



SFMTA

# Delivering Better Service for Our Customers

Goal 2: Travel Choices

January 29, 2019

# Transit Agenda

Service Trends

Workforce  
Planning

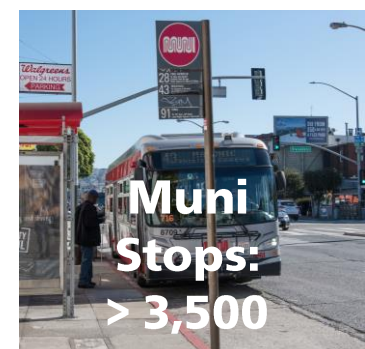
Red Lanes



# Muni: Workhorse of the System

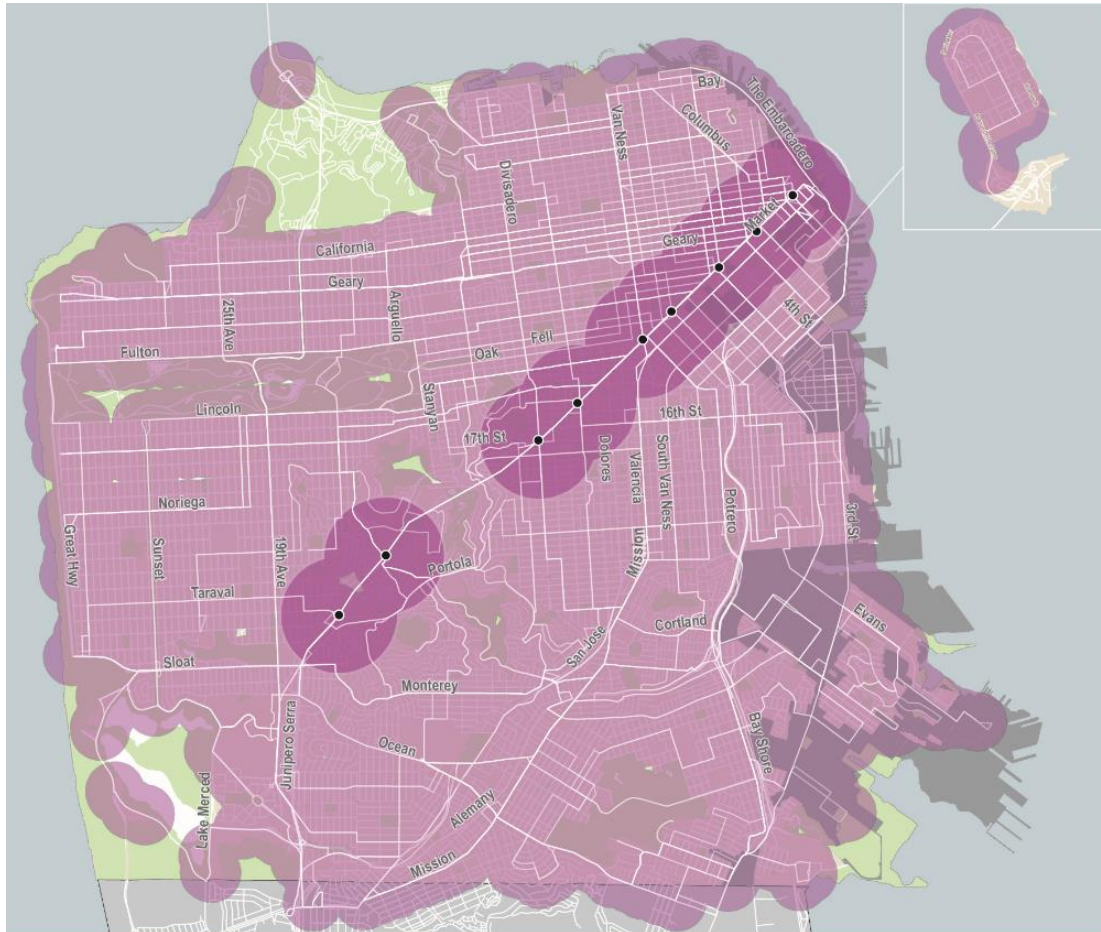


- 725,000 daily trips
- 224 million trips per year
- 24 hour core network; most service 18 hours
- Greenest fleet of any major North American city



# Muni: Serving ALL of San Francisco

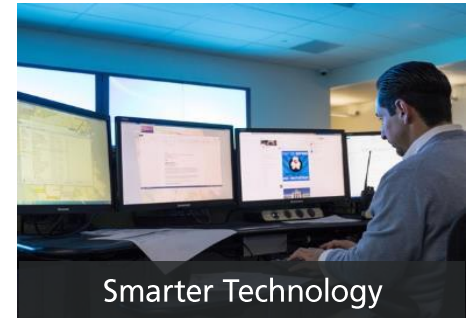
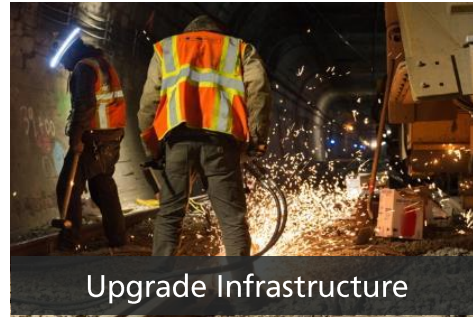
In San Francisco you are never more than 1/4 of a mile from a public transit stop



- Stations
- Routes
- 1/4 Mile Buffer Around Stops
- 1/2 Mile Buffer Around Stations
- Projects Under Development & SF Port Properties

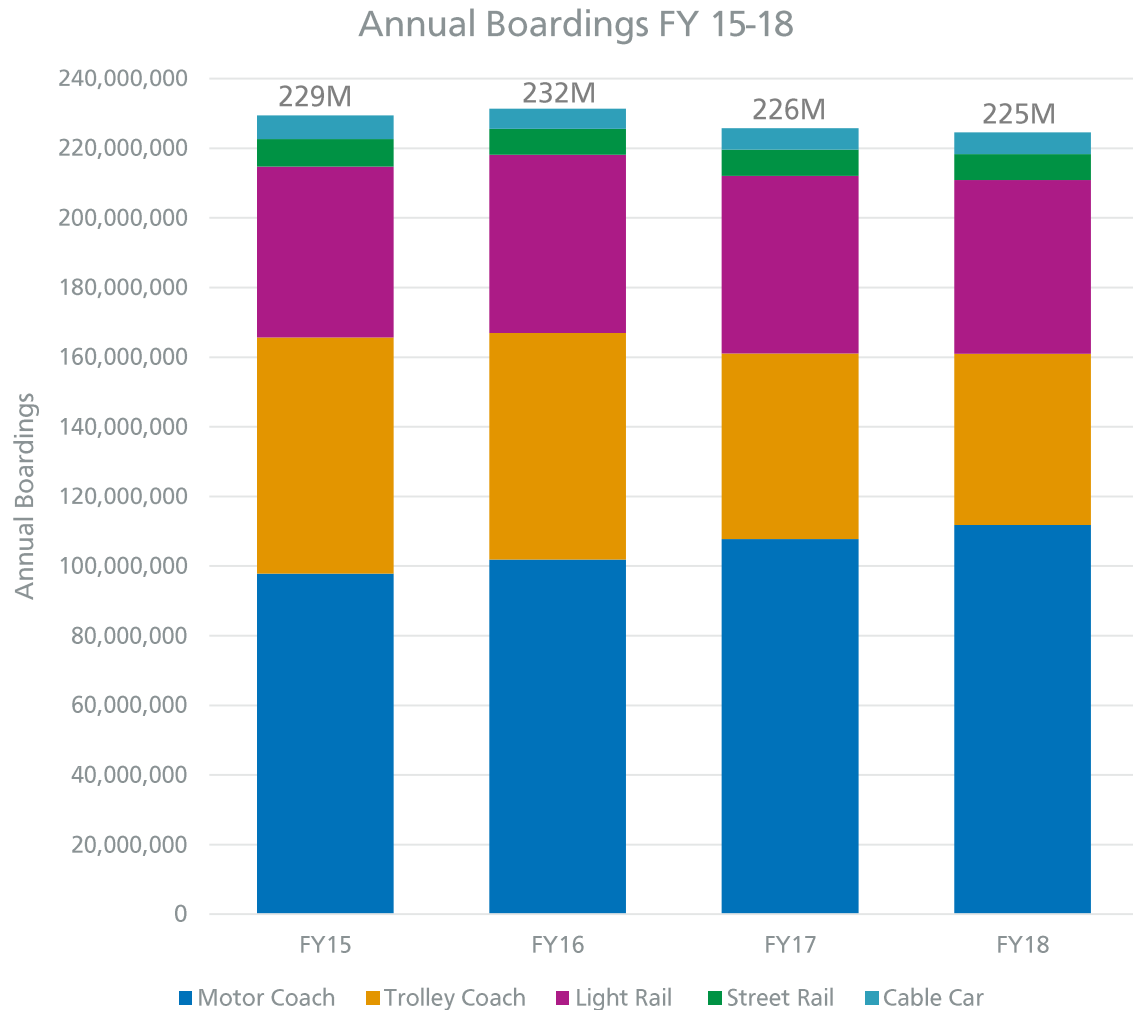
# State of Transit

1. Carry on with positive momentum from the last 90 Day Action Plan
2. Continue positive trend in vehicle performance (bus), equity planning and special event management
3. Tackle Transit's next generation problems:
  - Workforce shortages
  - Subway performance
  - Aging Infrastructure
  - Growing traffic

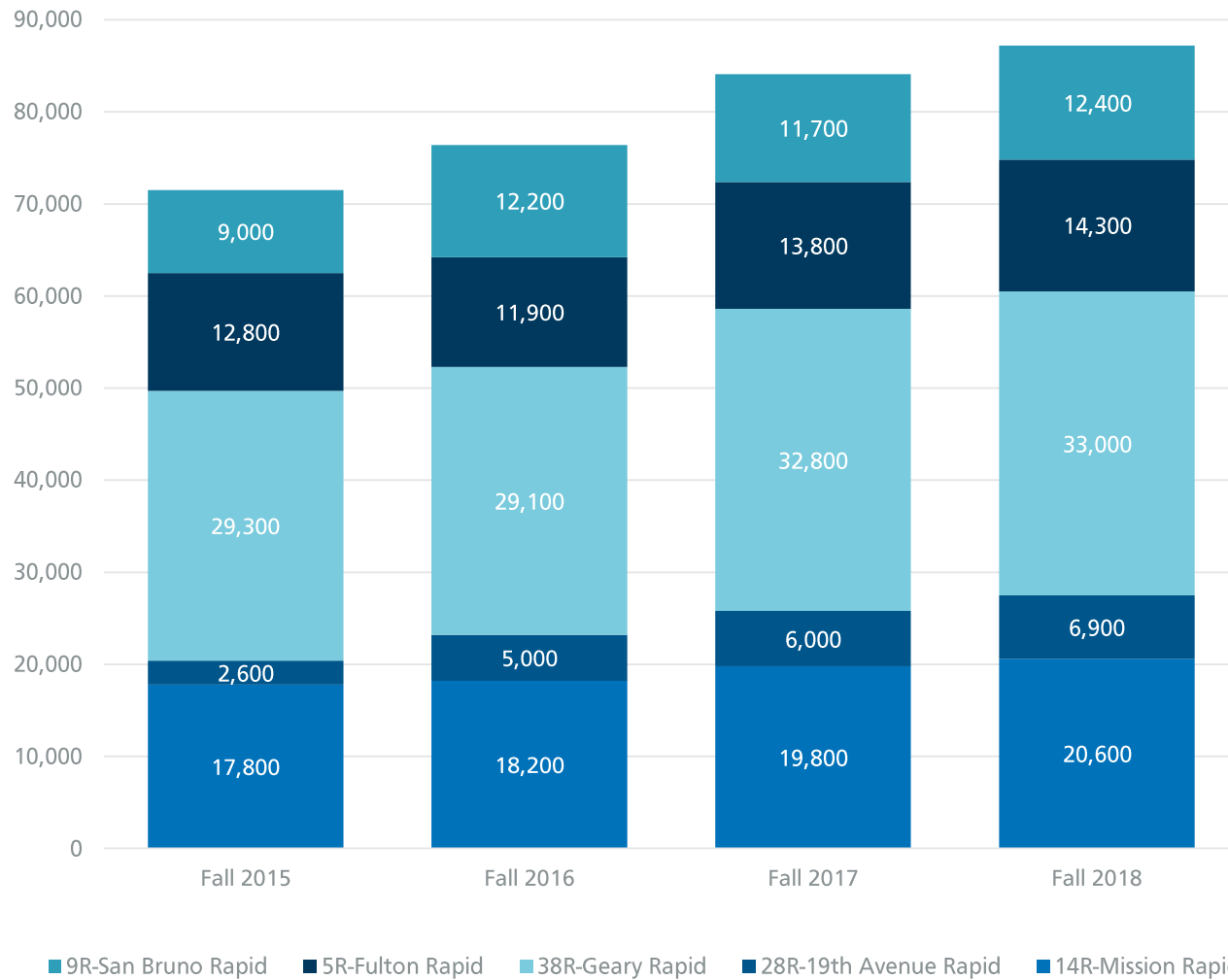


# Ridership Snapshot

- Ridership holding and increasing in targeted areas
- Rapid Network sees double digit growth
- Replacing and expanding fleet will improve reliability and ease crowding
- Predicting modest growth in next two years



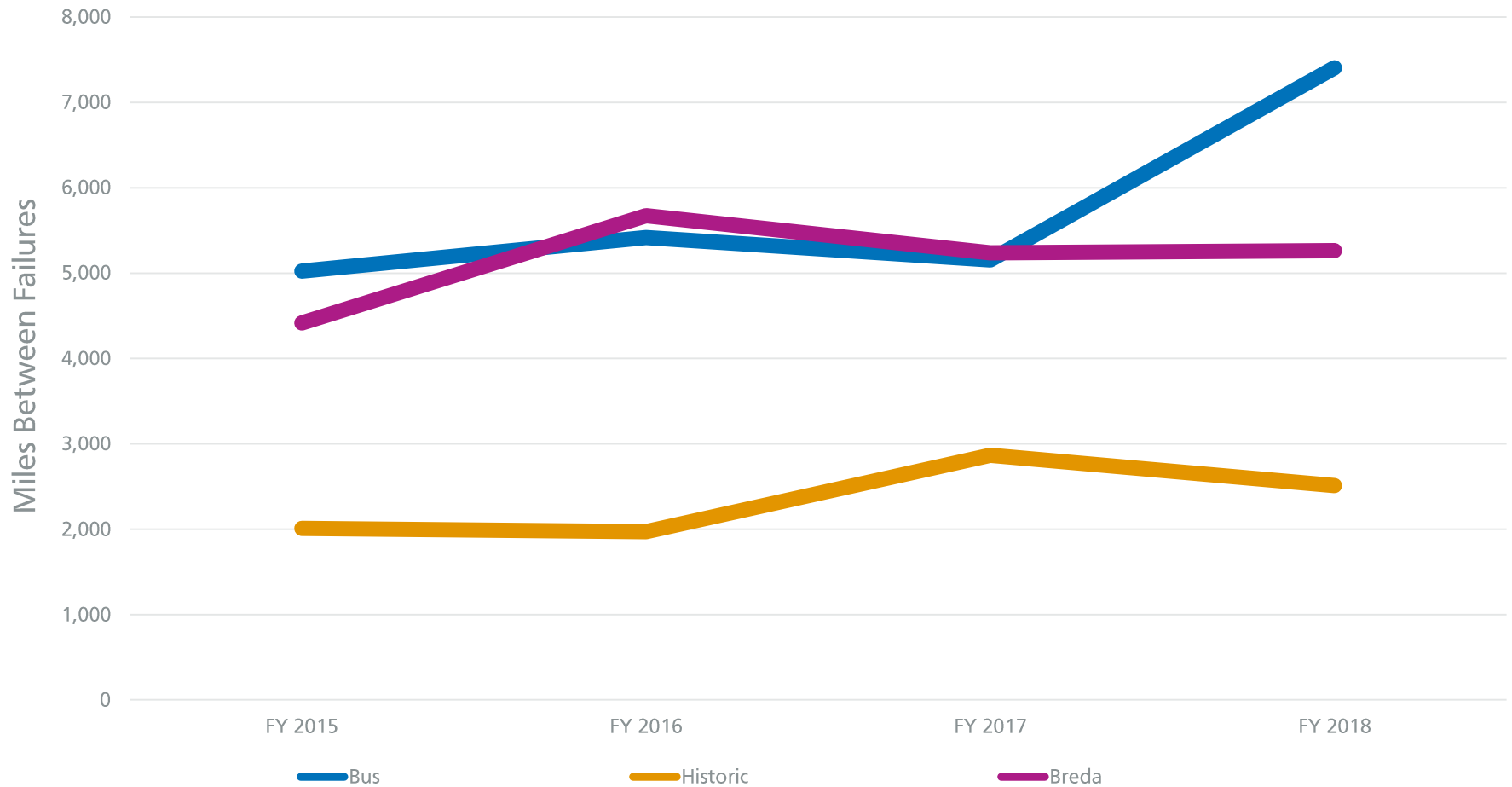
# Rapid Ridership Growing



Since 2015, ridership on the Rapid Network has increased **22%**.

We've added capacity and increased frequencies on rapid routes which has not only brought new riders but also shifted demand from Local to Rapid service.

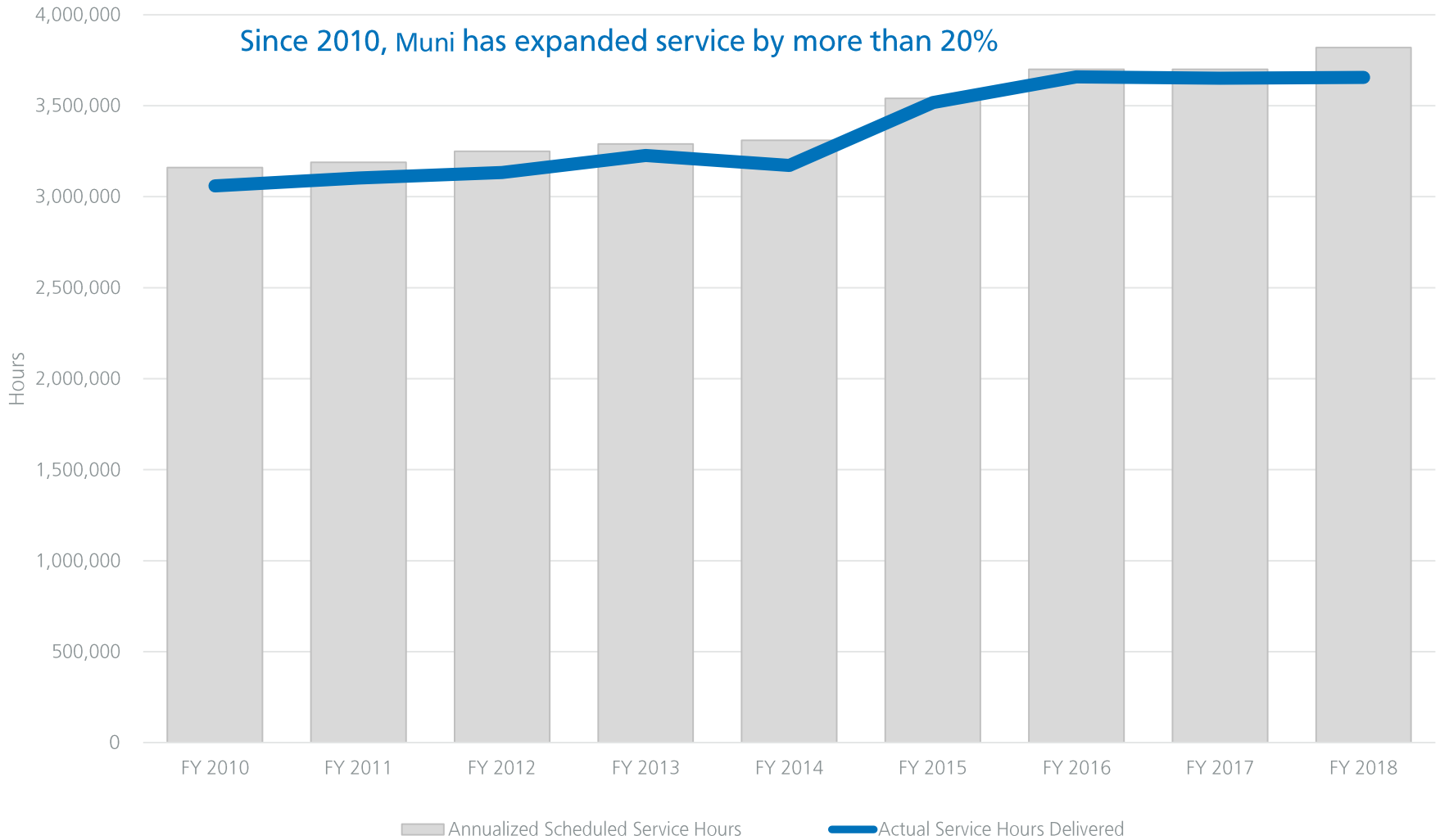
# Vehicle Performance Trending Up





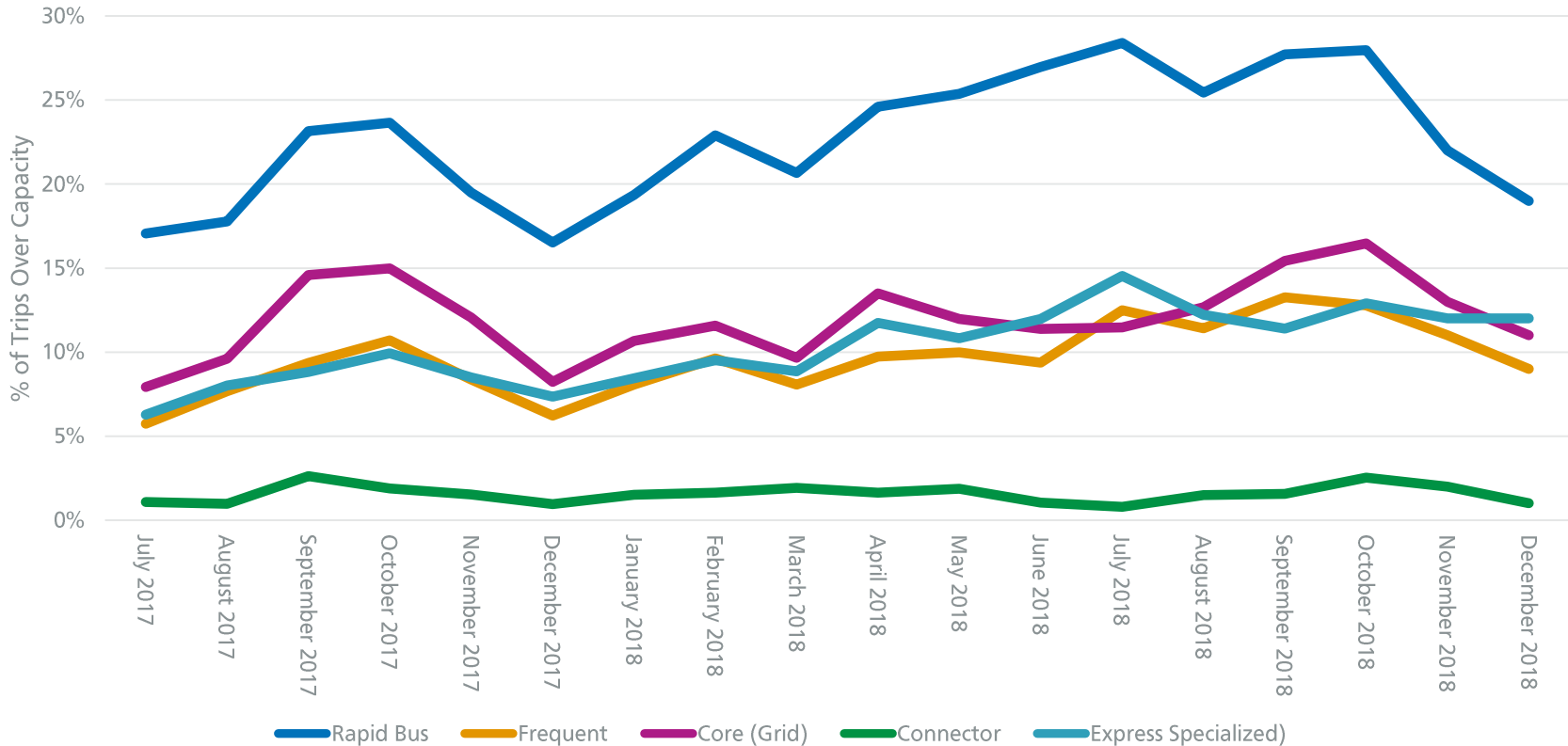
# More Transit Service

Scheduled vs Actual Service Delivered



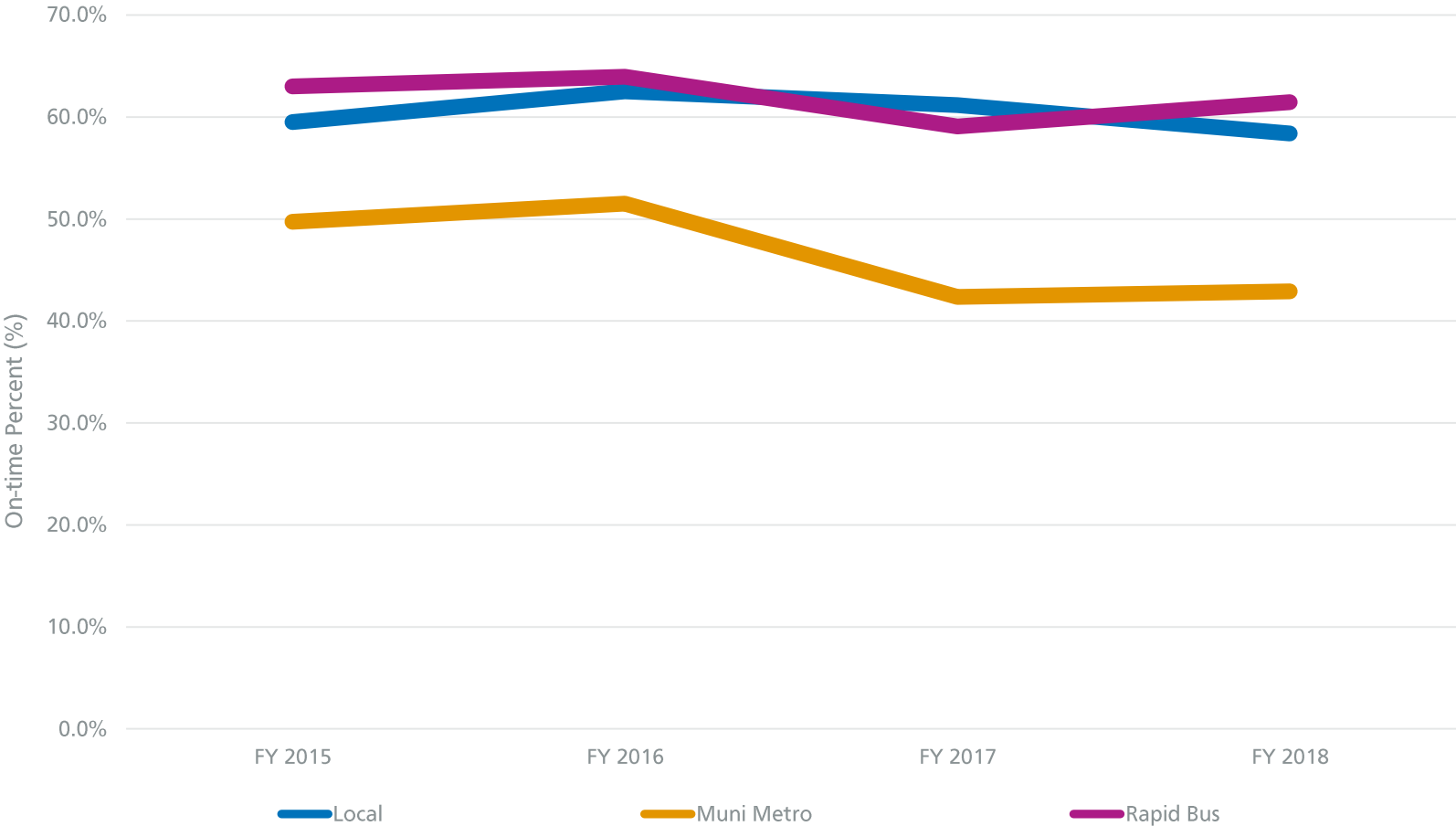
# Crowding Snapshot

Crowded Trips



Although we've added capacity by increasing the frequency of service along certain corridors and shifted to 60ft articulated coaches, crowding remains an issue, especially on the Rapid Network. Declining service delivery has intensified the issue.

# On-Time Performance by Service Category

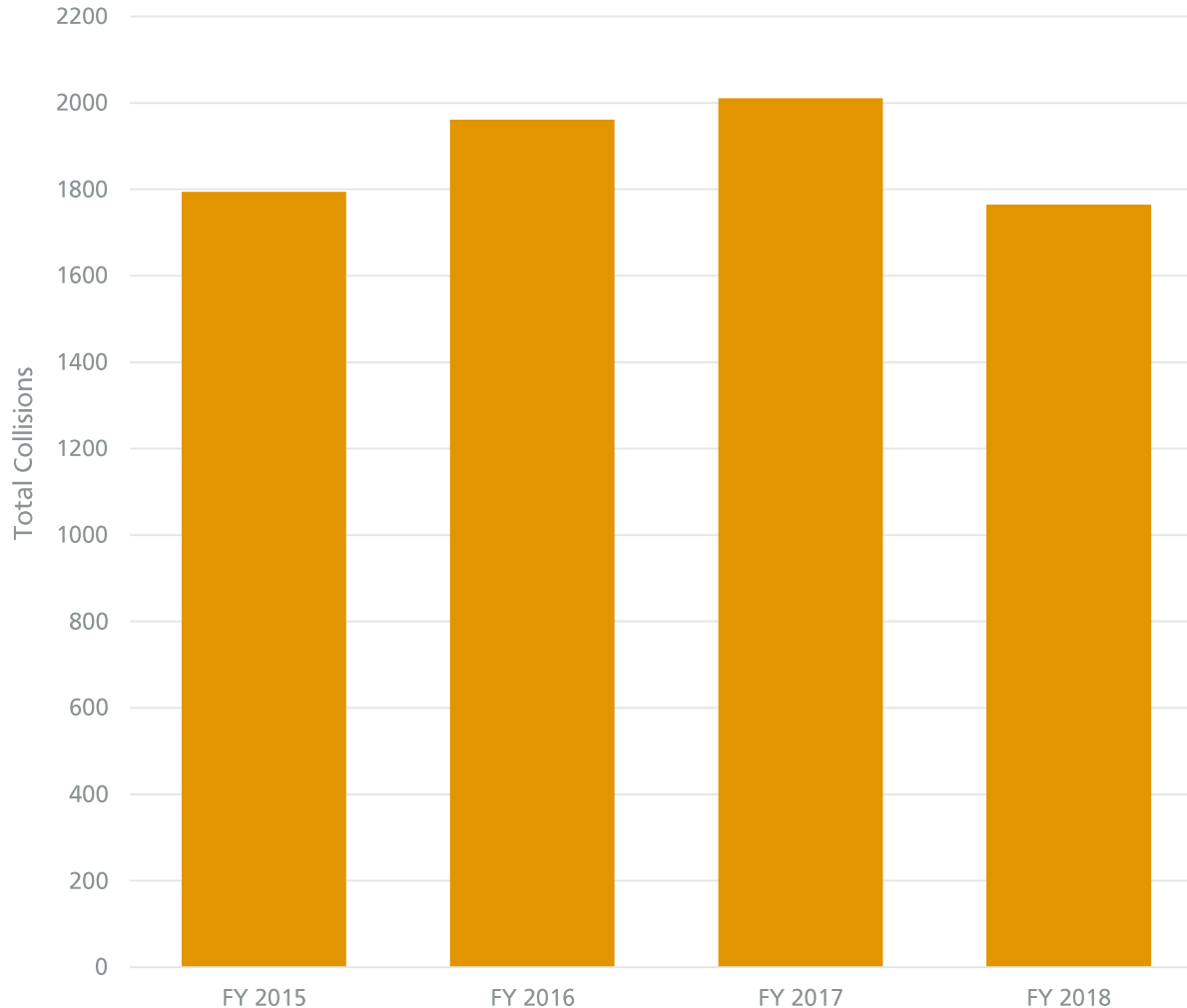


# Managing Service - Headway

To better meet customer expectations and reduce gaps and long wait times, we are moving toward managing service on headways on our Rapid bus and LRV routes.



# Total Collisions Trend: 2015-2018

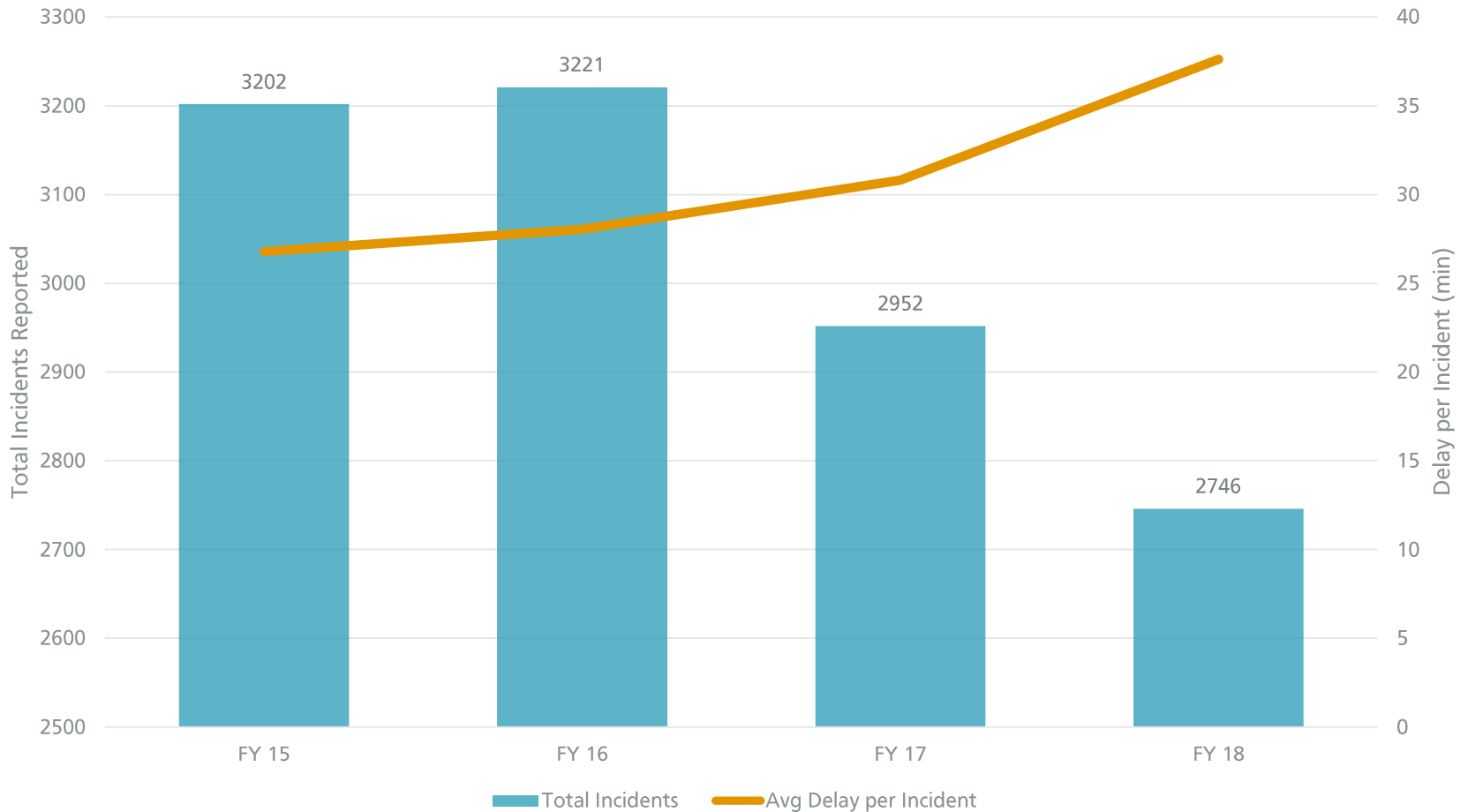


Overall collisions trending down compared to FY 17.

Preventable collisions have declined roughly 12% in 2018.

# Security on Muni

## Central Control Reported Muni Security Incidents



Incidents reported to OCC have declined by nearly 15%. However, total delay per incident has increased.

# Near-Term Priorities

- **Subway Performance:** Reduce major delays in the subway and enhance the customer experience during delays
- **Customer Information:** Enhance the quality, accuracy and availability of service information to our customers
- **Missed Service:** Increase service delivery, better distribute open runs across the bus system and ensure scheduled service on equity strategy lines is prioritized



# Near-Term Priorities

- **Safety:** Reduce preventable collisions, enhance passenger and Operator security on-board and accessing transit stops
- **UCSF/Mission Bay Platform:** Manage construction proactively, deliver quality bus service on Third Street, minimize impacts to bus system and manage rail service gaps





# Near-Term Priorities

- **Rapid Network:**  
Maintain positive trend in gap management on Rapid network
- **Staff Engagement:**  
Improve responsiveness and feedback loop when staff raise issues, ideas and concerns



# Building the MTA Workforce



# Building Blocks to Delivering Service

- Strong recruitment pipeline to replace Operators who retire or are promoted
- Proactive attendance management of leave (both short and long-term) to encourage Operators to get back to work as quickly as possible after absences



By strengthening recruitment and better anticipating, and planning for, draws on our training resources, Muni will become more resilient to “perfect storm” scenarios similar to that we experienced this summer

# Recruitment Challenges

## DECREASING # OF APPLICANTS

- 2,650 to 1,011 (2 yr. avg. from 2011 to 2018)



62%

## SPIKE IN EXAMINATION "NO-SHOWS"

20% no-show jumps to 48% last 2 years



140%

## SPIKE IN JOB OFFER DECLINES & NO-RESPONSES

- 2016, 20% declined or did not respond
- In 2017, 46% declined or did not respond



130%

# Regional Trends: A Booming Economy

## Historically Low Unemployment Rates

- 2.3% unemployment in San Francisco (October)
- 4.1 % unemployment in California
- 8 of 9 Bay Area counties are under 3% (Bay Area average: 2.6%)
- Solano is the only Bay Area county above 3% (3.6%)



49% of all San Francisco jobs are held by people who commute into the city, stretching the regional transit and road networks

# National Trends: Fewer Drivers

## Fewer Licensed Drivers

- Number of licensed drivers under age 45 declining since 2008 \*
- Only age group where there was an increase was for those 70 years and older



## Fewer Applicants to Public Sector Jobs (2012-2017)

- 21% decrease in overall applications for public sector jobs \*\*
- Gap between public sector job postings and applicants has increased by 25%

\* Source: University of Michigan, 2016

\*\* Source: NEOGOV

# Recruitment: Efforts Already Underway

## Increased number of exams by 267%

- Pre 2014: 3 exams completed every 4 years (.75/yr.)
- 2014-2018: 8 exams every 4 years (2/yr.)

## Streamlined Exam Process by 39%

- Pre-2014: 111 calendar days (avg.)
- 2014 to 2017: 84 days
- Last 5 exams: 68 days

## Recruitment

- Promoting exams at relevant job fairs (examples: women, veterans and diversity-oriented job fairs)
- Expanded use of social media, including Facebook, LinkedIn, Indeed and Glassdoor
- Paid social media advertising
- Partnering with other transit agencies and city departments
  - VTA (Santa Clara County)
  - San Francisco Board of Supervisors
  - OEWD
- Holding job information sessions for prospective applicants to improve applicant understanding about requirements for the job and the path to employment

## Internal Process Improvements

- Lean process review for 9163 exam and onboarding processes
- Improving data collection to understand how applicants are hearing about jobs

# Next Steps: Recruitment

## Recruitment/Workforce

- Regional transit agency workforce working group
- Partnering with OEWD on launch of a new “B-License” training program (scheduled for January)
- Identify new sources of workforce (in progress)
- Working with City College to develop career pathways to the commercial driving industry
- Holding job information sessions at public libraries
- Expanding paid advertisement campaigns



## Internal Processes

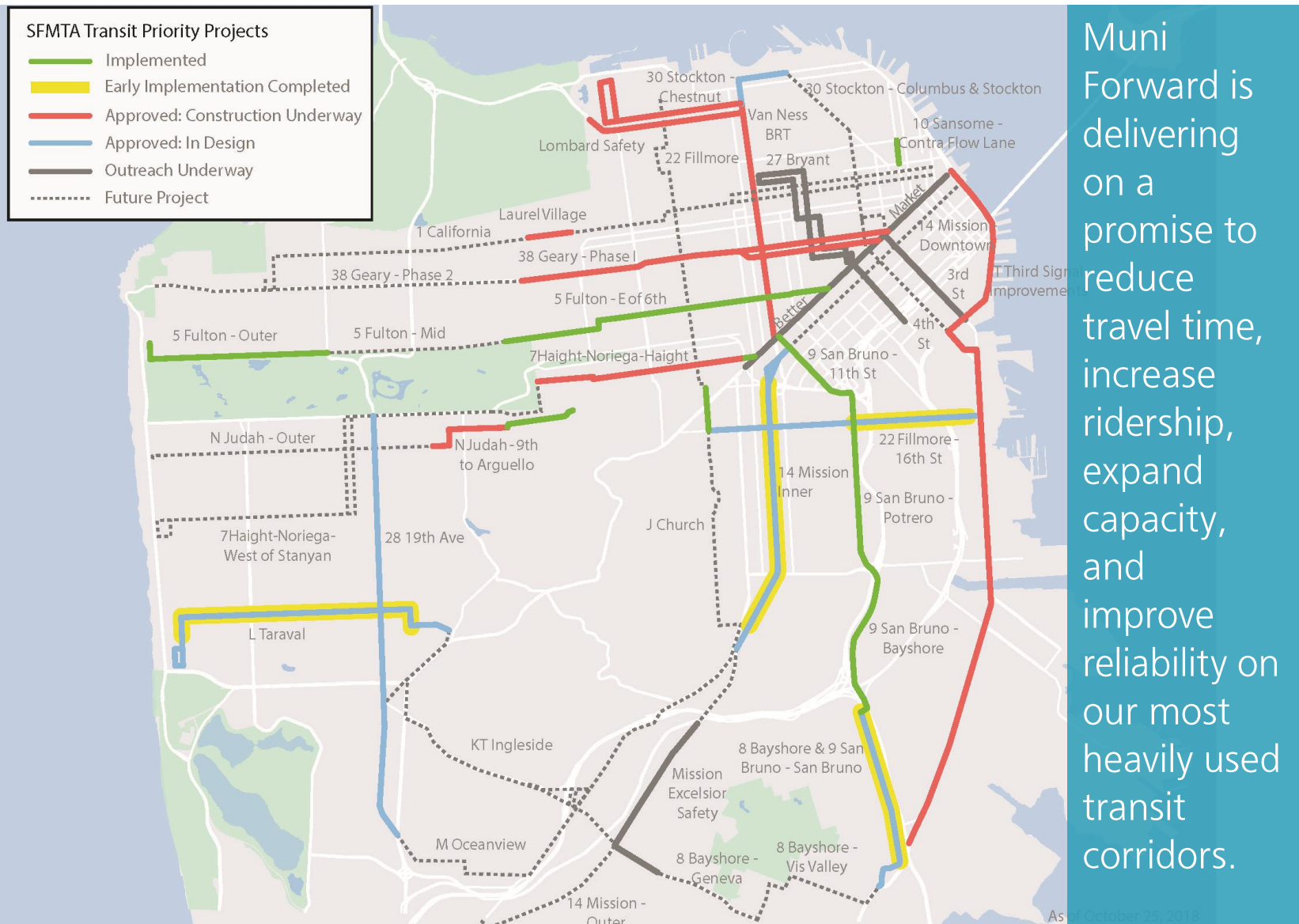
- Develop and implement the Lean process recommendations
- Provide “B-Permit” seminars to those on the eligible list



# Moving Muni Forward



# Muni Forward Two-Year Overview



# Transit Only Lanes

Transit Only Lanes is a tool within the Muni Forward's toolkit to enhance service reliability. Following adoption of Transit First Policy in 1973, San Francisco began developing a network of transit only lanes.

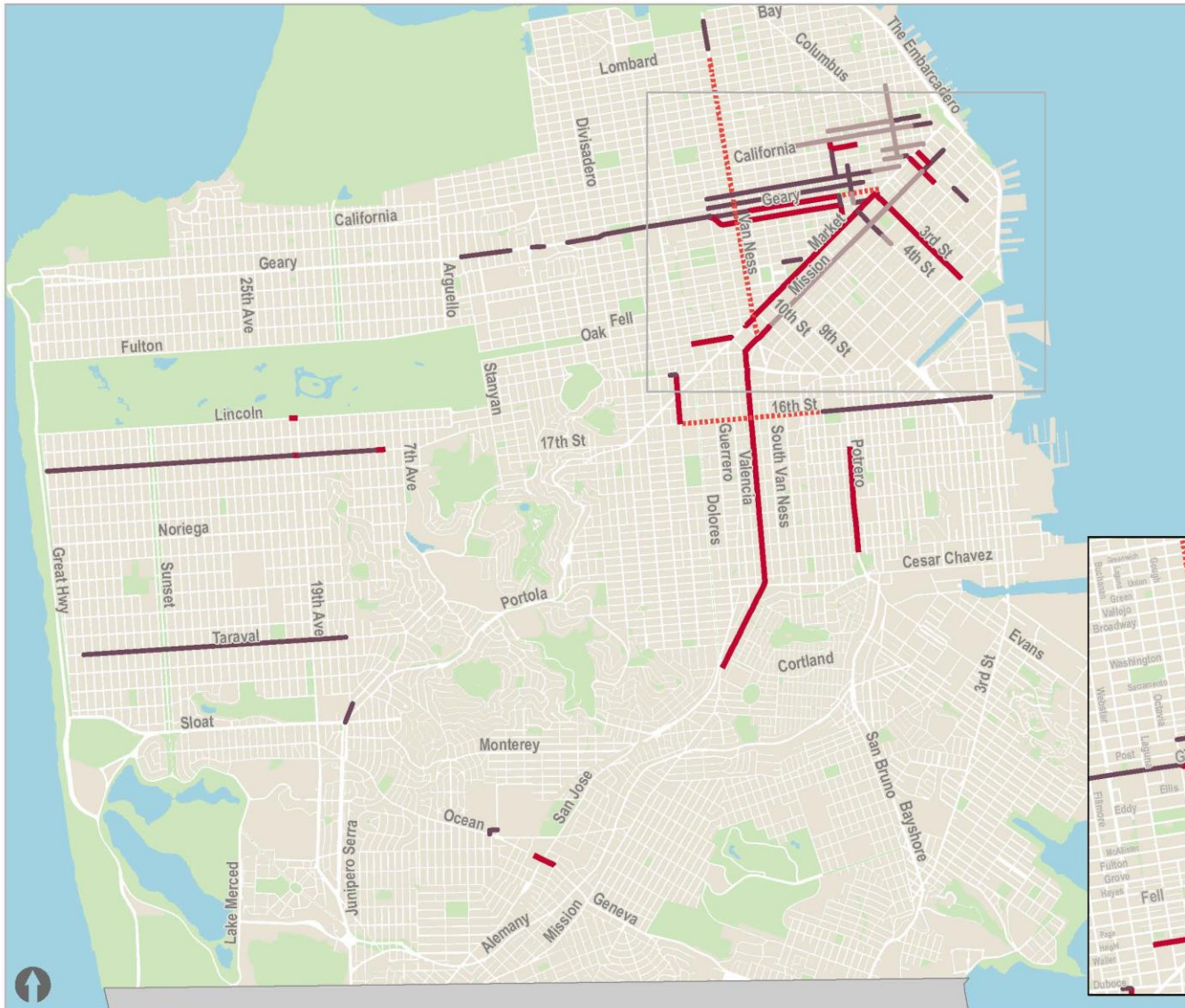
Geary (1978)



Geary (2016)



# Transit Only Lane Network



## Transit Only Lanes Active and under construction

January 2019

Current transit only lanes in San Francisco. This map includes red painted transit only lanes, non-red transit only lanes which are active full-time, and non-red transit only lanes which are active part time. Red transit only lanes must be active at all times.

- ⋯⋯⋯ Under construction
- Red lanes
- No red, 24 hours
- No red, Part time

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# Transit Only Lane Results

## Mission Street

- Travel time decreased up to 12%
- Variability decreased 25%
- Ridership increased 11%



## Church Street

- Travel time decreased 14%
- Variability decreased 27%



Results of red treatments applied to transit only lanes on downtown streets:

- Up to 55% fewer violations on 3<sup>rd</sup> Street, despite increased traffic volumes
- Muni travel times held steady while growing congestion caused general traffic to slow by 50-74% along 3<sup>rd</sup>, Geary and O'Farrell

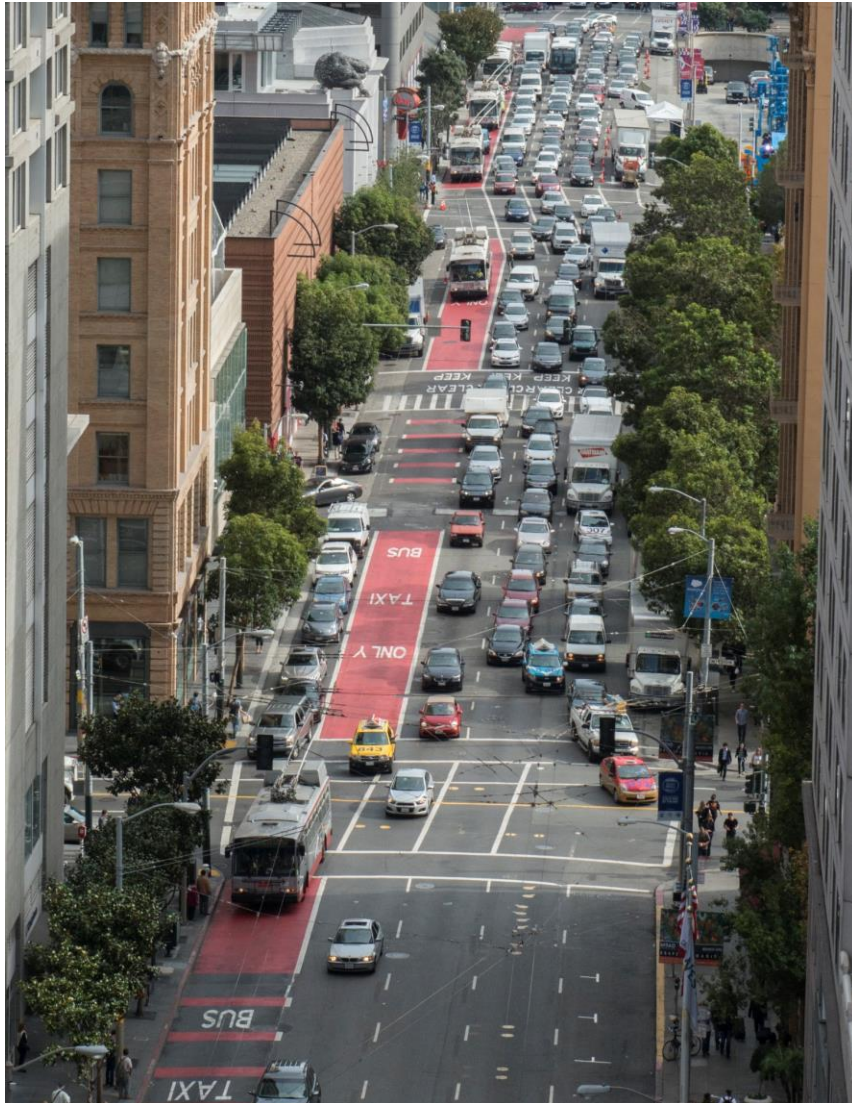
# Enforcement



TOLE Program issued 4,400 citations during past 12 months



# Transit Lane Types



# Permitted Users

- Prior to creation of SFMTA, the BOS legislated transit lanes and most permitted buses and taxis.
- SFMTA now legislates transit lanes - Division II of the Transportation Code specifies the locations, hours of operation and permitted users. Consistent with past practice, most allow buses and taxis.
- CVC defines a bus as any vehicle with 15 or more seats, or any commercially-operated vehicle with 10 or more seats.



# Private Bus Operators

## **Commuter Shuttle Program**

20+ operators

## **Tour Buses**

11 known operators

## **Casino Buses**

7 known operators

## **Airport Shuttles**

6 known operators

## **Hospital Shuttles**

CPMC

Kaiser

SF General

UCSF

VA

## **Paratransit & Senior Services**

SF Paratransit

Regional operators

Institute on Aging

OnLok

## **Educational**

Academy of Art

CCA

SFSU

SFUSD

USF

## **Intercity Buses**

Amtrak

Bolt Bus

Flixbus

Greyhound

Megabus

## **Private Transit**

Chariot