

BOARD of SUPERVISORS



City Hall
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TDD/TTY No. 554-5227

MEMORANDUM

GOVERNMENT AUDIT AND OVERSIGHT COMMITTEE

SAN FRANCISCO BOARD OF SUPERVISORS

TO: Supervisor Sean Elsbernd, Chair
Government Audit and Oversight Committee

FROM: Alisa Miller, Committee Clerk

DATE: November 20, 2012

SUBJECT: **COMMITTEE REPORT, BOARD MEETING**
Tuesday, November 20, 2012

The following file should be presented as a **COMMITTEE REPORT** at the Board meeting, Tuesday, November 20, 2012. This item was acted upon at the Special Committee Meeting on November 19, 2012 at 9:30 a.m., by the votes indicated.

Item No. 38 **File No. 121071**

Resolution urging Muni to prioritize funding for vehicle and equipment maintenance, rehabilitation, and purchase in light of deteriorating Muni service.

(Supervisor Chiu dissented in committee.)

RECOMMENDED AS A COMMITTEE REPORT

Vote: Supervisor Sean Elsbernd - Aye
Supervisor Scott Wiener - Aye
Supervisor David Chiu - No

c: Board of Supervisors
Angela Calvillo, Clerk of the Board
Rick Caldeira, Legislative Deputy Director
Jon Givner, Deputy City Attorney

File No. 121071

Committee Item No. 2

Board Item No. 300

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Government Audit and Oversight Date November 19, 2012

Board of Supervisors Meeting Date November 20, 2012

Cmte Board

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| <input type="checkbox"/> | <input type="checkbox"/> | Budget and Legislative Analyst Report |
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| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Introduction Form |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
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Completed by: Alisa Miller Date November 15, 2012

Completed by: Alisa Miller Date November 20, 2012

An asterisked item represents the cover sheet to a document that exceeds 25 pages.
The complete document can be found in the file.

1 [Urging Muni to Prioritize Eligible Funds for Maintenance]

2
3 **Resolution urging Muni to prioritize funding for vehicle and equipment maintenance,**
4 **rehabilitation, and purchase in light of deteriorating Muni service.**

5
6 WHEREAS, The San Francisco Municipal Railway (Muni) provides critical
7 transportation services in San Francisco, carrying hundreds of thousands of people every day,
8 in accordance with the City's Transit First policy; and

9 WHEREAS, Many San Franciscans rely on Muni service for critical daily needs,
10 including getting to work, going to school, attending doctor visits, shopping, running errands,
11 and generally living their lives; and

12 WHEREAS, Particularly for low-income and working-class San Franciscans, Muni may
13 provide their only means of transportation, such that an unreliable system has dramatic
14 negative impacts on them; and

15 WHEREAS, For decades, Muni has under-invested in maintenance, resulting in
16 vehicles that break down regularly, and switches, signals, and other infrastructure that fail
17 more than they should; and

18 WHEREAS, These equipment and vehicle breakdowns, resulting from inadequate
19 maintenance, have dramatic negative consequences for service levels and reliability; and

20 WHEREAS, Muni has a number of vehicles that are so broken down that they are
21 completely unavailable for service, some for years; and

22 WHEREAS, Muni cannot afford to repair, maintain, or rehabilitate all of its vehicles and
23 only has resources to address the most urgent maintenance/repair needs; and

24 WHEREAS, Muni has approximately \$420 million in vehicle rehabilitation and repair
25 needs; and

1 WHEREAS, Muni does not have enough vehicles, particularly light rail vehicles (LRVs),
2 to provide reliable service, and has no LRVs in reserve, such that if an LRV breaks down, it
3 typically cannot be replaced, resulting in gaps in service and one-car trains where there
4 should be two-car trains; and

5 WHEREAS, Muni's long-term under-investment in maintenance, inability to repair and
6 rehabilitate its vehicles, and lack of sufficient vehicles have undermined service levels and
7 reliability, including a 57.2% on-time performance for August 2012 and 602 runs
8 (approximately 43 per day) missed in the second half of October 2012; and

9 WHEREAS, There are numerous examples of overall system failure due to broken
10 down vehicles, and in a particularly egregious example, on October 24, 2012, the day of the
11 first game of the World Series, between 4:30 and 6:00 p.m., three separate LRVs broke down
12 in the subway, resulting in a subway meltdown; and

13 WHEREAS, Service failures frustrate the public, undermine confidence, and reduce
14 support for public transportation; and

15 WHEREAS, It is Muni's top responsibility to provide "reliable, safe, timely, frequent, and
16 convenient transit service to all neighborhoods," as mandated by the voters in the City
17 Charter; and

18 WHEREAS, Muni must invest in system maintenance and reliability now – not later – to
19 stop the system's hemorrhaging; and

20 WHEREAS, Muni is about to receive \$6.7 million in Transit Performance Initiative (TPI)
21 regional funding, which is to be used to increase ridership and improve the system's
22 productivity; and

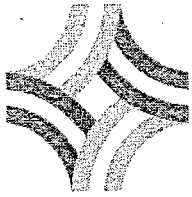
23 WHEREAS, The optimal way to achieve the goals of increased ridership and improved
24 system productivity is to provide service that is reliable enough that people use the system,
25 resulting in an increase in ridership; the best way to achieve that reliability is to maintain,

1 rehabilitate, and purchase new vehicles and related equipment for which Muni does not have
2 nearly enough resources; now, therefore be it

3 RESOLVED, That the Board of Supervisors calls on Muni to prioritize the use of TPI
4 funds and similar flexible fund to improve the Muni system – specifically, maintenance,
5 rehabilitation, and purchase of vehicles and related equipment – pursuant to its mandated
6 responsibility to the riding public codified in the City Charter; and, be it

7 FURTHER RESOLVED, That the Board of Supervisors calls on the management and
8 Board of Directors of the Municipal Transportation Agency to send a clear message to the
9 riding public that it takes service improvement seriously, by dedicating all available eligible
10 and flexible funding, including the TPI funds, towards maintenance, rehabilitation, and
11 purchase of vehicles and related equipment.

File Nos. 121055 & 121071
11/19/12 · Presented in Committee



SFMTA

Municipal Transportation Agency

**BOARD OF SUPERVISORS
GOVERNMENT AUDIT AND OVERSIGHT COMMITTEE**

**MUNI
OPERATIONS/PERFORMANCE
AND
USE OF REGIONAL FUNDING**

11 | 19 | 2012
SAN FRANCISCO, CALIFORNIA



SFMTA | BOS GOVERNMENT AUDIT AND OVERSIGHT COMMITTEE PRESENTATION SUMMARY

- **Capital Funding**
 - Capital Fund Prioritization Process
 - State of Good Repair Goals – Maintaining the System
- **Muni Performance**
 - On Time Performance + Scheduled Service
 - Barriers and Proposed Solutions
 - Moving Muni Forward – Operating & Capital Progress
- **MTC's Transit Performance Initiative (TPI)**
 - Goals of the Program
 - Increasing Youth Ridership
 - TPI Fund Use Recommendations



SFMTA | CAPITAL FUNDING FUNDING PRIORITIZATION METHODOLOGY

Capital Plan

20 Years
Financially Unconstrained

\$23.78 billion

5-Year Average/\$5.94 billion

Capital Improvement Program

5 Years
Financially Constrained to Revenues Available

\$1.99 billion

All Sources Except Central Subway
33% of Capital Plan Needs Funded

Capital Budget

2-Years
Financially Constrained with Appropriation Authority

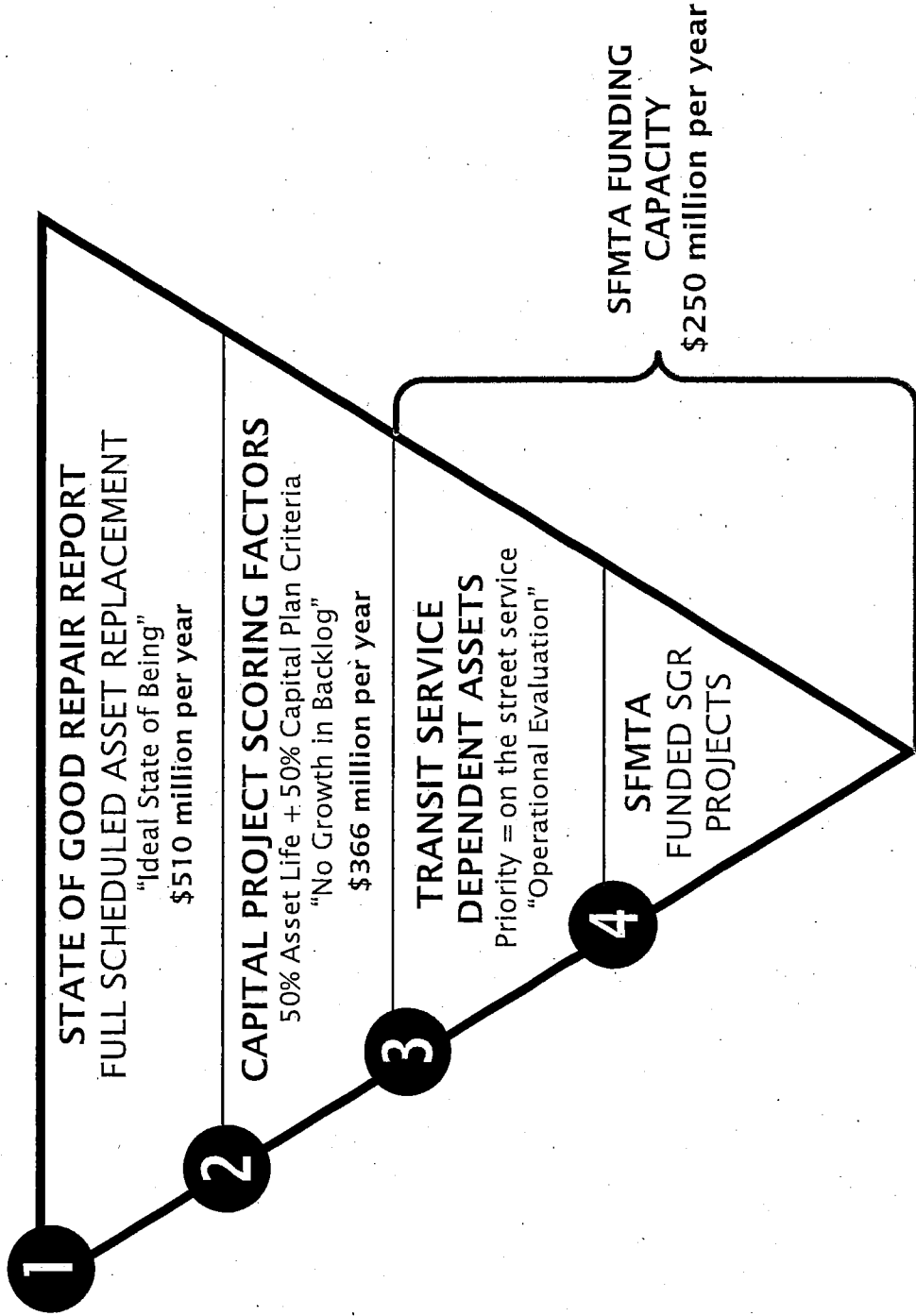
2-Year Budget Priorities
- State of Good Repair - base \$250m
- System Safety
- Transit Reliability
- Complete Streets

- Regional sources, discretionary FTA funds and MTC
- Regional Funds are included as revenue in the 5-Year CIP – focused largely on Transit Infrastructure.



SFMTA | CAPITAL FUNDING

STATE OF GOOD REPAIR





SFMTA | CAPITAL FUNDING

STATE OF GOOD REPAIR – FUNDING LEVELS

TRANSIT SERVICE DEPENDENT SOGR 5-YEAR INVESTMENT

\$221 million per year =

Transit Fixed Guideway
Transit Fleet
IT/Communications
(Train Control/Radio System)

\$274 million per year =

Transit Service Dependent Assets
Street Infrastructure (Traffic Signals)
Parking Facilities

STATE OF GOOD REPAIR TOTAL 5-YEAR INVESTMENT

SOURCE: SFMTA 5-YEAR CAPITAL IMPROVEMENT PROGRAM (Adopted April 2012)

- Funding levels based on *average* funding amounts over the 5-Year CIP period FY 2013 – 2018
- Currently exceeding SOGR goal by \$24 million on average per year.



SFMTA | MUNI PERFORMANCE

Fiscal Year 2013

Muni On-Time Performance

60.8%

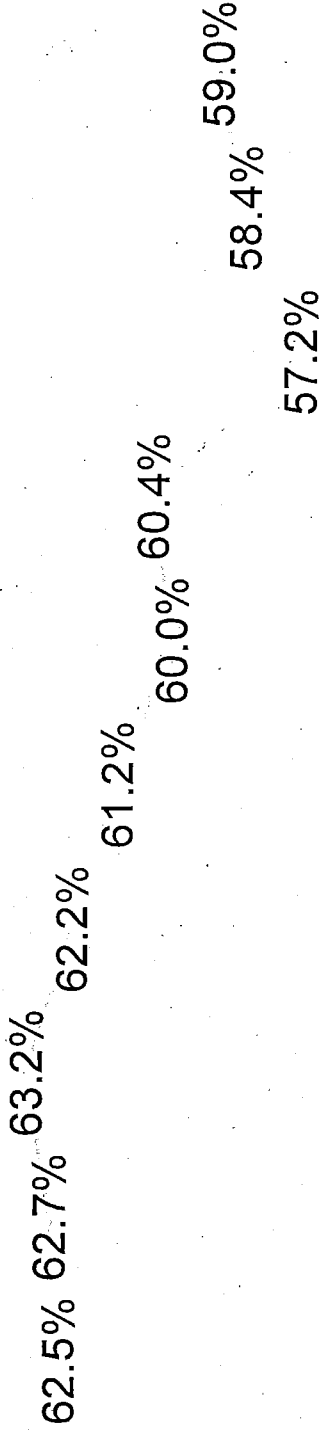
AVERAGE TO DATE

Proposition E

Muni On-Time Performance

(24.2%)

BELOW STANDARD



Jan Feb Mar Apr May Jun Jul Aug Sept Oct



SFMTA | MUNI PERFORMANCE

Proposition E

Goal for Muni Scheduled Service

98.5%

1% = 100 service hours

Proposition E

Goal for Muni Scheduled Service

(1.8%)

BELOW STANDARD

Fiscal Year 2012

Muni Scheduled Runs Performance

96.7%

Cable Car:

89.9%

Light Rail:

95.5%

Motor Coach:

97.6%

Trolley Coach:

97.4%



SFMTA | MUNI PERFORMANCE BARRIERS TO MEETING PERFORMANCE STANDARDS

Performance Barriers

Operators to Match Scheduled Service

Vehicle Maintenance and Infrastructure

System Speed and Reliability

Solutions

Reduce Absenteeism + Increase Training

Replace Vehicles at the end of useful life

Procure Vehicles on a regular schedule

- Have more procurements overall
 - Avoid replacing the entire fleet at once
- Prioritize State of Good Repair**
- Transit Service Dependent: Fleet, Fixed Guideway

Implement Transit Signal Priority

Implement Travel Time Reduction Projects

Implement Dedicated Transit Lanes



SFMTA | MUNI PERFORMANCE

MAKING PROGRESS – MOVING MUNI FORWARD

Operating Initiatives

INCREASING OPERATOR AVAILABILITY

- Increasing Operator Hiring
- Focusing on Absenteeism

Progress

New Operator Trainers start in November
Larger Operator Classes will Graduate in January
Working with Local 250A on Absentee Guidelines

SCHEDULING IMPROVEMENTS

- Reevaluating Schedules
- Implementing Route Performance Initiatives

Reevaluating individual schedules to determine if sufficient time is scheduled to complete trips
Reviewing individual lines holistically
Implementing recommendations to improve service in the short-term



SFMTA | MUNI PERFORMANCE MAKING PROGRESS – MOVING MUNI FORWARD

Capital Initiatives

**NEW BUS PURCHASING, REHABILITATION
+ ASSESSING BUS FLEET CONDITION**

Progress

62 new hybrid buses to arrive by Summer 2013
Rehabilitation underway for over 100

Expediting replacement of Trolley Coaches

Assessing condition of high failure buses and

Aggressively pursuing installation of new
restrooms and new restroom contracts to cover
all route terminals in order to minimize restroom

RESTROOM PROGRAM

LRV REHABILITATION PROGRAM

25% of LRV fleet has been rehabilitated
Rehabilitated vehicles are more reliable



SFMTA | CAPITAL FUNDING → PERFORMANCE

STATE OF GOOD REPAIR – PROJECT SNAPSHOT (Current)

PROJECT	CURRENT BUDGET (in \$m)
Church and Duboce Rail Replacement	\$ 27.750
Green Facility Rail Replacement	\$ 37.150
Muni Metro Turnback Rail Replacement	\$ 2.920
N-Line Carl and Cole Rail Replacement	\$ 19.650
Muni Metro Sunset Tunnel Rail Replacement	\$ 20.990
TOTAL TRACK/RAIL	\$108.460
Bernal Substation Upgrade	\$ 7.510
Market/Haight Transit and Street Improvements	\$ 5.070
TOTAL OVERHEAD	\$ 12.580
New Flyer 60ft Trolley Coach Replacement (60)	\$ 102.146
TOTAL TROLLEY VEHICLES	\$ 102.146



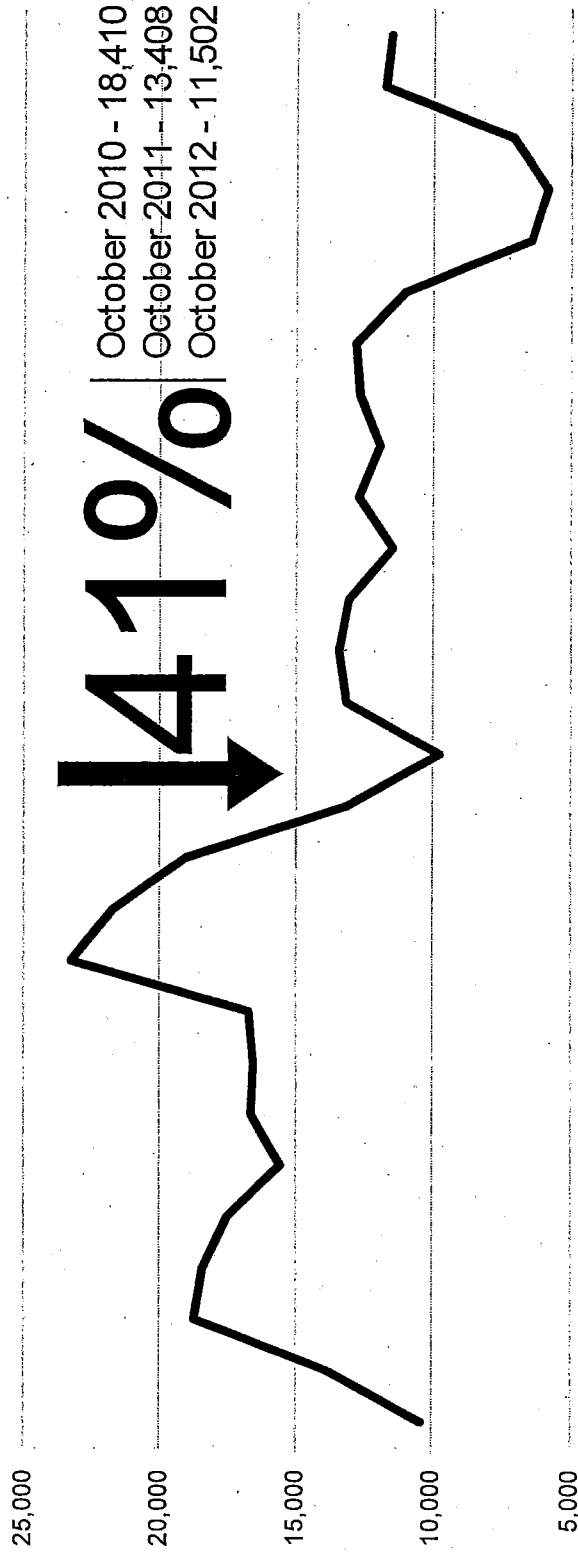
SFMTA | TRANSIT PERFORMANCE INITIATIVE

PROGRAM BACKGROUND AND PRIORITIES

- In May 2012, the Metropolitan Transportation Commission (MTC) established the Transit Performance Initiative (TPI) Incentive Program
- Goals of the program include:
 - Increasing **Transit Ridership**
 - Improving **Transit System Productivity**
- Based on MTC guidelines, the SFMTA is recommending funding projects that will increase youth transit system ridership and continue programs to increase system reliability



SFMTA | TRANSIT PERFORMANCE INITIATIVE FALLING MUNI RIDERSHIP BY YOUTH



Muni Youth Pass Sales



SFMTA | TRANSIT PERFORMANCE INITIATIVE

PROGRAM GOALS – INCREASING RIDERSHIP + PRODUCTIVITY

FY 2013 total: \$6.7 million available

\$5.1 m = LRV Vehicle Rehabilitation

- TPI Priority: Increasing Transit Ridership
- Renewal of LRV Trucks increasing Mean Distance Between Failures and increasing service reliability

\$1.6 m = Muni Youth Pass Pilot Program (12-months)

- TPI Priority: Increasing Transit Ridership
- 12-month pilot program to provide youth access to transit

11/19/12. Received
in Committee

Allocation of New Funds for the Municipal Railway

As I previously stated this month, the difference between MTA and the San Francisco Giants is that MUNI management always strikes out.

Presently, MUNI is the train wreck that happened with less service, more crowded vehicles and missing ones.

In addition, bus stops have been deleted and bus routes altered or discontinued on grounds of making the service run faster.

The Transit Effectiveness Project attempts to speed up service which, in its implementation in its first stages, has not done so to date.

The additional funds should be used to restore altered or discontinued runs and, if possible, deleted bus stops.

Of additional significance is the impact of this project on the elderly, handicapped and seriously ill. With the alteration and deletion of bus runs and bus stops, physical impaired people are expected to walk a quarter of a mile to a bus stop which is unfair and cruel. In addition, there is the potential of fatal hip fractures, resulting in lawsuits that will dearly cost the city. The managers who have formulated this inequity have not batted an eyelash or effectively responded to this concern.

The information panels on arrival time in the new bus stops that have replaced the old ones should be installed with the new funds available.

The Board clearly has to bring this agency to heel which, facing the Holiday season, has had the worse service delivery since the days of Emilio Cruz.

Please use these funds for effective service delivery.

BOARD of SUPERVISORS



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MEMORANDUM

TO: Ed Reiskin, Executive Director, Municipal Transportation Agency

FROM: Alisa Miller, Clerk, Government Audit and Oversight Committee
Board of Supervisors

DATE: November 7, 2012

SUBJECT: LEGISLATION INTRODUCED

The Board of Supervisors' Government Audit and Oversight Committee has received the following proposed legislation, introduced by Supervisor Wiener on October 30, 2012, which is being forwarded to your department for informational purposes.

File No. 121071

Resolution urging Muni to prioritize funding for vehicle and equipment maintenance, rehabilitation, and purchase in light of deteriorating Muni service.

If you have any reports or comments to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

c: Kate Breen, Municipal Transportation Agency
Janet Martinsen, Municipal Transportation Agency

Introduction Form

By a Member of the Board of Supervisors or the Mayor

Time stamp
or meeting date

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee: Government Audits and Oversight
An ordinance, resolution, motion, or charter amendment.
- 2. Request for next printed agenda without reference to Committee.
- 3. Request for hearing on a subject matter at Committee:
- 4. Request for letter beginning "Supervisor inquires"
- 5. City Attorney request.
- 6. Call File No. from Committee.
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File No.
- 9. Request for Closed Session (attach written motion).
- 10. Board to Sit as A Committee of the Whole.
- 11. Question(s) submitted for Mayoral Appearance before the BOS on

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Youth Commission
- Ethics Commission
- Planning Commission
- Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use a different form.

Sponsor(s):

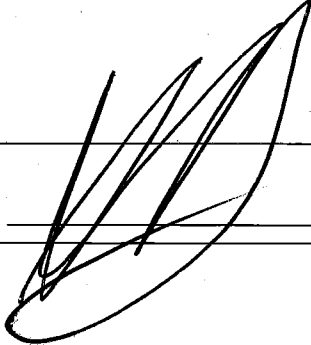
Supervisor Wiener

Subject:

Urging Muni to Prioritize Eligible Funds For Maintenance

The text is listed below or attached:

Resolution urging Muni to prioritize funding for vehicle and equipment maintenance, rehabilitation and purchase in light of deteriorating Muni service.

Signature of Sponsoring Supervisor: 

For Clerk's Use Only:

12/07/11