

Transit Division

Overview

FY 2010-2011 and FY 2011-2012

MISSION

The Transit Division (Division) is responsible for separate yet interrelated functions: Transit Service Delivery, Security, Fare and Parking Enforcement. The mission of the Transit Division is to provide safe, reliable, clean, accessible and convenient public transportation to any destination in San Francisco. The Division works closely with the San Francisco Police Department under a work order arrangement to provide a safe and secure environment for riders, employees and the citizens of the City and County of San Francisco. In addition, the Parking Control Officers mitigate traffic congestion, manage traffic flow and raise parking revenue by enforcing general parking regulations. Finally, the Transit Fare Inspectors monitor fare compliance in order to increase fare revenue and reduce fare evasion.

STRATEGIC PLAN GOALS AND OBJECTIVES

Transit Division activities support achievement of the following Strategic Plan goals and objectives:

Goal 1: Customer Focus

To provide safe, accessible, clean, environmentally sustainable service and encourage the use of auto-alternative modes through the Transit First Policy

- Improve safety and security across all modes of transportation
- Improve cleanliness of SFMTA stations and vehicles by providing a clean, safe and comfortable experience
- Improve transit service reliability
- Increase mean distance between failures for all of the vehicle fleet
- Increase police presence throughout the rail system
- Provide customer friendly service to support key communication projects
- Improve security across all modes of transportation
- Increase fare revenue
- Reduce fare evasion
- Reduce incidents of crime and anti-social behavior across the system
- Reduce congestion
- Enforcing parking restrictions and directing traffic during special events

Goal 2: System Performance

To get customers where they want to go, when they want to be there

- Transit Reliability: Improve on-time performance to 85%
- Develop standardized performance measures for improvement to on-time performance and system reliability
- Reduce preventable accidents in all modes
- Develop strategies to maximize efficiency of transit schedules

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- Reduce absenteeism of front line personnel
- Increase revenue from parking citations
- Continue to move service enhancements using the Transit Effective Project as a guideline
- Reduce fare evasion and increase fare revenue through targeted deployment of transit fare inspectors
- Provide information to customers during service disruption and major events
- Work with other city agencies and organization likes the Board or Education to insure coordination of security
- Increase revenue from parking citations

Goal 3: External Affairs/Community Relations

To improve the customer experience, community value and enhance the image of SFMTA, as well as ensure SFMTA is a leader in the industry

- Develop internal and external strategies and efforts to enhance customer satisfaction and enhance the image of SFMTA
- Work to reduce instances of Graffiti and vandalism on the system
- Continue to insure upgrade to current announcements and service messages particularly in the subway

Goal 4: SFMTA Workforce

To provide a flexible, supportive work environment and develop a workforce that takes pride and ownership of the agency's mission and vision and leads the agency into an evolving, technology-driven future

- Increase resources available to employees in performing their jobs
- Implement employee assessments and performance planning tool
- Improve facilities to better the working environment for employees
- Increase visibility of safety culture throughout our facilities through regular safety meetings, announcements and safety rules of the day

Goal 5: Information Technology

To improve service and efficiency, the SFMTA must leverage technology

- Expand the use of existing and new technologies such as Next Bus and Automatic Passenger Counters (APCs), Trapeze and other relevant systems to improve service delivery
- Minimize service delays through improved response time and using available technology to make service adjustment

DIVISIONAL TACTICS AND INITIATIVES

The Transit Division will employ the following tactics and initiatives to support fulfillment of the Strategic Plan:

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- Expand the use of existing and new technologies such as Next Bus and Automatic Passenger Counters (APCs) for measuring passenger loads, on-time performance, vehicle reliability and schedule adherence
- Implement standard performance measures for Bus, maintenance, Rail maintenance and Maintenance of Way
- Maximize vehicle availability and reliability by completing all planned vehicle maintenance activities
- Implement ongoing vehicle appearance and cleaning campaigns, facilities and metro station cleaning programs; insure the timely completion of facility maintenance and graffiti removal work orders
- Reduce accidents by 10% from previous fiscal year baseline
- Develop standard operational procedures for staff re-training and re-certification designed to enhance system safety
- Work with SFMTA Safety, Security and Enforcement division to hire new Transit Operators required to meet all scheduled service
- Continue to develop accurate schedules for transit service
- Reduce open runs by maximizing operator and vehicle availability
- Evaluate transit planning strategies to achieve short- and long-term improvements to the transit system
- Improve line and street management techniques to ensure timely service recovery and minimize delays
- Implement on time performance indicators for each line in order to maintain properly sequenced headways through the metro rail system
- Streamline processes and procedures to maximize operating efficiency
- Oversee the safety, security and protection of Muni passengers, employees and properties
- Ensure compliance with federal, state, and other safety and security requirements
- Provide 15% of all SFMTA employees the opportunity to attend at least one safety and security awareness /disaster preparedness training
- Reduce instances of non-paying passenger boarding
- Administer fare inspections on Muni revenue vehicles on designated transit lines for proof of payment
- Provide community-based staff to ride Muni coaches on lines with high incidences of graffiti and juvenile disturbances through the Muni Transit Assistance Program
- Oversee enforcement activities related to street sweeping, residential permit parking, meters, improperly used disabled placards, booting and towing vehicles and removing abandoned vehicles including parking enforcement needs and requirements for the various city special events
- Support the City's Transit First Policy by enforcing double-parking, bus zones, yellow zones, and traffic control on transit corridors

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- Enforce a variety of parking regulations
- Perform fixed post assignments and direct traffic during emergencies and special events
- Intensify parking enforcement rules in residential areas, sidewalks and along specifically identified transit routes
- Obtain TSA Security Grant for Security Awareness training

ORGANIZATION

The Transit Division's original budget, as adopted by the Board of Supervisors is in accordance to the following organizational structure:

The areas of operation include Administration, Bus Services, Rail Services, Maintenance of Way, Operations and Service Planning.

- **Administration:** Comprised of the executive office of the Director of Transit and supporting management and administrative staff. Responsible for providing oversight for workforce and personnel management, budgeting, project and contract management and coordination of capital projects, customer service and inter-departmental interface.
- **Bus Services:** Consist of the Bus Transportation and Bus Maintenance groups. Responsible for motor coaches and electric trolleys, management of transportation services through the Street Operations unit, vehicle maintenance and management of the Transit Operator workforce.
- **Rail Services:** Consist of the Rail Transportation and Rail Maintenance groups. Responsible for light rail vehicles, historic streetcars and cable cars, management of transportation services through the Metro Rail Operations unit (MRO), station operations, vehicle maintenance and Transit Operator workforce.
- **Maintenance of Way:** Comprised of Track and Signal Maintenance, Infrastructure Maintenance and Overhead Lines. Responsible for maintaining facilities and infrastructure (garages and shops), light rail right-of-way, track way, fare collection system, vehicle and station cleaning and track signalization.
- **Operations:** Comprised of the Office of Central Control (OCC), Scheduling, Special Events, Dispatch and Non Revenue Vehicle Procurement which serve to support the overall operations of the Transit Division. Responsible for service scheduling, management of central control, special events, monitoring and adjusting all transit service, service communications, emergency/incident response and reporting, and non-revenue vehicle maintenance and procurement.

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- **Service Planning:** Responsible for short- and long-term transit route and stop planning, design and establishing service levels. Works with the Operations group in reviewing service delivery performance indicators and recommend improvements to maximize service safety, reliability and effectiveness. Works with Sustainable Streets Division to design street improvements that support transit service. Coordinates with other City Agencies to review proposed land use plans and ensure optimal transit service to areas of future growth. Leads the implementation of the Transit Effectiveness Project, which is a system study that aims to make Muni service quicker, more reliable and better matched to current travel patterns.

Effective July 19, 2010 the Transit Operations Division was restructured as follows:

The Transit Division is comprised of over 3000 staff which serves the SFMTA's transit service delivery system. The division focus on improving service reliability, enforcing system-wide security, upgrading the maintenance of our vehicles and facilities, providing more focused effort of our human capital, leveraging our investment in technology, and clarifying responsibilities and accountability for our core business. The Transit Division is comprised of the following sections: Transit Management, Transit Services, Maintenance, Parking Enforcement, Security Enforcement and Transit Business Services and Operations Support.

Transit Management Section: This section is responsible for the management and administration of the operations workforce for all modes: bus, rail and cable car. Responsibilities include: hiring, scheduling staff, dispatching, workforce planning and day-to-day contract administration.

Transit Services Section: This critical service area complements the Management Section and is responsible for delivering service after the vehicle leaves the facility. This section includes the Central Control and Line Management Centers, Street Inspectors, and Station Agents. This section functions to:

- Improve day to day management of service on the street
- Assign higher level managers, dedicated to street service management
- Establish clearer responsibility and accountability for on time performance
- Minimize in-service delays and shorten recovery time
- Improve ability to analyze and respond to customer issues and concerns

Maintenance Section: Two divisions provide maintenance of all equipment and facilities: the *Vehicle Maintenance Section* and the *Maintenance of Way and Infrastructure Division*. *Vehicle Maintenance Section* is responsible for the maintenance of all revenue and non-revenue vehicles. The *Maintenance of Way and Infrastructure*

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Section is responsible for the maintenance of the facilities, track, wayside equipment and stations.

Parking Enforcement Section: The *Parking Enforcement Section* functions to increase revenue, integrate new technologies, update practices and maximize Parking Control Officer productivity.

Security Enforcement Section: The *Security Enforcement Section* provides police support, security services, proof of payment as well as emergency planning for special events and incidents.

Transit Business Services and Operations Support Section: This *Transit Business Services and Operations Support Section* provides all the administrative support functions for the operations division; including planning, budget, administration, scheduling, operations analysis, special events, TEP and capital programs.