

On the move for 90 years.



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San Francisco Municipal Railway

## **MTA BOARD OF DIRECTORS**

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## **LABOR UNIONS**

TWU, Local 250A, representing 2755 employees

SEIU, Local 790, representing 559 employees

Electrical Workers, Local 6, representing 464 employees

TWU, Local 200, representing 297 employees

Automotive Machinists, Local 1414, representing 255 employees

IFPTE, Local 21, representing 283 employees

Laborers, Local 261, representing 73 employees

Municipal Executives Association, representing 70 employees

Stationary Engineers, Local 39, representing 45 employees

Teamsters, Local 853, representing 17 employees

Carpenters, Local 22, representing 16 employees

Painters, Local 4, representing 6 employees

Operating Engineers, Local 3, representing 4 employees

Sheetmetal, Local 104, representing 3 employees

Glaziers, Local 718, representing 2 employees

SEIU, Local 535, representing 2 employees

Plumbers, Local 38, representing 2 employees

*Dear Friends of Muni:*

*We are pleased to present you with our first State of Muni Report. This document will give you a sense of who we are, our history and where we are going as an organization.*

*Muni is the oldest transit agency that is still owned and operated by a city in the United States. In December 2002, we will celebrate our 90th year of service. Over those 90 years, a focus on improvement has been a cornerstone of our organization. Perhaps the most dramatic improvement has occurred recently. In 1999, far-reaching legislative initiatives were implemented and propelled the agency toward achieving better service. This State of Muni Report provides a snapshot of an organization in transition – an organization that is earning a new reputation by placing people first.*

*We have had our challenges, but with the support of Mayor Willie L. Brown, Jr., other elected officials, and the governance structure provided by Proposition E, we are rededicating our resources and focusing on improvement. Of course, none of this would be possible without the 4,300 dedicated Muni employees who serve San Francisco every day. As these pages will show, we are working together to build a Muni for the new millennium. We invite you to join us.*

*Sincerely,*



*H. Welton Flynn, Chairman,  
Municipal Transportation Agency, Board of Directors*



*Michael T. Burns, General Manager,  
Municipal Railway*



Celebrating  
90 years of  
**working  
together**

# WHO WE ARE

Muni is the seventh largest transit system in the country. Every day Muni serves 720,000 customers. That is the equivalent of 90% of the population of San Francisco. Thousands of dedicated employees, hundreds of transit vehicles, dozens of maintenance and construction projects, and substantial financial resources help to make Muni work.

The employees of Muni reflect the diversity of San Francisco. Thirty-eight percent of our workforce is African-American. Thirty-one percent is Asian or Filipino. Seventeen percent is Caucasian. Thirteen percent is Hispanic and one percent is Native American.



*“Everywhere  
you look, Muni is making  
positive changes.”*

*- Eugene Batiste, Muni operator for 28 years*

Ethnicity	% of Muni's 1998 Workforce	% of Muni's 2001	Change from 1998 to 2001
African American	29%	38%	+ 9% points
Asian/Filipino	23%	31%	+ 8% points
Caucasian	24%	17%	- 7% points
Hispanic	11%	13%	+2% points
Native American	Less than 1%	Less than 1%	No change

Note: Women constitute 21% of the workforce in 2001, an increase of eight percentage points from the 1998 workforce.

Source: Workforce Composition by Department and Occupation Report, April 13, 2001, City and County of San Francisco Department of Human Resources.

## THE FACTS: WHAT IT TAKES TO RUN MUNI

- Number of boardings per weekday: 720,000
- Number of boardings per year: 226 million
- Employees: 4,300, including 2,600 drivers and over 1,200 maintenance staff
- Number of routes and hours of service: 81 lines, 24 hours per day, 365 days per year
- Basic fare: \$1.00
- Senior & youth fare: 35 cents
- Average fare: 45 cents
- Fast Passes sold: over 1 million per year
- Youth Passes sold: 240,000 per year
- Operating budget: \$455 million in FY2002
- Capital program budget: 135 projects, \$6.7 billion over 20 years
- Number of facilities: 9 operating/maintenance, 7 support, 3 administrative
- 95% of San Francisco residents are within 2 blocks of a Muni stop
- Over 5,000 transit stops
- 52% of the fleet consists of zero emission vehicles
- 57% of trips are on vehicles that have no emissions
- Annual average number of movies, commercials, etc. featuring Muni: 80



Trolley Coaches



Historic Streetcars



Light Rail Vehicles



Cable Cars



Motor Coaches



Paratransit

Muni operates five modes of fixed-route service, plus paratransit services. Muni, like San Francisco, is a multifaceted community with a rich history. While some of Muni's services trace their origins to the 19th century, our wide range of transit technologies firmly places Muni in the 21st century.

# ACCOMPLISHMENTS

With a route network of 81 lines, Muni provides access

to most locations within San Francisco 24 hours a day,

365 days a year. The arrival of new vehicles, the

introduction of the Proposition E Service Standards,

and the new Third Street Light Rail Line translate into

continued improvements in service well into the future.



## RING OUT THE OLD...

Muni's ambitious fleet replacement is well underway:

- 375 new standard and articulated motor coaches are either already in service or on their way to Muni.
- The largest fleet of electric trolley coaches in the country is currently being replaced with 240 standard and 33 articulated fully-accessible coaches.
- By the end of 2002, we will have an entirely new fleet of light rail vehicles.

## ALL ABOARD!

In April 2000, Muni extended service on its immensely popular F-Market historic streetcar line along the Embarcadero to Fisherman's Wharf. Higher-than-anticipated ridership led to a service increase in June 2000, and demand continues to grow for expanded historic streetcar service. The F-Market Line Extension was the winner of the California Transit Foundation's TRANNY Award for 2001.



## TAKE ME OUT TO THE BALLGAME

When the San Francisco Giants moved into their new home at Pacific Bell Park in April 2000, Muni was ready. Over 10,000 fans per game take Muni to get to this "Intermodal Ballpark" that is largely dependent on public transportation.





# HOW CAN WE SERVE YOU?



## Improved Service: The View from the Outside In

The results of this year's San Francisco Chamber of Commerce Annual Survey of Muni Riders were good news for Muni. An all-time high of 58% of riders reported that they were satisfied with Muni service. This is a dramatic turnaround from just two years ago, when 57% of riders reported that they were dissatisfied with Muni service. The poll also showed a sharp decrease in rider concern about Muni reliability and delays. This poll was subsequently reinforced by two additional independent polls, one conducted by Rescue Muni and the other conducted by an outside pollster as required by Proposition E, both of which clearly demonstrate that Muni is restoring public confidence in the system.

- **Increased Ridership and Revenue**

We surpassed our goals in ridership and revenue. This year Muni set out to increase ridership by 2%. We doubled that goal and increased ridership by 4.2%. In 2001, Muni's ridership reached 234,912,828 riders - the highest number of passengers in over 10 years. In addition, Muni maintained the lowest fares of any major transit system in the country yet still saw an increase in fare revenue by \$1.6 million.

- **Safety & Training**

In FY2001, Muni set a goal to provide 150,000 training hours in an effort to improve safety and provide opportunities for employee development. Muni surpassed that goal with over 193,988 hours of training. One of the results was a 4.8% reduction in the rate of accidents. In the Cable Car division alone, Muni saw a 20% reduction, quite impressive since this division is providing 23% more trips.



## Changes for the Better: From the Inside Out

Some of the most dramatic changes at Muni are not quite as visible as a new bus. Muni has worked hard to improve the efficiency and morale of its employees. Some of Muni's most recent accomplishments include:

- Participation of Muni employees in a re-examination of Muni's mission, vision, and values;
- Successful negotiation of equitable labor agreements with all unions;
- Introduction of a program designed to strengthen employees' backs;
- A dramatic reduction in worker's compensation costs since FY1999;
- Expansion of employee recognition programs;
- Collaboration with the Municipal Improvement Fund and the Transport Workers Union (TWU) to integrate various programs into the Muni organization structure. Some programs include the delivery of the "Ambassador" Training Program; "Peer Assistance" employee assistance program (EAP); and the "Friends of Muni" community relations program.

Also, in an effort to improve and strengthen labor-management relations, Muni has enhanced its "Joint-Labor Management Board" (JLMB) process within the Operations Division. The JLMB will allow greater collaboration with unions when making "strategic" business decisions, developing programs, policies, procedures, and resolving problems. Joint labor-management "Work Site Committees" have also been established at each operations division to identify and resolve problems at the local level.



*priority  
recognize  
fulfill*



## **Meeting COMMUNITY Needs:**

San Francisco is a city of many diverse communities. Some communities are associated by geographical neighborhoods. Others are social groups connected by a common interest. Muni takes pride in serving all communities in the City; 95% of all San Francisco citizens live within two blocks of Muni service.

## **Environmental COMMUNITY:**

Muni is working in partnership with San Francisco's environmental community to test several alternative fuel vehicles. Pilot programs are now underway to evaluate compressed natural gas and diesel-electric hybrid technology on San Francisco's streets. Muni also worked closely with environmental organizations and cyclists in ordering bicycle racks for all of its new buses.

## **Customers with Disabilities:**

One of Muni's priorities is to recognize and accommodate the needs of all of its passengers. Passengers with disabilities and other special needs can find assistance through our paratransit service department.

- **Paratransit Service:** Last year, Muni provided 1.2 million paratransit van and taxi trips to over 20,000 disabled persons and seniors. Over the same period, the Metropolitan Transportation Commission reported that Muni had one of the most cost-effective paratransit programs in the region. Muni's average cost was \$14.05 per trip compared to an average \$20.38 for other Bay Area providers. Since Muni and the City of San Francisco began this program, many cities across the country have been petitioned by their local consumers to replicate Muni's model program, noting the ease of use and cost effectiveness of the service.
- **Paratransit Debit Card Program:** Muni is implementing a debit card program to replace taxi scrip as a fare collection mechanism in the Paratransit Taxi program. The debit card program will improve capabilities for trip monitoring and verification, and will streamline and reduce the administrative processes associated with taxi scrip transactions and trip invoicing. Muni anticipates final implementation of the debit card program in early 2003.

## **Student COMMUNITY:**

Muni's "Class Pass" program, which offers a steeply discounted monthly pass to students at participating colleges and universities, is underway. Students at the University of San Francisco enjoyed their first year with the "Class Pass" and Muni is working with other San Francisco colleges and universities to expand the program.

## **Special Service:**

Sometimes special occasions in the city warrant increased service for a few hours or days. Muni prides itself on its ability to accommodate these special needs while continuing to provide transit service during hours of peak demand. For example, Muni has provided free service to all passengers during the New Year's Eve celebrations of 2000 and 2001. During the famous Bay-to-Breakers race Muni extends service to over 20,000 riders. Every year, we accommodate thousands of women and men in uniform who ride free on our system during Fleet Week.

# NEIGHBORHOODS

Muni is always searching for new ways to improve service in San Francisco. Some of our recent accomplishments include:

## WESTERN NEIGHBORHOODS

Riders in the western portion of the city have seen increased express bus service along the 1AX, 1BX, 31AX, 31BX, 38AX, and 38BX.

## CLASS PASS

Students at the University of San Francisco can use their reduced fare Class Pass on any Muni line in the city.

## CASTRO SHUTTLE

Many Muni trains along the Market Street Corridor were crowded during peak hours. To ease congestion in the subway stations along Market Street, Muni initiated the Castro Shuttle, operating between the Castro and Embarcadero stations.

## MISSION STREET

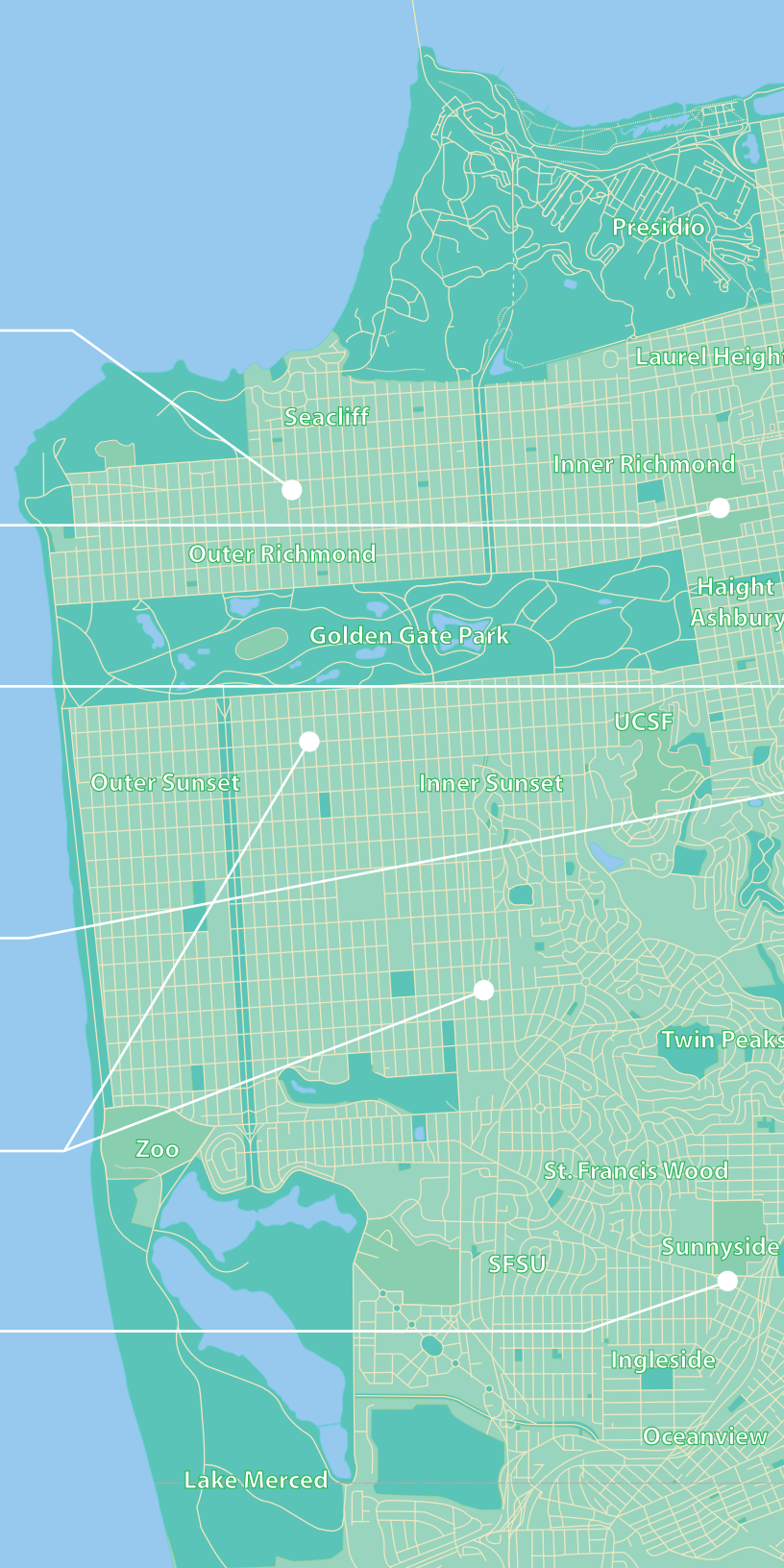
Muni installed bus bulbs at bus stops on Mission Street, added new pedestrian signals and reprogrammed the signal pre-empt system to improve bus service and provide for greater pedestrian safety.

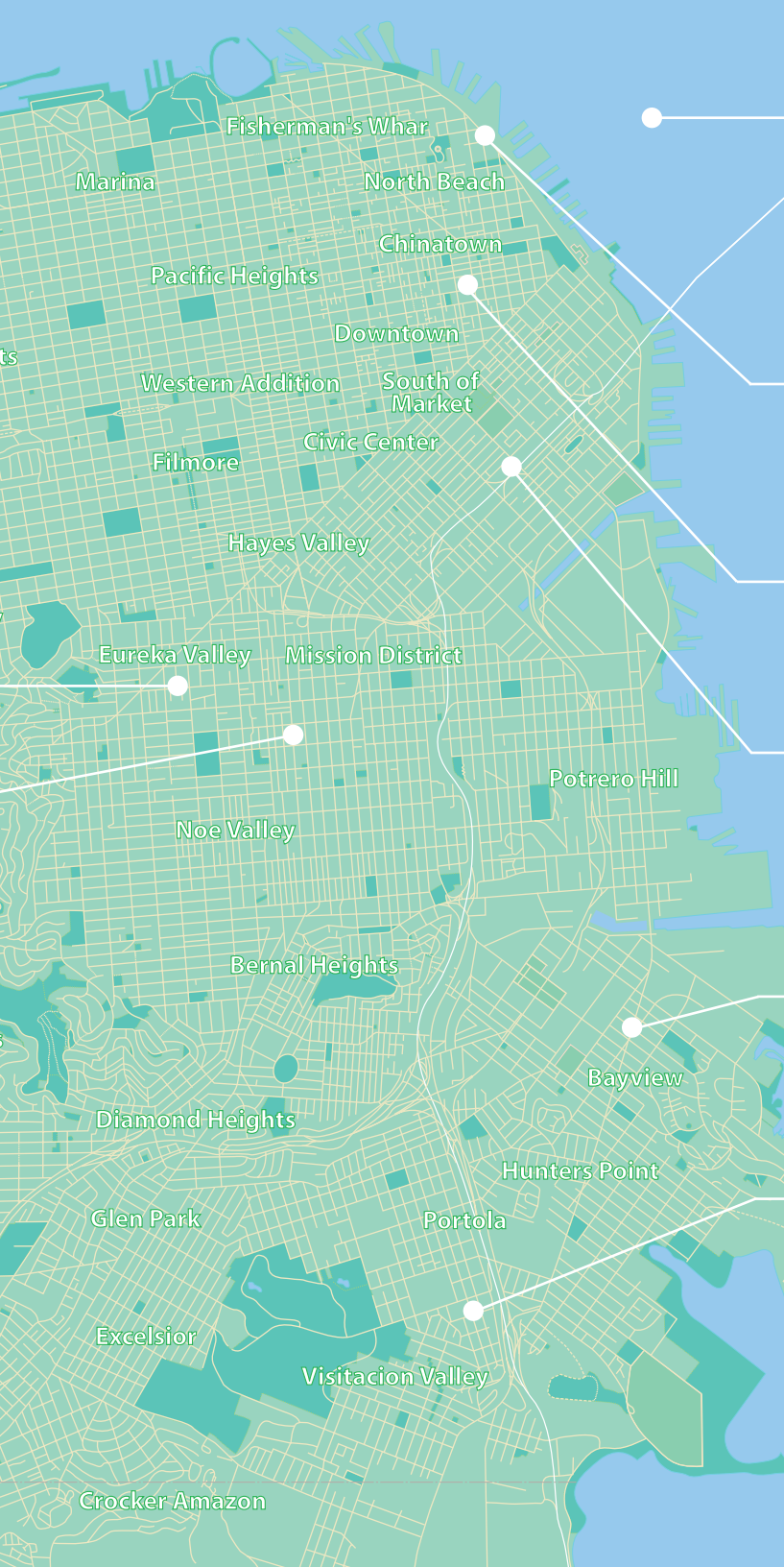
## SUNSET

Ongoing track reconstruction projects on the N-Judah and the L-Taraval will provide a smoother ride and will reduce noise for residents and merchants.

## OCEAN AVENUE

Muni is completely rebuilding the K-Line on Ocean Avenue from Phelan Avenue to Junipero Serra Boulevard.





## TREASURE ISLAND

In 1999, Muni began providing new bus service to Treasure Island to meet the growing business and residential population. The 108-Line is extremely successful. Muni received additional funding to expand the hours and frequency of service in 2001.

## F - MARKET TO FISHERMAN'S WHARF

Muni extended its popular historic trolley service along the F-Market line from the Transbay Terminal to Fisherman's Wharf.

## NEW CENTRAL SUBWAY

This future line will connect the Third Street Light Rail under Union Square to Chinatown.

## SOUTH OF MARKET

Muni responded to the rapid expansion of technology industries and residential development in this former light-industrial neighborhood. Muni introduced the new 10-Townsend line in June 2001 to link SOMA to downtown.

## THIRD STREET

The Third Street Light Rail Construction Project will bring light rail service from the Bayview Hunters Point neighborhood to downtown.

## VISITACION VALLEY & CHINATOWN / NORTH BEACH

Muni extended expanded service on Saturday between Visitacion Valley and Chinatown/North Beach to create community connections.

# T H E F U T U R E

Muni has made tremendous progress in recent years.

New services, a revitalized organization, and many

significant accomplishments are leading Muni in a

positive, new direction. This momentum will be

sustained and advanced through a variety of upcoming

projects and new service plans. With these ambitious

and challenging plans, Muni will strive to exceed the

expectations of our customers, our employees, and

our community.

# moving ahead



## Projects to Build Muni's Future

*Muni's complex infrastructure requires constant attention. In the coming years, Muni will continue to develop the facilities, technologies, and assets that create a cohesive transit system and a thriving city. Some of our key future projects are:*

**Third Street Light Rail** – The Third Street Light Rail Line is a major infrastructure project that late in 2004 will bring modern light rail service to the Bayview Hunter's Point neighborhoods on the eastern side of the city. The Third Street line is being implemented in concert with a community revitalization effort supported by numerous city departments and community groups and is being funded primarily from local revenue sources.

**New Central Subway** – In 2009, the New Central Subway will connect the Third Street service directly to downtown and Chinatown. Initial funding has been obtained for the New Central Subway. Additional funds are being pursued to complete this important project. Once complete, ridership on the Central Subway is projected to exceed 92,000 per day.

**New Technologies** – Bringing enhanced telecommunications technology to transit is a major component of Muni's capital program. New technologies are becoming available that offer benefits to riders, operators and to operations management. Some technologies, such as automatic vehicle location, have been online at Muni on selected routes for several years. Other projects involving substantial upgrades to Muni's communication system are yet to come.

**Maintenance Facilities** – Muni must ensure that our maintenance facilities provide adequate space for our modern vehicle fleet. This may require the construction of new facilities and major rehabilitation of existing facilities, some of which are over 50 years old.

**Vehicle Replacements** – Having modern, reliable vehicles is the backbone of Muni's transit system. In 1996, Muni began an extensive fleet replacement program that is already making a difference in our ability to provide dependable service. Meeting the demands of new services and expanded ridership means that this procurement program will continue into the foreseeable future.

**Alternative Fuels** – Muni is now evaluating the use of natural gas and hybrid diesel-electric buses as possible alternatives to our diesel fleet and to augment the fleet of electric trolleys and light rail vehicles. If alternative fuel buses are used in the future, Muni will need to make significant changes to its fleet purchase plans and supporting infrastructure.

**Joint Public/Private Development** – Muni owns property in several San Francisco neighborhoods. Many of these properties have excellent transit service, highway access, and are in prime locations. Muni is already developing one such parcel for joint transit and commercial use. A waterfront hotel will be built at the corner of Mission and Steuart Streets, and will be served by several Muni lines. Muni is now exploring development opportunities at several other sites.



T H E F U T U R E

A high-angle, wide shot of a modern transit station. A train with a red and white livery is stopped at a platform. People are walking on the platform, some blurred from motion. An escalator is visible in the foreground. A large digital display shows the text "WATCH YOUR PROFITS RISE". Signs for "EXIT" and "Cross Beach" are visible. The overall atmosphere is one of a busy, modern urban environment.

# Moving Ahead

## Services for the Future of San Francisco Transit

*In addition to "brick and mortar" projects, Muni is undertaking a series of initiatives to meet the changing needs of San Francisco's neighborhoods and transit users. These projects will help link Muni to the community, and will help improve connections throughout the city.*

### **Transforming the Organization: Mission, Vision, and Values –**

Muni is re-examining the organization's mission, vision, and values through a process involving all employees and other stakeholders in a dialogue about Muni's purpose and future direction. The goal is for Muni employees and other stakeholders to have a shared "constitution" that is not only understood and accepted, but is believed and incorporated into our daily work.

### **San Francisco Transit Expansion and Enhancement Plan –**

This plan is a 20-year blueprint that projects trends in growth, development, and travel patterns for San Francisco and proposes a transit network to support those trends. The focus of the plan is on major corridors and the need for transit service improvements along those corridors. The plan, currently under development, will recommend prioritized projects and programs to implement the service needs that are identified.

### **Historic Streetcar Services –**

Ridership on Muni's historic F-Line streetcar route has grown steadily since the line was introduced. Muni will likely increase service on the F-Line by 2003. In addition, Muni is considering new service on the E-Line, which would extend along the waterfront from Fisherman's Wharf to Fourth and King Streets.

### **Marketing Plan: Talking to the Community –**

Muni has developed a marketing plan focused on improving communication with its riders, and publicly celebrating the daily efforts of its employees. We want to share our employees' remarkable achievements with our riders and non-riders alike. At the heart of Muni's marketing goals is our resolve to develop a strong sense of community between Muni and the entire city of San Francisco.

### **Better Neighborhoods 2002 –**

Transit is a key element of creating great urban neighborhoods. Muni is working with the City Planning Department's Better Neighborhoods 2002 process, aimed at creating neighborhoods with the right mix of housing, retail, parks, and transit; as well as quality services, safe and lively streets, and an appreciation for the neighborhood's special character. The process is underway in three areas – Balboa Park, Market and Octavia Streets, and the Central Waterfront – and is expected to result in a series of plans by 2002.



Office of the Mayor  
San Francisco



Willie Lewis Brown, Jr.

Greetings!

The women and men of the San Francisco Municipal Railway work hard, day in and day out, to provide San Francisco residents and visitors with quality transit service. In a few short years they have turned this system around, re-establishing Muni as a high quality, responsive and safe transit system – as shown recently by three independent polls.

I am proud of the work the people at Muni are doing, and I'm confident that their collective commitment to the riding public will continue to bring more success to the organization. Congratulations, Muni!

Sincerely,

A handwritten signature in black ink, appearing to read "Willie L. Brown, Jr.", written in a cursive style.

Willie L. Brown, Jr.

Mayor

1 Dr. Carlton B. Goodlett Place, room 200  
San Francisco, CA 94102

*4,300 dedicated*

*Muni employees*

*serving*

*San Francisco*

*every day.*





**San Francisco Municipal Railway**

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[www.sfmuni.com](http://www.sfmuni.com)