



**a. SYSTEM RELIABILITY**

**1a. % 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.**

**GOAL:** No less than 85% on July 1, 2005

**Purpose:** To measure schedule adherence

**Definition of Measurement:** Each line will be checked at least once in each six-month period. Such checks shall be conducted no less often than 10 weekdays and weekends per check. An annual checking schedule shall be established for the routes. The order in which the routes are checked will be determined monthly through a random selection process. To the extent automated systems can be substituted at less cost for such checks, or the measurement of any performance standard, such systems must be used.

**Method of Measurement:** Check the designated lines using criteria of -1 minute to + 4 minutes. " Periods of time includes 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.)." Supervisory personnel shall conduct a one-hour, on time, and load standard check at a point at mid-route during all four time periods stated above."

**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
65%	70%	75%	85%	<b>85%</b>
Actual 4 <sup>th</sup> Q 65.5%	Actual 4 <sup>th</sup> Q 71.9%	Actual 4 <sup>th</sup> Q 70.9%	Actual 4 <sup>th</sup> Q 68.3%	Actual 3 <sup>rd</sup> Q 69.6%

<b>FY 05 Quarterly Goals For the Employee Incentives</b>			
1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q
80%	82%	<b>83%</b>	85%

<b>FY05 On-Time Performance Measurement 3<sup>rd</sup> Q Goal is 83%</b>					
	LRV	Cable Car	Trolley Coach	Motor Coach	System Wide
<b>1<sup>st</sup> Q</b>	75.5%	66.4%	72.9%	69.8%	70.9%
<b>2<sup>nd</sup> Q</b>	74.1%	69.3%	74.2%	72.0%	72.8%
<b>3<sup>rd</sup> Q</b>	72.6%	74.8%	68.4%	69.7%	69.6%



<b>On-Time Performance Measurement</b>						
<b>July 2004 – 72.8% Overall</b>						
<b>RAIL</b>		<b>TROLLEY</b>		<b>MOTOR COACH</b>		
<b>Lines</b>	<b>On-Time %</b>	<b>Lines</b>	<b>On-Time %</b>	<b>Lines</b>	<b>On-Time %</b>	
L Taraval	76.3%	3 Jackson	72.8%	2 Clement	68.7%	
		21 Hayes	65.6%	14X Mission Exp	<b>88.5%</b>	
		49 Van Ness	77.5%	26 Valencia	78.0%	
				38 Geary	75.6%	
				39 Coit	53.0%	
				44 O'Shaughnessy	71.6%	
				53 Southern Heights	<b>87.9%</b>	
				56 Rutland	72.4%	
				66 Quintara	67.0%	
<b>TOTAL</b>	76.3%		73.9%		71.5%	
<b>August 2004 – 70.2% Overall</b>						
<b>RAIL</b>		<b>TROLLEY</b>		<b>MOTOR COACH</b>		
<b>Lines</b>	<b>On-Time %</b>	<b>Lines</b>	<b>On-Time %</b>	<b>Lines</b>	<b>On-Time %</b>	
59 Powell/Mason	66.4%	4 Sutter	77.8%	12 Folsom	71.1%	
M Oceanview	69.8%	22 Fillmore	76.4%	14 L Mission Ltd	<b>88.2%</b>	
				16 BX Noriega B Exp	68.6%	
				19 Polk	58.3%	
				38 BX Geary B Exp	78.3%	
				43 Masonic	78.0%	
				52 Excelsior	72.8%	
				67 Bernal Heights	60.5%	
				88 BART Shuttle	76.2%	
<b>TOTAL</b>	66.9%		76.9%		69.3%	
<b>September 2004 – 69.1% Overall</b>						
<b>RAIL</b>		<b>TROLLEY</b>		<b>MOTOR COACH</b>		
<b>Lines</b>	<b>On-Time %</b>	<b>Lines</b>	<b>On-Time %</b>	<b>Lines</b>	<b>On-Time %</b>	
N Judah	78.7%	14 Mission	69.7%	9AX San Bruno A Exp	44.4%	
		31 Balboa	70.3%	16AX Noriega A Exp	56.5%	
		33 Stanyan	62.6%	18 46 <sup>th</sup> Ave	75.0%	
				23 Monterey	81.4%	
				31 BX Balboa B Exp	79.5%	
				38 AX Geary A Exp	71.8%	
				54 Felton	52.6%	
				80X Cal Train Exp	25.0%	
				89 Laguna Honda	52.1%	
<b>TOTAL</b>	78.7%		68.2%		66.8%	
<b>October 2004 – 71.5% Overall</b>						
<b>RAIL</b>		<b>TROLLEY</b>		<b>MOTOR COACH</b>		
<b>Lines</b>	<b>On-Time %</b>	<b>Lines</b>	<b>On-Time %</b>	<b>Lines</b>	<b>On-Time %</b>	
F Market	67.7%	1 California	74.4%	1BX California B Exp	<b>85.7%</b>	
		45 Stockton/Union	69.7%	10 Townsend	63.0%	
60 Powell/Hyde	72.2%			17 Park Merced	54.8%	
				28 L 19 <sup>th</sup> Ave Limited	<b>89.7%</b>	
				29 Sunset	56.7%	
				35 Eureka	63.6%	
				38L Geary Limited	78.9%	
				47 Van Ness	75.0%	
				90 Owl	<b>85.7%</b>	
<b>TOTAL</b>	69.7%		72.4%		71.5%	



November 2004 – 72.7% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	On-Time %	Lines	On-Time %	Lines	On-Time %	
J Church	80.0%	6 Parnassus	70.3%	1AX California Exp	57.9%	
		7 Haight	76.2%	9 San Bruno	77.2%	
		30 Stockton	73.4%	9X San Bruno Exp	67.3%	
				27 Bryant	69.9%	
				30X Marina Express	79.5%	
				36 Teresita	68.5%	
				48 Quintara/24 <sup>th</sup> St	67.0%	
				71/71L Haight Noriega	75.2%	
				81X Cal Train Exp	75.0%	
<b>TOTAL</b>	<b>80.0%</b>		<b>73.2%</b>		<b>71.7%</b>	
December 2004 – 74.6% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	On-Time %	Lines	On-Time %	Lines	On-Time %	
K Ingleside	80.6%	5 Fulton	72.1%	9BX San Bruno B Exp	64.0%	
		24 Divisadero	74.8%	15 Third	72.4%	
61 California	66.1%	41 Union	84.9%	28 19 <sup>th</sup> Ave	63.9%	
				31 AX Balboa A Exp	57.5%	
				37 Corbett	<b>85.1%</b>	
				82X Cal Train Exp	60.0%	
				91 Owl	62.5%	
				108 Treasure Island	80.0%	
<b>TOTAL</b>	<b>72.9%</b>		<b>77.6%</b>		<b>72.9%</b>	
January 2005 71.8% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	On-Time %	Lines	On-Time %	Lines	On-Time %	
L Taraval	79.1%	3 Jackson	62.3%	12 Folsom	64.1%	
		14 Mission	73.3%	16AX-Noriega A Exp	82.6%	
		31 Balboa	69.0%	18 46 <sup>th</sup> Ave	81.5%	
				23 Monterey	73.8%	
				38 BX Geary B Exp	81.8%	
				44 O'Shaughnessy	66.3%	
				52 Excelsior	64.2%	
				53 Southern Heights	81.4%	
				66 Quintara	74.5%	
<b>TOTAL</b>	<b>79.1%</b>		<b>70.0%</b>		<b>72.2%</b>	



February 2005 – 67.2% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	On-Time %	Lines	On-Time %	Lines	On-Time %	
M Oceanview	71.0%	21 Hayes	64.8%	2 Clement	69.5%	
		33 Stanyan	65.1%	14 L – Mission Ltd	77.8%	
59 Powell/Mason	74.8%			16BX – Noriega B Exp	56.6%	
				19 Polk	64.1%	
				38 Geary	69.3%	
				39 Coit	72.5%	
				54 Felton	66.7%	
				67 Bernal Heights	58.3%	
				90 Owl	<b>88.9%</b>	
<b>TOTAL</b>	<b>73.2%</b>		<b>64.9%</b>		<b>66.6%</b>	
March 2005 - 69.7% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	On-Time %	Lines	On-Time %	Lines	On-Time %	
N Judah	68.7%	4 Sutter	60.6%	14X Mission Express	<b>88.1%</b>	
		22 Fillmore	68.9%	17 Park Merced	54.4%	
		49 Mission/Van Ness	71.1%	26 Valencia	76.1%	
				31BX-Balboa B Exp	47.1%	
				38AX-Geary A Exp	59.1%	
				38 L Geary Limited	75.2%	
				43 Masonic	73.2%	
				56 Rutland	52.8%	
				88 BART Shuttle	58.8%	
<b>TOTAL</b>	<b>68.7%</b>		<b>68.6%</b>		<b>70.8%</b>	

**2a. % of Scheduled service hours that are delivered and percentage of scheduled vehicles that begin service at the scheduled time.**

**GOAL:** No less than 98.5% on July 1, 2005

**Purpose:** To measure service hours through available operators and available equipment, actually deployed in revenue service, along with the percentage of equipment available for service.

**Definition of Measurement:** Monthly measurement of the percent of total available hours for service measuring operators and equipment and percentage of equipment available daily.

**Method of Measurement:** Both operators and equipment are measured as to the total number of hours in service as a percentage of the total scheduled hours. Data come from the online Dispatching System. Measurement of the vehicles that begin service at the scheduled time will be provided from the 8 a.m. and 6 p.m. "Not-Out Report" generated by Central Control and will show the percent of vehicles that went out at the scheduled time for both the a.m. and p.m. pullout.

**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> 96.5%	<b>GOAL</b> 97%	<b>GOAL</b> 97.5%	<b>GOAL</b> 98.5%	<b>GOAL</b> <b>98.5%</b>
<b>Actual 4<sup>th</sup> Q</b> 94.53%	<b>Actual 4<sup>th</sup> Q</b> 97.8%	<b>Actual 4<sup>th</sup> Q</b> 94.52%	<b>Actual 4<sup>th</sup> Q</b> 97.23%	<b>Actual 3<sup>rd</sup> Q</b> 94.01%



<b>SCHEDULED HOURS OF SERVICE AND EQUIPMENT ACHIEVED</b>									
<b>GOAL IS 98.5%</b>									
<b>Mode</b>	<b>1<sup>st</sup> Q % Op Avail.</b>	<b>1<sup>st</sup> Q % Eqp Avail.</b>	<b>1<sup>st</sup> Q Total Avail.</b>	<b>2<sup>nd</sup> Q % Op Avail.</b>	<b>2<sup>nd</sup> Q % Eqp Avail.</b>	<b>2<sup>nd</sup> Q Total Avail.</b>	<b>3<sup>rd</sup> Q % Op Avail.</b>	<b>3<sup>rd</sup> Q % Eqp Avail.</b>	<b>3<sup>rd</sup> Q Total Avail.</b>
<b>SYSTEM</b>	97.27%	<b>99.87%</b>	97.14%	95.98%	<b>99.72%</b>	95.70%	94.21%	<b>99.79%</b>	94.01%
<b>MOTOR COACH</b>	97.49%	<b>99.90%</b>	97.39%	96.84%	<b>99.92%</b>	96.76%	94.28%	<b>99.87%</b>	94.15%
Flynn	96.96%	<b>99.97%</b>	96.93%	96.47%	<b>99.86%</b>	96.34%	93.41%	<b>99.98%</b>	93.39%
Woods	97.52%	<b>99.90%</b>	97.43%	97.47%	<b>99.90%</b>	97.37%	94.08%	<b>99.82%</b>	93.90%
Kirkland	97.87%	<b>99.85%</b>	97.71%	96.33%	<b>100.0%</b>	96.33%	95.22%	<b>99.84%</b>	95.05%
<b>TROLLEY COACH</b>	96.57%	<b>99.98%</b>	96.55%	95.58%	<b>99.98%</b>	95.56%	94.69%	<b>99.85%</b>	94.55%
Potrero	95.45%	<b>100.0%</b>	95.45%	94.86%	<b>99.96%</b>	94.82%	93.50%	<b>99.79%</b>	93.29%
Presidio	97.96%	<b>99.97%</b>	97.93%	96.47%	<b>100.0%</b>	96.47%	96.19%	<b>99.93%</b>	96.12%
<b>LRV</b>	97.83%	<b>99.69%</b>	97.52%	95.54%	<b>99.71%</b>	95.25%	94.86%	<b>99.55%</b>	94.42%
<b>CABLE CAR</b>	97.72%	<b>99.48%</b>	97.21%	91.27%	95.51%	95.70%	87.46%	<b>99.49%</b>	86.95%

<b>% of LATE PULL-OUTS</b>													
<b>(Of All Scheduled Runs That Went Into Service)</b>													
<b>Mode</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>FYTD Avg.</b>
<b>SYSTEM WIDE</b>	.97	1.03	.94	1.15	.94	1.28	1.14	1.19	1.15				1.09
<b>MOTOR COACH</b>													
Flynn	.7	1.1	.8	1.5	.6	1.1	.8	1.1	.9				.96
Woods	1.1	1.2	1.2	1.0	.8	1.5	1.4	1.3	.9				1.16
Kirkland	.6	.5	.5	.6	.7	.7	.7	.7	.6				.62
<b>TROLLEY</b>													
Potrero	.9	.8	1.0	1.2	.9	1.1	1.5	1.1	1.3				1.08
Presidio	.4	.2	.4	.5	.6	.5	.4	.5	.5				.44
<b>RAIL</b>													
LRV	.8	1.1	.6	.7	.6	.9	1.4	1.1	1.1				.92
F Line	1.0	2.4	1.9	1.7	1.9	2.4	1.4	2.3	2.2				1.91
<b>Cable Car</b>	2.3	1.0	1.1	2.0	1.4	2.0	1.5	1.4	1.7				1.60

**4a.** % 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.

**GOAL:** Less than 5%

**Purpose:** To measure crowding in vehicles

**Definition of Measurement:** Pass-ups shall be conducted no less often than 10 weekdays per month. At the beginning of each quarter, supervisory personnel will review all the lines checked in the previous quarter, and identify the five lines with the highest load factors, and the time period these load factors occurred. Supervisory personnel will then check those five lines, during the time period that the high load factor occurred, each month during the coming quarter for pass-ups. Supervisory personnel will check to see if any PSRs for pass-ups were made for any of those five lines, and if the location of the pass-up was recorded. If it was recorded, supervisory



personnel will use that point as the point to check for pass-ups. If there are no locations recorded, supervisory personnel will use the stop just before the MLP.  
\* Periods of time includes 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.).

**Method of Measurement:**

**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> Less than 5%	<b>GOAL</b> Less than 5%	<b>GOAL</b> Less than 5%	<b>GOAL</b> Less than 5%	<b>GOAL</b> Less than 5%
<b>Actual 4<sup>th</sup> Q</b> 0.0%	<b>Actual 4<sup>th</sup> Q</b> .33%	<b>Actual 4<sup>th</sup> Q</b> 1.62%	<b>Actual 4<sup>th</sup> Q</b> 2.11%	<b>Actual 3<sup>rd</sup> Q</b> .55%

Pass ups – 1 <sup>st</sup> Quarter						
LINES	LOCATION	July	August	Sept.	1 <sup>st</sup> Q Total	
<b>MOTOR COACH</b>						
9BX San Bruno	Stockton/Sutter PM Peak OB	0%	0%	0%	0%	
28 19 <sup>th</sup> Ave	19 <sup>th</sup> Ave/Sloat PM Peak IB	0%	3.57% (1)	0%	1.32%	
29 Sunset	Geneva BART PM Peak OB	0%	0%	0%	0%	
54 Felton	Persia/Mission PM Peak IB	0%	0%	0%	0%	
<b>RAIL</b>						
N Judah	Duboce/Church AM Peak IB	0%	0%	0%	0%	
<b>1<sup>st</sup> Q Summary</b>			<b>459 Checks</b>	<b>1 Pass Up</b>	<b>.22%</b>	
Pass ups – 2 <sup>nd</sup> Quarter						
LINES	LOCATION	October	November	December	2 <sup>nd</sup> Q Total	
<b>MOTOR COACH</b>						
9AX San Bruno	Bryant/6 <sup>th</sup> St. AM Peak IB	0%	0%	0%	0%	
44 O'Shaughnessy	Silver/Mission PM Peak OB	0%	2.78% (1)	0%	0%	
54 Felton	Geneva BART PM Peak OB	0%	0%	0%	0%	
<b>TROLLEY COACH</b>						
14X Mission	Trumbull/Stoneybrook AM Peak IB	0%	0%	0%	0%	
<b>RAIL</b>						
N Judah	Duboce/Church AM Peak IB	0%	0%	0%	0%	
<b>2<sup>nd</sup> Q Summary</b>			<b>551 Checks</b>	<b>1 Pass Up</b>	<b>0.18%</b>	
Pass ups – 3 <sup>rd</sup> Quarter						
LINES	LOCATION	January	February	March	3 <sup>rd</sup> Q Total	
<b>MOTOR COACH</b>						
28 19 <sup>th</sup> Ave	19 <sup>th</sup> Ave/Kirkham PM Peak OB	2.44%	0%	0%	1.25%	
29 Sunset	Geneva/Cayuga AM Peak IB	0%	0%	5.26%	1.59%	
<b>TROLLEY COACH</b>						
5 Fulton	McAllister/Van Ness PM Peak OB	0%	0%	1.56%	0.61%	
30 Stockton	Kearney/Geary AM Peak OB	0%	0%	0%	0%	
45 Union	Stockton/Sutter AM Peak OB	0%	0%	0%	0%	
<b>3<sup>rd</sup> Q Summary</b>			<b>541 Checks</b>	<b>3 Pass Ups</b>	<b>.55%</b>	



**5a. Peak period passenger load factors**

**GOAL:** No greater than 85 % of combined seating & standing capacity

**Purpose:** To measure load factors at peak periods

**Definition of Measurement:** Each line will be checked twice a year. Such checks shall be conducted no less often than 10 weekdays and weekends per check. An annual checking schedule shall be established for the routes. The order in which the routes are checked will be determined monthly through a random selection process. To the extent automated systems can be substituted at less cost for such checks, or the measurement of any performance standard, such systems must be used.

**Method of Measurement:** “ Periods of time includes 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.). Supervisory personnel shall conduct a one-hour, on time, and load standard check at a maximum load point at mid-route during all four time periods stated above.”

**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> No Greater than 85%	<b>GOAL</b> No Greater than 85%	<b>GOAL</b> No Greater than 85%	<b>GOAL</b> No Greater than 85%	<b>GOAL</b> No Greater than 85%
<b>Actual 4<sup>th</sup> Q</b> 13 Lines Exceeded LF	<b>Actual 4<sup>th</sup> Q</b> 8 Lines Exceeded LF	<b>Actual 4<sup>th</sup> Q</b> 2 Lines Exceeded LF	<b>Actual 4<sup>th</sup> Q</b> 3 Lines Exceeded LF	<b>Actual 3<sup>rd</sup> Q</b> 6 Lines Exceeded LF

<b>Load Factor July 2004</b>					
<b>RAIL</b>		<b>TROLLEY</b>		<b>MOTOR COACH</b>	
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor
L Taraval	66.5%	3 Jackson	73.1%	2 Clement	67.5%
		21 Hayes	75.3%	14X Mission Exp	78.5%
		49 Van Ness	68.1%	26 Valencia	32.1%
				38 Geary	64.3%
				39 Coit	51.4%
				44 O'Shaughnessy	84.3%
				53 Southern Heights	35.4%
				56 Rutland	11.9%
				66 Quintara	54.4%
<b>August 2004</b>					
<b>RAIL</b>		<b>TROLLEY</b>		<b>MOTOR COACH</b>	
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor
59 Powell/Mason	103.0%	4 Sutter	53.5%	12 Folsom	62.3%
M Oceanview	45.5%	22 Fillmore	67.1%	14 L Mission Ltd	51.9%
				16 BX Noriega B Exp	61.5%
				19 Polk	63.4%
				38 BX Geary B Exp	80.6%
				43 Masonic	78.0%
				52 Excelsior	58.6%
				67 Bernal Heights	39.4%
				88 BART Shuttle	70.9%



September 2004						
RAIL		TROLLEY		MOTOR COACH		
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor	
N Judah	79.9%	14 Mission	69.3%	9AX San Bruno A Exp	78.1%	
		31 Balboa	75.8%	16AX Noriega A Exp	64.1%	
		33 Stanyan	74.6%	18 46 <sup>th</sup> Ave	48.9%	
				23 Monterey	62.9%	
				31 BX Balboa B Exp	60.2%	
				38 AX Geary A Exp	64.4%	
				54 Felton	83.6%	
				80X Cal Train Exp	33.3%	
				89 Laguna Honda	18.9%	
October 2004						
RAIL		TROLLEY		MOTOR COACH		
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor	
F Market	57.5%	1 California	79.5%	1BX California B Exp	74.2%	
		45 Stockton/Union	95.2%	10 Townsend	45.1%	
60 Powell/Hyde	92.4%			17 Park Merced	33.3%	
				28 L 19 <sup>th</sup> Ave Limited	80.5%	
				29 Sunset	99.0%	
				35 Eureka	62.4%	
				38L Geary Limited	80.5%	
				47 Van Ness	77.6%	
				90 Owl	13.4%	
November 2004						
RAIL		TROLLEY		MOTOR COACH		
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor	
J Church	67.7%	6 Parnassus	59.5%	1AX California Exp	85.9%	
		7 Haight	64.8%	9 San Bruno	58.4%	
		30 Stockton	103.4%	9X San Bruno Exp	47.1%	
				27 Bryant	83.5%	
				30X Marina Express	76.0%	
				36 Teresita	31.2%	
				48 Quintara/24 <sup>th</sup> St	87.3%	
				71/71L Haight Noriega	66.1%	
				81X Cal Train Exp	63.5%	
December 2004						
RAIL		TROLLEY		MOTOR COACH		
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor	
K Ingleside	62.9%	5 Fulton	112.4%	9BX San Bruno B Exp	69.9%	
		24 Divisadero	81.9%	15 Third	53.3%	
61 California	42.5%	41 Union	73.3%	28 19 <sup>th</sup> Ave	104.7%	
				31 AX Balboa A Exp	71.4%	
				37 Corbett	60.4%	
				82X Cal Train Exp	55.6%	
				91 Owl	14.3%	
				108 Treasure Island	66.7%	





January 2005					
RAIL		TROLLEY		MOTOR COACH	
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor
L Taraval	70.2%	3 Jackson	41.9%	12 Folsom	75.2%
		14 Mission	67.6%	16AX-Noriega A Exp	58.7%
		31 Balboa	38.4%	18 46 <sup>th</sup> Ave	51.5%
				23 Monterey	47.3%
				38 BX Geary B Exp	70.6%
				44 O'Shaughnessy	87.0%
				52 Excelsior	61.9%
				53 Southern Heights	49.6%
				66 Quintara	55.4%
February 2005					
RAIL		TROLLEY		MOTOR COACH	
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor
M Oceanview	68.7%	21 Hayes	72.1%	2 Clement	53.5%
		33 Stanyan	55.3%	14 L – Mission Ltd	46.6%
59 Powell/Mason	47.2%			16BX – Noriega B Exp	58.6%
				19 Polk	68.3%
				38 Geary	65.2%
				39 Coit	18.5%
				54 Felton	108.5%
				67 Bernal Heights	79.1%
				90 Owl	15.1%
March 2005					
RAIL		TROLLEY		MOTOR COACH	
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor
N Judah	100.5%	4 Sutter	46.4%	14X Mission Express	79.2%
		22 Fillmore	74.0%	17 Park Merced	40.9%
		49 Mission/Van Ness	74.8%	26 Valencia	42.2%
				31BX-Balboa B Exp	82.5%
				38AX-Geary A Exp	67.0%
				38 L Geary Limited	88.3%
				43 Masonic	100.0%
				56 Rutland	21.8%
				88 BART Shuttle	89.4%

**6a. Actual headways against scheduled headways on all radial express, cross-town, secondary, and feeder lines for peak, base, evening, and late night services.**

**GOAL:** Operate no less than 85% of the time within 30% or 10 minutes of scheduled headway. (whichever is less)

**Purpose:** Measurement of scheduled headways against actual headways.

**Definition of Measurement:** Each line will be checked twice a year. Such checks shall be conducted no less often than 10 weekdays and weekends per check. An annual checking schedule shall be established for the routes. The order in which the routes are checked will be determined monthly through a random selection process. To the extent automated systems can be substituted at less cost for such checks, or the measurement of any performance standard, such systems must be used. Actual headways against scheduled headways on all radial express, cross-town, secondary, and feeder lines for peak, base, evening, and late night



services. Will also check lines during periods when their headway is greater than 10 minutes.

**Method of Measurement:** Check the headways of designated lines. “ Periods of time includes 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.). Supervisory personnel shall conduct a one-hour, on time, and load standard check at a maximum load point at mid-route during all four time periods stated above.”

**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
GOAL 80%	GOAL 85%	GOAL 85%	GOAL 85%	GOAL 85%
4 <sup>th</sup> Q Actual 56.8%	4 <sup>th</sup> Q Actual 72.1%	4 <sup>th</sup> Q Actual 74.8%	4 <sup>th</sup> Q Actual 69.2%	3 <sup>rd</sup> Q Actual 71.9%

HEADWAY ADHERENCE	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	GOAL
	MOTOR COACH	75.8%	69.6%	
TROLLEY	61.1%	67.7%	62.7%	
LRV	60.0%	66.3%	66.7%	
CABLE CAR	53.8%	75.6%	65.2%	
SYSTEM-WIDE	69.8%	69.3%	71.9%	

Headway Measurement July 2004 - 69.5%						
Lines	RAIL		TROLLEY		MOTOR COACH	
	Headway %	Lines	Headway %	Lines	Headway %	Lines
L Taraval	90%	3 Jackson	67.5%	2 Clement	76.1%	
		21 Hayes	78.6%	14X Mission Exp	95.2%	
		49 Van Ness	51.0%	26 Valencia	83.8%	
				38 Geary	60.0%	
				39 Coit	87.3%	
				44 O'Shaughnessy	67.1%	
				53 Southern Heights	100%	
				56 Rutland	100%	
				66 Quintara	82.7%	
		Average	90%		58.3%	
August 2004 – 70.1% Overall						
Lines	RAIL		TROLLEY		MOTOR COACH	
	Headway %	Lines	Headway %	Lines	Headway %	Lines
59 Powell/Mason	53.8%	4 Sutter	86.6%	12 Folsom	70.8%	
		22 Fillmore	48.5%	14 L Mission Ltd	100%	
M Oceanview	44.4%			16 BX Noriega B Exp	78.1%	
				19 Polk	62.1%	
				38 BX Geary B Exp	66.7%	
				43 Masonic	77.0%	
				52 Excelsior	88.8%	
				67 Bernal Heights	88.2%	
				88 BART Shuttle	63.2%	
Average	52.5%		63.2%		74.1%	



September 2004 – 69.6% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	Headway %	Lines	Headway %	Lines	Headway %	
N Judah	50.0%	14 Mission	64.3%	9AX San Bruno A Exp	32.0%	
		31 Balboa	62.1%	16AX Noriega A Exp	47.6%	
		33 Stanyan	65.6%	18 46 <sup>th</sup> Ave	79.7%	
				23 Monterey	<b>89.6%</b>	
				31 BX Balboa B Exp	82.9%	
				38 AX Geary A Exp	60.0%	
				54 Felton	79.6%	
				80X Cal Train Exp	66.7%	
				89 Laguna Honda	75.0%	
<b>Average</b>	50.0%		63.9%			74.2%
October 2004 – 63.8% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	Headway %	Lines	Headway %	Lines	Headway %	
F Market	65.0%	1 California	33.3%	1BX California B Exp	57.7%	
		45 Stockton/Union	70.6%	10 Townsend	75.9%	
60 Powell/Hyde	76.2%			17 Park Merced	70.4%	
				28 L 19 <sup>th</sup> Ave Limited	74.3%	
				29 Sunset	61.0%	
				35 Eureka	77.8%	
				47 Van Ness	50.4%	
				90 Owl	<b>96.8%</b>	
<b>Average</b>	70.7%		50.0%			64.2%
November 2004 – 70.0% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	Headway %	Lines	Headway %	Lines	Headway %	
J Church	62.3%	6 Parnassus	72.8%	1AX California Exp	47.1%	
		7 Haight	79.5%	9 San Bruno	81.3%	
		30 Stockton	46.4%	9X San Bruno Exp	57.8%	
				27 Bryant	70.6%	
				30X Marina Express	65.8%	
				36 Teresita	84.5%	
				48 Quintara/24 <sup>th</sup> St	62.8%	
				71/71L Haight Noriega	75.7%	
				81X Cal Train Exp	75.0%	
<b>Average</b>	62.3%		71.8%			70.2%
December 2004 – 74.0% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	Headway %	Lines	Headway %	Lines	Headway %	
K Ingleside	<b>100%</b>	5 Fulton	59.1%	9BX San Bruno B Exp	39.1%	
		24 Divisadero	67.7%	15 Third	65.7%	
61 California	75.0%			28 19 <sup>th</sup> Ave	65.0%	
				31 AX Balboa A Exp	63.9%	
				37 Corbett	<b>90.1%</b>	
				82X Cal Train Exp	<b>87.5%</b>	
				91 Owl	82.8%	
				108 Treasure Island	<b>88.7%</b>	
<b>Average</b>	<b>87.6%</b>		66.4%			75.9%



January 2005 – 75.6% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	Headway %	Lines	Headway %	Lines	Headway %	
L Taraval	100%	3 Jackson	65.8%	12 Folsom	71.8%	
		14 Mission	64.3%	16AX-Noriega A Exp	81.0%	
		31 Balboa	68.3%	18 46 <sup>th</sup> Ave	86.2%	
				23 Monterey	78.5%	
				38 BX Geary B Exp	65.0%	
				44 O'Shaughnessy	66.7%	
				52 Excelsior	83.1%	
				53 Southern Heights	98.2%	
				66 Quintara	93.0%	
<b>Average</b>	<b>100%</b>		<b>67.1%</b>		<b>79.0%</b>	
February 2005 – 73.3% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	Headway %	Lines	Headway %	Lines	Headway %	
M Oceanview	78.6%	21 Hayes	66.5%	2 Clement	81.1%	
		33 Stanyan	78.2%	14 L – Mission Ltd	93.8%	
59 Powell/Mason	65.2%			16BX – Noriega B Exp	64.6%	
				19 Polk	61.6%	
				38 Geary	60.0%	
				39 Coit	93.9%	
				54 Felton	80.7%	
				67 Bernal Heights	91.3%	
				90 Owl	100%	
<b>Average</b>	<b>70.3%</b>		<b>69.5%</b>		<b>75.4%</b>	
March 2005 – 65.7% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	Headway %	Lines	Headway %	Lines	Headway %	
N Judah	41.2%	4 Sutter	86.2%	14X Mission Express	72.6%	
		22 Fillmore	44.8%	17 Park Merced	88.7%	
		49 Mission/Van Ness	50.5%	26 Valencia	80.7%	
				31BX-Balboa B Exp	73.3%	
				38AX-Geary A Exp	55.0%	
				43 Masonic	72.8%	
				56 Rutland	90.2%	
				88 BART Shuttle	66.7%	
<b>Average</b>	<b>41.2%</b>		<b>54.2%</b>		<b>77.4%</b>	

**7a. % vehicle availability and reliability (mean distance between failure) by mode.**

- GOAL:** No less than 98.5% Vehicle Availability
- Purpose:** To measure the percentage of equipment available for service.
- Definition of Measurement:** Monthly measurement of availability as a percentage of vehicles at each facility available at 7 a.m. and 4 p.m. on non-holiday weekdays against peak demand requirements.
- Method of Measurement:** The Shop History and Online Parts System (SHOPS) provides the data. A vehicle is considered available for service if it is available for assignment to an operator no later than 7 a.m. and 4 p.m.



**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> 98.5%	<b>GOAL</b> 98.5%	<b>GOAL</b> 98.5%	<b>GOAL</b> 98.5%	<b>GOAL</b> 98.5%
<b>4<sup>th</sup> Q Actual</b> 99.5%	<b>4<sup>th</sup> Q Actual</b> 99.2%	<b>4<sup>th</sup> Q Actual</b> 99.6%	<b>4<sup>th</sup> Q Actual</b> 99.2%	<b>3<sup>rd</sup> Q Actual</b> 98.3%

AM & PM Vehicle Availability	1 <sup>st</sup> Q	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	3 <sup>rd</sup> Q	FY05 GOAL
	AM	PM	AM	PM	AM	PM	
<b>System Wide</b>	99.5%	98.9%	99.2%	97.5%	98.5%	98.03%	
<b>Motor Coach</b>	99.2%	99.7%	99.7%	99.5%	98.4%	98.8%	
Flynn-Artic	100%	99.9%	100%	99.9%	100%	100%	
Kirkland	97.8%	99.9%	100%	98.4%	99.4%	100%	
Woods	99.8%	100%	99.3%	100%	96.3%	97.0%	
<b>Trolley Coach</b>	99.7%	97.5%	99.9%	97.3%	99.5%	97.0%	
Potrero-Artic	100%	100%	99.9%	99.6%	100%	99.7%	98.5%
Potrero	99%	90.9%	99.9%	95.7%	98.7%	89.6%	
Presidio	100%	100%	99.9%	99.9%	99.7%	100%	
<b>Light Rail</b>	99.6%	99.6%	98.8%	99.0%	95.6%	97.4%	
F-Line	98.5%	99.1%	98.2%	95.2%	98.0%	97.9%	
Cable Car	100%	100%	100%	100%	100%	100%	

**8a. Unscheduled absences by operator, mechanical and administrative personnel.**

**GOAL:** Annual 5% reduction of YTD average for Maintenance (Mechanical), 10% reduction for Transportation (Operators) and 5% reduction for Administration, as long as the goal does not drop below 5%.

**Purpose:** To measure unscheduled absences

**Definition of Measurement:** Monthly measurement of unscheduled absences is defined as time that is not scheduled in advance and includes the following payroll categories:

Sick pay (with pay), Sick Leave (without pay), AWOL, Worker's Comp, SDI, and Assault Pay.

**Method of Measurement:** The online **TESS** and the online **Attendance Tracking System** currently provides the data as a calculation of scheduled hours available against unscheduled hours. Unscheduled absences are tracked for operators, mechanical and administrative staff by mode.

**Milestones:**

DIVISION	FY2005
Maintenance	5% Reduction of FYTD
Administration	5% Reduction of FYTD
Operations	5% Reduction of FYTD
Transit Operators	10 % Reduction of FYTD



FY05 Quarterly Goals % OF UNSCHEDULED ABSENCES For the Employee Incentives				
FY GOALS	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q
Maintenance	6.3%	6.3%	6.2%	6.1%
Administration	5.0%	5.0%	5.0%	5.0%
Operations	7.2%	7.1%	7.1%	7.0%

FY05 % Unscheduled Absences									
	FY01 Actual %	FY02 Actual %	FY03 Actual %	FY04 Actual %	FY05 1 <sup>st</sup> Q Actual	FY05 2 <sup>nd</sup> Q Actual	FY05 3 <sup>rd</sup> Q Actual	FY05 3 <sup>rd</sup> Q Goal	FY05 GOAL
Maintenance	8.1%	7.6%	6.2%	6.46%	7.29%	7.63%	7.58%	6.2%	6.1%
Administration	5.6%	6.0%	5.0%	4.99%	5.79%	5.36%	5.34%	5.0%	5.0%
Operations	13.7%	8.1%	7.2%	7.36%	6.71%	<b>6.15%</b>	<b>6.29%</b>	7.1%	7.0%
Transit Operators		12.8%	11.1%	10.34%	10.46%	10.36%	11.16%	Annual Goal	9.31%

**9a. Miles between roadcalls by mode**

**GOAL:** Increase the miles between roadcalls

**Purpose:** Measure reliability through the miles a vehicle travels between failures.

**Definition of Measurement:** Monthly measurement is currently dictated by the Federal Transit Administration as follows:  
"Failures are classified as either a major or minor failure of an element of the vehicle's mechanical system. For each incident of a major or minor failure, report whether the vehicle completes the trip or the vehicle does not complete the trip. If the failure occurs during deadhead or layover, include this in revenue vehicle system failures."

**Method of Measurement:** Data is collected and input into the online Vehicle Maintenance System for all revenue vehicles except for Cable Car, which has its own internal tracking system. Reports are generated and the data for roadcalls is analyzed against the Central Control log. All verifiable major and minor mechanical defects are included as part of the Mean Distance between defects number. Areas that do not result in a chargeable roadcall to the maintenance shops include accidents, sick passengers, vandalism, body damage and broken windows.

**Milestones:**

<b>FY2005</b>
<b>Increase Miles</b>



FY05 - Miles Between Roadcalls									
Mode	FY01 4 <sup>th</sup> Q Actual	FY02 4 <sup>th</sup> Q Actual	FY03 4 <sup>th</sup> Q Actual	FY04 4 <sup>th</sup> Q Actual	FY04 Actual	1 <sup>st</sup> Q Actual	2 <sup>nd</sup> Q Actual	3 <sup>rd</sup> Q Actual	FY05 GOAL
Flynn-Artic	837	1929	3003	2996	2519	3371	2991	<b>3549</b>	2500
Woods-Stand.	1773	1760	2802	3245	2502	3440	3978	<b>3017</b>	2750
Kirkland-Stand.	3467	2381	3992	2706	3098	2403	2989	<b>3229</b>	3100
Potrero Division	563	665	687	942	827	840	847	915	
Potrero-Artic	443	508	493	873	724	744	796	790	700
Potrero-Stand.	691	795	818	1023	926	963	897	843	1250
Presidio Trolley	1375	1223	1221	1241	1235	1296	1339	1096	1250
Breda Light Rail	3271	3276	3128	3357	3162	3324	3343	2891	3500
PCC (F-Line)	808	1496	1148	1300	1065	1201	1315	1072	1250
Cable Car	5620	5631	6387	5724	5814	5246	5230	5477	5500

**b. SYSTEM PERFORMANCE**

**1b. Passengers carried by mode**

**GOAL:** Passenger boarding by mode-should increase by 1.5% per year compared with prior year performance

**Purpose:** Measurement of the ridership.

**Definition of Measurement:** Annual measurement of the number of passengers who board the Muni's revenue vehicles. A passenger is counted each time they board a vehicle, even though they may be on the same journey from origin to destination.

**Method of Measurement:** Ride checkers are utilized to count the passenger boardings.

**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> 2% Increase	<b>GOAL</b> 2% Increase	<b>GOAL</b> 224 M Boardings	<b>GOAL</b> 224 M Boardings	<b>GOAL</b> Increase by 1.5% over prior year 218,979,855
<b>FY Actual</b> 4.1%	<b>FY Actual</b> -7.4%	<b>FY Actual</b> 216M	<b>FY Actual</b> 216M	<b>FY Actual</b> N/A

Mode	Annual Ridership - Passenger Boardings				
	FY00	FY01	FY02	FY03	FY04
Motor Coach	96,394,514	96,032,546	92,259,201	90,880,579	87,471,668
Trolley Coach	78,460,995	80,868,518	73,968,384	74,398,945	75,215,805
Light Rail Vehicle	41,610,040	49,698,816	44,976,474	42,896,269	45,187,031
Cable Car	9,206,298	8,312,945	7,257,683	7,418,790	7,869,197
<b>TOTAL</b>	<b>225,671,847</b>	<b>234,912,825</b>	<b>218,461,742*</b>	<b>215,594,583</b>	<b>215,743,701</b>



**2b. Average Fare Per Passenger**

**GOAL:** Fare revenue should increase by 1.5% per year compared with prior year performance

**Purpose:** Measure fare revenue by average fare by passenger, by mode, as well as by general Fast Pass sales.

**Definition of Measurement:** Fare revenue collection on board revenue vehicles, sales of Fast Pass, sales of individual tickets at POP stations and special 1, 3 and 7 day pass sales, Weekly Fast Pass, Cable Car Souvenir Tickets, Bart Plus, Tokens, Adult Passes, Youth Passes, Senior Passes, Ballpark and Special Event Passes, Regional Passes, etc.

**Method of Measurement:** Cash fares are collected electronically on board all revenue vehicles (with the exception of Cable Car), utilizing the Cubic Farebox system. In Cable Car, a manual fare collection system along with sale of special passes is utilized. POP stations sell tickets at the platform.

**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> Increase by \$1.6M	<b>GOAL</b> Increase by \$1.6M	<b>GOAL</b> Achieve \$100 M	<b>GOAL</b> Achieve \$117 M	<b>GOAL</b> Increase by 1.5% over prior year or <b>\$117,270,585</b>
<b>FY Actual</b> +\$2.07M	<b>FY Actual</b> -\$5.99M	<b>FY Actual</b> \$97.4M	<b>FY Actual</b> \$115.5M	<b>FY Actual</b> N/A

Mode	Annual Cash Fare Summary				
	FY00	FY01	FY02	FY03	FY04
Motor Coach	\$15,067,705	\$ 14,504,449	\$14,079,936	\$14,040,087	\$15,578,130
Trolley Coach	\$13,881,967	\$ 13,576,560	\$12,104,879	\$12,249,779	\$14,060,901
Light Rail Vehicle	\$ 8,542,470	\$ 9,554,673	\$ 8,300,364	\$ 7,910,161	\$9,487,988
Cable Car	\$12,835,482	\$ 12,384,768	\$11,045,770	\$11,008,050	\$15,446,312
Fast Pass Sales	\$45,446,026	\$ 47,537,279	\$45,659,002	\$44,817,894	\$53,171,122
Other Fare Media	\$ 5,554,630	\$ 5,731,066	\$ 5,957,878	\$ 6,255,035	\$6,498,416
Paratransit Revenue	\$ 764,616	\$ 865,741	\$1,010,027	\$ 1,071,099	\$1,271,203
Charter Service	\$ 10,570	\$ 21,058	\$ 23,797	\$ 15,609	\$23,450
<b>TOTAL</b>	<b>\$102,103,466</b>	<b>\$104,175,594</b>	<b>\$98,181,653</b>	<b>\$97,367,714</b>	<b>\$115,537,522</b>

**4b. Fully Allocated Costs Per Hour of Service By Mode**

**GOAL:** Provide fully allocated costs per hour of Service By Mode.

**Purpose:** Measure the cost of producing revenue service by fully allocated costs per hour of Service By Mode.

**Definition of Measurement:** Provide-fully allocated costs per hour of Service By Mode.

**Method of Measurement:** Data will be reported to the board on an annual basis based on fully allocated costs per hour of Service By Mode.

**Milestones:**

FY2005
Fully Allocated Costs Per Hour of Service by Mode





### c. STAFFING PERFORMANCE

**1c. Net vacancies by position (vacancies remaining once promotions and new hires have been deducted from retirees or resignations) for each division.**

- GOAL:** No greater than 5% vacancy rate
- Purpose:** Efficiency level of the department in hiring.
- Definition of Measurement:** Monthly measurement of net vacancies against budgeted positions for Transit Operators and Maintenance personnel.
- Method of Measurement:** The Vacancy Report will be the basis of the data reported to the board on a quarterly basis.

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> No Greater Than 5%	<b>GOAL</b> No Greater Than 5%	<b>GOAL</b> No Greater Than 5%	<b>GOAL</b> No Greater Than 5%	<b>GOAL</b> No Greater Than 5%
<b>Actual 4<sup>th</sup> Q</b> 4.5%	<b>Actual 4<sup>th</sup> Q</b> 3.7%	<b>Actual 4<sup>th</sup> Q</b> 4.2%	<b>Actual 4<sup>th</sup> Q</b> 5.3%	<b>Actual 3<sup>rd</sup> Q</b> 4.2%

**Milestones:**

Division	Budgeted Positions	Vacancies Beginning of 3 <sup>rd</sup> Q	%	Vacancies End of 3 <sup>rd</sup> Q	%
<b>OPERATIONS</b>					
Transit Operators, Full Time	2126	0	0%	0	0%
Transit Operators, Part Time	50	0	0%	0	0%
<b>Sub-Total, Operators</b>	<b>2176</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
Crafts	905	81	8.9%	101	11.2%
Maintenance	250	24	9.6%	38	15.2%
<b>Operations Total</b>	<b>3331</b>	<b>105</b>	<b>3.2%</b>	<b>139</b>	<b>4.2%</b>
<b>MUNI Total Employees</b>	<b>3931</b>				

**2c. Attrition rates for new employees, by division and level.**

- GOAL:** No greater than 10%
- Purpose:** Measurement of effectiveness of recruitment and employee satisfaction by the rate of voluntary separations for new employees.
- Definition of Measurement:** Number of employees by division and class who are released during probationary period or who are voluntarily separated during probation. To calculate attrition only those employees who separate after six months or within one year will be counted. Data will be reported to the board on a quarterly basis.
- Method of Measurement:** Vacancy Report will provide data for quarterly reporting.



**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> No Greater Than 10%	<b>GOAL</b> No Greater Than 10%	<b>GOAL</b> No Greater Than 10%	<b>GOAL</b> No Greater Than 10%	<b>GOAL</b> No Greater Than 10%
<b>Actual 4<sup>th</sup> Q</b> 25.9%	<b>Actual 4<sup>th</sup> Q</b> 76.6%	<b>Actual 4<sup>th</sup> Q</b> 59.4%	<b>Actual 4<sup>th</sup> Q</b> 23.5%	<b>Actual 3<sup>rd</sup> Q</b> 5.4%

<b>Attrition</b>							
<b>Rate for FY05-3<sup>rd</sup> Quarter is 5.4%</b>							
	Hired Last 3 Quarters	3 <sup>rd</sup> Q # of hires	Total Last 12 Months	Released 3 <sup>rd</sup> Q	Voluntary 3 <sup>rd</sup> Q	Class	Total
Transit Operators FT	21	0	21	1	2		3
Transit Operators PT	0	0	0	0	0	9163	0
<b>SUB TOTAL</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>1</b>	<b>2</b>		<b>3</b>
Crafts	23	1	24	0	1	7410	1
Maintenance	9	3	12	0	1	2720	1
Operations Admin.	9	5	14	0	0		0
Finance & Administration	24	10	34	0	1	9110	1
GM Programs	25	2	27	0	0		0
<b>TOTALS</b>	<b>111</b>	<b>21</b>	<b>132</b>	<b>1</b>	<b>5</b>		<b>6</b>

**d. CUSTOMER SERVICE**

**1d. Development of an annual marketing plan identifying specific programs and projects that will promote increased patronage.**

**GOAL:** To develop an annual Marketing Plan by January 1, 2005

**Purpose:** To produce a variety of marketing tools that will provide the Public with an incentive to utilize the services of Muni.

**Definition of Measurement:** Marketing Plan developed.

**Method of Measurement:** Marketing Plan completed and approved for implementation.

**Milestones:**

<b>FY2005</b>
<b>Jan. 1, 2005</b>

**2d. Publication and distribution to the public of schedules for all trips taken by all vehicles which shall consist of specific arrival times at terminals and established intermediate points.**

**GOAL:** Publish a complete timetable during FY2005.

**Purpose:** Provide riders with an updated schedule.

**Definition of Measurement:** Publication and distribution schedules for all trips taken by all vehicles which shall consist of specific arrival times at terminals and established intermediate points.



**Method of Measurement:** Distribution of the timetable to the public. Muni is in the process of reviewing the schedules of all the lines. Once the review is complete, we will publish schedules for individual lines, as well as an updated system-wide schedule.

**Milestones:**

<b>FY2005</b>
<b>Publish Timetable</b>

**3d. Operator conduct complaints and their resolution, by complaint, consistent with due process and required confidentiality.**

**GOAL:** 75% of all Passenger Service Reports will be resolved in 30 days.

**Purpose:** Monthly measurement of customer satisfaction with the agency as well as measuring the effectiveness of internal process to address the complaints

**Definition of Measurement:** Muni will make available a summary of complaints received, resolved and outstanding on a quarterly basis. We have replaced Minor and Major categories with: Three Categories of Operator Complaints

- a. Dismissed/No Merit
- b. No Action/Possible Merit
- c. Action Taken/Repeated Reports

Have added a breakdown of Miscellaneous Employees and have added Commendations.

**Method of Measurement:** Data provided from the Passenger Service Report Unit and will be reported to the board on a quarterly basis.

**Milestones:**

<b>FY2005</b>
<b>75% PSR's resolved within 30 days</b>

<b>Passenger Service Reports - Quarterly Report</b>													
Type of Complaint	Complaints				OPEN				CLOSED				FYTD Closed
	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	
<b>Operator Complaints Requiring Follow-Up</b>	518	475	633		29	27	19		489	448	614		1551
Of the <b>633</b> Operator complaints requiring follow-up, <b>70</b> were recommended for neutral hearings of which <b>73%</b> were closed within the timeframe.													
					1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q						FYTD
Operator Complaints Requiring Follow-up					518	475	633						1626
Other Operator					1047	1234	1115						3396
Service					575	583	911						2069
Vehicle					34	41	39						114
ADA					177	152	150						479
Criminal Activity					78	93	94						265
Miscellaneous Complaints					191	246	288						725
<b>TOTAL</b>					<b>2620</b>	<b>2824</b>	<b>3230</b>						<b>8674</b>



Passenger Service Reports Quarterly Report Breakdown					
	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	FYTD
Dismissed/No Merit	64	25	65		154
No Action/Possible Merit	137	156	205		498
Action	518	475	633		1626
Commendations	185	187	235		607
Miscellaneous Station Ops	49	57	50		156
<b>TOTAL</b>	<b>953</b>	<b>900</b>	<b>1188</b>		<b>3041</b>

FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY03 Actual	FY04 Actual	FY05 YTD
12,456	11,674	12,931	13,373	12,740	10,371	8,674

**4d. Annual passenger surveys and follow-up by management.**

**GOAL:** Conduct a Rider Survey and an Employee Survey.

**Purpose:** Measure the level of satisfaction of both transit riders and employees. Use the results of the survey to implement improvements.

**Definition of Measurement:** Muni will conduct an annual survey of riders to determine riders' sentiments and concerns. Surveys will include an Employee Survey along with a Rider Survey.

**Method of Measurement:** Successful completion of the surveys prior to the end of FY2005 and present findings of surveys to Board and Citizens Advisory Committee.

**Milestones:**

<b>FY2005</b>
Conduct Rider & Employee Survey

**5d. Improvements in public information regarding vehicle delays during operations as well as general user information regarding system modifications, route changes, and schedules.**

**GOAL:** Improve Passenger Information

**Purpose:** Improve passenger information by communication of service problems and other information to each vehicle, the station platforms, the Telephone Information Center, media and the Service Hotline, and assess.

**Definition of Measurement:** Assess current practices, develop and implement improvement plan.

**Method of Measurement:** Plan completed and implemented.

**Milestones:**

<b>FY2005</b>
Plan completed and implemented



**6d. Efforts to improve driver training, technical as well as accident follow-up.**

**GOAL:** 50,000 hours of Driver Training per year and 5% reduction in accidents

**Purpose:** Reduce accidents through effective operator training programs as well as effective accident follow-up training.

**Definition of Measurement:** Monthly measurement of the number of training hours by type of class. Track reduction in accidents as a result of more effective operator training and accident retraining.  
**Training hours will be tracked for the following areas:**

- ◆ New Operator Training
- ◆ Immediate Follow-up Rides
- ◆ One Day Accident Retraining
- ◆ Two Day Accident Retraining
- ◆ Verification of Transit Training
- ◆ Operator Refresher
- ◆ Passenger Relations/Conflict Training

**Method of Measurement:** Number of reportable accidents and training hours. Data will be reported to the board on a quarterly basis.

**Milestone:**

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> 100,000 hrs 5% Accident Reduction	<b>GOAL</b> 100,000 hrs 5% Accident Reduction	<b>GOAL</b> 50,000 hrs 5% Accident Reduction	<b>GOAL</b> 50,000 hrs 5% Accident Reduction	<b>GOAL</b> 50,000 hrs 5% Accident Reduction
<b>FY Actual</b> 140,692 hrs	<b>FY Actual</b> 129,769 hrs	<b>FY Actual</b> 82,099 hrs	<b>FY Actual</b> 65,771 hrs	<b>FYTD Actual</b> 26,305 hrs

Operator Training - Achieve 50,000 Hours FY04/05				
Class Description	1 <sup>st</sup> Q Hours	2 <sup>nd</sup> Q Hours	3 <sup>rd</sup> Q Hours	FYTD Hours
New Operator Training	0	5504	1104	6608
Verification of Transit Training (VTT)	452	2720	4376	7548
Non-Revenue Driver's Training	215	0	216	431
Operator Refresher Training (ORP)	1848	424	896	3168
Accident Retraining	1044	806	864	2714
Line Trainer Training	36	236	32	304
Follow-up Ride Checks	368	354	554	1276
Rail Follow-up Training	368	508	338	1214
Rail Operator Refresher Course	0	678	696	1374
Rail Compliance Checks	0	131	176	307
Re-Qualifications	0	123	24	147
Rail Special Training	0	336	878	1214
<b>Total</b>	<b>3963</b>	<b>11466</b>	<b>10154</b>	<b>26305</b>

5 % Accident Reduction in Accidents (Passenger & Vehicle)											
	FY01 Actual	FY02 Actual	FY03 Actual	FY04 Actual	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	FYTD GOAL	FY05 GOAL	FYTD TOTAL	FYTD +/-
Reduce Accidents by 5%	3,043	2,913	2,966	2,975	687	596	579	2,120	2,826	1,862	+258



**7d. Number of crime incidents on Municipal Railway vehicles or in Municipal Railway facilities.**

**GOAL:** Reduction of 5% from previous year.

**Purpose:** To measure the crime rate on transit vehicles and in facilities.

**Definition of Measurement:** Quarterly, we report on all categories of crime incidents with the corresponding quarter for the previous year with a % change.

**Method of Measurement:** Data is collected daily by the Muni Transit Police. Data will be reported to the board on a quarterly basis.

**Milestones:**

<b>FY2005</b>
<b>GOAL</b>
<b>Reduce by 5%</b>

<b>Muni Related Incident Report</b>								
<b>FY04/05 Goal Incidents - GOAL is 2175 Incidents</b>								
	FY00 Actual	FY01 Actual	FY02 Actual	FY03 Actual	FY04 Actual	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q
Fare Evasions Reported by POP						2476	2058	1285
Alarm	6	5	210	182	156	31	14	32
Alarm - No Merit	62	44	20	1	0	0	0	0
Arson	1	1	1	0	0	0	0	0
Auto Theft	1	0	0	0	0	0	0	0
Battery Operator	0	0	151	35	29	9	4	6
Battery	N/A	N/A	N/A	62	43	9	8	12
Bomb	0	0	0	0	0	0	0	0
Bomb Threats	1	0	2	1	0	0	0	0
Burglary	0	0	0	0	0	0	0	0
Disturbance/Disorderly Conduct	961	1004	779	859	850	222	258	201
Drunk Person	360	344	275	216	165	45	35	45
Fare Evasion	77	66	16	23	18	See first row for Fare Evasions		
Graffiti	78	84	37	17	39	13	6	13
Grand theft	28	4	3	1	0	0	0	0
Homicide	0	0	0	0	1	0	0	0
Insane Person	39	28	8	0	0	0	0	0
Malicious Mischief	66	73	63	49	37	7	0	0
Malicious Mischief Window	436	446	219	169	129	34	35	24
Operator Assault	64	47	23	16	13	6	0	3
Operator Threats	22	14	4	10	9	3	3	0
Op Passenger Altercation	0	0	2	0	0	0	0	0
Passenger Assault	99	71	42	29	12	0	0	4
Person on Drugs	13	4	2	1	0	0	0	0
Pickpocket	80	611	687	691	755	217	186	267
Prejudice Based	2	1	0	0	0	0	0	0
Robbery	44	49	48	30	15	5	5	6
Sex Crimes	2	5	23	2	1	0	0	0
Shots Fired	1	2	1	0	4	1	0	1
Shot Fired BB Gun	3	1	0	0	0	0	0	0
Larceny/Theft	11	13	8	2	3	1	0	0
Trespassing	5	10	12	1	2	1	0	4
Weapons Confiscated	1	0	3	1	2	0	0	0
Misc.	0	0	0	3	6	0	0	0
<b>TOTAL</b>	<b>2,463</b>	<b>2,927</b>	<b>2,655</b>	<b>2,401</b>	<b>2,289</b>	<b>604</b>	<b>554</b>	<b>618</b>



## e. EMPLOYEE SATISFACTION

### 1e. Number of grievances

**GOAL:** Report quarterly on the number of grievances.

**Purpose:** Record and monitor the status of all grievances.

**Definition of Measurement:** Quarterly reports will include number of new grievances filed, resolved and active.

**Method of Measurement:** Internal tracking system will be used to provide data for the board on a quarterly basis.

**Milestones:**

FY2001	FY2002	FY2003	FY2004	FY2005
<b>GOAL</b> Report Quarterly Resolve 75% in 30 days	<b>GOAL</b> Report Quarterly Resolve 75% in 30 days	<b>GOAL</b> Report Quarterly Resolve 75% in 30 days	<b>GOAL</b> Report Quarterly Resolve 75% in 30 days	<b>GOAL</b> Report Quarterly Resolve 75% in 30 days
<b>4<sup>th</sup> Q Actual</b> 75% Resolved	<b>4<sup>th</sup> Q Actual</b> 92% Resolved	<b>4<sup>th</sup> Q Actual</b> 87.5% Resolved	<b>4<sup>th</sup> Q Actual</b> 75% Resolved	<b>3<sup>rd</sup> Q Actual</b> 93% Resolved

	New Grievances Filed			Grievances Resolved			FYTD Grievance Activity		
	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	Received	Resolved	Active
Transit Operators	15	13	20	15	16**	15	48	46	9*

\* Includes 7 Open/unresolved grievances which were carried over from FY03/04

\*\* Revised

	New Grievances Filed			Grievances Resolved			FYTD Grievance Activity		
	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	Received	Resolved	Active
Misc. Employees	10	4	3	7	3	3	17	13	4

### 2e. Speed of resolution of grievances

**GOAL:** Resolve 75% of internal grievances within 30 days.

**Purpose:** Measure the effectiveness of the Labor Relations in the resolution of grievances.

**Definition of Measurement:** Monthly measurement of the resolution of grievances.

**Method of Measurement:** Internal tracking system will be used to provide data for the board on a quarterly basis.

**Milestones:**

<b>FY2005</b>
75% within 30 days

**Third Quarter Report:** For Operations grievances reported **93%** were resolved within 30 days.



**4e. Employee Recognition**

**GOAL:** Annual achievement of honorees in the following programs:

- ◆ (12) Systemwide Operators of the Month Award
- ◆ (4) Transit Supervisor's of the Quarter Award
- ◆ (4) Finance & Admin Employee's of the Quarter
- ◆ (12) Maintenance Employees of the Month
- ◆ (4) Safety & Training Employee of the Quarter
- ◆ (4) Accessibility Employee of the Quarter

**Purpose:** To recognize the achievements of employees and encourage excellence in job performance

**Definition of Measurement:** Monthly tracking of all award programs. Award program criteria vary for the above. A detailed nomination evaluation process exists on file for each program. Criteria for non-operator awards includes, but is not limited to employee's Performance evaluation, attendance, work performance, absence of disciplinary and or EEO measures. For Operator awards, attendance records, accident records, PSR's and safety records are used to evaluate the candidate.

**Method of Measurement:** A detailed nomination evaluation process exists on file for each program and the time frame measured is generally on a rolling 12 month basis. Some of the criteria includes employee's performance evaluation, attendance, work performance, absence of disciplinary and or EEO measures. Data will be reported to the board on a quarterly basis.

**Milestones:**

<b>FY2005</b>
Annual Achievement

**5e. Employee education and training opportunities**

**GOAL:** Provide approximately 20 hours per FTE.

**Purpose:** Provide continuous opportunities for employee development

**Definition of Measurement:** Training hours will be tracked monthly for the following areas:

- ◆ Maintenance Training (including new revenue vehicle training)
- ◆ 7 Habits of Highly Effective People
- ◆ Ambassador Training
- ◆ Supervisory Skills Training
- ◆ Management Skills Training
- ◆ Violence in the Workplace
- ◆ Desktop Computer Training
- ◆ Additional training as developed

**Method of Measurement:** Track number of hours by type of training. Data will be reported to the board on a quarterly basis.

**Milestones:**

	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>
<b>GOAL</b>	<b>GOAL</b>	<b>GOAL</b>	<b>GOAL</b>	<b>GOAL</b>	<b>GOAL</b>
50,000 hrs	50,000 hrs	50,000 hrs	50,000 hrs	40,820 hrs	<b>42,600 hrs</b>
<b>FY Actual</b>	<b>FY Actual</b>	<b>FY Actual</b>	<b>FY Actual</b>	<b>FY Actual</b>	<b>FYTD Actual</b>
53,296 hrs	50,880 hrs	31,241 hrs	36,860 hrs	18,186 hrs	





**Summary of Employee Training - Achieve 20 Hours per Employee (Not incl. Drivers)**

Class Description	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	FYTD Hours
<b>MAINTENANCE TRAINING</b>					
Forklift Training	176	240	56		472
PCC/Milan Car Training	592	224	24		840
CPR/First Aid	192	136	208		536
Vapor Door/Step Training	136	296	0		432
Excelling as a First Time Manager/Supervisor	0	120	16		136
LRV Training	0	456	552		1008
Other Maintenance Training (incl. Rail Tailgates)	24	1950	1950		3924
<b>Subtotal Maintenance</b>	<b>1120</b>	<b>3422</b>	<b>2806</b>		<b>7348</b>
<b>ADMINISTRATIVE TRAINING</b>					
Management Advance	0	0	2400		2400
Ambassador Training	560	1568	2240		4368
Discipline Management & Administration	560	88	312		960
Preventing Workplace Harassment	66	384	0		450
Drug & Alcohol Training - Employees	16	162	8		186
Preventing & Responding to Sexual Harassment	0	0	387		387
Drug & Alcohol Training – Supervisors	32	0	0		32
Violence in the Workplace-Prevention, Response & Recovery	39	0	180		219
2 in 1 Training-Introduction to EEO & ADA	69	51	54		174
Brown Eyes, Blue Eyes Linking Perception & Performance	0	48	51		99
Desktop Computer Training	30	0	0		30
Network/Database	24	432	220		676
Software Application Training	336	320	201		857
<b>Sub-Total Administrative Training</b>	<b>1732</b>	<b>3053</b>	<b>6053</b>		<b>10838</b>
<b>Sub-Total Maintenance Training</b>	<b>1120</b>	<b>3422</b>	<b>2806</b>		<b>7348</b>
<b>Total</b>	<b>2852</b>	<b>6475</b>	<b>8859</b>		<b>18186</b>