

## **Chapter 1: Introduction**

The San Francisco Municipal Railway (Muni) operates public transportation in San Francisco. It is the Bay Area's largest transit operator and seventh largest in the U.S. Muni carries 686,000 trips every weekday – 216 million trips per year – with 4,800 employees and an annual budget of over \$500 million. Muni's Short Range Transit Plan (SRTP) is the system's primary planning document, and is updated biennially. It describes the organization, current and planned services, the 20-year operating financial plan, and the Capital Improvement Program (CIP) along with its component programs. The SRTP documents Muni's current state as well as top priorities for the future, and provides financial forecasts for the next 20 years. Muni staff, the San Francisco County Transportation Authority (SFCTA), the Metropolitan Transportation Commission (MTC), the Federal Transit Administration (FTA), other agencies, and the public refer to the SRTP to learn about the details of Muni's plans.

This SRTP also includes information about the Municipal Transportation Agency (MTA), Muni's parent agency, which also oversees the Department of Parking and Traffic (DPT). Most of the information in this SRTP, such as the Capital Improvement Program and the operating forecast, pertain only to Muni. In instances where a "one agency" approach is needed, such as in agency goals and accomplishments and organizational structure, information is reported about the combined MTA. The relationship between Muni and MTA is described in Chapter 2.

### **What's New in this SRTP**

Since the FY04 SRTP was published, a great deal of progress has been made on the Third Street Light Rail Project, including the Central Subway. A detailed update on this project is in Chapter 3.

Information related to service – current service, planning, and evaluation – has been organized into two chapters. Chapter 4 describes the current service design and policies, methods of evaluation including Proposition E standards, and system performance. It also outlines the service changes proposed for August 2005 as part of the FY06 operating budget. Chapter 5 describes the future service proposals and plans for expansion, including relevant inputs into planning and technology innovations.

Chapter 6 describes the operating budget for FY06 and projects the budget 20 years into the future. This SRTP includes a section on structural changes that could be made to Muni's operating budget in order to achieve a stable and sustainable budget in the future.

The Capital Improvement Program (CIP) is described and detailed in the Chapters 7-11. Projects in the major component programs (Fleet, Infrastructure, Facilities, Equipment) are described in Chapters 7-10, and Chapter 11 provides information on prioritization, available funding, and the detailed and summary tables. Individual project descriptions are included at the end of the CIP chapter.

### **Mission, Vision, Values**

After passage of Proposition E in 1999, Muni initiated an interactive process involving its employees, labor organizations and other key stakeholders to craft a clear statement of its mission, vision and values. Over 1,500 employees directly participated in this process and developed the following Mission Statement.

### **THE MISSION:**

Working together effectively, we serve our community. We provide safe, reliable, clean, accessible, and convenient transportation to any destination in the City. We are dedicated to creating the most satisfying experience possible for our employees and our riders.

By placing people first, Muni strives to offer the maximum opportunity for employees to contribute their best and achieve career growth. We are building a model urban transit organization, internationally recognized for excellence.

We treat each other with respect; develop trust; encourage mutual understanding; and value our diversity. We promote accountability and take pride in our work.

Above all, we are committed to living this Mission daily in our relationships with each other and everyone in our commUNITY.

With this Mission Statement in hand, Muni turned its attention to *living* its mission, and formed a joint labor/management Mission Action Committee (MAC). The committee has a diverse makeup consisting of senior staff, middle managers, line operators, maintenance personnel, and union representatives. The MAC serves as a catalyst to the organization and works to ensure that all Muni employees, and other stakeholders, understand and practice the principles embodied in our mission in their daily work.

With the merger of Muni and DPT into the MTA, the MAC, which now includes DPT, turned its attention to developing a new mission statement for the consolidated organization. The MAC published a draft MTA Mission Statement in April 2005.

The Municipal Transportation Agency (MTA) consists of the Municipal Railway (Muni) and the Department of Parking and Traffic (DPT). Working collaboratively, we enhance transportation for transit riders, pedestrians, bicyclists, commercial, and other motor vehicles. We are dedicated to improving the quality of life for a diverse population of residents, visitors, and our employees. We are committed to the safe and efficient movement of people and goods according to the City's Transit First Policy.

### **MTA Goals for FY2004**

The MTA goals for each fiscal year are developed by the Director of Transportation (also known as the Executive Director) and senior management through an informal process at the start of each fiscal year. The service standards, which were initially set in Proposition E, are revisited every year by a committee of staff, union reps, the CAC, and management; any changes in methodology or the actual goals are brought to the MTA Board of Directors for approval. As part of Muni's ongoing efforts to provide improved service, improve reliability, and meet the service standards in Proposition E, Muni and the MTA developed a set of goals for FY2004:

1. Advance Muni's and DPT's Missions at all levels and divisions within the organization by focused communication, involvement and recognition.
2. Cultivate security awareness and preparedness through drills, training, and improved coordination with transit and government agencies.
3. Improve safety for employees, passengers, pedestrians, and motorists by training; increased awareness; and improved equipment, facilities and traffic control.
4. Achieve service standards and performance measures including:
  - On-time performance
  - Service Availability
  - System reliability
  - System performance

- Staffing performance
  - Customer service
5. Improve movement of people and goods throughout San Francisco by close communication and coordination between Muni and DPT.
  6. Promote professional growth and development for all employees through available training opportunities.
  7. Progress the Third Street Project in accordance with the FY04 baseline schedule and budget, including ongoing construction of line segments and Metro East, developing engineering design for Phase 2 New Central Subway, and securing funding and community support for the project.
  8. Maintain a balanced budget and build a foundation for long-term financial stability through aggressive pursuit of all revenue sources and improved management of resources.
  9. Improve customer service by increasing access to timely and accurate information about all MTA services and by speedy resolution of complaints and issues.
  10. Increase the use of all alternative modes of travel and reduce travel time without increasing congestion.
  11. Secure funding and begin detailed planning and community outreach for Transit Preferential Streets treatments for Geary Boulevard in accordance with the Vision Plan.
  12. Continue implementation of TransLink® and Proof of Payment programs system-wide.

### **FY2004 and FY2005 Accomplishments**

Major MTA accomplishments for FY04 and FY05 are listed below, including highlights for both Muni and DPT.

#### **Security and Safety**

- Trained all Muni and DPT employees in Security Awareness
- 680 Operators met the requirements of the Safe Driver Incentive Pilot program - almost 1/3 of all drivers
- Expanded pedestrian countdown signals to 780 intersections
- Obtained Department of Homeland Security funding for transit system security improvements
- Decreased non fatal pedestrian collisions
- Launched Phase 2 of Transit Safe
- Equipped metro stations with defibrillators
- Participated in FTA Transit Watch security program
- Conducted DHS/ODP Risk and Vulnerability Assessment - MTA is leading agency in nation in transit related Security Awareness Training

#### **Third Street**

- Third Street Light Rail construction project progressed on schedule
- Secured federal funding for Third Street Light Rail Phase 2, the Central Subway
- Started construction on Metro East maintenance facility
- Received “Recommended” rating by FTA for Third Street Central Subway
- Handprint project for Third Street children
- Expanded Third Street jobs program, with over 260 local residents employed on project

### **Service Performance**

- Established service standards for DPT
- On-time Performance improved to above 70%
- Initiated traffic signal priority system for transit vehicles on Mission and Geary
- An independent customer satisfaction survey showed a 91% satisfaction level with the services provided by the San Francisco Paratransit Broker
- Implemented Digital Voice Annunciation on 90% of the rubber tire fleet

### **Employee/Labor Relations**

- Reached Memorandum of Understanding with Local 250A (Operators)
- Completed employee/customer surveys
- Instituted new process for responding to Passenger Service Reports (joint labor-management initiative)
- Awarded new contract for worker's comp claims management
- Consolidated human resources functions at Muni and DPT

### **Financial Stability**

- Successfully balanced the FY03 and FY04 operating budgets
- Revised the Transit Impact Development Fee - expected to stabilize this Muni funding source
- Completed construction of Mission/Steuart hotel joint development
- Prop K approved by voters, providing stream of capital funding for transportation projects

### **Planning Initiatives**

- Planning for Geary Transit Preferential Streets (Inner Geary)
- Updated Bicycle Plan
- Signed TransLink® Interagency Participation Agreement with MTC and other local transit systems

### **Management Improvements**

- Successfully underwent FTA triennial audit with minor recommendations
- Completed first Prop E Transportation Quality Review audit
- Negotiated new towing contract
- Finalized lease for additional warehouse space (1750 Burke)
- Leased space at 1 South Van Ness for consolidating Muni and DPT administrative functions
- New Vehicle and Materials Maintenance system up and running (SHOPS)
- Initiated Residential Permit Program "lockbox" and revised citation processing

### **Clean Air**

- Issued Request for Proposals for electric-hybrid buses
- Announced transit vehicle Zero-Emission Plan
- Accepted final delivery of fully accessible ETI trolley vehicles (procurement completed)

### **Construction/Facilities Improvements**

- Completed installation of SFgo™ Traffic Management Center
- Progressed construction for new Octavia Blvd
- Purchased New Jersey PCC cars

- Completed re-railing and street improvements to Ocean Avenue, including accessible platform at Ocean & Lee
- Reconstructed Cable Car turntables at Bay/Taylor and Powell/Market
- Finished installation of new parking meters citywide
- Transferred Geneva Office Building to Dept. of Rec/Park
- Secured funding for Geneva Canopy project to shelter historic streetcars
- Received additional funding for expanding Next Bus project
- Completed signal retiming project for Lombard Street

### **Community Outreach/Relations**

- Produced “Rolling Gallery” art exhibit
- Received various awards including MTC awards to staff and board members; SF Beautiful award for Ocean Avenue project; MFAC award for Muni and DPT managers
- Provided special service for baseball, bike races, Bay to Breakers, etc.
- Awarded paratransit debit card contract
- Launched the “Read the Need” campaign to educate Muni riders of the needs of senior and disabled passengers

### **MTA Goals for FY2005**

The MTA also set goals for FY05, continuing the agency’s focus on safety and security, service improvement, and the Third Street Project:

1. Advance MUNI and DPT’s Missions at all levels and divisions within the organization by focused communication, involvement and recognition.
2. Cultivate security awareness and preparedness through drills, training, and improved coordination with transit and government agencies.
3. Improve safety for employees, passengers, pedestrians, and motorists by training; increased awareness; and improved equipment, facilities and traffic control.
4. Achieve service standards and performance measures including:
  - On-time performance
  - Service Availability
  - System reliability
  - System performance
  - Staffing performance
  - Customer service
5. Improve movement of people and goods throughout San Francisco by close communication and coordination between the Municipal Railway and the Department of Parking and Traffic.
6. Promote professional growth and development for all employees through available training opportunities.
7. Progress the Third Street Project in accordance with the FY05 baseline schedule and budget, including: ongoing construction of line segments and Metro East, continuing preliminary engineering work for Phase 2, the Central Subway, and securing funding and community support for the project.
8. Maintain a balanced budget and build a foundation for long-term financial stability through aggressive pursuit of all revenue sources and improved management of resources.

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9. Improve customer service by increasing access to timely and accurate information about all MTA services and by speedy resolution of complaints and issues.
10. Increase the use of all alternative modes of travel and reduce travel time without increasing congestion.
11. Finish implementation of the Transit Preferential Streets treatments for Inner Geary and continue planning and design for transit improvements on Geary, Van Ness, and other corridors, in accordance with the Vision Plan.
12. Continue implementation of the TransLink® universal fare card system.

Evaluation of goal achievement is ongoing.

### **MTA Goals for FY2006**

FY 2006 goals are in development.