




NOVEMBER 5, 1997

Los Angeles County
Metropolitan
Transportation
Authority

One Gateway Plaza
Los Angeles, CA
90012

213.922.6000

TO: BOARD OF DIRECTORS

FROM: ELLEN G. LEVINE, EXECUTIVE OFFICER - 
TRANSIT OPERATIONS

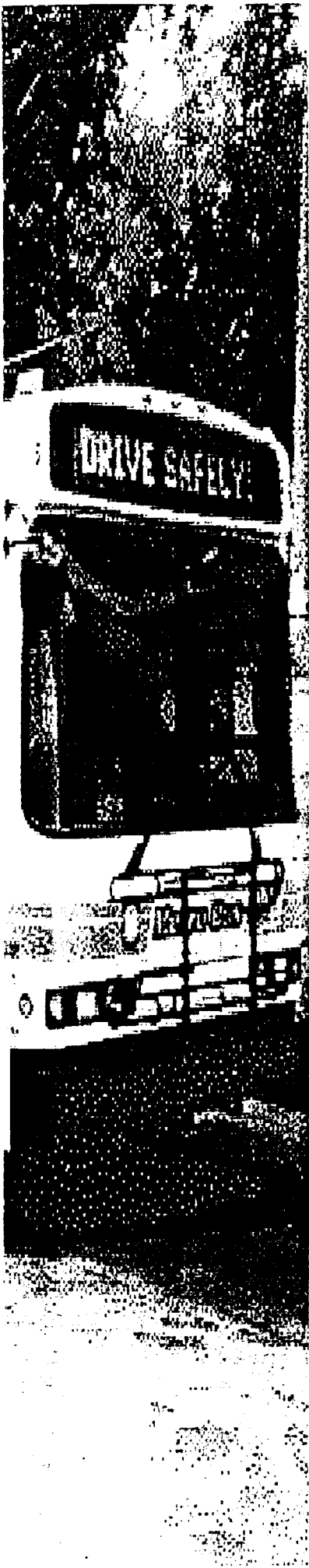
**SUBJECT: TRANSIT OPERATIONS PERFORMANCE REPORT
SEPTEMBER 1997**

The attached report has been developed to provide an objective picture of operating performance of our bus system. The report is divided into five categories:

Service Performance
Maintenance Performance
Financial Performance
Safety
Customer Satisfaction

Transit Operations Management plans to present this report each month. This report represents September data and is the first to be presented to the Board and other interested parties in this form. Data becomes available 15 days after the end of the month and requires approximately two weeks to analyze and process. In all, the Board can anticipate a one-month delay in receiving the report. In the future, Rail, contract services, and other Transit Operations data will be added. In addition, detailed Financial Performance data will be included in this report once a budget is adopted and financial information becomes available.

We expect to modify and improve these reports in succeeding months and to present special reports to highlight specific areas of concern or accomplishment as warranted. Please call me at (213) 922-4314 if you have requests for information or format changes.



Transit Operations Performance Report

for
September 1997

Prepared by:

**Los Angeles County
Metropolitan Transportation Authority
Transit Operations Division**



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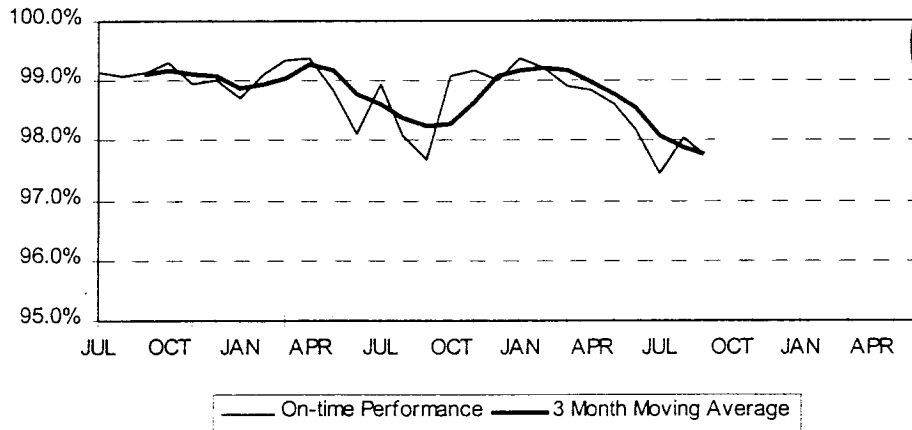
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SERVICE PERFORMANCE On-Time Pullout Percentage

Definition: On-time Pullout Performance measures the percentage of buses leaving the operating division within ten minutes of the scheduled pull-out time. The higher the number, the more reliable the service.

Calculation: $OTP\% = [(100\% - ((\text{Total late and cancelled runs} / \text{Total scheduled pullouts}) * 100)]$

Systemwide - Three Year Trend



Analysis: On-time performance continues to fall below an acceptable level of 99.5%. August showed a one-month improvement after six months of declining performance; September resumed the downtrend. The reasons for the declining performance are attributed to the following factors:

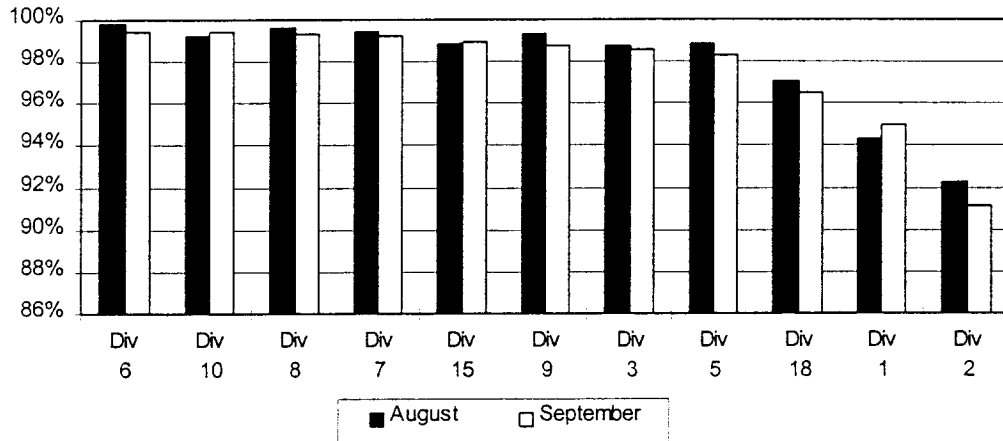
1. Ethanol bus failures;
2. Bus operator shortages due to UTU contract negotiations last summer;
3. Inadequate supervision of maintenance personnel at the divisions;
4. The lack of an ATU contract which affected morale and the performance of the employees.

In addition, as noted in the Operations Business Plan, the real measure of On-Time Performance should be the impact on service. Operations is developing a methodology for collecting this data and will report it in the future.

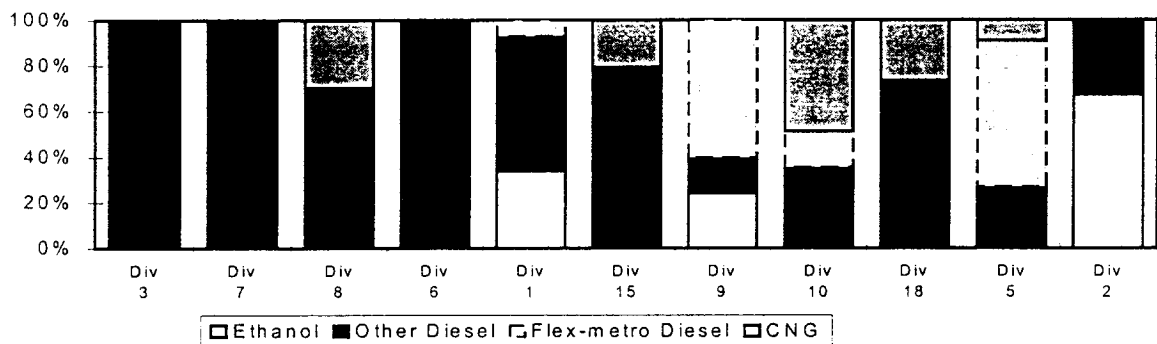
Corrective Actions: The following actions are proposed to improve the on-time pullout performance:

1. Convert the ethanol buses to non-alcohol fuel to improve reliability;
2. Increase the bus operator hiring program and focus new operator training at the division level to prepare operators for revenue service in six weeks instead of eight weeks;
3. Implement the Maintenance Improvement Program (MIP) Leader Guidelines in December 1997;
4. Hire the staff identified in the FY98 budget to increase maintenance supervision at the operating divisions;
5. Implement the ATU/MTA agreement, once it has been ratified by the MTA.

Bus Operating Divisions - August & September 1997



Fleet Mix by Divisions - September 1997



Analysis: During the month of September, Divisions 6, 10, 8, and 7, performed best with 99.2% to 99.4% on-time pullouts. Divisions 18, 1, and 2 have the poorest record of on-time performance with 91.1% to 96.5%. Only Divisions 10 and 1 showed improvement from August to September. The following chart shows the causes for the cancelled or delayed service. The overwhelming majority of the out-lates and service cancellations were caused by the unavailability of equipment, although a number of divisions are still experiencing bus operator shortages. Divisions experiencing problems are directly related to the types of equipment assigned. The ethanol and Flex-metro buses continue to be the most challenging to maintain.

Corrective Actions: Management took several steps during October to provide short-term solutions to the bus availability problems:

1. Modified three divisions to provide capability to fuel ethanol buses.
2. Moved ethanol buses to Division 3 and planned to move ethanol buses to Divisions 5 and 7 in November to minimize the number of miles placed on the buses each day and provide longer time between catastrophic engine failures;
3. Turned the fuel pressure back up to 3600 psi on the CNG buses to lengthen the trip miles on each CNG bus;
4. Hired and began training 55 new operators in September, with an additional 60 new operators scheduled each month for October, November, and December;
5. In the long term, Flex-metro buses will be retired and replaced as they become eligible.

Bus Operating Divisions - September 1997

Division	OUTLATES		CANCELLATIONS		TOTAL ON-TIME	REASONS FOR OUTLATES and CANCELLATIONS	
	Number	% of Pull-outs	Number	% of Pull-outs	PULL-OUT RATE	No Operator Available	Bus Mechanical Failure
Northern Region							
1	105	1.9	168	3.0	95.0	12	261
3	56	1.0	19	0.3	98.6	25	50
8	23	0.5	12	0.3	99.3	21	14
9	48	0.8	20	0.3	98.8	17	51
15	47	0.8	14	0.2	99.0	11	50
Sub-Total	279	1.0	233	0.8	98.2	86	426
Southern Region							
2	233	5.3	150	3.4	91.1	38	345
5	79	1.4	17	0.3	98.3	19	77
6	3	0.2	4	0.3	99.4	4	3
7	56	0.8	2	0.0	99.2	6	52
10	33	0.5	5	0.1	99.4	8	30
18	207	2.9	39	0.5	96.5	67	179
Sub-Total	611	1.9	217	0.7	97.4	142	686
TOTAL	890	1.5%	450	0.8%	97.7%	228	1112

Analysis: Although all eleven divisions performed below the standard set for on-time performance (99.5%) during September, Divisions 1 and 2 cancelled service between 3.02% and 3.41% of their service (more than any of the other divisions). Both of these divisions were running ethanol buses during the month. Division 18, the division with the third highest outlate/cancellation rate, has new CNG buses which are experiencing engine difficulties.

Corrective Actions: The following actions will improve the on-time pull-out rate:

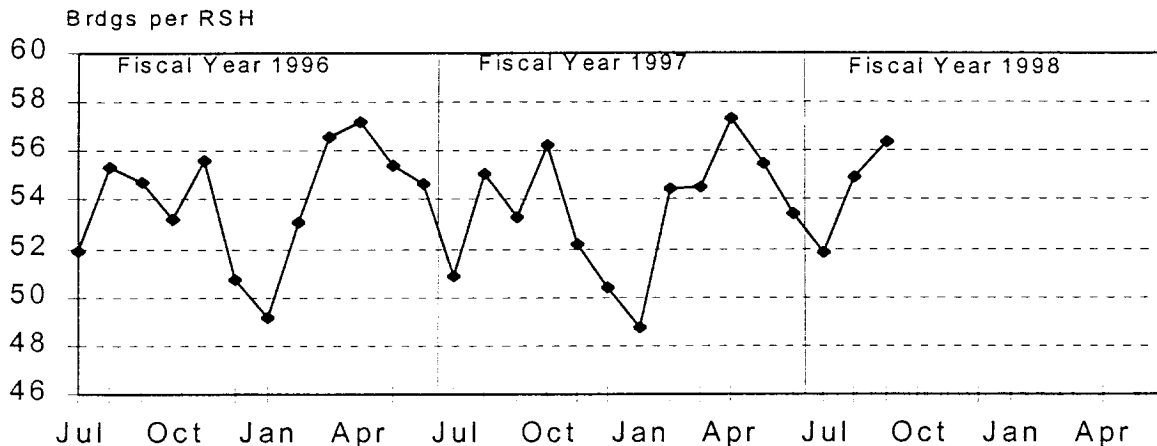
1. The ethanol buses will be spread to three additional divisions (Divisions 3, 5, and 7) effective November 1997. This will have the effect of equalizing the bus deployments and shorten the trips for ethanol buses, increasing the life between engine failures.
2. The Maintenance Improvement Program (MIP) guidelines are being developed to accomplish the following: Improve the Condition of the Fleet, Improve Staff Technical Skills, Maximize Labor Performance, and Reduce Maintenance Costs. The guidelines for Maintenance Leaders will be in effect by December 1, 1997.
3. Bus Operators were equalized during October, bringing Division 2 to the correct ratio of operators to assignments (1.16 operators for every assignment.) However, the equalization did not improve Division 1's level of operator assignments which remained below 1.11 operators for every assignment through October 18, 1997.
4. An additional equalization action is scheduled for the end of October.
5. Transit Operations is working with Cummins Engines to solve problems with new CNG buses.

Boardings/Revenue Service Hour

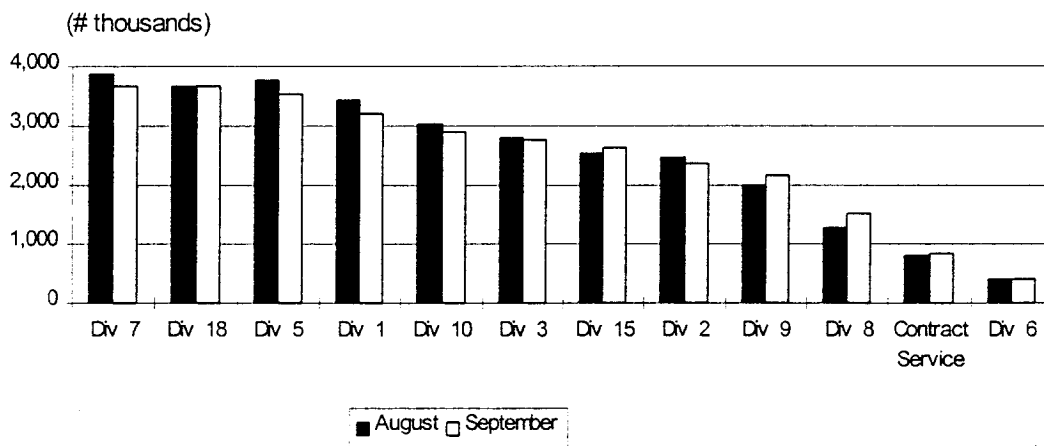
Definition: Boardings per hour is the number of passengers estimated to board during one hour of revenue service.

Calculation: Boarding/Hour = (Total Passenger Boardings/Total Revenue Service Hours)

Systemwide - Three Year Trend



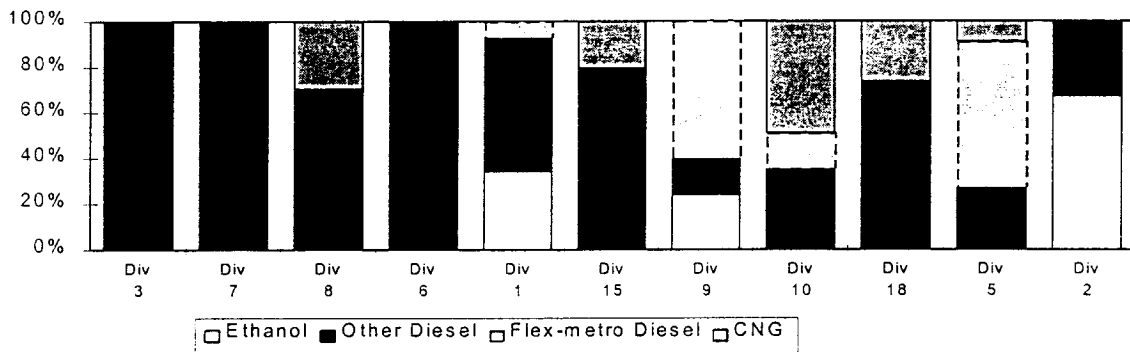
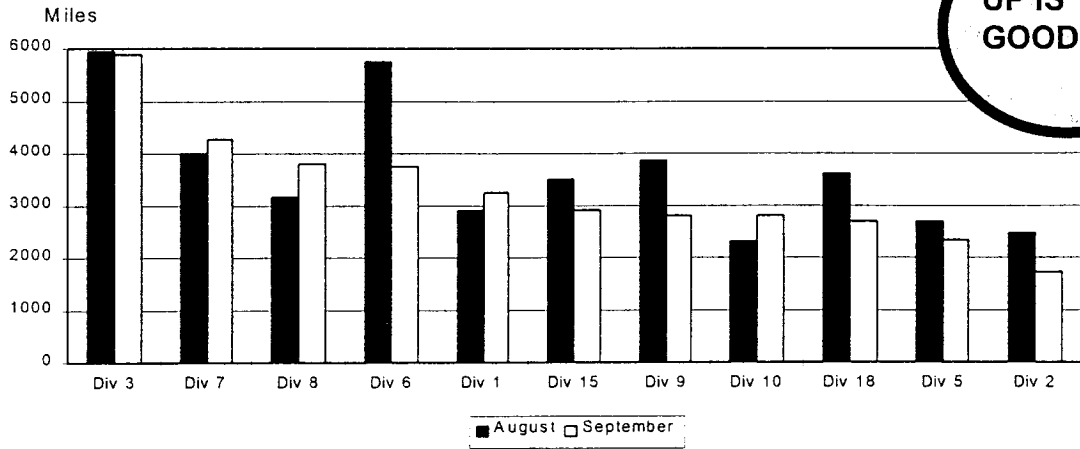
Bus Operating Divisions - August & September 1997



Analysis: Ridership follows predictable seasonal trends. An increase in boardings reflects a positive trend in ridership and indicates that we are transporting more people. In order to comply with the Consent Decree, ridership over acceptable load factors will require that we provide additional service.

Corrective Actions: As ridership increases, staff will make necessary service adjustments to ensure that passenger loads are within the consent decree guidelines.

**Bus Operating Divisions - August & September 1997
Fleet Mix by Fuel Type - September 15, 1997**



Analysis: The types of buses assigned to a division has significant impact on the mean miles between mechanical failures. Divisions 3 and 7 have the highest number of mean miles between vehicle failures and have fleets which are comprised only of diesel buses. Those divisions with a high percentage of ethanol and Flex-metro buses exhibit the poorest performance.

Corrective Actions: The steps taken to improve the miles between roadcalls are the same steps described previously in correcting service performance:

1. Modified three divisions to provide capability to fuel ethanol buses.
2. Moved ethanol buses to Division 3 and planned to move ethanol buses to Divisions 5 and 7 in November to minimize the number of miles placed on the buses each day and provide longer time between catastrophic engine failures;
3. Turned the fuel pressure back up to 3600 psi on the CNG buses to lengthen the trip miles on each CNG bus;
4. The Maintenance Improvement Program (MIP) guidelines were developed to accomplish the following: Improve the Condition of the Fleet, Improve Staff Technical Skills, Maximize Labor Performance, and Reduce Maintenance Costs.

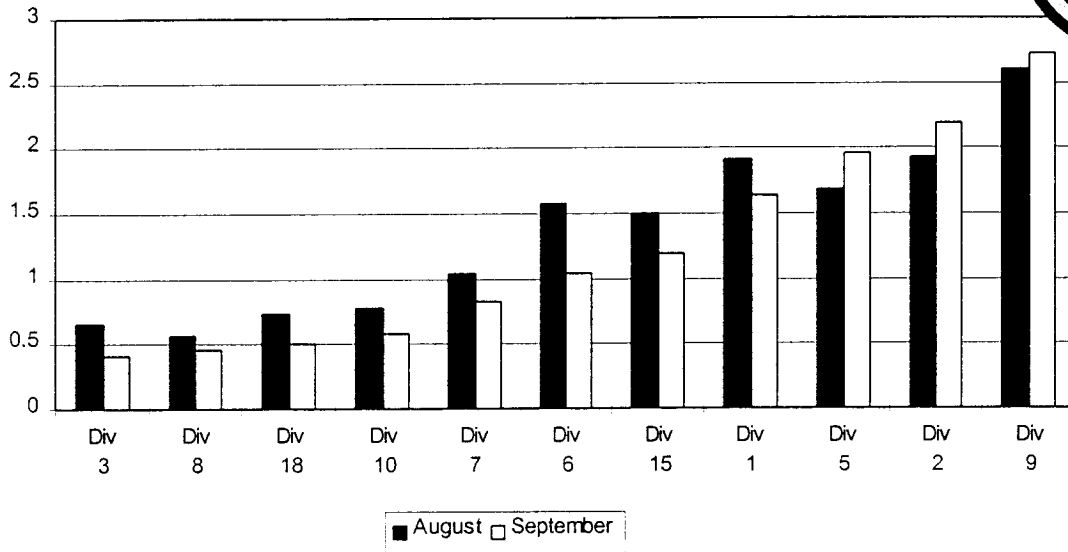
Past Due Critical Preventive Maintenance Program (PMPs)

Definition: Average past due critical scheduled preventive maintenance jobs per bus. This indicator measures maintenance management's ability to prioritize and perform critical repairs and indicates the general maintenance condition of the fleet.

Calculation: Past Due Critical PMP's = (Total Past Due Critical PMP's/Buses)

Bus Operating Divisions - August & September 1997

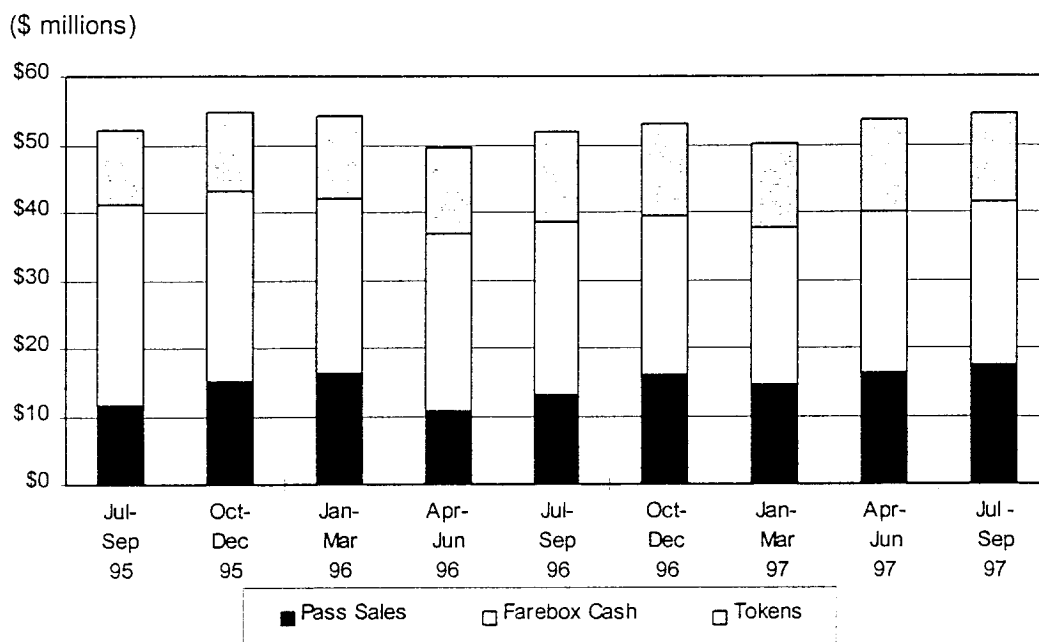
Ratio of PMP's per Bus



Analysis: One would expect to see a strong correlation between Past Due PMP's and maintenance-related performance indicators such as On-Time Performance, Miles Between Vehicle Failures, etc.. For example, Division 3 has the lowest past due PMP's and the greatest amount of mean miles between mechanical failures. However, there are some anomalies: Division 9, despite the high number of past due PMP's, has not exhibited a corresponding negative performance in those maintenance-related performance indicators. This phenomenon is the result of Division 9's management expertise in determining which PMP's must have first priority in order to maintain service. However, this is only a short term solution and will result in service performance decline if this practice is continued.

Corrective Actions: The PMP program is a critical element of the Maintenance Improvement Program (MIP) which involves revising standards for PMP work to improve maintenance productivity. The FY98 budget included revised PMP parameters which, when implemented, will allow maintenance personnel to focus their attention on improving the critical PMP's.

FINANCIAL PERFORMANCE
Fare Revenue
Systemwide - Three Year Trend by Quarters



Analysis: Fare revenues for FY98 are improved compared to this time FY97 and FY96. The fare revenue for FY98 is on budget for the first quarter of FY98. The annual budget for FY98 fare revenue is \$220 million; the first quarter revenues (all media combined) is \$54 million. Pass and token sales are expected to increase while cash sales are expected to decrease compared to previous years due to the consent decree fare mandates.

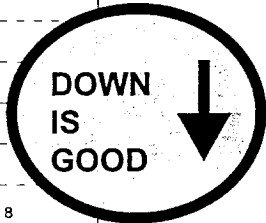
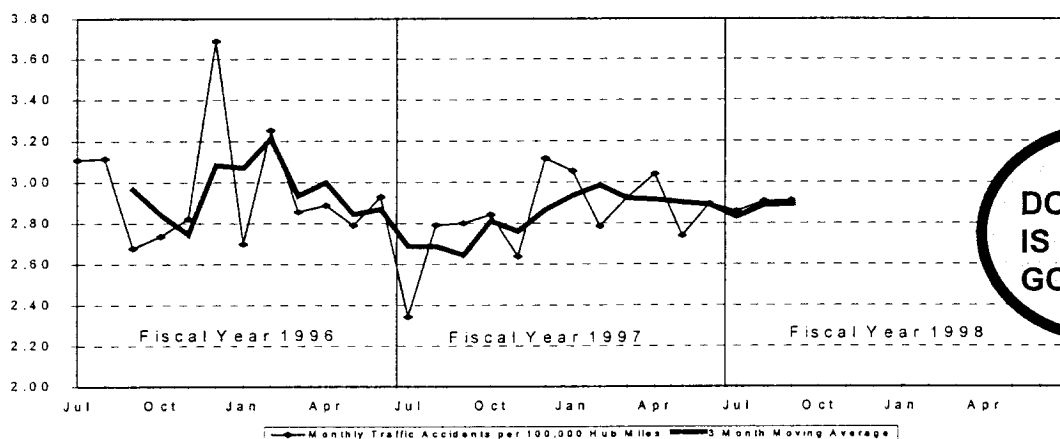
Corrective Actions: The Transit Institute Training Program includes a module to train Bus Operators on methods for collecting fares from reluctant passengers. The purpose of this module is to improve Operator collection methods. The MTA has also improved counterfeit prevention methods during FY98 to reduce opportunities for fraud.

(Other financial data will be available after adoption of the revised budget.)

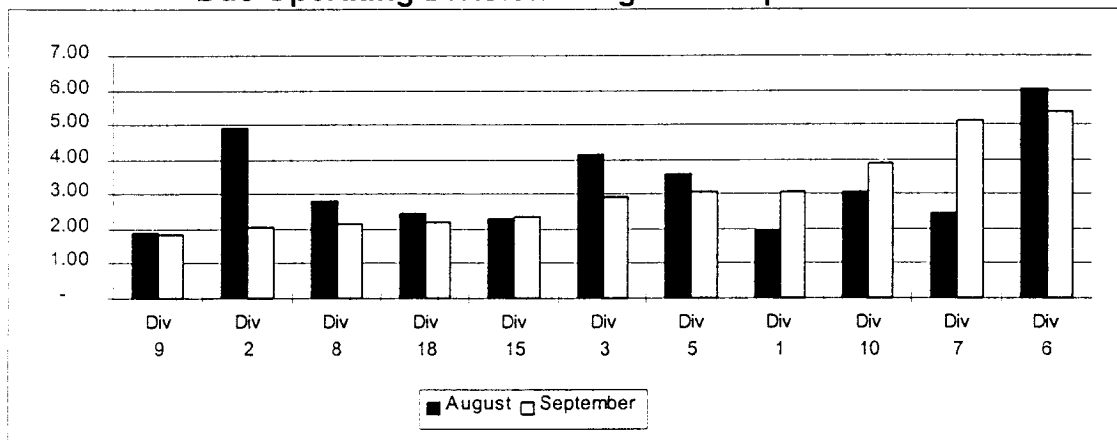
SAFETY PERFORMANCE
Traffic Accidents per 100,000 Hub Miles
Systemwide - Three Year Trend

Definition: Average number of Traffic Accidents for every 100,000 Hub Miles traveled . This indicator measures system safety.

Calculation: Traffic Accidents Per 100,000 Hub Miles = (# Traffic Accidents/(Hub Miles/100,000))



Bus Operating Division - August & September 1997



Analysis: During the first quarter of FY98, MTA averaged 2.9 accidents per 100,000 miles. This represents no significant change from FY97. The consistently low accident rate can be attributed to the high number of long term bus operators.

Corrective Actions: Although the MTA experiences a low accident rate, Safety continues to be a high priority for MTA. Specific programs initiated in FY98 include the following;

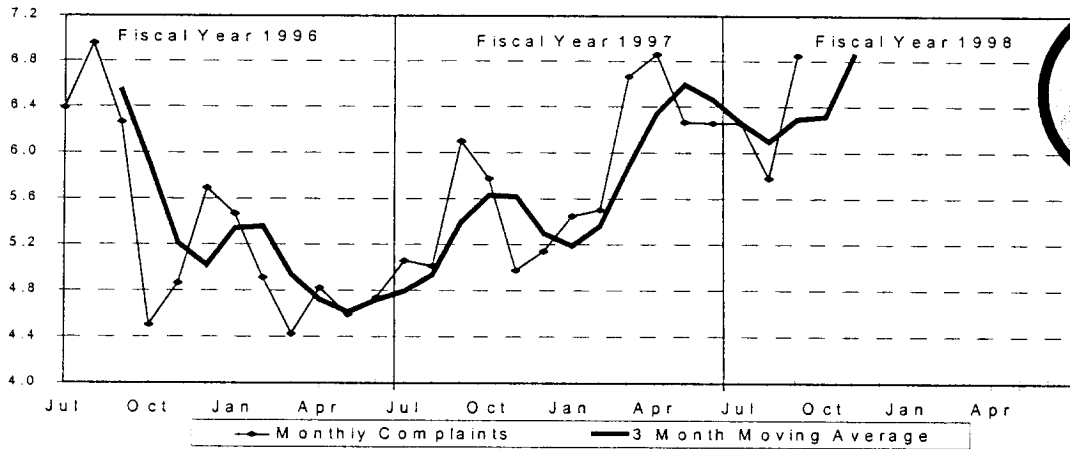
1. Injury and Illness Prevention Program - to train employees and keep safety a constant message for all workers.
2. Safety Awareness Program - designed to help customers use Metro services safely, and to communicate safety information to motorists and pedestrians.
3. The CEO has initiated the integration of all safety resources into one Department reporting to the Office of the CEO.

CUSTOMER SATISFACTION

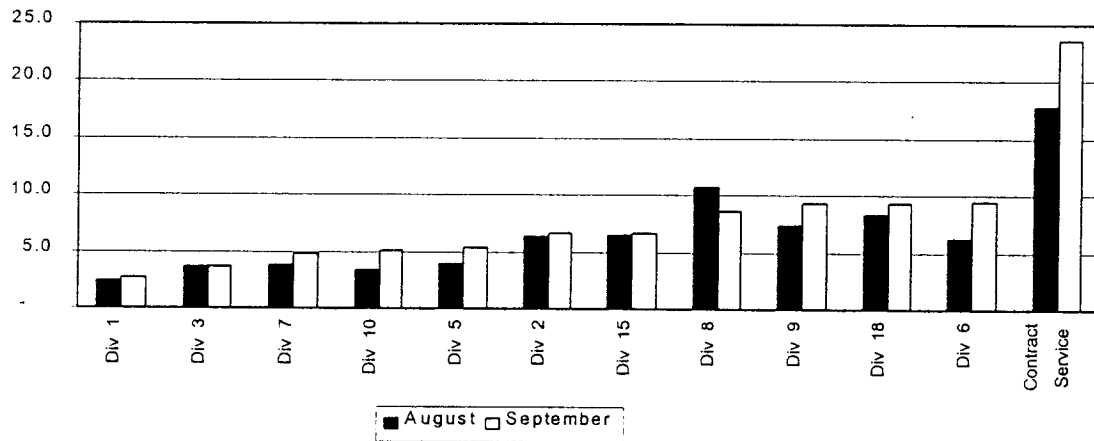
Complaints per 100,000 Boardings Systemwide - Three Year Trend

Definition: Average number of customer complaints per 100,000 unlinked passenger trips. This indicator measures service quality and customer satisfaction.

Calculation: Customer complaints per 100,000 Boardings = Complaints/(Unlinked Passenger Trips/100,000)



Bus Operating Divisions - August & September 1997



Complaints per 100,000 Boardings

Analysis: The data indicates that complaints have increased during FY98 after a downtrend in the end of FY97. The rise in complaints is attributed to the decline in on-time performance resulting from equipment failures and a shortage of bus operators. The high number of complaints received during March and April of 1997, can be attributed to the "On-time Guaranteed Ride Program" which encouraged passenger feedback. Division 1 received the least number of customer complaints during September with only 2.5 complaints per 100,000 boardings. The contract service operated by Laidlaw and ATE/Ryder received 23 complaints for every 100,000 boarding, during the period reported. Divisions 8, 9, 18, and 6 received about 8 complaints per 100,000 boardings.

Corrective Actions: In addition to the technical corrections identified earlier to reduce equipment failures and hire new bus operators, Transit Operations started several new programs during FY98 to provide better response to customers. These programs are the following:

1. Meet the MTA Family - Transit Operations executive management selects a heavily used location on a monthly basis to talk with customers, identify problem areas and listen to customer complaints.
2. Consent Decree Joint Working Group(JWG) - Transit Operations management meets weekly with the JWG to discuss overcrowding and other customer satisfaction issues and to identify ways the MTA can respond to customer requests.
3. Transit Institute - The Transit Institute is a two day training program required for all bus operators to promote the Customer First attitude of the MTA. Included in the training are sessions on sensitivity training, strategies for dealing with difficult people, and empowerment to do the right thing for the customer.
4. Service Quality - The Management Ride program requires MTA management staff to ride MTA service at least three times each month and to report on operator courtesy, cleanliness of the bus, comfort and adherence to ADA requirements. Management also speaks to the passengers and records information to make service improvements.

**Complaints by Major Category
Systemwide - One Year Trend**

Definition: Complaints are defined by a customer telephone or mail received. Each complaint is categorized and counted.

Calculation: Complaints are counted by the number of telephone and mail complaints received by category.

% of Total Complaints by Category

Type of Complaint	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	June.	July.	Aug.	Sept.
Schedule Related	39.5	33.4	32.5	28.5	32.4	33.5	41.5	39.3	36.7	36.7	37.4	41.2	44.7
Passed Up	15.9	16.7	19.2	16.3	18.7	16.4	13.5	18.3	17.0	13.5	14.9	16.0	16.7
Unsafe Operation	9.1	11.7	11.0	9.5	7.8	10.2	9.1	7.3	7.2	9.0	9.6	9.8	8.6
Operator Discourtesy	12.8	13.1	13.1	14.8	13.3	15.3	14.1	13.1	15.6	13.4	11.6	10.8	9.3
Other	22.7	25.1	24.2	30.8	27.7	24.6	21.7	22.1	23.9	27.4	26.6	22.2	20.8

Analysis: The one-year trend shows that the highest number of complaints are related to service reliability. Forty-five percent of all complaints received are schedule-related. This is consistent with on-time performance and service cancellations reported earlier in the report.

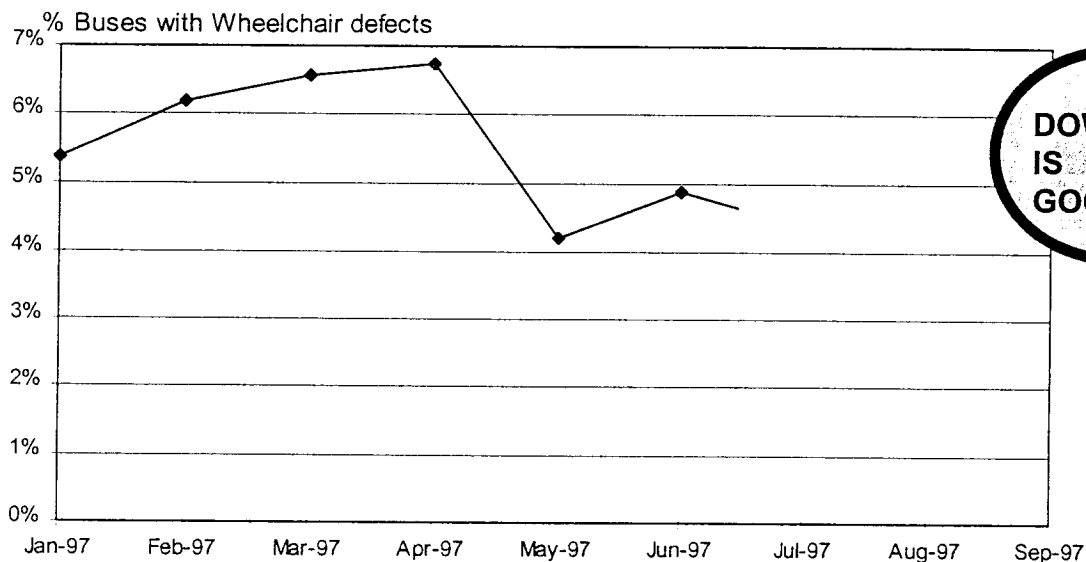
Corrective Actions: Management took several steps during October to provide near-term solutions to the bus availability problems:

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4. Hired and began training 55 new operators in September, with an additional 60 new operators scheduled each month for October, November, and December;
5. In the long term, Flex-metro buses will be retired and replaced as they become eligible.

**Wheelchair Lift Defect Rate
Systemwide 1997 Through September 1997**

Definition: This performance indicator expresses the number of inoperative wheelchair lifts as a percentage of the fleet.

Calculation: % Assigned Buses with Wheelchair Lift Defects = Wheelchair lifts with defects/Total assigned buses .



Analysis: The 9 month trend indicates that wheelchair lift defects have decreased to 2% of assigned buses.

Corrective Actions: A temporary instructor was hired in August 1997 to train additional maintenance personnel to ensure that a sufficient number of qualified mechanics were available at each division to repair wheelchair lifts. Continued emphasis and stress on wheelchair lift maintenance and continued training of mechanics will maintain or improve the current level of performance.

TRANSIT OPERATIONS PERFORMANCE REPORT

Summary

In general, service and maintenance performance are on a downward trend. This declining trend was first noted last year. As Transit Operations management reviewed the performance reports during January, February, and March 1997, several problem areas were evident. The main concern was focused in the Maintenance Performance areas. Performance problems were evident in declining on-time performance, fleet reliability, and increased overtime usage.

Looking back for the last three years, maintenance performance declined with the shift to the regional concept, the aging fleet and increased ethanol/Flex-metro problems. As the maintenance function shifted from a more technical management staff to more generalized management at the divisions, performance in the technical areas declined. Current Transit Operations management focused attention on the declining performance and proposed several programs to dramatically improve performance in the FY98 budget. The proposed programs were to be implemented on a cost neutral basis.

The primary change proposed in the FY98 budget was increased supervision in the Maintenance areas. The increased personnel will allow for adequate shift coverage and improved supervision at each division. Although the initial steps of the personnel changes were implemented in July 1997 (management and other supervisory personnel were laid off to create the vacancy savings necessary to increase technical maintenance supervision at each division), the new maintenance personnel have not yet been hired due to the hiring freeze implemented in August 1997. The lack of adequate supervision, coupled with a workforce unsure of the outcome of pending labor negotiations and fleet aging/equipment issues, resulted in additional performance downtrends during the first quarter of FY98. Transit Operations anticipates all personnel will be hired and on-board by December 1, 1997.

In addition to the staffing changes proposed during FY98, Transit Operations identified the constant failure of the ethanol fleet as a major cause for declining performance. Transit Operations will bring to the Board in December a proposal for converting the ethanol fleet to a more reliable technology.

**Complaints by Major Category
Systemwide - One Year Trend**

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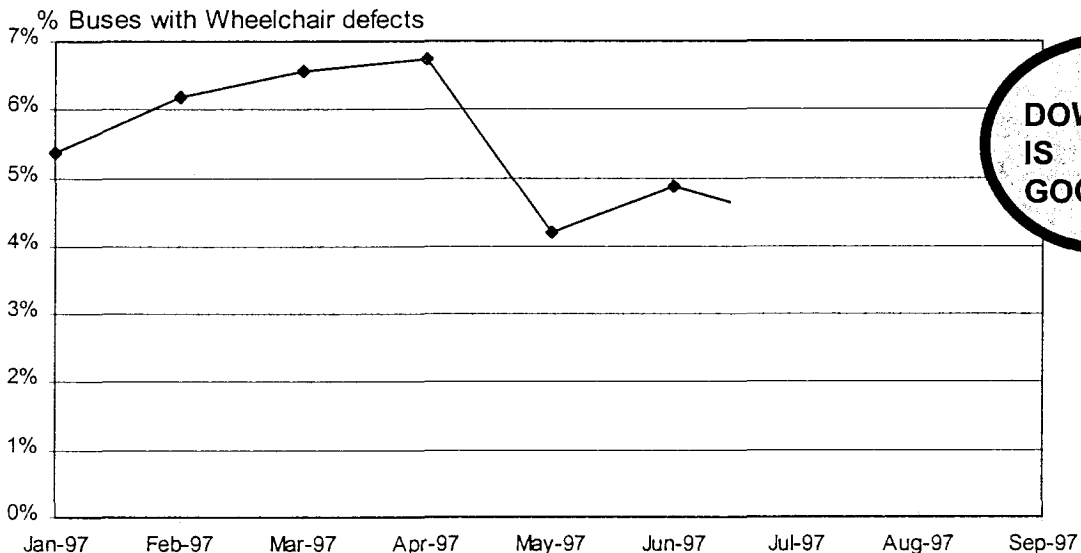
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