



**PROPOSED CHANGES to the FY2007
Service Standards and Milestones**

A. SYSTEM RELIABILITY and TRAFFIC OPERATIONS

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, 2007 (**CHARTER MANDATED GOAL**)

Purpose: To measure schedule adherence. ~~In addition, we will commence a Pilot Program for FY06 to measure On-Time Performance for lines with greater than a 10-minute headway.~~

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:

FY200	FY200	FY200	FY200	FY200	FY200	FY2007
65%	70%	75%	85%	85%	85%	85%
Actual 4 th Q	Actual 4 th Q	Actual 4 th Q	Actual 4 th Q	Actual 4 th Q	Actual 3 rd Q	N/A

**FY07 Quarterly Goals
For the Employee Incentives**

1st Q	2nd Q	3rd Q	4th Q
80%	82%	83%	85%

**FY06
On-Time Performance Measurement**

	LRV	Cable Car	Trolley Coach	Motor Coach	System Wide
1st Q	83.0%	67.3%	73.0%	69.0%	71.3%
2nd Q	63.7%	72.5%	67.9%	64.7%	66.2%
3rd Q	66.0%	72.4%	74.0%	65.6%	69.2%

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, 2007 (**CHARTER MANDATED GOAL**)

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	FY2006	FY2007
GOAL 96.5%	GOAL 97%	GOAL 97.5%	GOAL 98.5%	GOAL 98.5%	GOAL 98.5%	GOAL 98.5%
Actual 4th Q 94.53%	Actual 4th Q 97.8%	Actual 4th Q 94.52%	Actual 4th Q 97.23%	Actual 4th Q 94.33%	Actual 3rd Q 94.84%	N/A

Scheduled Hours of Service and Equipment Achieved
GOAL is 98.5%

Division	1 st Q % Op Avail	2 nd Q % Op Avail	3 rd Q % Op Avail	1 st Q % Eq Avail	2 nd Q % Eq Avail	3 rd Q % Eq Avail	1 st Q Total Avail	2 nd Q Total Avail	3 rd Q Total Avail
SYSTEM	93.74 %	95.42 %	94.98 %	99.94 %	99.93 %	99.86 %	93.67 %	95.36 %	94.84 %
Motor Coach	93.43 %	96.15 %	95.68 %	99.94 %	99.94 %	99.87 %	93.37 %	96.09 %	95.55 %
Flynn	93.63 %	96.90 %	96.07 %	99.82 %	99.80 %	99.97 %	93.45 %	96.70 %	96.03 %
Woods	93.50 %	95.46 %	95.97 %	99.98 %	99.99 %	99.97 %	93.48 %	95.45 %	95.95 %
Kirkland	93.17 %	96.44 %	94.99 %	100.0 %	100 %	99.66 %	93.17 %	96.44 %	94.66 %
Trolley Coach	94.65 %	96.33 %	94.96 %	99.97 %	99.92 %	99.79 %	94.63 %	96.25 %	94.75 %
Potrero	91.94 %	94.46 %	92.87 %	99.98 %	99.96 %	99.98 %	91.91 %	94.42 %	92.86 %
Presidio	98.02 %	98.50 %	97.33 %	99.97 %	99.87 %	99.57 %	97.99 %	98.37 %	96.90 %
LRV	96.66 %	91.61 %	91.67 %	99.93 %	99.97 %	99.97 %	93.59 %	91.57 %	91.63 %
CABLE CAR	90.60 %	92.67 %	97.21 %	99.58 %	99.84 %	99.97 %	90.17 %	92.51 %	97.18 %

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.

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.).

Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
GOAL Less than 5%	GOAL Less than 5%	GOAL Less than 5%	GOAL Less than 5%	GOAL Less than 5%	GOAL Less than 5%	GOAL Less than 5%
Actual 4th Q 0.0%	Actual 4th Q .33%	Actual 4th Q 1.62%	Actual 4th Q 2.11%	Actual 4th Q .43%	Actual 3rd Q .57%	N/A

5a. Peak period passenger load factors

GOAL: No greater than 85 % of combined seating & standing capacity
The goal will be a percentage of lines complying with the 85% target. Lines not in compliance will have their schedule and level of service examined.

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	FY2006	FY2007
GOAL No Greater than 85%	GOAL No Greater than 85%	GOAL No Greater than 85%	GOAL No Greater than 85%	GOAL No Greater than 85%	GOAL No Greater than 85%	% of lines with load factors greater than 85%
Actual 4th Q 13 Lines Exceeded LF	Actual 4th Q 8 Lines Exceeded LF	Actual 4th Q 2 Lines Exceeded LF	Actual 4th Q 3 Lines Exceeded LF	Actual 4th Q 9 Lines Exceeded LF	Actual 3rd Q 9 Lines Exceeded LF	N/A

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. ~~In addition, we will commence a Pilot Program for FY06 to measure Headway Adherence for lines with less than a 10-minute headway.~~

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	FY2006	FY2007
GOAL 80%	GOAL 85%	GOAL 85%	GOAL 85%	GOAL 85%	GOAL 85%	GOAL 85%
4th Q Actual 56.8%	4th Q Actual 72.1%	4th Q Actual 74.8%	4th Q Actual 69.2%	4th Q Actual 66.4%	3rd Q Actual 56.2%	N/A

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	FY2006	FY2007
GOAL 98.5%	GOAL 98.5%	GOAL 98.5%	GOAL 98.5%	GOAL 98.5%	GOAL 98.5%	GOAL 98.5%
4th Q Actual 99.5%	4th Q Actual 99.2%	4th Q Actual 99.6%	4th Q Actual 99.2%	4th Q Actual 97.6%	3rd Q Actual 98.6%	N/A

AM & PM Vehicle Availability	1 st Q AM	2 nd Q AM	3 rd Q AM	1 st Q PM	2 nd Q PM	3 rd Q PM
System Wide	98.2%	98.4%	98.7%	98.0%	98.1%	98.5%
Motor Coach	97.4%	98.3%	98.3%	98.6%	96.6%	98.3%
Trolley Coach	99.5%	100%	99.5%	97.2%	99.8%	99.5%
Light Rail	97.5%	97.6%	97.7%	97.9%	98.1%	98.2%
F-Line	96.9%	96.3%	98.6	96.2%	95.7%	99.3%
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%. **For DPT employees, an annual reduction of 5%, 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 **for Muni employees. For DPT employees, data is extracted from DETS system. ~~Unscheduled absences are tracked for operators, mechanical and administrative staff by mode.~~**

Milestones:

MUNI DIVISION	FY2007
Maintenance	5% Reduction of FYTD
Administration	5% Reduction of FYTD
Operations	5% Reduction of FYTD
Transit Operators	10 % Reduction of FYTD

DPT DIVISION	FY2007
Administration	5% Reduction of FYTD
Enforcement	5% Reduction of FYTD
Engineering	5% Reduction of FYTD
Shops Personnel	5% Reduction of FYTD

**FY06
% Unscheduled Absences for MUNI Employees**

	FY01 Actual	FY02 Actual	FYO3 Actual	FY04 Actual	FY05 Actual	FY06 1st Q	FY06 2nd Q	FY06 3rd Q	FY06 3rd Q GOAL	FY06 GOAL
Maintenance	8.1%	7.6%	6.2%	6.46%	7.16%	5.38%	6.01%	6.92%	7.0%	6.8%
Administration	5.6%	6.0%	5.0%	4.99%	5.32%	4.94%	5.17%	5.8%	5.2%	5.1%
Operations	13.7%	8.1%	7.2%	7.36%	6.50%	6.19%	5.94%	6.8%	6.3%	6.2%
Transit Operators			11.1%	10.34%	10.8%	12.63%	11.49%	11.39%	Only Annual Goal	9.7%

12.8%

FY06

% Unscheduled Absences for DPT Employees

	FY01 Actual	FY02 Actual	FY03 Actual	FY04 Actual	FY05 Actual	FY06 1st Q	FY06 2nd Q	FY06 3rd Q	FY06 GOAL
Administration	4.5%	4.68%	4.78%	5.19%	5.22%	2.43%	4.86%	5.36%	TBD
Enforcement	13.57%	15.28%	17.63%	15.66%	17.05%	14.15%	14.24%	17.11%	TBD
Engineering	7.42%	5.27%	5.80%	4.93%	6.62%	4.95%	5.85%	5.12%	TBD
Shops	7.12%	7.76%	9.80%	10.12%	8.84%	7.38%	9.72%	10.62%	TBD

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 from the Central Control Log and the online SHOPS system. 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:

FY2007
Increase Miles

**Mean Distance Between Failure
(MDBF)**

Mode	FY01 4th Q Actual	FY02 4 th Q Actual	FY03 4 th Q Actual	FY04 4th Q Actual	FY04 Actual	FY05 4 th Q Actual	FY05 Actual	FY06 1 st Q Actual	FY06 2 nd Q Actual	FY06 3 rd Q Actual	FY06 GOAL	FY07 GOAL
Flynn - Artic	837	1929	3003	2996	2519	3396	3309	3403	2885	3048	3000	3000
Woods-Stand.	1773	1760	2802	3245	2502	3054	3337	2963	2754	2273	3000	3000
Kirkland-Stand.	3467	2381	3992	2706	3098	3495	2970	4197	2974	2873	3100	3100
Potrero Div.	563	665	687	942	827	843	837	754	1018	1031		
Potrero-Artic	443	508	493	873	724	754	770	612	944	898	700	700
Potrero-Stand.	691	795	818	1023	926	917	902	898	1084	1153	1250	1250
Presidio Trolley	1375	1223	1221	1241	1235	1249	1239	1385	1069	1037	1250	1250
Breda LRV	3271	3276	3128	3357	3162	2926	3112	2939	2019	1765	3500	3500
PCC (F-Line)	808	1496	1148	1300	1065	1106	1167	1022	965	879	1250	1250
Cable Car	5620	5631	6387	5724	5814	6210	5586	5826	5442	5364	5500	5500

10a. Requests for changes to traffic or parking controls from the public

GOAL: To investigate and respond to at least 80% of all requests for changes to traffic or parking controls from the public or other governmental agencies within 90 days.

Purpose: To measure responsiveness to the public.

Definition of Measurement: Each request is logged into an electronic database system and given a tracking number. Requests are then assigned to staff for investigation which can include evaluation of existing conditions, collision history, traffic and pedestrian volume, circulation and transit impact. Residents are notified of results of investigation and recommendations. The request is then logged as completed.

Method of Measurement: Using the existing database system, a report is generated to provide a response rate for all requests completed within a specific quarter.

Milestones:

FY2004 Actual	FY2005 Actual	FY2006 1 st Q Actual	FY2006 2 nd Q Actual	FY2006 3 rd Q Actual	FY2006 Goal	FY2007 Goal
77%	84%	84%	84%	80%	80%	80%

11a. Color curb applications

GOAL: To review and respond to at least 90% of all color curb applications within 30 days.

Purpose: To measure responsiveness to the public.

Definition of Measurement: Residents, organizations and business owners may apply for various color curb parking designations as authorized by the California Vehicle Code. These zones include loading zones (white), green zones (ten-minute parking) and red zones (driveway tip prohibited parking). This program administered by DPT is fully cost recovery. Upon receipt of application and fee, each request is logged into an electronic database system and given a tracking number. Requests are then assigned to staff for investigation which includes an on-site survey to determine feasibility, necessity and parking impact. Once the investigation is completed the resident will be notified in writing of the results. If the application is approved an invoice will be sent for painting fees. The request is then logged as completed.

Method of Measurement: Using the existing database system, a report is generated to provide a response rate for all requests completed within a specific quarter.

Milestones:

FY2004 Actual	FY2005 Actual	FY2006 1 st Q Actual	FY2006 2 nd Q Actual	FY2006 3 rd Q Actual	FY2006 Goal	FY2007 Goal
54%	88%	84%	43%	64%	90%	90%

12a. Parking meter repair

GOAL: To respond within 48 hours to at least 85% of all reports of meter malfunctions.

Purpose: To ensure consistent operation of parking meters and to promptly repair inoperable meters.

Definition of Measurement: San Francisco’s new electronic parking meters are equipped with the capability of self-reporting malfunctions. In addition, a hotline number is posted on each meter to enable members of the public to report instances of malfunction directly to the meter shop. These reporting mechanisms enable DPT to respond and repair meters in a timely and efficient manner to ensure the highest level of service to the public.

Method of Measurement: The San Francisco Parking Meter Management System (SFPM) is a work order system which automates requests for service and allow them to be tracked and compiled. The Meter continues to work with the software contractor to finalize the design and implementation of the system. A report is generated providing the average response rate for all complaints received within a quarter.

Milestones:

FY2004 Actual	FY2005 Actual	FY2006 1st Q Actual	FY2006 2nd Q Actual	FY2006 3rd Q Actual	FY2006 GOAL	FY2007 GOAL
77%	80%	72%	83%	78%	85%	85%

13a. Hazardous traffic sign conditions

GOAL: To respond to and repair at least 98% of hazardous safety sign conditions within 24 hours.

Purpose: To ensure the safety of all modes of transportation by responding quickly to complaints of hazardous traffic sign conditions.

Definition of Measurement: DPT’s Sign Shop receives reports of hazardous sign conditions from city agencies and members of the public. Hazardous conditions include missing safety related signs or those that create physical public danger due to damage or disrepair. Staff maintains a manual log to record receipt of complaints and dispatches crews immediately to repair.

Method of Measurement: Sign Shop staff manually logs in each complaint and the date and time that the work is completed. DPT plans on upgrading this manual record keeping process to an electronic database system in the future.

Milestones:

FY2004 Actual	FY2005 Actual	FY2006 1st Q Actual	FY2006 2nd Q Actual	FY2006 3rd Q Actual	FY2006 GOAL	FY2007 GOAL
96%	95%	87%	85%	86%	98%	98%

14a. Hazardous traffic signal conditions

GOAL: To respond to and repair at least 92% of hazardous signal conditions within two hours.

Purpose: To ensure the safety of all modes of transportation by responding quickly to complaints of hazardous traffic signal conditions.

Definition of Measurement: During business hours, the Signal Shop logs reports of malfunctions in a manual log and dispatches crews. During off hours calls are routed to the 24-hour hotline which logs the call and dispatches staff from the Department of Telecommunications and Information Systems (DTIS). If the problem is major and urgent, DTIS pages a DPT Signal Shop emergency crew to the scene. Repair crews record their arrival time and the time the call is completed.

Method of Measurement: All complaints and service requests are maintained in a database system. Reports are generated to determine average response rate.

Milestones:

FY2004 Actual	FY2005 Actual	FY2006 1st Q Actual	FY2006 2nd Q Actual	FY2006 3rd Q Actual	FY2006 GOAL	FY2007GOAL
92%	92%	92%	93%	91%	92%	92%

15a. Traffic lane line maintenance

GOAL: To maintain at least 10% of all traffic lane lines, bus zones and crosswalks on an ongoing basis.

Purpose: To ensure the safety of all modes of transportation by maintaining visibility of existing lane line, bus zone and crosswalk designations.

Definition of Measurement: Measures productivity of DPT's Paint Shop in relationship to annual goal. This measurement has been adjusted from a percentage of goal to a percentage of total inventory maintained.

Method of Measurement: Work crews report actual daily production numbers to staff at the end of each day. This information is entered into a spreadsheet and tabulated to generate a report.

Milestones:

FY2004 Actual	FY2005 Actual	FY2006 1 st Q Actual	FY2006 2 nd Q Actual	FY2006 3 rd Q Actual	FY2006 GOAL	FY2007 GOAL
11%	15.2%	13.9%	13.1%	8.4%	10%	10%

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	FY2006	FY2007
GOAL 2% Increase	GOAL 2% Increase	GOAL 224 M Boardings	GOAL 224 M Boardings	GOAL Increase by 1.5% over prior year 218,979,855	GOAL Increase by 1.5% over prior year	GOAL Increase by 1.5% over prior year
FY Actual 4.1%	FY Actual -7.4%	FY Actual 216M	FY Actual 216M	FY Actual 217M	FY Actual N/A	N/A

Annual Ridership - Passenger Boardings

Mode	FY00	FY01	FY02	FY03	FY04	FY05
Motor Coach	96,394,514	96,032,546	92,259,201	90,880,579	87,471,668	88,208,662
Trolley Coach	78,460,995	80,868,518	73,968,384	74,398,945	75,215,805	74,940,773
Light Rail Vehicle	41,610,040	49,698,816	44,976,474	42,896,269	45,187,031	46,803,108
Cable Car	9,206,298	8,312,945	7,257,683	7,418,790	7,869,197	6,965,728
TOTAL	225,671,847	234,912,825	218,461,742	215,594,583	215,743,701	216,918,271

2b. Average Fare Per Passenger

GOAL: Provide average fare per passenger ~~and achieve a \$130 M in fare revenue~~. Fare revenue should increase by 1.5% per year compared with prior year performance, except in years when a fare increase takes place.

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	FY2006	FY2007
GOAL Increase by \$1.6M	GOAL Increase by \$1.6M	GOAL Achieve \$100 M	GOAL Achieve \$117 M	GOAL Increase by 1.5% over prior year or \$117,270,585	GOAL Achieve \$130M In Fare Revenue	GOAL Increase by 1.5% over prior year
FY Actual +\$2.07M	FY Actual -\$5.99M	FY Actual \$97.4M	FY Actual \$115.5M	FY Actual \$121.6M	FY Actual N/A	



**FY2005
Annual Fare per Passenger by Unlinked Passenger Trips ***

Item	Fare
Average Fare-All Modes	\$.56
Average Fare (Excluding Cable Cars)	\$.50
Average Fare (Excluding Cable Cars, reduced by BART payment)	\$.46

***Passengers are counted each time they board a vehicle**

Annual Cash Fare Summary

Mode	FY00	FY01	FY02	FY03	FY04	FY05
Motor Coach	\$15,067,705	\$ 14,504,449	\$14,079,936	\$14,040,087	\$15,578,130	\$16,504,108
Trolley Coach	\$13,881,967	\$ 13,576,560	\$12,104,879	\$12,249,779	\$14,060,902	\$14,742,810
Light Rail Vehicle	\$ 8,542,470	\$ 9,554,673	\$ 8,300,364	\$ 7,910,161	\$9,487,989	\$11,404,840
Cable Car	\$12,835,482	\$ 12,384,768	\$11,045,770	\$11,008,050	\$15,446,312	\$16,207,388
Fast Pass Sales	\$45,446,026	\$ 47,537,279	\$45,659,002	\$44,817,894	\$53,171,122	\$52,645,064
Other Fare Media	\$ 5,554,630	\$ 5,731,066	\$ 5,957,878	\$ 6,255,035	\$6,498,416	\$7,285,031
Paratransit Revenue	\$ 764,616	\$ 865,741	\$1,010,027	\$ 1,071,099	\$1,271,203	\$1,374,728
Charter Service	\$ 10,570	\$ 21,058	\$ 23,797	\$ 15,609	\$23,450	\$20,282
TOTAL	\$102,103,466	\$104,175,594	\$98,181,653	\$97,367,714	\$115,537,524	\$120,184,250

4b. Fully Allocated Costs Per Hour of Service and by /Passenger Mile (By Mode)

GOAL: Provide fully allocated costs per hour of Service **and by /Passenger Mile (By Mode)**

Purpose: Measure the cost of producing revenue service by fully allocated costs per hour of Service **and by /Passenger Mile (By Mode)**

Definition of Measurement: Provide-fully allocated costs per hour of Service **and by /Passenger Mile (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 **and by /Passenger Mile (By Mode)**

Milestones:

FY2007
Fully Allocated Costs Per Hour of Service/Passenger Mile by Mode

**Hourly Rate Per Mode
Based on Operating Expenses over Revenue Hours for FY05
July 1, 2004 – June 30, 2005**

Cost Category	LRV	Cable Car	Trolley Coach	Motor Coach	TOTAL
Vehicle Operations	\$58.62	\$146.49	\$66.92	\$74.12	\$71.93
Vehicle Maintenance	\$68.45	\$40.78	\$15.19	\$20.13	\$28.06
Non-Vehicle Maintenance	\$20.35	\$72.37	\$8.09	\$2.04	\$10.10
General & Administrative	\$40.52	\$52.49	\$27.10	\$29.91	\$31.82
TOTAL Hourly Rate Per Mode	\$187.94	\$312.13	\$117.30	\$126.20	\$141.91

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.

Milestones:

FY01	FY02	FY03	FY04	FY05	FY06	FY07
GOAL No Greater Than 5%	GOAL No Greater Than 5%	GOAL No Greater Than 5%	GOAL No Greater Than 5%	GOAL No Greater Than 5%	GOAL No Greater Than 5%	GOAL No Greater Than 5%
Actual 4 th Q 4.5%	Actual 4 th Q 3.7%	Actual 4 th Q 4.2%	Actual 4 th Q 5.3%	Actual 4 th Q 3.8%	Actual 3 rd Q 3.6%	N/A

Division	Budgeted Positions	Vacancies Beginning of 3 rd Q		Vacancies End of 3 rd Q	
			%		%
OPERATIONS					
Transit Operators	1968	0	0%	0	0%
Crafts	885	76	8.6%	91	10.3%
Maintenance	257	35	13.6%	22	8.6%
Operations Total	3110	111	3.6%	113	3.6%

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. An Exit Interview Form will be available on-line for employees to complete.

Method of Measurement: Vacancy Report will provide data for quarterly reporting.

Milestones:

FY01	FY02	FY03	FY04	FY05	FY06	FY07
GOAL No Greater Than 10%	GOAL No Greater Than 10%	GOAL No Greater Than 10%	GOAL No Greater Than 10%	GOAL No Greater Than 10%	GOAL No Greater Than 10%	GOAL No Greater Than 10%
Actual 4th Q 25.9%	Actual 4th Q 76.6%	Actual 4th Q 59.4%	Actual 4th Q 23.5%	Actual 4th Q .008%	Actual 3rd Q 0%	N/A

Attrition Rate
FY06-3rd Q is 0%

Division	Hired Last 3 Quarters	3rd Q # of hires	Total Last 12 Months	Released 3rd Q	Voluntary 3rd Q	Class	Total
Transit	1	0	1	0	0		0
Crafts	46	11	57	0	0		0
Maintenance	23	5	28	0	0		0
Operations	30	2	32	0	0		0
Finance &	44	6	50	0	0		0
GM Programs	44	4	48	0	0		0
TOTALS	188	28	216	0	0		0

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, 2007.

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:

FY2007
Jan. 1, 2007

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 FY2007.

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:

FY2007
Publish Timetable

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:

FY2007
75% PSR's resolved within 30 days

**FY06
Passenger Service Reports - Quarterly Report**

Type of Complaint	Complaints			OPEN			CLOSED			FYTD Closed
	1st Q	2 nd Q	3 rd	1st Q	2 nd Q	3 rd	1st Q	2 nd Q	3 rd	
Operator Complaints Requiring Follow-Up	777	649	736	18	18	17	759	631	719	2109

Type of Complaint/ Status	1 st Q	2 nd Q	3 rd Q	FYTD Closed
Operator Complaints Requiring Follow-Up				
Complaints	777	649	736	
Open	18	18	17	
Closed	759	631	719	2109

Of the 736 Operator complaints requiring follow-up, 111 were recommended for neutral hearings of which 83% were closed within the timeframe.

Category	1 st Q	2 nd Q	3 rd Q	FYTD
Operator Complaints Requiring Follow-up	777	649	736	2162
Other Operator	1117	1284	1312	3713
Service	1064	1257	1134	34551
Vehicle	61	67	70	198
ADA	157	139	202	498
Criminal Activity	92	67	94	253
Miscellaneous Complaints	380	282	235	897
TOTAL	3648	3745	3783	11176

**FY06
Passenger Service Reports**

Category	1 st Q	2 nd Q	3 rd Q	FYTD
Dismissed/No Merit	82	35	73	190
No Action/Possible Merit	318	205	288	811
Action	561	485	534	1580
Commendations	238	160	173	571
Miscellaneous Station Ops	53	42	51	146
TOTAL	1252	927	1119	3298

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 FY2006 and present findings of surveys to Board and Citizens Advisory Committee.

Milestones:

FY2007
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.

FY2007
Plan completed and implemented

Milestones:

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.

Milestones:

FY2007
50,000 hrs of Operator Training & Reduce Accidents by 5%

5 % Accident Reduction in Accidents (Passenger & Vehicle)

FY01 Actual	FY02 Actual	FY03 Actual	FY04 Actual	FY05 Actual	FY06 1st Q	FY06 2nd Q	FY06 3rd Q	FY06 GOAL	FY07 GOAL
3,043	2,913	2,966	2,975	2,437	596	603	606	No > then 2315	Reduce by 5%

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.

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

Milestones:

FY2007
GOAL
Reduce by 5%

8d. Abandoned automobile reports

GOAL: To respond 100% of the time, within **48 hours two business days** to reports of abandoned automobiles.

Purpose: To abate quality of life nuisances and hazards associated with abandoned automobiles.

Definition of Measurement: Measures response time from receipt of complaint by the Enforcement Division’s “Abandoned Auto Detail” to vehicle being marked for removal.

Method of Measurement: The Enforcement Division’s “Abandoned Auto” detail maintains a manual log of complaints received and resolution. Staff compiles this information and generates a monthly report to track response rate.

Milestones:

FY2004	FY2005	FY2006	FY2006	FY2006	FY2006	FY2007 GOAL
87%	95%	92%	98%	95%	100%	100%

9d. Citations and Residential Parking Permits

GOAL: To serve all walk-in citation or residential parking permit customers within 20 minutes of arrival at least 80% of the time.

Purpose: To provide a high level of customer service at our walk-in center.

Definition of Measurement: Percent of customers receiving service from the window clerk within 20 minutes of arrival.

Method of Measurement: Staff utilizes a card system to track and record customer waiting times.

Milestones:

FY2006 1 st Q Actual	FY2006 2 nd Q Actual	FY2006 3 rd Q Actual	FY2006 GOAL	1 st Q Average Wait Time	2 nd Q Average Wait Time	3 rd Q Average Wait Time	FY2006 GOAL	FY2007 GOAL
41%	84%	74%	80%	46 min	11 min	12 min	20 minutes or less	20 minutes or less

10d. Administrative and tow hearings

GOAL: To reduce customer waiting time for in-person administrative hearings and serve walk-in customers within 10 minutes of arrival, at least 80% of the time.

Purpose: To provide a high level of customer service at our walk-in center.

Definition of Measurement: Average waiting time in minutes between hearing request being recorded by a window staff and fulfillment of request by a Hearing Officer.

Method of Measurement: Monthly reports generated by Hearing Division computer system.

Milestones:

FY2006 1st Q Actual	FY2006 2nd Q Actual	FY2006 3rd Q Actual	FY2006 GOAL	1st Q Average Wait Time	2nd Q Average Wait Time	3rd Q Average Wait Time	FY2006 GOAL	FY2007 GOAL
55%	43%	74%	80%	13 min	10 min	15 min	10 minutes or less	10 minutes or less

11d. Residential Parking Permit renewals

GOAL: To decrease the turn-around time for mailing renewals for residential parking permits by responding at least 95% of the time within 21 days.

Purpose: To improve the level of customer service by ensuring prompt response to by-mail renewal residential parking permit applications.

Definition of Measurement: Percent of renewal permit applications returned to residents within 21 days of receipt.

Method of Measurement: Electronic report generated by DPT contractor overseeing this program.

Milestones:

FY2004 Actual	FY2005 Actual	FY2006 1st Q Actual	FY2006 2nd Q Actual	FY2006 3rd Q Actual	FY2006 GOAL	FY2007 GOAL
91%	51%	87%	92%	95%	95%	95%

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:

FY01	FY02	FY03	FY04	FY05	FY06	FY07
GOAL Report Quarterly Resolve 75% in 30 days	GOAL Report Quarterly Resolve 75% in 30 days	GOAL Report Quarterly Resolve 75% in 30 days	GOAL Report Quarterly Resolve 75% in 30 days	GOAL Report Quarterly Resolve 75% in 30 days	GOAL Report Quarterly Resolve 75% in 30 days	GOAL Report Quarterly Resolve 75% in 30 days
4th Q Actual 75% Resolved	4th Q Actual 92% Resolved	4th Q Actual 87.5% Resolved	4th Q Actual 75% Resolved	4th Q Actual 83% Resolved	3rd Q Actual 80% Resolved	N/A

Quarter	New Grievances Filed			Grievances Resolved			FYTD Grievance Activity		
	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	Received	Resolved	Active
Transit Operators	9	11	13	9	7	10	33	26	9*

Number of Grievances by Status

Category of Employee/ Status	1 st Q	2 nd Q	3 rd Q	FYTD
Transit Operators				
Received	9	11	13	33
Active				9*
Resolved	9	7	10	26
Misc. Employees				
Received	10	1	9	20
Active				6
Resolved	7**	2	5	14

* 2 open/unresolved grievances were carried over from FY05

** Correction

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:

FY2007
75% within 30 days

1st Quarter Report: For Operations grievances reported 100% were resolved within 30 days.

2nd Quarter Report: For Operations grievances reported 86% were resolved within 30 days.

3rd Quarter Report: For Operations grievances reported 80% 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:

FY2007
Annual Achievement

5e. Employee education and training opportunities

GOAL: Provide approximately ~~20 hours per FTE~~: 50,000 hours of training

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)
- ◆ Ambassador Training
- ◆ Supervisory Skills Training
- ◆ Management Skills Training
- ◆ Violence in the Workplace
- ◆ Desktop Computer Training

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

Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
GOAL 50,000 hrs	GOAL 50,000 hrs	GOAL 50,000 hrs	GOAL 40,820 hrs	GOAL 42,600 hrs	GOAL 39,940 hrs	GOAL 50,000 hrs
FY Actual 53,296 hrs	FY Actual 50,880 hrs	FY Actual 31,241 hrs	FY Actual 36,860 hrs	FY Actual 22,148 hrs	FY Actual 7,034 hrs	N/A

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

Class Description	1 st Q	2 nd Q	3 rd Q	FYTD Hours
MAINTENANCE TRAINING				
Forklift Training	96	0	0	96
CPR/First Aid	192	232	120	544
Overhead Line Bi-annual Training	400	0	0	400
On Track Safety Training	132	120	9	261
LRV Training	136	192	108	436
Bus Wheelchair Lift U Training	272	0	0	272
LRV Door and Step Training	0	32	360	392
Diesel Bus Allison B500 Transmission Training	0	0	400	400
PCC/Milan Car Training	0	0	354	354
Sub-Total Maintenance Training	1228	576	1351	3155
ADMINISTRATIVE TRAINING				
Ambassador Training	1080	0	0	1080
Drug & Alcohol Training - Employees	0	74	0	74
Preventing & Responding to Sexual Harassment	318	428	36	782
Drug & Alcohol Training – Supervisors	8	96	0	104
Violence in the Workplace-Prevention, Response & Recovery	33	42	33	108
2 in 1 Training-Introduction to EEO & ADA	24	0	0	24
Valuing Diversity	192	102	0	294
Brown Eyes, Blue Eyes, Linking Perception & Performance	0	0	39	39
Software Application Training/Technical Training	156	346	256	758
Security Training	467	149	0	616
Sub-Total Administrative Training	2278	1237	364	3879
Sub-Total Maintenance Training	1228	576	1351	3155
Total	3506	1813	1715	7034

F. PARKING ENFORCEMENT

1f. Response to phone requests for parking enforcement

GOAL: To respond to parking enforcement requests within
20 minutes

Purpose: To measure the response rate for parking enforcement
requests

Definition of Measurement: To measure the response rate for parking enforcement
requests
that resulted in parking citations.

Method of Measurement: We will utilize data from the Police Department dispatch
system to measure the average response time for parking
enforcement requests
that resulted in parking citations.

Milestones:

FY2006 Actual	FY2007 GOAL
TBD	20 minutes

This Service Standard is under development and will be reported on in FY06.