

Chapter 4: Current Service and Service Evaluation

With a route network of 80 lines, Muni provides access to most locations within San Francisco, 24 hours a day, 365 days a year. Muni carries over 672,000 riders each weekday, totaling over 204 million annual passenger trips, making Muni the most heavily used transit system in the Bay Area and eighth in the nation.

This section describes the services that Muni currently provides, with a number of operating characteristics that illustrate Muni's service delivery. Muni's accessible and paratransit services, security program, and communications and marketing efforts are also described. This chapter includes ridership numbers as well as various performance indicators used to evaluate Muni's performance, and results of those evaluations. A more extensive evaluation of service design standards and service efficiency and effectiveness is being conducted by the Transit Effectiveness Project, as discussed in Chapter 5.

Service Design

Muni's service is based on a set of service design standards. These standards guide decisions to determine the spacing of routes throughout the City, the frequency of buses and streetcars, the spacing of stops along a line, and the average loads experienced by passengers on vehicles. The standards also guide development of other programs that contribute to improved transit service.

Short History of Service Design

In 1982, Muni's service network was overhauled to create the current network. This overhaul entailed changes on 25 lines and was the single largest set of route changes in Muni's history. The new route structure succeeded in serving the existing riders and in attracting new riders to transit. That was the most recent major overhaul of the network until the current and ongoing Transit Effectiveness Project.

Because San Francisco's Central Business District is not in the center, but on the edge of the city with water on two sides, the transit network is a modified grid, illustrated by the conceptual diagram below (Figure 4-1). The downtown-focused radials are intersected by circumferential "crosstown" lines. The modified grid is focused on the CBD, but is designed for a rider to get from any point in the City to any other point with no more than one transfer.

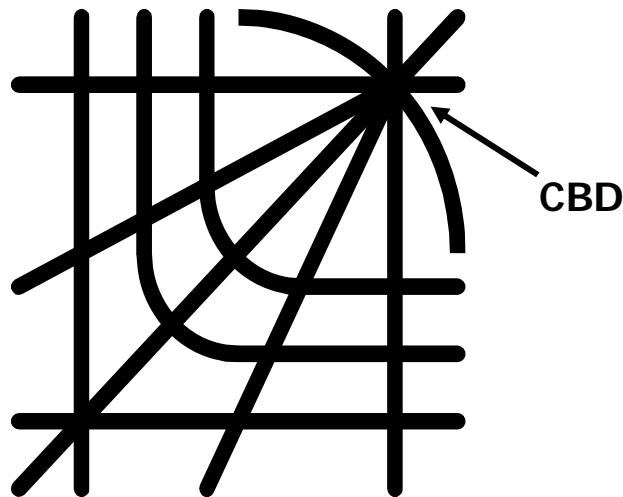
Service Design Policies

Muni service is based on a set of policies developed over time. Service operation also responds to system performance, such as the Proposition E service standards. (See Figure 4-9.) Service is also adjusted from time to time based on comments from the public or in response to new development patterns, such as in South of Market in the late 1990's.

System Policies

- Lines should be spaced approximately one-half mile apart throughout the City, except where constrained by geography or the street grid.
- All residential locations in San Francisco should be within approximately one-quarter mile of a Muni route that operates at least 19 hours per day.

Figure 4-1: Diagram of Muni’s “Modified Grid” Service



- Muni’s policy headways, or the maximum amount of time allowed between vehicle arrivals, should be 10 minutes at the peak for radial and express lines, 15 minutes for crosstown lines, and 20 minutes for feeder lines. Figure 4-2 presents Muni’s policy headways. These headway frequencies are minimums, and more frequent service may be operated than provided by these standards. Many of Muni’s lines exceed the standards.
- Service should be designed such that peak period loads do not exceed the maximum load for planning purposes as shown in Figure 4-3, when averaged over the two-hour peak. Note that cable cars are equivalent to a 40-foot vehicle.

Figure 4-2: Muni’s Policy Headways

Weekday	Peak	Base	Evening	Owl
Radial	10	15	20	30
Express	10	--	--	--
Crosstown	15	15	20	30
Feeder	20	30	30	--
Weekend		Base	Evening	Owl
Radial		15	20	30
Crosstown		20	20	30
Feeder		30	30	--

Figure 4-3: Muni’s Planning Load Factors

Vehicle	Maximum Load for Planning Purposes
30’ Coach	45
40’ Coach	63
60’ Coach	94
Light Rail Vehicle	119
Historic Streetcar	70
Cable Car	63

- All new motor coaches and trolley coaches should meet Americans with Disabilities Act (ADA) requirements.
- Service should include the provision of paratransit services to all persons certified as ADA-eligible, and regional paratransit trips facilitated through regional providers.
- Increased capacity should be provided at equal or lower cost by substituting articulated vehicles where loads and frequencies warrant.
- Consider reducing service without exceeding policy headways on lines that continuously have diminished ridership.

Stop Policies

- Passenger stop spacing should be approximately 800-1,000 feet on motor coach and trolley coach lines except where there are steep grades, and 1,000-1,200 feet between stops on LRV surface lines.
- On streets with grades of over 10%, stops should be spaced 500-600 feet apart. On streets with grades of over 15%, such as on Castro between 22nd Street and 24th Street, stops may be spaced as close as 300-400 feet.
- Stops should be on the near side of an intersection at stop signs; where right turns are heavy from the cross street on to the transit street; or where the green time for the transit street is less than half of the traffic signal cycle.
- Stops should be on the far side of an intersection at uncontrolled intersections; where the bus makes a turn; where right turns are heavy from the transit street on to the cross street; or where the green time for the transit street is more than half of the cycle.
- Stops should be mid-block if there is a major traffic generator mid-block, or if pedestrian flows naturally converge at a mid-block location.
- Transit shelters should be installed at high usage boarding locations, generally with more than 125 boarding per day. The shelter site must meet DPW’s criteria for sidewalk width to be in conformance with ADA requirements.

Other Service Goals

- Expand Metro system accessibility beyond the Key Stops Program (which made higher-ridership surface stops accessible).
- Construct appropriate transit rights-of-way in major corridors to reduce transit travel time and increase capacity.
- Expand transit priority measures, such as bus bulbs, bus-only lanes, and transit signal priority, on the Transit Preferential Streets network, or elsewhere as needed.
- Develop inter-operator fare instruments to facilitate regional travel.
- Provide convenient transfer opportunities with regional transit operators.

The service design policies described in this section are currently being reevaluated as part of Muni's ongoing Transit Effectiveness Project (TEP). The planning process for the TEP began in July, 2006 and will last until early 2008. The intended result of this planning process is to produce a revised set of service standards and a set of recommended changes to routes, headways, span of service, and operating practices that can result in higher ridership at lower operating cost per passenger. There is more information about the TEP in Chapter 5 of this document.

Transit Services and Areas Served

With the service design described above, Muni provides access to most locations within San Francisco, 19 hours a day, 365 days a year – 24 hours a day to the key trunk corridors.

Muni currently operates 80 lines in regular weekday service. Muni directly operates four modes of vehicles: motor coach, trolley coach, light rail (Muni Metro and historic streetcars), and cable cars. In addition, Muni provides paratransit service by contract.

Radial lines are those that go from neighborhoods to the downtown; Crosstown lines may run north-south, east-west, or circumferentially; and Community Service lines are the lines that fill in the gaps or serve difficult topography. Express routes have fewer stops and may operate on freeways. In addition, Muni operates a number of regular routes and two special owl service routes between the hours of 1AM and 5AM. Figure 4-4 shows the distribution of service between these five types of lines for an average weekday.

Figure 4-4: Service by Line Type

	No. of Routes	% of Total
Radial	36	45.6%
Crosstown	13	16.4%
Community/Feeder	12	15.2%
Express	16	20.3%
Owl	2	2.5%
Total	79	100%

Significant Service Changes

The primary service changes since the last SRTP was published involve the Third Street Light Rail Project, which were detailed in the previous chapter. Thirty-three new articulated trolley coaches were delivered in 2003, replacing an equivalent number of standard trolley coaches. These coaches have been assigned to meet demand on lines experiencing high ridership: the 30-Stockton and 49-Van Ness/Mission. In 2007, articulated motor coaches formerly assigned to the 15-Third line became available for reassignment to other lines experiencing heavy ridership demand. The lines that received the additional articulated motor coaches when the Third Street Light Rail line was implemented on April 7, 2007, are the 9X/9AX/9BX-San Bruno Expresses, the 1/31/38/AX/BX Richmond District Expresses, selected “school trippers” on the 29-Sunset, and the 71-Haight-Noriega (weekends only). The 5-Fulton is also a candidate for articulated trolley coach operation.

Below are recent changes to service and known changes to service that are planned to occur in the next five years. Also included are other changes that Muni will implement given sufficient operating funds.

FY 2006 Service Adjustments

A package of service changes was implemented in August 2005 in order to achieve a net annual savings of \$3.5 million. The changes consisted of a combination of line restructuring, increased headways (beyond policy in some cases), and labor efficiencies.

Changes in Routing, Vehicles, and Hours and Days of Service Effective August 2005:

- **2-Clement:** Routed via California rather than Euclid between Masonic and Arguello.
- **4-Sutter:** Discontinued mid-day service.
- **7-Haight:** Discontinued weekday mid-day and weekend service. Also see changes in frequency below.
- **9-San Bruno:** Discontinued weekday peak short trips that only go as far as SF General Hospital.
- **9AX/9BX/9X-San Bruno Express:** Used additional articulated buses.
- **10-Townsend:** Discontinued weekday evening and weekend service.
- **16AX/16AX-Noriega Express:** Discontinued service between Market Street and Caltrain.
- **26-Valencia:** Discontinued service south of Balboa Park. Also see changes in frequency below.
- **27-Bryant:** A planned route change via Eddy instead of O'Farrell on trips toward the Mission District was under consideration but was not implemented. Also see changes in frequency below.
- **30-Stockton:** Use articulated buses for weekday trips which do not serve the Marina District.

- **37-Corbett:** Minor route change to make two stops by Buena Vista Park become drop-off-only stops served on request.
- **52-Excelsior:** Discontinued service between Burbank Middle School and Mission & Geneva. Also see changes in frequency below.
- **54-Felton:** Re-routed in the Excelsior District to serve streets between Persia and Geneva currently used by the 52-line. The 54-Felton then continues along Geneva Avenue to reach the Balboa Park BART station, where it resumes its previous route to the Daly City BART station. Also see changes in frequency below, including improved daytime frequencies.
- **66-Quintara:** Discontinued service between the Inner Sunset District and Downtown. This only affects rush-hour service. Also see changes in frequency below.
- **67-Bernal Heights:** Re-routed clockwise loop via Crescent instead of Richland, and via Valencia.
- **71-Haight/Noriega:** Use articulated buses on weekends. Also see changes in frequency below.
- **82X-Presidio Express:** Reduced afternoon service from 5 trips to 2 trips.

Changes in Frequency

Figure 4-5 shows changes to service frequencies that were implemented with the August 2005 service changes. Some of these lines may also have other changes, which are summarized above.

- Frequencies are only shown where a change was made.
- All service shown is weekday except as noted.
- **J, K, L, M, and N** lines had some weekday reductions to early morning and late afternoon service (4-5 PM) which are not reflected in the chart below. Some evening rush hour service was extended to operate later than was previously the case.
- **6 and 71** lines were adjusted midday so each line now operates on the same frequency, balancing service requirements on lower Haight Street. These are not reflected in the chart below.

Reliability

In conjunction with the planned adjustments to service levels, Muni has increased its roster of reserve, or “extra board,” operators with the goal of moving toward the recommended level of 27.5% of scheduled operator assignments. This reserve force allows service to be operated normally when regular operators are on vacation or otherwise unavailable for work, without resorting to excessive levels of overtime. Recently, because service reductions budgeted in FY04 were not implemented, the budgeted operator force levels were unable to support the FY04 level of service during FY05, resulting in an inadequate “extra board” reserve and consequent unfilled operator assignments. This had led to erratically reduced Muni service, perceived by riders as diminished service reliability. There is currently only a 12% extra board assignment. Muni is facing a staffing shortage of approximately 200 operators. It is difficult to hire and train sufficient operators due to limited trainers and support staff.

Other factors affecting reliability include: traffic congestion, boarding or “dwell” time at stops (fare payment and loading), and on-street supervision. These are all being addressed by the TEP (as discussed in Chapter 5).

Operating Efficiencies

In addition to service changes, internal operating changes are also planned to help offset the budget shortfall:

- Reduce overtime built into runs.
- Eliminate various non-driving assignments of operating personnel.

Figure 4-5: Weekday Frequency Adjustments Effective August 2005

Line	Previous AM Peak	Current AM Peak	Previous Mid-day	Current Mid-day	Previous PM Peak	Current PM Peak	Previous Evening	Current Evening
1			5	6				
4	10	15	20	Use 2 or 3-line	10	15		
5					4	5	15	20
7	12	15	12	Use 6 or 71-line	12	15		
12							20	30
14	5 (10 south of Lowell)	6 (12 south of Lowell)	6	8	5	6		
14X	9	10						
15					7	8		
17			20	30			20	30
19			10 (10 or 20 south of Brannan)	12 (12 or 24 south of Brannan)				
21	8	7			6	7		
22	8	10			6	7		
23							20	30
24	8	9			8	10	15	20
26	15	20			15	20	20	30
27			12	15				

Line	Previous AM Peak	Current AM Peak	Previous Mid-day	Current Mid-day	Previous PM Peak	Current PM Peak	Previous Evening	Current Evening
31			12	15			15	20
35	15	20			15	20		
36			20	30				
38	7	8	7	8	5	6		
41					6	7		
43			10-12	12				
47	6-7	7-8	8	9	6-7	7-8	15	20
49	6-7	7-8	8	9	6-7	7-8	15	20
52			20	30				
54	22	20	22	20	22	20	20	30

Some changes were also be made to Saturday and Sunday service levels similar to the weekday changes itemized above.

Third Street

Service changes related to the Third Street Light Rail Project, and changes for the Central Subway service, are described in Chapter 3.

Line 7-Haight/31-Balboa

In August 2006, the downtown terminal for the 31-Balboa at Mission and Main Streets was relocated to the Ferry Plaza and the terminal for the 7-Haight was relocated from the Ferry Plaza to Mission and Main. The terminal relocation allowed Muni to improve service to and from the Ferry Plaza along lower Market Street by having the full-time 31-Balboa serve the Ferry Plaza, rather than the peak-period-only 7-Haight. In April, 2007, Muni began using articulated trolley coaches on the 7-Haight.

Line 19-Polk

Line 19-Polk service was removed from the former Navy Yard at Hunter's Point effective March 31, 2007, because of street reconstruction and site redevelopment projects. When service is restored to the former Navy Yard, it may be with a different bus line such as the 23-Monterey.

Line 26-Valencia

The former U.S. Mint at Fifth and Mission Streets is being developed into a museum and tourist attraction. This project has permanently displaced the 26-Valencia from its terminal on Jessie Street west of Fifth Street, where the street was permanently vacated to create a pedestrian mall. The new inbound route follows Mission Street to a new terminal west of Fifth Street. Outbound,

the bus now operates via Mission, Fifth, Howard, and Sixth Streets back to Mission, where it returns to the previous route.

Line 29-Sunset

Changes to Line 29 were implemented in cooperation with the Presidio Trust, which completed its Presidio Transit Center (in the Main Post area near the intersection of Lincoln Boulevard and Graham) in the summer of 2006. The Line 29 northern terminal was shifted from the former Letterman Hospital site to the Transit Center in April, 2007. The outbound route was also changed in the vicinity of Crissy Field because a portion of Crissy Field Avenue was converted into a bicycle and pedestrian path. The outbound route now mirrors the inbound route via McDowell Avenue in that vicinity. As part of the April, 2007 Service Changes, schedule changes were made in order to improve the reliability of Line 29. Runtimes were increased and the weekday peak period headway was shortened from 15 minutes to 10 minutes. These changes were funded in part by a federal Lifeline grant with Muni operating funds serving as the required local match.

Line 56-Rutland

In October 2006, Muni implemented a change to the 56-Rutland. Much of the line was converted to a one-way loop operation. Service was added on Raymond Avenue in front of the John King Senior Center and on Leland Avenue in the Visitacion Valley Business District. These changes were implemented following outreach efforts with the Visitacion Valley community.

Line 82X-Presidio and Wharves Express

In July 2007, 82X service to the wharves and the Presidio was discontinued due to declining ridership as a result of the new Presidio service operating express from Downtown to the Presidio. In addition, the afternoon service was also eliminated.

Ridership

Data Collection Methodology

Muni is required to provide data to the Federal Transit Administration (FTA) as part of the National Transit Database (NTD). The data include an estimate of annual ridership. These estimates are made according to a very specific process: a baseline is developed for each line, which determines the ridership for the entire line (a separate baseline is developed separately for each of weekday, Saturday, and Sunday service). The baseline also determines the location of the maximum load point (MLP), and establishes a ratio between the ridership at the MLP and the ridership for the entire line. Each year, ridership on each line is monitored at the MLP, and the ratio is applied in order to estimate the ridership for the entire line. To capture any changes in summer ridership, a summer seasonal variation factor is used.

Saturday and Sunday service is divided into demand lines (major lines) and policy lines (smaller lines). There is a baseline for each weekday line, but not for all Saturday and Sunday lines. The policy lines, without baselines, are grouped together, and ridership is estimated for the lines as a group.

There is a monitoring program for these policy lines that estimates ridership for all the lines combined. There is a policy line figure for motor coaches and one for trolley coaches. This year Muni is completing baselines for all Saturday/Sunday trolley coach lines, so next year there will

be a policy line figure for motor coaches only. Figure 4-6 shows the date of the most recent baseline for each line.

This process has been approved by FTA, and has been on-going for many years. A Data Collection Plan for NTD was developed in FY1995/96, and is consistently followed each year. This sampling plan was designed to attain a 95% confidence level with a standard error of +/- 10%. That means there is a 95% certainty that a ridership estimate is correct, plus or minus 10%. In actuality, ridership data that Muni collects often reflect a higher level of precision. It should be noted that this confidence level applies to the annual ridership for all lines together. Individual line ridership figures do not reach this degree of certainty. Automatic Passenger Counters (APC's) with the capability of measuring boarding and alightings at all stops along a bus route have been in use since 2006. The data they gather has replaced manual sampling by Muni Traffic Checkers, who still do manual counts on Metro rail lines, including historic streetcars and cable cars. Muni has purchased enough APC's to cover 10 percent of the bus fleet, so the APC's are rotated around the fleet in order to obtain the required periodic sampling of every Muni bus line. The sample coverage has improved significantly with APC's. APC and manual counts have been found to be very close. In order to use the APC data to satisfy NTD requirements, however, they will need to be accompanied by manual counts, and FTA will need to approve a sampling plan.

Ridership Trends

There has been a slight decline in annual ridership over the last several years. Total ridership in FY 2001 of 235 million dropped about 10% to 211 million in FY 2006. However, this followed a small increase during the late 1990s (the period of the "Dotcom boom"), and ridership is about at the level of the mid-1990s. This trend corresponds closely to the Bay Area transit trend (8% drop in regional ridership between 2001-02 and 2005-06). This probably relates largely to the state of the local economy, but may partly reflect more dispersed travel patterns that make it harder for public transit to serve local travel. For example, an increasing share of San Francisco residents commutes to jobs outside the city.

Ridership numbers for FY 2006 are shown in Figure 4-6 (based on manual counts certified for the National Transit Database). The historical annual ridership is shown in Figure 4-7 and graphed in Figure 4-8.

Figure 4-6: Line-by-Line Ridership, FY2006

Line	Name	Mode	Route Type	Average Weekday	Average Saturday	Average Sunday
F	Market & Wharves	LR	Radial	16,114	18,824	12,078
J	Church	LR	Radial	18,722	7,288	5,957
K	Ingleside	LR	Radial	15,301	11,195	8,477
L	Taraval	LR	Radial	23,322	13,384	10,894
M	Ocean View	LR	Radial	23,343	12,634	11,517
N	Judah	LR	Radial	31,381	27,210	19,590
T	Third Street	LR	Radial	NA	NA	NA

Line	Name	Mode	Route Type	Average Weekday	Average Saturday	Average Sunday
1	California	TC	Radial	26,879	14,467	13,990
1AX	California A Express	MC	Radial	835	NA	NA
1BX	California B Express	MC	Radial	1,641	NA	NA
2	Clement	MC	Radial	5,719	2,501	4,063
3	Jackson	TC	Radial	3,336	2,519	2,067
4	Sutter	TC	Radial	1,687	NA	NA
5	Fulton	TC	Radial	13,226	7,508	6,352
6	Parnassus	TC	Radial	8,571	8,213	2,796
7	Haight	TC	Radial	2,284	NA	NA
9	San Bruno	MC	Radial	16,083	10,346	9,753
9X	San Bruno Express	MC	Radial	8,094	5,021	NA
9AX	San Bruno A Express	MC	Radial	2,805	NA	NA
9BX	San Bruno B Express	MC	Radial	2,125	NA	NA
10	Townsend	MC	Radial	2,456	NA	NA
12	Folsom	MC	Radial	6,415	Policy	Policy
14	Mission	TC	Radial	33,461	19,090	20,467
14L	Mission Limited	MC	Radial	4,626	5,410	NA
14X	Mission Express	MC	Radial	2,524	NA	NA
15	Third Street	MC	Radial	29,465	10,876	14,412
16AX	Noriega A Express	MC	Radial	858	NA	NA
16BX	Noriega B Express	MC	Radial	644	NA	NA
17	Park Merced	MC	Feeder	1,019	Policy	Policy
18	46th Ave	MC	Crosstown	3,095	Policy	2,282
19	Polk	MC	Radial	9,541	5,347	3,749
20	Columbus	TC	Radial	NA	NA	NA
21	Hayes	TC	Radial	14,268	5,095	4,944
22	Fillmore	TC	Crosstown	19,329	10,494	8,747
23	Monterey	MC	Crosstown	4,733	Policy	Policy
24	Divisadero	TC	Crosstown	11,660	5,815	4,296
26	Valencia	MC	Radial	3,290	2,740	1485
27	Bryant	MC	Radial	7,423	Policy	Policy
28	19th Ave	MC	Crosstown	12,321	8,774	6,160
28L	19th Ave Limited	MC	Crosstown	1,970	NA	NA
29	Sunset	MC	Crosstown	15,971	4,726	4,752
30	Stockton	TC	Radial	27,129	24,181	13,275

Line	Name	Mode	Route Type	Average Weekday	Average Saturday	Average Sunday
30X	Marina Express	MC	Radial	1,848	NA	NA
31	Balboa	TC	Radial	9,227	4,341	3,558
31AX	Balboa A Express	MC	Radial	896	NA	NA
31BX	Balboa B Express	MC	Radial	855	NA	NA
33	Stanyan	TC	Crosstown	5,800	4,710	3,305
35	Eureka	MC	Feeder	737	Policy	Policy
36	Teresita	MC	Feeder	1,432	Policy	Policy
37	Corbett	MC	Feeder	1,607	Policy	Policy
38	Geary	MC	Radial	30,356	18,113	25,596
38L	Geary Limited	MC	Radial	20,534	included with 38	NA
38AX	Geary A Express	MC	Radial	948	NA	NA
38BX	Geary B Express	MC	Radial	1,169	NA	NA
39	Coit	MC	Feeder	673	Policy	Policy
41	Union	TC	Radial	2,681	NA	NA
43	Masonic	MC	Crosstown	15,398	3,947	4,599
44	O'Shaughnessy	MC	Crosstown	13,136	6,864	3,970
45	Union/Stockton	TC	Radial	12,732	8,049	10,945
47	Van Ness	MC	Crosstown	13,199	Policy	11,400
48	Quintara/24th St	MC	Crosstown	8,857	3,381	3,077
49	Van Ness/Mission	TC	Crosstown	25,192	25,584	13,556
52	Excelsior	MC	Feeder	2,189	Policy	Policy
53	Southern Heights	MC	Feeder	1,291	Policy	Policy
54	Felton	MC	Feeder	5,707	Policy	Policy
56	Rutland	MC	Feeder	242	50	57
59	Powell & Mason	CC	Cable	7,574	8,289	6,937
60	Powell & Hyde	CC	Cable	8,821	8,644	4,873
61	California	CC	Cable	5,234	4,445	2,815
66	Quintara	MC	Feeder	491	Policy	Policy
67	Bernal Heights	MC	Feeder	3,045	Policy	Policy
71/ 71L	Haight/Noriega	MC	Radial	14,129	11,612	7,090
76	Marin Headlands	MC	Radial	NA	NA	601
80X	Gateway Express	MC	Radial	69	NA	NA
81X	Caltrain Express	MC	Radial	124	NA	NA
82X	Levi Plaza Express	MC	Radial	303	NA	NA

Line	Name	Mode	Route Type	Average Weekday	Average Saturday	Average Sunday
88	BART Shuttle	MC	Feeder	1,113	NA	NA
89	Laguna Honda	MC	Shuttle	102	Policy	Policy
90	Owl	MC	Owl	180	Policy	Policy
91	Owl	MC	Owl	460	Policy	Policy
108	Treasure Island	MC	Radial	2,274	1,473	613
	Policy	MC	Various	NA	69,463	30,807
	Policy	TC	Various	NA	NA	NA
	TOTAL			<u>654,291</u>	<u>422,623</u>	<u>325,902</u>

Figure 4-7: Historical Annual Ridership

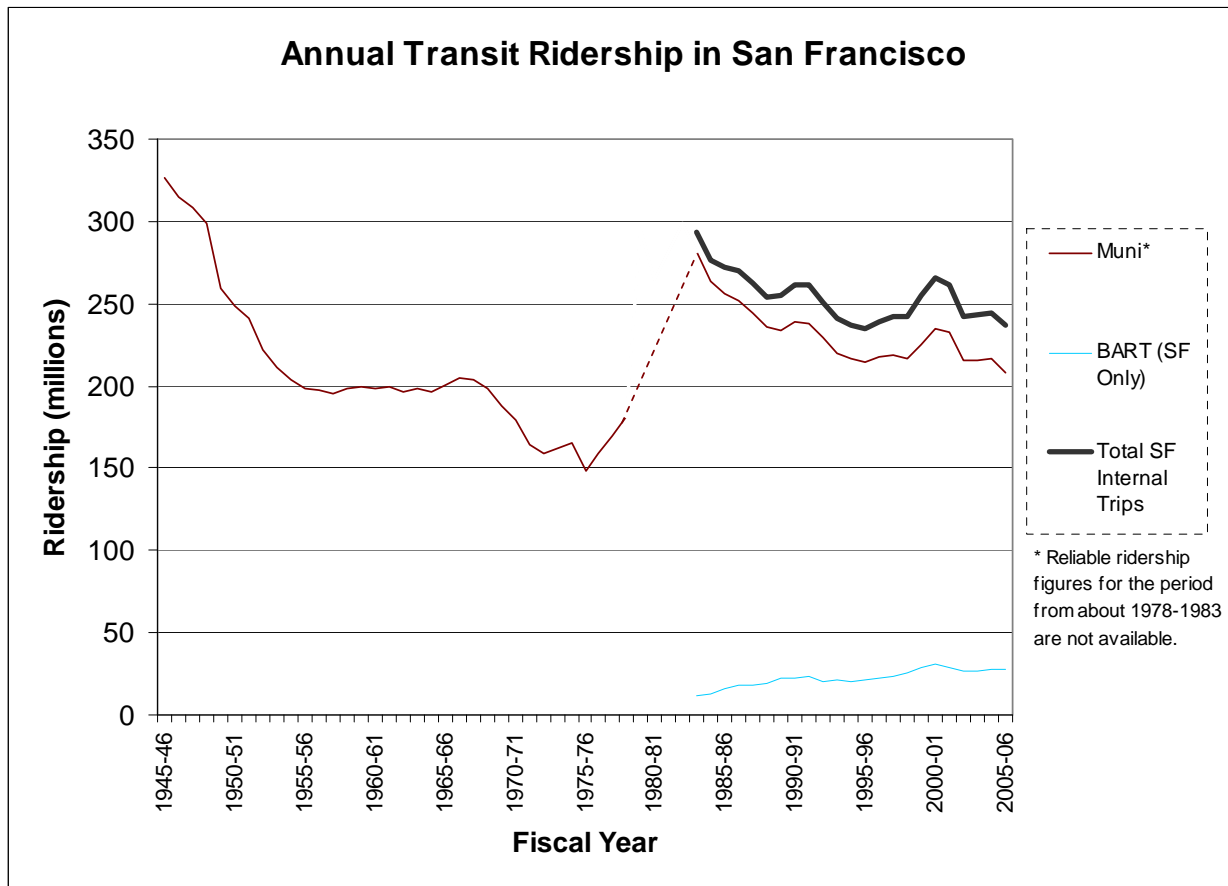
	Motor Coach	Trolley Coach	LRV	Cable Cars	Total
FY97	89,826,408	80,810,882	36,738,177	9,833,555	217,209,022
FY98	92,845,139	77,463,294	38,898,062	9,883,055	219,089,550
FY99	92,978,413	78,275,199	35,659,815	9,498,148	216,411,575
FY00	96,394,515	78,460,995	41,610,041	9,206,298	225,671,849
FY01%	96,032,547	80,868,519	49,698,816	8,312,946	234,912,828
FY02	98,614,739	78,773,571	47,898,268	7,729,162	233,015,741
FY03	90,880,694	74,398,960	42,896,196	7,418,638	215,594,488
FY04	87,471,668	75,215,805	45,187,031	7,869,197	215,743,701
FY05	88,208,714	74,940,742	46,803,247	6,965,648	216,918,351
FY06	90,630,173	69,064,602	43,678,772	7,474,763	210,848,310
FY07*	90,300,000	67,300,000	41,700,000	7,100,000	206,400,000

% 47-line converted from trolley coach to motor coach

* Unaudited, preliminary ridership figures for the National Transit Database

“Policy” in the ridership columns indicates ridership data not collected, but weekend ridership is so light that service is scheduled based on “Policy” holidays and not demand.

Figure 4-8: Annual Ridership Graph 1945-2006



Ridership Demographics

From January to March 2007, an Onboard Transit Survey collected passenger trip and demographic information for all Muni routes, and for other Bay Area transit agencies. The goals of this MTC project were to develop a rich data set describing the trip-making patterns of transit riders within the city, and to allow comparisons with other operators. The survey queried passengers on demographics, trip patterns, and fare payment. The final survey database comprises more than 3,500 completed passenger surveys, distributed and weighted among different time periods and routes to be representative of the total Muni ridership.

In general, Muni passenger travel patterns and demographics (for both daytime and nighttime passengers) are similar to the average of other Bay Area transit systems. Highlights for nighttime passengers include the following:

- Trip purposes are very similar to Bay Area averages, with 79% traveling to or from home.
- Total estimated travel times (door-to-door) were also similar to Bay Area averages, but the percentage of trips taking 60+ minutes was only half (9%) the Bay Area average of 18%. (Trip distances were not collected. Muni average passenger trips are undoubtedly shorter than on some regional systems such as BART and Caltrain.)

- The proportion of regular commuters for Muni motor coach/trolley/rail (40-47% riding 4-5 days per week) was similar to the Bay Area average, but the cable cars had far fewer regular commuters (19% riding 4-5 days per week).
- About half of Muni passengers paid cash (45-57%), which was very similar to the Bay Area average (53%).
- Youth/students on Muni varied from 17% on motor coaches to only 10% on rail.
- The vast majority of Muni passengers are not transit-dependent (with 65-68% having a car available for the specific trip surveyed, nearly identical to Bay Area averages). Even among the third of passengers who didn't have a car available for the specific trip that day, 27% of the Muni motor coach riders "usually" would have a car available.
- The largest single home zip code represented among Muni riders was 94112 (Outer Mission/Excelsior). It is not clear whether this truly represents Muni ridership patterns, or whether these passengers had more on-board time and were more likely to be surveyed.
- The proportion of respondents that reported having children dependent on Muni was similar to the Bay Area average. About 16% of Muni motor coach passengers reported having children under 13 dependent on Muni.
- There were clear differences by mode in the proportion of single passengers, with 12% of motor coach passengers living alone vs. 22% of rail passengers living alone.
- There were also clear ethnic differences by mode, with 34% of motor coach passengers white, compared to 54% of rail and 58% of cable car passengers.
- Muni motor coach passengers' income was similar to Bay Area transit averages, while Muni rail passengers' income was significantly higher. Some 51% of Muni motor coach passengers had household income under \$50,000 vs. 41% of rail passengers.
- The proportion of Muni bus passengers standing (5%) while taking their survey was virtually identical to the Bay Area average.

Night-time Muni passengers were very similar to daytime Muni passengers and to those from other systems. However, the night-time Muni passengers report lower income than daytime riders, with 77% reporting household income under \$50,000.

Accessible Services: Fixed Route and Paratransit

The purpose of the Accessible Services Program is to ensure that appropriate, accessible, ADA-compliant transportation services are available to seniors and persons with disabilities. The main components of this program are:

- Assuring that fixed route bus and Metro services are accessible to seniors and persons with disabilities;
- Managing the provision of paratransit service for seniors and persons with disabilities who are unable to use Muni's fixed route service; and

- Providing identification cards to disabled persons to allow them to ride Muni's fixed route system at a discounted rate, as well as those of other Bay Area operators.

Muni staff works with two community advisory groups on Muni accessibility and paratransit issues: the Muni Accessibility Advisory Committee (MAAC) and the San Francisco Paratransit Coordinating Council (PCC). Muni coordinates fixed route and paratransit services in cooperation with the MAAC, the PCC, and the paratransit broker staff.

Motor and Trolley Coach Service

Accessible bus service is currently provided on all motor coach and trolley coach lines.

The majority of the motor and trolley buses in operation today are newly acquired. These state-of-the-art diesel buses and trolley coaches are lift or ramp-equipped and have space inside for two wheelchairs. The new vehicles feature the following accessibility elements:

- Low Floors;
- Wheelchair lifts;
- Reserved seating for people with disabilities and seniors colored bright blue for easy identification;
- Kneeling capability (the ability to lower the front end of vehicle to assist passengers in reaching the first step);
- Two areas for securing persons using wheelchairs;
- High contrast stanchions for people with low vision;
- Extra poles and hand-rails; and
- Digital Voice Annunciation System (DVAS), which permits automatic audio and visual stop announcements.

Muni Metro Service

The six-line Muni Metro system has become increasingly accessible in recent years through the construction of accessible wayside platforms and lifts and other ongoing accessibility projects. All Muni Metro subway stations have high-level platforms at car floor height, and except for West Portal, are fully accessible by elevator. In order to make on-street stops accessible, either high level accessible wayside platforms or wayside lifts have been constructed, as part of the ADA-mandated Key Stops program. The new T Third line is Muni's first fully accessible line, with high level platforms at every stop that provide level boarding at all train doors.

Metro surface stations on the T and on the Muni Metro Embarcadero Extension incorporate full accessibility features including wheelchair access, accessible signage, and tactile warning edges. Although the Key Stops program has been completed, Muni is continuing its commitment to improving accessibility on Metro surface stations.

The Breda LRV's incorporate many accessibility improvements, including two wheelchair securement areas, widened aisles, extra stanchions, and a horizontal gap filler between the vehicle door and the platform edge.

Historic Streetcar Service

The F-Market streetcar line has been made accessible through the construction of wayside platforms at car floor-level and wayside lifts. On portions of the system built prior to 1991, Key Stops have been made accessible. On portions of the line constructed after 1991, all stops have been constructed as accessible, with car-floor-level platforms or wayside lifts. All stops on the Fisherman's Wharf extension along The Embarcadero are fully accessible.

Facility Accessibility

Major goals in the area of accessibility of Muni facilities include:

- Incorporate accessibility features into all new facility projects
- Modify existing Muni facilities to provide further accommodations for employees
- Enhance accessibility to all public areas of Muni facilities.

ADA Paratransit Service

San Francisco Paratransit is a van and taxi program for people unable to independently use public transit, some or all of the time, because of a disability or disabling health condition. Since 1990, the Americans with Disabilities Act (ADA) has required all public transit agencies to provide paratransit services to qualified disabled people. Muni has provided paratransit services for more than 25 years. Muni contracts with a "Paratransit Broker" to manage the service. The Paratransit Broker contracts with van and taxi companies to provide transportation. The Paratransit Broker also monitors service quality, administers client eligibility, manages the sale of fare instruments, and acts on behalf of the Municipal Transportation Agency as the principal customer service representative for paratransit services.

The San Francisco Paratransit Program provides a range of services to persons certified eligible according to federal criteria established by the ADA. Currently, all modes of paratransit services contain elements that exceed the requirements of the ADA, and there are over 14,800 registered paratransit consumers. Paratransit services include:

- **On-call Taxi Services:** Curb-to-curb services provided by ten taxicab companies and two dispatch services. Service is available 24 hours a day, seven days a week. In addition, ramped taxi services are available to wheelchair users who are unable to independently transfer into a standard taxicab.
- **ADA Access:** Door-to-door van services requiring advance reservations. Service is available 24 hours a day, seven days a week for any trip purpose, and with no trip limits for fully eligible riders.
- **Group Van Services:** Group van services operated in coordination with social service agencies for ADA-eligible clients going to a common destination such as a senior center, nutrition site, or Adult Day Health Center, on a routine, pre-scheduled basis Monday through Friday.

Regional Coordination

Muni participates in many regional coordination efforts associated with paratransit and fixed route accessibility. The coordination efforts are organized through the Accessibility Subcommittee of MTC's Partnership Transit Coordinating Committee. The Accessibility

Committee, comprised of accessibility staff from the 21 Bay Area transit agencies, has been meeting for over 15 years.

Regional coordination efforts include the Regional Transit Connection discount ID cards, interagency paratransit guidelines, and the ADA Eligibility Program Memorandum of Understanding. The Regional Transit Connection discount ID cards allows qualified seniors and persons with disabilities to ride transit in the Bay Area at a discounted fare. The interagency paratransit guidelines and the ADA Eligibility Program Memorandum of Understanding are both coordination efforts that help make the Bay Area paratransit programs more efficient. They enable consumers who are eligible to use the paratransit services of one system, to use all paratransit systems in the region.

Proposition E Service Standards

One of the major changes initiated by Proposition E is that the City Charter now includes service standards that Muni must meet by specific deadlines. Proposition E includes system reliability goals, shown below, that Muni was tasked to achieve. Figure 4-9 shows specific standards mandated by the Charter and the updated FY07 goal.

Figure 4-9: Prop E Service Standards and FY 2007 Goals

Standard	Purpose	July 1, 2007 Goal
On-time Performance	To measure schedule adherence – the percent of vehicles that run on time according to published schedules (no more than 4 minutes late or 1 minute early) measured at terminals and established intermediate points.	85%
Scheduled Service Hours Delivered	To measure service hours through available operators and available equipment, actually deployed in revenue service, along with the percentage of equipment available for service.	98.5%
Pass-ups	To measure crowding in vehicles – the percent of vehicles that pass published time points during measurement periods unable to pick up passengers due to crowding without being followed within 3 minutes or less by another vehicle on the same route with space for all waiting passengers.	<5%
Peak Period Load Factors	To measure load factors at peak periods. Periods of time include morning rush (6 a.m. to 9 a.m.) midday (9 a.m. to 4 p.m.) evening rush (4 p.m. to 7 p.m.) and night (7 p.m. to 1 a.m.).	<85%
Actual headways measured against scheduled	To measure actual headways against scheduled headways on all radial, express, crosstown, secondary, and feeder lines for peak, base, evening, and late night services.	Achieve 85% of the time
Percent vehicle availability	To measure the percentage of equipment available for service (mean distance between failure) by mode.	98.5%

In addition to these goals, the SFMTA's Board of Directors is required to adopt interim milestones and standards every year. The Board of Directors approved its first set of interim milestones and standards in June 2000. These are updated periodically. The service standards and specific milestones adopted for each measure are provided in Figure 4-10, along with actual performance numbers for the past five years.

Figure 4-10: Service Standards Goals and Actual, FY 2003-FY 2007

Standard	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Goal	FY 2006 Actual	FY 2007 Goal	FY 2007 Actual	FY 2008 Goal
A. SYSTEM RELIABILITY								
1a. Percent of vehicles that run on-time	70.90%	68.30%	70.70%	85%	69.20%	85%	70.8%	85%
2a. Percent of scheduled service hours delivered	94.50%	97.20%	94.30%	98.50%	94.20%	98.50%	94.3%	98.5%
3a. Percent of missed scheduled service hours	5.50%	2.70%	N/A	N/A	N/A	NA	NA	NA
4a. Vehicles too full to board	1.62%	2.11%	0.40%	<5%	1.60%	<5%	1.3%	<5%
5a. Peak period load factors - percent of capacity	2 Lines Exceeded Goal	3 Lines Exceeded Goal	Average of 6 Lines Exceeded Goal	No > 85%	Average of 7 Lines Exceeded Goal	No >85%	14.9% of Lines Exceeded Goal	No >85%
6a. Actual headways measured against scheduled	74.80%	69.20%	69.40%	85%	59.80%	85%	60.5%	Combined with 1a.
7a. Percent vehicle availability	99.60%	99.00%	98.40%	98.50%	98.30%	98.50%	99.1%	99.0%
8a. Unscheduled absences						-	-	-
- Maintenance Employees	6.2%	6.5%	7.2%	6.80%	6.5%	6.1%	7.4%	5% reduction from FY 07
- Transit Operators	11.1%	4.9%	10.8%	9.70%	11.9%	10.7%	10.9%	Same as above
- Administration Employees	5.0%	10.3%	5.3%	5.10%	5.20%	5.0%	5.8%	Same as above
9a. Increase miles between road failures						-	-	-
- MC Artic - Flynn	2,299	2519	3309	3000	3093	3000	2398	3100
- MC-Woods	2,176	2502	3337	3000	2636	3000	2533	3100
- MC - Kirkland	2,918	3098	2970	3100	3251	3100	3094	3100
- TC Artic - Potrero	541	724	770	700	785	700	893	1000
- TC-40' Potrero	762	926	902	1250	1004	1250	1377	1500
- TC-40' Presidio	1,279	1235	1239	1250	1121	1250	1477	1500
- LRV-Boeing		Retired	Retired	N/A	Retired	NA	NA	NA
- LRV-Breda	3,328	3162	3112	3500	1943	3500	4001	4000
- PCC	1,309	1065	1167	1250	940	1250	1582	1300
- Cable Car	5,658	5814	5586	5500	5638	5500	5924	6000
B. SYSTEM PERFORMANCE								
1b. Increase passengers carried by 2%	215,594,583	215,743,701	216,918,271	218,979,855	208,451,974	Increase passengers by 1.5%	NA	Increase passengers by 1.5%
- Motor Coach (annual boardings)	90,880,579	87,471,668	88,208,662		90,298,242	-	NA	-
- Trolley Coach (annual boardings)	74,398,945	75,215,805	74,940,773		68,970,883	-	NA	-
- LRV (annual boardings)	42,896,269	45,187,031	46,803,108		41,708,086	-	NA	-

Standard	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Goal	FY 2006 Actual	FY 2007 Goal	FY 2007 Actual	FY 2008 Goal
- Cable Car (annual boardings)	7,418,790	7,869,197	6,965,728		7,474,763	-	NA	-
2b. Increase fare revenue overall by \$1.6m in FY2001	\$97,367,714	\$115,537,522	\$120,184,250	achieve \$130M Total	\$136,233,877	Increase by 1.5%	NA	Increase by 1.5%
- Motor Coach (annual cash fares)	\$14,040,087	\$15,578,130	\$16,504,108		\$18,704,525	-	NA	-
- Trolley Coach (annual cash fares)	\$12,249,779	\$14,060,901	\$14,742,810		\$15,902,545	-	NA	-
- LRV (annual cash fares)	\$7,910,161	\$9,487,988	\$11,404,840		\$13,306,489	-	NA	-
- Cable Car	\$11,008,050	\$15,446,312	\$16,207,388		\$20,243,760	-	NA	-
- Fast Pass sales	\$44,817,894	\$53,171,122	\$52,645,064		\$61,797,681	-	NA	-
- Other fare media	\$6,255,035	\$6,498,416	\$7,285,031		\$4,865,390	-	NA	-
- Paratransit revenues	\$1,071,099	\$1,271,203	\$1,374,728		\$1,411,424	-	NA	-
- Charter Service	\$15,609	\$23,450	\$20,282		\$2,063	-	NA	-
3b. Increase hours by 1.2%	3,434,404	3,419,943		No longer a standard		No longer a standard	-	No longer a standard
- Motor Coach	1,661,644	1,601,044				-	-	-
- Trolley Coach	1,070,371	1,091,747				-	-	-
- LRV	577,016	587,699				-	-	-
- Cable Car	125,373	139,453				-	-	-
Increase miles by 1.2%	28,767,205	28,642,903		No longer a standard		No longer a standard	-	No longer a standard
- Motor Coach	15,463,236	15,006,779				-	-	-
- Trolley Coach	7,367,759	7,537,161				-	-	-
- LRV	5,531,119	5,647,597				-	-	-
- Cable Car	405,091	451,366				-	-	-
4b. Expenses in FY2001 to remain within budget				Provide Fully Allocated Costs Per Hr of Service		Provide Fully Allocated Costs Per Hr of Service		Provide Fully Allocated Costs Per Hr of Service
- Motor Coach			\$126.20		\$135.45		NA	
- Trolley Coach			\$117.30		\$125.94		NA	
- LRV			\$187.94		\$190.92		NA	
- Cable Car			\$312.13		\$295.88		NA	
- Not allocated by mode							NA	
C. STAFFING						-	-	
1c. Vacancy rate no more than 5%	4.2%	3.2%	3.8%	NO > 5%	3.6%	NO > 5%	2.6%	See below for changes
2c. Attrition rate no more than 10% for new employees	59.4%	24%	0.008%	NO >10%	0.004%	NO>10%	1.7%	See below for changes
D. CUSTOMER SERVICE						-	-	
1d. Develop annual marketing plan	Complete	Plan	Plan	Complete	Plan	Complete	Plan	See below for changes

Standard	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Goal	FY 2006 Actual	FY 2007 Goal	FY 2007 Actual	FY 2008 Goal
2d. Publish timetable	Complete	Awaiting Trapeze Implementation	Awaiting Trapeze Implementation	Publish timetable	Awaiting Trapeze Implementation	Publish Timetable	In Process	See below for changes
3d. Passenger service reports						-	-	-
- Resolve 75% within 30 days	78%	88%	61%	75% w/in 30 days	73%	75% within 30 days	NA	See below for changes
- Reduce number by 10% annually	12,740	10,371		No longer a standard		No longer a standard	-	No longer a standard
4d. Conduct annual rider survey	Complete	Complete	Complete	Conduct survey	Complete	Conduct Survey	Done	See below for changes
5d. Improve public information via survey feedback	Complete	Complete	Complete	Conduct survey	Complete	Plan and Implement	Complete	See below for changes
6d. Driver training and accident follow-up				-		-	-	Renamed "Safety"
- Conduct 100,000 hours of driver training annually	82,099	65,771	34,464	50,000 hours	49,390	50,000 hours	100,582	50,000 hours
- 5% reduction in accidents	2,966	2,975	2,437	2,286	2,406	5% reduction	NA	5% reduction
7d. 5% reduction in crime incidents	2,401	2,289	2,399	2,279	2,058	5% reduction	6.2% reduction	5% reduction
E. EMPLOYEE SATISFACTION						-	-	
1e. Report quarterly on number of grievances	Complete	Complete	Complete	Quarterly report	Complete	Report	Complete	Report
2e. Resolve 75% of grievances within 30 days	88%	75%	86%	75% w/in 30 days	92%	Resolve 75% in 45 days	96%	Resolve 90% in 90 days
3e. Annual report on longevity of employment	Complete	Complete	No longer a standard		No longer a standard	No longer a standard	-	-
4e. Recognize honorees in specified programs	Complete	Complete	Complete	Annual achievement	Complete	Annual Achievement	Complete	No longer a standard
5e. Provide 50,000 hours per year of employee training	31,241	36,860	42,620	39,940 hours	39,940	50,000 hours	16,407	No longer a standard in this category

NEW GOALS FOR FY 2008

CATEGORY	GOAL
B5. Productivity	Provide the number of passenger boarding's per revenue service hour
B6. Cost-Effectiveness	Provide the operating cost of each passenger trip
D1. Customer satisfaction survey	Measure the customers' perception of Muni passenger customer service
D5. Passenger Information	Favorable trends in customer satisfaction from the ridership survey from previous years
D6. Safety (category renamed)	Goals are same
E3. Operator Complaints	Resolve 75% within 30 days
E4. Employee Survey	Improvements from prior year survey

Performance Monitoring

The SFMTA is required by the City Charter to monitor performance in five key areas, which are system reliability, system performance, staffing performance, customer service and employee satisfaction. In fiscal year 2005, SFMTA also included the metrics for parking and traffic as part of the quarterly Service Standard Report. Results of performance monitoring are presented quarterly to the SFMTA Board of Directors and any proposed changes to standards are reviewed in a formal process which includes input from the SFMTA Citizen's Advisory Council, its Unions, and ultimately the SFMTA Board.

Evaluation

Under Proposition E, every two years, the SFMTA is required to contract with a nationally recognized management or transportation consulting firm with offices in San Francisco for an independent review of its performance. This includes the extent to which the SFMTA has met the goals, objectives, and performance standards the SFMTA is required to adopt under Proposition E, and the extent to which it is expected to meet those goals, objectives, and performance standards in the two fiscal years for which the review is submitted.

The first Municipal Transportation Quality Review since Proposition E was enacted was conducted for the period from July 1, 2000 through June 30, 2002. The second audit, for July 1, 2002 through June 30, 2004, was completed in 2006. The auditors found that for the most part, Muni has done an excellent job of fulfilling its Proposition E mandate and the majority of the data were accurately recorded and reported. The auditors found that Muni's performance for twelve of the 26 service standards met or exceeded performance goals and milestones for the fiscal years that were being reviewed. Although the goals and milestones for an additional four other standards were not fully met, Muni's performance was on the right track in showing improvement.

The auditors made a series of recommendations pertaining to the service standards. Many of the recommendations were aimed at cleaning up the standards and methodology, eliminating duplicative measures, and refocusing measures that do not result in productive information. One of the key recommendations included:

If Muni is to meet this aggressive on-time performance goal, it must develop a specific action plan for improving reliability that is based on a more detailed diagnosis of the problem than this level of data can provide. Improving terminal management, avoiding removing vehicles from service and better matching scheduled time points to street conditions will all play a role in enhancing reliability. Muni's Transit Effectiveness Project (TEP) is currently addressing reliability issues and is expected to result in several initiatives aimed at improving on-time performance. Until those initiatives have been implemented the current target of 85% on-time performance should remain.

Muni 2006 Ridership and Employee Survey

Proposition E requires that Muni conduct an annual customer and employee satisfaction survey. The last Muni Ridership Survey was conducted in October 2006. The 2007 survey was conducted in November 2007; however, the results are not yet available.

This 2006 telephone survey was conducted among adult San Francisco residents who had used Muni in the past six months. In total, 448 interviews were conducted in English, Spanish, and Cantonese. The sample was 51% female. The error margin was +/-4.63% for the entire sample.

A majority (53%) of respondents rate Muni service as excellent or good. When asked to rate various aspects of Muni service, the attributes which rated highest were: accessibility for persons with disabilities, safe operation of vehicles, and operator helpfulness.

A relatively large share of customers (44%) has visited the Muni website (www.sfmta.com). Among all customers, 22% check the Muni website frequently or occasionally just before riding. The top reasons for checking the Muni website before riding are for: schedules, maps of individual routes, trip planner, maps of the Muni system, and vehicle arrival predictions. When asked to rate the usefulness of potential features for Muni’s website, many of the features were considered extremely or moderately useful to riders. The features which rated highest were: maps of the entire Muni system, bus schedules, maps of individual bus routes, and service change announcements.

Customer satisfaction ratings with Muni were registered as excellent (9%), good (56%), fair (28%), and poor (6%). While the excellent ratings remained flat from the previous year, good ratings increased from 44% to 56% from 2005; fair ratings declined from 38% to 28%; and poor ratings dropped from 9% to 6%. Among customers who rode five or more days a week, 42% ranked Muni service excellent or good. Those who rode several times a week responded with 58% excellent or good, 33% fair, and 9% poor. Of those who traveled on Muni once or less a week, the rankings were 62% excellent/good, 32% fair, and 8% poor.

Customers identified those aspects of Muni that they would like to see improved, including:

- On-time performance/more accurate schedules 31%;
- More frequent service/longer service hours 29%;
- Employee helpfulness/professionals, discipline 13%;
- Service reliability (break downs, delays, bus doesn’t stop) 12%;
- Overcrowding 12%.
- Vehicle cleanliness 8%;
- Better security/safety from crime 8%;
- Better vehicles/equipment 8%;
- More efficient spacing of buses 7%.

Each year the SFMTA distributes a self-administered questionnaire to survey employees about their levels of job satisfaction. The survey was conducted in September through October 2006 and more than 700 employees participated.

An overwhelming share (97%) of SFMTA employees value their job a great deal or value some parts of their job. Among these respondents, 78% say they value their job a great deal. A majority (64%) of employees rate the success of the merger between DPT and Muni as very or somewhat successful. A large share (71%) of employees rate their working relationship with

their supervisor as excellent or good. This statistic is similar to last year, and continues a positive trend compared with two years ago.

Most (73%) feel that the SFMTA's communications with its employees through print and electronic publications have improved or stayed the same over the past year. A large share (69%) of employees feel that their work effort is appreciated by the public. This percentage is consistent with the past two years, and continues an upward trend compared with 2001 and 2002.

When asked how they rated support received when they have questions or concerns about their jobs, employees responded: 18% excellent, 39% good, 31% fair, and 12% poor. Compared to the previous year, responses relative to communications within their divisions showed a negative trend. Specifically, from 2005 to 2006 excellent ratings declined from 18% to 12%, good ratings decreased 42% to 40%, average ratings increased from 26% to 32%, and poor ratings went from 12% to 15%.

Security Improvement Plan

The purpose of the Security Improvement Plan is to address both short-term and long-term needs to improve security for passengers, employees, and SFMTA property. This plan covers security improvements for Muni maintenance and operations facilities focusing on lighting, security cameras, monitoring consoles, access control, alarms, and fencing. The total cost for facility security improvements is approximately \$7 million. Improvements include platform level security cameras at all Metro stations.

Video Surveillance

On-board security cameras for new motor coaches, trolley coaches, and LRV's are included in the vehicle procurements currently underway or recently completed. Currently there are over 700 motor and trolley coaches and LRV's in revenue service with digital video surveillance systems installed. Muni received a \$1.8 million state grant to retrofit 59 New Flyer articulated trolley coaches and to buy needed support equipment. Installation is now complete. Some of the remaining funds are being used to install an additional camera over the operator's head, viewing out the front window and door, to help better document operator assaults and accidents. Security cameras were installed on 10 older articulated trolley coaches as part of a previous pilot program. The pilot program, which was conducted on the 14-Mission, resulted in a dramatic reduction of incidents on board vehicles equipped with cameras, and also assisted with the prosecution of individuals involved with on-board incidents.

Third Street/Metro East Facility

The Third Street Light Rail Project and the Muni Metro East (MME) Facility includes plans for security cameras for the safety and security of passengers, employees, and equipment. Security cameras, along with digital recorders, have been installed on all Third Street platforms. The video generated from these platforms is currently being monitored at a nearby temporary facility. Once the MME is completed, this network of cameras will be monitored live from the field security office located at the MME facility. There will also be the capability of remote monitoring via the SFMTA Local Area Network (LAN) at Central Control and the main SFMTA security office at 875 Stevenson.

Muni Transit Assistant Program (MTAP)

The Muni Transit Assistant Program (MTAP) first emerged in the spring of 1996 as Together, United, Recommitted, Forever (TURF), a program conceived by Mayor Willie L. Brown Jr. The purpose of the program is to address crime on Muni's most problematic transit lines while promoting educational and employment opportunities within the disadvantaged areas of San Francisco. In addition, efforts are geared toward Muni Transit Assistants establishing a positive rapport and relationship with the general public in problem areas of the City, and assisting in deterring youth violence and diffusing acts of violence and vandalism. Muni Transit Assistants also assist Muni operators with the enforcement of the Americans with Disabilities Act. MTAP also works with both middle and high schools to assist staff and students with safety issues while riding Muni bus lines.

Muni Transit Assistants also assist with the loading of passengers and enforcing the “no back door boarding” policy. Designated bus stops are identified and these assistants monitor trouble areas, reporting any suspicious activity or behavior to appropriate authorities. These efforts ensure that all Muni passengers arrive safely at their destination and also provide safe passage for students and the general public who rely on public transportation. MTAP staff continues to meet with City departments as well as local community leaders throughout San Francisco.

The current goals and objectives of the program include: reducing youth violence and other disruptive behavior on Muni; conducting interviews and meetings with youth organizations and leaders of local youth groups to garner support for Muni's anti-violence campaign; and employing residents of affected communities as Community Service Workers who are trained in conflict resolution and community policing strategies.

MTAP lasts three years for the Muni Transit Assistants and includes extensive case management along with review/recommendations, planning for long-term career options, and the requirement that the assistants obtain their GED if they have not previously successfully completed high school. The program focuses on the development of strong working relationships with educational professionals, career planning, building inter-personal skills, job training, and mentoring.

Since MTAP's inception, 62 participants have successfully completed training. Muni Transit Assistants are currently paid \$11.27 per hour, and are given 40 hours training in conflict resolution and law enforcement provided by the San Francisco Police Academy and forty hours of orientations and presentations provided by Muni personnel and community leaders. All Muni Transit Assistants receive a certificate from the San Francisco Police Department upon completion of the conflict resolution and law enforcement training. Muni Transit Assistants also receive certificates from the SFMTA upon completion of MTAP training.

MTAP goals and objectives are reviewed on a regular basis to assess the needs of the community as well as the needs of our employees. The primary goal of MTAP is to encourage and empower the assistants with skills for a lifetime of employability.

Muni Response Team (SFPD)

The San Francisco Police Department (SFPD) provides police services to assist and support the Muni Security Division. The SFPD deploys officers in a special Muni Response Team (MRT). The MRT is composed of one supervising sergeant and ten patrol officers. The MRT is under the command of the Commanding Officer of the Crime Prevention Company and provides

regular police presence for the purpose of reducing criminal opportunity and promoting safety and security on Muni public transit vehicles and related facilities.

The current deployment of a squad of SFPD officers and the associated staffing level is governed by the stipulation of the Memorandum of Understanding (MOU) between the MTA and the SFPD. MTA desires to increase the number of police officers exclusively dedicated to Muni and would welcome an opportunity to do so within the prevailing budgetary constraints. MTA is evaluating various options for bringing additional officers, and will continue to work with SFPD to increase the presence of uniformed personnel inside Muni revenue vehicles and transit facilities in an incremental fashion as funding becomes available.

Participation in Regional Agencies

The Director of the Security and Enforcement Division coordinates Muni security needs with the following agencies:

- Regional Transit Security Working Group (RTSWG);
- Transportation Security Administration (TSA);
- Office of Homeland Security (OHS);
- Department of Homeland Security (DHS);
- Metropolitan Transportation Commission (MTC);
- American Public Transit Association (APTA)
 - Chair, APTA-Committee on Public Safety
 - Member, APTA-Security Affairs Steering Committee;
- Mayor's Office of Emergency Services (drills performed with all City agencies);
- California Anti-Terrorism Information Center (CATIC), Department of Justice; and
- Mayor's Public Safety and Emergency Preparedness Subcommittee.

Title VI Report

In order to receive Federal funding, each transit operator receiving Federal assistance must document that the transit service provided to minority residents of the service area is generally equivalent to the transit service provided to non-minority residents, in terms of convenience, speed, and geographic coverage. Additionally, the Title VI Report also documents transit service to low-income riders. The Title VI Compliance Program is monitored by FTA, to ensure that the provision of transit service complies with Section 601 of Title VI of the Civil Rights Act of 1964.

In September 2007, as part of the FTA 2007 Triennial Review, Muni was audited for Title VI compliance and was found to be in compliance. An update to the December 2004 Title VI Compliance Program was submitted in December 2007.

FTA Triennial Review

The most recent triennial review of SFMTA's operations was conducted in September 2007. Minor deficiencies were found in the areas of grant management and project implementation, "Satisfactory Continuing Control" (fleet management plan), maintenance contractor oversight, procurement (costing and price analysis), ADA (corrective actions for stop announcement problems), DBE/EEO (designation and reporting relationship of the DBE and EEO officers), school "trippers" (needing same designations/notations as other public transit services), safety and security plans and procedures (advisory comment), and monitoring of drug and alcohol program contractors. All deficiencies are anticipated to be closed by January 13, 2008.

MTC Programs

Productivity Improvement Program

The Metropolitan Transportation Commission (MTC) produces an annual Productivity Improvement Program (PIP) plan, which contains transit productivity projects developed in cooperation with the region's transit operators. These projects usually result from MTC's Triennial Performance Review.

Community-based Transportation Planning Program

MTC's Community-Based Transportation Planning (CBTP) program evolved out of two reports completed for the 2001 Regional Transportation Plan (RTP) – the *Lifeline Transportation Network Report* and the *Environmental Justice Report*. The *Lifeline* report identified transit needs in economically disadvantaged communities throughout the San Francisco Bay Area, and established lifeline service objectives, including frequency of service and hours of operation. Likewise, the *Environmental Justice Report* identified the need for MTC to support local planning efforts in low-income communities throughout the region.

MTC launched the pilot CBTP program in January 2003 with five communities:

Ashland/Cherryland and South Hayward; Richmond, North Richmond and San Pablo; the city of Napa; East Palo Alto; and Dixon, in Solano County.

MTC's second round of community-based transportation plans included Mission-Geneva, Tenderloin-Little Saigon, and Mission South of Chavez in San Francisco. SFCTA led and completed these three planning efforts in the past year. The SFMTA was involved in all these efforts, providing input into plan recommendations. SFMTA projects and plans (such as the Tenderloin Pedestrian Safety Concept Plan) were also used in both the problem analysis and development of recommendations. The two agencies participated in seeking funding to implement recommendations, obtaining Safe Routes to Transit funding for Tenderloin and Mission-Geneva physical improvements. The goal of the planning process was to build on existing transit and pedestrian improvements with the participation of community stakeholders.

Transit Coordination Implementation Plan

Over the last four years, Muni has been participating in MTC's Transit Connectivity Working Group to help develop a Bay Area Transit Connectivity Plan. The working group reviewed and commented on various aspects of the MTC's Transit Connectivity Study. One of Muni's concerns is that the plan should include the improvement of intra-agency transit connectivity as well as interagency connectivity; however MTC's focus is on interagency connectivity. MTC produced an "MTC Transit Connectivity Report," dated January, 2005, which documents the current status of interagency transit connectivity in the Bay Area and recommends ways to improve it.

In early 2005, MTC initiated its Transit Connectivity Plan project, funded by Regional Measure 2. The purpose of this project was to prepare a Transit Connectivity Plan consistent with the requirements of SB 916 and subsequent passage of Regional Measure 2. Muni continued to participate with MTC on the Transit Connectivity Technical Advisory Committee (TAC) and reviewed and commented on the MTC project to develop a Transit Connectivity Plan. One of Muni's primary recommendations has been that a higher priority for further consideration and ultimately for funding should be given for wayfinding signage at interagency hubs and other cost effective tools that will aid transferring and interagency connectivity.

In April 2006, MTC adopted Resolution 3055, Revised, which adopted the Transit Connectivity Plan and incorporated its findings and recommendations into MTC's Transit Coordination Implementation Plan. The Connectivity Plan presents general findings and improvement strategies for regional transit hub-related improvements, including wayfinding signage and transit information displays. The MTC plan selected 21 regional transit hubs and the Bay Area's three international airports as the initial regional interagency hub network. The following four regional transit hubs in San Francisco are included in the initial hub network: San Francisco Ferry Terminal / Embarcadero BART/Muni Station; Civic Center BART/Muni Station; Montgomery BART/Muni Station / Transbay Terminal; and San Francisco Caltrain Station at Fourth & King. The SFMTA has continued to work with MTC on the TAC to review existing conditions and recommend general improvement strategies at the four hubs in San Francisco. A pilot program was underway at the Embarcadero Station and Ferry Building as of late 2007. MTC has identified funding for implementing Hub Signage Program improvements at the network of regional hubs, focusing on wayfinding signage and regional transit information. As part of the process to move the Hub Signage Program forward, Muni will continue to work with MTC and the other regional transit operators in the preparation of the hub signage concept plan for each of the four regional transit hubs in San Francisco and in the design and implementation of these regional transit hub signage improvement projects.

511 Traveler Information System and 311 Call Center

Muni was a pilot participant for the regional 511 traveler information system. This MTC system brings together route, schedule and fare information for all transit services in the Bay Area. This includes a web-based trip planner that allows a user to build a transit itinerary on-line. The toll-free telephone information number also provides up-to-the-minute information on traffic conditions and incidents, details on public transportation routes and fares, instant carpool and vanpool referrals, bicycling information and more.

Citizen questions and complaints on all SFMTA services can be called in to “3-1-1” (the new San Francisco City and County government call center). 3-1-1 provides interpreters and can also provide data on the type of calls received. The 3-1-1 operators have answers to many common questions, as well as detailed contract information for specific queries they cannot answer.

Community Relations

SFMTA Community Relations (CR), which is part of the SFMTA External Affairs Division, plays a key role in managing the agency’s relationship with the community. Its primary focus is to plan and implement communications strategies related to any SFMTA project that impacts customers, the community or our stakeholders. Additionally CR works with internal and external partners to implement a wide array of prominent civic events. CR also manages a number of employee communications functions, produces both employee recognition events and all major agency public events, assists the Executive Director’s office in a variety of External Affairs functions, and provides crucial support to Media Relations. Finally, CR represents the agency in significant regional transit initiatives.

CR is committed to fulfilling the SFMTA Strategic Plan goal for community relations: “to improve the customer experience, community value, and enhance the image of the SFMTA, as well as ensure the SFMTA is a leader in the industry.”

Communications Strategies for Key Agency Projects

At any given moment, the SFMTA has a wide variety of capital projects, service changes, or agency initiatives in process. The task of Community Relations is to assess the community impacts and benefits of each project and to craft strategies for communicating these impacts and benefits effectively to customers, residents, merchants, stakeholders, elected officials and their staffs. This requires establishing effective working partnerships with internal customers as well as serving as the liaison to the public. For each project a comprehensive communications plan is drafted with specific deliverables designed to maximize the agency’s ability to implement crucial projects with the broadest possible public engagement. The communications channels the agency utilizes are vehicle signage, station banners, take one brochures, kiosk posters, rider alert stop signage, email stakeholder alerts, website postings, merchant and resident corridor walks, community meetings and tabling, and the placement of ads in strategic media outlets. The department also mobilizes Service Quality Teams comprised of SFMTA personnel to assist with customer service functions and to distribute collateral materials.

Recent implementation of comprehensive communications strategies were the rider transition campaign for the T-Third line launch, the SEIS/SEIR process for the Central Subway, West Portal Track Replacement Project, the Subway Overhead Project, and agency participation in the recent All Star Game and FanFest.

Civic Events

Each year there are dozens of major civic events in San Francisco. Examples include the Bay to Breakers, Gay Pride, Chinese New Year, the St. Patrick’s Day parade, the SF Marathon, and a host of others that impact Muni service and require traffic and/or Muni re-routes. Each event requires that Community Relations work with other City departments to ensure a safe and

smooth experience for our customers. Community Relations works with SFMTA Operations, the San Francisco Police Department, the Mayor's Office, the media, and our stakeholders to design outreach, signage, and collateral materials to communicate the impacts and benefits of these events to our customers.

Internal Employee Communications

Community Relations works with the Executive Director and the Director of External Affairs to ensure timely, accurate, and effective employee communications. Every quarter the department drafts, produces, and distributes the SFMTA Employee Newsletter. The department also helps to promote and educate employees about other key initiatives. Examples include SFMTA Family Day, rail and bus rodeos, and the annual Combined Charities campaign, as well as numerous smaller initiatives that require distributing key information to SFMTA employees.

Employee Recognition

Community Relations plans and produces all major employee recognition events. The two most significant are the annual Safe Driver Awards Banquet and the famous Cable Car Bell Ringing Contest. These events require extensive planning, major logistical support, internal employee communications, and significant interaction with elected and government officials as well as effective liaison with the media and stakeholders. The result is events that showcase the accomplishments and dedication of SFMTA staff, while also enhancing the image of the agency.

Regional Transit Initiatives

As the largest transit agency in the region, the SFMTA plays a significant ongoing role in regional transportation initiatives that require public and customer involvement. For the third consecutive year, the SFMTA is participating in the annual Spare the Air/Free Transit campaign. Community Relations works with the Metropolitan Transportation Commission, the Bay Area Air Quality Management District, and SFMTA Operations to promote free transit on declared Spare the Air days. Community Relations is also participating in the planned deployment of the new regional TransLink smartcard.

The Future

Community Relations staff is actively integrating its plans and procedures into the newly created External Affairs Division of the SFMTA. The intention is to participate in building an External Affairs Division that more effectively integrates community relations, media relations, government relations, marketing and customer service so as to provide an enhanced experience for our customers, as well as to more effectively engage the public and the community in the agency's vision for the future of transportation in San Francisco. Specifically, additional Community Relations staff will be hired, a new district-based approach to customer and constituent issues will be implemented and innovative strategies will be employed to reach target audiences for all major agency initiatives.

Marketing

Our ComMUNity

Continuing Muni's focus on community, the agency launched the "At Work In My ComMUNity" campaign in early 2005. The purpose of this campaign was to publicly show Muni's dedication and effort toward hiring local workers. The campaign featured many of the valuable employees that have been hired from the local communities along our Third Street Light Rail project. Unlike some prior campaigns, this project was not shot in the studio. The participants were photographed on the job in their actual work environments. Campaign elements included bus shelter ads, bus side billboards, and vehicle interior ads.

ComMUNity Artists

For as long as anyone can remember, San Francisco has been a city filled with burgeoning artists. Over the past year, Muni has been doing its part to support these individuals through its Rolling Gallery projects. First was the partnership with the Academy of Art University, in which 80 Muni buses were turned into rolling student art galleries. Over 1,500 reproductions of fine art, photography, illustration, and sculpture were displayed throughout the Muni system. The second rolling gallery entitled "View From The 22," featured photography taken in and around our 22-Fillmore bus line. This project was also picked up by the San Francisco Art Commission and featured in its basement gallery at City Hall.

Signage

Currently, Muni is developing and implementing new public signage. The initial stage of the project focuses on the most heavily trafficked pedestrian areas around Muni service, such as the entrances to all of the underground Metro stations. These areas now have kiosks with informational posters and brochures detailing how to ride the system, safety issues, Muni pass vendor locations, and accessibility information. Wherever possible, signage will be in English, Chinese, and Spanish. The station agent's booths are undergoing a significant face-lift and will soon be a symbol of Muni's new look. Muni is also focusing on bus stop signage which, in many places, has deteriorated. Signs were replaced first along the Van Ness corridor, and replacements along Market Street are currently under way.

Marketing

Marketing is an important element of any large service organization. It is the process through which an organization informs its customers of its products and services, attracts new customers, and establishes a positive presence. Proposition E required the SFMTA to establish and implement an ongoing and evolving marketing plan for the organization. Each year, the marketing department produces a plan which is adopted by the SFMTA Board. The plan has several focal points, delineating ways in which the SFMTA can improve its public image, increase revenues, and improve communication with the riding public and the citizens of San Francisco. It is updated as needed and requires regular evaluations in terms of effectiveness and implementation.

SFMTA Corporate Identity

Although the actual combining of DPT and Muni took place more than two years ago, the effects of this union have only recently begun to show publicly. The SFMTA is embarking on a new era for both of these organizations that have now become one force in San Francisco. The

Marketing department works to build and maintain the SFMTA's visual identity by creating a corporate style guide as well as working with individual agency departments to develop graphic designs for everything that is seen by the public. This year the agency will take significant steps toward improving and replacing most Metro signage with a new look and updated information.

T-Third Marketing

As part of the launch of the SFMTA's new T-Third line, Marketing and Community Relations jointly implemented a grass roots/personal outreach marketing and communications effort directed to the diverse communities along the new T-Third alignment. Additionally, this campaign targeted audiences that were affected by the restructuring of service associated with the new line, such as the Castro, and those communities affected by the new 9 and 15 service. This joint effort consisted of three critical areas of focus: (1) safety around trains, (2) distribution of service related information, and (3) the marketing/advertising of the T-Third line.

"This is How We Roll" T-Third Television and Radio Campaign

In an effort to promote the new T-Third service, the Marketing department created two commercials which focused on the T-Third as a "model corridor," showcasing the new SFMTA and the roll out of high technology services that enhance all transportation such as SFgo, signal pre-emption, and transit right-of-way. The commercials began airing on over 20 cable television channels in March, 2007 and will continue to air as public service announcements on SFGTV as well as several other local television stations.

Metro Station and Vehicle Signage

The introduction of the T-Third rail line required that Muni make changes to its existing Metro signage. This was a perfect opportunity for the SFMTA to design an entirely new system of signage in our Metro stations. The new system is the bi-product of broad research and testing of other signage systems in order to create a user-friendly, modern, and aesthetically appealing signage system. The signage project included updating all signage in Metro Stations, as well as all of the on-board information and map decals inside Muni's light rail vehicles.

SFMTA Website

This year Marketing staff launched the new SFMTA website. This website combined the Muni website with numerous websites within DPT under the umbrella of the SFMTA. Through the new site, visitors should be able to find everything they need to know in regards to the Muni bus, light rail, trolley, and cable car service, as well as the bicycle and pedestrian programs, traffic engineering, and parking management. The new site has a fresh design which contains clear links at the top of each page with descriptive text in the body below. The purpose of the redesign is to improve navigation and communication for users, and enhance the online presence of the SFMTA. This effort will ensure that the web content will work in any browser and can be seen at any Internet speed.

Website staff will also continue to work with the Technology Department of the Rose Resnick Lighthouse for the Blind and Visually Impaired to make the site accessible to people with visual impairments. This includes: larger type font, descriptions of art, and additional navigation support for screen readers.

Parking and Traffic Division

As part of the combining of DPT and Muni, Marketing staff are now also actively involved in the marketing of Parking and Traffic projects such as Walk to School Day, Bike to Work Day, as well as programs like the Color Curb Program, Towed Vehicles, and Residential Parking Permits. This year the SFMTA released a print campaign announcing online sales of Parking Meter Cards and Fast Passes ® . This is one of the first campaigns in which we have jointly promoted Muni and Parking and Traffic products. Joint marketing promotions will continue now that the SFMTA has launched the new SFMTA Customer Service Center, with both Parking and Traffic and Muni products under an SFMTA storefront.

Future

The SFMTA is working toward the future with the rollout of new technologies. Promoting the SFMTA's high-tech core, LCD touch-screen-based kiosks have been designed, which will be placed in 10 primary locations throughout the city. The kiosks will allow patrons to access real-time information from NextMuni, 511, and SFMTA.com. Over the next year the SFMTA will also be implementing our new TransLink ® fare payment system which allows transit customers to pay fares on all Bay Area transit systems with a single, reloadable smart card. Marketing will actively promote them, visibly demonstrating the SFMTA's commitment to keeping up with the needs of numerous technology-savvy customers.

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