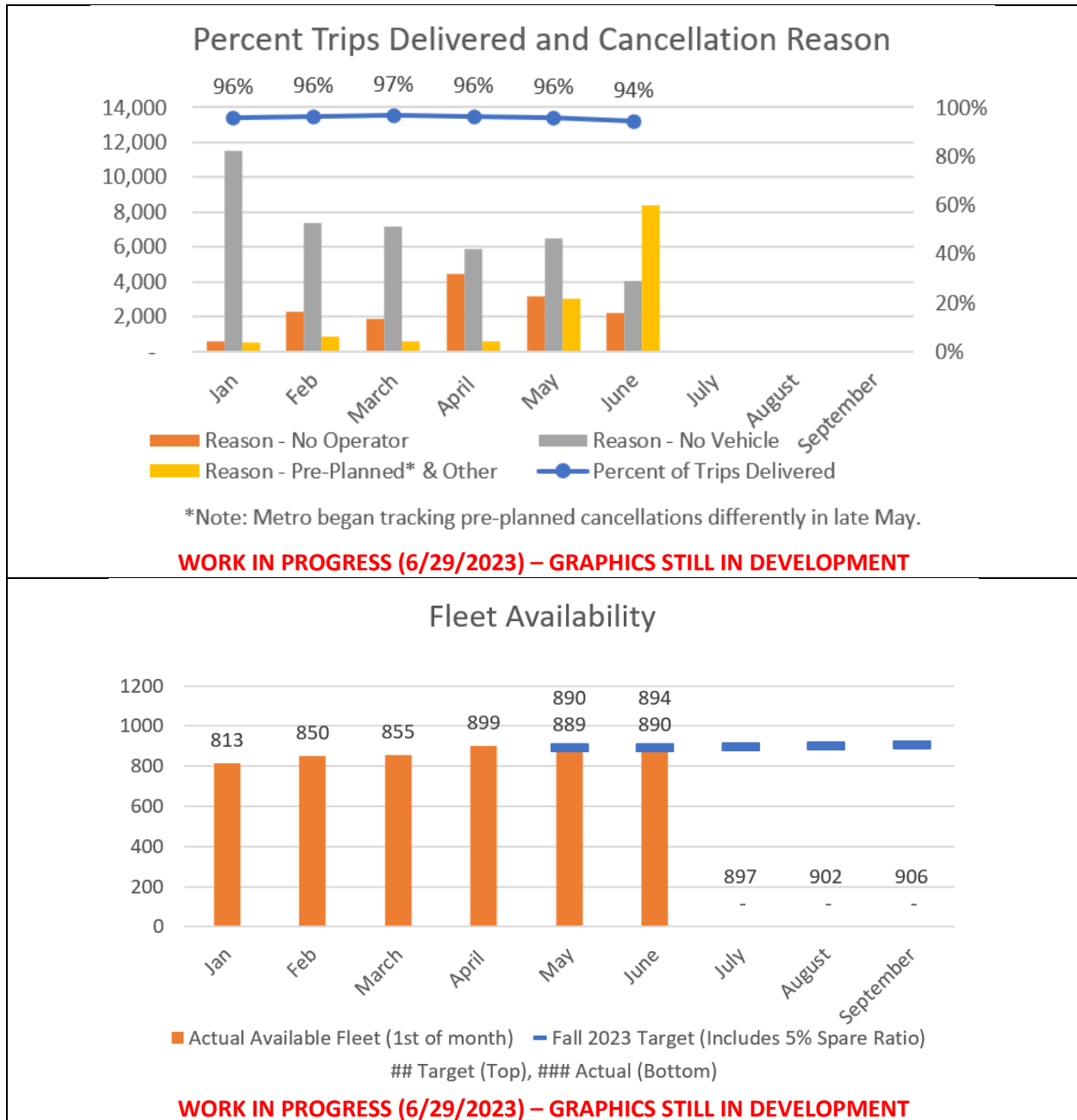


Summary:

Metro is working towards reliably providing reduced service levels planned for the September service change. The Service and Workforce Initiative has engaged cross-divisional staff groups around various work streams critical to address our current and future workforce shortages. Activities on track and at risk affecting our ability to deliver September service levels reliably include:

- **On Track:**
 - Moving to fast-track the rehiring of eligible employees separated during the vaccine mandate
 - Increasing recruitment capacity
 - Improvements to Bus Operations Part-Time Operator training
- **In Progress:**
 - Continuous improvement effort looking at fleet availability
 - At present, current service levels have been further reduced to make progress on fleet repairs where we have the staff capacity to complete the work
 - Identifying some portion of the fleet to reduce Metro's spare ratio and utilize parts from retired fleet to get more coaches back in service
 - Continuous improvement effort on Bus Operations training to increase capacity and improve graduation and retention rates
- **At Risk:**
 - We are not on target in the hiring of Bus Operators and Vehicle Maintenance Mechanics
 - With decreases in workforce during the summer season due to vacations, it is unclear if we will be able to have enough coaches to operate September service levels
 - Lack of a CBA with ATU and IBEW is impacting employee morale, attractiveness/time to hire and train critical and hard-to-fill positions, and ability to strategize and partner with labor to address workforce shortages
 - Quickly evolving start dates and service levels for Rail expansion make understanding our readiness to operate new lines hard to assess

Key Workforce Metrics and Targets:





Progress Spotlight:

- ATU & Metro agreed to rehire former transit employees separated by the vaccine mandate.**
 Effective Feb. 6, King County and Seattle determined that a COVID-19 vaccine was no longer a condition of employment. Following the lifting of the vaccine mandate, the County and ATU 587 reached an agreement that establishes a fast-track process to rehire former employees into their vacant transit positions, subject to training and licensing qualifications, at their former pay grade and leave accrual benefits. This first-of-its-kind agreement is a direct result of Metro

leadership and ATU 587's willingness to approach the issue with an open mind and shared interest in supporting Metro's mission. Ninety former employees who were separated are eligible to return, and outreach is underway to them. This includes 50 transit operators and 17 mechanics.

- **Service & Workforce Initiative was formally launched.** Formally launched on May 2nd, the Service and Workforce Initiative is a coordinated, proactive, and results-oriented response to address Metro's workforce and service delivery challenges, first by stabilizing operations and then by growing service. This initiative will provide regular updates to Executive SLT, Council (via email), and Transit Interbranch. There are four areas of focus:
 1. Initiative Activities – maintain workforce needs assessment, establish project management structures and track progress through key performance indicators.
 2. Continuous Improvement – initiate continuous improvement projects on core business operations, such as operator training, that are critical for stabilization and growth;
 3. Special Projects – manage special or emergent projects, including setting weekly service levels or working with labor to address contract challenges that limit Metro's ability to respond to workforce challenges;
 4. Workforce Development and Retention – build upon or start new activities to establish, expand and formalize pathways to grow our workforce, including bus operators and trades positions.
- **Metro recently onboarded four new recruitment analysts.** So far this year, Metro has increased our hiring capacity by 30%. Last week, the Employee Service Division restructured the recruitment team and created two dedicated groups – one focused on Bus Operations and the second on Rail. Last year, the Employee Service team placed 1,300 employees.
- **Bus Operations training for Part-Time Operators has been enhanced.** Over the last few weeks, trainees in our part-time operator program have been able to use a new virtual reality training system. The system provides additional practice in conducting pre-trip inspections, where a notable percentage of trainees do not pass. Graduation rates have improved roughly 5-10% since the introduction. Metro also doubled the number of part-time operator classes earlier this year. A new operator training class now starts every two weeks.

Key Status Updates:

- To sustainably operate bases at similar service levels with ridership and equity in mind, Metro has implemented a new approach that balances fleet at a system level. The goal is to ensure that no part of the County sees significant and chronic trip cancellations while other areas have relatively reliable service. Metro's approach has involved adjusting service levels at five of our seven bases over the last two weeks. Previously, Central and South Base—our two higher-ridership, higher-equity bases—had been canceling roughly 10% of weekday service due to fleet availability for the last few months, while several other bases have had cancellations of less than 1%. During this period, Metro will check and adjust in the coming weeks—confirming whether this new approach better uses the available fleet and is sustainable.

- Bus operator and mechanic workforce numbers continue to decline month over month. Improving these numbers have distinct challenges, which Metro is addressing.
 - Bus Operations: In February 2023, Metro launched the Talent Acquisition Business Transformation project to review and revamp Metro’s hiring process. One of the recent findings of this project is that Metro does not have an operator hiring challenge; rather Metro has an operator training challenge. Metro has roughly 500 qualified applicants for Part-Time Operator (PTO) training. For bus operators, training capacity—including the number of trainers—and graduation rates limit Metro’s ability to bring on new staff. Metro has already doubled the number of classes and is working to identify additional ways to significantly expand training. Per Collective Bargaining Agreement (CBA) requirements, various restrictions functionally limit our capacity to train staff in the next year or two. Metro would like to work with ATU on this, but CBA negotiations must wrap up before that can occur.
 - Vehicle Maintenance: Despite aggressive marketing, we continue to be unable to attract enough qualified mechanics. Since the beginning of the year, Metro has been down four net mechanics. Metro has doubled the size of the Mechanic Apprentice program (and implemented new programs), but this takes two to four years to complete. Agreement on an updated CBA, staff returning after lifting the COVID-19 vaccine mandate, and other creative solutions such as temporary “Special Duty Assignments” is critical in the short term. Up to 20 Vehicle Maintenance employees could return due to the lifted mandate, and an updated CBA could improve recruitment due to improved pay and benefits.
- Lack of clarity from Sound Transit on ST2 expansion timelines continues to add unknowns to Rail and Metro’s overall workforce picture. Rail has multiple trades and niche jobs that have a tiny local pool of candidates making recruitment difficult and requiring new strategies to fill. Metro has identified several strategies to help with this issue and is advancing these as possible, given CBA negotiations.
- Continuous improvement status updates:
 - Recruitment and hiring – We are reviewing the recruitment processes to provide better access and communicate what it takes to become and work as a bus operator. Process improvements such as the implementation of standard work, reduction of side systems, expanded proactive external sourcing, improved data, and other improvements are all in progress.
 - Training our new bus operators – We are working to increase our capacity and modernize the way we train, with a current focus on the curriculum.
 - Bus availability – We are reducing our spare bus ratio so that we do not need to maintain as many buses. We also are implementing improved work planning in the vehicle maintenance shops so that we triage and plan the work better.

Call to Action:

Metro, in partnership with the Office of Labor Relations (OLR), continues to work with ATU to agree on the CBA as quickly as possible. The CBA is expected to provide immediate and meaningful changes to help address our workforce challenges and must be completed before other workforce-related items

can be addressed. Metro is currently queueing up additional things that need to be negotiated with labor directly affecting our ability to solve our workforce challenges.

Reference - Current Service Levels

Service Levels (6/24/2023 – 7/14/2023)

Base	Sat, Sun	Mon-Friday	Percent of Full Service and Fully Suspended Weekday Routes
Atlantic	Full service	Full	100% - N/A
Bellevue	Full service	A+B Cuts	85% - 232, 237
Central	Full service	A Cuts	96% - N/A
East	Full service	A Cuts	97% - N/A
North	Full service	A + B Cuts	90% - 16, 301, 304, 320
Ryerson	Full service	A Cuts	97% - N/A
South	Full service	A Cuts	95% - N/A