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Agenda Number: 42.

**REGULAR BOARD MEETING
JANUARY 27, 2022**

**SUBJECT: ORAL REPORT ON OPERATIONS PROPOSED TEMPORARY SERVICE
REDUCTION**

RECOMMENDATION

RECEIVE oral report on Operations Proposed Temporary Service Reduction

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.

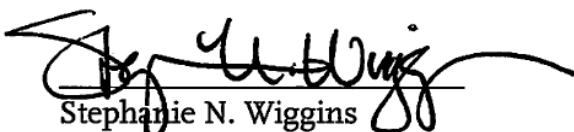
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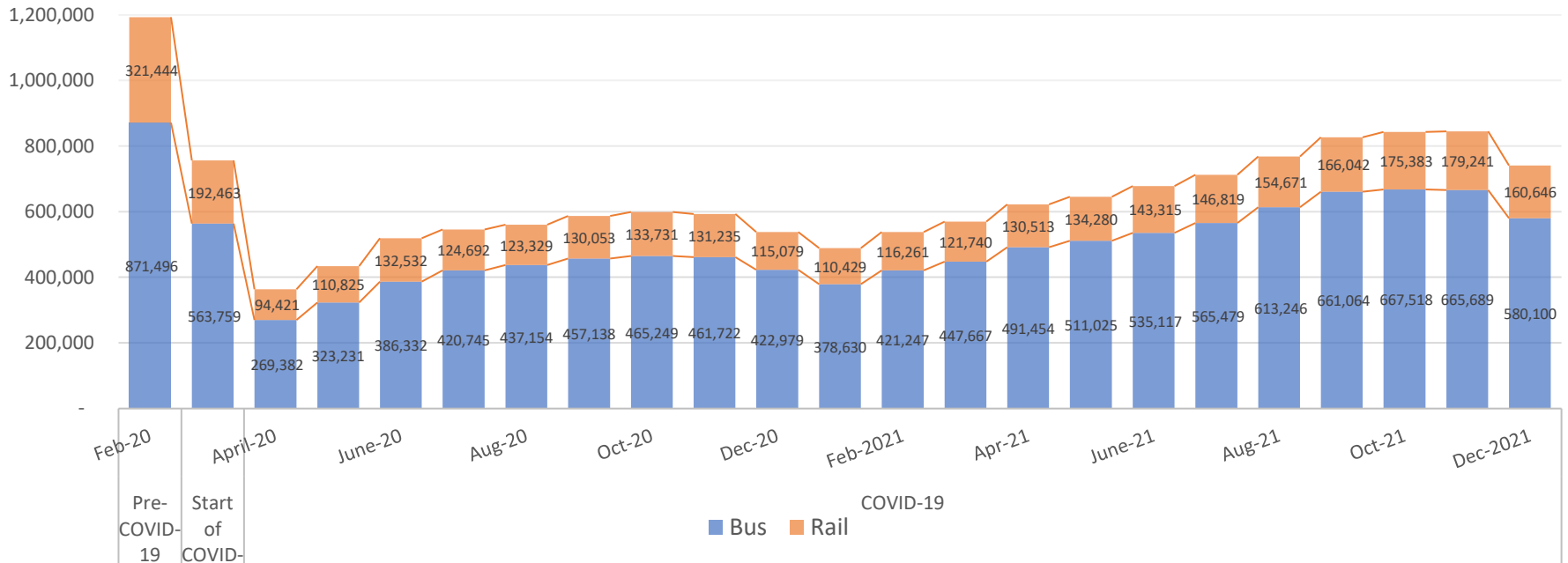


Stephanie N. Wiggins
Chief Executive Officer

Operations Proposed Temporary Service Reduction

Weekly Ridership Update

SYSTEMWIDE AVERAGE WEEKDAY RIDERSHIP

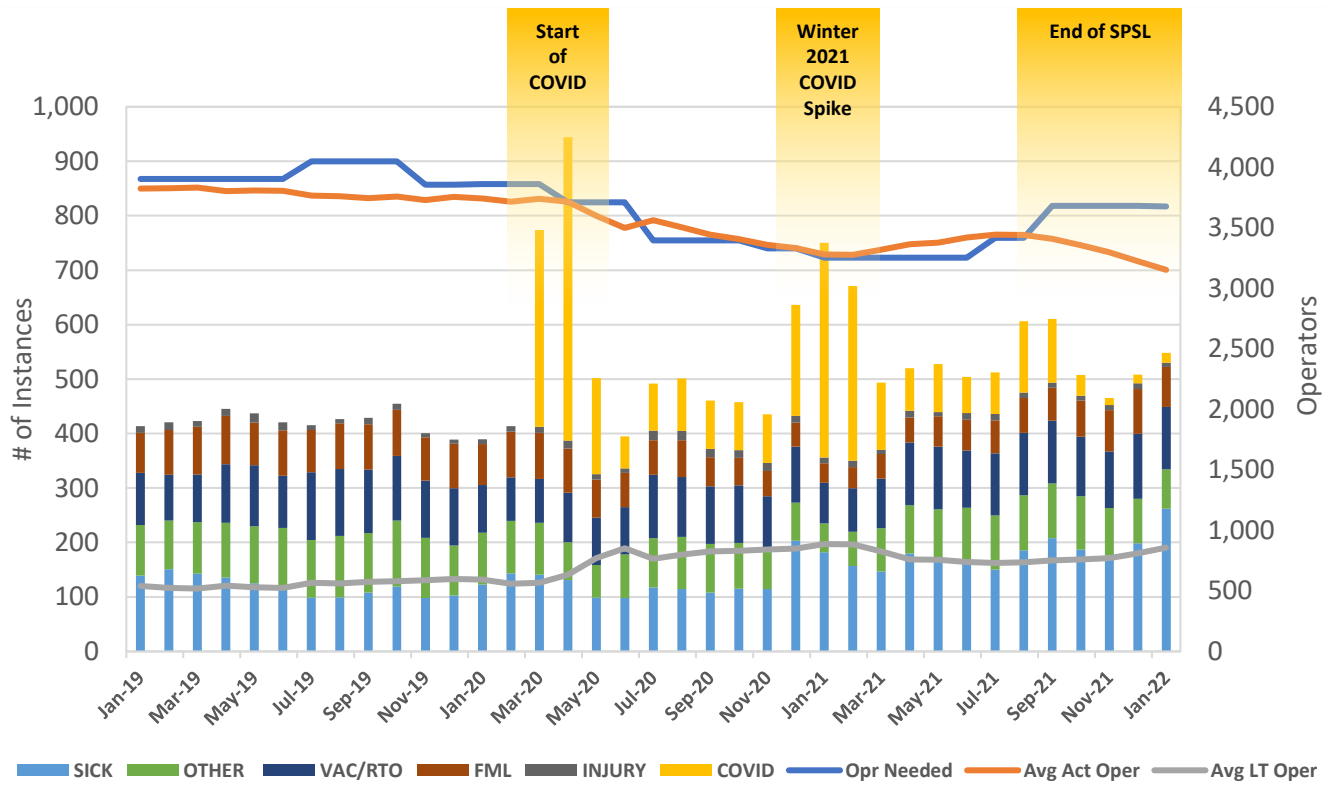


Ridership	Feb-20	Mar-20	April-20	May-20	June-20	July-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-2021
TOTAL	1,192,940	756,222	363,803	434,056	518,864	545,437	560,483	587,191	598,980	592,957	538,058	489,059	537,508	569,407	621,967	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)

Operator Availability



Net reduction in available operators:

- Operator separations outpacing hirings
- COVID increased short term leave further reducing operator availability
- Operator shortage virtually eliminates extra operators usually available to cover absences

Operator Shortage may be Metro's Single Biggest Issue

“Perfect Storm”:

- National labor shortage
- Attrition greater than hiring
- COVID surge impacts

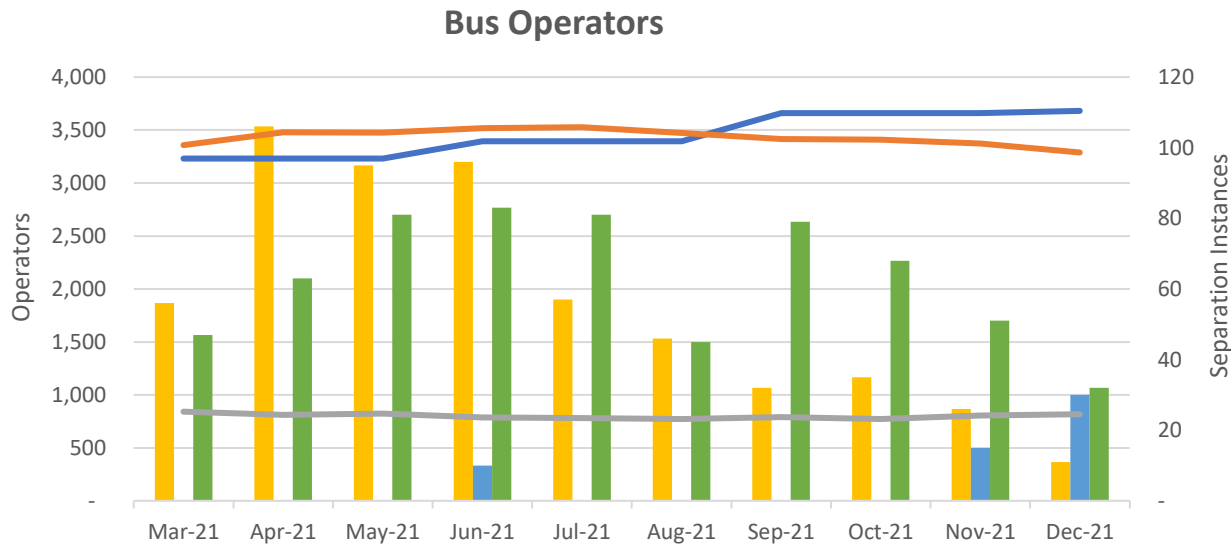
Undermines Metro's Mission:

- Customer experience, service performance & reliability
- Customer retention
- Mobility, equity and climate goals
- Ridership recovery
- NextGen, MetroMicro, and rail expansions
- Metro's reputation

A lot of great work has been done, but the landscape has changed

     
Attract | Hire | Train | Retain | Deploy | Pay

Bus Operator Hiring vs. Separation



	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
■ Hired	56	106	95	96	57	46	32	35	26	11
■ Promoted				10					15	30
■ Separated	47	63	81	83	81	45	79	68	51	32
— Service requirement	3,230	3,230	3,230	3,394	3,394	3,394	3,659	3,659	3,659	3,682
— Operators Available	3,357	3,479	3,476	3,518	3,528	3,474	3,414	3,410	3,372	3,288
— On Leave	843	812	824	789	783	773	792	773	807	819

Operator separations outpacing hirings since July 2021

Bus Operator Loss Update

Reasons for Operator Shortage:

Despite hiring efforts, operations is currently in need of 558 bus operators and 28 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:

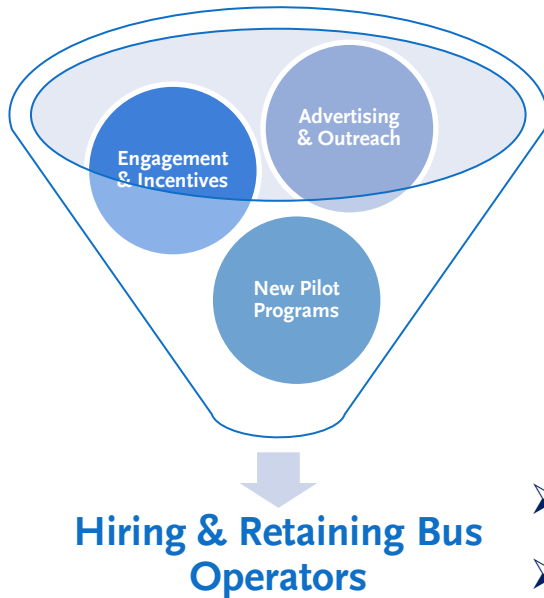
- ✓ Pre-pandemic bus service cancellations averaged about 1-2%
- ✓ Bus service cancellations are currently trending at about 10-15%

Current Recruitment Efforts

- **3,845 (and counting) applications received to date, and of those:**
 - **21% (791) failed in various process stages**
 - **36% (1,461) did not respond to scheduled appointments**
 - **28% (1,000) 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**

Continuing to Attract Talent



➤ Strategies

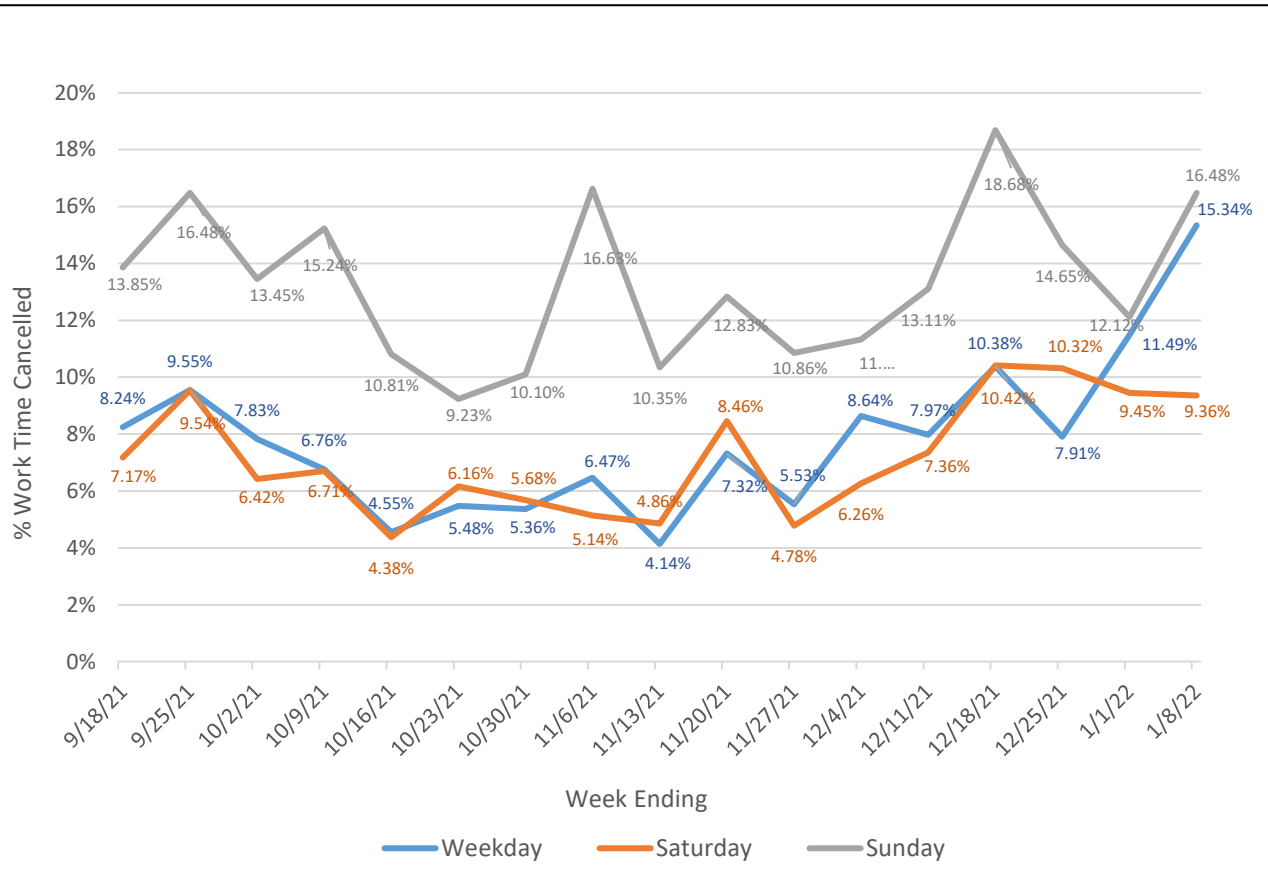
- Implement survey for applicants who declined the job on what it would take to want the job and how we can improve our customer service experience (i.e.: comfort, shift/division assignments, etc.) – Feb. 2022
 - Career Kiosks at Rosa Parks/Willowbrook, East LA & Wilshire/Vermont – April 2022
 - Work with Unions to bring in full time Bus Operators – April 2022
 - Pay increase from \$17.75 to \$19.12 (6-month pilot) – Feb. 2022
 - Bringing back Bus Operator Retirees – Feb. 2022
 - Retiree as a Face of the Agency – Jan/Feb. 2022
- ## ➤ Continue media strategies and search campaigns
- ## ➤ Continue employee engagement, incentive, and hiring programs
- Weekend Rewards
 - New Hire Sign-On Bonus
 - Employee Referral Program
 - In-Person Hiring Events

Streamlining the Selection Process

- **Candidates who have successfully completed the Interview and Bus Operator Candidate Assessment Test (BOCAT) will be given conditional offers and scheduled for training**
- **Any pending results (DOJ & DOT) must be resolved before the completion of training**



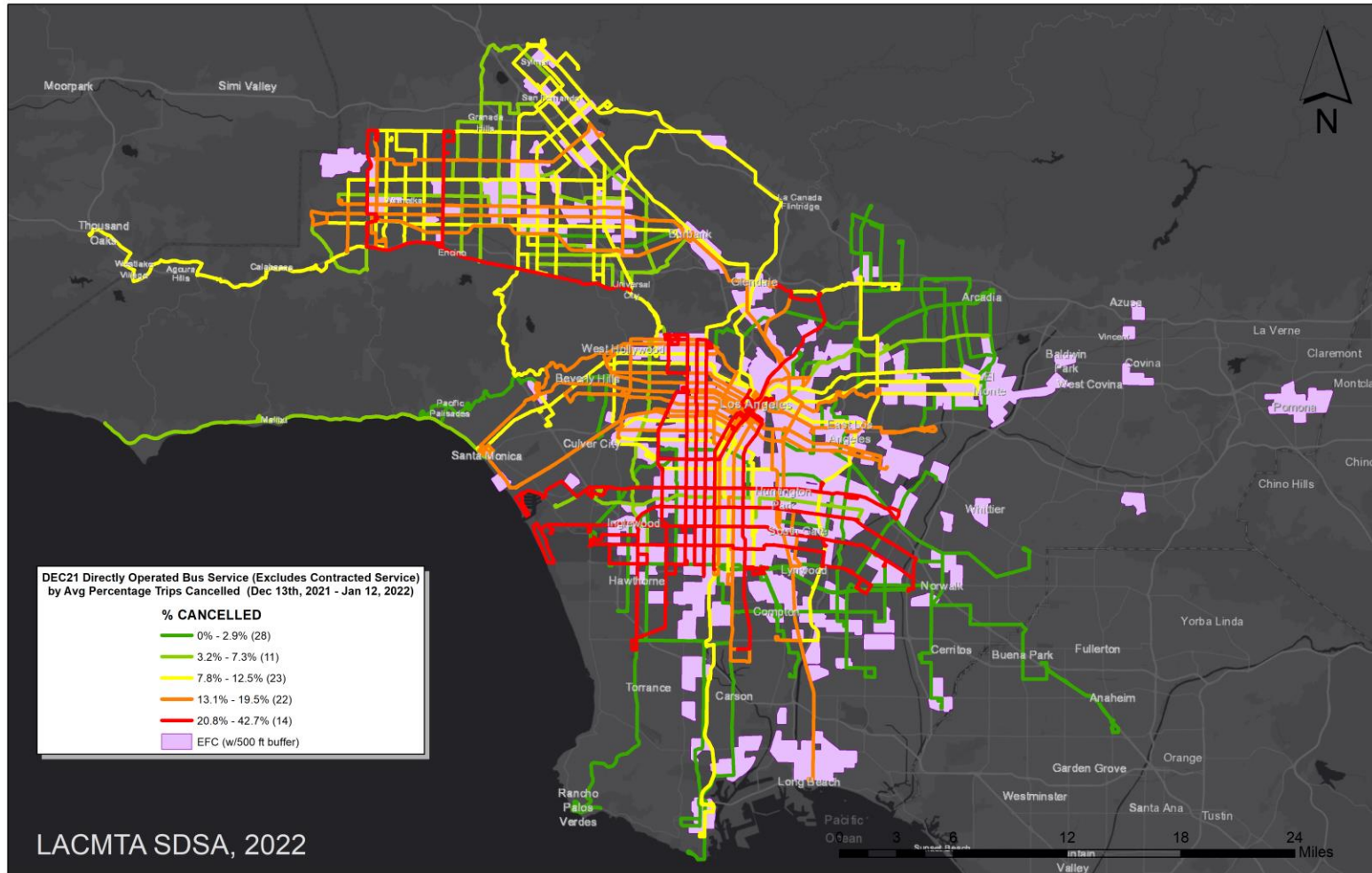
Bus Service Cancellations



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

Distribution of Cancelled Service 12/13/21 – 1/12/22



Lines With 20% or More Trips Cancelled: Dec 13th –Jan 12th

Line	Name	NextGen Tier	% Cancelled Trips	% within EFC*	Area
754	Vermont Rapid	1	42.7%	100%	Hollywood-South LA
207	Western Av	1	28.9%	89%	Hollywood-South LA
206	Normandie	2	25.8%	98%	Hollywood-South LA
204	Vermont Local	1	25.1%	100%	Hollywood-South LA
111	Florence Av	1	25.1%	69%	South LA-Gateway Cities
150	W. Ventura	3	25.1%	27%	San Fernando Valley
210	Crenshaw Bl	1	23.7%	63%	Hollywood-South LA
108	Slauson	1	23.4%	62%	South LA-Gateway Cities
240	Ventura/Reseda	1	22.6%	13%	San Fernando Valley
40	MLK/Hawthorne	1	22.5%	62%	Downtown LA South LA
53	Central Av	1	22.3%	72%	Downtown LA South LA
117	Century Bl	2	22.1%	64%	LAX-South LA-Gateway Cities
115	Manchester-Firestone	2	21.2%	48%	LAX-South LA-Gateway Cities
81	Figueroa	2	20.8%	71%	Eagle Rock-DTLA-South LA

*Equity Focused Communities

Despite best efforts to spread cancellations evenly across the system, protect school trippers and late night and owl trips, high OCBs, the increased operator shortages coupled with COVID surge, current cancellations disproportionately impacts EFCs.

Service Cancellations by Divisions Since September 2021

Division	EFC* (Y/N)	Scheduled Worktime	Canceled Worktime	Percent Cancelled
1 - Downtown LA	Y	256,552	26,802	10%
2 – Downtown LA	Y	243,904	11,624	5%
3 – Cypress Park	Y	241,064	21,828	9%
5 – South LA	Y	252,110	30,585	12%
7 – West Hollywood	N	301,860	28,916	10%
8 – Chatsworth	N	271,961	30,181	11%
9 – El Monte	Y	252,482	8,522	3%
13 – Downtown LA	N	268,903	29,947	11%
15 – Sun Valley	Y	329,493	13,932	4%
18 – South Bay	N	370,473	44,524	12%
Total		2,788,801	246,859	9%

*Equity Focused Communities

Cancellations significantly impacting most divisions

Goal: Improve Service Reliability in an Equitable Way

Potential Strategies...

X No Service Adjustments

- X** Significant random daily cancellations
- X** Uneven headways and unbalanced loads leading to overcrowding
- X** Disproportionately impacts EFCs
- X** Operator burnout, fatigue and low morale

X Reduce Service Based on Where Cancellations Occur Now

- ✓** Significantly reduces cancellations and improves service predictability and reliability
- ✓** Significantly reduces operator burnout and fatigue from ordered callbacks
- X** Significantly degrades NextGen Tier 1 network
- X** Disproportionately burdens Equity Focused Communities (EFC) while excess service operates in other areas

Result: Inequitable Solutions

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

Proposed 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	

Conditions for Equitable and Reliable Service Restoration

Full service restoration requires all conditions below to be met:

- No pandemic spike, no more than 30 new COVID cases per month for operators;
- Metro operator numbers (4,003) required to meet the needs of 7 million revenue service hours;

Operator	Bus	Rail	Total
Need	3,677	326	4,003
Active	3,119	298	3,417
Deficit	-558	-28	-586

- No more than 200 mandatory (ordered) call backs per week systemwide (currently averaging 800); and
- No more than 2% systemwide bus service cancellations (currently averaging 10-15%).

Progressive Restoration: If sustained progress towards these conditions, incremental service recovery can begin with June 2022 service change. Monthly progress reports to the Board.