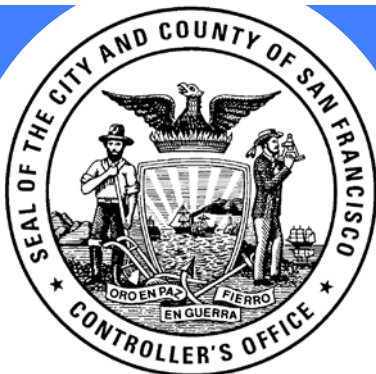


San Francisco Muni Reliability Working Group

SFCTA Board
February 25, 2020



CITY & COUNTY OF SAN FRANCISCO

The people of San Francisco believe in a transit first policy for the City and rely heavily on Muni to provide that transit service. They have been generous in supporting proposals to fund Muni. In return they want and deserve a well-functioning, reliable system.

Muni does some things very well and is the envy of other transit agencies for its public support, service levels and system and route distribution. At the same time, Muni must and can do better.

With that in mind, the Muni Reliability Working Group was formed to meet the following goals:

- Review Muni transit operations current improvement efforts and plans
- Reach a shared understanding of where Muni needs support
- Recommend priority actions for policymakers and new Director over 18-24 months period

Working Group Participants

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Sponsors: Mayor London Breed, Supervisor Rafael Mandelman & Supervisor Aaron Peskin

Committee Co-Chair

Gwyneth Borden

Ed Harrington

Affiliation

Vice Chair, SFMTA Board of Directors

General Manager of SFPUC (former) & Controller (former)

Committee Member

Cat Carter

Queena Chen

James Gallagher

Terrence Hall

Mike Hursh

Alicia John-Baptiste

Kathleen Kelly

Roger Marengo

Beverly Scott

San Francisco Transit Riders

Chinatown Transportation Research and Improvement Project

LA Metro

TWU Local 250A

AC Transit (SFMTA formerly)

SPUR

Transportation expert (SFMTA formerly)

TWU Local 250A

Transportation expert

Additional Interagency Support



Working Group Formation and Process

- The working group was convened in June 2019 with sponsorship from the Mayor and Board of Supervisors' Members Aaron Peskin and Rafael Mandelman.
- Co-chairs were San Francisco Municipal Transportation Agency (SFMTA) Board Vice Chair Gwyneth Borden and former Public Utilities Commission General Manager and Controller Ed Harrington.
- Local and national transit experts, San Francisco advocacy organizations and labor leaders served on the working group, participated in subcommittee work, and made site visits to provide technical advice and expertise to SFMTA.
- The group as a whole met five times between July and December. Four subcommittees were formed and met frequently during the period. These were: Technical and Operations, Workforce and Hiring, Context and Regional, Governance and Organizational.
- Research, analysis and other support was provided by SFMTA and by the Controller's City Performance group.
- The San Francisco County Transportation Authority (SFCTA) and the City's Human Resources Department participated in subcommittee work and provided significant technical support to the working group.

The summary charge to the group was to review SFMTA's transit operations and the Agency's current improvement efforts, reach a shared understanding of where Muni needs support, and recommend priority actions for policymakers, SFMTA and a new SFMTA Director over the next 18-24 month period. The group developed the questions below to unify its work across the different committees.

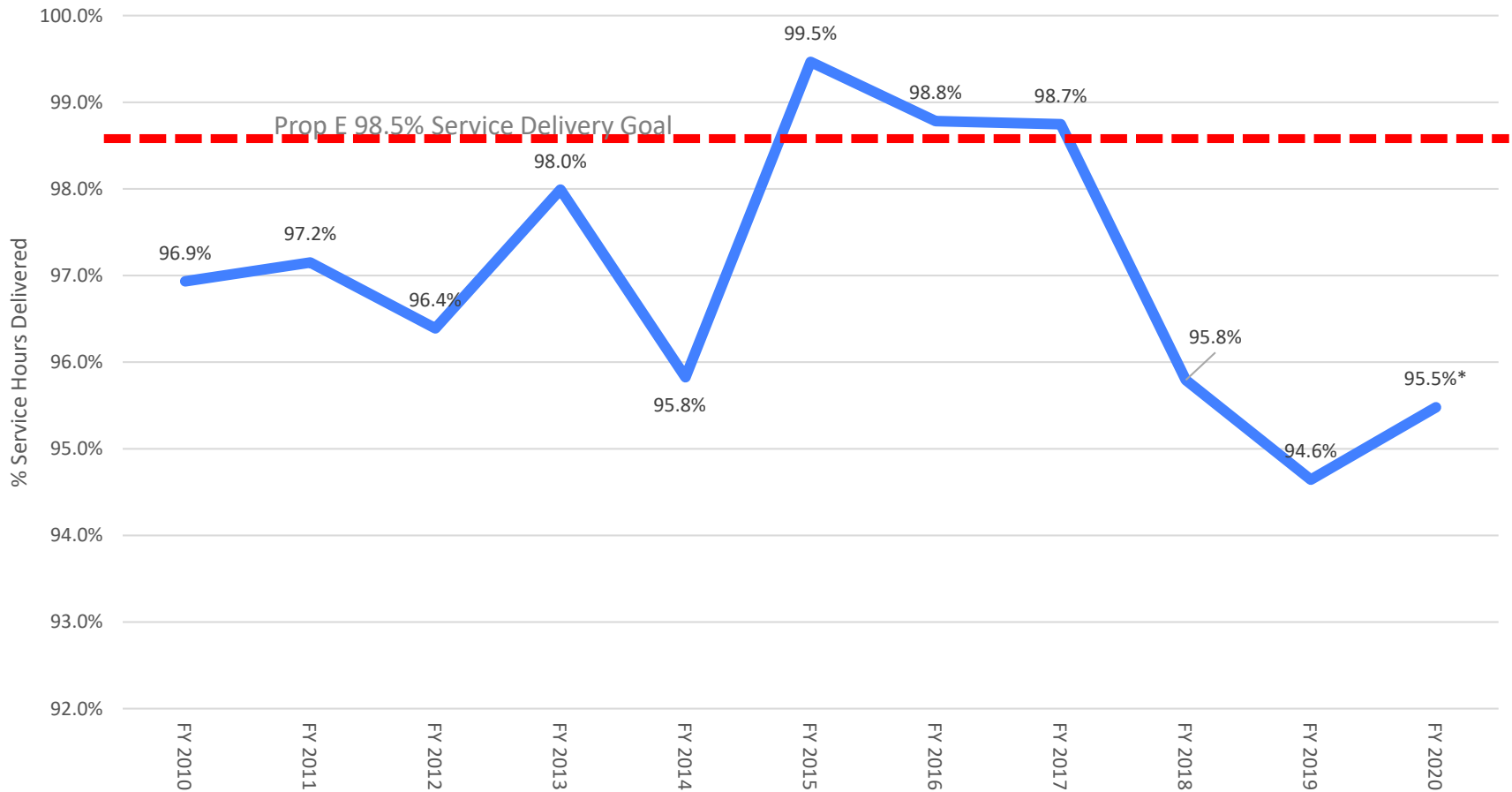
- What resources and broader support are needed to:
 - Meet reliability and performance mandates
 - Meet customer expectations
 - Serve equity needs
 - Serve projected growth
- How can we improve subway performance?
- How can we optimize bus system performance?
- What can we do to address congestion?
- How can we most improve customer experience?

Workforce and Hiring Committee Findings

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- The Transit Operator shortage has the single most critical effect on Muni reliability, the SFMTA, with support from other City agencies and leadership, must execute every element of the plan to hire, train and fill positions to close this gap
- Given the high percentage of Operators with less than five years of driving experience, increased and sustained investment is needed in training and mentoring of current staff
- Transit Supervisor and related classifications in the SFMTA have a current vacancy rates of up to 17% and existing positions are insufficient to address increasing system complexity and to deliver the full potential of service management technology
- Maintenance classifications in the SFMTA have vacancy rates between 20% and 45% and the SFMTA has insufficient recruitment, apprenticeship and training programs
- Skilled trade and engineering workers are in short supply throughout the Bay Area with many employers competing for a limited pool; larger solutions are needed
- Security challenges impact safety and reliability throughout the system and affect the experience of Muni riders and staff

Service Impacted by Operator Shortage



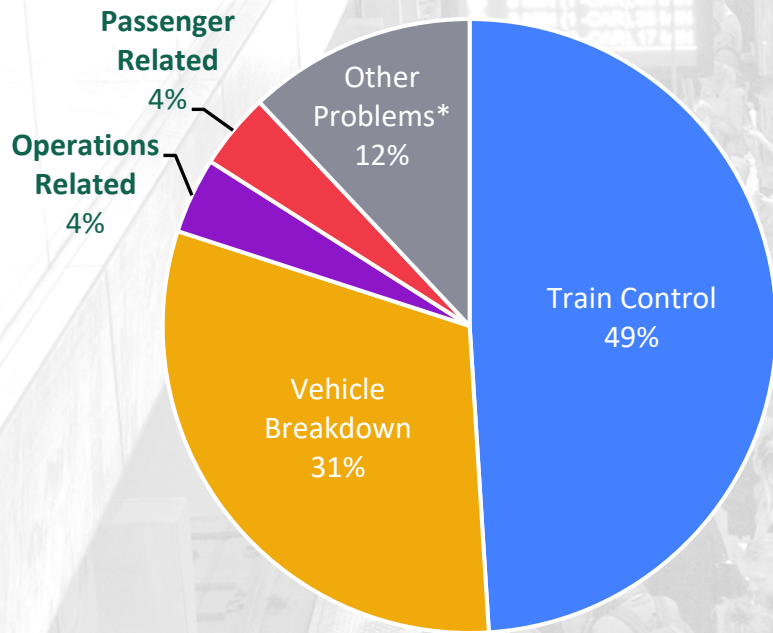
* FY 20 Complete fiscal year not included. Service delivery calculated between 7/1/2019 and 10/15/2019

Technical and Operations Committee Findings

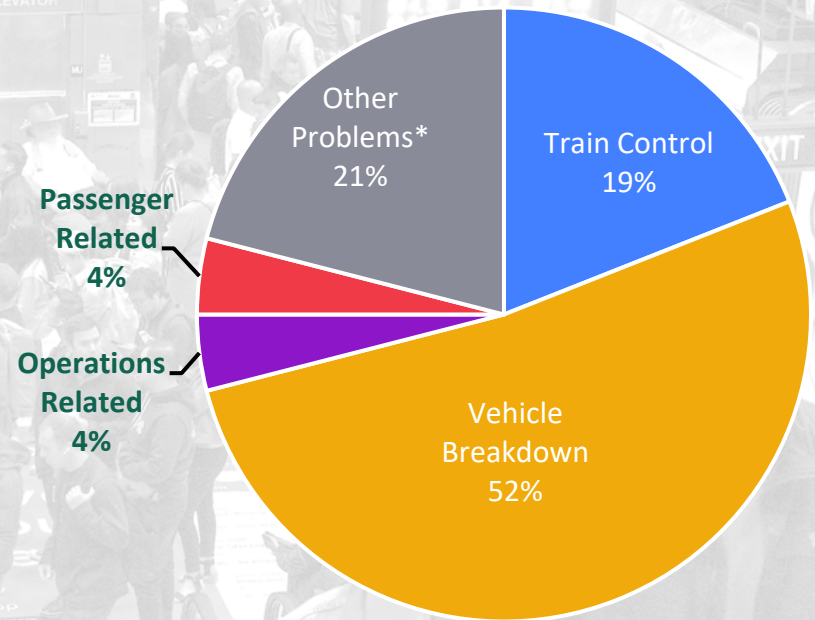
- Addressing operator hiring and other work force issues will have the single biggest impact on overall Muni service performance. Hiring should be complemented by investing in staff training and enhanced service design.
- Local and national trends such as the rise of Transportation Network Companies, new mobility methods, and historically low unemployment increasing demand all impact the SFMTA's ability to deliver reliable service
- Muni service faces structural system challenges, especially in the subway; lack of bypass tracks and other design features limit the volume of trains and passengers that can be served by the rail system
- Subway reliability is impacted by an aging train-control system and frequent vehicle breakdowns; daily subway service is also congested as a result of scheduling more trains than the system can support
- SFMTA has taken effective steps to address bus reliability through fleet replacement, an increased focus on preventive maintenance, staff training and a full midlife overhaul program
- Investments in delay reduction, captured by the Muni Forward program, have had a positive impact on the system but remain insufficient to address the dramatic increase in congestion over the past decade

Sources of Acute Subway Delays

Delays by Quantity



Delays by Impact (minutes)



Source: Muni Central Control Log
January to December 2018

*Other problems include wayside infrastructure failures plus delays that were uncategorized in the control log. These figures do not include delay due to congestion, only the acute delay associated with each incident.

- Muni operates in a mixed street environment with transit, cars, pedestrians and other users competing for limited roadway space
- Over the past 10 years increasing congestion has caused transit speed and reliability to drop; SFMTA investments and strategies have proven benefits but remain insufficient to address increases in demand
- Investments in delay reduction, including 30 miles of Muni Forward transit priority streets (with 20 more miles legislated), have had a positive impact on the system.
- Proactive policy, regulatory and engineering campaigns are urgently needed to reduce trip time, increase reliability and meet City “Transit-First” and related climate change goals
- SFMTA should have a sustainable model for service expansion to meet demand and goals for mode share, equity and growth
- The City should develop long term capital plans and funding strategies for major subway redesign
- The City should provide a consistent voice and regional leadership for integration and excellence in transit and mobility systems regionally and locally

Increasing Downtown Congestion

2009



2017

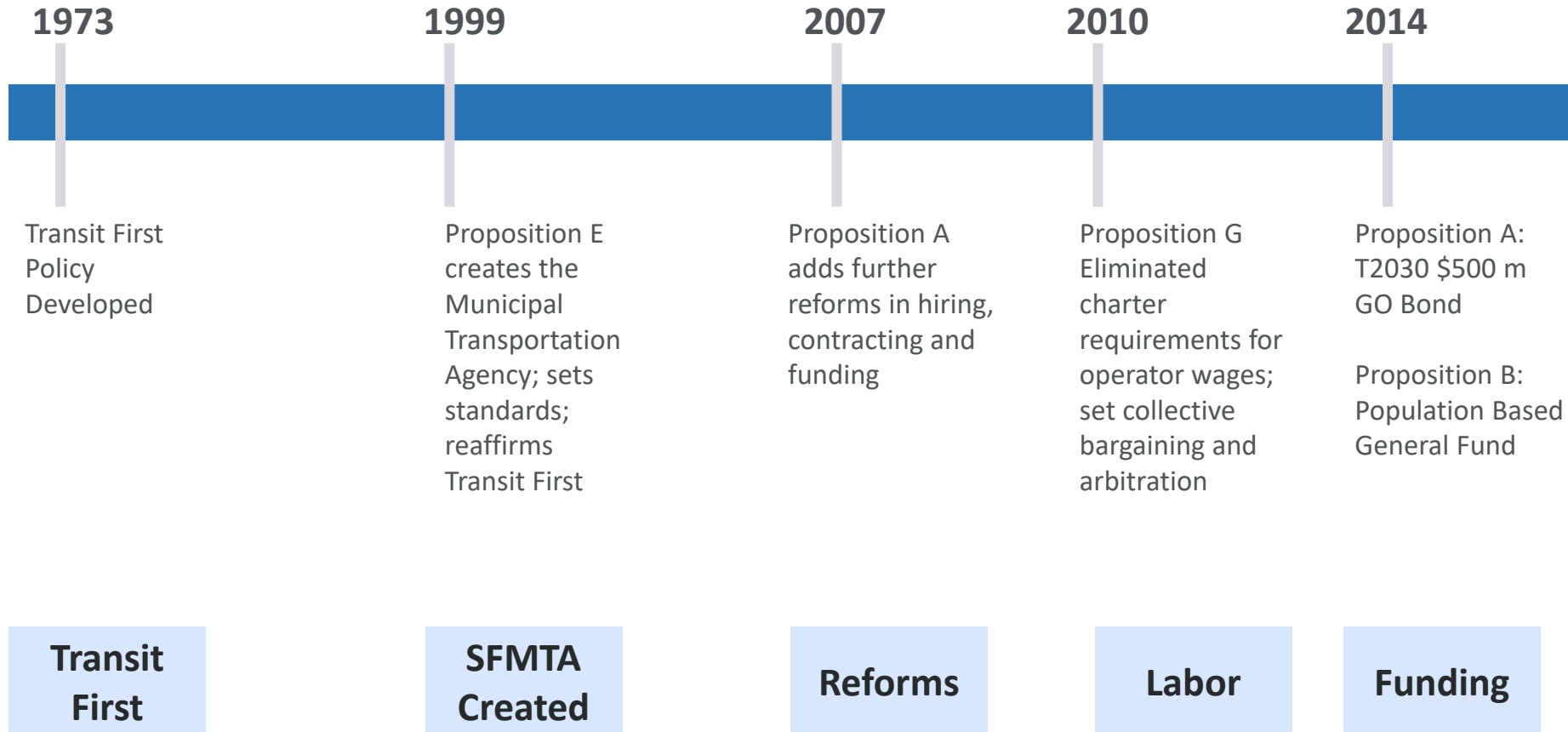


Average Auto Speed (mph)



- Overall, the governance and organizational structure of the SFMTA is appropriate and efficient; the Agency is well set up to manage service, financial, planning and regulatory functions with an integrated approach
- Functional consolidation at the SFMTA of transit operations, parking control, and right-of-way design and engineering is unique and benefits Muni service reliability
- The SFMTA has a somewhat lower level of autonomy over budgets, fares and service changes than many peer transit agencies which are typically stand-alone, regional governments serving multiple cities or counties
- The SFMTA needs to improve its ability to design for, respond to and communicate with users and customers. New user-centered design concepts and a broader customer service orientation need to be integrated into the organization

Transit First City – History of Past Initiatives





Staffing

- Accelerate operator hiring and training – stabilize by Summer 2021; with attrition and training Muni must graduate approximately 525 new Transit Operators by that date
- Create an SFMTA and citywide effort by June to organize and right-size the transit supervision workforce
- Create an SFMTA and citywide program by June to reduce the significant vacancy rates in maintenance, crafts & engineering
- Explore developing regional and industry coordination efforts for training, certification, apprenticeship and career ladders in the skilled trades that are needed by the SFMTA

Systems and Vehicles

- Improve long-term subway performance by replacing the system's train control system (5-7 years)
- Finalize a package of interim subway service solutions by June to improve subway performance over the next two years
- Develop a comprehensive approach to accelerate replacement of the Breda fleet, optimize use of the Siemens fleet, and ensure fleet can meet subway performance requirements
- Support and accelerate planned redesign of streets, proactive street management and congestion management strategies to improve transit system performance

- Engage with leadership and stakeholders to affirm and act on Transit First, Muni Forward and Vision Zero as the City's primary mandates in the street environment
- Make investments to improve safety for riders and employees and security for its facilities and fleet

- After current service is stabilized, develop and fund Muni plans for growth to address equity gaps, crowding and population in San Francisco and regionally
- Improve coordination and increase capacity between specific functional areas and divisions including street management and parking control, and capital planning and transit

- Develop the City's ability to speak with one voice on regional issues and funding priorities
- The Bay Area must work together to develop and take new proactive measures to grow local and regional capacity for planning, funding, building and integrating major transit projects and systems; San Francisco should be a leader in this effort

Communications Recommendations

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- Explore new concepts, organizational structures and practices to grow and improve the Agency's customer experience and communications functions
- Improve Operator communications and feedback loops related to service conditions



Next Steps Implementation

SFMTA & Controller's Office