

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 686,000 riders each weekday, totaling over 216 million annual passenger trips, making Muni the most heavily used transit system in the Bay Area and seventh 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 and communications and marketing efforts are also described. It includes ridership numbers as well as various performance indicators used to evaluate Muni's performance, and results of those evaluations.

Service Design

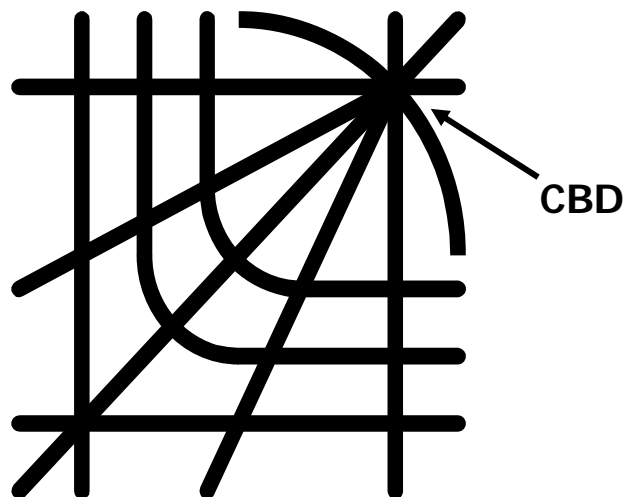
The Municipal Railway's service is based on service design standards. These standards guide decisions to determine the spacing of routes throughout the City, the frequency of buses and streetcars, the spacing of stops along a line, and the average loads experienced by passengers on vehicles. The standards 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.

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. 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.

Figure 10: Diagram of Muni's "Modified Grid" Service



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. 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 1990s.

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.
- 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 11 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 12, when averaged over the two-hour peak. Note that cable cars are equivalent to a 40’ vehicle.

Figure 11: 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 12: Muni’s Planning Load Factors

Vehicle	Maximum Load for Planning Purposes
30’ Coach	45
40’ Coach	63
60’ Coach	94
LRV	119
PCC	70

- 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 nearside 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 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.
- 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 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.

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 79 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 circumferential; and Community Service lines are the lines that fill in the gaps or serve difficult topography. In addition, Muni operates a number of regular routes and two special owl service routes between the hours of 1AM and 5AM. Figure 13 shows the distribution of service between these five types of lines for an average weekday.

Figure 13: Service By Line Type

	No. of Routes	% of Total
Radial	36	66.3%
Crosstown	13	23.4%
Community	12	6.3%
Express	16	2.5%
Owl	2	1.6%
Total	79	100%

Significant Service Changes

There have not been major service changes since the last SRTP was published. 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 2006, articulated motor coaches from the 15-Third line will be available for reassignment to other lines experiencing heavy ridership demand. The current candidate lines that may receive the additional articulated motor coaches are the 9X/9AX/9BX-San Bruno Expresses, 30X-Marina Express, the Richmond District Expresses, the 71-Haight-Noriega, and the 28-19th Ave. The 5-Fulton is a candidate for articulated trolley coach operation.

Below are 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.

FY06 Service Adjustments

The adopted FY06 budget is predicated on adjustments to Muni service that will achieve a net savings for the year of \$13.5 million. This will be accomplished through a combination of line restructuring, increased headways (beyond policy in some cases), and labor efficiencies. The changes were discussed with the public and are scheduled to be implemented in late August 2005. This section summarizes the service reductions planned as of May 6, 2005.

Planned Changes in Routing, Vehicles, and Hours and Days of Service

- **2-Clement:** Route via California rather than Euclid between Masonic and Arguello.
- **4-Sutter:** Discontinue mid-day service, and operate only between downtown and Sutter and Presidio during peak periods.
- **7-Haight:** Discontinue weekday mid-day and weekend service. Also see planned changes in frequency below.
- **9-San Bruno:** Discontinue weekday peak short trips that only go as far as SF General Hospital.
- **9ax/9bx/9x-San Bruno Express:** Use additional articulated buses.
- **10-Townsend:** Discontinue weekday evening and weekend service.
- **16ax/16bx-Noriega Express:** Discontinue service between Market Street and Caltrain.
- **26-Valencia:** Discontinue service south of Balboa Park. Also see planned changes in frequency below.
- **27-Bryant:** A route change via Eddy instead of O'Farrell on trips toward the Mission District is under consideration—but may not be implemented Aug. 27. Also see planned 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 dropoff-only stops served on request only.
- **52-Excelsior:** Discontinue service between Burbank Middle School and Mission & Geneva. Also see planned changes in frequency below.
- **54-Felton:** Re-route in the Excelsior District to serve streets between Persia and Geneva currently used by the 52-line. The 54 will then continue along Geneva Avenue to reach the Balboa Park BART station, and resume its current route to the Daly City BART station. Also see planned changes in frequency below, including improved daytime frequencies.
- **66-Quintara:** Discontinue service between the Inner Sunset District and Downtown. This only affects rush-hour service. Also see planned changes in frequency below.
- **67-Bernal Heights:** Re-route clockwise loop via Crescent instead of Richland, and via Valencia.
- **71-Haight/Noriega:** Use articulated buses on weekends. Also see planned changes in frequency below.
- **82x-Presidio Express:** Reduce afternoon service from 5 trips to 2 trips.

- **J-Church:** A future proposal to extend the J-line to the Caltrain depot will be limited to weekday peak hours only. (This will not take place until at least June 2006.)

Planned Changes in Frequency

Figure 14 shows planned changes to service frequencies. Some of these lines may also have other changes, which are summarized above.

- Frequencies are only shown where a change is planned.
- All service shown is weekday except as noted.
- **J, K, L, M, and N** lines may have some weekday reductions to early morning and late afternoon service (4-5 PM) which are not reflected in the chart below. Evening rush hour service may also operate later than at present.
- **6 and 71** lines will be adjusted midday so each line operates on the same frequency, balancing service requirements on lower Haight Street. These are not reflected in the chart below
- Other changes may be planned to other lines.

Increased Reliability

In conjunction with the planned adjustments to service levels, Muni will also restore its roster of reserve, or “extra board,” operators to 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, resulting in an inadequate “extra board” reserve and consequent unfilled operator assignments. This has led to erratically reduced Muni service, perceived by riders as diminished service reliability. Muni’s ability to reliably operate these adjusted service levels will be significantly enhanced.

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 14: Weekday Frequency Proposals

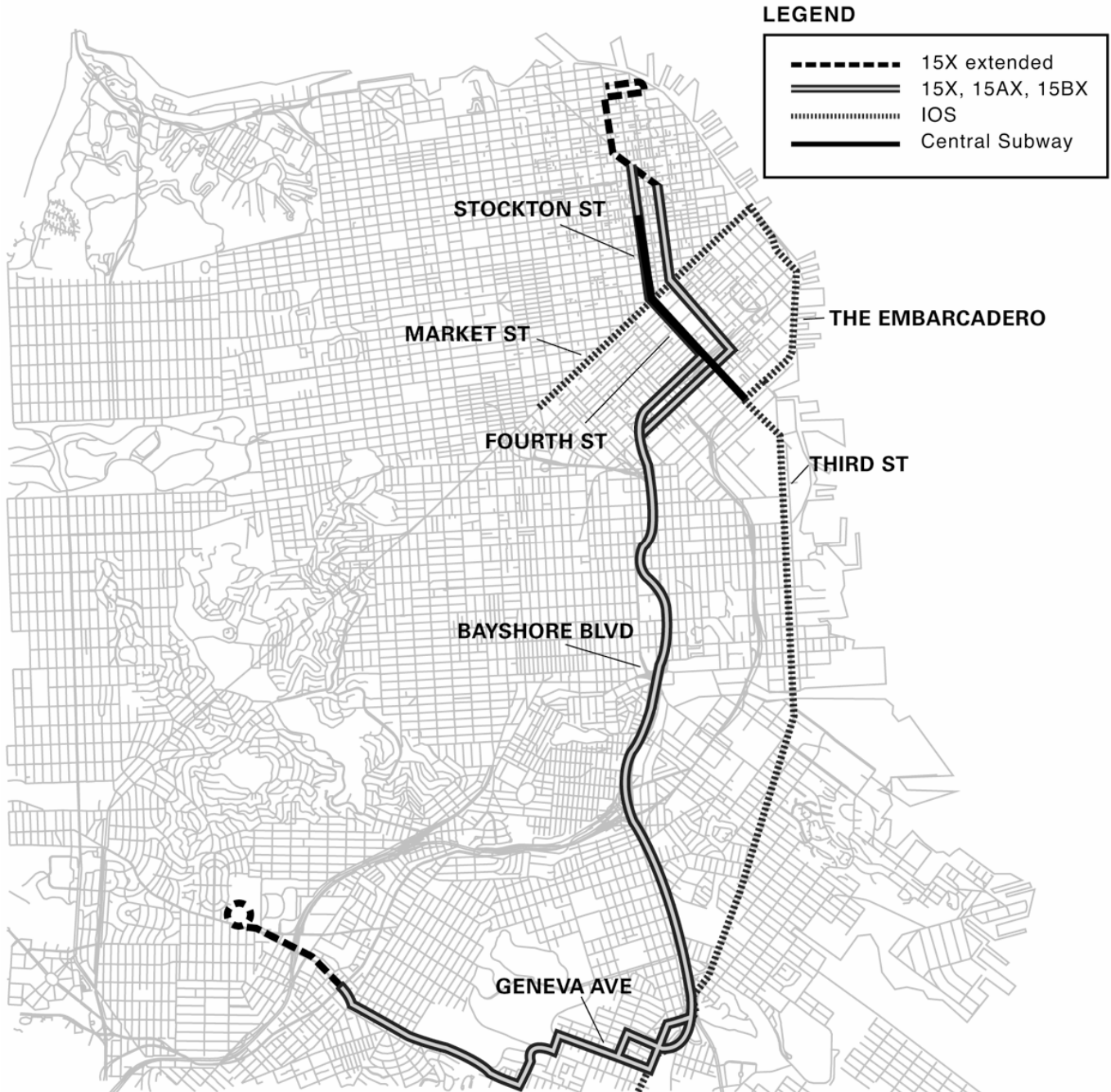
Line	Current AM Peak	Planned AM Peak	Current Mid-day	Planned Mid-day	Current PM Peak	Planned PM Peak	Current Evening	Planned Evening
1			5	6				
4	10	15	20	Use 2 or 3-line	10	15		
5					4	5	15	20
7	12	15	12	Use 6 or 71-line	12	15		
12							20	30
14	5 (10 south of Lowell)	6 (12 south of Lowell)	6	8	5	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				
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

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

Third Street

Third Street changes, and changes for the Central Subway service, are described in Chapter 3. Figure 15 shows the Third Street service changes.

Figure 15: Map of Third Street Service Changes



Mission Bay

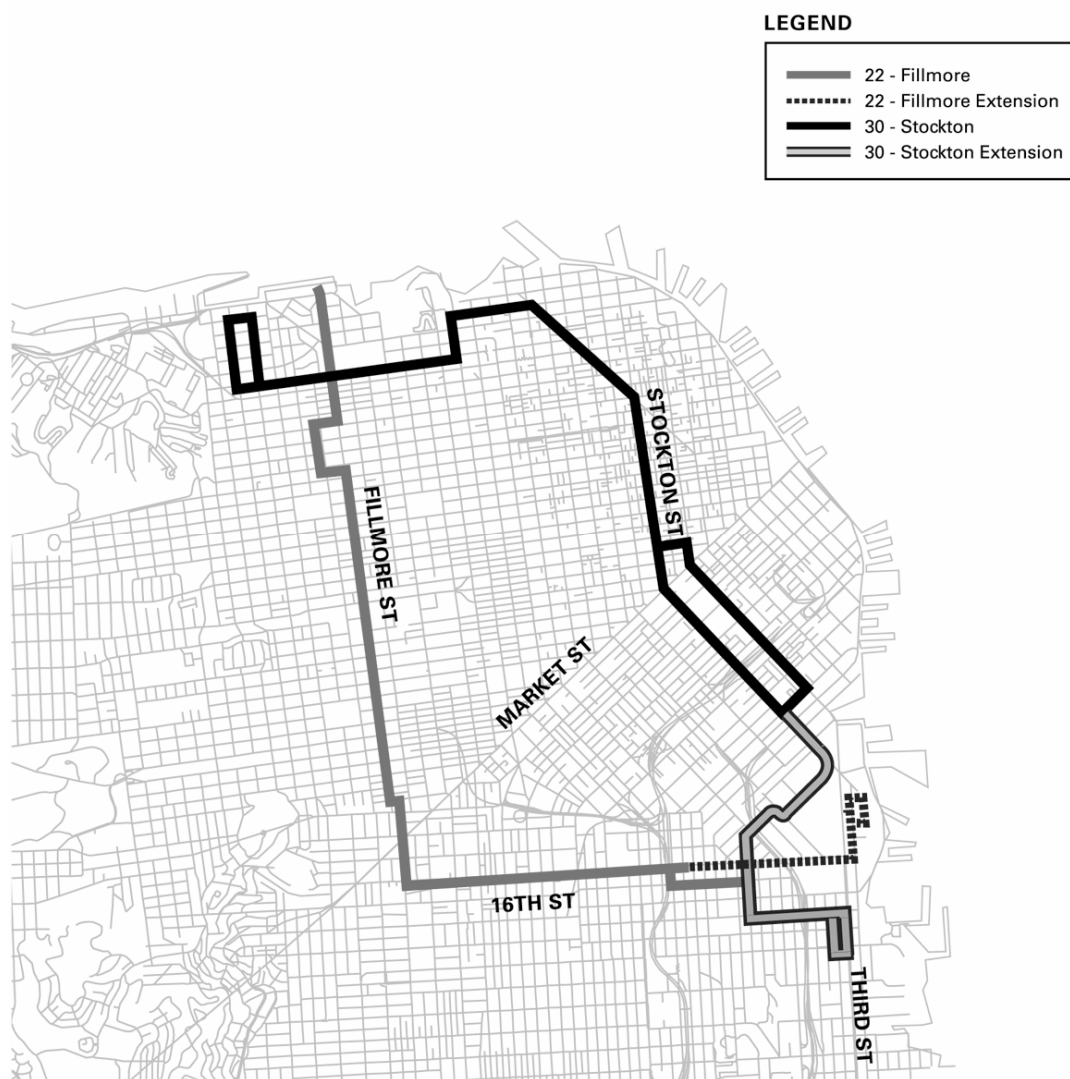
In approximately 2008, Muni will begin work on trolley coach extensions to accommodate new ridership in Mission Bay as employment and residential development increase in that area. The expected changes include:

- Reroute 22-Fillmore onto 16th Street east of Kansas Street to a terminal on Third Street in Mission Bay. Since the 22-Fillmore currently serves the Potrero Hill and Dogpatch neighborhoods, this extension to Third Street may be served by the 33-Stanyan as an interim measure. This service change requires overhead wires to be constructed on 16th Street between Kansas and Third, and a terminal loop at Third. There are many safety concerns about the Caltrain grade crossing at 16th and Seventh streets that must be resolved. A grade separation could be investigated.

Due to delays in funding availability, the overhead wires may not be constructed in time; in that case, Muni could operate a temporary motor coach service on 16th Street. This service is a last resort, and Muni will make every effort to operate this for the shortest period possible, with clean diesel vehicles.

- Extend either the 30-Stockton or 45-Union/Stockton trolley coach line from its existing terminal at Fourth and Townsend, through Mission Bay, and over a portion of the current 22-line on Potrero Hill to the existing 22-line terminal at Third and 20th Street. Analysis of Mission Bay service demand indicates that operating one-third the current level of service on Stockton Street with 40-foot coaches would provide adequate service. This service requires the Mission Bay project to complete construction of new streets and significant funding for overhead wires and additional vehicles. These service changes may require six additional standard trolley coaches. This service also requires crossing Caltrain at-grade.

Figure 16: Map of Mission Bay Service Changes



Other Future Service Proposals

All of these proposals would require additional operating funding, so they are possible but not scheduled. Other possible service changes that require expansion of the existing system are described in the next chapter.

Richmond District Expresses: In response to rising demand and a lengthening peak period, Muni has considered adding service on several Richmond District express bus lines. Anticipated changes would include adding trips (operating more frequently) and operating later in the evening on the 1AX, 1BX, 31AX, 31BX, 38AX and 38BX lines.

Reliability Improvements: Muni's Schedules section conducted a Schedule and Headway Adherence Study to determine if the current scheduled running times on all Muni lines are adequate for the actual conditions encountered in everyday operation. The analysis found that an overall increase in the number of peak vehicles is required to provide the existing scheduled service levels. By creating new schedules with more realistic running times and expanding the fleet to provide the additional service, Muni could significantly improve reliability for passengers. This improvement would require additional vehicles and operating funds that are not in this SRTP's CIP or operating forecast. This proposal has been deferred for further evaluation.

Increased Service to Meet Demand: It is anticipated that Muni will need to expand service on the Metro by about 2015. Although the exact extent of this increased service demand cannot yet be estimated, Muni is anticipating that additional LRVs will be required and is reflecting this expectation in the Fleet Plan, though acquisition of these vehicles is not funded. As ridership trends develop, future editions of this document will include specific service proposals, including the impact on revenue hours, revenue miles, and vehicle demand and associated capital and operating funding needs.

Ridership

Data Collection Methodology

The Municipal Railway is required to provide data to the Federal Transit Administration (FTA) as part of the National Transit Database (NTD). The main purpose of this data is to estimate 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 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). The policy lines are grouped together, and ridership is estimated for the lines as a group. There is a baseline for each weekday line, but not all Saturday and Sunday lines have baselines. Those lines without baselines are called policy lines, and are grouped together by mode. 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 we are completing baselines for all Sat/Sun Trolley Coach lines, so next year there will be a policy line figure for motor coaches only. The table below 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

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the annual ridership for all lines together. Individual line ridership figures do not reach this degree of certainty.

Ridership numbers for FY04 are shown in Figure 17. The historical annual ridership is shown in Figure 18 and graphed in Figure 19.

Figure 17: Line-by-Line Ridership, FY04

Line	Name	Mode	Route Type	Avg Wkday	Wkday Check	Wkday Baseline	Avg Sat	Sat Check	Avg Sun	Sun Check
F	Market & Wharves	LR	Radial	13,950	2/04	4/01	15,193	5/04	12,327	2/03
J	Church	LR	Radial	17,374	2/04	9/00	7,435	5/04	6,088	2/04
K	Ingleside	LR	Radial	20,289	2/04	6/85	12,598	5/04	8,817	2/04
L	Taraval	LR	Radial	30,326	2/04	6/85	14,054	5/04	12,197	2/04
M	Ocean View	LR	Radial	26,182	2/04	6/85	13,427	5/04	12,084	2/04
N	Judah	LR	Radial	37,753	2/04	5/85	25,591	5/04	19,404	2/04
1	California	TC	Radial	25,618	11/03	1/03	16,210	2/04	12,481	2/04
1AX	California A Express	MC	Radial	799	9/03	5/02	NA	NA	NA	NA
1BX	California B Express	MC	Radial	1,380	10/03	5/02	NA	NA	NA	NA
2	Clement	MC	Radial	5,574	1/04	6/02	Policy	NA	Policy	NA
3	Jackson	TC	Radial	2,901	1/04	1/01	3,408	4/04	Policy	NA
4	Sutter	TC	Radial	3,832	2/04	1/01	NA	NA	NA	NA
5	Fulton	TC	Radial	13,256	11/03	6/00	9,112	3/04	8,368	9/03
6	Parnassus	TC	Radial	7,819	9/03	1/01	3,931	5/04	Policy	NA
7	Haight	TC	Radial	5,740	10/03	1/01	3,342	5/04	2,726	9/03
9	San Bruno	MC	Radial	17,322	11/03	10/98	9,076	4/04	8,956	2/04
9X	San Bruno Express	MC	Radial	9,543	3/04	3/04	7,708	4/04	NA	NA
9AX	San Bruno A Express	MC	Radial	2,881	3/04	3/04	NA	NA	NA	NA
9BX	San Bruno B Express	MC	Radial	2,351	3/04	3/04	NA	NA	NA	NA
10	Townsend	MC	Radial	2,518	11/03	8/01	976	10/03	1,097	5/04
12	Folsom	MC	Radial	7,318	4/04	5/01	Policy	NA	Policy	NA
14	Mission	TC	Radial	40,492	4/04	9/02	22,869	10/03	22,856	10/03
14L	Mission Limited	MC	Radial	4,167	5/04	11/02	5,753	10/03	NA	NA
14X	Mission Express	MC	Radial	2,582	6/04	11/02	NA	NA	NA	NA
15	Third Street	MC	Radial	25,321	11/03	11/03	12,900	11/03	16,182	5/04
16AX	Noriega A Express	MC	Radial	803	4/04	4/03	NA	NA	NA	NA
16BX	Noriega B Express	MC	Radial	833	5/04	4/03	NA	NA	NA	NA
17	Park Merced	MC	Feeder	1,326	6/04	7/02	Policy	NA	Policy	NA
18	46th Ave	MC	Crosstown	3,234	4/04	5/03	Policy	NA	Policy	NA
19	Polk	MC	Radial	9,446	5/04	8/01	5,552	2/04	3,348	2/04
21	Hayes	TC	Radial	14,116	5/04	11/00	5,149	3/04	4,671	9/03
22	Fillmore	TC	Crosstown	19,576	6/04	7/04	14,563	10/03	14,104	5/04
23	Monterey	MC	Crosstown	4,189	6/04	8/03	Policy	NA	Policy	NA

Line	Name	Mode	Route Type	Avg Wkday	Wkday Check	Wkday Baseline	Avg Sat	Sat Check	Avg Sun	Sun Check
24	Divisadero	TC	Crosstown	13,672	4/03	4/03	Policy	NA	Policy	NA
26	Valencia	MC	Radial	4,393	4/04	12/01	Policy	NA	Policy	NA
27	Bryant	MC	Radial	9,022	10/03	8/02	Policy	NA	Policy	NA
28	19th Ave	MC	Crosstown	12,075	11/03	12/99	9,411	4/04	5,977	10/03
28L	19th Ave Limited	MC	Crosstown	2,384	9/03	12/99	NA	NA	NA	NA
29	Sunset	MC	Crosstown	15,626	9/03	10/01	Policy	NA	Policy	NA
30	Stockton	TC	Radial	28,997	3/04	3/97	27,707	7/03	14,533	2/04
30X	Marina Express	MC	Radial	1,850	2/04	9/98	NA	NA	NA	NA
31	Balboa	TC	Radial	9,603	4/04	9/94	4,529	7/03	3,540	6/04
31AX	Balboa A Express	MC	Radial	918	3/04	6/02	NA	NA	NA	NA
31BX	Balboa B Express	MC	Radial	770	1/04	6/02	NA	NA	NA	NA
33	Stanyan	TC	Crosstown	5,907	5/04	9/04	3,574	1/03	Policy	NA
35	Eureka	MC	Feeder	812	2/04	2/03	Policy	NA	Policy	NA
36	Teresita	MC	Feeder	1,487	3/04	1/99	Policy	NA	Policy	NA
37	Corbett	MC	Feeder	1,612	1/04	6/02	Policy	NA	Policy	NA
38	Geary	MC	Radial	29,517	4/04	11/96	40,469 (Inc. 38L)	3/04	27,936	6/04
38L	Geary Limited	MC	Radial	17,955	6/04	11/96	NA	NA	NA	NA
38AX	Geary A Express	MC	Radial	740	2/04	6/02	NA	NA	NA	NA
38BX	Geary B Express	MC	Radial	1,056	3/04	6/02	NA	NA	NA	NA
39	Coit	MC	Feeder	307	1/04	10/98	Policy	NA	Policy	NA
41	Union	TC	Radial	3,487	1/04	2/03	NA	NA	NA	NA
43	Masonic	MC	Crosstown	14,975	2/04	9/99	Policy	NA	Policy	NA
44	O'Shaughnessy	MC	Crosstown	11,939	3/04	1/02	8,394	7/03	4,655	9/03
45	Union/Stockton	TC	Radial	12,512	2/04	9/04	10,863	8/03	12,564	3/04
47	Van Ness	MC	Crosstown	13,271	1/04	10/01	Policy	NA	11,433	9/03
48	24th St	MC	Crosstown	9,540	2/04	1/03	Policy	NA	Policy	NA
49	Van Ness/Mission	TC	Crosstown	28,928	3/04	4/03	Policy	NA	Policy	NA
52	Excelsior	MC	Feeder	3,156	3/04	7/02	Policy	NA	Policy	NA
53	Southern Heights	MC	Feeder	1,320	4/04	8/00	Policy	NA	Policy	NA
54	Felton	MC	Feeder	5,708	5/04	4/04	Policy	NA	Policy	NA
56	Rutland	MC	Feeder	133	6/04	2/03	77	3/04	102	2/04
59	Powell & Mason	CC	Cable	8,198	4/04		8,055	4/04	7,896	4/04
60	Powell & Hyde	CC	Cable	9,114	4/04		8,862	4/04	10,071	4/04
61	California	CC	Cable	4,325	4/04		4,449	4/04	3,059	4/04
66	Quintara	MC	Radial	774	5/04	11/98	Policy	NA	Policy	NA
67	Bernal Heights	MC	Feeder	2,471	5/04	2/03	Policy	NA	Policy	NA
71/ 71L	Haight/Noriega	MC	Radial	12,239	9/03	4/02	12,418	8/03	Policy	NA

Line	Name	Mode	Route Type	Avg Wkday	Wkday Check	Wkday Baseline	Avg Sat	Sat Check	Avg Sun	Sun Check
76	Marin Headlands	MC	Radial	NA	NA	NA	NA	NA	423	9/03
80X	Gateway Express	MC	Radial	152	7/03	7/03	NA	NA	NA	NA
81X	Caltrain Express	MC	Radial	117	8/03	8/03	NA	NA	NA	NA
82X	Levi Plaza Express	MC	Radial	351	8/03	8/03	NA	NA	NA	NA
88	BART Shuttle	MC	Feeder	1,077	6/04	10/98	NA	NA	NA	NA
89	Laguna Honda	MC	Shuttle	149	1/04	12/02	Policy	NA	Policy	NA
90	Owl	MC	Owl	245	2/04	3/03	Policy	NA	Policy	NA
91	Owl	MC	Owl	267	3/04	9/98	Policy	NA	Policy	NA
108	Treasure Island	MC	Radial	2,024	1/04	1/00	1,453	7/03	786	1/04
	Policy	MC	Various	NA	NA		78,234	Various	71,271	Various
	Policy	TC	Various	NA	NA		34,275	Various	35,340	Various
	TOTAL			685,984			461,491		375,291	

Ridership Demographics: Origin and Destination Study

In early 2004, an Onboard Transit Survey collected passenger trip and demographic information for all Muni routes. The goals were to develop a rich data set describing the trip-making patterns of transit riders within the city, and to integrate previously collected household survey data in order to recalibrate the SFCTA’s Travel Demand Forecasting Model. Projects as wide-ranging as the Geary Bus Rapid Transit Study, Muni’s Central Subway project, and the Folsom Street Strategic Analysis Report, are already benefiting from this data. The study was funded by multiple sources including Proposition K and funds from the Metropolitan Transportation Commission, and was sponsored by SFCTA in cooperation with Muni.

In addition to collecting information on trip locations, the survey queried passengers on demographics, transfers, and fare payment. Data was collected over a seven-week period in February and March, 2004. The final survey database comprises more than 15,000 completed passenger surveys, representing a response rate of 28 percent and a system-wide confidence level of 95% with a margin of error of ± 0.8%.

The questionnaire contained 19 pre-coded and respondent provided questions designed to assess origin and destination points, trip patterns, frequency of use, and passenger demographics. The survey found that 93% of the system riders were San Francisco residents. The majority of Muni passengers are female; low-income riders were also more likely to be women. Women were also more likely to be transit-dependent than men (i.e., no auto was available for the trip).

Forty-one percent of all bus passengers and 25% of rail passengers had annual household earnings of less than \$25,000, but Muni also carries large numbers of passengers from middle- and high income households: 11% of bus and 22% of rail passengers are from households with more than \$100,000 annual income. Most Muni passengers (85%) walk to their stop. Very few riders are dropped off, share a ride, or drive to the stop.

Other significant results are

- The vast majority of passengers can travel to their final destination without transferring.
- About half paid for the trip with a Fast/Senior/Student Pass.
- Most passengers walk both to the bus stop and to their final destination after traveling on the Muni system.

- If passengers have to transfer to or from another transit system, they typically transfer to or from another Muni line.

Figure 18: Historical Annual Ridership

	Motor Coach	Trolley Coach	LRV	Cable Cars	Total
FY88#	96,535,455	96,715,812	39,485,320	11,996,596	244,733,183
FY89@	98,983,281	87,407,602	38,909,382	10,493,594	235,793,859
FY90	96,460,165	86,287,078	40,213,584	10,507,412	233,468,239
FY91	101,229,495	87,018,324	40,043,628	10,641,967	238,933,414
FY92	102,740,036	85,863,908	39,033,872	10,656,676	238,294,492
FY93	99,172,257	81,807,925	39,331,872	9,606,100	229,918,154
FY94	93,993,513	78,752,101	37,615,493	9,555,142	219,916,249
FY95	90,578,855	79,340,117	37,242,661	8,836,599	215,998,232
FY96	89,896,446	77,807,274	36,727,834	9,616,713	214,048,267
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

Summer monitoring began

@ 31-line converted from motor coach to trolley coach

% 47-line converted from trolley coach to motor coach

Figure 19: Annual Ridership Graph 1945-2004

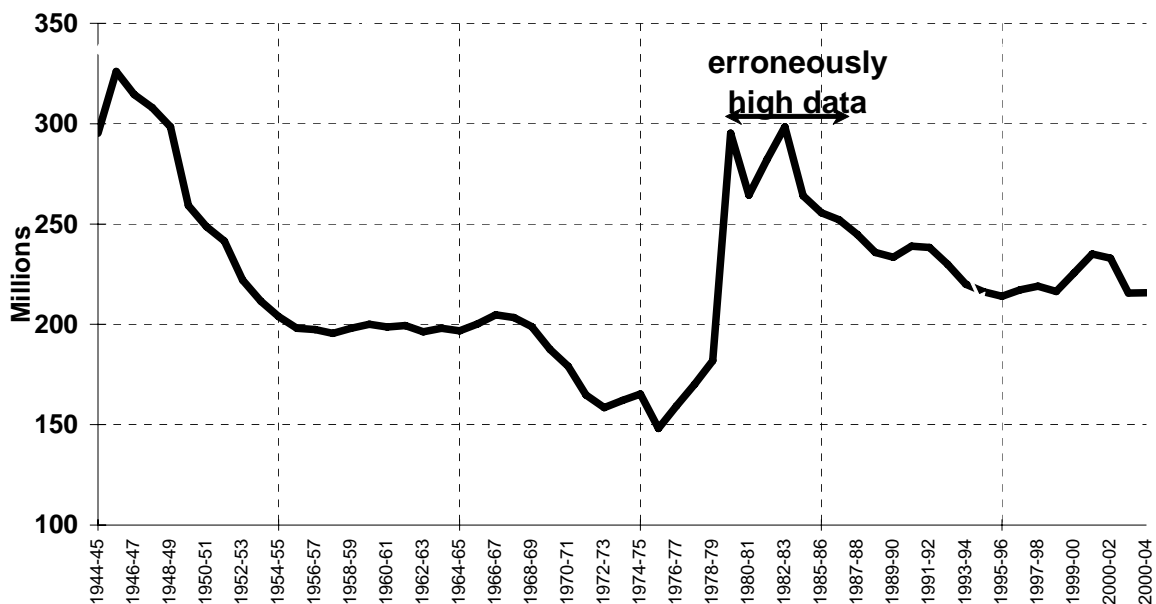


Figure 19 includes some erroneously high data in the early 1980s that is due to both changes in methodology and ridership fluctuation associated with a number of service changes.

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 door-to-door paratransit service for disabled persons 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, the Muni Accessibility Advisory Committee (MAAC) and the San Francisco Paratransit Coordinating Council (PCC), on Muni accessibility and paratransit issues. 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 55 motor coach and trolley coach lines. With the exception of two lines, the 6-Parnassus and the 41-Union, all Muni motor coach and trolley lines are accessible. The 6-Parnassus line is anticipated to be fully accessible during the next fiscal year. It is unclear when the 41-Union line will achieve full accessibility.

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-equipped and have space inside for two wheelchairs. The new vehicles feature the following accessibility elements:

- Wheelchair lifts
- 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
- Extra poles and hand-rails
- Digital Voice Annunciation System (DVAS), which permits automatic audio and visual stop announcements.

Muni Metro Service

The five-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.

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

The Breda LRVs 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.

All stations on the new Third Street Light Rail Line are being constructed as fully accessible high level stops.

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

Paratransit services are available for persons with disabilities who are unable to independently utilize bus and light rail service some or all of the time. Paratransit services are mandated under the ADA. A paratransit broker under contract to the City administers the paratransit program. The paratransit broker manages subcontracts with paratransit service providers, 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 15,500 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, ramp taxi services are available to wheelchair users who are unable to independently transfer into a standard taxicab.
- ADA Access and Lift Van Services: 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.

Paratransit Debit Card Program

Muni is implementing a debit card project to replace taxi scrip as a fare collection mechanism in the Paratransit Taxi program. In October 2004, after a competitive selection process, the City approved a contract with GPS Data Solutions to design and implement the paratransit debit card system. The debit card system will improve capabilities for trip monitoring and verification, provide trip approval in close-to-real time, and will also streamline and reduce the administrative processes associated with taxi scrip transactions and trip invoicing. Debit cards are also easier to handle for senior and disabled consumers who will no longer have to handle bulky books of taxi scrip or complete trip reports after each taxi trip. When the system is fully implemented, approximately 10,000 paratransit taxi customers will conduct fare transactions. They will use a debit card inscribed with a photo ID that will be swiped through mobile data terminals in taxi vehicles.

There is an anticipated 20-month implementation period for full deployment. It is anticipated that the debit card equipment will be leased through the paratransit broker to taxicab companies at a reduced rate.

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 allow 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 paratransit consumers, who have applied to one transit 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 included system reliability goals, shown below, that Muni was tasked to achieve. Figure 20 shows detailed descriptions of the many of the standards and the updated FY05 goal.

Figure 20: Prop E Service Standards and FY05 Goals

Standard	Purpose	July 1, 2005 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%
Missed Scheduled Service Hours	To measure missed service due to either insufficient vehicles or driver unavailability as a percentage of scheduled service hours	1.5%
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.- 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 MTA’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 21, along with actual performance numbers for the past five years.

Figure 21: Service Standards Goals and Actuals, FY00-FY04

Standard	FY99/00	FY00/01 Goal	FY00/01 Actual	FY01/02 Goal	FY01/02 Actual	FY02/03 Goal	FY02/03 Actual	July 1, 2004 Goal	FY03/04 Actual	FY04/05 Goal
A. SYSTEM RELIABILITY										
1a. Percent of vehicles that run on-time	46%	65%	65.5%	70%	71.9%	75%	70.9%	85%	68%	85%
2a. Percent of scheduled service hours delivered	85.6%	96.5%	94.5%	97.0%	97.8%	97.5%	94.5%	98.5%	97.3%	98.5%
3a. Percent of missed scheduled service hours	4.5%	3.5%	5.5%	3.0%	2.2%	2.5%	5.5%	1.5%	2.7%	N/A
4a. Vehicles too full to board	0.15%	<5%	0.00%	<5%	0.33%	<5%	1.62%	<5%	2.11%	<5%
5a. Peak period load factors - percent of capacity	Various	No > 85%	13 Lines Exceeded Goal	No > 85%	8 Lines Exceeded Goal	No > 85%	2 Lines Exceeded Goal	No > 85%	3 Lines Exceeded Goal	No > 85%
6a. Actual headways measured against scheduled	45%	80%	58.8%	85%	72.1%	86%	74.8%	85%	89.2%	85%
7a. Percent vehicle availability	99.8%	98.5%	99.5%	98.5%	99.2%	98.5%	99.6%	98.5%	99.0%	98.5%
8a. Unscheduled absences										
Maintenance Employees	8.0%	7.6%	8.1%	7.7%	7.6%	7.2%	6.2%	5.9%	6.5%	6.1%
Transit Operators	14.1%	12.7%	13.7%	13.0%	12.8%	11.5%	11.1%	10.0%	4.9%	5.0%
Administration Employees	5.3%	5.0%	5.6%	5.3%	6.0%	5.7%	5.0%	4.8%	10.3%	9.3%
9a. Increase miles between road failures										
MC Artic - Flynn	848	1,500	873	1,500	1,929	1,750	2,299	2,000	2,519	2,600
MC-Woods	1,682	3,000	1,902	3,000	1,760	2,500	2,176	2,750	2,502	2,750
MC - Kirkland	2,467	3,000	3,139	3,000	2,391	3,000	2,918	3,000	3,098	3,100
TC Artic - Potrero	477	500	509	750	508	850	541	675	724	700
TC-40' Potrero	678	550	737	800	795	1,000	762	1,000	926	1,250
TC-40' Presidio	903	550	1,002	800	1,223	1,000	1,279	1,000	1,235	1,250
LRV-Boeing	1,920	1,300	1,447	1,300	NA	NA	NA	NA	Retired	NA
LRV-Breda	1,644	1,800	2,246	1,800	3,036	3,000	3,328	3,500	3,162	3,500
PCC	1,378	1,250	905	1,250	1,263	1,250	1,309	1,250	1,095	1,250
Cable Car	3,180	2,530	4,009	3,000	5,521	5,000	5,659	5,500	5,814	5,500
B. SYSTEM PERFORMANCE										
1b. Increase passengers carried by 2%	225,871,947	230,185,284	234,912,825	239,811,082	218,461,742	achieve 224m Total	215,594,593	achieve 224m Total	215,743,701	218,979,855
Motor Coach (annual boardings)	96,394,514	98,322,404	96,032,546	97,953,197	92,259,201		90,890,579		87,471,668	88,783,742
Trolley Coach (annual boardings)	78,480,995	80,030,215	80,889,518	82,485,888	73,968,384		74,398,945		75,215,805	76,344,042
LRV (annual boardings)	41,610,040	42,442,241	49,688,816	50,892,792	44,976,474		42,886,269		45,187,031	45,864,836
Cable Car (annual boardings)	9,206,298	9,390,424	8,312,945	8,479,204	7,257,693		7,418,790		7,869,197	7,997,235
2b. Increase fare revenue overall by \$1.6m in FY2001	\$102,103,466	\$103,703,466	\$104,175,594	\$105,775,594	\$98,181,853	achieve \$100M Total	\$97,367,714	achieve \$117M Total	\$115,537,522	\$117,270,585
Motor Coach (annual cash fares)	\$15,067,705		\$14,504,449		\$14,079,936		\$14,040,087		\$15,578,130	\$15,811,801
Trolley Coach (annual cash fares)	\$13,881,987		\$13,576,560		\$12,104,879		\$12,249,779		\$14,060,901	\$14,271,815
LRV (annual cash fares)	\$9,542,470		\$9,554,673		\$8,300,364		\$7,910,161		\$9,487,988	\$9,630,308
Cable Car	\$12,835,482		\$13,384,768		\$11,045,770		\$11,008,050		\$15,446,312	\$15,678,006
Fast Pass sales	\$45,446,026		\$47,537,279		\$45,859,002		\$44,817,894		\$53,171,122	\$53,988,889
Other fare media	\$5,554,630		\$5,731,066		\$5,957,070		\$6,255,035		\$6,498,416	\$6,595,093
Paratransit revenues	\$764,616		\$865,741		\$1,010,027		\$1,071,099		\$1,271,203	\$1,280,271
Charter Service	\$10,570		\$21,058		\$23,797		\$15,809		\$23,450	\$23,802
3b. Increase hours by 1.2%	2,995,378		3,088,321		3,307,543	achieve 3.6M hours	3,434,404	achieve 3.5M hours	3,419,943	No longer a Standard
Motor Coach	1,377,052	1,393,577	1,405,682	1,422,550	1,544,416		1,661,644		1,601,044	
Trolley Coach	1,014,636	1,026,812	1,015,643	1,027,831	1,056,197		1,070,371		1,091,747	
LRV	474,018	479,708	518,097	524,314	571,349		577,018		587,899	
Cable Car	129,672	131,228	128,889	130,446	135,581		125,373		139,453	
Increase miles by 1.2%	24,298,284	24,589,883	24,735,581	25,032,408	26,813,598	achieve 25M miles	28,767,205	achieve 24M miles	28,642,903	No longer a Standard
Motor Coach	12,395,536	12,544,282	12,477,997	12,627,733	13,427,575		15,463,236		15,006,779	
Trolley Coach	7,064,874	7,148,652	7,024,834	7,109,132	7,281,249		7,367,759		7,537,161	
LRV	4,314,232	4,386,003	4,738,100	4,794,957	5,463,509		5,531,119		5,847,597	
Cable Car	523,642	528,926	494,850	500,586	441,265		405,091		451,366	
4b. Expenses in FY2001 to remain within budget (FY2000 appd)	(FY2000 appd)	(FY2001 appd)		within budget		within Budget		within Budget		
Motor Coach	\$124.9 m	\$136 m		TBD					TBD	
Trolley Coach	\$77.1 m	\$86.1 m		TBD					TBD	
LRV	\$82.4 m	\$82.0 m		TBD					TBD	
Cable Car	\$30.2 m	\$31.7 m		TBD					TBD	
Not allocated by mode	\$60.0 m	\$75.1 m		TBD					TBD	
C. STAFFING										
1c. Vacancy rate no more than 5%	7.1%	NO > 5%	4.5%	NO > 5%	3.7%	NO > 5%	4.2%	NO > 5%	3.2%	NO > 5%
2c. Attrition rate no more than 10% for new employees	10%	NO > 10%	25.8%	NO > 10%	76.6%	NO > 10%	59.4%	NO > 10%	24%	NO > 10%
D. CUSTOMER SERVICE										
1d. Develop annual marketing plan	NA	Plan	Complete	Plan	Complete	Plan	Complete	Complete	Plan	Complete
2d. Publish timetable	NA	Publish timetable	Complete	Publish timetable	Complete	Publish timetable	Complete	Publish timetable	Awaiting Trapeze Implementation	Publish timetable
3d. Passenger service reports										
Resolve 75% within 30 days	NA	75% w/in 30 days	85%	75% w/in 30 days	72%	75% w/in 30 days	78%	75% w/in 30 days	88%	75% w/in 30 days
Reduce number by 10% annually	11,874	10,507	12,931	11,640	13,373	12,038	12,740	11,488	10,371	No longer a Standard
4d. Conduct annual rider survey	NA	Conduct survey	Complete	Conduct survey	Complete	Conduct survey	Complete	Conduct survey	Complete	Conduct survey
5d. Improve public information via survey feedback	NA	Conduct survey	Complete	Conduct survey	Complete	Conduct survey	Complete	Conduct survey	Complete	Conduct survey
6d. Driver training and accident follow-up										
Conduct 100,000 hours of driver training annually	NA	100,000	140,692	100,000	128,769	50,000 hours	82,099	50,000 hours		
5% reduction in accidents	3,005	2,880	3,043	2,891	2,913	2,767	2,966	2,818	2,975	2,826
7d. 5% reduction in crime incidents	2,463	2,340	2,927	2,781	2,855	2,522	2,401	2,281	2,289	2,175
E. EMPLOYEE SATISFACTION										
1e. Report quarterly on number of grievances	NA	Quarterly report	Complete	Quarterly report	Complete	Quarterly report	Complete	Quarterly report	Complete	Quarterly report
2e. Resolve 75% of grievances within 30 days	NA	75% w/in 30 days	75%	75% w/in 30 days	92%	75% w/in 30 days	89%	75% w/in 30 days	75%	75% w/in 30 days
3e. Annual report on longevity of employment	NA	Annual report	Complete	Annual report	Complete	Annual report	Complete	Annual report	Complete	Annual report
4e. Recognize honorees in specified programs	NA	Annual achievement	Complete	Annual achievement	Complete	Annual achievement	Complete	Annual achievement	Complete	Annual achievement
5e. Provide 50,000 hours per year of employee training	NA	50,000 hours	53,296	50,000 hours	50,880	50,000 hours	31,241	40,820 hours	38,860	42,800 hours

Performance

Generally, Muni is doing well in the areas of system performance and customer service, and showing improvement in the system reliability measures. Over 97% of scheduled service hours were delivered and less than 3% of vehicles were too full to board. Muni met the goals for the following measures:

- Vehicle availability (99% actual vs. 98.5% goal)
- Unscheduled absences for transit operators (4.9% actual vs. 10% goal)
- Overall miles between road failures
- Resolution of passenger service reports (88% resolved within 30 days)
- Reduction of accidents and increased driver training hours

However, in FY2004, only 68% of vehicles ran on time, short of the goal of 85%. This goal has proven difficult to meet. After rapid improvement in the first two years, on-time performance has hovered around 70%.

Muni was just short of the goal of increasing hours of service with 3.4 million hours against a goal of 3.5 million hours, and the goal of achieving 24 million miles of service was exceeded with 28.6 million miles for FY04. Despite this achievement, the system did not meet the ridership and revenue goals for FY2004. This is attributable in part to the economic downturn, which affects the resources available to the operating budget, and also changes rider behavior.

Evaluation

Under Prop E, every two years, the MTA 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 under Prop E. This includes the extent to which the MTA has met the goals, objectives, and performance standards the MTA 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 auditors found that overall Muni has done an excellent job of fulfilling its Prop E mandate and that nearly all data were accurately recorded and reported. Performance was generally good and improved over time, although some areas require specific attention. The auditors found that Muni's performance for ten of the 27 service standards met or exceeded performance goals and milestones for the fiscal years that were being reviewed. Although the goals and milestones for ten other standards were not fully met, Muni's performance was on the right track in showing improvement. Of the remaining standards, the auditors stated that some of them could not reasonably be achieved.

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. Some of the key recommendations include

- Evaluate routes to improve headway adherence.
- Target improvements directed at specific, under-performing lines.
- Develop a plan for maximizing service provision during "low availability periods."
- Establish realistic goals for ridership based on economic conditions as well as available services.
- Revise the performance measurement system to track fully allocated costs per hour of service by mode.

While Muni is implementing many of the recommendations, others require charter amendments or major resource commitments, which make it infeasible to implement them in the near future.

Muni 2005 Ridership Survey

Prop. E requires that Muni conduct an annual customer and employee satisfaction survey. The last Muni Ridership Survey was conducted in June 2005. Four hundred interviews were conducted of San Francisco residents aged 18 or older who had ridden Muni within the past six months. The interviews were conducted in English, Spanish, and Cantonese. Out of the 400 riders who participated in the survey, 65% stated that overall Muni service was Excellent/Good. This represented a slight increase over the previous year's survey where 64% of riders stated that Muni service was Excellent/Good.

Muni received high marks for safe operation of vehicles and accessibility for persons with disabilities. In 2005, 74% of riders stated that Muni operated vehicles in a safe manner and 71% stated that Muni was accessible to persons with disabilities. This represents improvements from 2004 when 67% of riders stated Muni vehicles were operated in a safe manner and 69% stated that Muni was accessible to persons with disabilities.

Security Plan

The purpose of the Security Plan is to address both short-term and long-term needs to improve security for passengers, employees, and 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 LRVs are included in the vehicle procurements currently underway. Currently there are over 700 motor and trolley coaches, and LRVs 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 Metro East Facility includes plans for security cameras for the safety and security of passengers, employees, and equipment. Security cameras will be installed at all passenger platform stations. This network of cameras will be monitored at the Muni Security Office at Presidio with the capability for monitoring at Central Control and Metro East Facility as well.

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 and address the need for crucial social services, as well as promotion of educational and employment opportunities within the disadvantaged areas of San Francisco. In addition, efforts are geared toward MTAP employees establishing a positive rapport and relationship with the general public in problem areas of the City, and to assist in deterring youth violence and diffusing acts of violence and vandalism, and assist the Muni operators with the enforcement of the American Disabilities Act. We are currently working with both middle and high schools to assist staff and students with safety issues while riding Muni bus lines.

MTAP employees also assist with the loading of passengers and enforcing the "no back door boarding" policy. Designated bus stops are identified and employees monitor trouble areas, reporting any suspicious activity or behavior to appropriate authorities. These efforts insure 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 the City & County of San Francisco.

The current goals and objectives of the program include reducing youth violence and other disruptive behavior on San Francisco's Transit System; 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 and training them for conflict resolution and community policing strategies.

In addition, the MTAP program lasts 18 or 24 months for employees and includes extensive case management along with review/recommendations, planning for long-term career options, and the requirement employees 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.

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

Since its inception the Transit Assistants Program has successfully completed training for a total of sixty-two participants. Muni Transit Assistants are currently paid at a pay rate of \$10.36 per hour and are given forty hours of conflict resolution and law enforcement training 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 Municipal Transportation Agency upon completion of MTAP training.

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, as determined by the Director of Muni Security and the Commanding Officer of the SFPD Crime Prevention Company, for the purpose of reducing criminal opportunity and promoting safety and security on Muni public transit vehicles and related facilities.

Participation in Regional Agencies

The Director of Muni Security Programs coordinates Muni security needs with the following agencies:

- Metropolitan Transportation Commission
- 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
- Mayor's Public Safety and Emergency Preparedness Sub-Committee

Title VI Report

In order to be eligible for 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. 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 2004, as part of the 2004 Triennial Review, Muni was audited for Title VI compliance and was found to be in compliance. An update to the December 2001 Title VI Compliance Program was submitted in December 2004.

FTA Triennial

In September 2004, the FTA conducted an on-site visit to Muni as part of its 2004 Triennial Review. In its final report issued in October 2004, the FTA found no deficiencies in 19 of the 20 areas reviewed. The report found deficiencies in the Satisfactory Continuing Control Area, in that Muni had an excessive fixed-route bus spare ratio, and the rail fleet plan was incomplete. In response, Muni agreed to track daily fleet information for a 3-month period. The information was analyzed to determine a spare ratio average. The revised Fleet Management Plan was submitted to the FTA Region IX Office in May 2005 and is included in Chapter 7 of this SRTP.

An advisory comment was made in the area of Safety and Security. The next FTA Triennial Review is scheduled for FY 2007.

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. Further details are available in Muni's quarterly progress reports to MTC.

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 is now proceeding with the second round of community-based transportation plans, which includes the Civic Center/ Little Saigon/Tenderloin area in San Francisco. Initial discussions have been held about the scope of work and participating stakeholders. The planning process for the Tenderloin is expected to get underway in the next few months, and will build on existing transit and pedestrian improvements. This project is led by the SFCTA.

Transit Coordination Implementation Plan

Over the last two 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 study should include the improvement of intra-agency transit connectivity as well as interagency connectivity; however MTC's current 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 Regional Measure 2 Transit Connectivity Plan project. The purpose of this project is to prepare a Transit Connectivity Plan consistent with the requirements of SB 916 and subsequent passage of Regional Measure 2. Muni will continue to participate with MTC on the TAC and review and comment on the MTC project to develop a Transit Connectivity Plan. One of Muni’s concerns is 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.

Communications and Marketing

Communications

Providing easily-accessed information for our riders is the prime task of Muni’s Community and Public Relations Department. Like other government departments, the Railway is directly affected by the economy and the fiscal state of the City. With such fluctuations, the Communications Department’s role is even more significant, because it must let the public know about changes and improvements to the service we provide in our community.

Proposition E mandates that we produce a timetable booklet, which is just one of the materials produced to provide timely and useful information for our customers. An updated timetable booklet will be produced after the service adjustments are implemented and a new schedule is established. Other information includes service and construction updates, detailed maps, rider newsletters, pamphlets, and media advisories.

In addition to representing Muni at community and government meetings, our public relations efforts also include promoting Muni, hosting special events such as the Annual Cable Car Bell Ringing Contest, and the opening of service on the anticipated Third Street Light Rail Project.

Our COMMUNITY

Continuing Muni’s focus on community, we launched our “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 of our 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 was 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 our partnership with the Academy of Art University, in which we turned 80 Muni buses into student rolling 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 booths are undergoing a significant face-lift and will soon be a symbol of Muni’s new look. Muni is also

focusing on the bus stop signage which, in many places, has deteriorated. Signs were replaced first along the Van Ness corridor, and we are currently working on replacements along Market Street.

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 Muni to establish and implement an ongoing and evolving marketing plan for the organization. Muni produced the plan in 2001 and the MTA Board adopted it in 2002. It will be updated as needed and will require regular evaluations in terms of effectiveness and implementation. The plan has several focal points, delineating ways in which Muni can improve its public image, increase revenues, and improve communication with the riding public and the citizens of San Francisco.

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