

San Francisco MUNI Reliability Working Group

Co-Chairs: Gwyneth Borden, Ed Harrington



CITY & COUNTY OF SAN FRANCISCO

Controller's Office and SFMTA

11.22.2019

Today's Agenda

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Time	Agenda Item
10:00	Welcome, Introductions, Chair Remarks
	Working Group review of draft recommendations
10:15	- Technical & Operations
10:45	- Workforce & Hiring
11:15	- Context & Regional
11:45	- Governance & Organizational
11:50	Public Comment
11:55	Next Steps
12:00	Adjourn

- Welcome and thank you for joining this effort
- Reminder of our Summary 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 SFMTA Director over 18-24 months period

Questions

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- 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?

Today's Review of Recommendations

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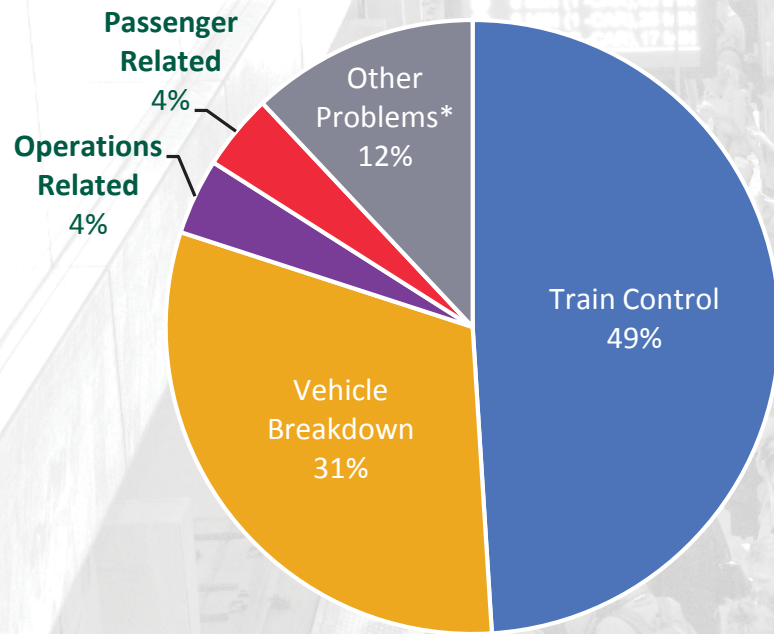
- Review of draft recommendations
 - Subcommittee chairs and members will articulate the recommendations
 - All members provide feedback and comments
- What is missing?
- What should be deleted?
- General comments?

TECHNICAL AND OPERATIONS

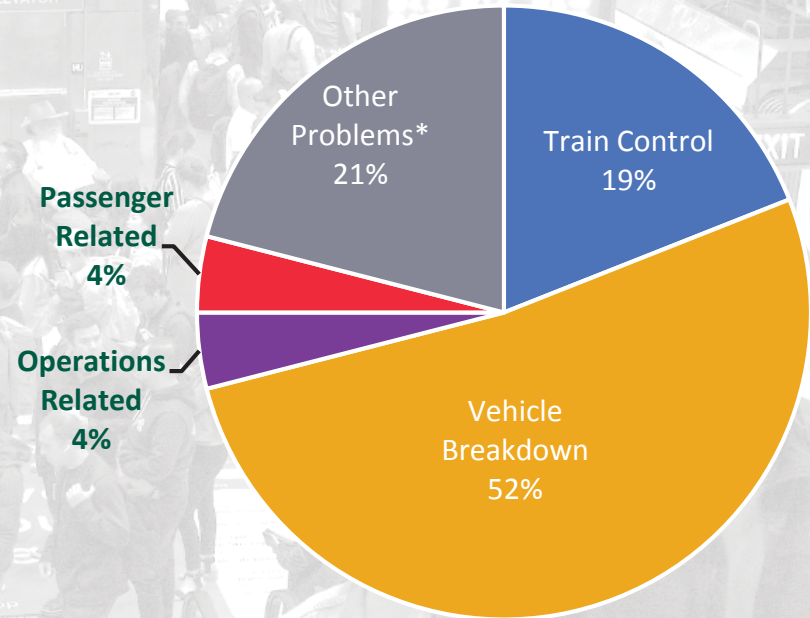
- Muni service faces system-design challenges (especially in subway), as well as national trends (rise of TNCs, historically low unemployment), which impact SFMTA's ability to deliver reliable service.
- Subway reliability is impacted by an aging train-control system and frequent vehicle breakdowns. Daily subway service is also congested as a result of scheduling more trains than the current train control 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.
- Addressing hiring and other work force issues will have the biggest impact on overall Muni service performance. Hiring should be complemented by investing in staff training and enhanced service design.
- 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.

1. Improve long-term subway performance by replacing the system's train control system

- a. Negotiate a service contract with the current Automatic Train Control System provider. Begin with a five-year term with a second five year (or year to year) options. Contract should include on-site personnel with guaranteed response times and incentives for minimizing reduced system functionality & failures.
- b. Expedite plans to procure, fund, and implement a new communications based train control system. Issue RFP by June 2020 and structure to include maintenance/upgrade contract spanning the full life-cycle.
- c. Survey peer agencies to understand best train control practices and optimum technologies for investment.

2. Finalize a package of interim subway service solutions by June 2020 to improve subway performance over the next two years.

- a. Complete a rapid review of operational and infrastructure requirements to significantly reduce subway congestion. Consider service changes including longer trains, fewer trains entering the subway, and peak shuttles.
- b. Schedule a quarterly extended maintenance window to address maintenance needs and infrastructure replacements such as new switch machines that require longer hours to complete.
- c. Continue existing efforts to reduce subway delays including streamlining turnback operations at Embarcadero and assigning field personnel at key subway locations.
- d. Increase line management training at Transportation Management Center with a focus on reducing bunching and proactively informing customers of service delays.
- e. Identify and address surface bottlenecks that contribute to subway delays.

3. Increase service reliability with improved vehicle maintenance and replacement

- a. Prioritize the replacement of the Breda Light Rail Vehicles (LRV)s as quickly as possible.
- b. Limit Breda LRV vehicle deployment to lines that present less risk to systemwide delays due to vehicle breakdowns. Position units to rapidly respond in the areas where Breda LRVs will operate.
- c. Deploy the most reliable vehicles to prevent breakdowns, even if this results in fewer cars requiring adjustments to schedules.
- d. Consider ways to streamline parts procurements and meaningfully incorporate lifecycle/sustainability and resilience factors into the evaluation process.
- e. Increase quality assurance resources for rail, with the goal of creating a more preventive vs corrective culture to achieve standardization.

3. (CONTINUED) Increase service reliability through improved vehicle maintenance and replacement

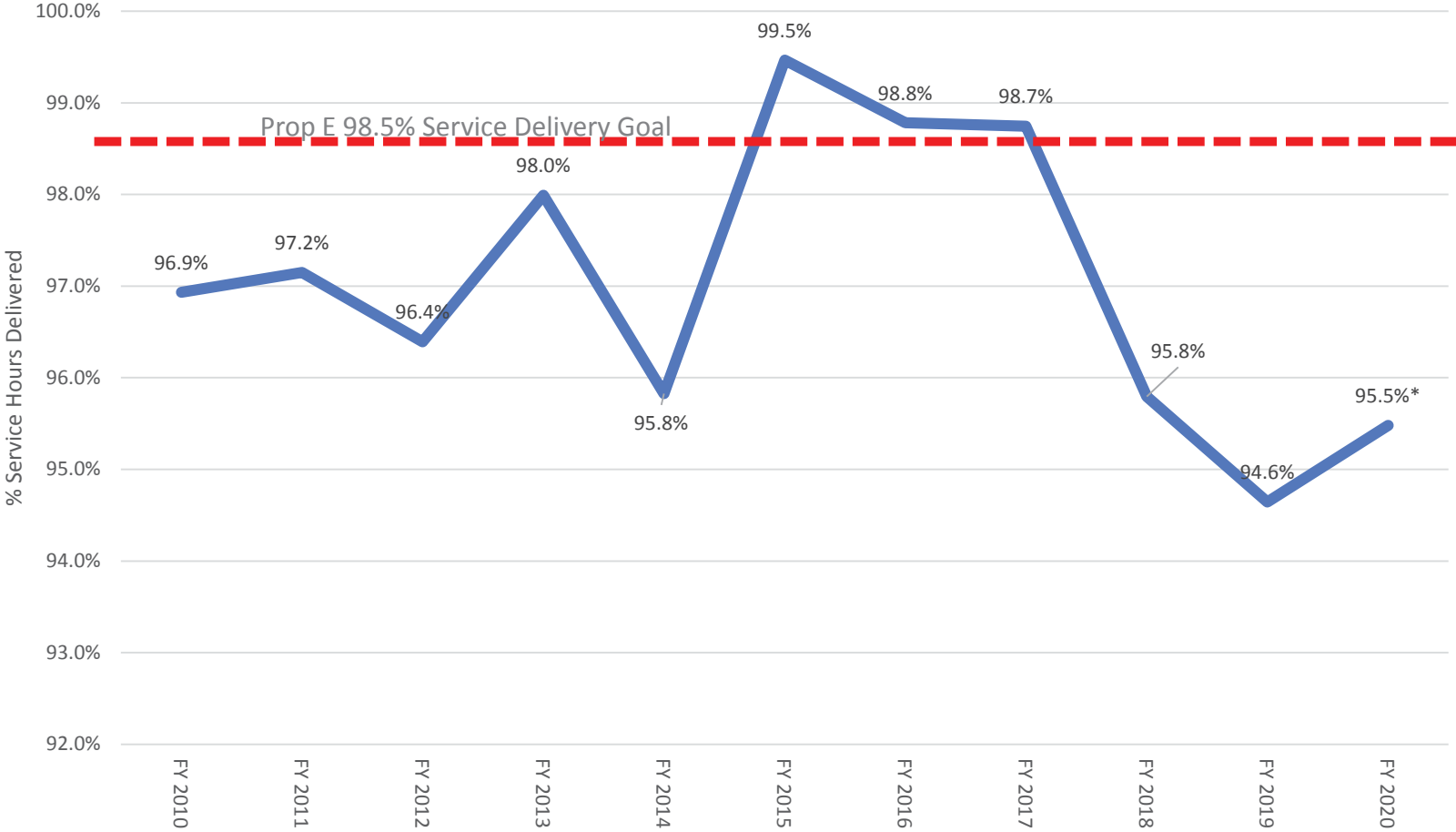
- f. Examine current and future maintenance needs and challenges, including skills, competencies, education, training partnerships/apprenticeships, competitiveness of compensation, vacancies/retirement projections. Identify opportunities to ramp up internally or outsource.
- g. Elevate “people-readiness” as a clear priority in annual budgeting, performance monitoring and progress reporting. Take corrective measures, as warranted.
- h. Revisit the 25K mean distance between failure (MDBF) goal for the Siemens fleet. Significant and steady progress is underway, but the goal appears overly optimistic in the short-term.



WORKFORCE AND HIRING

- The Transit Operator shortage has the single most critical effect on Muni reliability. The SFMTA must get citywide leadership and help to execute every element of the plan to hire, train and fill positions and close the gap by 2021.
- 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 methods to meet demand.
- Skilled trade and engineering workers are in short supply throughout the Bay Area with private and public employers competing for a limited pool. Larger solutions are needed in this area.
- Security challenges, Operator assaults and public perception of safety on the Muni system are driving a need for more police and public safety personnel and interventions.

Service Impacted by Operator Shortage



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

4. Accelerate operator hiring and training to add 230 net new Transit Operators and close the shortage by Summer 2021

- a. Marshall citywide support to help SFMTA execute on its Transit Operator plans-activating Human Resources (recruitment/testing/continuous eligible lists), Real Estate (training facilities), Public Health (medical clearances) and other city assistance.
- b. Continue initiatives, such as CityDrive, to ensure a strong pipeline for New Operator hiring.
- c. Hire 25 new trainers in FY20 (and 12 new trainers in FY21) and implement a short term redeployment of existing supervisors with training experience in order to begin a new class every five weeks of 40-45 students beginning in February 2020.
- d. Add position authority in the FY21 budget to close the 230 FTE shortage and provide for a 90 FTE training float.

4. (CONTINUED) Accelerate operator hiring and training to add 230 net new Transit Operators and close the shortage by Summer 2021

- e. As new trainers come on board, increase training focus on existing Operators with less than five years of experience including collision avoidance training and other refresher trainings.
- f. Institute a comprehensive effort to address the effects that operators on long-term leave have on the SFMTA's ability to manage positions.
- g. Explore solutions used by other properties to benefit the Transit Operator workforce – mentor programs, staffing policies and other options to minimize attrition and make the job more attractive.

5. Create an SFMTA and citywide effort to organize and right-size the transit supervision workforce and remove roadblocks to onboarding staff

- a. Support the SFMTA with current plans to fill 50 FY20 vacancies in transit supervision. Complement increased hiring with enhanced training programs focused on service management, safety compliance and Operator support.
- b. Support the SFMTA with plans to add 50 additional transit supervisor positions and an operations compliance group focused on quality assurance, standard operating procedure adherence and attendance management to the FY21 budget.
- c. Multiple expert studies have shown the need for new classifications and specialization reflecting the transit supervision functions (9139 Transit Supervisors). Marshal citywide Human Resources expertise and leadership to establish appropriate civil service classifications, training and succession ladders for this workforce and other changes that will address the variety of work performed.

6. Create an SFMTA and citywide program by June 2020 to reduce the significant vacancy rates in maintenance, crafts & engineering classes

- a. SFMTA and DHR experts should immediately designate maintenance classes which have a path to addressing vacancies, those that need a development effort that the SFMTA can manage, and those which need citywide assistance and leadership for the development effort.
- b. Increase SFMTA HR positions focused on hiring, recruiting and civil service list development. Review existing procedures for opportunities to streamline and enhance process.
- c. Enlist elected and labor leadership at multiple levels to problem-solve in trade groups that are not able to hire due to disputes regarding training, labor force and workforce development issues.
- d. Where SFMTA can benefit from doing recruitment and testing separate from the City, it should immediately proceed to do so with City support (e.g. Stationary Engineers).

7. Explore instituting and developing a regional and industry coordination effort for training, certification, apprenticeship and career ladders in the skilled trades needed by the SFMTA

- a. Consider developing regional community college programs for recruitment and certification.
- b. Explore and adopting existing training/pathway program models such as Southern California Workforce Development & Training Consortium model and Public Utilities Commission Direct training program for wastewater technicians model.
- c. Consider replicating successful external training programs and replicating them for additional trades if appropriate.

8. Improve Operator communications and feedback loops related to service conditions

- a. Increase use of the Operator web-portal to solicit staff input on schedules, traffic bottlenecks and safety concerns.
- b. In early 2020, conduct a series of Operator round tables with the new Director of Transportation and Union leadership modeled after the fall 2018 series.
- c. Reduce response time for following up on Operator suggestions and communicate broadly when input is implemented. Promote small successes.
- d. Review procedures for processing Operator “miscellaneous form,” which is a catchall document where Operators often flag service and schedules problems. Ensure input goes to the appropriate divisions and that Operators hear back about how their concerns were addressed.

9. Security Classifications Placeholder

The subcommittee has reviewed and will further discuss security options.

Recommendations to be determined



CONTEXT AND REGIONAL

- 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.
- 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 but remain insufficient to address the dramatic increase in congestion over the past decade.
- Competing “Transit-First” policies such as longer pedestrian crossing times and limited roadway space impact transit travel time and reliability.
- 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 must have a sustainable model for service expansion to meet demand and goals for mode share, equity and growth.
- The City must 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)

5.0



55.0

10. Support and accelerate planned redesign of streets, proactive street management and congestion management strategies to improve transit system performance.

- a. Create a decongestion pricing strategy focused on the downtown core with the goal of reducing congestion and improving transit travel time/reliability, while improving air quality, equity and street safety
- b. Seek state regulatory authority for automated traffic enforcement, Transportation Network Company regulation, and decongestion pricing.
- c. Support and build upon the SFMTA's efforts to regulate emerging mobility services.
- d. Support the SFMTA's efforts to use curb management to structure street usage for the benefit of transit users, pedestrians and commercial loading.
- e. Secure citywide support for travel time improvement programs and for existing Muni Forward efforts to ensure a seamless and continuous pipeline of project completions.

11. Coupled with Vision Zero, elevate Transit First and Muni Forward as the City's primary mandates in the street environment

- a. Provide active leadership support for red lanes, transit preferential signals, quick build designs and other proven delay reduction methods.
- b. Create a quick-build program for transit priority investments that mirrors the Vision Zero quick-build program. Establish a process of iterating and testing improvements quickly.
- c. Clarify the formal and informal authority and approval processes for Transit First and Muni Forward efforts. Standardize and expedite outreach and implementation of these efforts.
- d. Proactively communicate the effectiveness of Muni Forward efforts to the public – an example is red lanes impact on increasing bus speed.

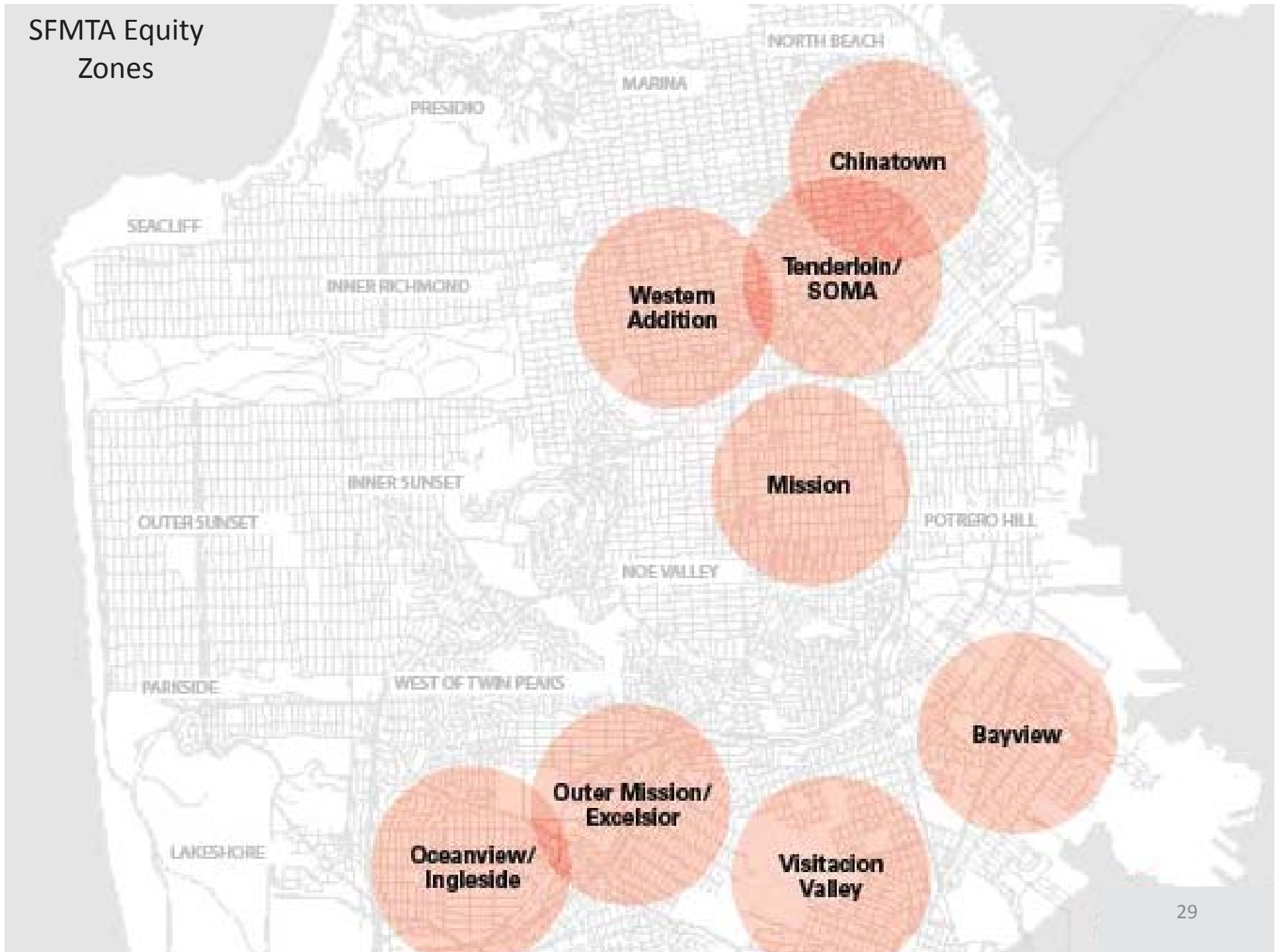
12. After current service is stabilized, develop and fund Muni service plans to address equity gaps, crowding and growth

- a. Focus citywide resources on eliminating the operator shortage and meeting service expectations (1% or less missed runs, 15% or less crowded peak period service). The SFMTA projects the operator shortage will be fully addressed by summer 2021.
- b. Build on the SFMTA Muni Equity Strategy and develop targeted expansion plans every two years thereafter that focus on crowding, population growth, and service gaps in equity zones.
- c. As part of the SFMTA's 90-day improvement plans, work to reduce current equity gaps with strategies such as staffing or service adjustments and safety programs.

13. The City's ability to speak with one voice on regional issues requires new methods of coordination among the SFMTA, Board of Supervisors, Mayor's Office, and other agencies

- a. Institutionalize director-level meeting to establish shared regional priorities across the SFMTA, Transportation Authority, and other City agencies.
- b. Adopt new methods to discuss and establish shared regional priorities between the SFMTA and Transportation Authority Boards, through joint meetings and formalized prioritization processes.
- c. Establish consistent professional staffing of City appointees to each regional body and hold an annual meeting to outline top priorities for regional representatives.
- d. With partner agencies, advocate for regional priorities and policy on issues such as fare integration and private transit demand management

SFMTA Equity Zones

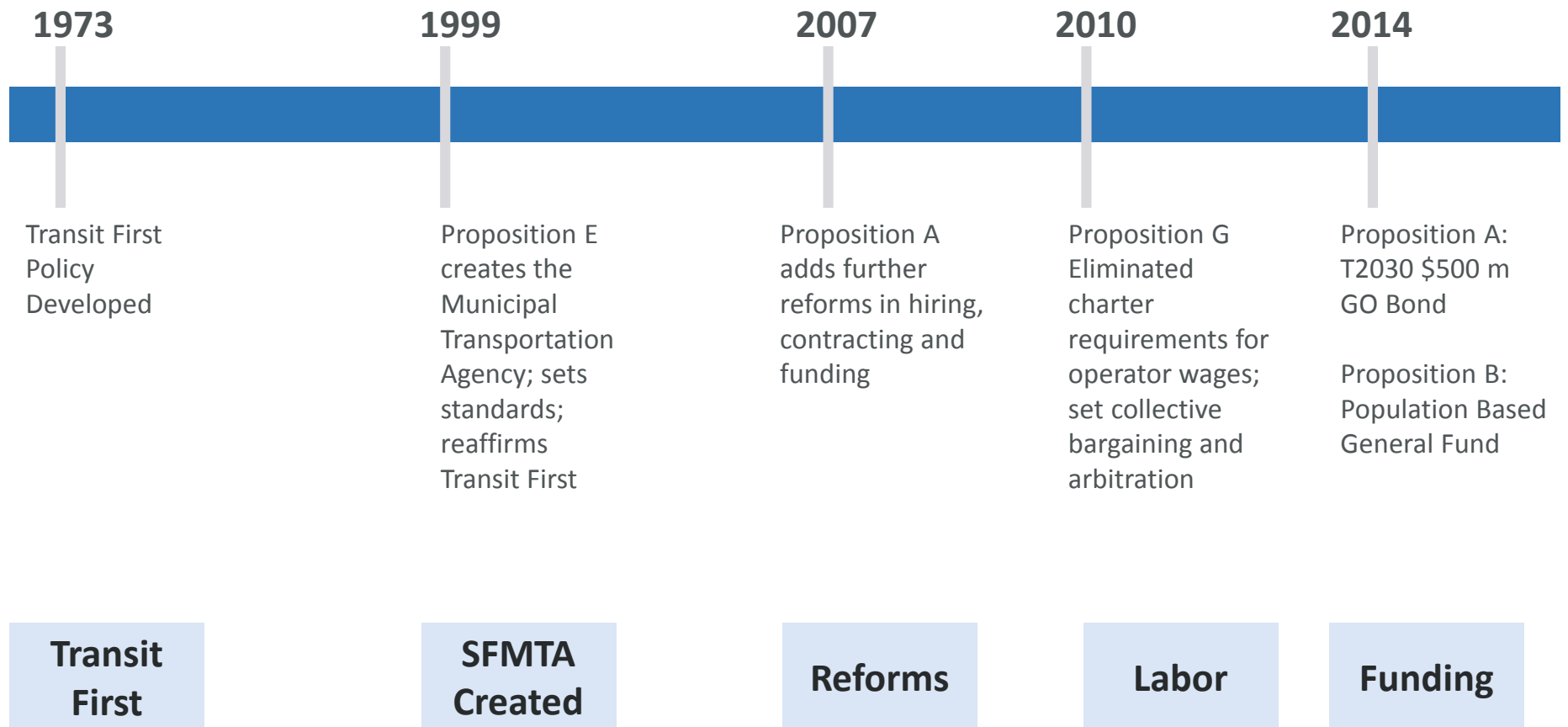


GOVERNANCE AND ORGANIZATIONAL

The subcommittee has reviewed and will further discuss governance and organizational issues.

Recommendations to be determined.

Transit First City – History of Past Initiatives



ISSUES IMPORTANT TO THE WORKING GROUP BUT NOT DISCUSSED IN A SUBCOMMITTEE

Capital Project Delivery. The SFMTA and transit properties throughout the region have been challenged in major capital project delivery – the Agency and the City should complete an expedited review of this function. Any specific recommendation in this area? A regional consortium? Changes to the SFMTA organization? Changes to project approach?

Customer Service. The SFMTA would benefit from increased customer service orientation and customer-centered design processes for use throughout the Agency. Any specific recommendation in this area?

Cost of living in the Bay Area. Cost of living and its effects on the SFMTA workforce are a major concern. SFMTA is considering: TDM studies and regional buses for its workforce. Any specific recommendation in this area? Workforce housing? Other items?

Next Steps - Dates Subject to Change

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Controller staff and SFMTA Staff will update the recommendations and create a report draft;

Week of December 2nd - Final subcommittee meetings;

December 6th - Report draft to co-chairs;

December 11th - Report draft to working group;

December 13th - Final working group meeting;

January 2020 - Report publication.



Thank you

Questions and Feedback for Staff:

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