

ENCLOSURE 2

PROPOSED CHANGES to the FY2005 MUNI Service Standards Milestones and Amendments

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, 2004

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 **maximum load time** point at mid-route during all four time periods stated above."

Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005
65%	70%	75%	85%	85%
Actual 4th Q 65.5%	Actual 4th Q 71.9%	Actual 4th Q 70.9%	Actual 3rd Q 71.5%	

FY04 On-Time Performance Measurement						
	LRV	Cable Car	Trolley	Motor Coach	SYSTEM WIDE	3 rd Q Goal
1 st Q	62.5%	66.0%	68.8%	69.4%	67.3%	83%
2 nd Q	67.8%	68.7%	71.4%	65.9%	68.0%	
3 rd Q	68.3%	68.5%	75.8%	70.3%	71.5%	

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, 2004

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
GOAL 96.5%	GOAL 97%	GOAL 97.5%	GOAL 98.5%	GOAL 98.5%
Actual 4 th Q 94.53%	Actual 4 th Q 97.8%	Actual 4 th Q 94.52%	Actual 3 rd Q 98.13%	

Scheduled Hours of Service and Equipment Achieved									
GOAL is 98.5%									
Mode	1 st Q % Op Avail.	1 st Q % Eqp Avail.	1 st Q Total Avail.	2 nd Q % Op Avail.	2 nd Q % Eqp Avail.	2 nd Q Total Avail.	3 rd Q % Op Avail.	3 rd Q % Eqp Avail.	3 rd Q Total Avail.
SYSTEM	96.46%	99.81%	96.27%	97.18%	99.95%	97.13%	98.28%	99.85%	98.13%
MOTOR COACH	96.02%	99.85%	95.88%	95.83%	99.95%	95.78%	98.0%	99.77%	97.77%
Flynn	94.21%	99.85%	94.06%	95.62%	99.86%	95.48%	98.58%	99.34%	97.92%
Woods	95.53%	99.80%	95.33%	95.00%	99.99%	95.00%	98.11%	99.87%	97.97%
Kirkland	98.09%	99.93%	98.01%	97.02%	99.97%	96.98%	97.40%	99.97%	97.38%
TROLLEY COACH	97.80%	99.91%	97.71%	98.41%	99.97%	98.38%	98.59%	99.98%	98.57%
Potrero	96.77%	99.83%	96.61%	97.69%	99.99%	97.68%	97.79%	99.98%	97.77%
Presidio	98.94%	99.99%	98.93%	99.28%	99.94%	99.22%	99.56%	99.99%	99.55%
LRV	96.70%	99.52%	96.22%	98.65%	99.90%	98.55%	98.91%	99.75%	98.66%
CABLE CAR	90.28%	99.85%	90.13%	96.22%	100%	96.22%	96.88%	100.0%	96.88%

% of LATE PULL-OUTS (Of All Scheduled Runs That Went Into Service)													
Mode	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD Avg.
SYSTEM WIDE	1.20	1.18	.077	0.7	0.95	0.86	0.85	1.05	0.89				.84%
MOTOR COACH													
Flynn	1.2	1.1	1.0	0.9	1.5	1.6	1.1	1.8	1.0				1.24%
Woods	1.3	1.2	1.0	1.1	1.1	1.0	1.4	1.4	1.4				1.21%
Kirkland	0.6	0.8	0.7	0.6	0.7	0.6	0.8	0.9	0.5				.69%
TROLLEY													
Potrero	0.8	1.0	0.6	0.5	0.7	0.7	0.9	0.7	0.6				.72%
Presidio	0.4	0.3	0.3	0.4	0.2	0.3	0.3	0.3	0.3				.31%
RAIL													
LRV	1.2	1.1	1.0	0.7	0.8	0.6	0.6	0.4	0.6				.78%
F Line	2.2	2.3	0.7	0.9	1.5	1.2	0.9	2.1	1.8				1.51%
Cable Car	1.9	1.8	0.9	0.5	1.1	0.9	0.8	0.8	0.9				1.07%

3a. Missed service due to either insufficient vehicles or driver unavailability as a percentage of scheduled service hours.

GOAL: No greater than 1.5% on July 1, 2004

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 percent of total available hours missed 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 missed as a percentage of the total scheduled hours. Data comes from the online Dispatching System.

Milestones: _____

FY2001	FY2002	FY2003	FY2004
GOAL 3.5%	GOAL 3%	GOAL 2.5%	GOAL 1.5%
Actual 4th Q 5.47%	Actual 4th Q 2.2%	Actual 4th Q 5.48%	Actual 3rd Q 1.87%

Scheduled Hours of Service and Equipment that are Missed GOAL is 1.5%									
Mode	1st Q % Op Avail.	1st Q % Eqp Avail.	1st Q Total Avail.	2nd Q % Op Avail.	2nd Q % Eqp Avail.	2nd Q Total Avail.	3rd Q % Op Avail.	3rd Q % Eqp Avail.	3rd Q Total Avail.
SYSTEM	3.54%	0.19%	3.73%	2.82%	0.05%	2.87%	1.72%	0.15%	1.87%
MOTOR COACH	3.98%	0.15%	4.12%	4.17%	0.05%	4.22%	2.00%	0.23%	2.23%
Flynn	5.79%	0.15%	5.94%	4.38%	0.14%	4.52%	1.42%	0.66%	2.08%
Woods	4.47%	0.20%	4.67%	5.00%	0.01%	5.00%	1.89%	0.13%	2.03%
Kirkland	1.91%	0.07%	1.99%	2.98%	0.03%	3.02%	2.60%	0.03%	2.62%
TROLLEY COACH	2.20%	0.09%	2.29%	1.59%	0.03%	1.62%	1.41%	0.02%	1.43%
Petrere	3.23%	0.17%	3.39%	2.31%	0.01%	2.32%	2.24%	0.02%	2.23%
Presidio	1.06%	0.01%	1.07%	0.72%	0.06%	0.78%	0.44%	0.01%	0.45%
LRV	3.30%	0.48%	3.78%	1.35%	0.10%	1.45%	1.09%	0.25%	1.34%
CABLE CAR	9.72%	0.15%	9.87%	3.78%	0.00%	3.78%	3.12%	0.00%	3.12%

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
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 3rd Q 0.80%	

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
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%
Actual 4th Q 13 Lines Exceeded LF	Actual 4th Q 8 Lines Exceeded LF	Actual 4th Q 2 Lines Exceeded LF	Actual 3rd Q 4 Lines Exceeded LF	

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%
4th Q Actual 56.8%	4th Q Actual 72.1%	4th Q Actual 74.8%	3rd Q Actual 68.1%	



HEADWAY ADHERENCE	1 st Q	2 nd Q	3 rd Q	FY04 GOAL
MOTOR COACH	75.9%	68.5%	70.4%	Operate no less than 85% of the time within 30% or 10 minutes of scheduled headway
TROLLEY	66.7%	55.4%	63.6%	
LRV	60.6%	60.2%	62.1%	
CABLE CAR	69.6%	62.5%	55.9%	
SYSTEM-WIDE	73.1%	64.1%	68.1%	

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. ~~An additional measurement is added which shows the number of days when a facility (mode) does not have 100% availability.~~

Method of Measurement: ~~The Vehicle Maintenance System The Shop History and Online Parts System (SHOPS) provides the data for all modes with the exception of Cable Car.~~ 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
GOAL 98.5%	GOAL 98.5%	GOAL 98.5%	GOAL 98.5%	GOAL 98.5%
4 th Q Actual 99.5%	4 th Q Actual 99.2%	4 th Q Actual 99.6%	3 rd Q Actual 98.75%	

AM & PM Vehicle Availability	1 st Q AM	1 st Q PM	2 nd Q AM	2 nd Q PM	3 rd Q AM	3 rd Q PM	FY04 GOAL
Motor Coach	99.8%	99.3%	99.9%	99.9%	98.6%	99.1%	98.5%
Flynn-Artic	99.4%	97.2%	99.9%	99.9%	98.6%	95.0%	
Kirkland	100%	100%	99.9%	99.9%	96.8%	99.6%	
Woods	100%	100%	100%	100%	100%	100%	
Trolley Coach	99.9%	99.9%	99.9%	99.9%	99.9%	98.6%	
Potrero-Artic	99.4%	99.3%	99.6%	100%	100%	100%	
Potrero	100%	100%	99.9%	99.5%	99.9%	95.4%	
Presidio	100%	100%	100%	100%	99.9%	99.9%	
Light Rail	92.3%	92.3%	96.8%	95.2%	99.3%	99.6%	
F-Line	99.9%*	99.9%*	99.1%*	99.1%*	96.1%	95.4%	
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 is 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

FY03/04 % Unscheduled Absences							
	FY01 Actual %	FY02 Actual %	FY03 Actual %	1 st Q	2 nd Q	3 rd Q	FY04 GOAL
Maintenance	8.1%	7.6%	6.2%	6.01%	6.04%	7.08%	5.9%
Administration	5.6%	6.0%	5.0%	4.80%	5.63%	5.85%	4.8%
Operations		8.1%	7.2%	8.32%	8.11%	6.67%	6.8%
Transit Operators	13.7%*	12.8%	11.1%	10.52%	10.27%	9.79%	10.0%

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 it's 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:

FY2005
Increase Miles

FY03/04 Miles Between Roadcalls								
Mode	FY01 4 th Q Actual	FY02 4 th Q Actual	FY03 4 th Q Actual	1 st Q	2 nd Q	3 rd Q	FY04 GOAL	FY05 GOAL
Flynn-Artic	837	1929	3003	2279	1998	3057	2000	2500
Woods-Stand.	1773	1760	2802	3014	2391	1840	2750	2750
Kirkland-Stand.	3467	2381	3992	4455	2736	3045	3000	3100
Potrero Division	563	665	687	754	729	975		
Potrero-Artic	443	508	493*	630	629	787	675	700
Potrero- Stand.	691	795	818*	860	812	1086	1000	1250
Presidio- Stand.	1375	1223	1221	1280	1103	1316	1250	1250
Breda Light Rail	3271	3276	3128	3428	3128	2831	3500	3500
PCC (F-Line)	808	1496	1148	1034	930	1058	1250	1250
Cable Car	5620	5631	6387	6611	5456	5464	5500	5500

- Amended Number

b. SYSTEM PERFORMANCE

1b. Passengers carried by mode

GOAL: ~~To increase the number of passenger boardings by mode.~~ 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. ~~Data will be reported to the board on a quarterly basis.~~

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

Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005
GOAL 2% Increase	GOAL 2% Increase	GOAL 224 M Boardings	GOAL 224 M Boardings	GOAL Increase by 1.5% over prior year
FY Actual 4.1%	FY Actual -7.4%	FY Actual 216M	FY Actual N/A	



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

*FY02 numbers adjusted

2b. Fare revenues generated by mode—Average Fare Per Passenger

GOAL: **To achieve \$117 M in fare revenue.**—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
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
FY Actual +\$2.07M	FY Actual -\$5.99M	FY Actual \$97.4M	FY Actual N/A	

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



3b. Hours and Miles operated by mode

We will report as an informational item each year, but not measure as a Service Standard.

GOAL: To increase hours and miles operated by mode.

Purpose: Measure the distribution of miles and hours traveled by mode.

Definition of Measurement: The miles and hours that vehicles travel while in revenue service. Vehicle revenue miles and revenue hours exclude travel to and from storage facilities, training operators prior to revenue service, road tests and deadhead travel, as well as charter service.

Method of Measurement: Reported from schedules, excluding any service interruptions or special additional service.

Milestones:

FY2001	FY2002	FY2003	FY2004
GOAL Increase by 1.2%	GOAL Increase by 1.2%	GOAL Achieve 3.6M Hrs 25M Miles	GOAL Achieve 3.5M Hrs 24M Miles
FY Actual 2.4% Hrs 1.8% Miles	FY Actual 7.8% Hrs 7.6% Miles	FY Actual 3.4M Hrs 28.8M Miles	FY Actual N/A

Mode	Annual Revenue Hours and Miles							
	FY00		FY01		FY02		FY03	
	Hours	Miles	Hours	Miles	Hours	Miles	Hours	Miles
Motor Coach	1,377,052	12,395,536	1,405,682	12,477,997	1,544,416	13,427,575	1,661,644	15,463,236
Trolley Coach	1,014,636	7,064,874	1,015,643	7,024,834	1,056,197	7,281,249	1,070,371	7,367,759
Light Rail Vehicle	474,018	4,314,232	518,097	4,738,100	571,349	5,463,509	577,016	5,531,119
Cable Car	129,672	523,642	128,899	494,650	135,581	441,265	125,373	405,091
TOTAL	2,995,378	24,298,284	3,068,321	24,735,581	3,307,543	26,613,598	3,434,404	28,767,205

4b. Budget versus Actual Fully Allocated Costs Per Hour of Service By Mode

GOAL: Expenses by mode in Fiscal Year 2004 budget to remain within budgeted amount. 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. division as well as budget adherence.

Definition of Measurement: Expenses collected by mode. Provide fully allocated costs per hour of Service By Mode.

Method of Measurement: Budget expenses by are tracked by line item and section, but are rolled up into division annually. 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 ~~by division.~~ 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:

FY2001	FY2002	FY2003	FY2004
GOAL No Greater Than 5%	GOAL No Greater Than 5%	GOAL No Greater Than 5%	GOAL No Greater Than 5%
Actual 4th Q 4.5%	Actual 4th Q 3.7%	Actual 4th Q 4.2%	Actual 3rd Q 5.3%

Division	Budgeted Positions	Vacancies Beginning of 3 rd Q	%	Vacancies End of 3 rd Q	%
OPERATIONS					
Transit Operators, Full Time	2126	0		0	
Transit Operators, Part Time	50	0		0	
Sub-Total, Operators	2176	0	0%	0	0%
Crafts	903	54	6.0%	60	6.6%
Maintenance	468	22	4.7%	30	6.4%
Ops/Maintenance Administration	314	56	17.8%	69	22.0%
Sub-Total, Maintenance/Ops Admin	1685	132	7.8%	159	9.4%
FINANCE AND ADMINISTRATION					
FINANCE AND ADMINISTRATION	242	30	12.4%	31	12.8%
GM PROGRAMS & Safety & Training	203	36	17.7%	37	18.2%
TOTALS	4306	198	4.6%	227	5.3%

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

GOAL: No greater that 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. ~~Will break down attrition within probationary period, as well as attrition one year after hire.~~ 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
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 3rd Q 14.1%

Attrition							
14.1% Rate for FY04-3 rd Quarter							
	Hired Last 3 Quarters	2 nd Q # of hires	Total Last 12 Months	Released 3 rd Q	Voluntarily 3 rd Q	Class	Total
Transit Operators FT	94	29	123	11	7		18
Transit Operators PT	0	0	0	0	0	9163	0
SUB TOTAL	94	29	123	11	7		18
Crafts	13	5	18	0	1	7410	1
Maintenance	1	1	2	0	3	9102 (2) 2708	3
Operations Admin.	8	8	16	0	2	9139 9131	2
Finance & GM Programs	7	6	13	0	0		0
	2	3	5	0	1	8121	1
TOTALS	125	52	177	11	14		25

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, 2004

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:

FY2005
Jan. 1, 2005



3d. 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 FY2004.

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:

FY2005
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 ~~and 10% reduction of Passenger Service Reports annually.~~

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:

FY2005
75% within 30 days & 10% annual reduction Goal is No Greater than 11,466 PSRs

Passenger Service Reports - Quarterly Report													
Type of Complaint	Complaints				OPEN				CLOSED				FYTD Closed
	1 st Q	2 nd Q	3 rd Q	4 th Q	1 st Q	2 nd Q	3 rd Q	4 th Q	1 st Q	2 nd Q	3 rd Q	4 th Q	
Operator Complaints Requiring Follow-Up	337	404	625		27	17	24		310	387	621		1343
Of the 625 Operator complaints requiring follow-up, 117 were recommended for neutral hearings of which 80% were closed within the timeframe.													
				1 st Q	2 nd Q	3 rd Q	4 th Q						FYTD
Operator Complaints Requiring Follow-up				337	404	625							1366
Other Operator				1382	1096	896							3374
Service				848	762	640							2250
Vehicle				42	42	45							129
ADA				71	65	115							251
Criminal Activity				83	103	82							268
Miscellaneous Complaints				85	96	174							355
TOTAL				2848	2568	2577							7993



Passenger Service Reports Quarterly Report Breakdown						
	1 st Q	2 nd Q	3 rd Q	4 th Q	FYTD	
Dismissed/No Merit	203	140	133		476	
No Action/Possible Merit	350	292	303		945	
Action	337	404	625		1366	
Commendations	195	160	172		527	
Miscellaneous Station Ops	75	67	51		193	
TOTAL	1160	1063	1284		3507	

Target	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY03 Actual	FY04 GOAL	FY04 YTD GOAL	FYTD PSR's	FY04 YTD +/-
Reduce PSR's by 10%	12,456	11,674	12,931	13,373	12,036	11,466	8,600	7,993	-607

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 ~~and hold focus-group meetings~~ 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 FY2002 and present findings of surveys to Board and Citizens Advisory Committee.

Milestones:

FY2005
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:

FY2005
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
GOAL 100,000 hrs 5% Accident Reduction	GOAL 100,000 hrs 5% Accident Reduction	GOAL 50,000 hrs 5% Accident Reduction	GOAL 50,000 hrs 5% Accident Reduction	GOAL 50,000 hrs 5% Accident Reduction
FY Actual 140,692 hrs	FY Actual 129,769 hrs	FY Actual 82,099 hrs	FYTD Actual 57,172 hrs	

Operator Training - Achieve 50,000 Hours FY03/04					
Class Description	1 st Q Hours	2 nd Q Hours	3 rd Q Hours	4 th Q Hours	FYTD Hours
New Operator Training	11,456	7,552	7,384		26,392
Immediate Follow-Up Rides	517	429	469		1415
Accident Retraining	800	778	1,024		2,602
Verification of Transit Training	4,264	3,592	5,808		13,664
Violence in the Workplace	91	0	50		141
GSU Training Rail Equipment	6,724	2,569	2,206		11,499
GSU Training Bus Operation	0	0	33		33
Refresher Training Rail Equipment	16	131	78		225
Rail Compliance Checks	188	178	255		621
Re qualification	196	224	160		580
Total	24,252	15,453	17,467		57,172

5 % Accident Reduction in Accidents (Passenger & Vehicle)										
	FY01 Actual	FY02 Actual	FY03 Actual	1 st Q	2 nd Q	3 rd Q	FY GOAL	FYTD GOAL	FYTD Accidents	FYTD +/-
Reduce Accidents by 5%	3,043	2,913	2,966	711	748	771	2,818	2114	2230	+116



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:

FY2005
GOAL Reduce by 5%

Muni Related Incident Report									
FY03/04 Goal Incidents - GOAL is 2,281									
	FY00	FY01	FY02	FY03	1st Q	2nd Q	3rd Q	4th Q	FYTD
	Actual	Actual	Actual	Actual					
Aggravated Assaults	0	0	16	N/A	N/A	N/A	N/A		N/A
Alarm	6	5	210	182	25	51	48		124
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	8	7	7		22
Battery	N/A	N/A	N/A	62	12	11	9		32
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	961	1004	779	859	211	208	237		656
Conduct									
Drunk Person	360	344	275	216	36	50	36		122
Fare Evasion	77	66	16	23	4	4	2		10
Graffiti	78	84	37	17	3	7	12		22
Grand theft	28	4	3	1	0	0	0		0
Homicide	0	0	0	0	0	1	0		1
Insane Person	39	28	8	0	0	0	0		0
Malicious Mischief	66	73	63	49	7	6	11		24
Malicious Mischief Window	436	446	219	169	48	33	27		108
Operator Assault	64	47	23	16	6	0	4		10
Operator Threats	22	14	4	10	1	5	2		8
Op Passenger Altercation	0	0	2	0	0	0	0		0
Passenger Assault	99	71	42	29	3	4	4		11
Person on Drugs	13	4	2	1	0	0	0		0
Pickpocket	80	611	687	691	181	194	174		549
Prejudice Based	2	1	0	0	0	0	0		0
Robbery	44	49	48	30	4	6	2		12
Sex Crimes	2	5	23	2	0	0	0		0
Shots Fired	1	2	1	0	1	1	2		4
Shot Fired BB Gun	3	1	0	0	0	0	0		0
Larceny/Theft	11	13	8	2	2	0	0		2
Trespassing	5	10	12	1	1	0	1		2
Weapons Confiscated	1	0	3	1	0	1	0		1
Misc.	0	0	0	3	1	5	0		6
Fare Evasions issued by Muni									
TOTAL	2,463	2,927	2,655	2,401	554	594	578		1726



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, ~~by division.~~

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
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	3rd Q Actual 91% Resolved	

	New Grievances Filed				Grievances Resolved				FYTD Grievance Activity		
	1 st Q	2 nd Q	3 rd Q	4 th Q	1 st Q	2 nd Q	3 rd Q	4 th Q	Received	Resolved	Active
Transit Operators	7	24	14		7	10	24		45	41	4

	New Grievances Filed				Grievances Resolved				FYTD Grievance Activity		
	1 st Q	2 nd Q	3 rd Q	4 th Q	1 st Q	2 nd Q	3 rd Q	4 th Q	Received	Resolved	Active
Maintenance	1	3	8		1	0	4		12	5	9

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:

FY2005



75% within 30 days

Third Quarter Report: For Operations grievances reported 91% were resolved within 30 days. For Maintenance & Miscellaneous Employees, 50% of the grievances were resolved in the 30-day period.

3e. Longevity of employment

~~GOAL:~~ Provide an annual report of the longevity of employment.

~~Purpose:~~ Track and report on the longevity of employment.

~~Definition of Measurement:~~ Monthly tracking of the number of employees that leave through retirements, terminations and promotions.

~~Method of Measurement:~~ Produce an annual report that shows the longevity of employment by classification, including Years of Service.

Milestones:

FY2004
Annual Report

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 t he Quarter
- ◆ (12) Maintenance Employees of the Month
- ~~◆ (4) Maintenance Supervisors of the Quarter~~
- ◆ (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:

FY2005
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:

FY2001	FY2002	FY2003	FY2004	FY2005
GOAL 50,000 hrs	GOAL 50,000 hrs	GOAL 50,000 hrs	GOAL 40,820 hrs	GOAL 42,600 hrs
FY Actual 53,296 hrs	FY Actual 50,880 hrs	FY Actual 31,241 hrs	FYTD Actual 29,391 hrs	

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

Class Description	1 st Q	2 nd Q	3 rd Q	4 th Q	FYTD Hours
MAINTENANCE TRAINING					
Maintenance Training	135	759	109		1003
ABS Brake Training	0	0	312		312
Sub-Total Maintenance Training	135	759	421		1315
Management Advances	0	2240	0		2240
Ambassador Training	2216	2360	2440		7016
City College Training-Career Ladder Courses	344	881	1004		2229
Preventing Workplace Harassment	42	102	75		219
Drug & Alcohol Training - Employees	76	122	52		250
Violence in the Workplace	108	66	75		249
Violence in the Transit Workplace-Train the Trainer	0	240	200		440
Violence in the Workplace-Prevention, Response & Recovery	0	0	117		117
2 in 1 Training-Introduction to EEO & ADA	0	0	66		66
Preventing Workplace Violence and Gaining Control of Ourselves	126	6	0		132
Preventing & Responding to Sexual Harassment	0	30	0		30
Managing Workplace Diversity	39	0	0		39
Multicultural Teambuilding	42	102	0		144
ADA Orientation	0	48	51		99
Security and Emergency Preparedness	272	7258	0		7530
CHP Pre-Operations Inspection Training	0	120	0		120
Health & Safety Training	287	45	0		332
Desktop Computer Training	302	0	0		302
Network/Database	0	480	0		480
SHOPS Training	3168	1000	240		4408
TRAPEZE Training	720	432	320		1472
New Employee Training/HR Training	12	0	122		134
APTA Training	0	28	0		28
Sub-Total Administrative Training	7754	15560	4762		28076
Sub-Total Maintenance Training	135	759	421		1315
Total	7889	16319	5183		29391

Enclosure 3

Rules of the Municipal Transportation Agency: Performance Measures

Section 4. **Performance Measures.** The people of San Francisco adopt the following performance measures as rules of the Municipal Transportation Agency. These measures shall not be part of the Charter.

(a) System Reliability

1. Percentage 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.
2. Percentage of scheduled service hours that are delivered and percentage of scheduled vehicles that begin service at the scheduled time.
- ~~3. Missed service due to either insufficient vehicles or driver unavailability as a percentage of scheduled service hours.~~
4. Percentage of vehicles that pass published time points during measurement periods unable to pick up passengers due to crowding without being followed within three minutes or less by another vehicle on the same route with space for all waiting passengers.
5. Peak period passenger load factors.
6. Actual headways against scheduled headways on all radial express, cross-town, secondary, and feeder lines for peak, base, evening, and late-night services.
7. Percent vehicle availability and reliability (mean distance between failure) by mode.
8. Unscheduled absences by operator, mechanical, and administrative personnel.
9. Miles between road calls by mode.

(b) System Performance

1. Passengers carried by mode.
2. ~~Fare revenues generated by mode.~~ Average Fare per Passenger
- ~~3. Hours and miles operated by mode.~~
4. ~~Budget versus Actual.~~ Fully allocated cost per Hour of Service by Mode

(c) Staffing Performance

1. Net vacancies by position (vacancies remaining once promotions and new hires have been deducted from retirees or resignations) for each division.
2. Attrition rates for new employees, by division and level.

(d) Customer Service

1. Development of an annual marketing plan identifying specific programs and projects that will promote increased patronage.
2. 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.
3. Operator conduct complaints and their resolution, by complaint, consistent with due process and required confidentiality.
4. Annual passenger surveys and follow-up by management.
5. Improvements in public information regarding vehicle delays during operations as well as general user information regarding system modifications, route changes, and schedules.
6. Efforts to improve driver training, technical as well as accident follow-up.
7. Number of crime incidents on Municipal Railway vehicles or in Municipal Railway facilities.

(e) Employee Satisfaction

1. Number of grievances.
2. Speed of resolution of grievances.
- ~~3. Longevity of employment.~~
4. Employee recognition.
5. Employee education and training opportunities.

(f) Verification

1. Separate on-time performance, service delivery, and peak loading checks shall be performed at various times during morning rush (6 a.m. to 9 a.m.), midday (9 a.m. to 4 p.m.), evening rush (4 p.m. to 7 p.m.), and night (7 p.m. to 1 a.m.).
2. Supervisory personnel shall conduct a one-hour, on-time **check at a time point at mid route during all four time periods stated above** and a load standard check at a maximum load point at mid-route during all four time periods stated above. 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 Maximum Load Point.

Supervisory personnel shall check each route for on-time performance and load standard, a minimum of twice per year. An annual checking schedule shall be established, with the lines to be checked each month randomly selected. 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.

These performance measures may be changed after public hearing by a vote of the Agency board and a finding that the new performance standards will better effectuate the policies of Article VIII A or are required by changing technologies or conditions.

ENCLOSURE 4

Muni Responses to Auditor's Recommendations

Service Standard	Recommendations	Muni Response
A. SYSTEM RELIABILITY		
1a. % of vehicles that run on time according to published schedules.	<ul style="list-style-type: none"> • Reduce incidence of early/sharp operations. 	<ul style="list-style-type: none"> • Muni accepts these recommendations. No change is required to Service Standard Language.
	<ul style="list-style-type: none"> • Schedule evaluation/remediation to improve on-time performance. 	
	<ul style="list-style-type: none"> • Route evaluation to improve on-time performance. 	
	<ul style="list-style-type: none"> • Targeted improvements directed at specific, under-performing lines. 	
	<ul style="list-style-type: none"> • Reallocation of terminal checking to increased NTD checking (after improvement of early/sharp operation is achieved). 	<ul style="list-style-type: none"> • Muni will defer this recommendation pending further staff study
	<ul style="list-style-type: none"> • Measure schedule adherence only for those transit services with headway intervals of more than 10 min. (Will require a City Charter amendment and may not be feasible in the near term.) 	<ul style="list-style-type: none"> • Muni rejects this recommendation because it will require a charter amendment
	<ul style="list-style-type: none"> • Coordinate 1a goal with other goals and objectives, particularly those for 2a, 6a and 6d. 	<ul style="list-style-type: none"> • Muni will defer this recommendation pending further staff study

Service Standard	Recommendations	Muni Response
2a. % of scheduled service hours that are delivered and % of scheduled vehicles that begin service at the scheduled time.	<ul style="list-style-type: none"> • Develop a plan for maximizing service provision during “low availability periods.” 	<ul style="list-style-type: none"> • Muni will defer this recommendation pending implementation of Trapeze, expected in FY2006
3a. Missed service due to either insufficient vehicles or driver unavailability as a percentage of scheduled service hours.	<ul style="list-style-type: none"> • Eliminate this service standard since it is simply an inverse of 2a. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. Muni will propose the required change to the Service Standard Language.
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.	<ul style="list-style-type: none"> • Include a systemwide pass-up table by quarter with both number and %; show previous quarters and present an annual summary. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. No change is required to Service Standard Language.
	<ul style="list-style-type: none"> • Track individual pass-up line performance over each quarter of each fiscal year. 	<ul style="list-style-type: none"> • Muni will defer these recommendations pending further staff study
	<ul style="list-style-type: none"> • Coordinate with 5a so that all lines identified as exceeding 85% capacity during peak periods are monitored as part of 4a. 	
	<ul style="list-style-type: none"> • Additional data available through the Passenger Service Reports database should be used to conduct follow-up traffic checks on lines chronically identified as having pass-ups or peak period loads exceeding 85% of capacity. 	

Service Standard	Recommendations	Muni Response
<p>5a. Peak period passenger load factors.</p>	<ul style="list-style-type: none"> For noncompliant lines, sampling frequency should be increased until performance improves. 	<ul style="list-style-type: none"> Muni rejects these recommendations.
	<ul style="list-style-type: none"> May be more meaningful to capture individual line load factors by 15 min periods rather than a for a full hour. 	
	<ul style="list-style-type: none"> Coordinate with 4a so that all lines identified as exceeding 85% capacity during peak periods are monitored as part of 4a 	
	<ul style="list-style-type: none"> Additional data available through the Passenger Service Reports database should be used to conduct follow-up traffic checks on lines chronically identified as having pass-ups or peak period loads exceeding 85% of capacity. 	
<p>6a. Actual headways against scheduled headways on all radial, express, cross-town, secondary and feeder lines for peak, base, evening and late night services.</p>	<ul style="list-style-type: none"> Measure headway adherence only for those transit services with headway intervals of 10 min or less. (Will require a City Charter amendment and may not be feasible in the near term.) 	<ul style="list-style-type: none"> Muni rejects this recommendation because it will require a charter amendment
	<ul style="list-style-type: none"> Schedule evaluation/remediation to improve headway adherence. 	<ul style="list-style-type: none"> Muni accepts this recommendation. No change is required to Service Standard Language
	<ul style="list-style-type: none"> Route evaluation to improve headway adherence. 	

Service Standard	Recommendations	Muni Response
	<ul style="list-style-type: none"> • Reallocation of terminal checking to increased NTD checking (after improvement of early/sharp operation is achieved). 	<ul style="list-style-type: none"> • Muni will defer these recommendations pending further staff study
	<ul style="list-style-type: none"> • Coordinate 6a goal with other goals and objectives, particularly those for 1a, 2a and 6d. 	<ul style="list-style-type: none"> • Muni rejects these recommendations.
	<ul style="list-style-type: none"> • Change the definition of headway adherence. 	
7a. % vehicle availability and reliability (mean distance between failure) by mode.	<ul style="list-style-type: none"> • Consider reporting information on spare ratios to determine underlying causes of vehicle availability problems. 	<ul style="list-style-type: none"> • Muni rejects this recommendation.
	<ul style="list-style-type: none"> • Correct definition of measurement to remove the statement, “An additional measurement is added which shows the number of days when a facility (mode) does not have 100% availability,” or include this information in the Service Standards Report. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. Muni will propose the required change to the Service Standard Language.
8a. Unscheduled absences by operator, mechanical and administrative personnel.	<ul style="list-style-type: none"> • Consider establishing a more reasonable goal for the % of unscheduled absences in the Administration Division. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. Muni will propose the required change to the Service Standard Language.
9a. Miles between roadcalls by mode.	<ul style="list-style-type: none"> • Calculate quarterly MDBF in a consistent manner. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. No change is required to Service Standard Language.

Service Standard	Recommendations	Muni Response
B. SYSTEM PERFORMANCE		
1b. Passengers carried by mode.	<ul style="list-style-type: none"> • Remove “Data will be reported to the board on a quarterly basis” from the Definition of Measurement. • Realistic goals for ridership should be established based on economic conditions as well as available services. 	<ul style="list-style-type: none"> • Muni accepts these recommendations. Muni will propose the required change to the Service Standard Language.
2b. Fare revenues generated by mode.	<ul style="list-style-type: none"> • Calculate average fare per passenger. • Change milestone to: “Fare revenue should increase by 1.5% per year compared with prior year performance.” 	<ul style="list-style-type: none"> • Muni accepts these recommendations. Muni will propose the required change to the Service Standard Language.
3b. Hours and miles operated by mode.	<ul style="list-style-type: none"> • Miles and hours of service are a direct reflection of available budget; consider eliminating this service standard (data will still be reported for NTD purposes). 	<ul style="list-style-type: none"> • Muni accepts this recommendation. Muni will propose the required change to the Service Standard Language to eliminate this standard.
4b. Expenses incurred by mode.	<ul style="list-style-type: none"> • Revise the performance measurement system to track fully allocated costs per hour of service by mode. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. Muni will propose the required change to the Service Standard Language.

Service Standard	Recommendations	Muni Response
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.	<ul style="list-style-type: none"> • Limit measurement to Transit Operators and Maintenance personnel. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. Muni will propose the required change to the Service Standard Language.
2c. Attrition rates for new employees, by division and level.	<ul style="list-style-type: none"> • Data do not provide information on the attrition rates for new employees. To calculate attrition, only those employees who separate after six months or one year of service should be counted. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. Muni will propose the required change to the Service Standard Language.
	<ul style="list-style-type: none"> • If possible, use available information to report on reasons for voluntary separations. 	<ul style="list-style-type: none"> • Muni rejects this recommendation.

Service Standard	Recommendations	Muni Response
D. CUSTOMER SERVICE		
1d. Development of annual marketing plan identifying specific programs and projects that will promote increased patronage.	<ul style="list-style-type: none"> • Set priorities for marketing efforts. 	<ul style="list-style-type: none"> • Muni accepts these recommendations. No change is required to Service Standard Language.
	<ul style="list-style-type: none"> • Utilize data from ridership surveys to evaluate success. 	

Service Standard	Recommendations	Muni Response
2d. Publication and distribution to the public of schedules for all trips taken by all vehicles that shall consist of specific arrival times at terminals and established intermediate points.	<ul style="list-style-type: none"> Fully utilize capabilities of new Trapeze software to simplify and streamline publishing of timetables. Ensure that staff have adequate training in use of the new software. 	<ul style="list-style-type: none"> Muni accepts this recommendation. No change is required to Service Standard Language.
3d. Operator conduct complaints.	<ul style="list-style-type: none"> Clarify what performance is being measured. Set realistic goals for reducing operator conduct complaints. Improve the efficiency and accuracy of complaint information uptake. 	<ul style="list-style-type: none"> Muni accepts these recommendations. No change is required to Service Standard Language.
4d. Annual passenger surveys and follow-up by management.	<ul style="list-style-type: none"> In order to use survey results to implement improvements, it will be necessary to further develop the connection between information, analyses, and programmatic action. Amend Definition of Measurement to remove focus groups. 	<ul style="list-style-type: none"> Muni accepts these recommendations. Muni will propose the required change to the Service Standard Language.
5d. Improvements in public information regarding vehicle delays during operations as well as any general user information regarding system modifications, route changes and schedules.	<ul style="list-style-type: none"> Further revise the Goal, Purpose, Definition and Method of Measurement, and Milestones for this service standard. 	<ul style="list-style-type: none"> Muni accepts this recommendation. Muni will propose the required change to the Service Standard Language.

Service Standard	Recommendations	Muni Response
<p>6d. Efforts to improve driver training, technical as well as accident follow-up.</p>	<ul style="list-style-type: none"> • Do not double count Violence in the Workplace training. 	<ul style="list-style-type: none"> • Muni accepts these recommendations. Muni will propose the required change to the Service Standard Language.
	<ul style="list-style-type: none"> • Ensure that Definition of Measurement accurately describes the accidents being measured. 	
	<ul style="list-style-type: none"> • Consider reporting the accident rate in a manner consistent with industry standards (e.g., accidents per 100,000 revenue miles). 	
	<ul style="list-style-type: none"> • Implement a comprehensive approach and coordinated effort to reduce accidents across divisions and departments by focusing on enforcement of safety rules and procedures and thorough review of all accidents. 	
		<ul style="list-style-type: none"> • Report types of accidents by revenue vs. non-revenue hours and preventable vs. non-preventable.
<p>7d. Number of crime incidents on Municipal Railway vehicles or in Municipal Railway facilities.</p>	<ul style="list-style-type: none"> • Include fare evasions issued by Muni fare inspectors. 	<ul style="list-style-type: none"> • Muni accepts these recommendations. Muni will propose the required change to the Service Standard Language.
	<ul style="list-style-type: none"> • Develop a consistent method for coding crime incidents. 	
	<ul style="list-style-type: none"> • Amend indicator purpose to “To measure the crime rate on transit vehicles and facilities.” 	

Service Standard	Recommendations	Muni Response
E. EMPLOYEE SATISFACTION		
1e. Number of grievances.	<ul style="list-style-type: none"> • Grievances are not tracked by division. Either amend the Definition of Measurement or change reporting. • Establish a goal or benchmark for the number of grievances filed. • Report on types of grievances filed. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. Muni will propose the required change to the Service Standard Language. • Muni rejects these recommendations.
2e. Speed of resolution of grievances.	<ul style="list-style-type: none"> • Closely examine method for reporting speed of resolution of non-operator grievances to ensure that data are reported correctly in the future. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. No change is required to Service Standard Language.
3e. Longevity of employment.	<ul style="list-style-type: none"> • The Service Standards Reports show “Average Years of Muni Service.” This terminology is incorrect since the report shows average years of service with the City of San Francisco for all job categories that are not Muni-specific. • This measure does not provide any useful information on employee satisfaction. Either eliminate this service standard, or move it to the Staffing Performance section. Alternatively, measure the average length of service upon voluntary employee separation. 	<ul style="list-style-type: none"> • Muni accepts these recommendations. Muni will propose the required change to the Service Standard Language to eliminate this standard.
4e. Employee recognition.	<ul style="list-style-type: none"> • Report on the actual number and type of awards made 	<ul style="list-style-type: none"> • Muni accepts this recommendation. No change is

Service Standard	Recommendations	Muni Response
	quarterly and annually.	required to Service Standard Language.
5e. Employee education and training opportunities.	<ul style="list-style-type: none"> • Track all employee training hours in a centralized system in order to facilitate future reports and audits. • Consider measuring and reporting on the perceived effectiveness and usefulness of training through employee surveys and training evaluation forms. 	<ul style="list-style-type: none"> • Muni accepts this recommendation. No change is required to Service Standard Language.