



Municipal Transportation Agency

Transit Effectiveness Project

**Policy Advisory Group
February 1, 2006**

Prepared by the MTA in partnership with
the San Francisco Controller's Office

Today's Presentation

- Current System Overview
- Project Rationale
- Project Description
- Roles and Responsibilities
- Project Team

A white bus with a crane on top, parked on a city street in front of a large building. The bus has the number 5612 on its side and the destination "Ocean Beach" on its front. The text "CURRENT SYSTEM OVERVIEW" is overlaid on the image.

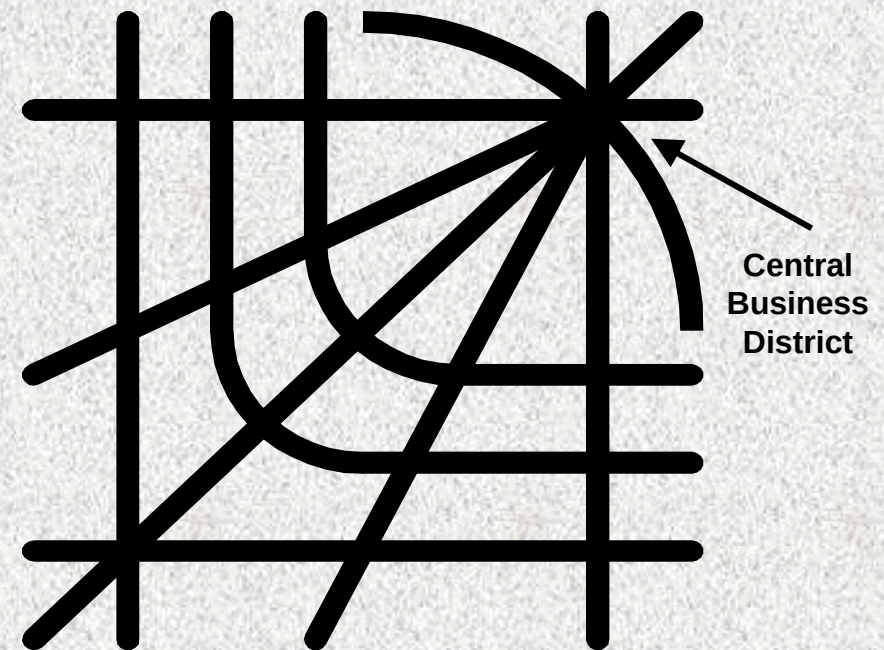
CURRENT SYSTEM OVERVIEW

The System



The current network was designed in 1979.

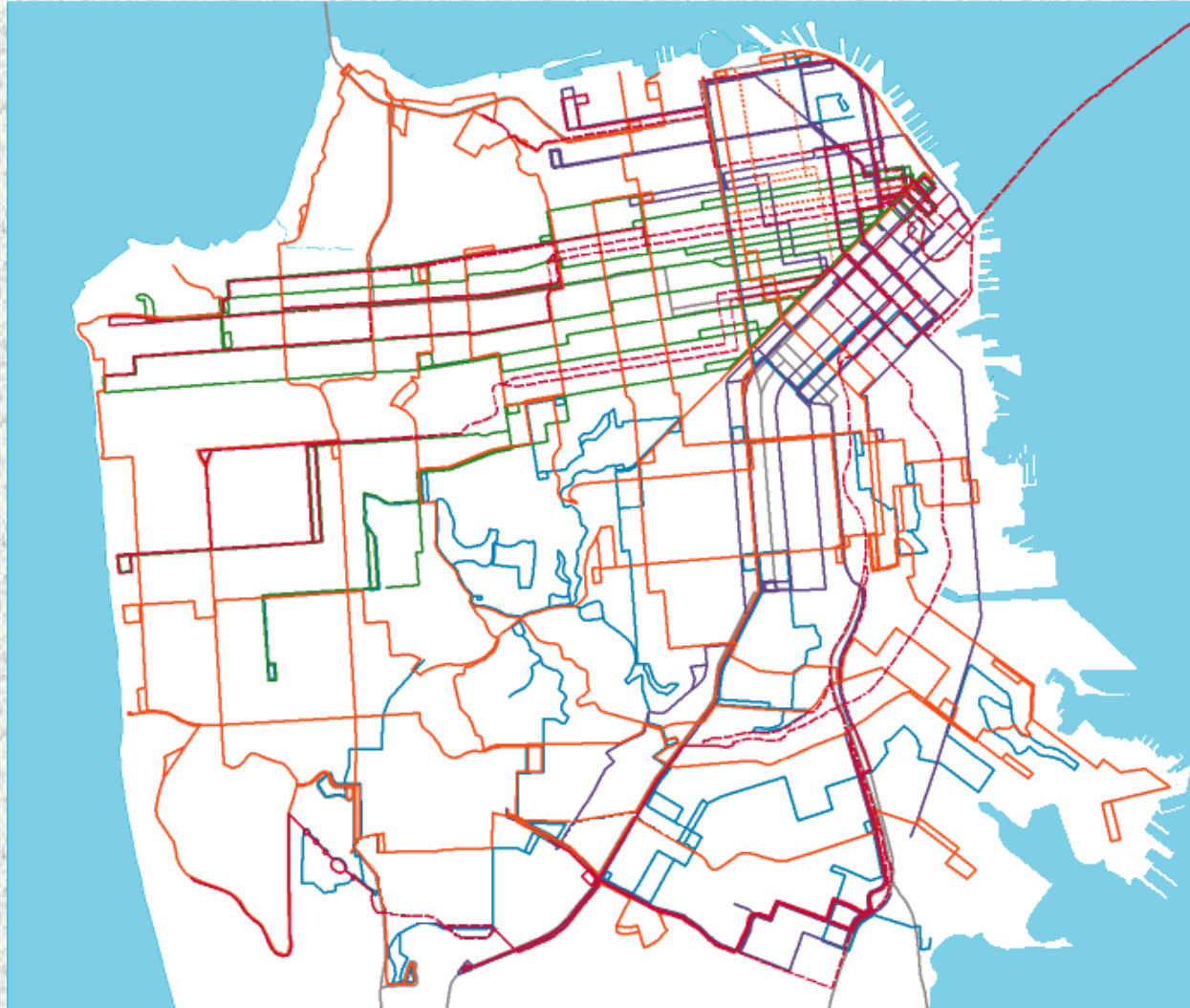
- Modified grid pattern
- Downtown-focused radials intersected by circumferential crosstown lines
- Travel with no more than one transfer



Service Design Policies

- Lines spaced $\frac{1}{2}$ mile apart
- All residential locations within $\frac{1}{4}$ -mile of a route
- Peak frequencies:
 - 10 minutes for radial express lines
 - 15 minutes for crosstown lines
 - 20 minutes for feeder lines
- Stop spacing:
 - 800 to 1,000 feet on bus lines
 - 1,000 to 1,200 feet for light rail surface lines
- Stops spacing on streets with grades
 - > 10% 500-600 feet
 - > 15% as close as 300-400 feet

**Access to most locations within the city,
19 hours/day, 365 days/year**





PROJECT RATIONALE

February 1, 2006

Changing Transit Trends

- ***Declining Market Share.*** Only 30% of city residents use transit to commute to work, down from 35% in 1970.
- ***Changing Commute Patterns.*** 1 in 5 city residents commutes to other counties, up from 1 in 10 in 1970.
- ***Business and Residential Development.*** Growth of new job and housing areas (SOMA, Mission Bay, Rincon Hill).
- ***Rising Car Ownership.*** Share of zero-vehicle households in the city declined from 39.6% in 1970 to 28.6% in 2000.
- ***Increasing Congestion.*** 24% of all routes monitored in 2004 rated “F”, up from 4% in 1992.

Costs of Providing Service

- Costs rising in health care, retirement benefits, wages, fuel and initiation of new service.
- Revenues either flat or decreasing.
- Structural budget imbalance persists; operating deficits ranged from \$15 to \$60 million over past five years.
- Multi-million-dollar shortfall is projected for FY2007.
- Continued shortfalls projected through FY2025.

Modest System Performance (Prop E)

- Ridership has remained relatively flat over past 15 years, falling short of agency's goal to increase annually by 1.5%.
- On-time performance averages 70%, below the 85% target.
- Headway adherence averages 67%, below the 85% target.

A photograph of a blue and red San Francisco Muni train on tracks. The train is moving from left to right. In the background, there are trees and a city skyline. The text "PROJECT DESCRIPTION" is overlaid in large, bold, black letters across the center of the image.

PROJECT DESCRIPTION

Transit Effectiveness Project (TEP)

18-month effort to comprehensively review and evaluate existing Muni transit system.

Outcome will be a set of recommended changes that can result in higher ridership at lower operating cost.

Long-Term Goals

- Improve overall performance and promote long-term financial stability of MTA.
- Provide faster, more convenient travel that reflects current travel patterns and functions in a cost-effective manner.
- Develop a multi-year action plan for MTA that clearly articulates goals, strategies and resources, and provides a road map for the MTA Board and management.

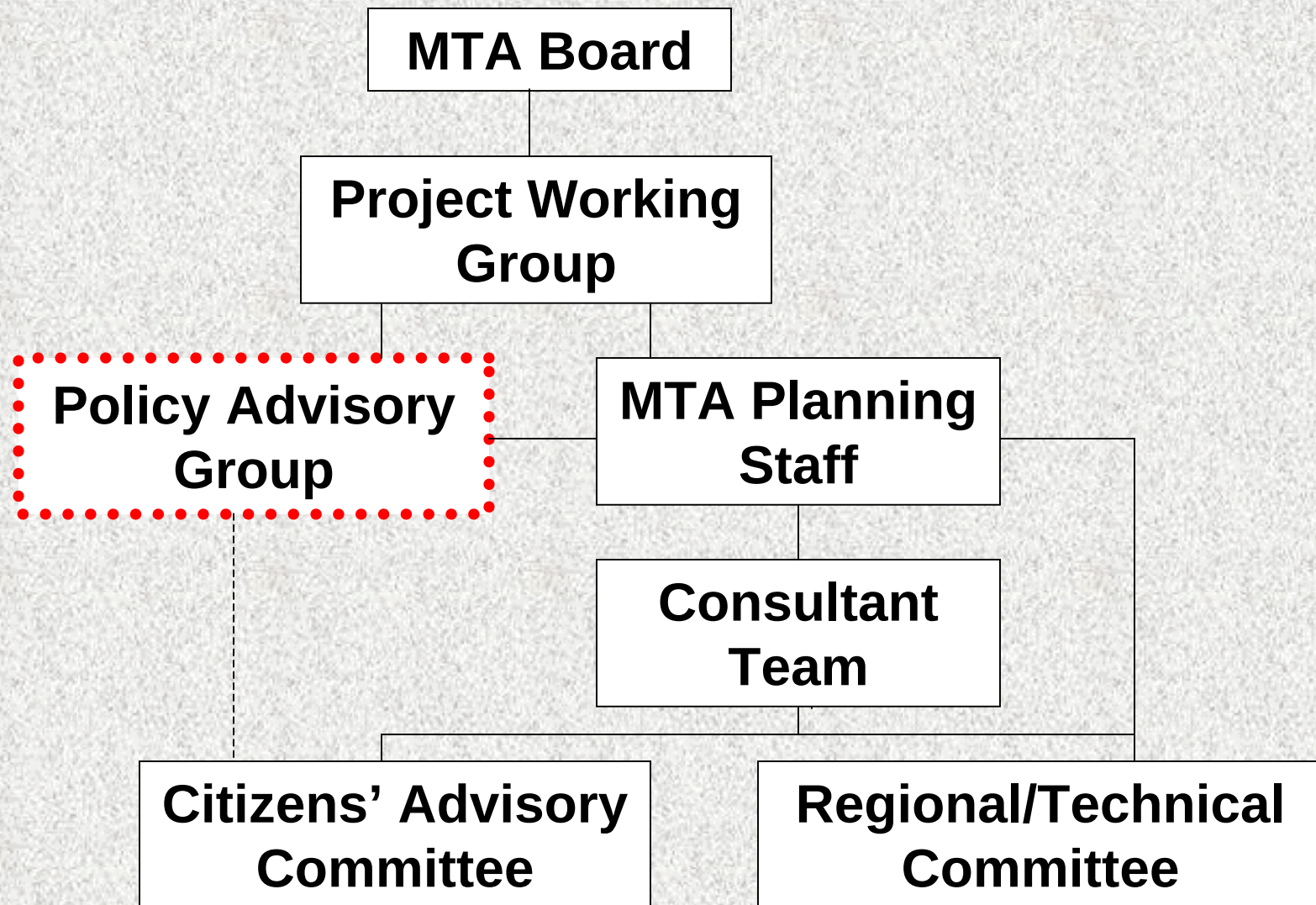
Major Tasks

- Define our vision for public transit in San Francisco.
- Revisit service design policies to ensure alignment with current/projected realities.
- Evaluate our market (e.g., travel patterns) to reconnect with riders and identify new users.
- Review our performance trends and explore best transit planning practices in comparable areas.
- Review operating practices to identify opportunities for improvement.
- Develop recommendations and a road map for management and staff.

A photograph of a cable car on a city street. The cable car is brown and yellow, with the text 'Niles Ave California' and '& Market Streets' visible on its front. Several people are standing on the cable car, holding onto poles. The background shows city buildings and a street sign that says 'STOCKTON'. The text 'ROLES & RESPONSIBILITIES' is overlaid in large, bold, black letters, underlined.

ROLES & RESPONSIBILITIES

Key Players





PROJECT TEAM

Project Team

- Transportation Management & Design, Inc. (TMD)
- AECOM Consulting
- Cambridge Systematics
- CHS Consulting Group
- CirclePoint
- EIP Associates
- Jungle Communications
- Nelson/Nygaard

TMD Project Team

- **Experienced team prepared for all aspects of TEP with proven project history:**
 - Strategic vision development and stakeholder participation (NN/CirclePoint/TMD)
 - Reconnection with existing markets and reaching out to new customers (CS/TMD/NN)
 - Improving the effectiveness of the transit network and individual services (TMD/CHS/NN)
 - Increasing service and operating efficiency (TMD/CHS/AECOM)

Transit Effectiveness Case Studies

Chicago Transit Authority Bus Study

- Weekday bus ridership – 1 million
- Optimization study of top 50 bus routes – \$4M realized
 - Improve effectiveness and efficiency while retaining all trips
 - Improve schedule adherence and headway delivery
 - New approach to service scheduling – developed collaboratively with labor and management
- Operator Rostering – 4% pay savings realized with improved run quality for operators

Transit Effectiveness Case Studies

Los Angeles County Metro Bus Restructuring

- Weekday bus ridership – 1.2 million
- Comprehensive service restructuring – over 1,500 peak buses
- Goals were to reconnect with markets and improve service effectiveness and efficiency
- Results:
 - San Fernando Valley - \$5M to \$11M estimated with \$7M realized
 - Central/East/Northeast – cost neutral with savings reallocated to improve services
 - Westside - \$20M savings estimated; half initially realized; half currently being realized with recommended deployment of articulated buses and Metro Rapid BRT

Transit Effectiveness Case Studies

Greater Baltimore Bus Initiative (MTA)

- Weekday bus ridership – 229,000
- Comprehensive restructuring of entire bus system – target savings from all phases was \$5M
- Focus on reconnecting with markets and improving service effectiveness and efficiency
- Phase I savings of \$5M were partially reinvested in daily operations; Phase II adjusted to allow for reinvestment in additional service

Transit Effectiveness Case Studies

San Diego MTS COA

- Weekday bus/trolley ridership – 240,000
- Service concept called for reconnecting with markets and improving service effectiveness and efficiency
- Early Action Plan (Phase I) savings of \$3.5M were largely reinvested in running time improvements
- Phase II includes:
 - Significant network adjustments to reflect marketplace (urban versus regional)
 - Increased urban frequencies and refocused regional service around key markets
 - \$8M subsidy reduction from ridership growth, reassignment of service to operating divisions, restructured Trolley operations, improved scheduling practices, and organization changes