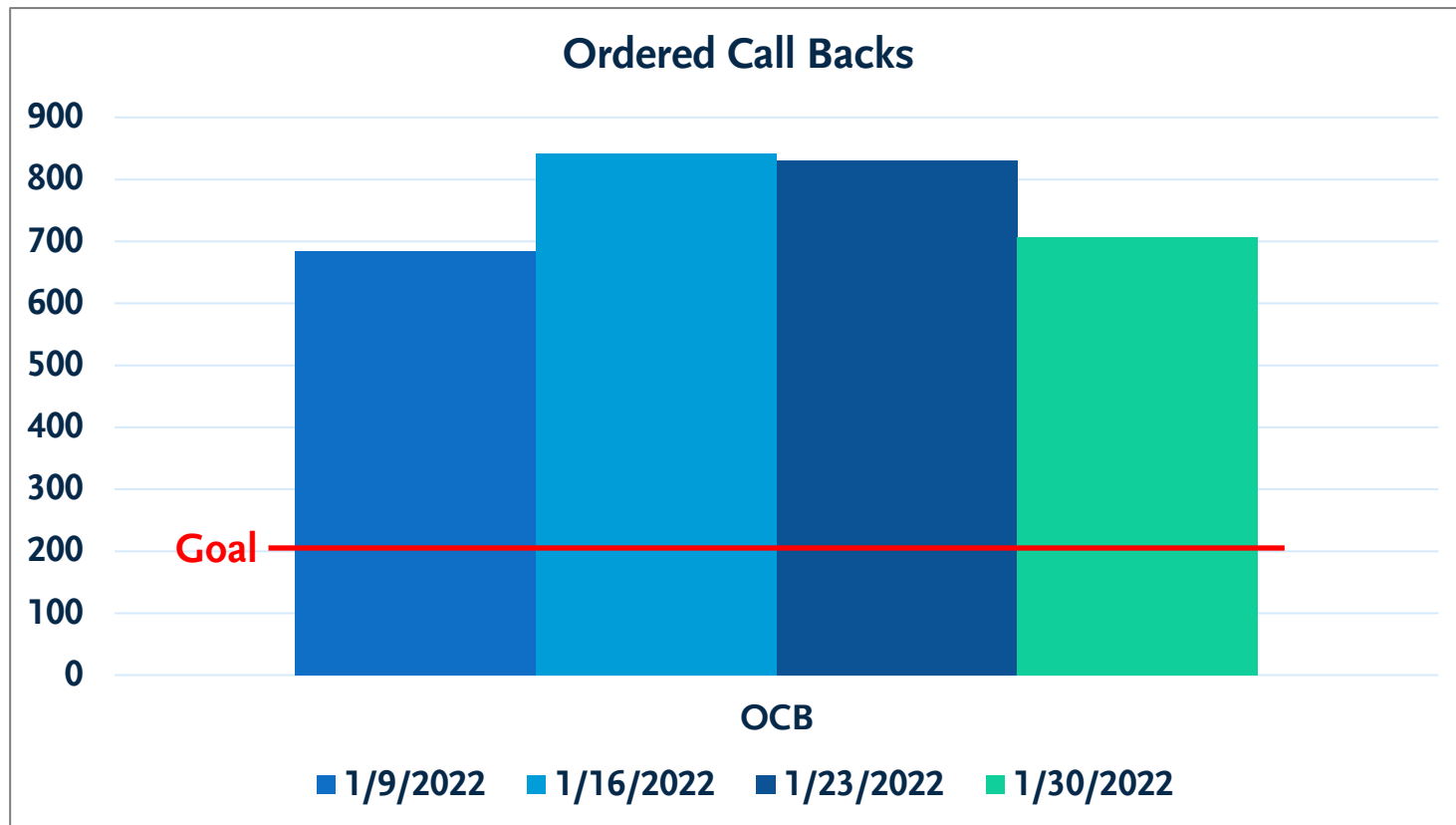
- Retention is trending up in FY22 for Bus Operator Training
- Implementing the exit interview surveys to assess why Bus Operators leave during training

Cancelled Service








- **Goal: No more than 2% systemwide bus service cancellations**
- **Week ending 2/5/22 average 11% weekday, 8% Sat, 20% Sun cancellations**

Ordered Call Backs



- **Goal: No more than 200 mandatory (ordered) call backs per week systemwide**
- **January 2022 ordered call back average is currently 766**

Status of Conditions for Service Restoration

	GOAL	LAST TIME ACHIEVED GOAL	STATUS (week ending 2/5/22)	
Operator COVID Cases	30 or less per month	Nov 2021	459 in Jan 2022	
Operator Staffing Level	4,003 operators	Pre-Covid	3,423 in first week of Feb 2022	
Cancelled Service	2% or less per day	May 2021	11% weekday, 8% Sat, 20% Sun	
Ordered Call Backs	200 or less per week	Dec 2020	766 per week in Jan 2022	

Next Steps

- **Outreach activities to support service reductions**
- **Continue to monitor conditions to minimize impact of service reductions**
- **Continue achievement of conditions for full service restoration**