



# Transit Performance Update

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SFMTA Board of Directors  
November 19, 2019

# Presentation Overview

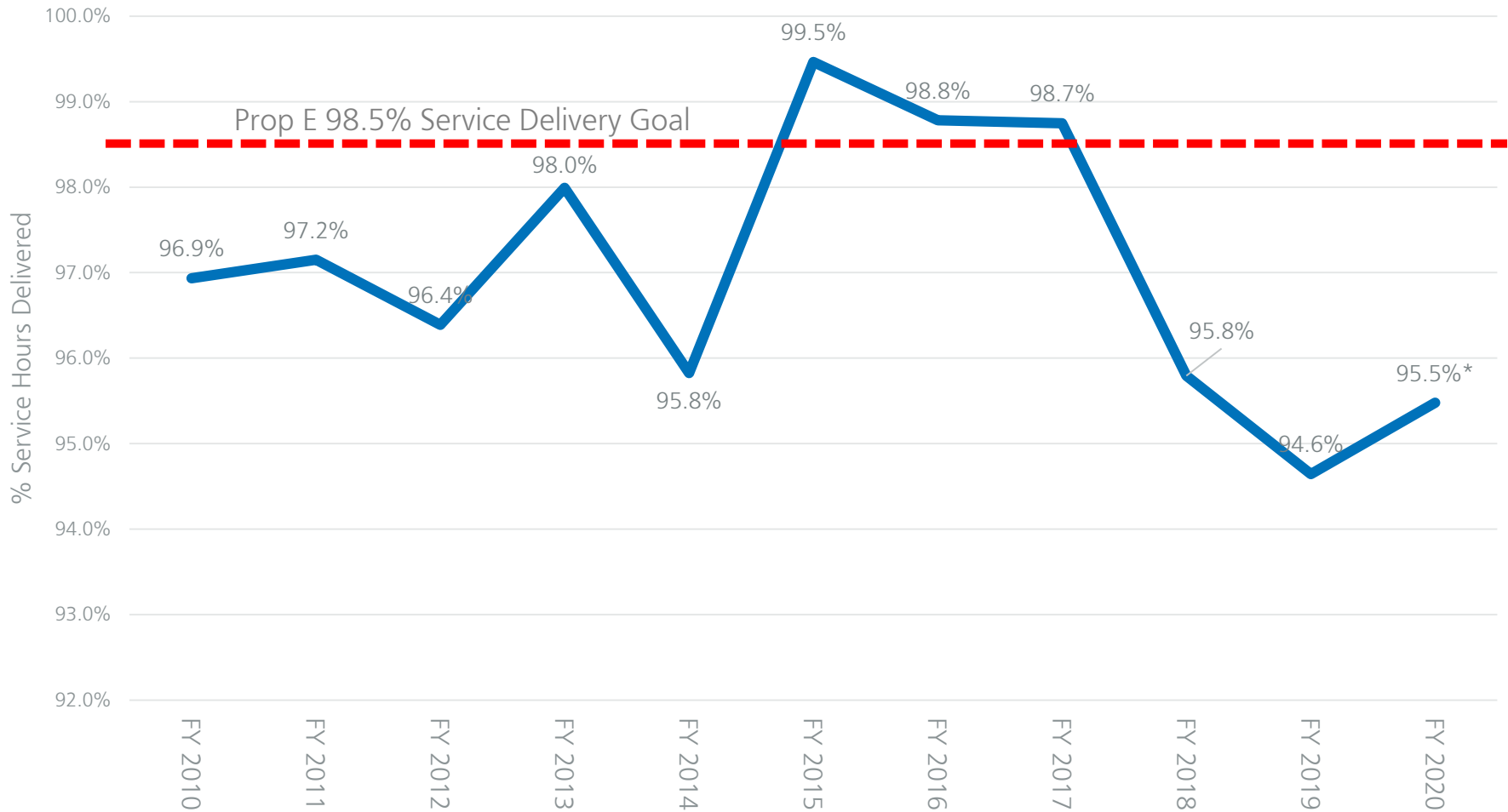
1. Operator Staffing Update
2. Supervision Needs
3. 90-Day Performance Update
4. FY19 Ridership Overview





# Operator Staffing Update

# Service Hours Delivered



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



# Recent Progress

- Operator hiring initiatives addressed pipeline issues
- Training class size increased to 50-60 every 2 months
- Larger class sizes stabilized staffing levels, but additional hiring needed to close deficit
- Training Division staffing levels insufficient for larger classes and accommodating other training needs (e.g., collision avoidance, refreshers, return to work)



# Cultivating Future Workforce

**CityDrive** - Pilot partnership with the Office of Economic Workforce Development (OEWD) and their community partners to provide FREE training and assistance to the public in obtaining the Class B Permit.



Reduces one major barrier and bottleneck for Transit Operator hiring

Has been so successful, a CityDrive Advisory Board was recently created to address interest from other City departments, private sector and other transit agencies

# New Bus Operator Graduation Ceremony



September 13, 2019

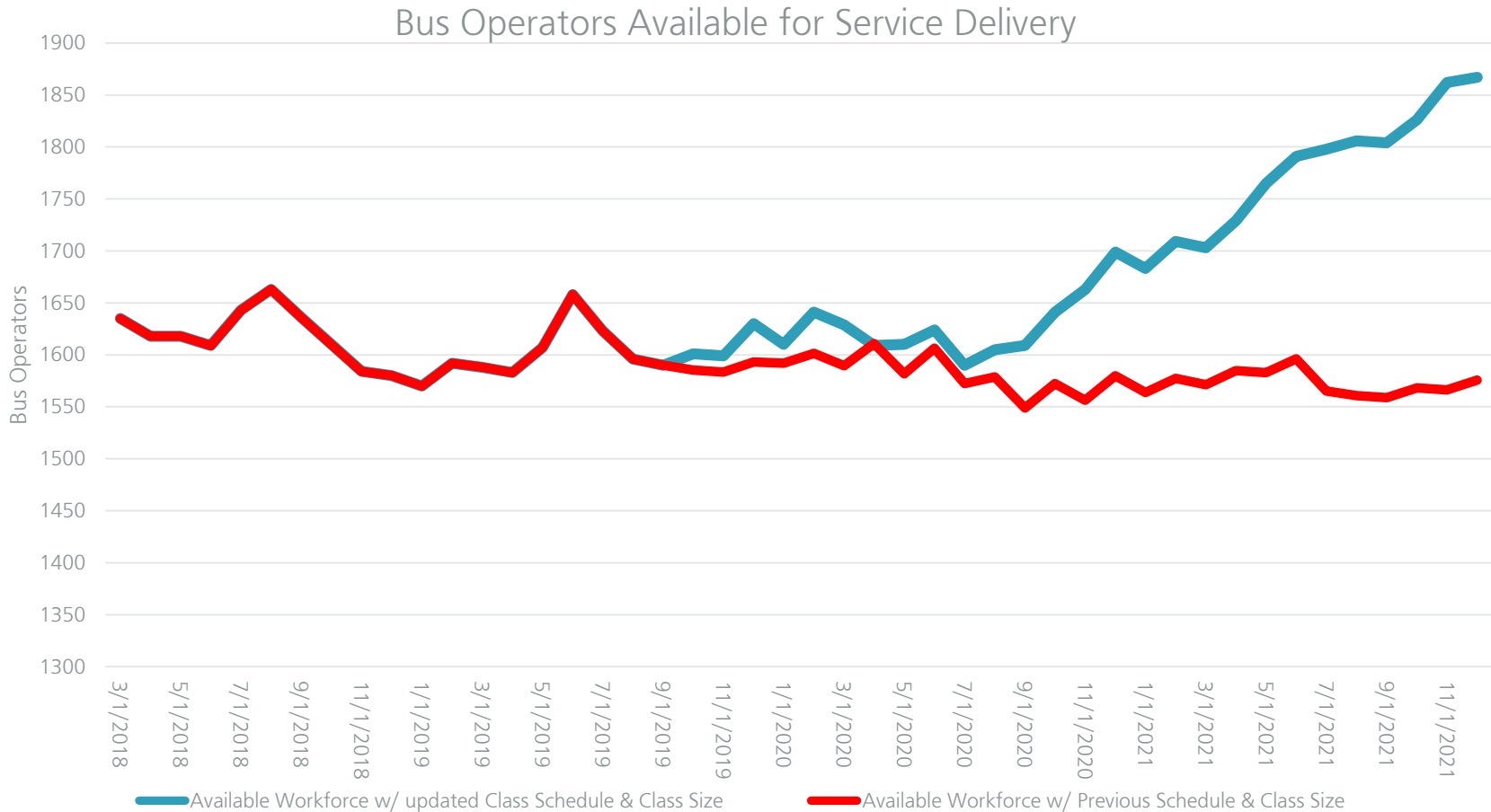
# Accelerated Operator Hiring Plan

- 200 new bus Operators graduated in 2019, more than double the 78 Operators who graduated in 2018
- Current Operator shortage is approximately 230
- Annual new bus Operator hiring need is approximately 200
  - Approximately 100 bus Operators leave annually (e.g., retirement)
  - 50 to 60 bus Operators per year expected to promote to supervisor positions in FY20 and FY21
  - 40 to 50 bus Operators expected to complete rail training course
- New Operator hiring plan
  - Hire 25 new trainers in FY20 (requesting 12 more in FY21 budget)
  - Begin a new class every 5 weeks of 40-45 students
  - Identify existing supervision staff to supplement training process while new trainers are hired and certified



# Bus Operator Projection

Service delivery expected to return to pre-Twin Peaks levels in coming months and will continue to improve in second half of 2020. We expect to reach 100% service delivery in summer 2021.





## Supervision Needs

# Classification Promotive Pathway



# Recent Supervision Improvements

## Implemented Harris Radio:

Enhanced Operator communication and digitized incident management functions

## Restructured Service

**Management:** New field manager role and expanded floor manager role; new Transportation Controller position to address increased opportunities and expectations of TMC

## Opened Transportation Management Center (TMC):

Consolidated dispersed transportation functions in a single location

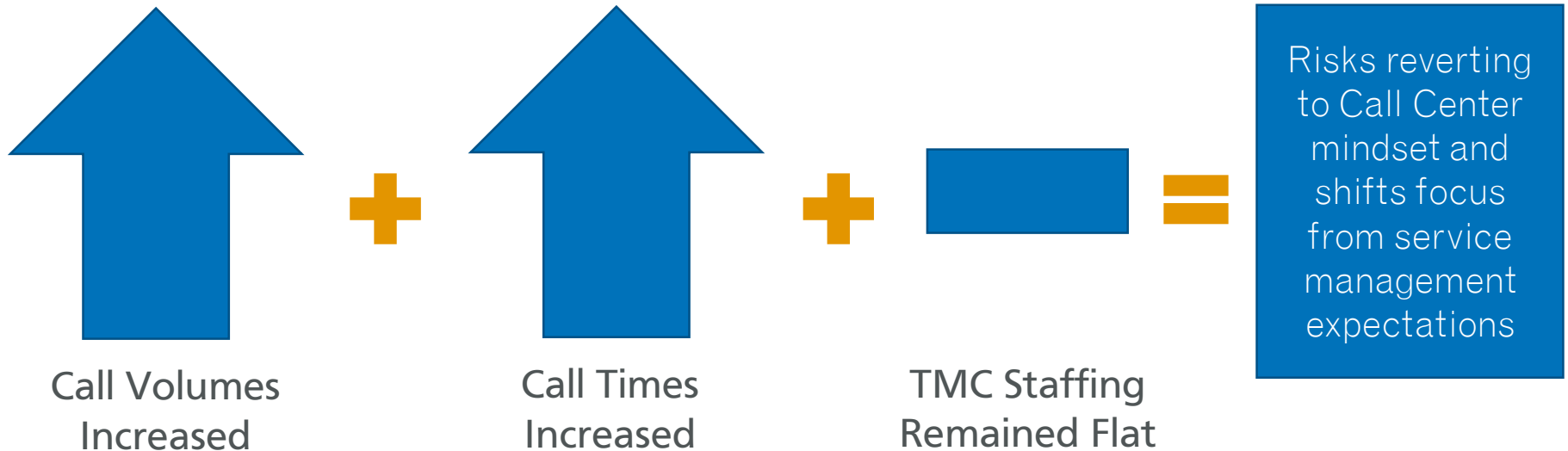




# Current Supervision Challenges

- Insufficient staffing levels to fully realize potential of service management technology
- Managing impacts of Operator shortage limits ability to take service management to the next level
- Investments in controllers, field managers and floor managers diverted personnel from supervision ranks
  - High percentage of staff eligible for retirement
  - Relatively small sub-specialties vulnerable to long-term leave fluctuations
- Inadequate training and support to transition from peer to supervisor

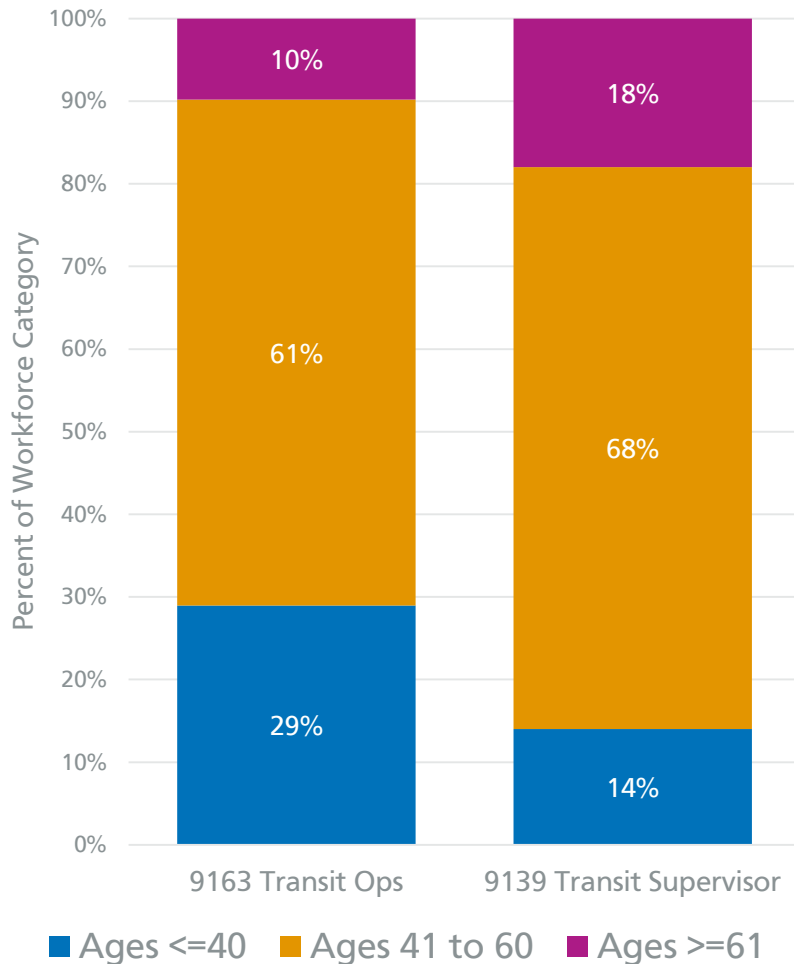
# TMC Implementation Challenges



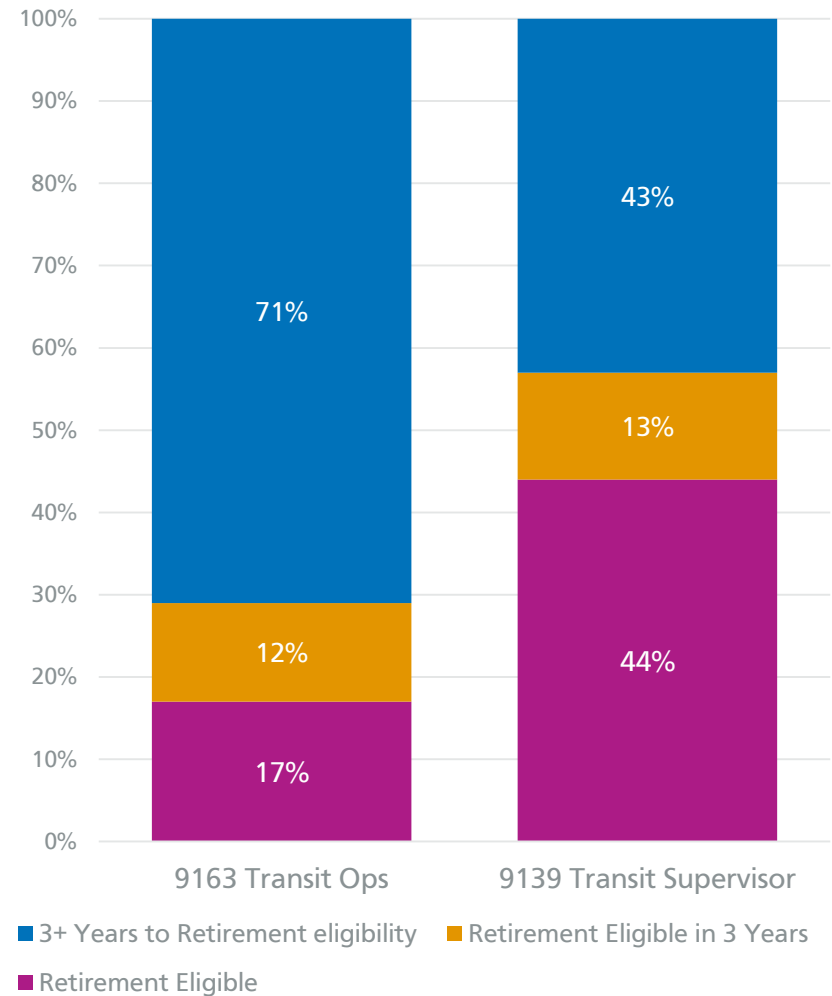
- The TMC called for a shift from a “call center” environment to a service management center, but staffing and training to support this transition lagged
- Improved radio access made it easier for Operators to request support and provided better incident tracking, but requires more staffing to support

# Demographics

## Age Breakdown



## Retirement Eligibility



# Supervision Next Steps

- Invest in supervision to improve service reliability, enhance the customer experience and better support Operators
- Supervision Action Plan:
  - Increase staffing levels
  - Build a service-oriented work culture
  - Consolidate training functions
  - Provide enhanced training to transit supervisors







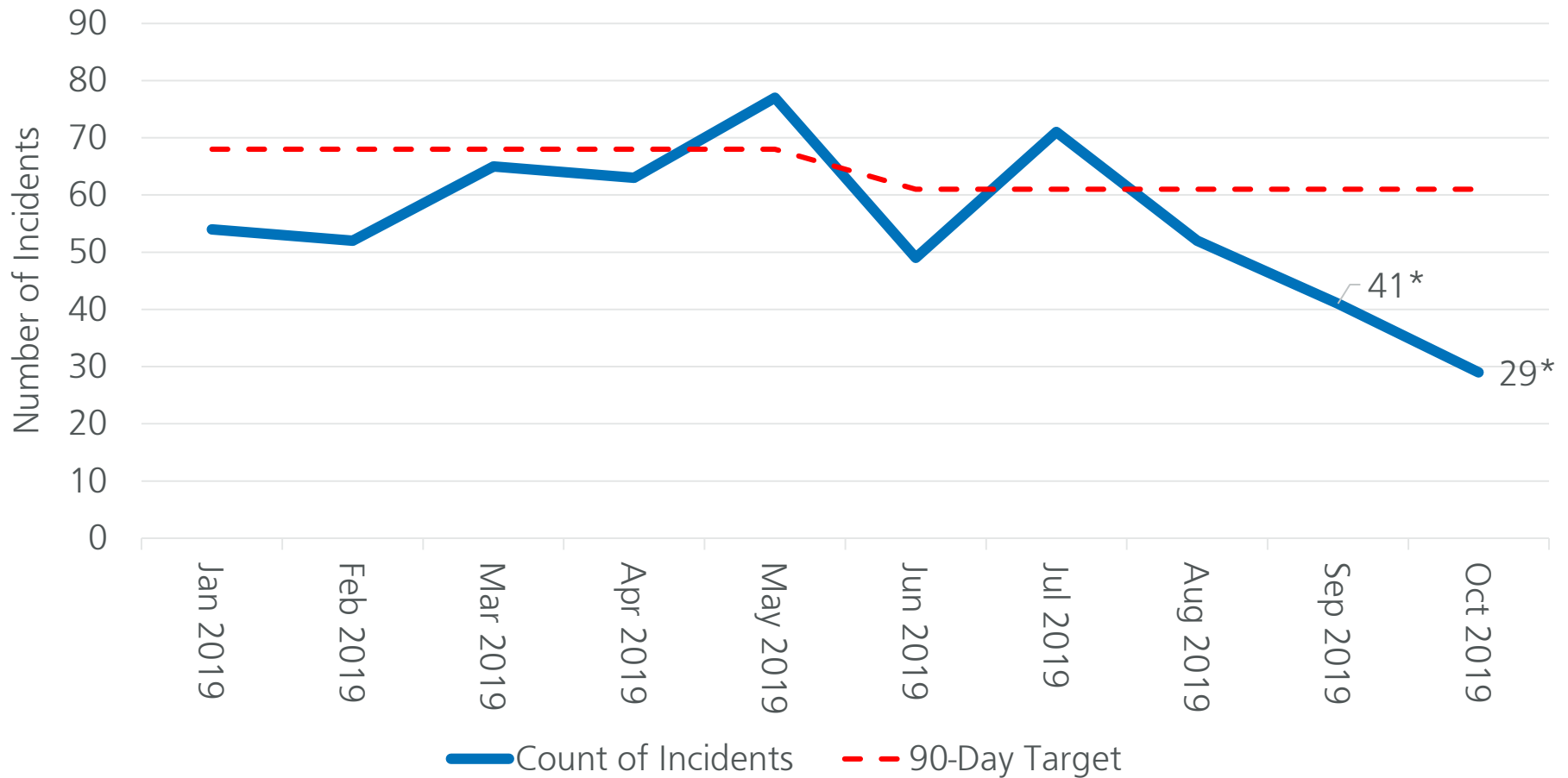
# 90-Day Action Plan Update

# Recent Performance

Action	Target	October
Reduce preventable collisions	61/month or less	41*
Reduce early departures on routes with frequencies greater than 12 min	20% or below	18%
Increase service delivery	96% or above	96%
Improve Headway Adherence on frequent routes	90% or above	86%
Reduce number of subway delays exceeding 20 minutes	4 or fewer per month	6
Improve LRV4 Availability	At least 35 cars per day	34

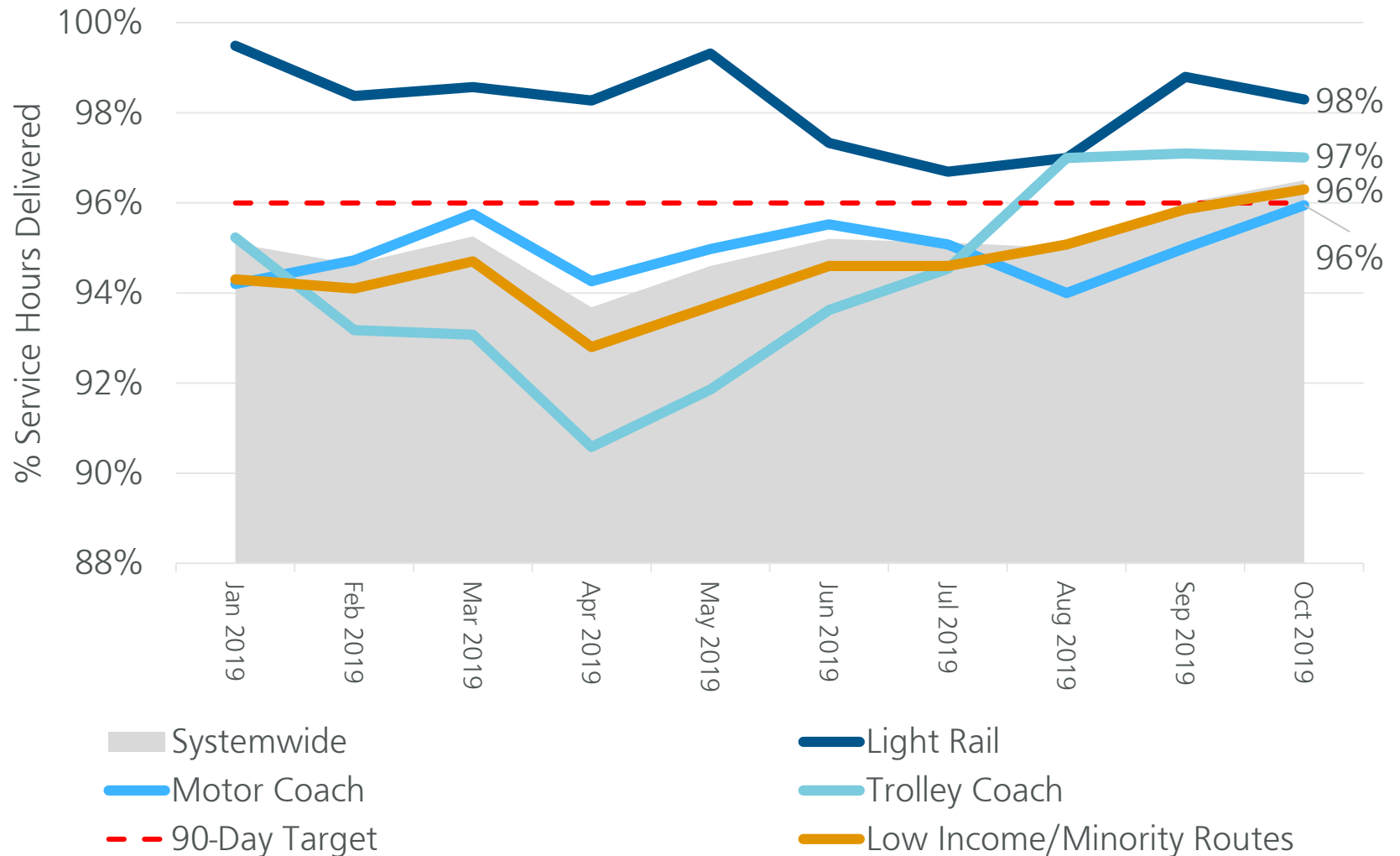
\*Note: Preventable collisions are for September with 5 incidents pending determination. Figures for October still under review.

# Preventable Collision Target



\*As of Nov 4<sup>th</sup> – 5 collision determinations were pending in September and 55 in October

# New: Service Delivery Equity Routes

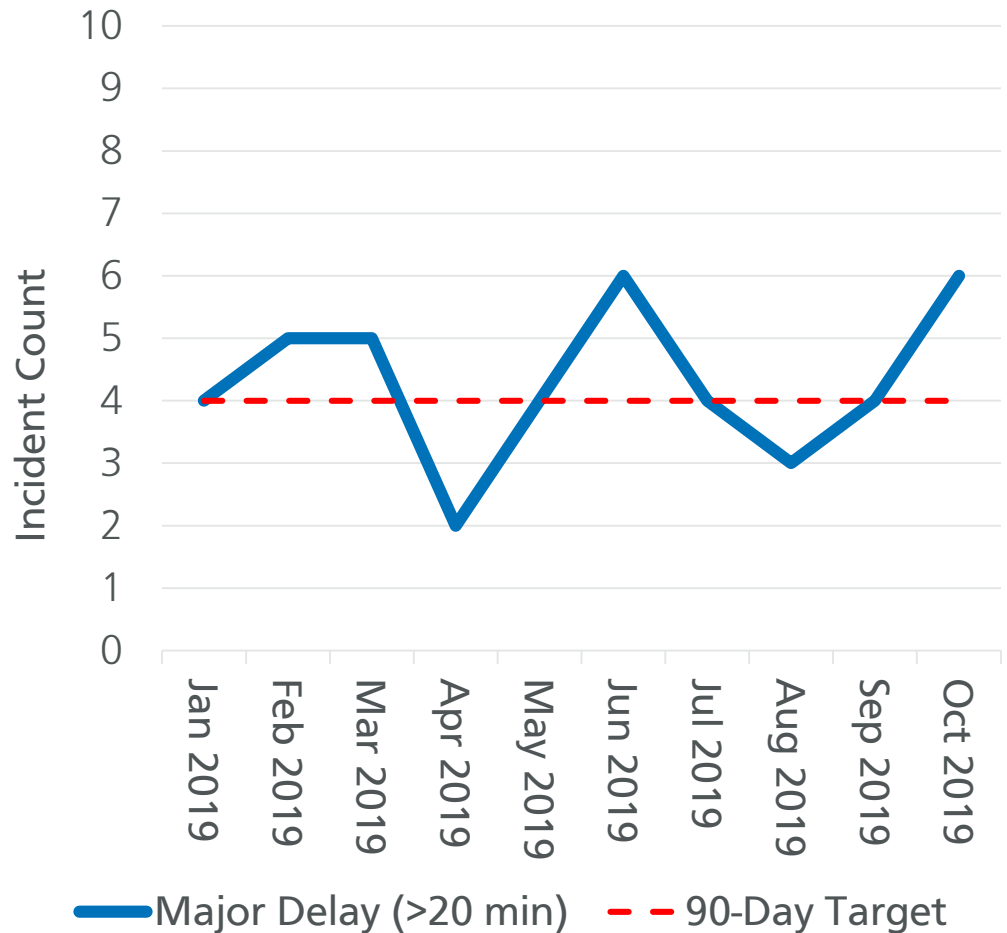




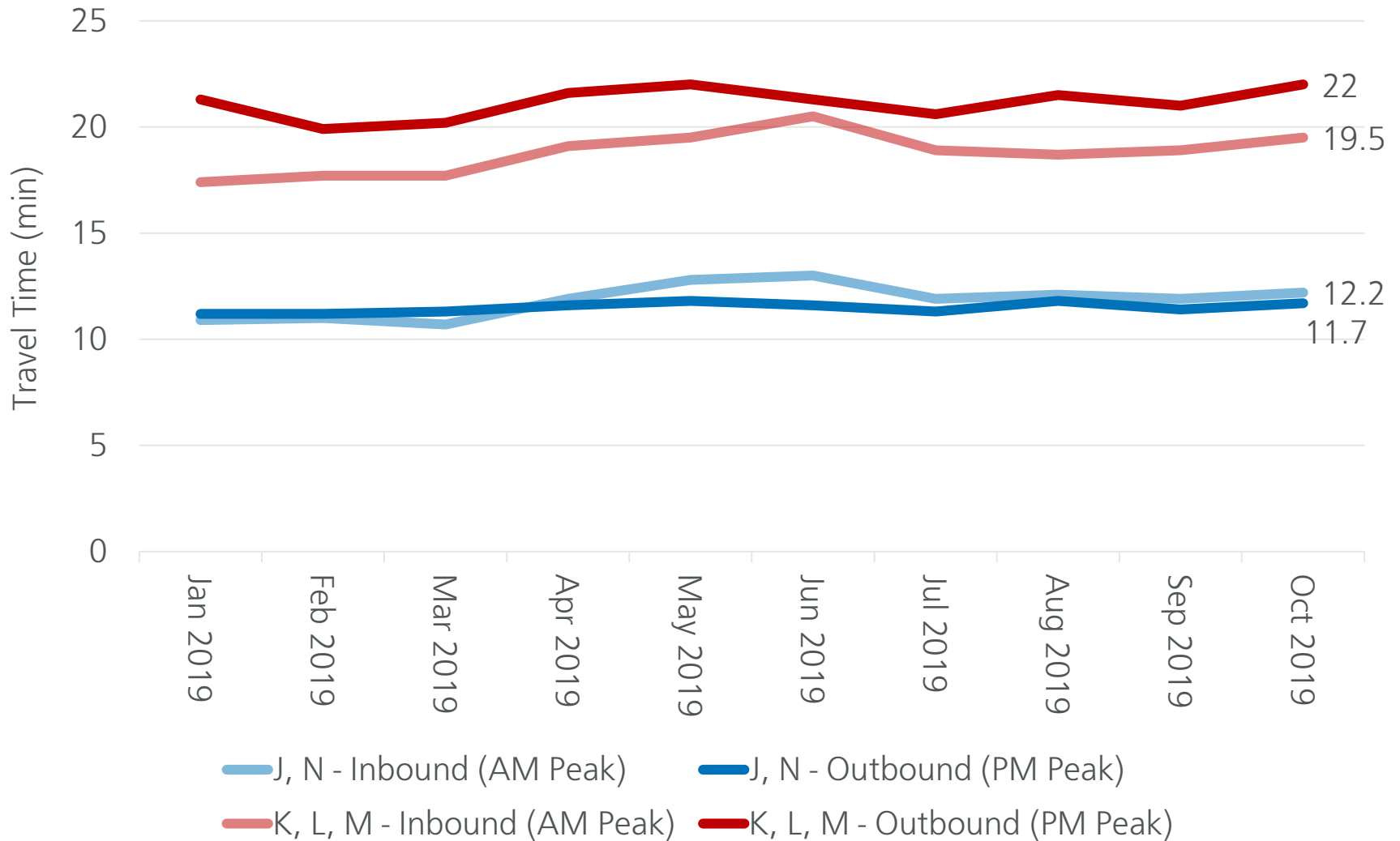
# Major Subway Delays

## October Incidents Recap

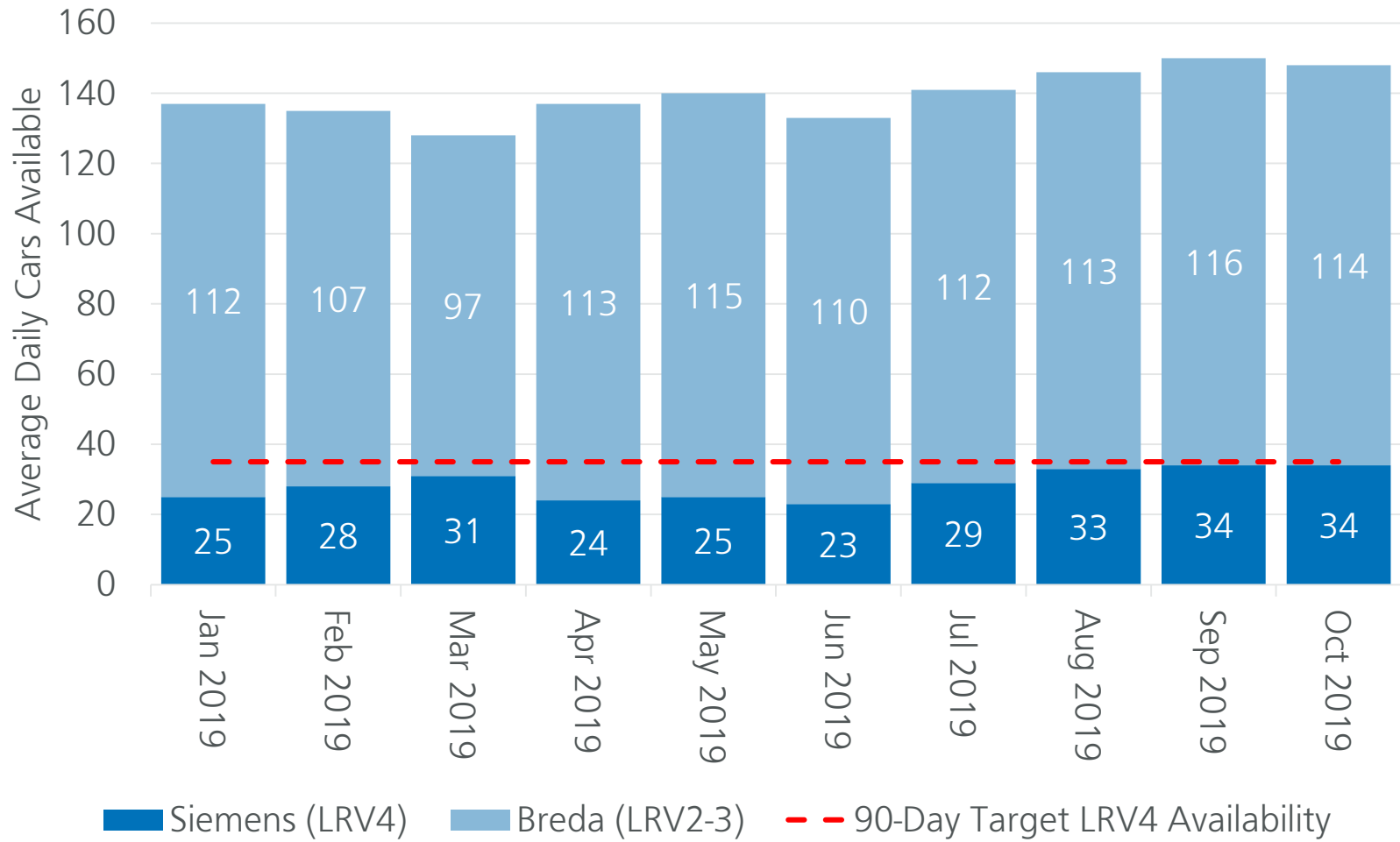
- Oct 5 – Earthquake led to 30-min delay due to wayside inspections
- Oct 6 – Vehicle failure (propulsion) at Castro with a rescue tow needed, 30-min delay
- Oct 6 – Security incident on BART halted trains from entering Powell Station, 25-min delay
- Oct 10 – No brake release at Civic Center, 30-min delay
- Oct 15 – Train control hardware failure resulted in 40-min delay because all trains in subway lost communication
- Oct 21 – Vehicle failure (propulsion) at Van Ness, 20-min delay



# Median Subway Travel Time



# Rail Vehicle Availability



# New 90-Day Action Plan Initiatives

## Safety



Reduce preventable collisions and enhance passenger and operator security

## Service Reliability



Improve reliability of transit service to ensure passengers are provided with the service they expect

## Subway Performance



Reduce delays in the subway and improve the customer experience during delays

## Rail Maintenance



Ensure vehicle availability meets demand and that benefits of the new fleet are realized

## Employee Generated Improvements



Improve employee engagement by implementing a series of employee generated service enhancement recommendations

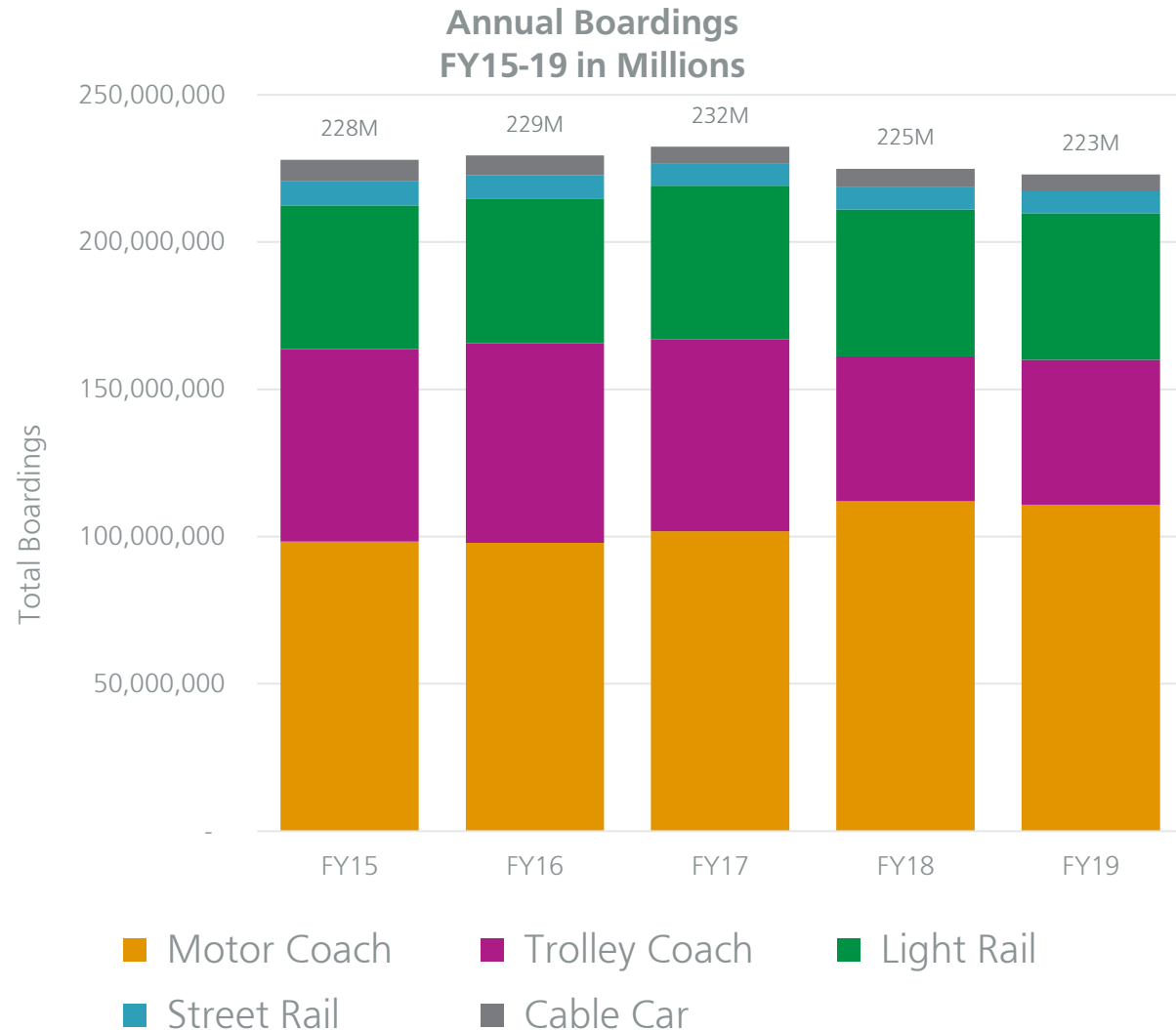









# Ridership Update

# FY19 Ridership Update

- In FY19, Muni carried 223M annual boardings; dropping compared to FY18 but continues to exceed national trends
- Ridership on Rapid bus, connector routes and express routes increased
- By mode, Cable Car observed the largest dip in ridership particularly on weekends
- Trolley ridership shifted to motor coach due to construction motorization



# Ridership by Service Category

Fiscal Year	Rapid Bus	Frequent/Local Bus	Grid Bus	Connector Bus	Specialized Bus
FY 18	23,100,000	69,600,000	51,800,000	5,130,000	8,600,000
FY 19	23,800,000	69,400,000	51,600,000	5,390,000	8,800,000
Delta	3.0% 	-0.3% 	-0.4% 	5.1% 	2.3% 

- Weekday Rapid Bus ridership increased but declined slightly on weekends
- Frequent and Grid local service remained flat with increases on Routes 28, 30, 33
- Most express service slightly up, except Routes 30X and 41

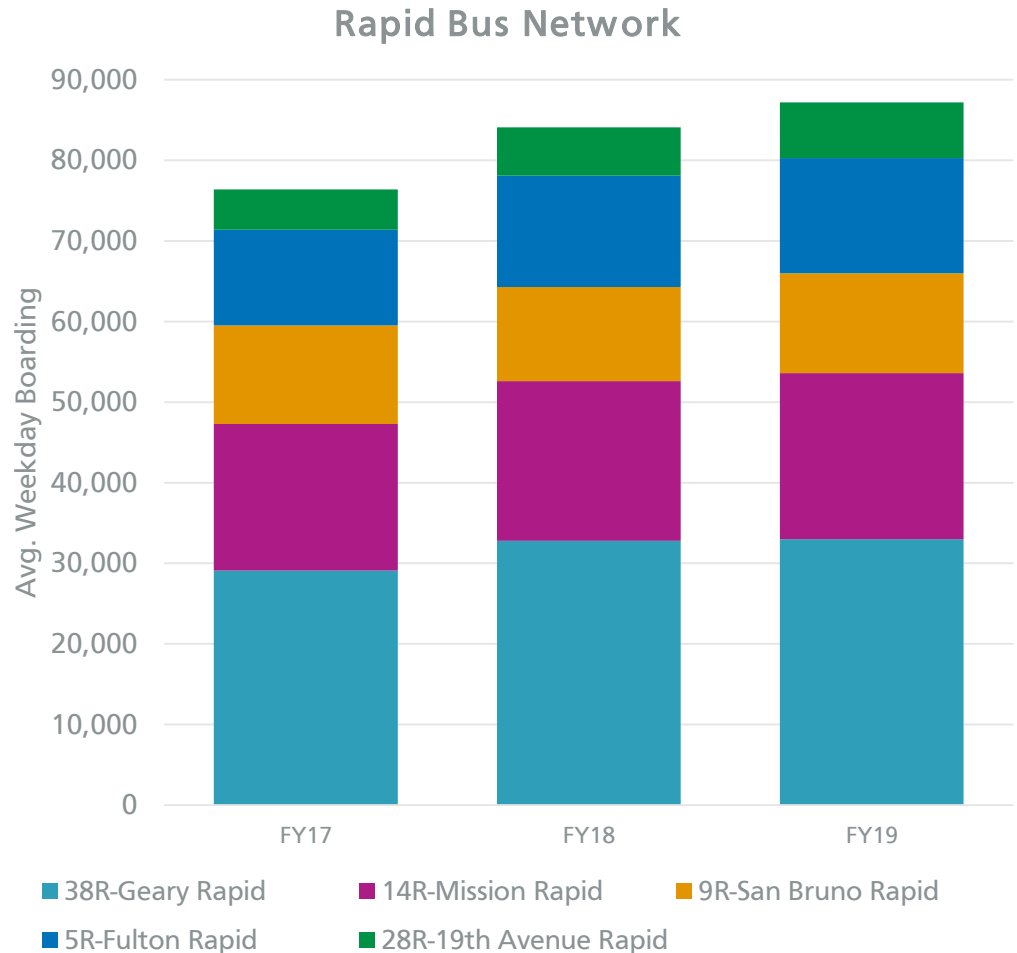
*\* Figures based on data collected via Automatic Passenger Counters (APC) over the last two fiscal years on the rubber tire network. In the upcoming year we plan to incorporate LRVs into the APC data method*

# Rapid Bus Demand Trending Up

Ridership on the Rapid Bus network has increased 14% since FY17

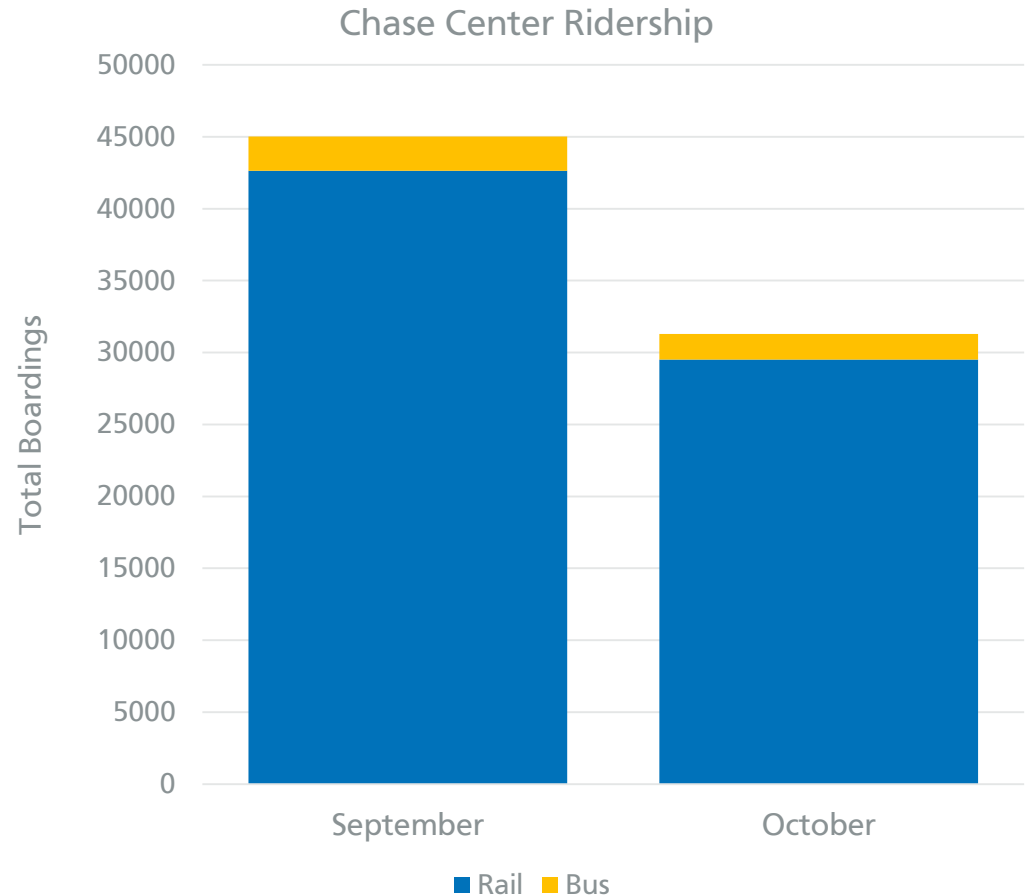
- Largest gains observed on the 28R 19<sup>th</sup> Ave at nearly 40% and 5R Fulton Rapid at 20%

Compared to FY17, ridership on the Bayshore, Geary, and Mission corridors has increased by more than 5% but dipped slightly in comparison to FY18



# Special Event Ridership

- Chase Center ridership exceeding expectations by catching 35-40% of the mode share; demand expected to grow as riders become familiar with the service
- More than 100+ special events hosted in San Francisco where additional service is provided but not accounted for in regulatory reporting



*\*A total of 13 Chase Center events in September and 9 in October sampled*





# Thank you

