



Muni Update

Citizens' Advisory Council
September 4, 2025



Muni Update

- Operations Reorganization
- Customer Experience
- Headway Service Management
- Transit Performance, Analytics & Technology
- Ridership Numbers
- Voluntary Transfer Process
- Employee Performance Program

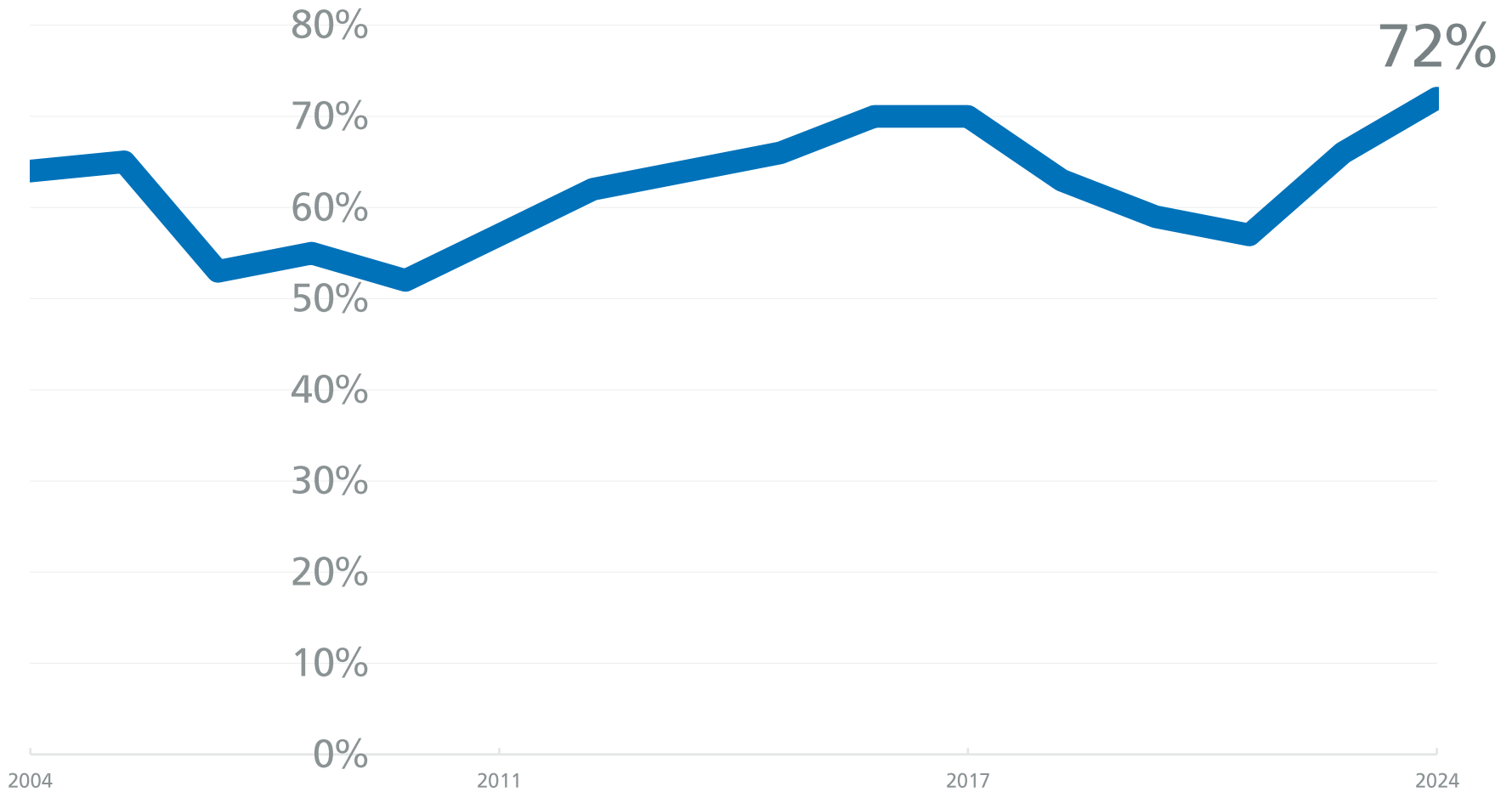
Muni overview

- **8th largest transit system in the United States**
- 24/7 service with all San Franciscans within walking distance of a transit stop
 - 73 Muni lines/routes
 - 76.5 Miles of transit lanes
 - ~2,500 transit operators
- 5 modes – hybrids, trolleys, light rail, historic streetcar, cable car
- 74 miles of light rail track, 28 substations, 271 miles of overhead wires
- Delivered 158 million passenger trips in 2024, an increase of 13.5 million trips over 2023



Overall Customer Satisfaction with Muni

Percentage of respondents who rate Muni service overall as good or excellent



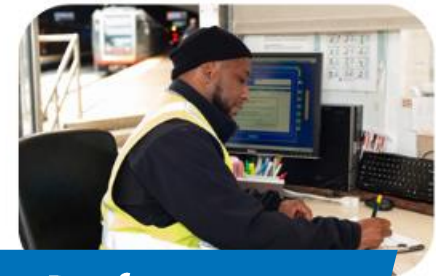
Transit Management Philosophy



Safety



Customer Experience



Performance



Efficiency



Accountability

Division Overview

Administration

Operations

Security

Vehicle
Maintenance

Maintenance
of Way

Division Overview

Administration

Program Delivery

Training

Transit Performance, Analytics & Technology Support

Budget

Operations

Division Management

Service Management

Customer Experience

Service Planning

Schedules

Special Operations

Security

Security Operations Center

Safety Equity Initiative

Fare Compliance

Transit Ambassador Program

Vehicle Maintenance

Hybrid Buses

Trolley Buses

Light Rail

Historic Streetcars

Cable Cars

Revenue Collection

Maintenance of Way

Electrical Infrastructure

Mechanical Systems

Transit Facilities

Engineering

— / **Bold** indicates new change

Customer Experience Roadmap



Our Vision

Transform how Muni delivers service by putting the customer at the center of every decision and design

Why a Customer Experience Program?

- Organizing framework for key investments already underway and a roadmap for continued innovation and investment
- 72% of Muni riders report satisfaction—aiming for 80%+
- Systematic improvements to the rider journey



Customer Experience Roadmap

Implementation

Strategic Objectives

Remedy rider pain points

Cultivate a customer-centric culture

Involve customers in produce design

15 workstreams over 3.5 fiscal years

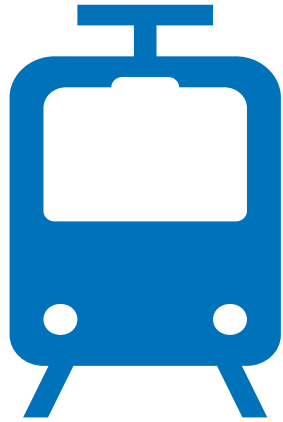
“Early wins” launched, with regular progress updates

Cross-departmental Core Team

Looking Ahead

A unified roadmap to elevate satisfaction, ridership, and public trust

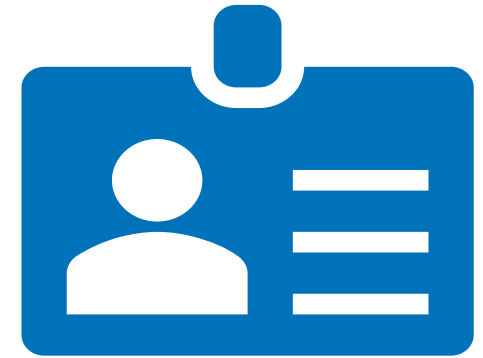
Passenger Journey Observation Pilot



150 vehicles observed



249 station observations



160 personnel observed



69 lines ridden



540 total observations

Reporting harassment on Muni is as easy as 3-1-1



In an emergency, call 911 and file a police report.

Para denunciar acoso llame al 311 o al 911

舉報騷擾事件，致電 311 或 911

Para mag-ulat ng panliligalig tumawag sa 311 o 911



To Report
[SFMTA.com/MuniFeedback](https://www.sfmta.com/MuniFeedback)

☎ 311 Free language assistance / 免費語言協助 / Ayuda gratis con el idioma / Бесплатная помощь в нескольких языках / Trợ giúp thông dịch miễn phí / Assistance linguistique gratuite / 無料の言語支援 / Libreng tulong para sa wikang Filipino / 무료 언어 지원



Safety Equity Initiative to Prevent Harassment on Muni

- Action Plan launched at the end of 2024
- In March, a UCLA study recognized the SFMTA as industry leader in taking action to address harassment on system



San Francisco named finalist in 2025 Mayors Challenge

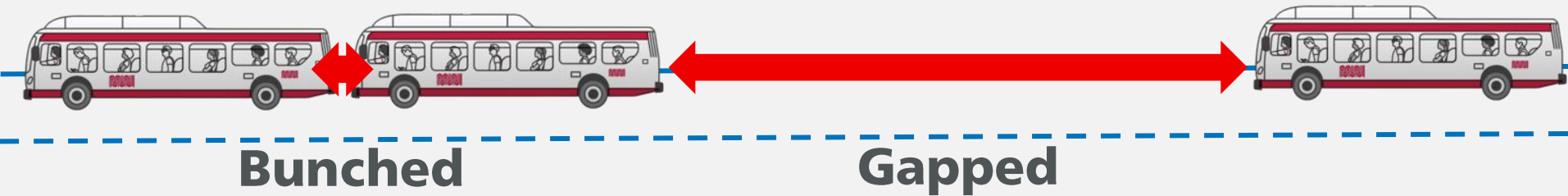
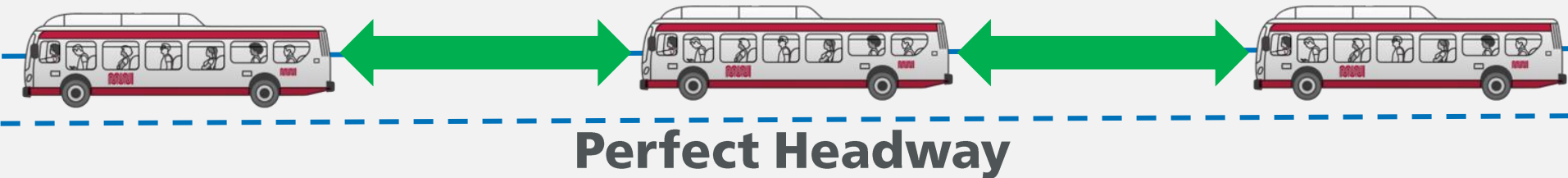
- In late June, Bloomberg Philanthropies announced that San Francisco is one of 50 finalists the 2025 Mayors Challenge for the SFMTA's customer experience work
- The Mayors Challenge is designed to spur local government innovation
- We're excited to partner with the Mayor's Office of Innovation and the Customer Experience Director at SFO to further expand our solutions
- In January 2026, 25 winning cities will receive \$1 million each to bring their idea to life

Headway Service Management



From static schedule-based
to dynamic headway model

Headway Service Management



Headway Service Management



Over 70% of the Muni network now operates on this headway model

Routes are significantly more reliable with even spacing

By the Numbers: July 2025

Systemwide headway adherence: 86%

Metro/Rapid routes: 90%

Others: 85%

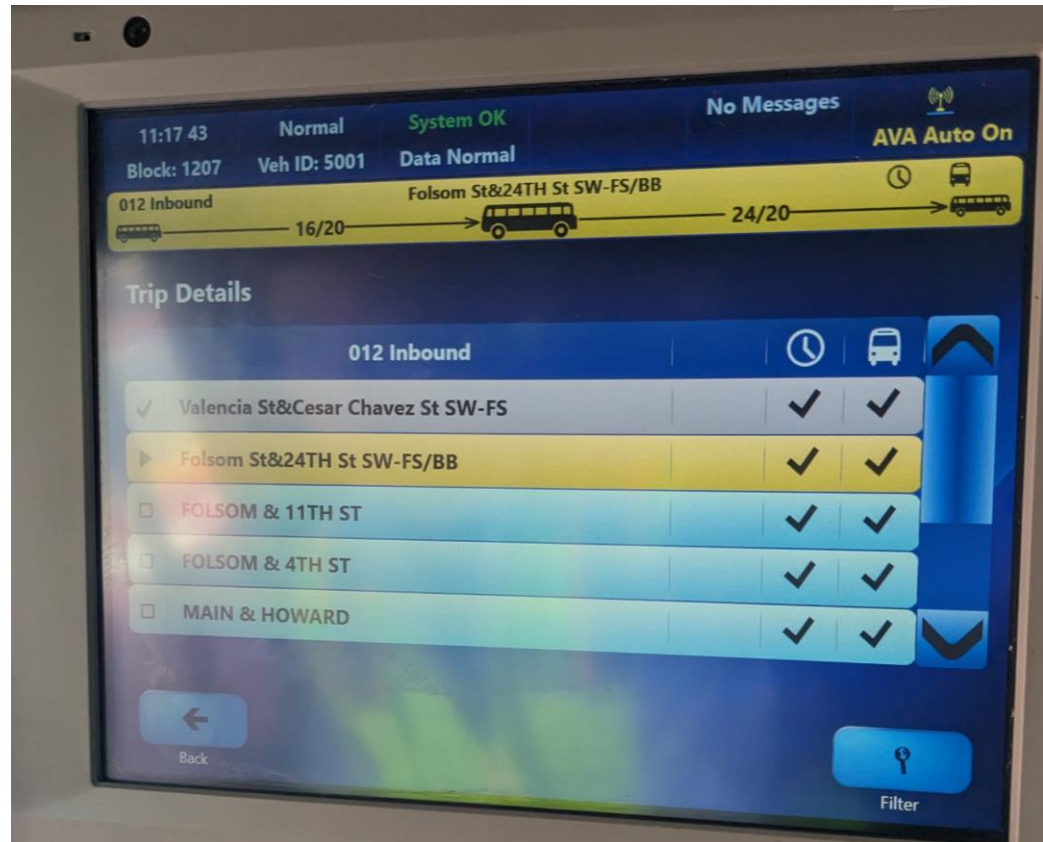
37 routes had 90% adherence or better
5 had adherence below 80%.

Top 5 routes by headway performance:

1. 38R Geary Rapid (93%)
2. L Taraval (91%)
3. N Judah (91%)
4. 14R Mission Rapid (91%)
5. 49 Van Ness/Mission (91%)

Headway Service Management

- A cornerstone for success in economic revitalization and government efficiency
- Our strategy ensures maximizing efficiency and earning public trust



Headway Service Management

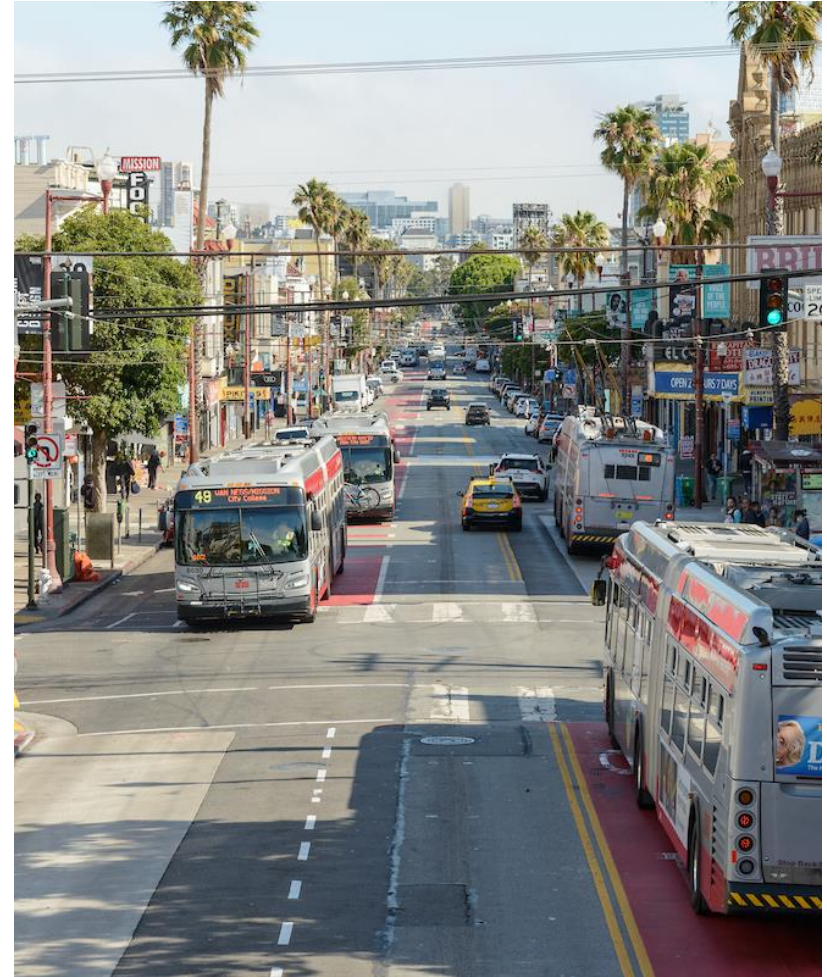


Ongoing challenges:

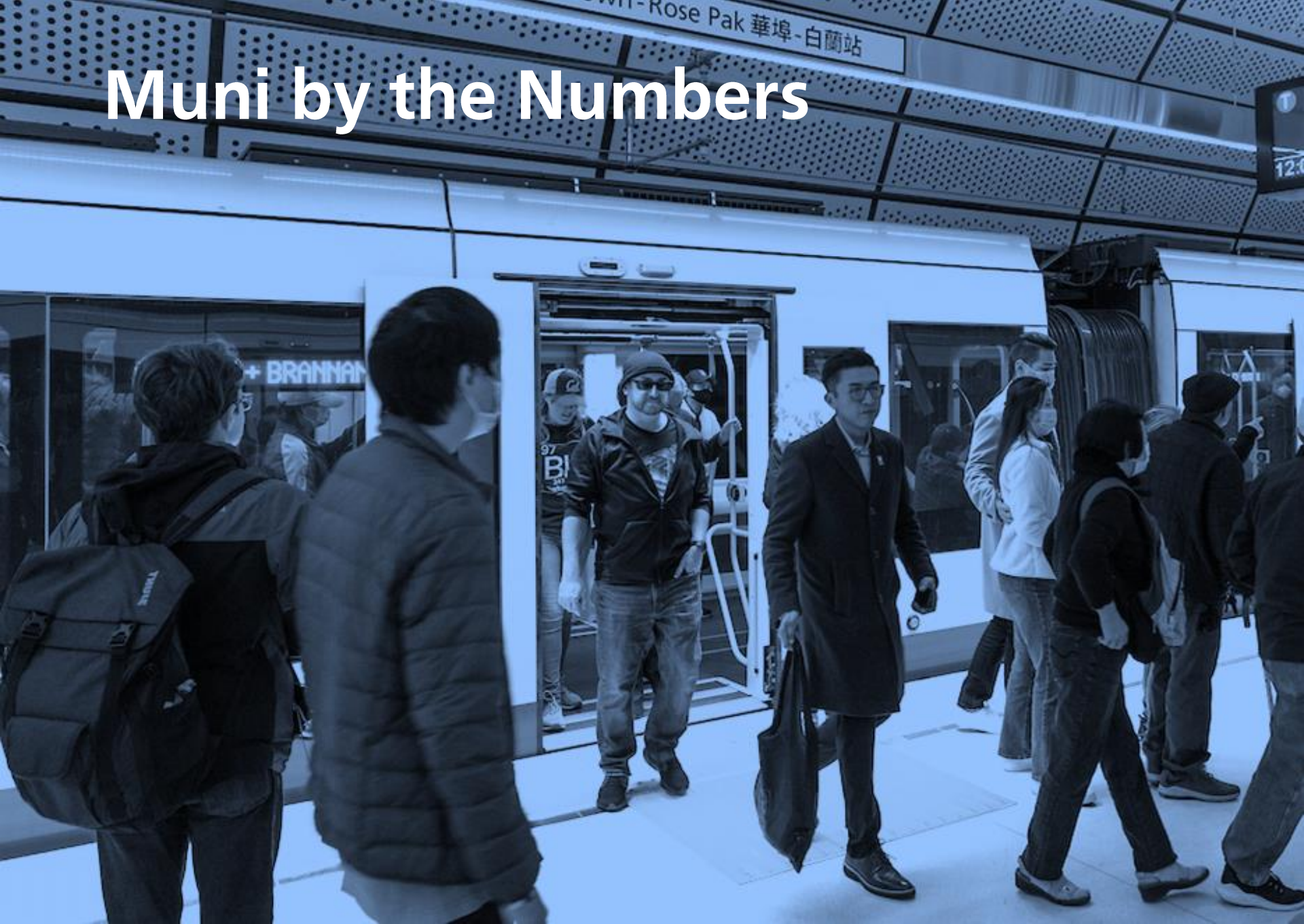
- Technology limitations
- Complexity of shift changes
- Change management

Headway Service Management

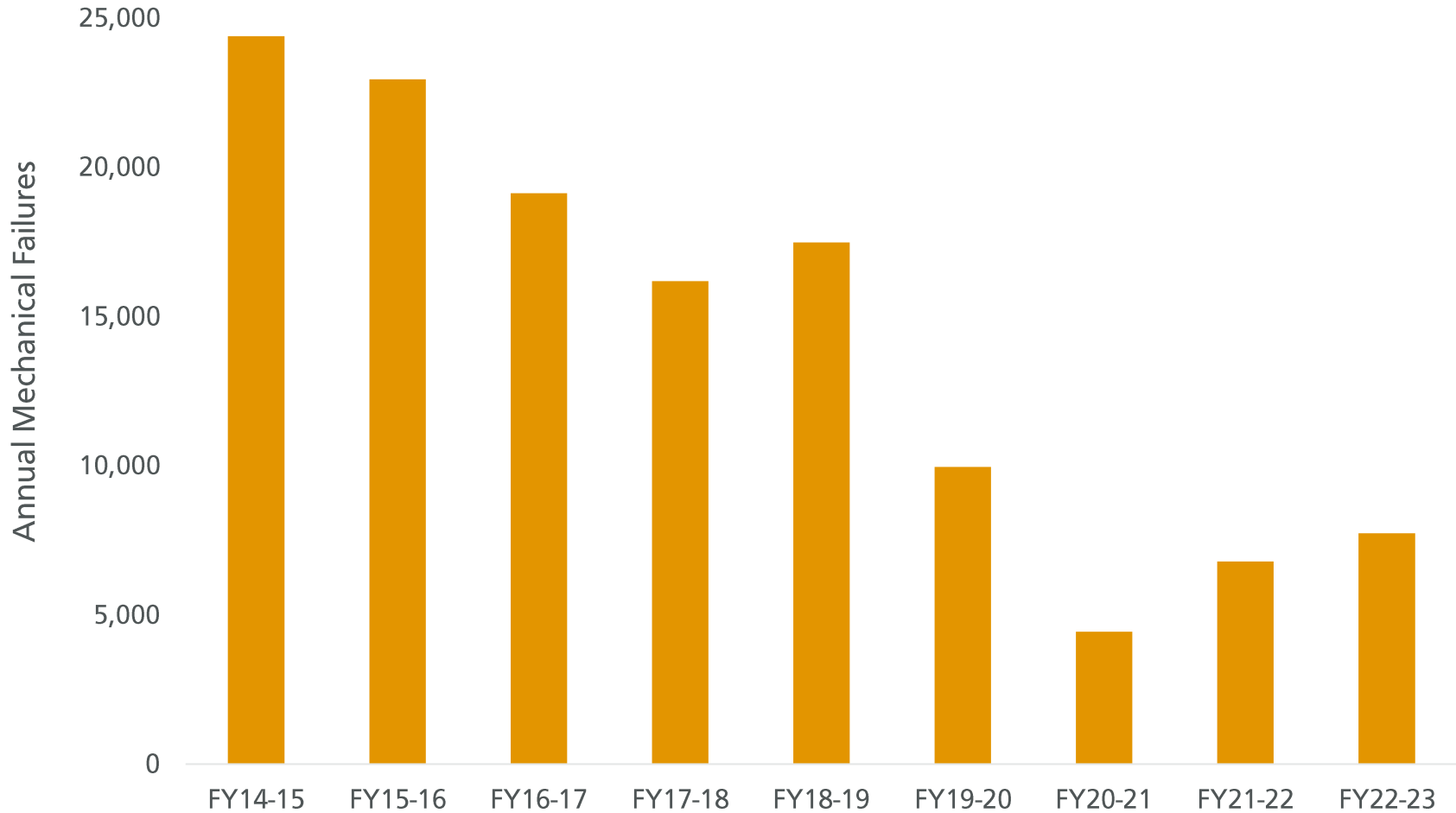
- What's next – enhanced technology at terminals to provide:
- Consistent recovery time for operators
- Improved prediction accuracy for customers



Muni by the Numbers

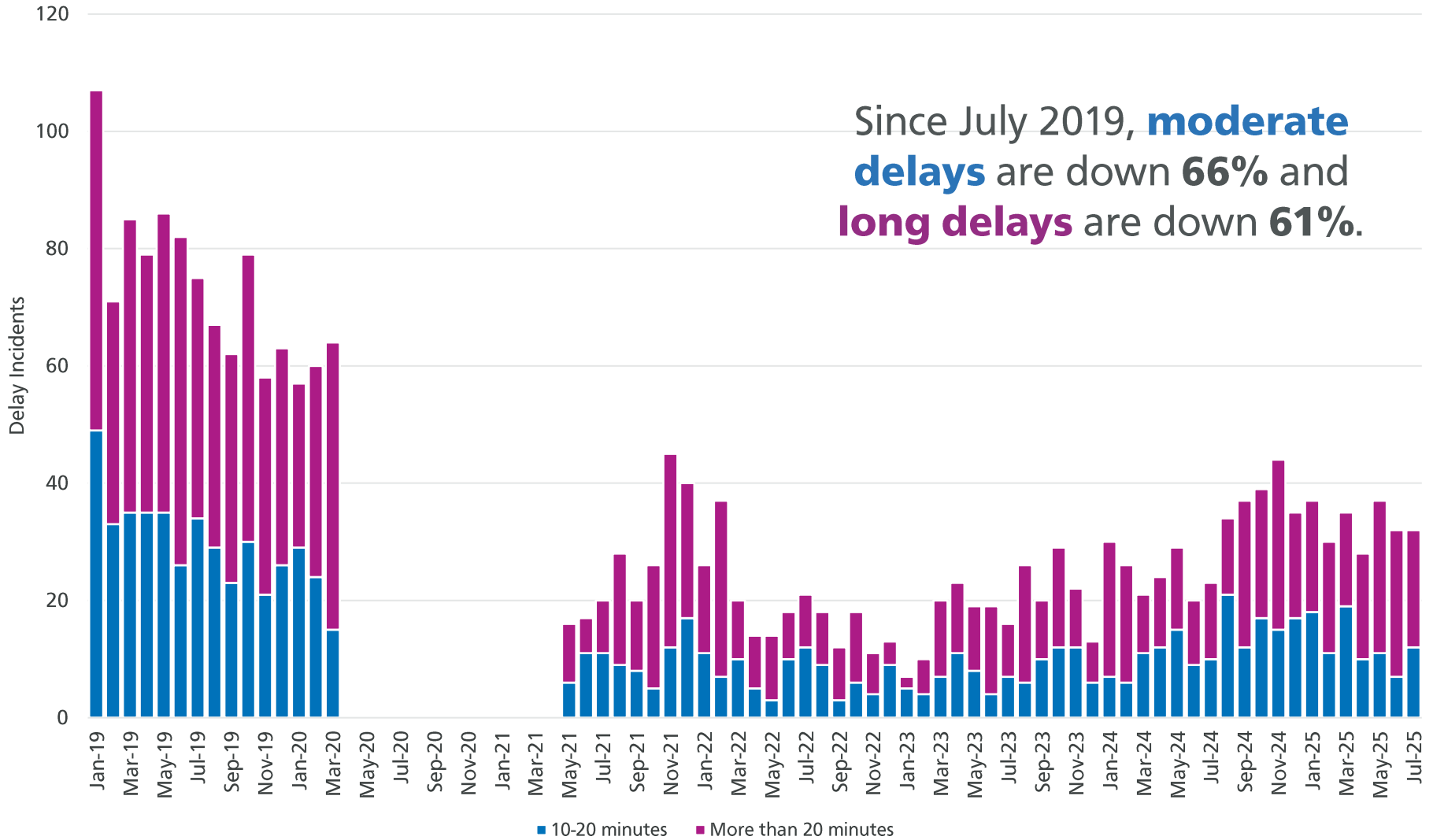


Reduced breakdowns, Increased reliability



Source: Vehicle maintenance records

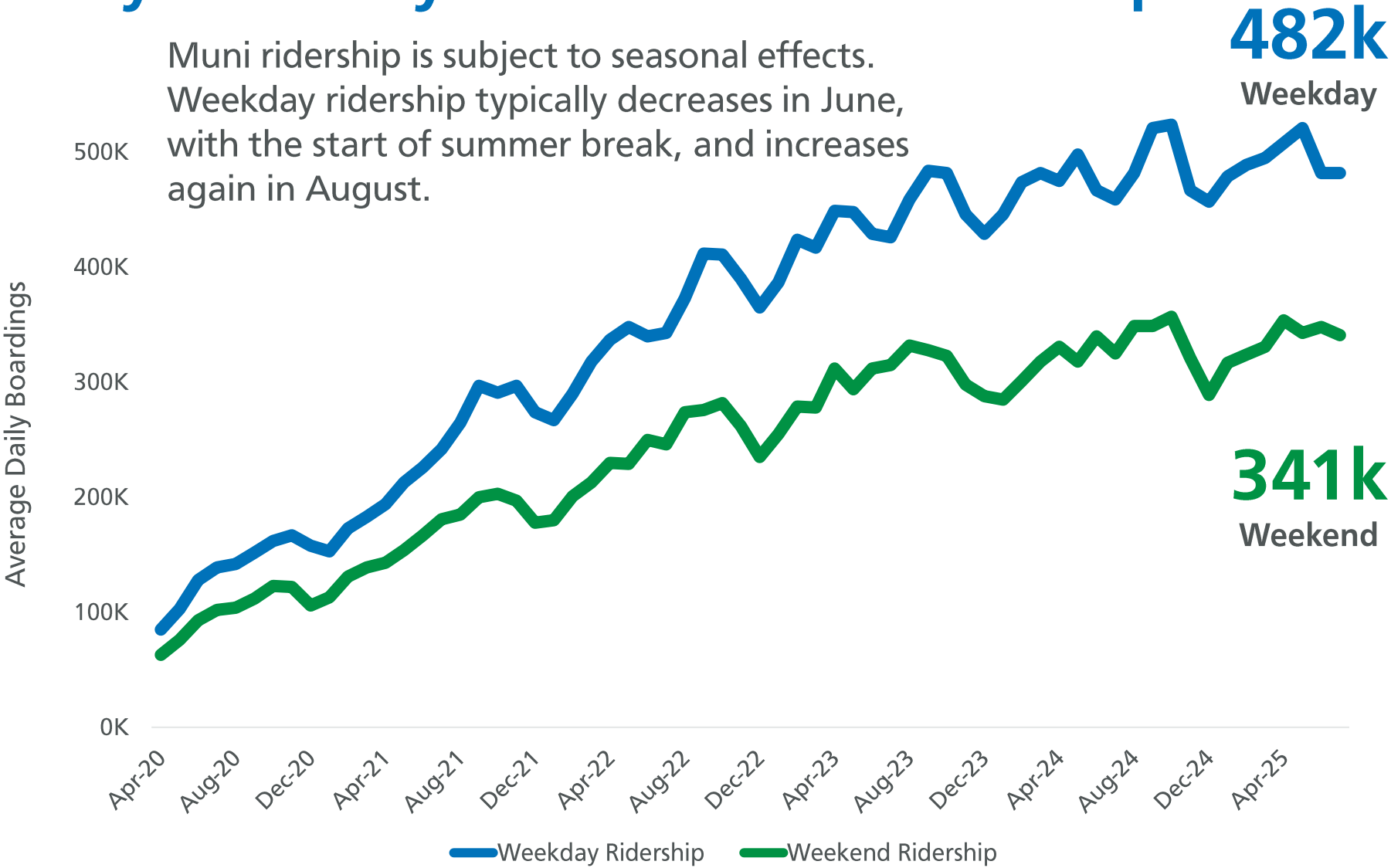
Market Street Subway Delay Events



Note: We have adjusted our methodology for determining whether an event occurred in the subway, slight differences from previous snapshots are due to improved granularity.

July Weekday and Weekend Ridership

Muni ridership is subject to seasonal effects. Weekday ridership typically decreases in June, with the start of summer break, and increases again in August.



Note: Excludes cable car and streetcar.

Employee Performance Program

1. Key Performance Indicators (KPIs)

Job duties with formalized data-driven performance targets

2. Performance Plan and Appraisal Report (PPAR)

SFMTA's agency-wide required planning document. Includes KPIs, other essential job duties, agency values, required trainings, etc.

3. One-on-One Meetings with Managers

Opportunity to review performance expectations, focus on improvement and growth goals.

KPIs - Essential Duties with Performance Standards

1. Activate Detail	Month	# On Time	Total # Activations	Score
Activate the detail in Trapeze by 9AM. - Meets Expectations: on time at least 75% of the time. - Exceeds Expectations: on time 100% of the time.	Jul 24	18	20	90%
	Aug 24	20	21	95%
	Sep 24	22	22	100%
	Oct 24	22	24	92%
	Nov 24	20	21	95%
	Dec 24	21	22	95%
	Overall	123	130	95%
	2. Distribute Detail	Month	# On Time	Total # Activations
Upload next day detail and supporting files (register, tab, absence, publish detail) by 3 PM on days when you activate the detail. - Meets Expectations: on time at least 75% of the time. - Exceeds Expectations: on time at least 90% of the time	Jul 24	19	20	95%
	Aug 24	19	21	90%
	Sep 24	19	22	86%
	Oct 24	24	24	100%
	Nov 24	21	21	100%
	Dec 24	20	22	91%
	Overall	122	130	94%
	3. Publish Detail	Month	# On Time	Total # Published
Publish the next day detail in Trapeze before 3PM. - Meets Expectations: on time at least 95% of the time. - Exceeds Expectations: on time 100% of the time	Jul 24	19	19	100%
	Aug 24	15	19	79%
	Sep 24	16	19	84%
	Oct 24	18	21	86%
	Nov 24	18	21	86%
	Dec 24	18	20	90%
	Overall	104	119	87%
	4. Submit Service Reports	Month	# On Time	Total # Activations
Submit service reports before 4:00 pm on days when you activate the detail. - Meets Expectations: on time at least 75% of the time. - Exceeds Expectations: on time at least 95% of the time.	Jul 24	19	20	95%
	Aug 24	20	21	95%
	Sep 24	21	22	95%
	Oct 24	24	24	100%
	Nov 24	20	21	95%
	Dec 24	22	22	100%
	Overall	126	130	97%

Example of Progress Report: Staff are presented their KPIs at the beginning of each fiscal year, and are shown how they are doing in their mid-year check-in.

Employee Performance Program Outcomes

- Improved Job Satisfaction
 - Clear & Consistent Expectations
 - Celebrate Excellent Performance
 - Opportunity for Coaching
- Improved Outcomes
 - Targeted Intervention
 - Higher job retention
 - Career Advancement



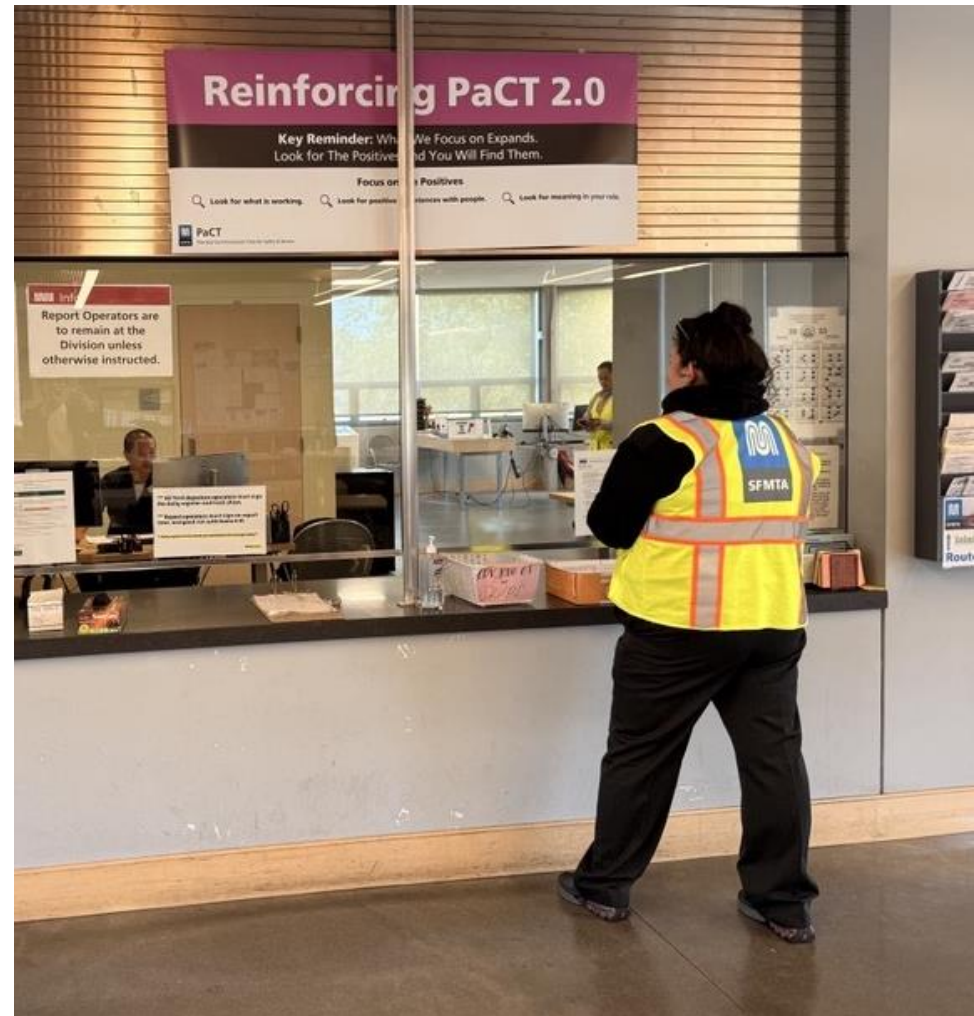
Optimizing Service Management

- Voluntary Transfer Process: Once every three years, bus controllers, street supervisors, dispatchers have opportunity to cross train and pick new assignments
- Optimizes operations: Offers opportunity to rethink service management goals and introduce efficiencies
- Helps staff broaden experience and prepare for management roles
- Requires collaboration with unions partners



Upcoming: Division Supervision

- Established to better support division Operators: Supervisors provide direct supervision, mentorship and support for Operators and service
- Serves as a steppingstone to management; helps new supervisors learn the key to success as division managers
- Opportunity to gain practical applications of management roles while learning about division administration
- Division supervisors have responsibility of coordinating with Centralized Dispatch and Division Management on the status of service including any alterations to the operators' regular schedule on any given day



Thank you!

