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TO: BOARD OF DIRECTORS

THROUGH: ARTHUR T. LEAHY 
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SUBJECT: LINE 910 (SILVER LINE) SERVICE IMPROVEMENT UPDATE

ISSUE

Transit Operations has implemented long-term and short-term strategies to improve service, reliability, and in-service on-time performance of Line 910 (Silver Line).

DISCUSSION

Express Lanes and other construction activities have required detours on the I-110 Freeway effective August 4, 2011 and the I-10 Freeway effective September 26, 2011 (projected end date is January 19, 2013). The detours have contributed to the decreased in-service on-time performance (a bus is deemed on-time if it arrives no more than one minute early and no more than five minutes late) shown in the tables below, and increased customer complaints on the Silver Line.

Silver Line (Line 910) Key Performance Indicators
(June 2012 - November 2012)

Month	Early	On-Time	Late	Ridership	Customer Complaints
Jun-12	6%	72%	23%	17,811	31
Jul-12	5%	74%	21%	18,828	47
Aug-12	5%	72%	24%	19,058	52
Sep-12	6%	71%	23%	20,063	28
Oct-12	5%	69%	26%	22,782	43
Nov-12	8%	72%	20%	21,784	37

In August 2012, Transit Operations developed long-term and short-term strategies to better address service quality issues on Metro's Silver Line and customer complaints. Below are the strategies that were implemented and are on-going.

Vehicle Operations (Street Supervision)

Supervisors are utilizing the Automated Transportation Management System (ATMS) which is an on-board vehicle management system, daily to ensure buses are staying on schedule and departing terminals on time, documenting amount of time lost at "choke points" and conducting time/load checks at random time points.

Bus Operations Control

A dedicated controller monitors the Silver Line for coordination with both Bus Division management and on-street supervision staff to implement immediate service mitigation techniques for buses operating more than 20 minutes behind schedule or when there are unscheduled closures of the busway (i.e. deploy a relay bus to get service back on schedule).

Bus Operations Control Management provides a daily report to the Operations Management team for any Silver Line service disruptions so Operations Management can proactively identify trends contributing to delays and to determine what improvements and/or actions need to be taken to decrease the delays.

Service Planning/Communications

Service Planning staff is maintaining a matrix of all customer information pieces that go out with a detour or service changes and communicate this information to the appropriate department for proper dissemination to the public to ensure customers have accurate information (i.e. Metro's Service Advisories webpage, online schedules, Take Ones, Trip Planner, 511, NextBus and social media (Facebook and Twitter)).

Service Planning staff is continuing to review bus location data to determine if any further schedule adjustments are necessary for each bi-annual service change. Schedule changes that need to be made prior to the bi-annual service changes are completed as needed.

Service Planning staff will provide electronic schedule change files to ATMS staff to incorporate service changes into both ATMS and NextBus.

Upon the opening of the I-10 (El Monte Busway) Express Lanes both the Silver Line and Foothill Transit's Silver Streak buses will resume full operations on the busway and we will cancel the detour and surface street stops (used in lieu of the busway stops), improving travel times on this line.

ATMS

Staff will continue to incorporate all schedule changes into ATMS and is currently negotiating with its contractor to ensure that the changes can be incorporated into NextBus as needed instead of bi-annually to ensure that customers receive accurate schedule information.

Bus Division

Supervisors ensure that Operators signing on to the Silver Line have copies of the correct detour notice, temporary schedule change instructions and shuttle bus timetables in their possession prior to departing the division.

Supervisors provide late pullout/cancellation reports to the Executive Director of Transportation, Superintendents and Bus Operations Control.

Management ensures that shuttle bus service is provided on Figueroa Street weekdays from 4a.m. to 6 a.m. and weekends from 4a.m. to 6a.m. with 30 minute headways in the event there is an unplanned closure due to construction activities associated with the I-10 Freeway.

Maintenance had ensured that two buses were available to be staged daily at pre-designated locations. Transportation Management was ensuring that Operators were available to stage one bus at each of the pre-designated locations to decrease missed revenue service.

Mitigation Efforts Cancelled

To keep service on schedule, relay buses were staged at pre-designated locations to get service back on schedule if buses were 20 minutes or more behind schedule. As a result of the cancellation of the I-110 Freeway Detour Notice; the cancellation of the relay bus is the only service mitigation measure that was cancelled.

NEXT STEPS

Metro staff will continue to monitor the Silver Line and make adjustments to the aforementioned strategies as needed to continue to improve in-service on-time performance, service quality and reduce customer complaints.

Short and Long Term Action Plan – Line 910 As of 12/12/12

Background

This action plan is to outline action items to better address in-service on-time performance and service quality issues on Metro's lines as well as customer complaints. Included are short and long term strategies to improve Line 910 service.

Findings

Upon review and analysis of Line 910 the following findings were found:

1. Vehicle Operation (VO) Supervisors were not effectively monitoring the line to ensure that operators were running as scheduled, following the approved detours due to construction on the El Monte Busway and Harbor Transitway and ensuring that operators were departing the layovers as scheduled.
2. BOC Controllers were not specifically monitoring Line 910 buses with significant down time to get service back on schedule.
3. Schedule changes were not being included in NextBus.

Short Term Strategies for Line 910

Division 9 Staff

1. AM/PM Window Supervisors ensured that Operators signing on to Line 910 have copies the detour notice, temporary schedule change letter and shuttle bus timetables in their possession. *Implemented 7-23-12.*
2. AM/PM Window Supervisors provided late pullout/cancellation reports to the Executive Director, Superintendents and Bus Operations Control. *Implemented 7-23-12.*
3. Management ensured that shuttle bus service is provided on Figueroa Street weekdays from 4:00 a.m. to 6:00 a.m. and weekends from 4:00 a.m. to 6:00 a.m. with 30 minute headways. *Implemented 8-29-12.*
4. Maintenance ensured that two buses were available to be staged daily at pre-designated locations. Transportation Management ensured that operators were available to stage one bus at Center Lot and one at Division 18 to decrease missed revenue service. *Implemented 8-29-12 and cancelled on 11-27-12.*

Vehicle Operations Supervisors (Supervisors)

1. Supervisors will utilize ATMS daily to ensure that operators are staying on schedule and departing terminals as scheduled. *Implemented on 7-23-12.*
2. One AM Supervisor was assigned to monitor departure times from Artesia Transit Center, and ensuring that operators are aware that they must detour off Harbor Transitway until 6:00 a.m., regardless of whether or not the freeway is reopened from construction before 6:00 a.m. *Implemented on 7-23-12.*
3. Supervisors have been checking all Harbor Transitway stops daily to ensure that signage is still posted informing patrons where to board buses during the hours of 9:00 p.m. and 6:00 a.m. on weekdays and 9:00 p.m. to 9:00 a.m. on weekends. *Implemented on 8-10-12.*

4. AM and PM Supervisors have been assigned to Terminal 19 (El Monte Station, as manpower permits, to check for on-time departures. *Implemented on 7-23-12.*
5. Owl Supervisor has been assigned to check the Harbor Transitway stops to ensure that customers are waiting at the correct locations during the construction closure hours. *Implemented 8-29-12.*
6. Supervisors are dispatched by Bus Operations Control (BOC) to meet any operator who does not have the current detour in his/her possession and provide a detour notice. *Implemented 8-3-12.*
7. Supervisors as soon as they become aware of a mechanical breakdown will immediately begin fleet mitigation techniques especially during the late night hours when the headway increases to once an hour. *Implemented 8-10-12.*

Bus Operations Control

1. One Controller on each shift has been assigned to contact every single Operator scheduled to work the line during the hours that the detours are in effect. *Implemented on 8-3-12.*
2. A PM Controller between 8:00 p.m. and 9:00 p.m. calls every bus on the line with the earliest pullout, one of the Owl Controllers calls every bus scheduled to go in service before 6:00 a.m. when the detour ends. *Implemented on 8-3-12.*
3. An AM Controller on the weekends when the detour extends to 9:00 a.m. calls every bus that pulls out after the Owl has gone home. *Implemented on 8-3-12.*
4. Controllers ask every Operator whether or not he/she has the current detour notice, and whether he/she understands the routing and the hours when the detour is in effect. Controllers will dispatch a Supervisor to meet any Operator who doesn't have or doesn't understand the notice. The Supervisor then provides a copy and instructs the Operator. *Implemented 7-23-12.*
5. Controllers create Incident Reports regarding any Operator who needs assistance with the detour and sends them to the Executive Director and Superintendents for review and this information is then forwarded to Division 9 Management staff. *Implemented 7-23-12.*
6. A Controller is assigned to monitor Line 910 service utilizing ATMS to identify any anomalies – late terminal departures, missed reliefs, buses running early or late, etc. These Controllers have been directed to mitigate any service delays as rapidly as possible, using pull-ins, line bumps, report Operators, or other mitigation techniques as appropriate. *Implemented 7-23-12.*

Scheduling

1. Prepared Detour Notices for El Monte Busway and Harbor Transitway *Harbor Transitway started August 2011 and El Monte started in August 2012.*
2. Prepared Line 910 schedule change letter *Adjusted upon El Monte opening in 2012*
3. Prepared Line 600 schedule and timetables *Harbor Transitway implemented August 2011 – 11/26/12. The 600 for El Monte started in August 2012 and is still in effect.*

ATMS

1. Entered Pink Letters (schedule changes) into ATMS. *Ongoing as the need arises.*

Long Term Strategies for Line 910

Division 9 Staff

1. Conduct monthly line saturations of this line to ensure operators are departing the division/terminals on-time. *Ongoing.*
2. Discuss detour notices at Rap Sessions. *Ongoing.*
3. AM/PM Window Supervisor will continue to provide late pullout/cancellation reports to the Executive Director, Superintendents and Bus Operations Control. *Ongoing.*

Vehicle Operation Supervisors (Supervisors)

1. Supervisors will utilize ATMS daily to ensure that operators are staying on schedule and departing terminals as scheduled. *Ongoing.*
2. Document amount of time lost at “choke points”. *Ongoing.*
3. Monitor random time points. *Ongoing.*

Bus Operations Control

1. Dedicate a Controller to monitor Line 910 to coordinate with both Division and Vehicle Operations’ staff, to implement immediate service mitigation techniques for bus runs operating later than 20 minutes (examine recovery time, line bumps and relay buses). *Ongoing.*
2. Bus Operations Control Management will provide a daily report to the Executive Director, Superintendents and Division 9 Management for Line 910 service disruptions. *Ongoing.*

Scheduling

1. Will continue to review ATMS data and make further schedule adjustments for each bi-annual service change. *Ongoing.*
2. Will continue to review passenger and wheelchair boardings from ATMS and make further schedule adjustments for each bi-annual service change. *Ongoing.*
3. Provide electronic schedule changes files to ATMS staff so that the changes can be incorporated into both ATMS and NextBus. *Ongoing.*
4. When the El Monte busway HOT lane opens the Silver Line and Silver Streak will resume full operations on the busway and the detour and surface street stops will be cancelled in lieu of the busway stops. *TBD*

ATMS

1. Ensure that all Pink Letters (schedule changes) are incorporated into ATMS. *Ongoing.*
2. Ensure that all Pink Letters (schedule changes) are incorporated into NextBus. *TBD*

Follow-Up

Metro staff will continue to monitor Line 910 and make adjustments to the aforementioned strategies as needed to continue to improve in-service on-time performance, service quality and reduce the number of customer complaints.