



a. SYSTEM RELIABILITY

1a. % of Vehicles that run on time according to published schedules (no more than 4 minutes late or 1 minute early) measured at terminals and established intermediate points.

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

Purpose: To measure schedule adherence

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

Method of Measurement: Check the designated lines using criteria of -1 minute to + 4 minutes. "Periods of time includes morning rush (6 a.m. to 9 a.m.) midday (9 a.m.- 4 p.m.) evening rush (4 p.m. to 7 p.m.) and night (7 p.m. to 1 a.m.)." Supervisory personnel shall conduct a one-hour, on time, and load standard check at a point at mid-route during all four time periods stated above."

Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005
65%	70%	75%	85%	85%
Actual 4 th Q 65.5%	Actual 4 th Q 71.9%	Actual 4 th Q 70.9%	Actual 4 th Q 68.3%	Actual 1 st Q 70.9%

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

FY05 On-Time Performance Measurement 1st Q Goal is 80%					
	LRV	Cable Car	Trolley Coach	Motor Coach	System Wide
1 st Q	75.5%	66.4%	72.9%	69.8%	70.9%



On-Time Performance Measurement						
July 2004 – 72.8% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	On-Time %	Lines	On-Time %	Lines	On-Time %	
L Taraval	76.3%	3 Jackson	72.8%	2 Clement	68.7%	
		21 Hayes	65.6%	14X Mission Exp	88.5%	
		49 Van Ness	77.5%	26 Valencia	78.0%	
				38 Geary	75.6%	
				39 Coit	53.0%	
				44 O'Shaughnessy	71.6%	
				53 Southern Heights	87.9%	
				56 Rutland	72.4%	
				66 Quintara	67.0%	
TOTAL	76.3%		73.9%		71.5%	
August 2004 – 70.2% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	On-Time %	Lines	On-Time %	Lines	On-Time %	
59 Powell/Mason	66.4%	4 Sutter	77.8%	12 Folsom	71.1	
		22 Fillmore	76.4%	14 L Mission Ltd	88.2%	
M Oceanview	69.8%			16 BX Noriega B Exp	68.6	
				19 Polk	58.3	
				38 BX Geary B Exp	78.3	
				43 Masonic	78.0	
				52 Excelsior	72.8	
				67 Bernal Heights	60.5	
				88 BART Shuttle	76.2	
TOTAL	66.9%		76.9%		69.3%	
September 2004 – 69.1% Overall						
RAIL		TROLLEY		MOTOR COACH		
Lines	On-Time %	Lines	On-Time %	Lines	On-Time %	
N Judah	78.7%	14 Mission	69.7%	9AX San Bruno A Exp	44.4%	
		31 Balboa	70.3%	16AX Noriega A Exp	56.5%	
		33 Stanyan	62.6%	18 46 th Ave	75.0%	
				23 Monterey	81.4%	
				31 BX Balboa B Exp	79.5%	
				38 AX Geary A Exp	71.8%	
				54 Felton	52.6%	
				80X Cal Train Exp	25.0%	
				89 Laguna Honda	52.1%	
TOTAL	78.7%		68.2%		66.8%	

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

- GOAL:** No less than 98.5% on July 1, 2005
- Purpose:** To measure service hours through available operators and available equipment, actually deployed in revenue service, along with the percentage of equipment available for service.
- Definition of Measurement:** Monthly measurement of the percent of total available hours for service measuring operators and equipment and percentage of equipment available daily.
- Method of Measurement:** Both operators and equipment are measured as to the total number of hours in service as a percentage of the total scheduled hours. Data come from the online Dispatching System. Measurement of the vehicles that begin service at the scheduled time will be provided from



the 8 a.m. and 6 p.m. "Not-Out Report" generated by Central Control and will show the percent of vehicles that went out at the scheduled time for both the a.m. and p.m. pullout.

Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005
GOAL 96.5%	GOAL 97%	GOAL 97.5%	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 1st Q 97.14%

SCHEDULED HOURS OF SERVICE AND EQUIPMENT ACHIEVED GOAL IS 98.5%			
Mode	1st Q % Op Avail.	1st Q % Eqp. Avail.	1st Q Total Avail.
SYSTEM	97.27%	99.87%	97.14%
MOTOR COACH	97.49%	99.9%	97.39%
Flynn	96.96%	99.97%	96.93%
Woods	97.52%	99.9%	97.43%
Kirkland	97.87%	99.85%	97.71%
TROLLEY COACH	96.57%	99.98%	96.55%
Potrero	95.45%	100.0%	95.45%
Presidio	97.96%	99.97%	97.93%
LRV	97.83%	99.69%	97.52%
CABLE CAR	97.72%	99.48%	97.21%

% 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	.97	1.03	.94										.98
MOTOR COACH													
Flynn	.7	1.1	.8										.87
Woods	1.1	1.2	1.2										1.16
Kirkland	.6	.5	.5										.53
TROLLEY													
Potrero	.9	.8	1.0										.9
Presidio	.4	.2	.4										.33
RAIL													
LRV	.8	1.1	.6										.83
F Line	1.0	2.4	1.9										1.76
Cable Car	2.3	1.0	1.1										1.46



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 4th Q 2.11%	Actual 1st Q .22%

Pass ups – 1 st Quarter					
LINES	LOCATION	JULY	AUGUST	SEPTEMBER	1 st Q Total
MOTOR COACH					
9BX San Bruno	Stockton/Sutter PM Peak OB	0%	0%	0%	0%
28 19 th Ave	19 th Ave/Sloat PM Peak IB	0%	3.57% (1)	0%	1.32%
29 Sunset	Geneva BART PM Peak OB	0%	0%	0%	0%
54 Felton	Persia/Mission PM Peak IB	0%	0%	0%	0%
RAIL					
N Judah	Duboce/Church AM Peak IB	0%	0%	0%	0%
1st Q Summary			459 Checks	1 Pass Up	.22%

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 4th Q 3 Lines Exceeded LF	Actual 1st Q 1 Line Exceeded LF

Load Factor July 2004						
RAIL		TROLLEY		MOTOR COACH		
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor	
L Taraval	66.5%	3 Jackson	73.1%	2 Clement	67.5%	
		21 Hayes	75.3%	14X Mission Exp	78.5%	
		49 Van Ness	68.1%	26 Valencia	32.1%	
				38 Geary	64.3%	
				39 Coit	51.4%	
				44 O'Shaughnessy	84.3%	
				53 Southern Heights	35.4%	
				56 Rutland	11.9%	
				66 Quintara	54.4%	
August 2004						
RAIL		TROLLEY		MOTOR COACH		
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor	
59 Powell/Mason	103.0%	4 Sutter	53.5%	12 Folsom	62.3%	
		22 Fillmore	67.1%	14 L Mission Ltd	51.9%	
M Oceanview	45.5%			16 BX Noriega B Exp	61.5%	
				19 Polk	63.4%	
				38 BX Geary B Exp	80.6%	
				43 Masonic	78.0%	
				52 Excelsior	58.6%	
				67 Bernal Heights	39.4%	
				88 BART Shuttle	70.9%	
September 2004						
RAIL		TROLLEY		MOTOR COACH		
Lines	Load Factor	Lines	Load Factor	Lines	Load Factor	
N Judah	79.9%	14 Mission	69.3%	9AX San Bruno A Exp	78.1%	
		31 Balboa	75.8%	16AX Noriega A Exp	64.1%	
		33 Stanyan	74.6%	18 46 th Ave	48.9%	
				23 Monterey	62.9%	
				31 BX Balboa B Exp	60.2%	
				38 AX Geary A Exp	64.4%	
				54 Felton	83.6%	
				80X Cal Train Exp	33.3%	
				89 Laguna Honda	18.9%	



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%	4th Q Actual 69.2%	1st Actual 69.8%

HEADWAY ADHERENCE	1 st Q	FY05 GOAL
MOTOR COACH	75.8%	Operate no less than 85% of the time within 30% or 10 minutes of scheduled headway
TROLLEY	61.1%	
LRV	60.0%	
CABLE CAR	53.8%	
SYSTEM-WIDE	69.8%	

Headway Measurement July 2004 - 69.5%					
RAIL		TROLLEY		MOTOR COACH	
Lines	Headway %	Lines	Headway %	Lines	Headway %
L Taraval	90%	3 Jackson	67.5%	2 Clement	76.1%
		21 Hayes	78.6%	14X Mission Exp	95.2%
		49 Van Ness	51.0%	26 Valencia	83.8%
				38 Geary	60.0%
				39 Coit	87.3%
				44 O'Shaughnessy	67.1%
				53 Southern Heights	100%
				56 Rutland	100%
				66 Quintara	82.7%
Average	90%		58.3%		78.1%



August 2004 – 70.1% Overall					
RAIL		TROLLEY		MOTOR COACH	
Lines	Headway %	Lines	Headway %	Lines	Headway %
59 Powell/Mason	53.8%	4 Sutter	86.6%	12 Folsom	70.8%
M Oceanview	44.4%	22 Fillmore	48.5%	14 L Mission Ltd	100%
				16 BX Noriega B Exp	78.1%
				19 Polk	62.1%
				38 BX Geary B Exp	66.7%
				43 Masonic	77.0%
				52 Excelsior	88.8%
				67 Bernal Heights	88.2%
				88 BART Shuttle	63.2%
Average	52.5%		63.2%		74.1%
September 2004 – 69.6% Overall					
RAIL		TROLLEY		MOTOR COACH	
Lines	Headway %	Lines	Headway %	Lines	Headway %
N Judah	50.0%	14 Mission	64.3%	9AX San Bruno A Exp	32.0%
		31 Balboa	62.1%	16AX Noriega A Exp	47.6%
		33 Stanyan	65.6%	18 46 th Ave	79.7%
				23 Monterey	89.6%
				31 BX Balboa B Exp	82.9%
				38 AX Geary A Exp	60.0%
				54 Felton	79.6%
				80X Cal Train Exp	66.7%
				89 Laguna Honda	75.0%
Average	50.0%		63.9%		74.2%

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
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%	1st Q Actual 99.2%



AM & PM Vehicle Availability	1 st Q AM	1 st Q PM	FY05 GOAL
System Wide	99.5%	98.9%	
Motor Coach	99.2%	99.7%	
Flynn-Artic	100%	99.9%	
Kirkland	97.8%	99.9%	
Woods	99.8%	100%	
Trolley Coach	99.7%	97.5%	
Potrero-Artic	100%	100%	98.5%
Potrero	99%	90.9%	
Presidio	100%	100%	
Light Rail	99.6%	99.6%	
F-Line	98.5%	99.1%	
Cable Car	100%	100%	

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

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

Purpose: To measure unscheduled absences

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

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

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

Milestones:

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

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



FY05 % Unscheduled Absences							
	FY01 Actual %	FY02 Actual %	FY03 Actual %	FY04 Actual %	1 st Q Actual	1 st Q Goal	FY05 GOAL
Maintenance	8.1%	7.6%	6.2%	6.46%	7.29%	6.3%	6.1%
Administration	5.6%	6.0%	5.0%	4.99%	5.79%	5.0%	5.0%
Operations	13.7%	8.1%	7.2%	7.36%	6.71%	7.2%	7.0%
Transit Operators		12.8%	11.1%	10.34%	10.46%		9.31%

9a. Miles between roadcalls by mode

GOAL: Increase the miles between roadcalls

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

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

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

Milestones:

FY2005
Increase Miles

FY05 - Miles Between Roadcalls							
Mode	FY01 4 th Q Actual	FY02 4 th Q Actual	FY03 4 th Q Actual	FY04 4 th Q Actual	FY04 Actual	1 st Q Actual	FY05 GOAL
Flynn-Artic	837	1929	3003	2996	2519	3371	2500
Woods-Stand.	1773	1760	2802	3245	2502	3440	2750
Kirkland-Stand.	3467	2381	3992	2706	3098	2403	3100
Potrero Division	563	665	687	942	827	840	
Potrero-Artic	443	508	493	873	724	744	700
Potrero-Stand.	691	795	818	1023	926	963	1250
Presidio-Stand.	1375	1223	1221	1241	1235	1296	1250
Breda Light Rail	3271	3276	3128	3357	3162	3324	3500
PCC (F-Line)	808	1496	1148	1300	1065	1201	1250
Cable Car	5620	5631	6387	5724	5814	5246	5500



b. SYSTEM PERFORMANCE

1b. Passengers carried by mode

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

Purpose: Measurement of the ridership.

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

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

Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005
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
FY Actual 4.1%	FY Actual -7.4%	FY Actual 216M	FY Actual 216M	FY Actual N/A

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

2b. Average Fare Per Passenger

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

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

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

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



Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005
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
FY Actual +\$2.07M	FY Actual -\$5.99M	FY Actual \$97.4M	FY Actual \$115.5M	FY Actual N/A

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

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

- GOAL:** Provide fully allocated costs per hour of Service By Mode.
- Purpose:** Measure the cost of producing revenue service by fully allocated costs per hour of Service By Mode.
- Definition of Measurement:** Provide-fully allocated costs per hour of Service By Mode.
- Method of Measurement:** Data will be reported to the board on an annual basis based on fully allocated costs per hour of Service By Mode.

Milestones:

FY2005
Fully Allocated Costs Per Hour of Service by Mode



c. STAFFING PERFORMANCE

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

GOAL: No greater than 5% vacancy rate

Purpose: Efficiency level of the department in hiring.

Definition of Measurement: Monthly measurement of net vacancies against budgeted positions for Transit Operators and Maintenance personnel.

Method of Measurement: The Vacancy Report will be the basis of the data reported to the board on a quarterly basis.

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 1st Q 3.2%

Division	Budgeted Positions	Vacancies Beginning of 1 st Q	%	Vacancies End of 1 st Q	%
OPERATIONS					
Transit Operators, Full Time	2126	0	0%	0	0%
Transit Operators, Part Time	50	0	0%	0	0%
Sub-Total, Operators	2176	0	0%	0	0%
Crafts	905	72	8%	75	8.3%
Maintenance	250	58	23.2%	30	12%
Operations Total	3331	130	3.9%	105	3.2%
MUNI Total Employees	3931				

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. To calculate attrition only those employees who separate after six months or within one year will be counted. Data will be reported to the board on a quarterly basis.



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

Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005
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 1st Q 1.4%

Attrition Rate for FY04-1st Quarter							
	Hired Last 3 Quarters	1 st Q # of hires	Total Last 12 Months	Released 1 st Q	Voluntary 1st Q	Class	Total
Transit Operators FT	50	1	51	0	0		0
Transit Operators PT	0	0	0	0	0		0
SUB TOTAL	50	1	51	0	0		0
Crafts	19	4	23	1	0	7344 Carpenter	1
Maintenance	2	6	8	0	0		0
Operations Admin.	13	3	16	0	0		0
Finance & Administration	19	3	22	0	0	9132 Transit	0
GM Programs	15	9	24	1	0	Fare Insp.	1
TOTALS	118	26	144	2	0	1.4%	2

d. CUSTOMER SERVICE

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

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

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

Definition of Measurement: Marketing Plan developed.

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

Milestones:

FY2005
Jan. 1, 2005



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

GOAL: Publish a complete timetable during FY2005.

Purpose: Provide riders with an updated schedule.

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

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

Milestones:

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.

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% PSR's resolved within 30 days

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	518				29					489				489
Of the 518 Operator complaints requiring follow-up, 66 were recommended for neutral hearings of which 57% were closed within the timeframe.														
				1 st Q		2 nd Q		3 rd Q		4 th Q			FYTD	
Operator Complaints Requiring Follow-up				518										
Other Operator				1047										
Service				575										
Vehicle				34										
ADA				177										
Criminal Activity				78										
Miscellaneous Complaints				191										
TOTAL				2620										



Passenger Service Reports Quarterly Report Breakdown					
	1 st Q	2 nd Q	3 rd Q	4 th Q	FYTD
Dismissed/No Merit	64				
No Action/Possible Merit	137				
Action	518				
Commendations	185				
Miscellaneous Station Ops	49				
TOTAL	953				

FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY03 Actual	FY04 Actual	FY05 YTD
12,456	11,674	12,931	13,373	12,036	10,371	2,620

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

GOAL: Conduct a Rider Survey and an Employee Survey.

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

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

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

Milestones:

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	FY Actual 65,771 hrs	FY Actual 3,963 hrs

Operator Training - Achieve 50,000 Hours FY04/05					
Class Description	1st Q Hours	2nd Q Hours	3rd Q Hours	4th Q Hours	FYTD Hours
New Operator Training	0				0
Verification of Transit Training (VTT)	452				452
Non-Revenue Driver's Training	215				215
Operator Refresher Training (ORP)	1848				1848
Accident Retraining	1044				1044
Line Trainer Training	36				36
Follow-up Training	368				368
Total	3963				3963



5 % Accident Reduction in Accidents (Passenger & Vehicle)

	FY01 Actual	FY02 Actual	FY03 Actual	FY04 Actual	1 st Q	2 nd Q	3 rd Q	4 th Q	FYTD GOAL	FY05 GOAL	FYTD +/-
Reduce Accidents by 5%	3,043	2,913	2,966	2,975	687				707	2,826	+20

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

e. EMPLOYEE SATISFACTION

1e. Number of grievances

- GOAL:** Report quarterly on the number of grievances.
- Purpose:** Record and monitor the status of all grievances.
- Definition of Measurement:** Quarterly reports will include number of new grievances filed, resolved and active.
- Method of Measurement:** Internal tracking system will be used to provide data for the board on a quarterly basis.



Milestones:

FY2001	FY2002	FY2003	FY2004	FY2005
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	1st Q Actual 100% 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	15				15				15	15	7*

* 7 open/unresolved grievances were carried over from FY03

	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
Misc. Employees	10				7				10	7	4

2e. Speed of resolution of grievances

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

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

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

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

Milestones:

FY2005
75% within 30 days

First Quarter Report: For Operations grievances reported 100% 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:

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	FY Actual 36,860 hrs	FYTD Actual 5,092 hrs



Summary of Employee Training - Achieve 20 Hours per Employee (Not incl. Drivers)					
Class Description	1st Q	2nd Q	3rd Q	4th Q	FYTD Hours
MAINTENANCE TRAINING					
Forklift Training	176				176
PCC/Milan Car Training	592				592
CPR/First Aid	192				192
Vapor Door/Step Training	136				136
Other Maintenance Training	24				24
Subtotal Maintenance	1120				1120
ADMINISTRATIVE TRAINING					
Ambassador Training	560				560
Discipline Management & Administration	560				560
Preventing Workplace Harassment	66				66
Drug & Alcohol Training - Employees	16				16
Drug & Alcohol Training – Supervisors	32				32
Violence in the Workplace	39				39
Violence in the Workplace-Prevention, Response & Recovery	0				0
2 in 1 Training-Introduction to EEO & ADA	69				69
Security and Emergency Preparedness	0				0
Health & Safety Training	0				0
Desktop Computer Training	30				30
Network/Database	24				24
Software Application Training	336				336
Sub-Total Administrative Training	3972				3972
Sub-Total Maintenance Training	1120				1120
Total	5092				5092