



SFMTA
Municipal
Transportation
Agency

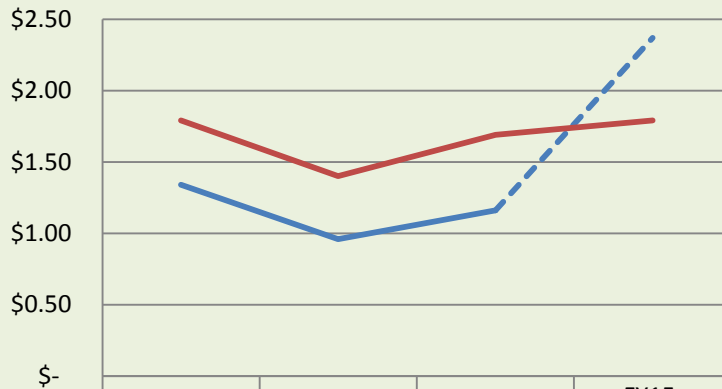
SFMTA Overtime

Policy and Governance Committee
January 16, 2015

Sustainable Streets Division

Chart B

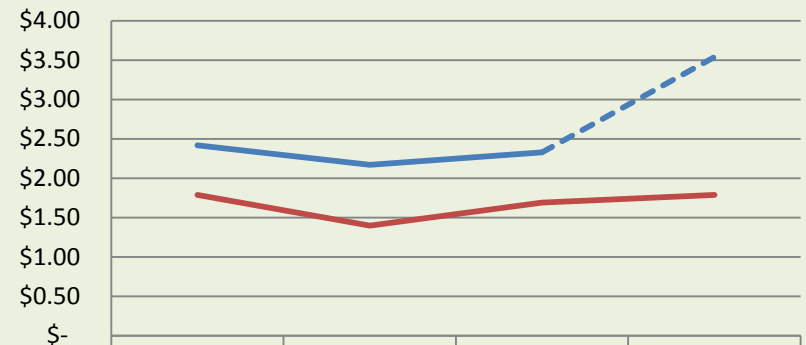
Overtime Costs with Cost Recovery (in millions)



| | FY12 | FY13 | FY14 | FY15 Projection |
|---------------------------------------|--------|--------|--------|--------------------|
| — Sustainable Streets Overtime Actual | \$1.34 | \$0.96 | \$1.16 | \$2.37 |
| — Sustainable Streets Revised Budget | \$1.79 | \$1.40 | \$1.69 | \$1.79 |

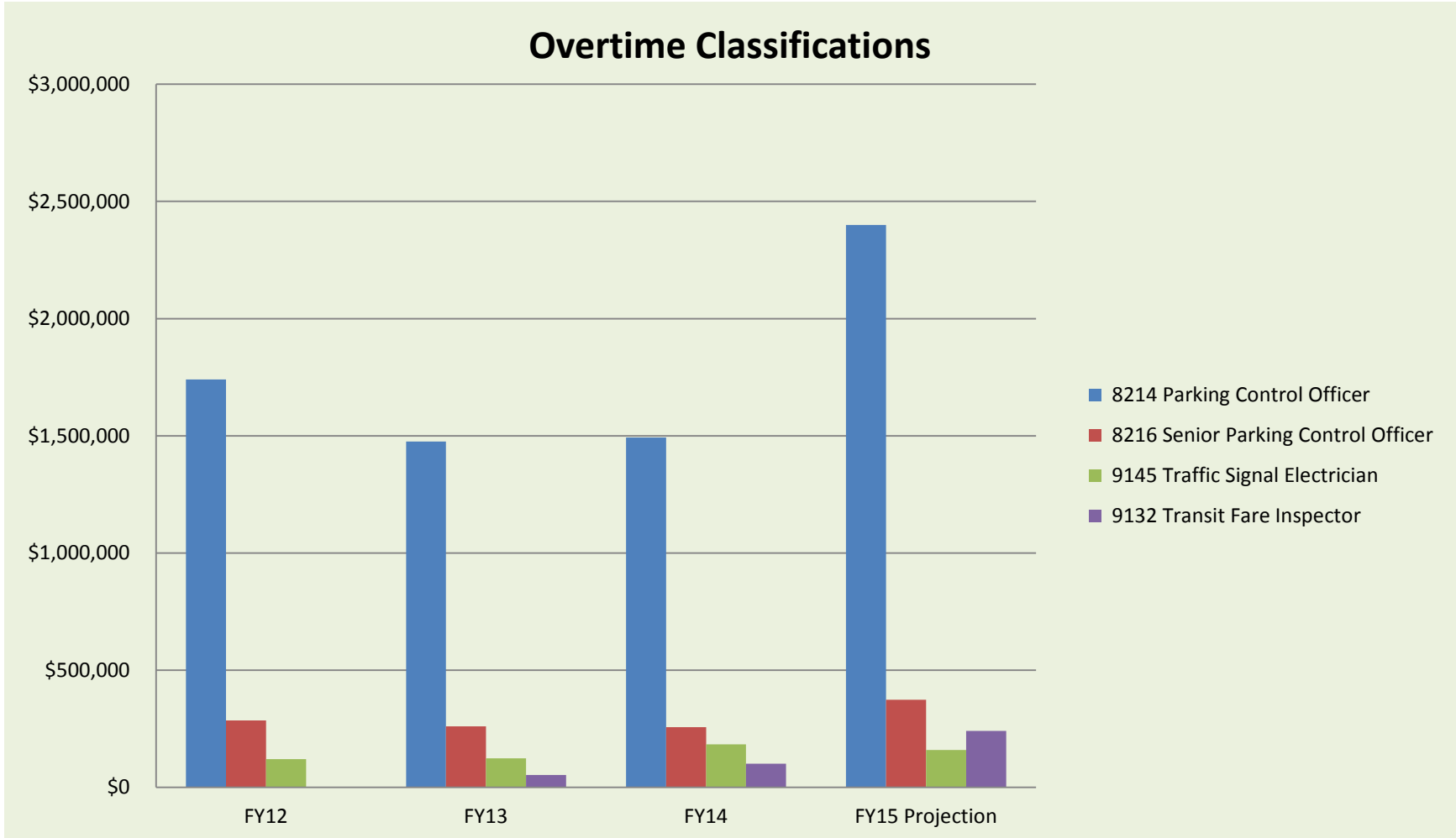
Chart A

Overtime Costs (in millions)



| | FY12 | FY13 | FY14 | FY15 Projection |
|---------------------------------------|--------|--------|--------|--------------------|
| — Sustainable Streets Overtime Actual | \$2.42 | \$2.17 | \$2.33 | \$3.54 |
| — Sustainable Streets Revised Budget | \$1.79 | \$1.40 | \$1.69 | \$1.79 |

Sustainable Streets Division



Overtime Drivers

Enforcement and Transit Fare Inspectors

- **Special Events** – Examples include World Series Baseball, Hardly Strictly Bluegrass, Pink Saturday, Pride Sunday, Halloween, Sunday Streets 10 times/year, street fairs and parades, and Lombard (crooked street). Cost Recovery: Bay To Breakers, foot races and triathlons, and new street fairs.
- **Unplanned Detail Driven** – Examples include downed traffic lights, protests, and storms.
- **Muni Projects** - Central Subway, MuniForward. Cost Recovery: Sunset Tunnel Project and Market Haight Signal Upgrade.
- **Shuttle Pilot** - Required 10 PCOs and one PCO Supervisor per day for three months. Currently requires 5 PCOs and one PCO Supervisor.
- **Holiday Pay** – 65 PCOs and six Supervisors per holiday
- **Baseball Games** – All require 22 PCOs and two PCO Supervisors,
- **Controlling Overtime** – Better evaluation of staffing needs for each event and reduce deployment as necessary.
- SSD is not anticipating any one-time unforeseen events in FY15 which would further drive up overtime costs.

Overtime Drivers

Traffic Signal Electricians

- **Emergency Overtime Work** – Examples include vehicle collisions, construction damage, winter storm repair work, and equipment failures.
- **Project Funded Overtime Work** – Examples include project funded overtime work related to the implementation of Transit Signal Priority under Customer First grant.
- **Weekends and Legal Holidays**

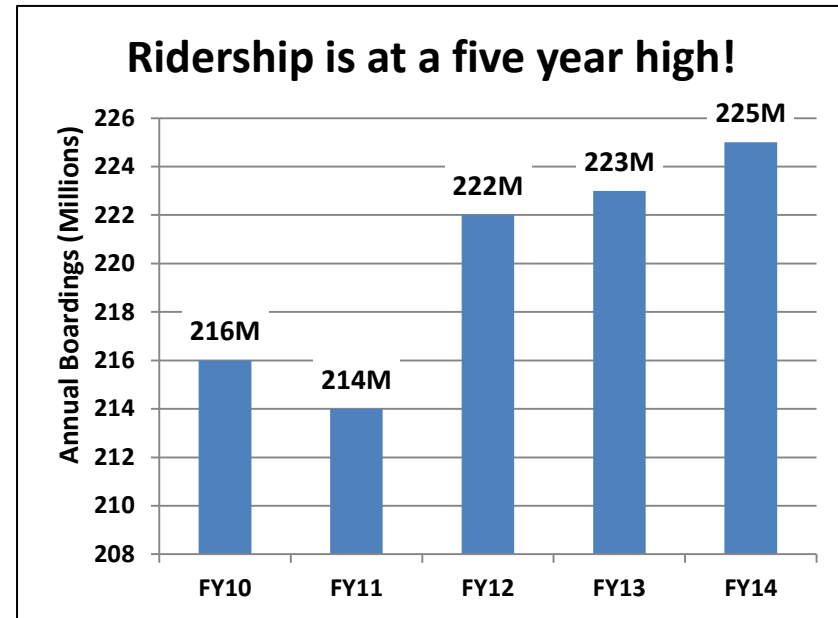
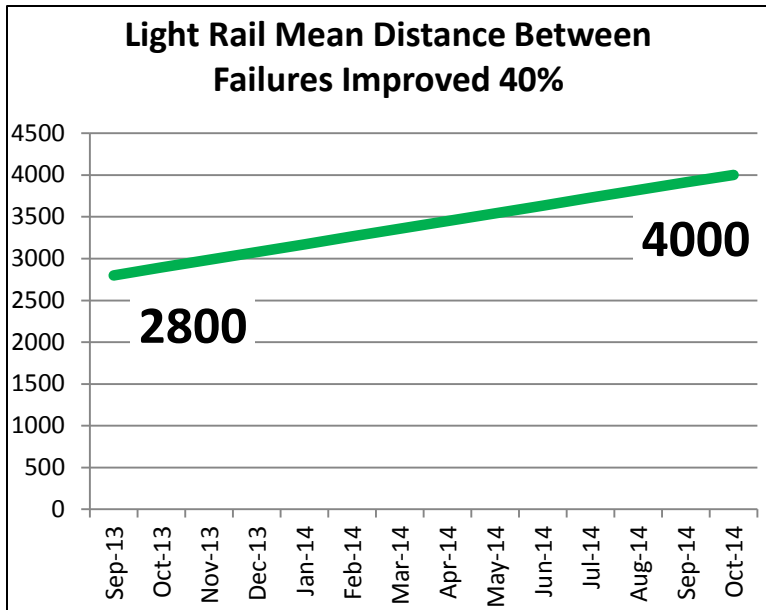
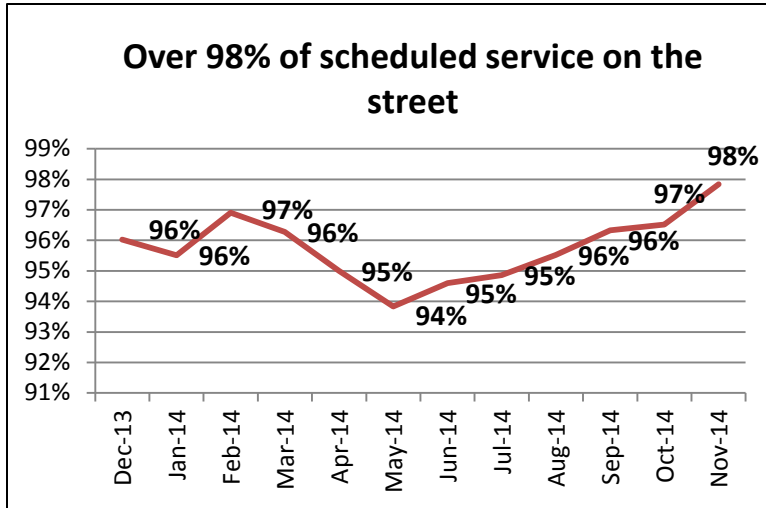
Transit Division

Reasons for Overtime Overage

- Transit Budget not based on Service Plan or historical overtime usage.
- Special Events, Emergency Incident Responses, EOC/DOC Activations are not budgeted, including:
 - Over 80 Giant's baseball games
 - Gay Pride and other City parades
 - Hardly Strictly Bluegrass, and Outside Lands concerts,
 - Bay to Breakers, and marathons
 - Protests and demonstrations
- **Increased service delivery and highest ridership in five years**
- More required maintenance due to meeting OEM requirements, and aging fleet (Rail)
- New positions have been included in the FY15&16 budget, but budgeted at 0.5 FTE, hiring beginning in January 2015
- Need to improve management controls

Transit Division

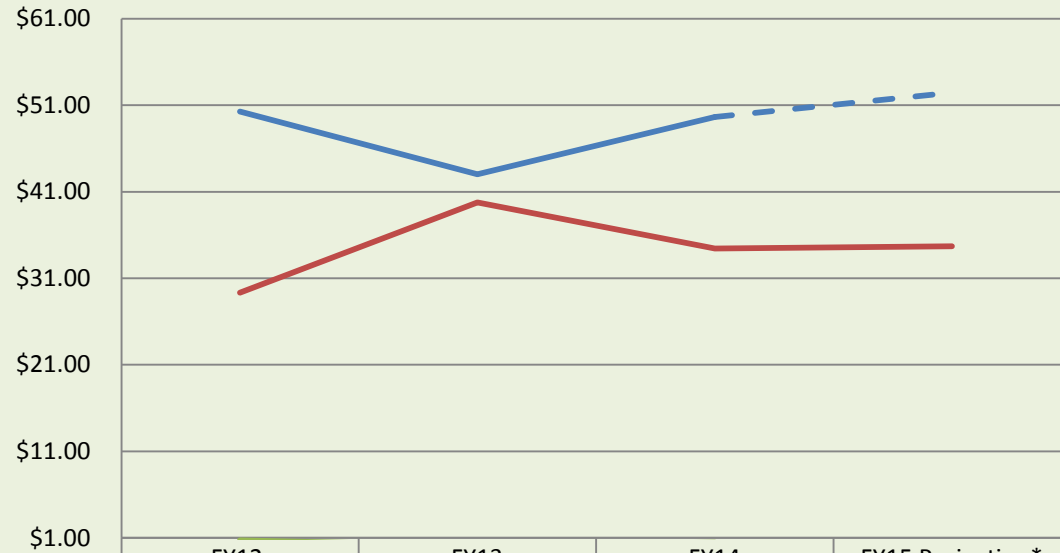
Increased service delivery and highest ridership in five years



Transit Division

- Service delivery at a five-year high in FY15
- Since October, projected overtime deficit has decreased by 7% and expected to continue to decrease due to the hiring of new FY15 maintenance positions and the continue hiring of Operators

Transit Services Overtime
(in millions)



| | FY12 | FY13 | FY14 | FY15 Projection* |
|----------------------------------|---------|---------|---------|------------------|
| Transit Services Overtime Actual | \$50.25 | \$43.01 | \$49.65 | \$52.44 |
| Transit Services Revised Budget | \$29.34 | \$39.75 | \$34.45 | \$34.69 |
| Percent Overbudget | 71% | 8% | 44% | |

*FY 15 Projection based on current trend, not on current plans

Transit Division

Transit Management

(Accounts for 56% of FY15 overtime to date)

- Reasons for Overtime Usage
 1. On-Going operator shortage
 2. Short term and long term absenteeism
 3. Special events and emergency incident responses

- Actions Taken to Reduce Overtime
 1. The hire and training of new Operators has been accelerated and increased.
 2. Assessment of routes and schedules
 3. Engaging in agency-wide leave management initiative and focusing efforts on long-term leave cases

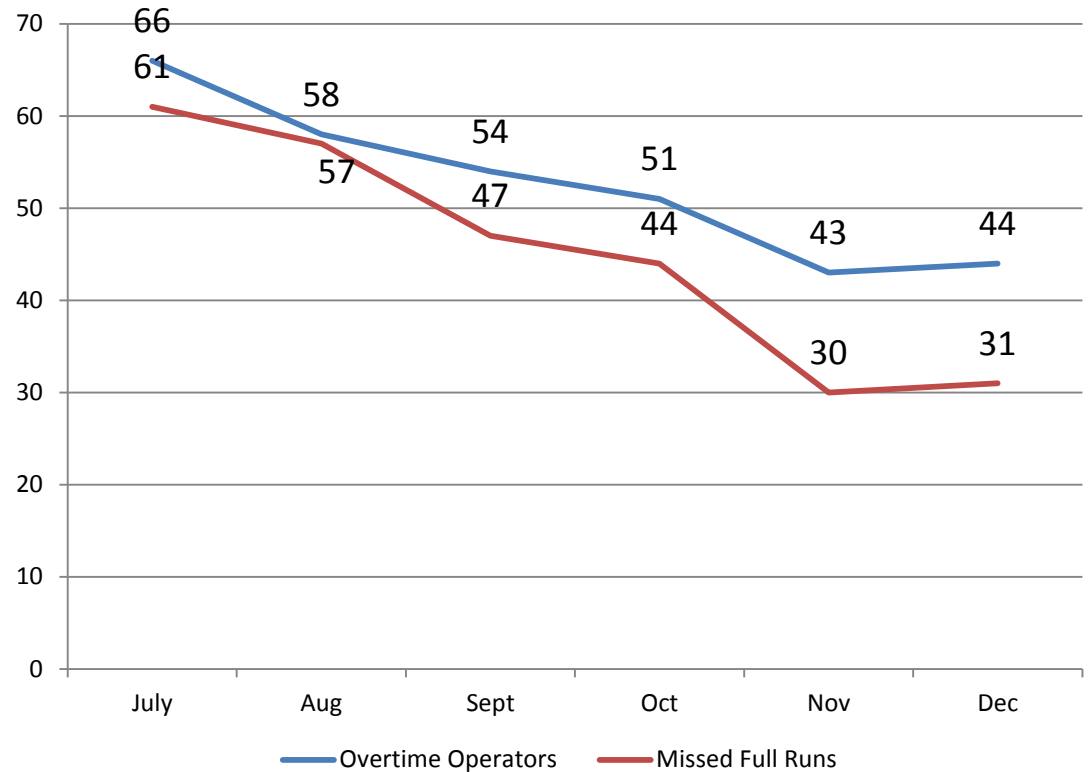
- Impacts of Further Restricting Overtime
 1. Decline in service delivery and On-Time Performance
 2. Impact on front line employees
 3. Reduced ability to provide additional service for special events

Transit Division

Transit Management

- Compared to last year, our estimated operator shortage is improved from an estimated 260 operators short in CY 2013 to 170 operators short today.
- Service delivery increasing and overtime declining!
- Hiring, training, and focus on long term leave operators has ramped up
- With expected continued decrease in overtime, the projected budget deficit is estimated to decrease by \$4 million

**Average Weekday Overtime Operators
Used and Missed Runs**



Transit Division

Transit Services

(Accounts for 6% of FY15 overtime to date)

- Reasons for Overtime Usage
 1. Unplanned Events and Demonstrations
 2. Special Events not Budgeted
 3. Resources directed to DPW construction projects
 4. Street Inspector positions on loan to the Training Department

- Actions Taken to Reduce Overtime
 1. Implemented a maximum number of hours per month per unit
 2. Closely monitor overtime use
 3. Suspension of regularly filling open shifts on overtime
 4. Ensure funded overtime is properly coded for each employee working

- Impacts of Further Restricting Overtime
 1. Reduction of Inspectors managing service
 2. Increase response time to incidents
 3. Decline in OTP as terminal departures will not be monitored
 4. Reduce ability to provide additional service for special events

Transit Division

Rail Maintenance

(Accounts for 17% of FY15 overtime to date)

- Reasons for Overtime Usage
 1. Required maintenance on an aging fleet, only 75% of the fleet operates on a daily basis due to scheduled maintenance and upgrades
 2. Required Preventative Maintenance
 3. Increased service for special and emergency events
 4. Availability of spare parts

- Actions Taken to Reduce Overtime
 1. Reduce and balance Overtime based on authorization process
 2. Workforce balancing between facilities and support shops
 3. Improved planning for Preventive Maintenance including revising scheduled intervals

- Impacts of Further Restricting Overtime
 1. Vehicle availability and daily service will be impacted
 2. Major repairs will back up and campaigns will be deferred
 3. Vehicle reliability will be affected and MDBF will drop

Transit Division

Bus Maintenance

(Accounts for 10% of FY15 overtime to date)

- **Reasons for Overtime Usage**
 1. Special Events, unscheduled bus substitution for other modes, and construction requiring bus substitutions
 2. Fleet appearance requires graffiti and vandalism clean-up
 3. Support shops increased special projects for system upgrades and enhancements
 4. Delay in filing vacancies
- **Actions Taken to Reduce Overtime**
 1. Adjust staff work schedules, adjust staff between Divisions based on fleet demand and special service.
 2. Accelerated coach replacement program, reduce production and acceptance timelines in all phases to expedite delivery
 3. Hire additional fleet appearance staff, if approved by the Board on January 20th
- **Impacts of Further Restricting Overtime**
 1. Coach availability and daily service will be impacted
 2. Major repairs will back up and campaigns will be deferred
 3. Coach reliability will be affected and MDBF will drop

Transit Division

Maintenance of Way

(Accounts for 8% of FY15 overtime to date)

- Reasons for Overtime Usage
 1. Support for Citywide infrastructure projects
 2. Required to meet scheduled track maintenance
 3. Required maintenance to aging and under-invested SFMTA facilities
 4. Overhead Lines support for Special Events and construction projects
 5. Required maintenance of an aging power distribution infrastructure
 6. Emergency response for infrastructure issues and response for special equipment requests

- Actions Taken to Reduce Overtime
 1. Establish a Quality Assurance/Quality Control function
 2. Revisit and evaluate maintenance intervals requirements
 3. Establish a predictive maintenance capability
 4. Stricter management controls in the overtime approval utilization of the overtime wheel
 5. Ensure funded overtime is properly coded for each employee working

- Impacts of Further Restricting Overtime
 1. Inability to provide adequate response to emergency calls and other request that impact other parts of SFMTA and would indirectly affect service to riders
 2. Inability to respond to public complaints received via 311 in a timely manner

Transit Division

Conclusion

- Actions Taken to Reduce Overtime
 1. Right-size operator workforce and establish a system to maintain the hiring and training of operators to fill all scheduled service
 2. Establish a systematic hiring plan for the identified positions with the highest overtime
 3. Implement better management controls and supervisor approvals of overtime
- Need an Overtime Budget that reflects actual usage and demand and includes Special Events
- New light rail vehicles & planned total replacement of rubber tire fleet will result in reduced vehicle maintenance needs