

# City and County of San Francisco

Office of the Controller – City Performance

## **SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY**

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### **As-Is Review of the Passenger Service Report Process**



November 10, 2016

## OFFICE OF THE CONTROLLER CITY SERVICES AUDITOR

**The City Services Auditor (CSA)** was created in the Office of the Controller through an amendment to the Charter of the City and County of San Francisco (City) that was approved by voters in November 2003. CSA is comprised of two units – City Performance and Audits. Under Appendix F to the Charter, CSA has broad authority to:

- Report on the level and effectiveness of San Francisco’s public services and benchmark the City to other public agencies and jurisdictions.
- Conduct financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operate a whistleblower hotline and website and investigate reports of waste, fraud, and abuse of city resources.
- Ensure the financial integrity and improve the overall performance and efficiency of city government.

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# City and County of San Francisco

## Office of the Controller - City Performance

Department: San Francisco Municipal Transportation Agency  
As-Is Review of the Passenger Service Report Process

November 10, 2016

### Purpose of the Report

This report documents the City's management process for Muni-related complaints and details opportunities for improvement. Stakeholder interviews, customer surveys, peer transit agency benchmarking and other research provides opportunities and metrics to improve both the City's responsiveness and the experience for customers and SFMTA staff charged with responding to feedback.

### Background & Methodology

San Francisco 311 (SF311) receives over a million phone calls or online service requests annually. Approximately 20,000 are Muni-related and are sent to the San Francisco Municipal Transportation Agency (SFMTA). These Passenger Service Reports (PSRs) are a key channel for customer feedback. They cover a range of issues from operator conduct to service reliability and scheduling. About 60% of PSRs are about employee conduct and about 40% are about services.

The SFMTA's Fiscal Year 2013-18 Strategic Plan includes an objective to improve customer service and communications. The SFMTA asked the Controller's Office to analyze and recommend changes to the PSR process both for Muni customers and for the SFMTA's employees who manage and respond to feedback.

The Controller's Office work was informed by Lean – a method that works with front-line staff to map current processes, identify inefficiencies and design improvements. The Controller's Office held 23 interviews, analyzed data from SF311 and SFMTA, conducted surveys of customers and compared San Francisco to peer transit agencies.

### PSR Process Overview and Key Findings

The majority of PSRs begin when a customer files a service request with SF311 over the phone or online. Service requests are transferred automatically from SF311's Lagan system to the SFMTA's Trapeze system, where they are called PSRs.

Within a few days, Muni Customer Service (MCS) triages the incoming PSRs by manually closing the service request in SF311's Lagan system, researching and adding supporting information in Trapeze, and then either closing the PSR or forwarding it to SFMTA groups. There are about 40 SFMTA groups that process PSRs by investigating, addressing, and closing them. Addressing feedback includes a range of organizational and personnel actions up to employee discipline.

Key findings about the PSR process include:

- SFMTA staff highly value the customer feedback in PSRs, and the agency expends significant effort to use it well. We estimate that SFMTA spends more than 10,000 hours per year on PSRs.
- Currently, the primary performance metric is the percent of operator-related PSRs closed within 28 days. This metric is driven by the MOU with operators and it only applies to a subset of PSRs.
- MCS should be empowered to increase its PSR closure rate

### Opportunities Identified

This report details 41 opportunities for improvement. The best of these opportunities are:

#### Improve Customer Experience

- Close the loop with customers. Work with PSR investigators to develop customizable scripts for frequent types of PSRs.
- Integrate Muni-related complaints into the SF311 app, or add prompts to it to tell users how to submit Muni-related feedback.
- Provide better customer-facing information when MCS closes service requests in SF311's Lagan system, such as how to follow up with MCS.
- Reduce complaints overall by reviewing and improving customer service training for frontline staff to improve service skills.

#### Improve Staff Tools and Processes

- PSRs should be closed and responded to by MCS when downstream PSR investigators would not be able to provide better information or take action on the PSR.
- The Video Surveillance Unit should make video pull status available to investigators. Delayed responses and duplicate requests affect the SFMTA's ability to use video surveillance footage.
- Provide better guidelines to improve SF311 call intake based on feedback from PSR investigators. Intake is the best

(currently 32%). In 2015, 39% of PSRs closed by transit divisions were dismissed because the operator could not be identified or the complaint was not in violation of Muni rules. Valuable time and resources can be saved by MCS acting at the first point of intake for these complaints.

- The SFMTA should prioritize contacting customers about complaints. Most customers do not hear back unless they request a response or their complaint is about accessibility (related to the Americans with Disabilities Act, or ADA) or about discrimination on the basis of race, color, or national origin (Title VI).
- Customer survey respondents uniformly indicate that a response is an expected customer service. In addition, the results of the peer transit agency survey suggest that consistent and prompt responses to customers are an industry best practice.
- The SF311 mobile application does not currently accept Muni feedback. Customers are increasingly using mobile platforms to access government services and incorporating Muni feedback should be a high priority service improvement.

### **Next Steps**

The purpose of this report is to help MCS and the SFMTA implement the improvement opportunities identified. Five SFMTA employees participated in a Lean process improvement training in July 2016 to build the SFMTA's ability to make process changes. MCS and others have already taken action on some opportunities, including:

- Revising SF311's Customer Service Representative voice scripts to encourage customers to provide an email address and enable the City to easily contact the customer;
- Instructing MCS staff to consistently record the Operator ID in the dedicated field in Trapeze if sufficient information is available to avoid repeated research by PSR investigators;
- Informing riders about the information that Muni needs to process feedback effectively. The agency added a page on the SFMTA web site and designed a "car card" for display in Muni vehicles with this material – including showing riders where to find their vehicle number; and
- Providing more precise information for PSR investigators on video footage DVDs. Specifically, writing the incident time instead of the time range on DVDs of video footage sent from the Video Surveillance Unit to reduce time spent by PSR investigators searching for incident footage.

The last chapter of this report includes the full summary of all opportunities identified and shows the process owners and stakeholders. The chapter has a matrix showing which improvements will have the highest levels of impact and the level of effort required. This will help prioritize improvements. The Controller's Office team will continue to work with the SFMTA over fiscal year 2016-17 to support the agency's ongoing implementation of process improvements.

time to get critical information to help identify staff or service issues.

- MCS should work with divisions to improve the processes for PSRs related to the Americans with Disabilities Act (ADA). Contact with customers about hearings should seek to reduce delays.
- Investigators at all departments should monitor PSRs regularly in Trapeze so that MCS can eliminate the PSR "batching" process (in which PDFs of PSRs are sent weekly by email for investigation).

### Expand Performance Metrics

Revise and expand metrics to focus on customer satisfaction and response times, such as:

- Percent of customers receiving an acknowledgment from MCS within five days
- Percent of all PSRs closed within performance threshold
- Percent of operator-related PSRs with vehicle/employee ID reported by customer
- Percent of PSRs with customer contact information
- Percent of PSRs closed by MCS
- Customer satisfaction with MCS
- Complaints per service mile

### Make Technical Improvements

- Allow SF311 service requests to be transferred directly from other SF311 queues to the Muni Work Queue to avoid manual entry.
- Revise the filters for automatic video pull request emails to better align with the PSRs that require them and expedite video retrieval.
- Ensure all relevant departments have access to Trapeze and training on how to use it.

*Copies of the full report may be obtained at:*

*Controller's Office • City Hall, Room 316 • 1 Dr. Carlton B. Goodlett Place • San Francisco, CA 94102 • 415.554.7500  
or on the Internet at <http://www.sfgov.org/controller>*



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**

**Todd Rydstrom**  
**Deputy Controller**

November 10, 2016

Candace Sue  
Director of Communications and Marketing  
San Francisco Municipal Transportation Agency  
1 South Van Ness, 7<sup>th</sup> Floor  
San Francisco, CA 94103

Dear Director Sue:

City Performance presents its review of the San Francisco Municipal Transportation Agency's (SFMTA) Passenger Service Report (PSR) Process. PSRs are a key channel for customers to report a problem or provide feedback about transit service. The opportunities for improvement presented in this report come directly from customers and the staff who process PSRs on a daily basis.

Over the course of this project, we met with over 35 individuals, many on multiple occasions, representing staff from 15 SFMTA departments as well as the Call Center and Finance and Technology departments of SF311. In addition we collaborated with your staff to survey customers and peer transit agencies to supplement the information obtained directly from stakeholders about improving the process. We interacted with every transit division in some way either through meetings or through our survey of superintendents.

We would like to express our sincere appreciation to SFMTA and SF311 for actively engaging with us during interviews, process mapping sessions and follow-up meetings. We note in particular the responsiveness of Angela Genochio (Muni Customer Service), Francisca Tapia (Transit Division), Shahin Shaikh (Video Surveillance), Tim Quayle (Performance & Business Support), and Andy Maimoni (SF311). Their answers to our numerous follow-up questions helped to advance our understanding of the process and ensure the accuracy of the information contained in this report.

Lastly, thank you for asking us to collaborate with you on this project. We appreciate your effort and the close partnership with Kristen Holland and Jeannette Sanchez to develop the data collection plan, problem solve and review report chapters and business process maps. You have all been strong champions for excellent customer service and it has been a pleasure to work with such dedicated individuals. We look forward to our continuing partnership with you as the agency works toward implementing the opportunities to improve the customer and staff experience with the PSR process.

Respectfully,

A handwritten signature in blue ink that reads "Peg Stevenson".

Peg Stevenson  
City Performance Director  
Office of the Controller

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## LIST OF ACRONYMS

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Abbreviation	Description
ADA	Americans with Disabilities Act
CRM	Client Relationship Management
CSC	Customer Service Cases
CSR	Customer Service Representative
DTI Software	Digital Technology International (the SFMTA's video surveillance system software)
DVD	Digital Versatile Disc
EQP	Equipment
GPS	Global Positioning System
ID	Identification
IT	Information Technology
MCS	Muni Customer Service
MOU	Memorandum of Understanding
OPS	Operations
PDF	Portable Document Format
PIO	Public Information Officer
POP	Proof of Payment
PSR	Passenger Service Report
QA	Quality Assurance
SF311	San Francisco 311
SFMTA	San Francisco Municipal Transportation Agency
SFPD	San Francisco Police Department
SIE	Security, Investigations, and Enforcement
SOC	Security Operations Center
SRN	Service Request Number
SSP	Self Service Portal
VSP	Video Surveillance Program

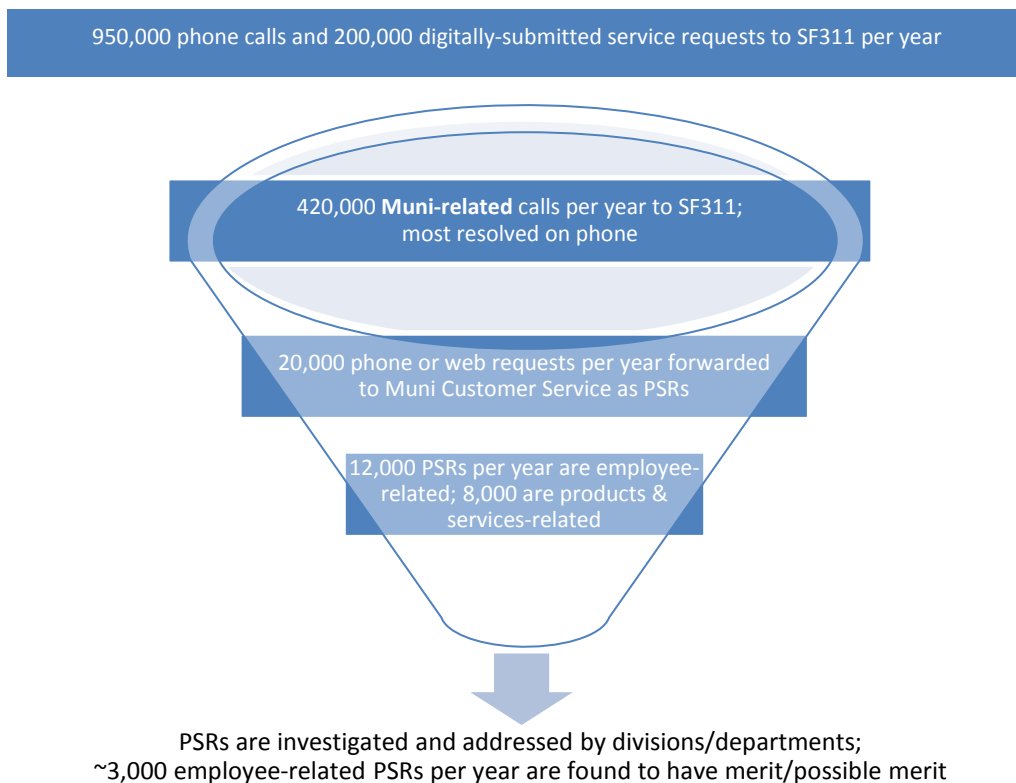


# Introduction

Each year, the City and County of San Francisco receives an immense volume of feedback from the public, with much of that feedback coming through SF311. Overall, in 2015 SF311 answered approximately 950,000 phone calls from the public resulting in about 200,000 service requests filed; an additional 200,000 service requests were submitted through the SF311 app, website, and Twitter. Service requests are customer communications that require additional follow-up by city agencies.

Among the 950,000 phone calls answered by SF311 in 2015, nearly half were specifically Muni-related, while still more were related to other parts of the SFMTA (such as about parking meters, temporary signage, traffic signals, and other SFMTA-managed city services). As shown below from the 420,000 Muni-related phone calls and additional feedback submitted from the SF311 website, about 20,000 Muni-related service requests per year are forwarded to Muni Customer Service where they are called “Passenger Service Reports” (PSRs).

Figure 1 SF311 Muni-related Feedback



The Controller’s Office estimates that the SFMTA spends over 10,000 hours per year processing and investigating PSRs, with about half of that time spent by Muni Customer Service and the other half by divisions and departments across the agency to which MCS forwards PSRs as well as the Video Surveillance Unit which retrieves video footage to aid in PSR investigation. These are conservative, high-level estimates based on a combination of staffing levels, interviews with process participants, and historical PSR closure

rates in 2015. They are not intended to be a comprehensive assessment of actual staffing or need across all groups.

This report is the product of a comprehensive review of the as-is PSR process, from starting at SF311 to finishing at the relevant division or department at the SFMTA. It is not however a review of all SFMTA customer service activities and communications. SFMTA interacts with customers through a number of channels. The SFMTA Customer Service Center at 11 South Van Ness provides various walk-in services including paying for transit and parking citations, buying Clipper Cards or Lifeline passes, attending tow and citation hearings, obtaining parking permits, and purchasing Muni maps. The agency also interacts digitally with customers through its Facebook page and @sfmta\_muni Twitter account.

While this review is not encompassing of all SFMTA customer service activities it is a strong start towards improvement in this area given the volume of Muni feedback received each year and the significant investment of SFMTA resources expended in addressing that feedback. From start to finish, the PSR process can work better, both for the customers who submit feedback and expect responses from the SFMTA and for the various SFMTA employees who put effort into processing, taking action on, and closing PSRs. The Controller's Office has worked closely with the SFMTA to carefully document the as-is process and opportunities for improvement identified by process participants, examine the customer experience with this process, survey peer agencies for their best practices and insights, and identify performance metrics that can drive process improvement.

## Project Purpose

The fundamental purpose of this project is to improve the PSR process, both for Muni's customers who submit feedback to the agency and expect excellent customer service, and for the SFMTA's employees who process this feedback each day and deserve the best process possible for doing so.

The SFMTA's Fiscal Year 2013-2018 Strategic Plan ("Strategic Plan") includes a key goal of making transit and other sustainable travel modes the preferred means of travel, with the first objective to achieve that goal being to improve customer service and communications. The SFMTA recognizes that customer satisfaction with Muni is a function both of transit performance and customer service. The plans for more detailed implementation of the Strategic Plan are updated every two years to inform the development of the SFMTA's capital and operating budgets, and in the most recent update, the agency's objective of improving customer service and communications was highlighted as a priority for action. Specifically, the agency would implement an improved process for handling PSRs, including

- Streamlining tasks performed by superintendents, Muni Customer Service, and other PSR investigators,
- Leveraging technology to make it easier for customers to provide clear, actionable feedback and for employees to resolve customer concerns,
- Providing more meaningful reporting on PSR trends for management and staff, and
- Completing all the above in an effort to provide Muni customers with outstanding service.

On July 1, 2015, Muni Customer Service (MCS) was transferred from the SFMTA's Transit Division to the Communications Division. While there was anecdotal consensus among process participants and stakeholders that the PSR process could work better both for customers and the agency, there was not a clear path to doing so. The Controller's Office project to examine the PSR process was initiated at the request of the SFMTA's Director of Communications through the agency's ongoing work order with the City Services Auditor division of the Controller's Office. The division's City Performance team has expertise in working collaboratively with City departments and front-line staff to streamline and coordinate processes and systems for greater efficiency and impact.

The goal of this report and the collaborative work that went into it is to provide a clear picture of the as-is PSR process and identify opportunities to improve the process from the people most familiar with each step of the process. The report gathers this information in one place along with customer insights, industry best practices, and performance metrics to empower the SFMTA to move toward implementing process innovations. As MCS and other PSR process participants move into the implementation, the Controller's Office will continue to provide technical assistance in facilitating the implementation of process improvements identified in this report.

## Methodology

### Lean Process Improvement

The Controller's Office used a Lean process improvement approach for this project. Lean is a process improvement framework to map and analyze business processes, identify inefficiencies, and continuously improve. Lean puts particular emphasis on understanding the process as it is actually performed by speaking with the front-line staff who do the work day-to-day, and observing the work where it is done. Front-line staff are important not only for understanding the as-is process, but also for identifying process innovations; because they are most familiar with the details of the process and spend the most time interacting with it, they are an invaluable source of expertise in the process and are best situated to identify inefficiencies and process innovations.

A framework for identifying inefficiencies is to look for the following seven obstacles to efficient processes:

- **Mistakes** – Errors that result in rework
- **Movement** – Unnecessary transportation of things; unnecessary motion of people
- **Interruptions** – Breaks in the flow of work
- **Extra Work** – Doing work that is not valued by the customer
- **Work-in-progress** – Creating backlogs of partially processed work
- **Waiting** – Idle time that results when work is not synchronized across steps (e.g., waiting for information, responses, or resources; dependency on others to complete tasks; system response or down time)
- **Unused Talent** – Underutilizing people's talents, skills, or knowledge

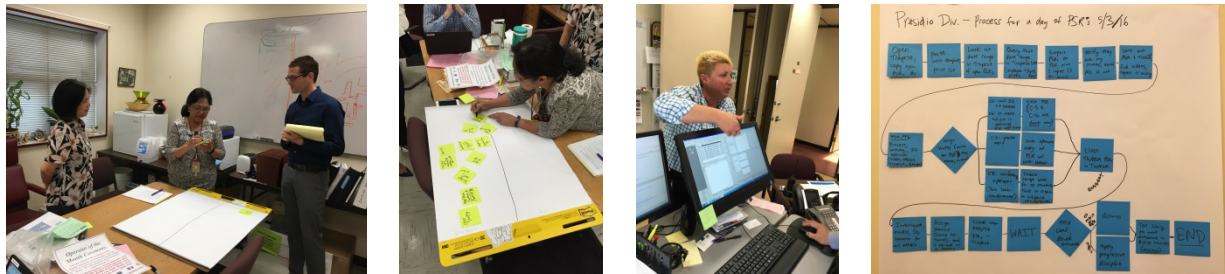
In supporting continuous improvement, Lean places high value on small process innovations (e.g., changing a form) that can incrementally remove these obstacles and dramatically improve the performance of a process.

### Controller’s Office Project Methodology

To be able to clearly articulate the as-is PSR process and provide specific opportunities for improvement, the Controller’s office took a multifaceted approach that involved qualitative data collection, data analysis, research, and surveys.

The key sources of information about the PSR process were interviews and process mapping sessions with PSR process participants. The Controller’s Office team held 23 separate interviews or business process mapping sessions from November 2015 to June 2016. Interviews included questions about the overall work of each process participant’s department, their typical PSR process, the types of PSRs that they find most and least useful or actionable, process steps that they perceive to be less useful for driving process outcomes, their experience with the Trapeze software used to manage PSRs, issues present in the PSR process. Process mapping sessions consisted of sitting with PSR investigators as they processed PSRs and documenting and clarifying the process step by step. With both interviews and process mapping sessions, the Controller’s Office collected documents, photos, and screenshots of process steps for reference.

**Figure 2 Process Mapping Sessions with Transit Division Superintendents and Assistant Superintendents**



Interviews (and for some process participants, additional process mapping sessions) were first conducted for the core process participants (SF311 who provides intake for most PSRs; MCS who triages PSRs before closing them or forwarding them internally within the SFMTA). The Controller’s Office then worked with MCS to identify divisions and departments to interview among those to whom MCS forwards PSRs for further investigation and resolution. This included both departments that investigate employee-related PSRs and those that investigate PSRs related to Muni products and services. Generally, the highest-volume departments were interviewed, with exceptions for departments that do similar work (e.g., Street Operations and Rail Operations) or were already being addressed through other avenues (e.g., Claims). All interviews included questions about the amount of time spent processing, investigating, and taking action on PSRs, which fed into the Controller’s Office estimate of the number of staff hours spent on PSRs.

Among the six transit divisions that manage operators and process operator-related PSRs, four were interviewed and the remaining two provided written feedback through a Controller’s Office survey of transit management. The transit divisions that were interviewed were chosen to include a range of vehicle types (bus and rail) and performance with respect to historical PSR closure rates, while the Controller’s

Office survey was sent to all transit divisions. Lastly, key process participants who support the PSR process but do not directly investigate or resolve PSRs were interviewed (the Video Surveillance Unit who provides video footage for PSR investigation; SFMTA IT's liaison to SF311). A complete list of interviews conducted is included in Appendix A.

Business process maps are a visual tool used to document and communicate PSR process steps, as well as to facilitate identifying opportunities for process improvement. In the business process maps in this report, there are horizontal "swim lanes" that correspond to the different process participants. All process steps appear within the swim lane of the process participant performing each step (or on the border of two swim lanes when there are process steps that are performed jointly). Green ovals signify the beginning of a process, blue boxes are process steps, yellow diamonds are decision points where a process can go down one of multiple paths, and red ovals are end points of a process.

In addition to interviews, process mapping sessions, and the survey of transit management, the Controller's Office also reviewed and analyzed datasets including:

- Multiple datasets of SF311 service requests, including both aggregate and disaggregated data,
- The SFMTA's PSR database (exported from Trapeze software),
- The SFMTA's Tableau dashboards of PSR performance, and
- Self-reported data from MCS on the unit's daily processing of PSRS.

To gather additional new data, the Controller's Office and MCS performed two surveys during the course of this study. A customer survey sought to understand the experience of Muni customers who had recently submitted a PSR and to elicit their feedback and suggestions. A peer survey of transit agencies asked other transit customer service groups across the country about how they gather, track, and process customer feedback, the staff and technology resources for customer service, responses to customers, and performance standards and metrics. The survey instruments and summary results for both surveys are included in Appendices F and G. In addition to directly surveying peer transit agencies, the Controller's Office also performed a literature review on these topics and reached out to all members of the email listserve for the Transportation Research Board's Standing Committee on Public Transportation Marketing and Fare Policy.

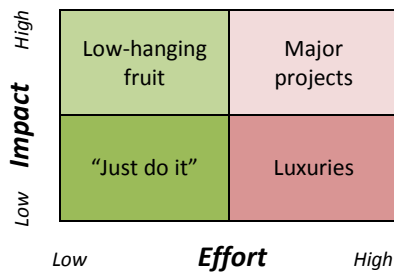
### Next Steps

The purpose of this report is to prepare MCS and the SFMTA to move toward implementation of opportunities identified by PSR process participants through the creation of this report. To support the implementation of PSR process improvements, the Controller's Office invited five SFMTA employees to join a full-day Lean process improvement training in July 2016 by the Twin Peaks Academy, a group within the Controller's Office that teaches methods for continuous process improvement. The SFMTA employees invited were one of the MCS Transit Information Clerks that processes PSRs, two MCS managers, an assistant superintendent that processes operator-related PSRs, and the manager of the Video Surveillance Unit that provides video footage for PSR investigations. The attendees' active participation in the training

has strengthened the agency’s capacity to implement and continuously identify opportunities for improvement in the PSR process.

Each section of this report includes a section at the end of opportunities for improvement identified by the process participants underlying that chapter’s content. To aid in the prioritization of improvements for implementation, Lean process improvement uses a classic impact-effort matrix like the one below.

**Figure 3 Impact Effort Matrix**



Under this framework, process improvements that have a high impact and are easy to implement are the low-hanging fruit that can make a big difference in process performance; improvements that are very difficult to implement but have little impact are luxuries that are not prioritized absent other considerations. Major projects, such as a new software system, can have large impacts but are difficult and require more resources and planning. “Just do its” are easy to implement and have modest impacts on process performance.

The last chapter of this report offers a summary of all the opportunities identified in the previous chapters and an estimate of the impact and effort of implementing a process improvement for each opportunity to serve as a tool to MCS and other process stakeholders. The summary chapter also identifies the type(s) of obstacles present in the current process, the primary process participant responsible for the relevant process step, and other primary stakeholders in that process step who should be included in the implementation of an improvement.

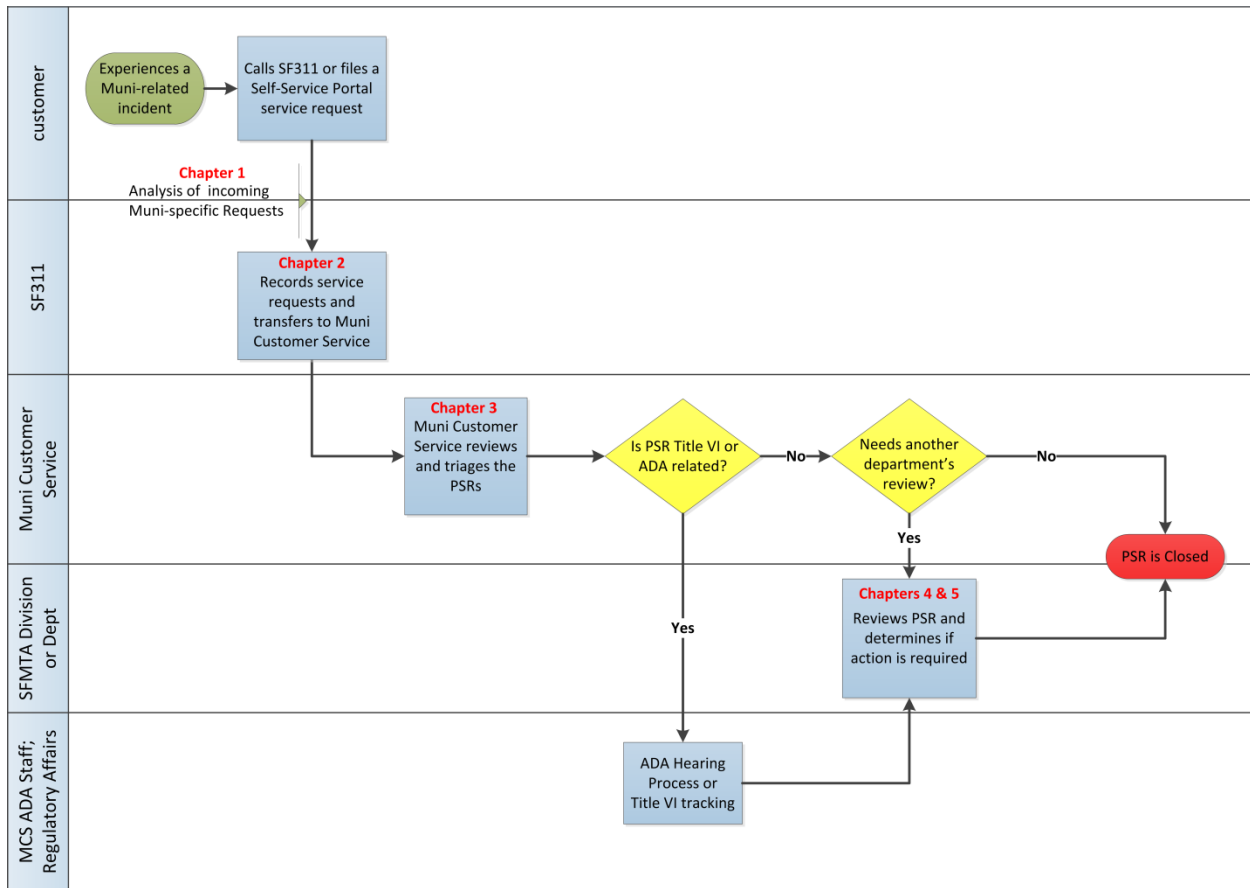
A number of process improvements have already been implemented over the time the Controller’s Office has been working with the SFMTA. Particularly in the “just do it” quadrant of the impact-effort matrix, the SFMTA has not waited for the conclusion of the as-is process review to take action on opportunities for improvement that could already move forward. These opportunities that have already been acted upon by the SFMTA are noted throughout the report and in Chapter 8, the report’s summary chapter. The Controller’s Office team will continue to work with the SFMTA over fiscal year 2016-17 to provide support to the agency in the ongoing implementation of process improvements.

## Report Overview

Figure 1 below provides a high level business process map for the PSR process. Each chapter of this report will start off with a copy of this business process map, shaded to indicate which part of the PSR business process it is describing.

Introduction

Figure 4 High-Level PSR Business Process Map



Chapter 1 of this report provides an overview of incoming Muni-related service requests, including the type of information they include, their categories, and their volumes in recent years. Chapter 2 examines the process by which SF311 performs intake on service requests from customers and transfers them to Muni Customer Service (MCS) where they become PSRs. Chapter 3 discusses how MCS triages the incoming PSRs and routes them within the agency. Chapter 4 examines how the departments and divisions that receive employee-related PSRs take action upon and close those PSRs, while Chapter 5 examines the same for products and services-related PSRs.

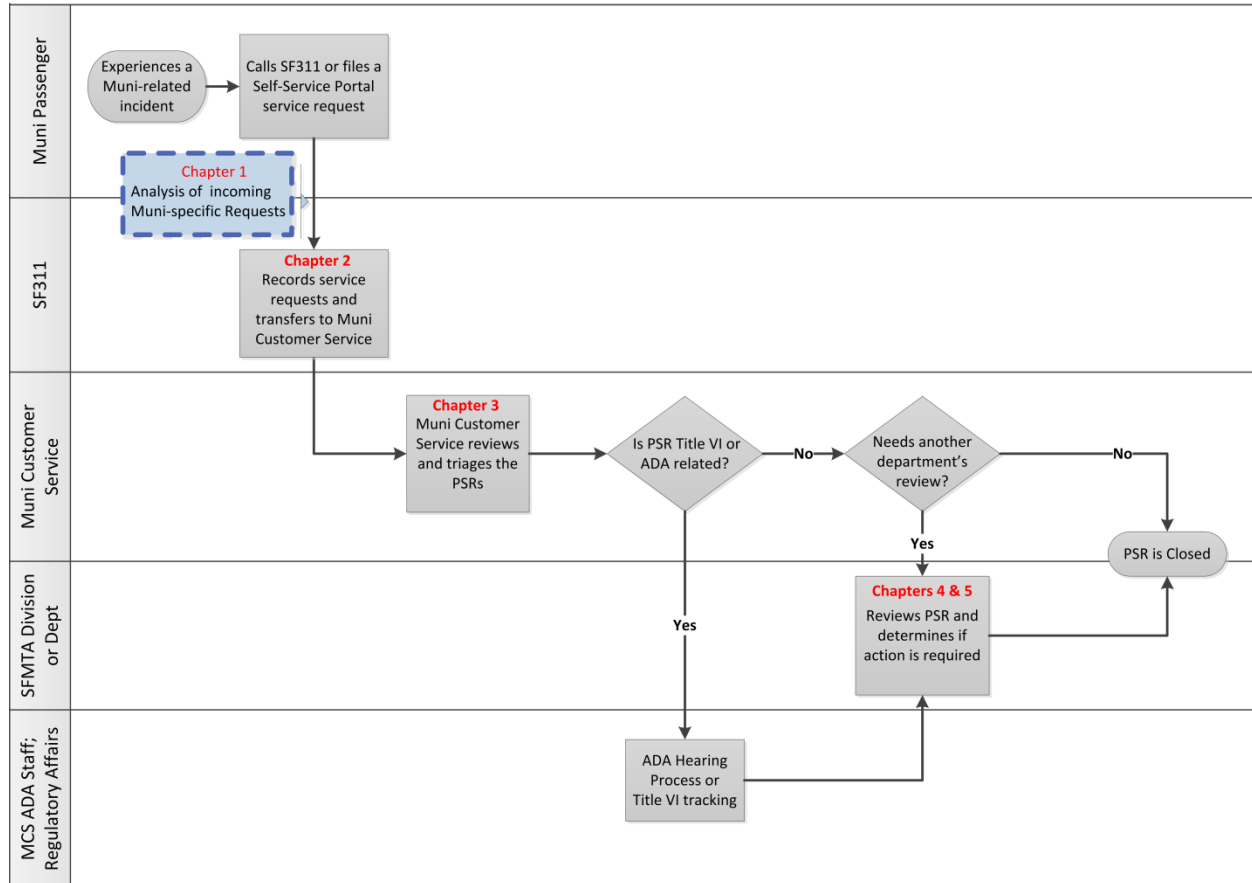
Chapter 6 takes a holistic view of the PSR process described in the previous chapters to describe the customer’s experience, and presents the findings of a survey of customers who recently submitted PSRs. Chapter 7 provides an overview of the SFMTA’s current performance metrics related to PSRs and customer service as well as current data reporting; it then provides the results of a survey of peer transit agencies and a literature review on customer service in transit, and presents opportunities for new performance metrics that can guide the SFMTA’s efforts to deliver excellent customer service. Lastly, Chapter 8 summarizes the opportunities presented throughout the preceding chapters to facilitate the implementation of PSR process improvements.

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# Chapter 1

## Incoming Muni-related Requests



### Sources of PSRs

Passenger Service Reports (PSRs) document a wide range of customer requests, feedback, and complaints regarding the Muni transit system's employees, products, and services. Muni PSRs originate from a number of channels:

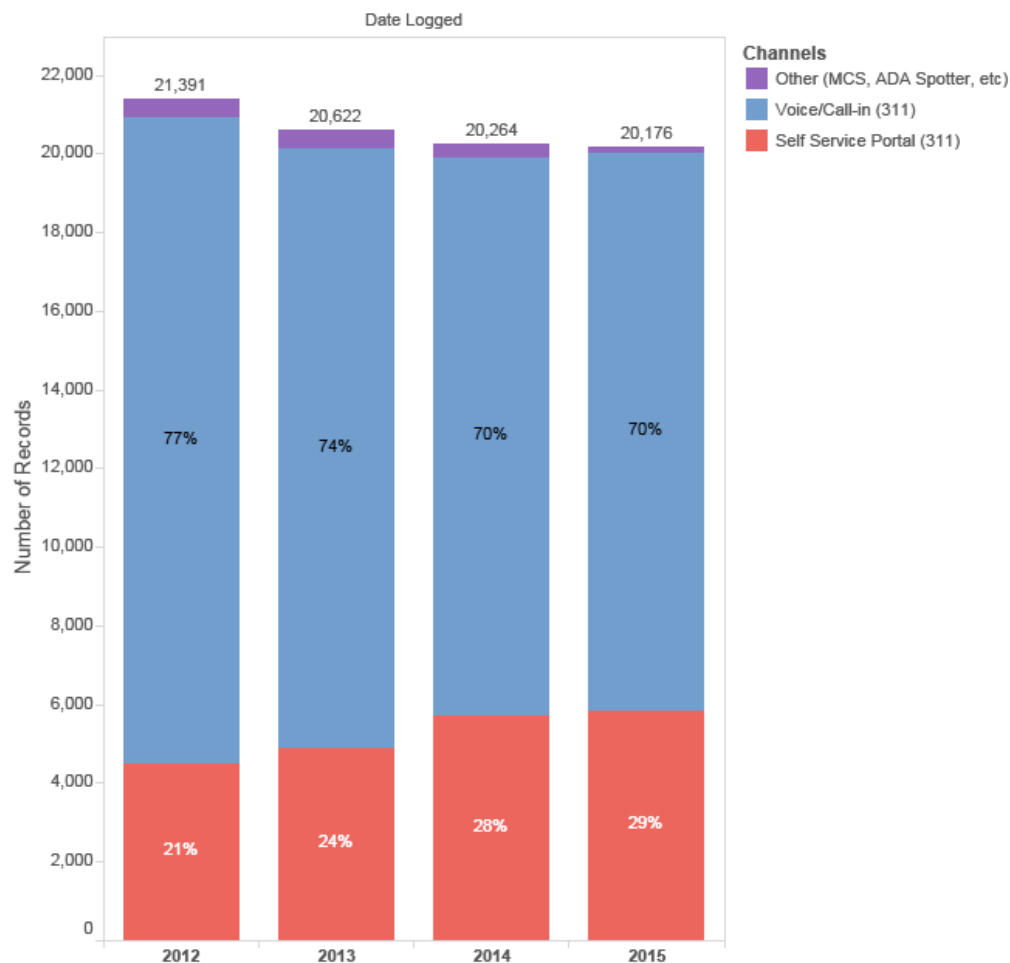
- San Francisco 311 Customer Service Center, by the following means:
  - Voice/Call-in:** by talking on the phone to an SF311 customer service representative (CSR)
  - Self Service Portal:** by filling out a form on the Self Service Portal (SSP) on the SF311 website
- Paper complaint forms filed with station agents
- Phone calls to the Muni Customer Service (MCS) phone line
- In-person complaints at the San Francisco Municipal Transportation Agency's (SFMTA) offices located at One South Van Ness

5. The “American with Disability Act Spotter” (ADA Spotter) program through which paid riders monitor accessibility

The vast majority of PSRs originate from SF311 (either by Voice/Call-in or SSP), with smaller numbers of PSRs submitted directly to the SFMTA. Over December 2014 to November 2015 these two sources comprised over 99 percent of PSRs, with about 6 to 10 PSRs per month coming in from other SFMTA channels (in-person, over the phone directly to MCS, by email, or by letter).

In 2015, there was an average of 1,682 PSRs logged per month, ranging from 1,510 in January to 1,932 in July. SSP-based requests steadily increased from 2012 to 2015, from 21 percent to 29 percent of PSRs, while Voice/Call-in requests have decreased from 77 percent to 70 percent; these proportions stabilized in 2015. SFMTA-originated requests (paper, phone, in-person, and ADA Spotter) comprised less than 1 percent of PSRs in 2015. Figure 1 shows the volume of PSRs by channel.

Figure 1 PSR Volumes by Channel (2012-2015)

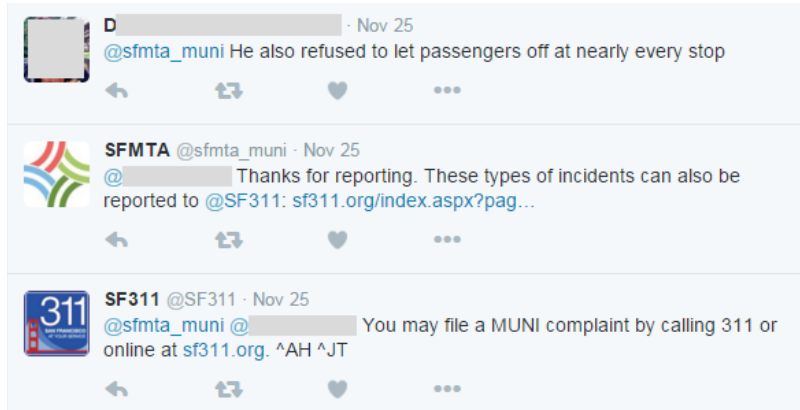


Source: SFMTA Trapeze PSR data for 1/1/2012 – 12/31/2015.

While the San Francisco 311 Customer Service Center receives Muni-related service requests through both Voice/Call-in and SSP, it does not process Muni-related service requests through the SF311 smartphone application and limits those that can be processed through the SF311 Twitter account. The

reason that customers cannot file a PSR through the smartphone applications is because PSRs require more detailed and complete information than many other requests received by SF311. This is driven by need to be able to identify the precise vehicle and/or operator for employee-related PSRs as well as requirements in labor agreements with Muni operators. Furthermore, Muni feedback received on Twitter (to @SF311) receives a response from an SF311 customer service representative (CSR) directing the customer to please call 311. This allows for an SF311 CSR to ask follow-up questions and ensure that sufficient detail is recorded in the service request. See an example in Figure 2 below.

**Figure 2 Twitter Conversation Regarding a Muni-related Complaint**

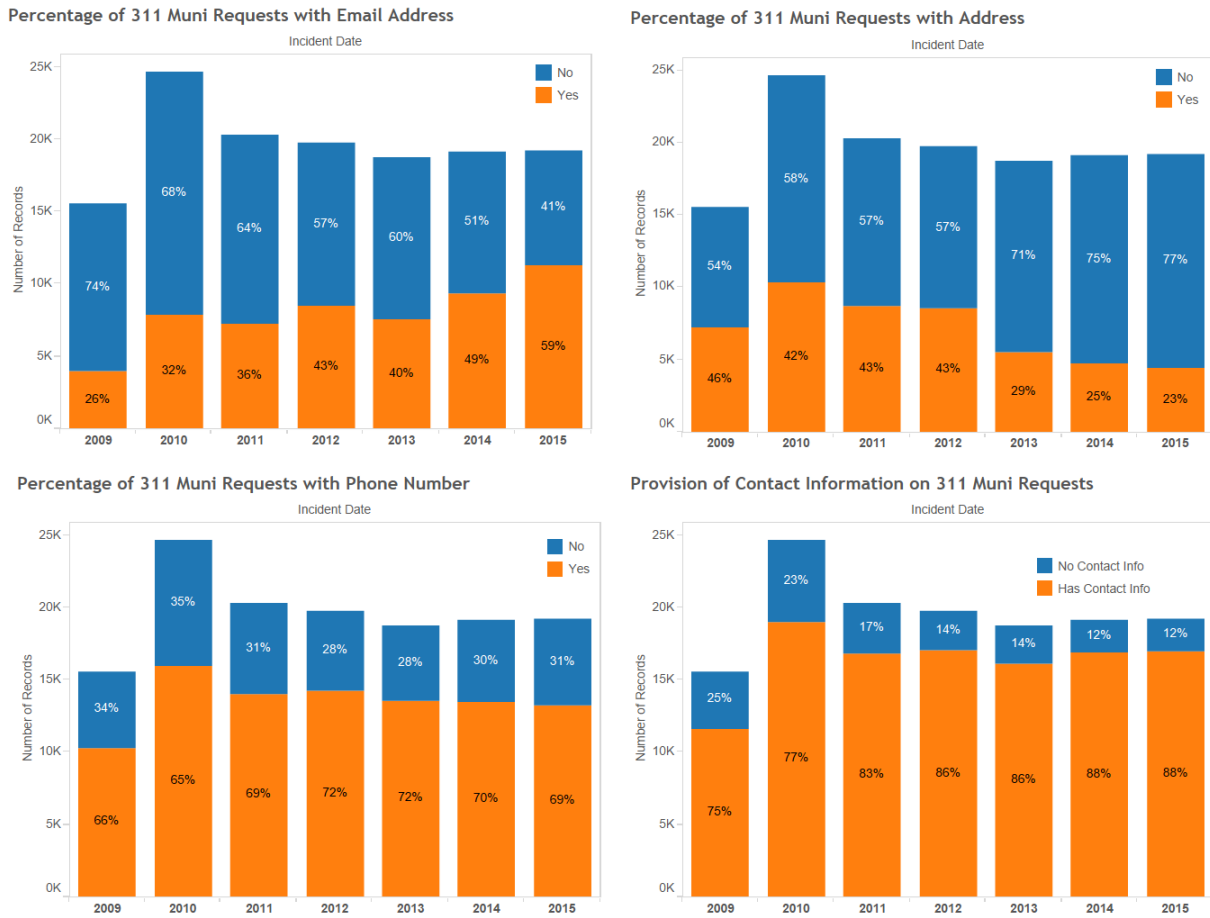


A limited number of Twitter requests to SF311 that do not require further information are processed by SF311 CSRs. In these cases, the requests will show up as Voice/Call-in in Lagan, SF311's client relationship management (CRM) software, and Trapeze, Muni's software that acts as both a transit scheduling platform and a database for PSRs. After creating a service request in Lagan, the CSR will tweet back to the customer with the service request number (SRN) to track their request's status in the SF311 database.

It is worth noting that the @sfmta\_muni Twitter account also provides real-time customer service from 5:00 a.m. to 9:00 p.m. Monday to Friday and on weekends. The customer information officers do not create PSRs from their interactions, which are concluded entirely on Twitter, but do connect customers to SF311 if a PSR is necessary, as shown in Figure 2 above.

The majority of SF311 requests include contact information of some kind, with only 12 to 14 percent of customers providing no form of contact information in the past three years. Over time, customers have tended to provide their mailing address less frequently, while email addresses have increased from being provided for 26 percent of Muni requests in 2009 to 59 percent in 2015. Consistently, about 70 percent of SF311 Muni requests include a telephone number. The availability of contact information is important, since it dictates whether the SFMTA is able to follow up with the customer and is also required in order to be able to take any disciplinary action on employee conduct-related PSRs. Figure 3 below shows the type of contact information provided on PSRs originating from SF311 from 2009 through 2015.

**Figure 3 Contact Information on SF311 Muni Requests**



Source: SF311, Muni Passenger Services Feedback Historical Data, May 2009 to December 2015.

## Contents of PSRs

However a PSR is first recorded, it is given a “Category” and “Type” (sub-category) that correspond to its primary issue and provide a uniform categorization that helps direct PSRs to the appropriate SFMTA department and responsible person. If a PSR is incorrectly categorized by SF311 or by the customer (if submitted through SSP), the Muni Customer Service group will correct the category as detailed in Chapter 2 of this report.

The Categories for PSRs fall broadly under “employee conduct” or “products and services.” Employee conduct PSRs are about an individual employed by the SFMTA, whether they are an operator or another category of employee (e.g., station agent). Products and services PSRs are those that are not about SFMTA employees; they may be about criminal activity, service delivery, facilities, system planning, or other issues not attributable to an individual Muni employee. Within these two categories, there are 52 Types. The full list of Categories and Types is shown in Figure 4 below.

Figure 4 PSR Categories and Types

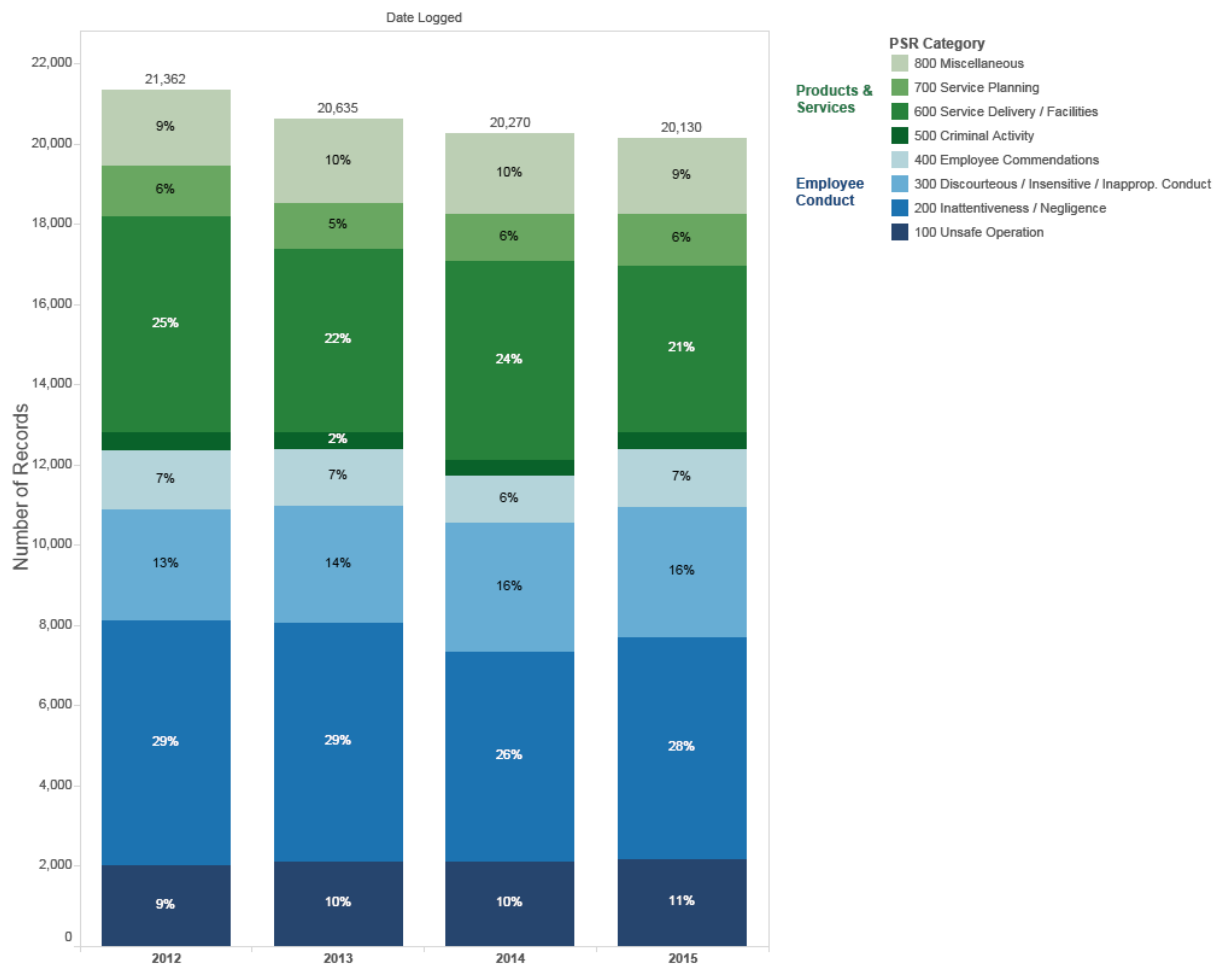
Category	Type
100 - Employee Conduct - Unsafe Operation	101 - Running Red Light/Stop Sign
	102 - Speeding
	103 - Allegedly Under Influence of Drugs/Alcohol
	104 - Using Mobile Phone or Radio
	105 - Eating / Drinking / Smoking
	106 - Collision
	107 - Fall Boarding/On Board/Alighting - Injury
	108 - General Careless Operation
200 - Employee Conduct - Inattentiveness / Negligence	201 - Pass Up/Did Not Wait for Transferee
	202 - Ignored Stop Request
	203 - No En Route Announcements
	204 - Inadequate Delay Announcements
	205 - Off Route/Did Not Complete Route
	206 - Not Adhering to Schedule
	207 - Refused to Kneel Bus/Lower Steps
	208 - Did Not Ask Priority Seats to Be Vacated
	209 - Did Not Pull to Curb
	210 - Refused to Accommodate Service Animal
	211 - Unauthorized Stop/Delay
	212 - Did Not Enforce Rules/Contact Authorities
	213 - General Distraction from Duty
300 - Conduct - Discourteous / Insensitive / Inappropriate Conduct	301 - Discourtesy to Customer
	302 - Altercation: Employee / Customer
	303 - Fare / Transfer / POP Dispute
	304 - Mishandling Funds / Transfers
	305 - Refused Vehicle as Terminal Shelter
	306 - General Unprofessional Conduct / Appearance
400 - Conduct - Commendation	401 - Employee Commendation
500 - Services - Criminal Activity	501 - Altercation: Miscellaneous
	502 - Larceny/Theft
	503 - Fare Evasion / Transfer Abuse
	504 - Disorderly Conduct / Disturbance
600 - Services - Service Delivery / Facilities	601 - Delay / No-Show
	602 - Bunching
	603 - Switchback
	604 - Vehicle Appearance
	605 - Vehicle Maintenance / Noise
	606 - Lift / Bike Rack / Securements Defective
	607 - Track / ATCS Maintenance
	608 - Station / Stop Appearance / Maintenance

As-Is Review of the SFMTA Passenger Service Report Process

	609 - Elevator / Escalator Maintenance
	610 - Fare Collection Equipment
	611 - Signs, Maps, and Auto-Announcements
700 - Services - Service Planning	701 - Insufficient Frequency
	702 - Lines / Routes: Current and Proposed
	703 - Stop Changes
	704 - Shelter Requests
800 - Services - Miscellaneous	801 - NextMuni / Technology
	802 - Advertising / Marketing
	803 - Personal Property Damage
	804 - Fare Media Issues
	805 - System Commendation

Figure 5 below shows the breakdown of PSRs by Category and Type from 2012 to 2015. On average, 60 percent of PSRs were Employee Conduct-related and 40 percent for Products and Services.

Figure 5 PSR Volume by Category (2012-2015)



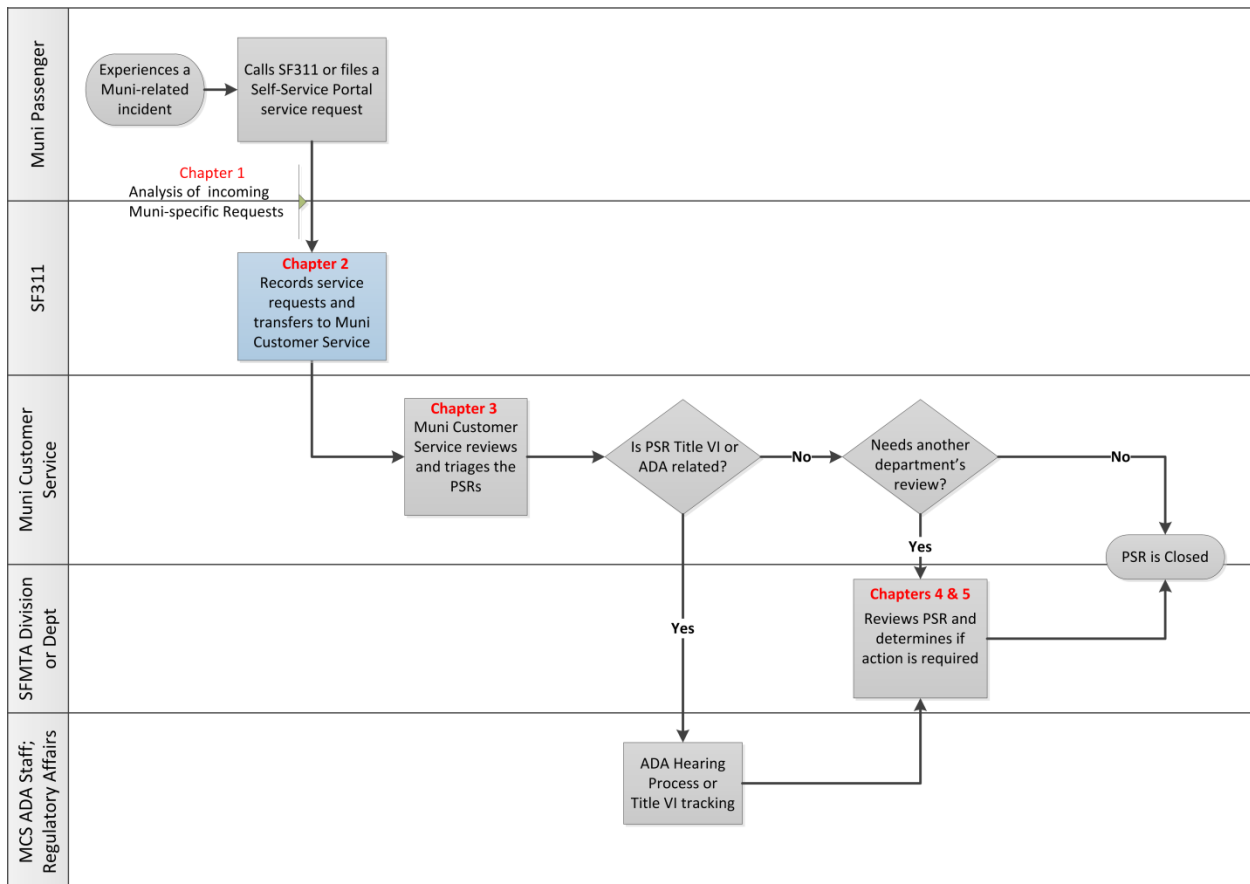
In general, there is a fairly even composition of PSRs by Category across years, with the percentage of PSRs in any given type being relatively stable within each year as well. PSR volume overall has been gradually declining over the past four years.

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# Chapter 2

## 311 Sub-process and Transfer of Service Requests to Muni Customer Service

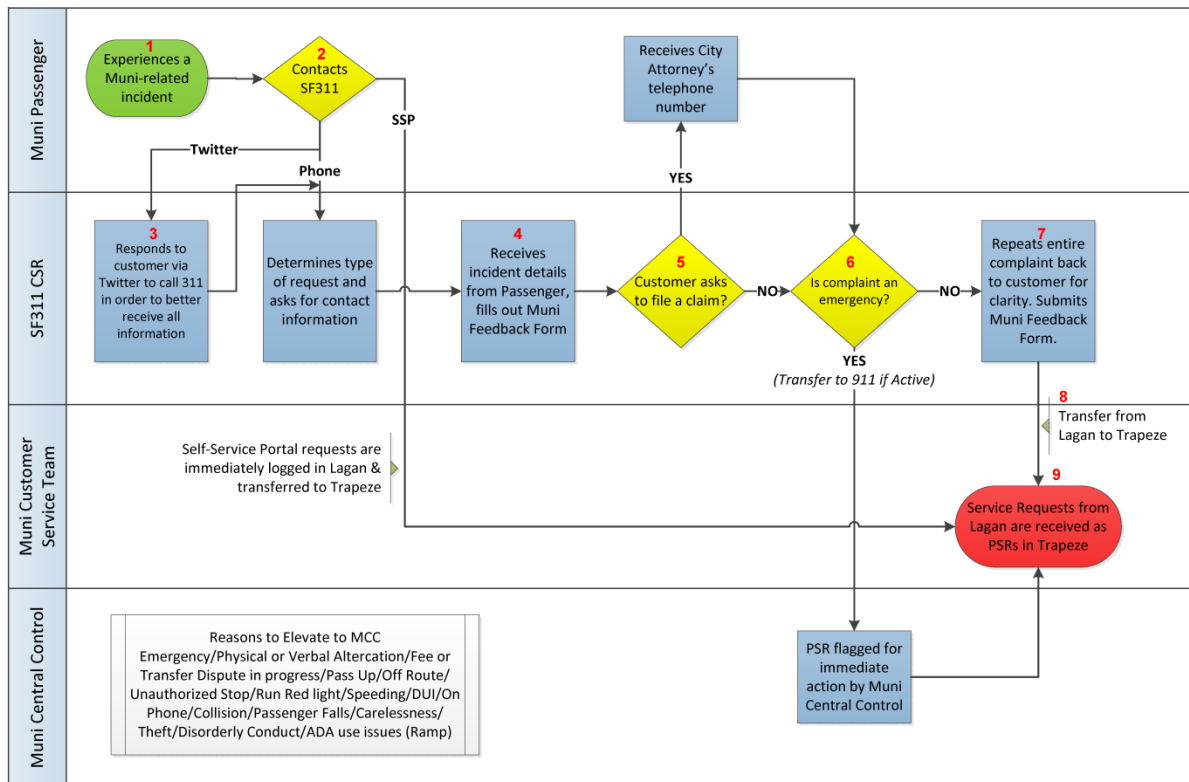


### Overview of Service Request Process at San Francisco 311

San Francisco 311 (SF311) has had primary responsibility for receiving Muni service requests since its launch in 2007, prior to which Muni operated its own call center. In 2015, SF311 received just over 20,000 Muni-related requests. All new SF311 customer service representatives (CSRs) receive many weeks of training to learn how to properly answer calls. After their general orientation they are trained for about three weeks specifically on Muni-related calls. Upon completing initial training, for their first weeks answering 311 calls they are staffed exclusively on Muni-related calls to develop expertise since they are one of the most frequent types of calls that SF311 receives and require detailed information to be addressed. Of the approximately 950,000 calls SF311 answered in 2015, 44% were related to Muni.

SF311 refers to customer communications filed for follow-up by the City as “service requests.” The process map below (Figure 1) shows the path of a customer’s service request from start to finish within the scope of the 311 sub-process. The process starts with a customer experiencing an incident (Figure 1, Box 1). The customer will then contact SF311 (Figure 1, Box 2) about the issue through one of three possible channels: a phone call, a self-service portal (SSP) request over the internet, or Twitter. If a customer makes a Muni-related request to the @SF311 Twitter handle, a 311 CSR will respond to the customer’s tweet online, usually directing them to call 311 so they can obtain more details about the incident (Figure 1, Box 3), as detailed in Chapter 1.

Figure 1 311 Service Request Process Map



The next two sections will elaborate on the process for Voice/Call-In and Self-Service Portal service requests.

### Voice/Call-In Service Requests

To file a Muni-related request by phone, the customer dials 3-1-1. The customer is prompted to choose a language for the call. The customer is then prompted to press 1 to indicate they have a Muni-related call (with the other options being calls about the Treasurer and Tax Collector and “all other calls”). The customer is asked to indicate if they would like NextMuni information or are calling about “all other Muni services.” If the customer selects the latter, they are placed on hold until a 311 CSR is available.

When a 311 CSR receives a phone call from a customer with a Muni request, the CSR logs information about the request in Lagan, 311’s customer relationship management (CRM) software. Screenshots of the flow in Lagan are included in Appendix C of this report.

The CSR first indicates that the call is related to “Muni – Transport”, and then indicates whether it is a Complaint, Compliment, Lost & Found, or Other. On the next screen, the CSR asks the customer, “May I have your name and phone number so that we can contact you if we have any further questions?” The CSR may explain to the customer that the contact information is only in case the department needs more information about the request and all contact information will be kept private, but the customer may submit an anonymous request if they choose to. If the customer gives their name, the CSR will search to see if their information is already in Lagan and verify that the information is correct, or otherwise will record their contact information.

Next the CSR will record the location of the incident, and finally they will continue to the SFMTA Muni Feedback form (Figure 2) to record detailed information about the customer’s service request.

Figure 2 Muni Feedback Form

The screenshot shows the SFMTA Muni Feedback form. At the top left, it says 'Date / Time: 2015-05-19'. The title is 'SFMTA MUNI Feedback'. Below the title, there is a note: 'Due to the contractual agreement with the transit operators' which, your first name or initial, last name, and a valid form ID contact (Email, phone, and/or address) are required for Muni to take corrective action on any transit operator-related complaint.' The form fields are as follows:

- Customer Name: [Text input]
- Primary Phone: [Text input]
- Alternate Phone: [Text input]
- Email: [Text input]
- Address: [Text input]
- City: [Text input]
- State: [Text input]
- ZIP Code: [Text input]
- REQUEST DETAILS:
  - Category\*: [Dropdown menu]
  - Type\*: [Dropdown menu]
- 311 Escalation Instructions: [Large text area]
- Vehicle Number\*: [Text input] (Four digit number; if irrelevant or unknown, enter 9999)
- Employee ID: [Text input] (Four digit number on transit operator's sleeve; if not provided leave blank)
- Employee Physical Description: [Text input] (Ethnicity, gender, physical characteristics, facial hair, glasses, etc.)

The CSR continues the complaint process by filling in the fields on the Muni Feedback form, some of which are prepopulated from the previous screens:

- Customer name
- Primary phone number
- Alternate phone number
- Email
- Address (with city, state, and ZIP code)
- Request Category & Type
- 311 escalation instructions (if applicable)

- Vehicle number
- Employee ID
- Employee physical description
- Line/Route
- Incident date, time, and AM or PM
- Incident location
- Details (a plain text field where a narrative can be written)
- ADA-related (yes/no)
- If ADA-related, is a hearing requested (yes/no)
- Did the customer mention discrimination based on race, color, or national origin? (Title VI) (yes/no)
- Did the customer mention discrimination based on gender identity, sexual affiliation, age, appearance, etc. (yes/no)
- Did the customer request a video pull for this complaint (yes/no)

While entering the details of the incident, the CSR is instructed to write the customer's comments word for word into the feedback form (Figure 1, Box 4). Before submitting the form, the CSR will repeat the entire complaint back to the customer for quality assurance (Figure 1, Box 7).

The CSR then submits the Muni Feedback form, which generates a unique service request number (SRN) that the CSR gives to the customer to use if they would like to follow up on their request with 311. The CSR thanks the customer for calling 311, and the initial interaction between the customer and 311 is completed.

The Lagan CRM may prompt the CSR to recite certain scripts verbatim to the customer during the process of recording a complaint. For example, if the customer declares he or she wishes to remain anonymous and the complaint is about an MTA employee, the CSR is prompted to say,

“Please note that due to the contractual agreement with the transit operators’ union, your name and a valid form of contact are required for MTA to take corrective action on any MUNI employee related complaint.”

Additionally, if at any point the customer requests to file a claim with the city attorney, the CSR is directed to give the patron the city attorney's telephone number to file a claim (Figure 1, Box 5). Lagan also prompts the CSR to escalate certain categories of complaints to Muni Central Control if the incident is in progress or occurred within the last 12 hours (Figure 1, Box 6); these tend to be complaints related to safety (e.g., a fall on board the bus, a physical altercation, or an allegedly intoxicated operator) or other serious employee conduct violations (e.g., mishandling of funds, going off route, running a red light or stop sign). Emergencies, crimes, or safety concerns that are in progress are transferred to 911 by the CSR.

## Self-Service Portal Service Requests

Customers may also file an SF311 service request via the Self-Service Portal (SSP) on the SF311 website ([www.sf311.org](http://www.sf311.org)). Screenshots of the SSP process are included in Appendix D. The process is similar to that of voice-in service requests.

From SF311’s homepage, the customer must click through three pages to indicate they would like to file a Muni-related service request. Once the customer has clicked on “Send a compliment” or “File a complaint,” the first screen a customer sees is a request for their email address. This differs from the SF311 voice script, which asks first for a phone number. As with the voice-in process, the customer is permitted to proceed anonymously.

Figure 3 Self-Service Portal, Muni Feedback Form

Enter Personal Details > Enter Service Request Details > Review & Submit > Attach Photo(s) / File(s) > Print & Track

### MUNI Feedback

Complete the fields below and click the Next button.

If this is a life threatening situation, please call 911 immediately.

If your feedback is related to unsafe operation of a Muni vehicle, an escalated confrontation with a SFMTA employee, or criminal activity that occurred within the last 12 hours please, call 311 immediately. Otherwise, please proceed with the online process. All online submissions will be reviewed within seven days.

Due to the contractual agreement with the transit operations' union, your first name or initial, last name, and a valid form of contact (email, phone, and/or address) are required for Muni to take corrective action on any transit operator related complaint.

(\*) denotes a mandatory field.

**Customer Contact Information:**

First Name:

Last Name:

Primary Phone:

Alternate Phone:

Email Address:\*

Address:

City:

State:

ZIP Code:

**Request Details:**

Category:\*

Type:\*

Expected Response Time:

The customer then acknowledges a privacy disclaimer and is directed to a Muni Feedback form to fill out, shown in Figure 3 above. The Muni Feedback form is nearly identical to the one filled out by 311 CSRs (the SSP version does not ask about discrimination not covered under Title VI, and does not ask if the customer would like a video pull). The top of the Muni Feedback form includes the message that a name and contact information are required to take corrective action against any Muni operator on the basis of a 311 complaint. The “Expected Response Time” field directly below the Category and Type of the request auto-fills after the customer selects a category, generally informing customers that their submissions will be reviewed within seven days. For some requests that have more time-sensitive

information, this field asks the customer to call 311 immediately, or directs them to call 911 for safety- and criminal-related feedback.

After filling out the Muni Feedback form, the customer reviews the accuracy of the information, submits the request, and sees a confirmation screen that includes their Service Request Number that they may use to follow up on the request with SF311.

## Reallocation of Service Requests Between SF311 Queues

SF311 assigns service requests to “queues” in the Lagan CRM; there may be one or more queues per City department. While a majority of requests are assigned to the correct queue the first time, some requests need to be reallocated to the correct queue (according to Muni Customer Service, approximately a dozen PSRs per week). For example, occasionally requests for Public Works end up in the Muni Work Queue and vice versa, or PSRs are assigned to Muni that belong in the Clear Channel work queue, since Clear Channel maintains bus shelters for the SFMTA and receives those requests directly.

The reason for the initial misallocation of the request is not known. It may be due to an SF311 CSR error. However, it may also happen because the complaint was filled out through the Self-Service Portal (SSP) by a customer and was directed to the wrong department. Graffiti complaints are a particularly common example of this problem, since they will most often be sent to Public Works, but may actually be on property maintained by Muni (such as a bus stop pole). Staff at Muni Customer Service, Public Works, and other departments are able to log in to Lagan on the web and direct the service request back to an SF311 Supervisor Queue with a note to reallocate the service request to the appropriate department.

## Transfer of Information from SF311 to Muni Customer Service

Once the Muni Feedback form is submitted, the service request is logged within the Lagan database, is assigned a service request number (SRN), and is automatically transmitted to the Hub (Figure 1, Box 8). Code written and maintained by the SFMTA’s IT staff automatically queries the Muni-related service requests from the Hub and pulls them into Trapeze, which is what Muni Customer Service uses as a database for customer service cases. In addition to serving as the customer service database for Muni Customer Service, Trapeze is also the platform the SFMTA Transit Division uses to create transit schedules and match operators to vehicles, among other uses. The moment an SF311 service request is imported into Trapeze, it becomes a **Passenger Service Report (PSR)** and is assigned a PSR number (Figure 1, Box 9).<sup>1</sup> The entire transfer process from starting in Lagan to ending in Trapeze is conducted continuously as service requests are logged at 311 and generally takes less than 30 minutes to complete. While other City departments have configured their CRMs’ connections to Lagan differently, for Muni Customer Service the information from Lagan is transmitted only once per case to Trapeze, and only in one direction (from Lagan to Trapeze). While Lagan has the capability, information recorded in Trapeze

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<sup>1</sup> Passenger Service Reports are also referred to as “Customer Service Complaints” or “Customer Service Cases” (CSCs) in some contexts, such as the current MOU between SFMTA and the Transport Workers Union, Local 250-A. The terms are interchangeable.

is not configured to flow back to Lagan, nor can Muni Customer Service close a Lagan service request from the Trapeze interface.

When SF311 service requests are ported from Hub into Trapeze, SFMTA-maintained codes automatically fill in a few fields in Trapeze based on the information in the PSR, namely the department that is responsible for that Category and Type of PSR, and a corresponding investigator is assigned. For PSRs that are about an employee or vehicle on a particular route, the relevant department will be the transit division to which that route is assigned, and the investigator would be the superintendent of that transit division. The process that fills in details of PSRs does *not* however look up information about operators or pull in NextBus data that provides vehicle location information – this information is researched manually by Muni Customer Service and transit division staff, as described in the next chapters.

As service requests are imported into Trapeze and assigned PSR numbers, SFMTA-maintained codes generate a daily automatic email to request video pulls for PSRs that fall within a list of Types that require videos for investigation and verification of the PSR. The automatic emails have an Excel sheet attached with a list of the relevant PSRs, and are sent to Muni Customer Service and the Video Surveillance Unit in the Security, Investigations, and Enforcement Department, which has access to Muni vehicle camera footage. To prevent staff from pulling unneeded videos and to help them in directing the DVD footage to the correct location, Muni Customer Service reviews the list of video pulls, indicating which ones do indeed require video footage and where it should be sent. Muni Customer Service sends this annotated list to the Video Surveillance Unit, where staff will locate the relevant portion of video footage and send a DVD with the relevant video footage to the appropriate department.<sup>2</sup> As of March 2016, the list of PSR Types that trigger automatic video pulls is:

- All ADA-related requests
- All Title VI-related requests
- All requests for which the customer requested a video pull
- 103 – Allegedly Under Influence of Drugs/Alcohol \*
- 104 – Using Mobile Phone or Radio \*
- 106 – Collision \*
- 107 – Fall Boarding/On Board/Alighting – Injury \*
- 201 – Pass Up/Did Not Wait for Transferee \*
- 302 – Altercation: Employee/Customer
- 304 – Mishandling Funds/Transfers
- 501 – Altercation: Miscellaneous
- 502 – Larceny/Theft
- 504 – Disorderly Conduct/Disturbance

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<sup>2</sup> The video pull sub-process is described in more detail in Chapter 4. MCS's pre-processing of the automatic video emails on the behalf of the Video Surveillance Unit was instituted within the past year to help the Video Surveillance Unit keep up with the rapidly increasing number of video requests.

PSRs in the 100 and 200 series, indicated with an asterisk above, only have a video pull if the vehicle number is provided in the PSR. All others have video pulls requested regardless of availability of vehicle number.

Video footage may also be requested manually if warranted by the particular details of other PSRs. However, there is a limited timeframe for these requests since video footage is only available to be retrieved for about 3-5 days, depending on the number of hours the vehicle is in revenue service.

## Opportunities for Improvement

Each chapter of this report highlights opportunities for improvement. Chapter 8 provides a condensed list of all of the opportunities identified throughout the report.

### Clarity and Completeness of Information

Muni Customer Service occasionally must follow up with SF311 or the customer to gather or confirm information that is incorrect or missing from the initial request. Examples of follow-ups to SF311 include vague incident descriptions, missing location or direction, inconsistent details in description versus other fields (e.g., “38R” in incident description but “38” in route), and clarification to determine if the complaint is Title VI- or ADA-related. PSR stakeholders further downstream in the process, such as transit divisions that manage transit operators, also report that there is important information that SF311 CSRs ought to clarify while on the phone with the customer to make the PSR more actionable. Feedback from the departments within SFMTA that respond to and use PSRs is covered in more depth in Chapters 4 and 5.

While some types of follow-up may be inevitable there are specific areas where changes to the upfront data collection could improve the reliability and accuracy of information reported. Some opportunities for improvement identified in the process of researching this report have been implemented by SF311. The first improvement is regarding a key field in the SF311 system. A recurring issue identified through interviews was that the Muni Feedback Form has a field for the time of the incident including an AM/PM field that was not required to be filled out in order to submit, but is crucial to identifying vehicles and operators. SF311 adjusted the form so that the AM/PM field is now mandatory, reducing the number of follow-ups from Muni Customer Service to SF311.

Similarly, it was identified that the SF311 CSR voice script prioritized collecting phone numbers of customers, while email provides opportunities for less time-intensive communication with customers. While a majority of PSRs include email addresses (59 percent in 2015), if SF311 modified its voice script to explicitly encourage customers to provide an email address the rate would likely be higher. SF311 informed the Controller’s Office in April 2016 that this modification would be incorporated across all SF311 processes on May 15, 2016.

In addition to these changes already implemented there are still opportunities to improve the clarity and completeness of information received from SF311:



- ***Integrate the Muni Feedback form with the SF311 app or add prompts to SF311 app.*** The SF311 smartphone app does not have an option to enter Muni service requests. This was an intentional decision made around 2009, since the Muni Feedback form is relatively lengthy for filling out on a smartphone. This decision could be revisited, given improvements in smartphone technology, but even if the Muni Feedback form is not integrated with the SF311 app, the app could advise the user on the information they should record before contacting SF311, with a message such as “Muni requests require a higher level of detail – please call us at 311. Take note of the following details if possible: vehicle number, Employee ID and physical description, route and direction, and incident date, time, and exact location.” According to SF311, this functionality is not yet possible with the current technology since the current app platform requires that all options in the request list direct to a request form or open another app.
- ***Set up more comprehensive feedback mechanisms for downstream users of PSRs to communicate back to SF311 about missing information that is necessary for PSRs to be actionable.*** Within the SFMTA, there could be better processes to communicate back to SF311 the types of information that SF311 CSRs should be trained to ask for to ensure that there is enough information included for the PSR to be actionable for the end user. This is discussed in greater detail in Chapter 4.
- ***Include employee description field in the SF311 Self-Service Portal form for commendations.*** The SF311 website includes a separate link for complaints and for commendations in its Self-Service Portal. The commendations form is slightly shorter, but does not include the “Employee Description” field, which can make identification of employees for commendation more difficult for division staff.

## Information Technology

The connection between Lagan (SF311) and Trapeze (SFMTA) sends data in only one direction and only one time. While two-way communication is supported by SF311’s Lagan platform and is used by other City departments, it has not been implemented with Trapeze by the SFMTA. This one-way communication has a number of implications:

- Updated details on the status of a PSR at the SFMTA are not visible either to SF311 CSRs or customers checking on their request using their SRN through SF311’s website.
- If new information is received by SF311, for instance if the customer calls SF311 to follow up on the request, SFMTA’s Trapeze integration does not pull new information added to SF311 service requests into Trapeze’s corresponding PSR, nor is Muni Customer Service alerted. The only way to see the additional information is for Muni Customer Service to log into Lagan (SF311) on the web and visually compare the service request on the web with the PSR in Trapeze.

Another challenge at SF311 is that not all Muni-related requests end up in the Muni Work Queue, the only queue in Lagan that is pulled from the Hub into Trapeze. From the perspective of Muni Customer Service’s work flow, many requests that could ideally be in the main Muni Work Queue end up being allocated to other SF311 queues that are less frequently monitored by Muni Customer Service and are not integrated into Trapeze (namely, the “SFMTA – Muni System Feedback Queue,” “SFMTA – Muni

Questions/Suggestions – G,” and “SFMTA – G” queues, where G stands for General). These allocations are sometimes due to errors in queue assignment, but a more fundamental issue is that the Muni Work Queue and the SFMTA’s connections to the Hub are not configured to accept requests originating in other queues. These other queues were set up specifically to receive SFMTA requests that did not originate on the Muni Feedback form to ensure that only the “integrated” service requests (entirely mapped from fields in Lagan to fields in Trapeze) would be in the Muni Work Queue. At that time, the perception was that there was a small volume of requests in the other queues on Lagan, and it would not be burdensome for SFMTA to monitor and route them separately on the Lagan web interface. However, in 2015 there were more than 1,425 service requests allocated to the “SFMTA – Muni System Feedback” and “SFMTA – G” queues, an average of 119 requests per month to be processed manually in Lagan’s web interface.<sup>3</sup> A much smaller number were allocated to the “Muni Questions/Suggestions – G” queue.

One of the most frequent examples of PSRs that end up in these queues is graffiti complaints that are initially assigned to a different department, such as Public Works. The initial request, whether filed by SSP or by voice-in, would not have used a Muni Feedback form if it was directed to Public Works. The Muni Work Queue is not configured by SFMTA to allow requests that did not originate with a Muni Feedback form, and so these graffiti-related requests will typically be allocated to the “SFMTA – Muni System Feedback Queue” which can accept them. To manage that queue, Muni Customer Service must log into the Lagan web interface and close or reallocate them to other departments there. If the graffiti-related request is on property maintained by the SFMTA Sign Shop or SFMTA Paint Shop, Muni Customer Service will reallocate the request to those groups’ own SF311 queues in Lagan. If the graffiti-related request is not on property maintained by those two groups, Muni Customer Service must manually create PSRs for them in Trapeze one-by-one and assign them to Facilities Maintenance in Trapeze.


While this is a laborious way for Muni Customer Service to manage a significant subset of service requests, there are barriers to integration of the Muni Work Queue with other SF311 queues. Technologically, all SF311 service requests are filled out on one of 25 different “forms.” Most forms at SF311 are very simple, and have only 2-3 hierarchically structured fields to categorize the type of service request (in addition to fields that store the location, description, customer contact information, and date). For example, for a Public Works request, the 3 hierarchically structured fields might be “Blocked Street or Sidewalk,” “Blocked Parking Space,” and “Dumpster.” By contrast, the Muni Feedback form has about 30 fields due to the higher level of specificity required for PSRs. Between the 25 different forms at SF311 and the different values that can show up in each of their 3 fields, there are approximately 8,000 different permutations of service requests that could theoretically be re-allocated from other departments’ queues to the Muni Work Queue. In order reallocate requests from other forms into the

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<sup>3</sup> As of May 2016, there are 1,425 service requests that were logged in 2015 that are still in these two SF311 queues (of which 241 were open and 1,184 were closed). This is an underestimate of the total volume of incoming service requests to these two queues, however, since many of the service requests that were at one time assigned to these two queues were subsequently re-allocated to other SF311 queues. The Controller’s team was not able to find any estimates of the total volume of incoming service requests to these two queues.

Muni Work Queue and successfully import those service requests into Trapeze, SFMTA IT would need to create a mapping of all 8,000 or so permutations of service requests to PSR categories and types. However, it is feasible to assign all 8,000 different possibilities either a null or “Other” value in Trapeze, and have Muni Customer Service manually categorize them to avoid specifically mapping each of the 8,000 permutations. Figure 4 below provides a conceptual example to illustrate the simplest type of mapping that could be implemented.

Figure 4 Conceptual Example of Mapping SF311 Forms to Muni Feedback Form in Trapeze

Form	Field 1	Field 2	Field 3	Maps to Muni Feedback Form...
DPW	General Requests	Request_for_service	Request_for_service	900 - Other
DPW	General Requests	Complaint	Complaint	900 - Other
DPW	Street and Sidewalk Cleaning	Bulky_items	Boxed_or_bagged_items	900 - Other
DPW	Street and Sidewalk Cleaning	Hazardous_materials	Human_waste	900 - Other
DPW	Blocked Street or Sidewalk	Blocked_Parking_Space	Dumpster	900 - Other
DPW	Damaged Property	Kiosk_Public_Toilet	Kiosk_Public_Toilet	900 - Other
 ... 8,000 rows...				
PUC	Streetlights	Other_Request_Lightshield	Metal_Pole	900 - Other

A challenge in the transfer to Trapeze is that occasionally there are duplicate PSRs in the Trapeze database. This can sometimes occur because the customer manually submitted the same request multiple times or because the same request was submitted to SF311 and also directly to Muni Customer Service. However, it can also arise due to a technical glitch. When the Lagan database is down, service requests sometimes end up being transferred more than once to Trapeze, resulting in multiple PSRs with the same SRN. SF311 usually notifies Muni Customer Service when they expect this may have happened; SF311 reports that the system is down less than 1 percent of the time.

Lastly, the automatic video pull component of this sub-process could be improved. Videos are sometimes pulled for PSRs that cannot result in disciplinary action per the current Transport Workers’ Union Memorandum of Understanding with the SFMTA. In addition, multiple stakeholders interviewed indicated that there is currently insufficient quality control on videos, with many videos not matching the details of the request (vehicle number, time of incident, etc.) or including extensive irrelevant footage, and that the wait time for videos has increased dramatically over calendar year 2015. For more detail about this process refer to Chapter 4.

What follows are a list of IT modifications and improvements that could be made at SF311 or by SFMTA in the transfer to Trapeze that would streamline the PSR process.

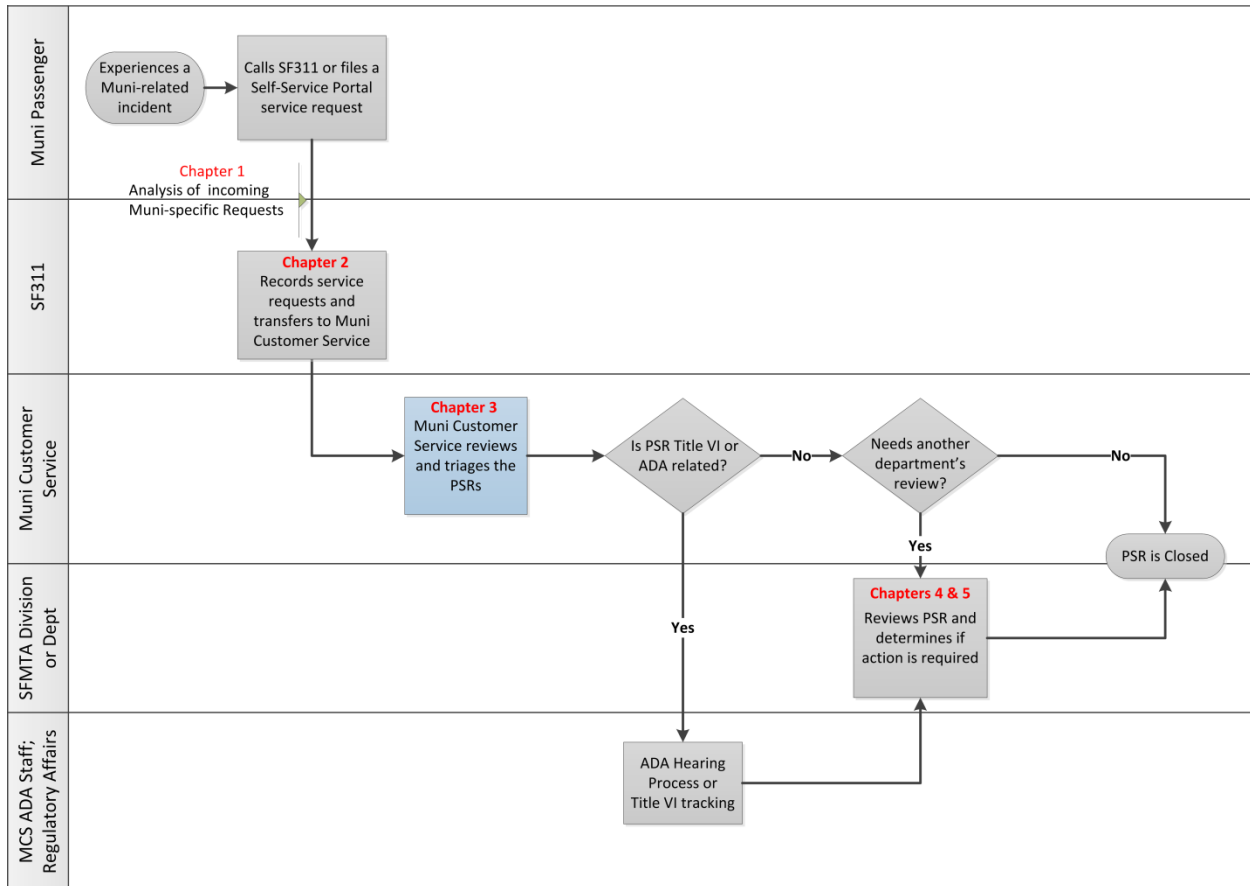
- **Establish two-way communication between Trapeze and Lagan, even if it is limited to having a single field in Trapeze that is visible to SF311 and Lagan.** Full two-way communication between

Trapeze (SFMTA) and Lagan (SF311) could address both the lack of information in Lagan about PSR status and the static nature of Trapeze’s import of Lagan case details. Two-way communication is supported by SF311’s Lagan platform, but has not been set up for the Hub and Trapeze by the SFMTA. Two-way communication would need to be set up carefully to avoid having new information in either database be overwritten. Limited two-way communication could entail a single field in Trapeze that SFMTA configures to be pushed back to Lagan to give SF311 (and customers searching their SRN on SF311’s website) the PSR’s status. In the absence of full two-way communication, it would be helpful to have a more automated way for Muni Customer Service to receive alerts about updates to service requests after they have already been transferred to the Hub/Trapeze.

- **Reduce allocation of Muni-related service requests to other SF311 queues by (1) allowing SF311 service requests to be transferred directly from other queues to the Muni Work Queue, and (2) providing follow-up training to CSRs who allocate Muni-related service requests to other queues.** Muni-related service requests that are initially misallocated can be avoided by providing targeted training to CSRs who allocate Muni-related service requests to queues other than the Muni Work Queue. Critically, however, SFMTA should work with SF311 to reconfigure the connection with Lagan to allow service requests to be transferred to the Muni Work Queue from other queues to avoid extensive reworking by MCS manually re-entering these service requests as PSRs in Trapeze. In order to do so, SF311 must revise a code that prevents non-Muni Feedback form-based requests from being assigned to the Muni Work Queue, and SFMTA IT must create a mapping from other departments’ service codes to the Muni Feedback form, with the simplest being to map all other departments service codes to a null or “Other” value in Trapeze to be updated later by Muni Customer Service. In addition to the technological changes of allowing Muni-related service requests to be reallocated to the Muni Work Queue, it will be critical for all parties at the SFMTA that receive feedback through the “Muni System Feedback,” “SFMTA – G,” and “SFMTA – Muni Questions/Suggestions – G” queues to meet and decide upon which service requests belong in the Muni Work Queue and which belong in a different Lagan queue, and who will have the responsibility for monitoring the non-Muni Work Queue requests in Lagan.
- **Revise the filters for which PSRs generate automatic video pull requests to more closely align with the PSRs that require them.** The filters for which PSRs generate automatic video pull requests should be revisited by Muni Customer Service, for instance to exclude video pulls for anonymously filed requests that cannot result in disciplinary action per the current Transport Workers’ Union Memorandum of Understanding with the SFMTA. The filters should be reconfigured by SFMTA IT to minimize the number of unnecessary video pulls and align automatic video pulls more closely with the PSRs that require them.

# Chapter 3

## Muni Customer Service Triage Process

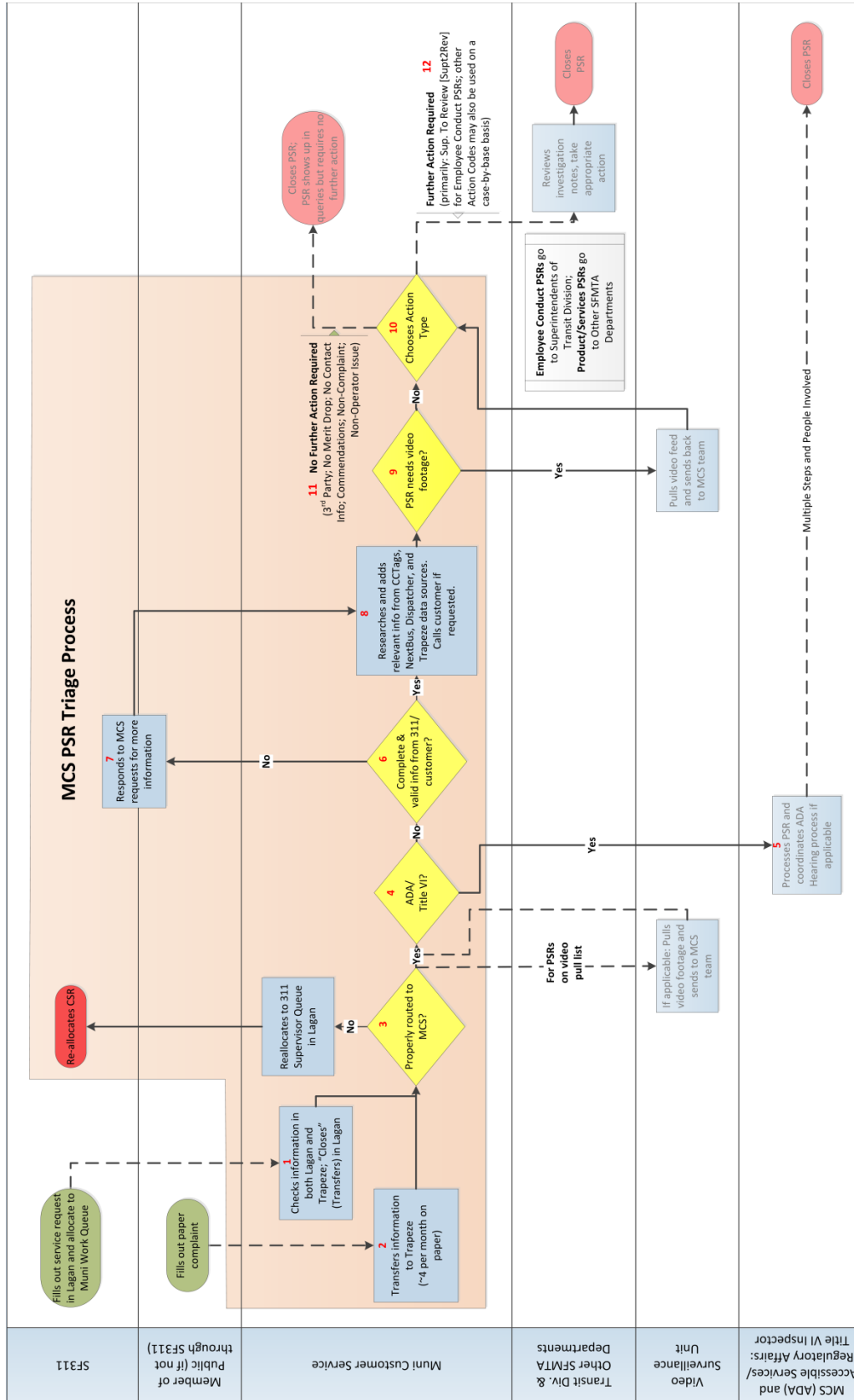


The Muni Customer Service (MCS) team is responsible for triaging all Passenger Service Requests (PSRs), and if needed sending those PSRs out to the relevant internal departments for appropriate action. They triage all PSRs by following four basic steps. First, they ensure that the PSR has been transferred correctly into Trapeze, the PSR database used by MCS, from San Francisco 311. The next step is to ensure the PSR includes all available information about the incident. Third, they will either close the PSR or send it to the relevant department or division for further review. The last part of the triage process is to provide additional support or follow-up as needed after the PSRs have been sent to the relevant department or division.

### Typical Process of Triageing PSRs

Figure 1 below shows the sub-process map for the MCS Triage process within the broader PSR business process. The MCS team works through PSRs by pulling up one day’s worth of PSRs at a time in Trapeze (Figure 2), based on the date the PSRs were logged into Trapeze. While there has been a backlog of PSRs

Figure 1 MCS PSR Triage Business Process Map



in the past, by the end of 2015 the MCS group was generally pulling the PSRs for the previous three to five days. Since the PSRs that originate in SF311's Lagan CRM are automatically transferred to Trapeze in almost real-time, MCS staff can begin their triage process approximately one day after the customer first initiated their service request.

On one computer screen, the MCS staff will have open the web interface for SF311's Lagan CRM, and on the other screen they will have Trapeze. MCS will first review the contents of each service request in Lagan to ensure that the service request was properly routed to MCS (Figure 1, Box 3). Infrequently, a service request that belongs to a different city department will erroneously be allocated to the Muni Work Queue in Lagan, as discussed in Chapter 2. In this case, the MCS employee will reallocate the service request to a 311 supervisor in Lagan with a comment describing why they are reallocating it, and where they suggest it be allocated. If the PSR is about Muni bus shelters, which are maintained by Clear Channel, the MCS employee may bypass the 311 supervisor and reallocate the PSR directly to the Clear Channel Queue.

MCS occasionally receives paper feedback forms filled out by customers at Muni stations, or (rarely) receives in person feedback at the SFMTA's headquarters at 1 South Van Ness. In either case, since the PSR does not come from SF311, it is entered directly into Trapeze by MCS (Figure 1, Box 2). This is also when PSRs from other queues on Lagan are manually entered into Trapeze by MCS if necessary, as described in Chapter 2, and when ADA Spotter Program reports are entered into Trapeze.<sup>1</sup> Depending on which channel these requests arrive through, there may be substantially more delay between the customer giving feedback and it being received by MCS than there is for service requests originating at SF311.

Next, working with Lagan on one screen and Trapeze on the other, the MCS employee compares the PSR details in Trapeze and in Lagan to make sure there are no discrepancies (Figure 1, Box 1). MCS staff reported that it is very rare for there to be discrepancies between what is found in Trapeze versus Lagan, and that any differences usually occur because changes were made to the service request in Lagan after it was first submitted and transferred to the Hub (for instance, due to SF311 receiving a follow-up call from the customer after the initial report). As described in Chapter 2 of this report, PSRs that originate in SF311's Lagan CRM are automatically transferred from Lagan to Trapeze in almost real time. After MCS staff has checked the service request in Lagan, they will mark the service request as "closed" in Lagan and begin working on the PSR only in Trapeze. This "closed" status is the only status information that is recorded in Lagan by MCS, and is therefore the only information available to SF311 CSRs and customers following up on their service requests using their SRN on the SF311 website. At this point, the SF311 service request is closed but the PSR is not, and "transferred" is a more accurate description of its status.

Next, the MCS employee will verify if the PSR is ADA- or Title VI-related (Figure 1, Box 4). ADA refers to the Americans with Disabilities Act, and ADA-related PSRs are ones that involve violations of SFMTA

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<sup>1</sup> "ADA Spotter" reports are the other most common type of PSR entered manually into Trapeze by MCS. This set of PSRs is described in more detail at the end of this chapter in "Other Ongoing Muni Customer Service Processes Related to PSRs."

rules put in place in accordance with the ADA, such as requirements that operators accommodate users in wheelchairs if possible, use wheelchair ramps, etc. Title VI refers to Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, and national origin by agencies receiving federal funds. A PSR is ADA- or Title VI-related if it involves discrimination on the basis of the customer's ability, race, color, or national origin. A PSR may not be ADA- or Title VI-related even if the customer is a member of a protected class. For instance, discourteousness to customers is a violation of SFMTA rules and is treated as a valid PSR, but it is not a violation of the Americans with Disabilities Act or Title VI. As such, if a PSR is received that is about an operator being discourteous to a customer who happens to have a disability and there is not any clear link between the two, the PSR will move forward as a violation of SFMTA rules, but it will not be treated as an ADA-related PSR.

If MCS determines the PSR to be ADA- or Title VI- related, it is routed to the appropriate person who will continue the investigation of the PSR (Figure 1, Box 5). ADA-related PSRs are processed and investigated from this point forward by a specific member of the MCS team, while Title VI-related PSRs are processed and investigated by a dedicated Title VI inspector in the Government Affairs Division. The path from this point forward for ADA- and Title VI-related PSRs is covered in depth in Chapter 4.

For the rest of the PSRs, the MCS employee will then continue to review the information in the form and ensure that it is valid and complete (Figure 1, Box 6). The MCS employee will add in any relevant information they are able to gather that is missing from the PSR. If the information already included in the PSR is ambiguous or unclear, the MCS employee may contact SF311 or the customer directly (if the customer provided contact information) to verify the information (Figure 1, Box 6). SF311 is typically able to pull the recorded audio from service requests submitted by phone to listen again to the original customer request. Infrequently, the MCS team will also call the customer directly. This step is more common for ADA- or Title VI-related PSRs, for which a thorough explanation is particularly important.

PSRs have varying levels of information included initially. In particular, the vehicle number, employee ID, or a physical description of the employee may or may not be included. For employee-related PSRs in particular, it is critical to identify the employee in order to take action. The MCS employee will use their internal access to a variety of data sources to determine exactly which vehicle and, if applicable, which employee the PSR is about (Figure 1, Box 8):

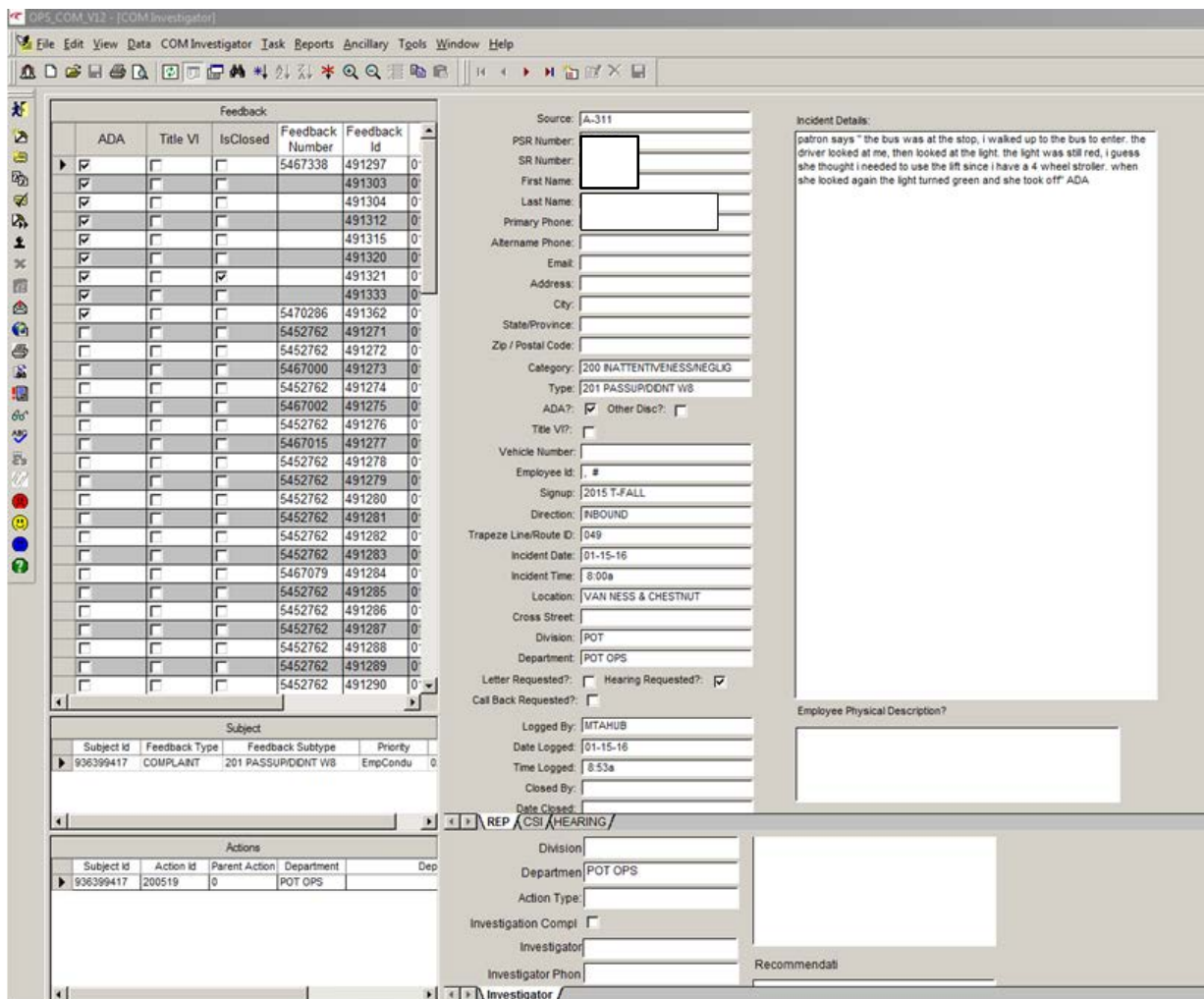
- **NextBus:** The internal access to NextBus shows historical data on the location of Muni vehicles. It can be used to verify where a particular vehicle was at a given time, and also for other purposes, such as to verify a gap in service.
- **CCTags and other operations logs:** The "Central Control Tags" (CCTags) system logs events noted by Central Control. This data source would include logs of incidents called in by operators to Central Control (e.g., collision, altercation between passengers), service changes ordered by Inspectors (e.g., if a vehicle is turned around mid-route), and any other incidents logged by Central Control that may provide helpful background on a PSR. In addition to CCTags, MCS has access to the Operations Control Center Dispatcher Order logs and the Metro Rail Operations (MRO) logs. In the future, MCS will have access on Street Operations logs.
- **Schedules:** The full transit schedules are included online.



- Trapeze:** In addition to serving as a PSR database, Trapeze’s primary functionality for the agency is as transit scheduling software. Other parts of Trapeze outside of its PSR functionality include details on operator assignments, both for their schedule and also their assignments to routes and specific vehicles.

The MCS employee will use these sources to investigate whether the PSR as stated is plausible, and will copy details into the plain text fields in Trapeze to help subsequent investigators in other departments. If they are able to identify information that was not provided by the customer (e.g., vehicle number, operator ID), they may also update those fields of the PSR, but MCS employees will sometimes leave identification of the operator in particular to the division staff. As of May 1, 2016, MCS staff have been instructed to always populate the Operator ID field in Trapeze if sufficient information is available.

Figure 2 Trapeze Software



The MCS employee may also need to update the department/division to which the PSR is assigned. As shown in Figure 2, every PSR is assigned a division or department; the PSR in Figure 2 is an employee-related PSR about service on the 49-Van Ness/Mission, a route that belongs to Potrero Division. As such, this PSR is assigned to division “POT” (Potrero), department “POT OPS” (Potrero Operations, which

corresponds to the division management – the superintendent and assistant superintendent). If for any reason the PSR turns out to be about an operator from a different division, the MCS employee could correct the division and department.

If security camera footage is necessary to further investigate the PSR and was not already requested via the automatic video request process, the MCS team will contact the Video Surveillance Unit by email to request it (Figure 1, Box 9). The primary process for pulling video footage for PSRs and the work of the Video Surveillance Unit are described in Chapter 4.

After gathering all available information, MCS may call the customer if the information from SF311 specifically indicates that the customer requests a phone call back from the agency and if they have the customer contact information. If MCS calls the customer, they will note this in the investigation notes free text field in Trapeze.

The last step for the MCS employee in Trapeze is to assign an Action Type (Figure 1, Box 10). The full list of Action Types is shown below in Figure 3.

Figure 3 Action Type Codes (Left: Handout with Definitions; Right: Screenshot of Trapeze)

<b>Action Type codes and meaning:</b>	<b>Supt2Rev</b>	<b>A-1 Fwded: Supt to Review</b>
C-3 FWD: 3 <sup>RD</sup> PARTY/NON-PASSENGER	HrNttRQD	AH-1 Hearing Notific Required
C-8: ACT TAKEN: CONFERENCED	HrNtDNE	AH-2 Hearing Notific Done
C-1: COMMENDATION	HrPNDING	AH-3 Hearing Pending
C-10: ACT TAKEN: Esc Discipline	Commend	C-1 Commendation
CH-1: HEARING INVALID/DROPPED	NoOplssu	C-2 Fwd: Non-Operator Issue
AH-2: HEARING NOTIFICATION DONE	3PnotPax	C-3 Fwd: 3rd Party/Non-Passngr
AH-1: HEARING NOTIFICATION REQUIRED	NoCtclnf	C-4 Dismissd: No Contact Info
AH-3: HEARING PENDING	UnableID	C-5 Dismissd: Unable to ID
AH-4: HEARING VALID	NoMerDrp	C-6 Dismissd: No Merit/Dropped
C-7: NO ACTION: POSSIBLE MERIT	Cnferncd	C-8 Act Taken: Conferenced
C-4: DISMISSED: NO CONTACT INFO	RefRenst	C-9 Act Taken: Refer/Restrct
C-6: DISMISSED: NO MERIT/DROPPED	EscDcpln	C-10 Act Taken: Esc Discipline
C-2: FWD: NON-OPERATOR ISSUE	HrINVLID	CH-1 Hearing Invalid/Dropped
MGMT-2: NONCOMPLIANT	HrValid	AH-4 Hearing Valid
C-9: ACTION TAKEN: REFER/RESTRICTED	NoActPos	C-7 No Action: Possible Merit
A-1: FWDED: SUPT TO REVIEW	Non-comp	MGMT-2 NonCompliant
C-5: DISMISSED: UNABLE TO ID		

The Action Type acts as a status code, and impacts how the PSR will be handled. MCS only selects from a subset of Action Types, as indicated in Figure 4 below; ADA-related PSRs, which have a more complex process, are processed by a specific MCS employee in a process described in Chapter 4. The other Action Types are used later in the PSR process by other process participants.

Figure 4 MCS Uses of Action Type Codes

Status Code	Used by MCS for Employee Conduct-related PSRs?	Used by MCS for Products & Services PSRs?
A-1 Fwded: Supt to Review	X	X
C-1 Commendation	X	X
C-2 Fwd: Non-Operator Issue	X	X
C-3 Fwd: 3 <sup>rd</sup> Party/Non-Pssngr	X	X
C-4 Dismissed: No Contact Info	X	X
C-5 Dismissed: Unable to ID	X	X
C-6 Dismissed: No Merit/Dropped	X	X
C-7 No Action, Possible Merit		
C-8 Action Taken, Conferenced		
C-9 Action Taken, Refer/Restricted		
C-10 Action Taken, Esc Discipline		
MGMT-2 Non-Complaint <sup>2</sup>		
AH-1 Hearing Notific Required	ADA-only	
AH-2 Hearing Notific Done	ADA-only	
AH-3 Hearing Pending	ADA-only	
AH-4 Hearing Valid	ADA-only	
CH-1 Hearing Invalid/Dropped	ADA-only	

If the PSR is employee-related and needs to be further investigated or acted upon by a division superintendent or their staff, the way to “send” the PSR to the relevant division is simply to mark it as Action Type “Supt2Rev” – Superintendent to Review. For the small percentage of employee-related PSRs that MCS deems to be invalid or non-actionable, an action code corresponding to the reason will be chosen (specifically, C-3: 3<sup>rd</sup> Party/Non-Passenger Complaint, C-4: No Contact Info, C-5: Unable to ID, or C-6: No Merit/Dropped). Under the current MOU with the Transport Workers’ Union, disciplinary action related to PSRs can only be pursued if the PSR is filed by the passenger who experienced the incident, not by a witness, so C-3: 3<sup>rd</sup> Party/Non-Passenger Complaints may be forwarded by email to the relevant division as an FYI but do not continue as PSRs. Likewise, per the MOU disciplinary action against an operator cannot be pursued based on a PSR without contact information.

If the PSR is related to Products and Services (i.e., non-employee related) MCS will send PDFs via email to the responsible department for further investigation or action. The reason MCS undertakes this process is because Trapeze does not have a status code analogous to “Supt2Review” that sends the PSR to the other departments across the agency responsible for processing PSRs, and in addition some departments do not have access to Trapeze or do not use it regularly. However, MCS is currently considering using “C-2 Forward: Non-Operator Issue” as a Products and Services equivalent of “Supt2Review.” Sending PSRs via email is described in further detail below in the sub-section called, “Batching PSRs for Departments.”

<sup>2</sup> The Action Code is “MGMT-2 Non-Compliant” in Trapeze, but this is a typo of “Non-Complaint.”

After the MCS employee has chosen a status code, and if the PSR does not need further action or investigation by another division or department within the agency, MCS will close the PSR by unchecking the “Active” box, checking off the “Investigation Complete” box, saving all changes, and clicking the “Close Case” icon in Trapeze. All other PSRs will be investigated and ideally closed by the division or department to which they are assigned.

The total time to triage and route a PSR varies substantially, anywhere from 5 minutes for the simplest PSR to over 24 hours if researching the PSR requires waiting for data or a response from elsewhere within the agency. Since the end of 2015, the PSRs that are being triaged are generally from the previous three to five days, though previous understaffing of MCS resulted in a backlog of PSRs that reached a peak in summer 2015, when PSRs were being triaged approximately one month after initial submission by the customer.

## **Other Ongoing Muni Customer Service Processes Related to PSRs**

### **Monitoring and Processing Automatic Video Pull Requests**

In addition to requesting video if needed while reviewing PSR details, on a daily basis MCS monitors and processes the daily automatic video request emails that are generated by SFMTA IT-maintained code. The automatic video request emails and video pull process are described in greater detail in Chapter 4.

### **Entering PSRs from ADA Spotters Program**

The ADA Spotters Program is coordinated by SFMTA Accessible Services. Through this program, a group of people are hired by the SFMTA to ride the system and inspect/review adherence to accessibility requirements and note any accessibility policy violations. Approximately 150-200 ADA Spotter paper reports are generated per month, and are delivered to MCS several times per week. MCS staff enter the ADA Spotter reports into Trapeze as PSRs, with violations categorized accordingly and sent to divisions for attention as typical PSRs. Others are designated for Accessible Services and sent for informational and tracking purposes. Approximately 8 hours of MCS staff time per week is dedicated to entering the ADA Spotters reports into Trapeze.

### **Batching PSRs for Departments**

While the “Supt2Rev” (Superintendent to Review) status code acts as a flag to the division superintendents and their staff that transit operator-related PSRs are ready for their review, there is not an analogous status code for the products and services PSRs that go to a variety of departments across the agency (e.g., Transit Planning, Street Ops, Security Ops, etc.).

For all products and services PSRs, MCS “batches” the PSRs and sends them as a PDF by email. MCS has a folder called “Batching” where all previous PDFs sent to each department are kept, and the PDFs have the date range that was pulled. After determining the date range that has not yet been sent to the department, the MCS employee will go to Trapeze COM, the web interface for Trapeze that outputs PDFs based on a query of the PSR database. The MCS employee will query the relevant department and

date range, save a copy of the PDF of PSRs into the “Batching” folder, and send a copy by email to the relevant contact(s) at the department.

This batching is done primarily as a courtesy to the departments that have access to Trapeze, since it would otherwise be required for the products and services business owner to have the habit of regularly going into Trapeze to see what PSRs they have. For departments that do not have Trapeze, batching is necessary since it is the only way for them to view their PSRs. These departments will email back investigation comments to MCS to be entered into Trapeze and closed. The list of all departments that receive batched PDFs is in Figure 5 below. Note that each of the transit divisions has two department listings in Trapeze: OPS (Operations) and an EQP (Equipment, such as vehicles). OPS PSRs are employee-related and are sent to them by flagging as “Supt2Rev,” while EQP PSRs, which are about products and services rather than employees and are much less frequent, are batched and sent as PDFs.

Figure 5 Departments/Divisions Receiving Batched PDFs of Products and Services PSRs

Department/Divisions	Does not have Trapeze access
<b>Accessible Services</b>	
<b>Bus Sr. Operations Manager</b>	
<b>Central Control</b>	
<b>Claims</b>	X (has but does not use)
<b>Elevator/Escalator</b>	X
<b>Facilities Maintenance</b>	
<b>Fare Equipment</b>	X
<b>Field Operations</b>	X
<b>IT (Webmaster)</b>	X
<b>Marketing</b>	X
<b>NextMuni</b>	
<b>Overhead Lines</b>	X
<b>Planning (Service Planning)</b>	
<b>Rail Sr. Operations Manager</b>	
<b>Real Estate</b>	X
<b>Revenue</b>	
<b>Schedules Dept.</b>	
<b>Security – Ops (Fare Inspectors)</b>	
<b>Security – Police</b>	
<b>Security – Video</b>	
<b>Station Custodian</b>	X
<b>Station Operations</b>	X
<b>Street Ops</b>	
<b>Track Dept.</b>	X
<b>Training</b>	
<b>“EQP” of each transit division</b>	X

The batching is done individually for each of the departments. The frequency of batching varies by department and volume of PSRs, but the goal is to batch PSRs for all departments weekly. If a PSR is reallocated within SFMTA departments and occurred before the date range that is being queried in

Trapeze COM, it may not end up being sent to the appropriate department through the batching process, but may come to their attention through other reporting or if they query all their open PSRs in Trapeze. For example, if batched PSRs were already sent to Transit Planning through January 31<sup>st</sup>, and on February 3<sup>rd</sup> a one-week-old PSR is reallocated to Transit Planning, it would not show up in the next batch that would be sent to Transit Planning, which would cover a date range of PSRs only from February 1<sup>st</sup> forward.

## Reporting to Divisions

On a weekly basis, MCS emails reports to each of the divisions regarding their employee-related PSRs. These emails include a summary that has the number of open PSRs by month (with numbers for Total, ADA-related, and Title VI-related). In addition, there is a chart with an Aging Report on the division's PSRs (number of PSRs <30 days, 31-60 days, 61-90 days, and 90+ days since customer submission). Attached to the email is an Excel sheet with the previous information as well as a detail tab that lists out each open PSR's number, Division, Type, Date Logged, Action Type, ADA Status (Yes/No), Title VI Status (Yes/No), and Age (in days).

These reports are sent to divisions on a weekly basis, and can be prepared for other departments as requested. This reporting was initiated in April 2016 in response to feedback from division superintendents, and has received positive feedback from them. This targeted reporting is in addition to the overall performance dashboards and metrics that are maintained by the Finance and Information Technology Division's Performance group, discussed in greater detail in Chapter 7.

## Monitoring Queues in Lagan

As discussed in Chapter 2, as of May 2016 MCS is responsible for monitoring and taking action on three queues that are only in Lagan and do not get imported into Trapeze ("SFMTA – G," "Muni System Feedback," and "SFMTA – Muni Questions/Suggestions – G"). An MCS employee will be assigned to go through these queues when available. The MCS employee will reallocate the service request to an SF311 supervisor if it belongs to a different department's queue. If the service request belongs to a different SFMTA department, MCS will reallocate it directly to them. If it does belong to MCS, the MCS employee will enter the details manually into Trapeze to create a new PSR, and from that point it will move forward in the PSR triage process like any other PSR would. If the service request is very simple and does not need extensive follow-up, the MCS employee may take any necessary actions to address the PSR (e.g., call the customer) without entering the PSR into Trapeze.

As of May 2016, these queues were backlogged due to not being monitored until February 2016 since personnel changes in early 2015. In February through April 2016, 1,060 service requests in these queues were reallocated or closed in Lagan and processed by MCS, but a backlog remains.

## Opportunities for Improvement

There are opportunities for improvement in the PSR triage process, both from a process and technical perspective.

Some opportunities for improvement identified in the process of researching this report have already been implemented by MCS. As mentioned above, reporting to divisions was requested to give more clarity into the current backlog of PSRs, since superintendents did not have a high-level picture of their outstanding PSRs. These reports have been sent to divisions on a weekly basis since April 2016.

Likewise, the time burden of identifying operators was a key challenge mentioned by divisions, as discussed in Chapter 4. To partially reduce this burden on divisions, MCS employees were instructed as of May 1, 2016 to always fill in the Operator ID field in Trapeze if sufficient information is available for the MCS employee to identify the operator based on the information in the PSR. They have also been instructed to log any investigative efforts in Trapeze, whether or not they were successful.

Numerous opportunities remain to improve the PSR triage process from a process and technical perspective:

- **Close the loop in customer communication whenever possible.** Full investigation and resolution of PSRs by departments or divisions may take a while to complete, and in most cases the most relevant information to the customer is already available when MCS is triaging the PSR: that the PSR has been received by Muni Customer Service, to whom it will be directed, and in general terms what action is taken by that department based on PSRs. Closing the loop with the customer at this point (approximately a day after they submit feedback) conveys to the customer that the agency is indeed listening, and if more specific feedback from another department is needed it can be conveyed when available. Numerous other changes can support this process change of closing the loop with the customer.
  - **Create customizable email scripts for all frequent types of PSRs.** Having customizable scripts on hand will make it easy for MCS employees to quickly customize a message that is generic enough to be generalizable but specific enough to give meaningful information to the customer about the path their feedback will take.
  - **Create a field in Trapeze to record the date and time the customer is contacted and use it consistently.** Currently, if the customer is contacted by MCS or a division/department, it is noted only in the free text field of the investigation notes; a date contacted field exists, but is not consistently used. Having a field in Trapeze with the date and time the customer is contacted that is consistently used provides the possibility of querying PSRs for which the customer has not been contacted, as well as allows for meaningful customer service metrics such as “Percentage of customers contacted within 5 days” to be calculated.
- **Provide a more informative customer-facing status for customers who follow up using their service request number on the SF311 website.** When MCS closes service requests in Lagan, typically the SF311 service request is given a status of “closed” and comments of “Case Closed Case Transferred.” In the absence of two-way communication between Trapeze and Lagan, MCS can either independently or in coordination with SF311 make the customer-facing status or comments more informative, stating for example to contact Muni Customer Service for the service request’s status, with MCS’s phone number.

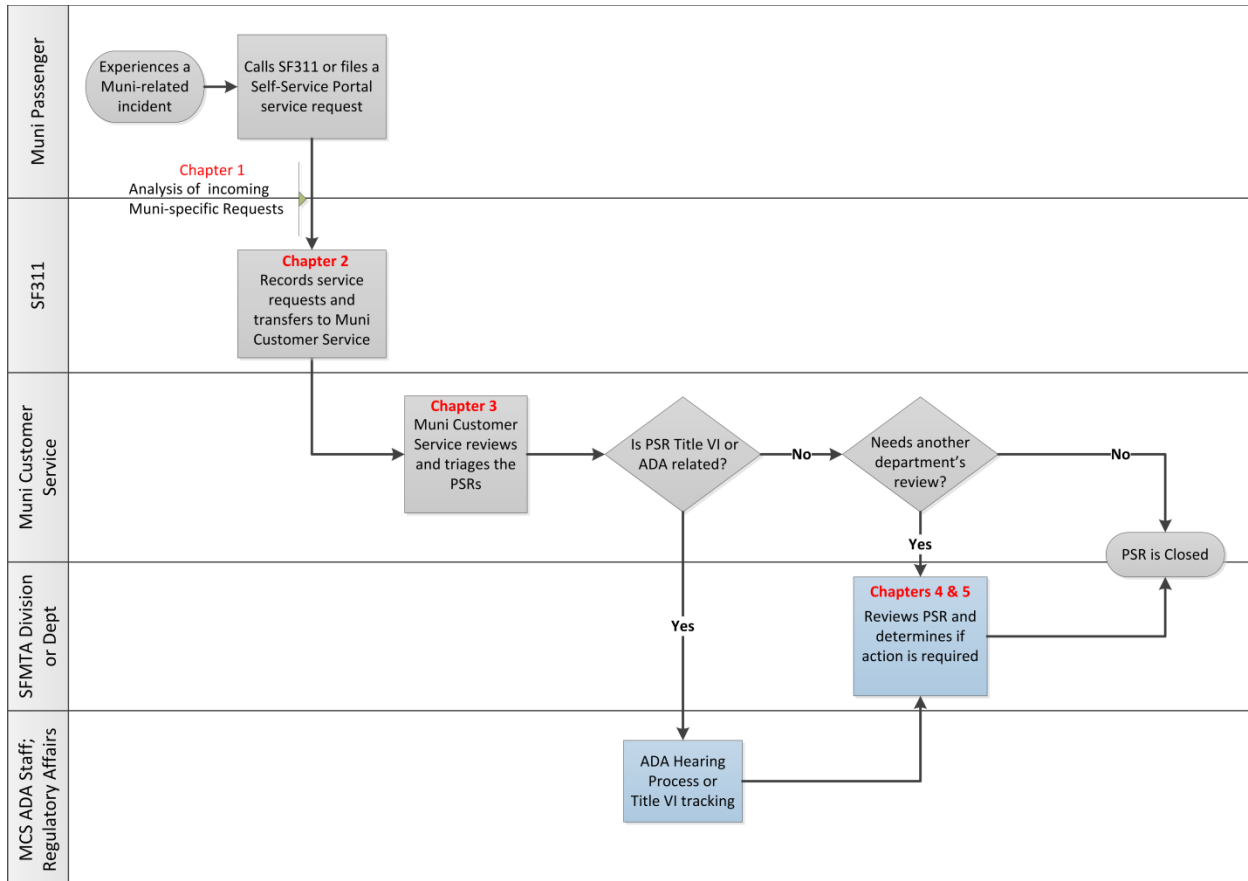
- **Eliminate the batching process.** Batching requires substantial manual work by MCS. Batching is done as a courtesy and is only necessary for departments that do not have access to Trapeze. In general, departments already have access to PSRs and the ability to pull PDFs themselves. Less labor intensive methods for informing departments of their PSRs are possible, such as recurring calendar appointments or automatic emails. Other changes would support eliminating the batching process:
  - **Create an action code for Products and Services PSRs that is analogous to the “Supt2Rev” status code.** Having such an action code would make it possible for departments to know which PSRs have been processed by MCS and are ready for them to review without waiting for an email from MCS. Currently, departments cannot reliably distinguish PSRs that have been processed by MCS from those that have not.
  - **Ensure that all departments have access to Trapeze and training on how to use it.** Some departments rely on emailed PDFs due to a lack of access to Trapeze, or difficulty in using it to query PSRs or record investigation notes. MCS provides training to departments in how to use Trapeze, but confusion remains among many users, partially due to Trapeze’s difficult user interface. Not all departments have access to Trapeze. MCS would also benefit from additional support to further develop and conduct ongoing, expanded training.
  - **Perform standalone quality assurance.** One of the ancillary benefits of the current batching process is that it provides an opportunity for quality assurance of PSR processing by MCS. In the absence of a batching process, MCS management should continue to conduct QA on PSRs.

Other opportunities for improvement by Muni Customer Service have been identified based on impacts downstream in the process, and are described in Chapter 4.



# Chapter 4

## Where PSRs Go: Employee-Related PSRs



After a PSR has been triaged and researched by MCS, the MCS employee will close the PSR if it does not need review and action by another department. Otherwise, the MCS employee will forward the PSR to the relevant department or division where staff will review, take action on the PSR if necessary, and close the PSR in Trapeze.

Of 20,130 PSRs logged in 2015, 62% (12,393 PSRs) were employee-related,<sup>1</sup> categorized under the “employee conduct” PSR categories, which, as discussed in Chapter 1, are:

- 100: Unsafe Operation
- 200: Inattentiveness/Negligence
- 300: Discourteous/Insensitive/Inappropriate Conduct
- 400: Commendation

<sup>1</sup> There were 20,188 PSRs filed in 2015, but 58 were not assigned a Category in Trapeze.

The remaining 38% of PSRs are products and services-related, and are discussed in depth in Chapter 5. The vast majority of employee-related PSRs go to one of the transit divisions (which manage operators) or to Security Ops (which manages transit fare inspectors).

**Figure 1 PSR Volume in 2015 for Employee-related PSR Departments/Divisions**

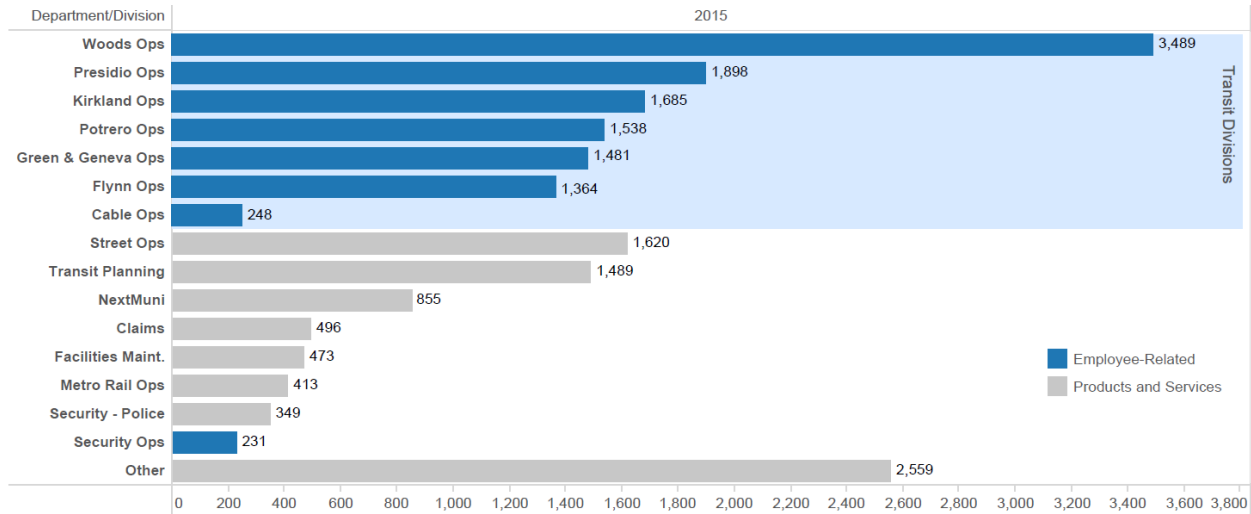


Figure 1 above shows the volume of PSRs assigned to the transit divisions’ employee-related queues and to Security Ops, which adds up to 11,934 PSRs (59% of all PSRs).<sup>2</sup> This chapter will detail the processes by which the transit divisions and Security Ops process their PSRs, as well as supporting processes conducted by the Video Surveillance Unit, Regulatory Affairs, and MCS staff who process ADA-related PSRs.

## Video Surveillance Unit and the Video Pull Process

The Video Surveillance Unit is a unit within the Security, Investigations, and Enforcement Department in the SFMTA’s Sustainable Streets Division. The Video Surveillance Unit is responsible for footage from all cameras on SFMTA property (vehicles, platforms, facilities, etc.), and processes about 1,400 requests for video footage per month, coming from SFMTA departments, the San Francisco Police Department (SFPD), the City Attorney, and various other stakeholders. Roughly 300 requests per month are for PSRs. The Video Surveillance Unit staff includes a manager; a video clerk who reports to her; a Security Operations Center supervisor (SOC supervisor) that is a contracted position that answers the phone and records incoming requests; and an additional contracted position, the Video Surveillance Program officer (VSP officer), who shares duties with the video clerk and also retrieves video data packs from the field. The SOC supervisor and VSP officer positions are contracted with Cypress Security and are staffed 24 hours a day, 7 days a week.

<sup>2</sup> The number of PSRs assigned to these departments/divisions is slightly different from the number of PSRs in Categories 100-400 (“Employee Conduct”). Occasionally, these departments/divisions receive PSRs that are in Categories 500-800 (“Products and Services”). Conversely, other departments that primarily receive products and services-related PSRs also occasionally receive PSRs in categories 100-400. In 2015, 94% of all PSRs in Categories 100-400 were assigned to the departments/divisions highlighted in Figure 1.

Vehicle video surveillance footage, while it has been available for years, has become much more frequently requested, both by parties within and outside of the SFMTA. PSR investigators increasingly rely on video footage, and SFPD, other City agencies, and members of the public are also more aware of the availability of Muni vehicle video footage than in the past (of particular relevance to SFPD, Muni vehicles installed outward-facing cameras in 2012). As a result of the increased demand for video footage, the number of video requests (from all sources) roughly doubled over the first six months of 2016. Video footage is considered a crucial part of PSR investigation for employee-related PSRs since it provides objective evidence as to whether the allegations in a PSR are true.

All Muni vehicles are equipped with approximately a dozen cameras that capture footage both inside and outside the vehicle. On each vehicle, a data pack stores the video footage from all the cameras on the vehicle, continually writing over the oldest footage. As a best estimate, video footage is taped over roughly every three days, but this time limit for retrieving video can vary for a number of reasons. While most of the data packs in use have a 2 terabyte capacity, a limited number of 1 terabyte data packs are also used. In addition, trains and articulated buses have a few more cameras than 30- and 40-foot coaches, resulting in a slightly shorter time limit on retrieving recordings. However, since the cameras are only recording while the vehicle is in revenue service, if a vehicle is taken in for maintenance its camera footage may be available for several days longer than usual. However, even in the best circumstances, the video pull process is highly time-sensitive. As a result, the video pull process is typically initiated before a PSR arrives at the division/department that is conducting the final investigation of the PSR.

### PSR Video Pull Process

The first activity in the PSR video pull process is an automatic email from SF311. As discussed in Chapter 2, at SFMTA request the following PSR types are pre-designated in code maintained by SF311 as requiring video pulls:<sup>3</sup>

- All ADA-related requests
- All Title VI-related requests
- All requests for which the customer requested a video pull
- 103 – Allegedly Under Influence of Drugs/Alcohol \*
- 104 – Using Mobile Phone or Radio \*
- 106 – Collision \*
- 107 – Fall Boarding/On Board/Alighting – Injury \*
- 201 – Pass Up/Did Not Wait for Transferee \*
- 302 – Altercation: Employee/Customer
- 304 – Mishandling Funds/Transfers
- 501 – Altercation: Miscellaneous
- 502 – Larceny/Theft

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<sup>3</sup> PSRs in the 100 and 200 series, indicated with an asterisk above, only trigger a video pull email if the vehicle number is provided in the PSR. All others trigger video pull emails regardless of availability of vehicle number. This list is current as of March 2016.

- 504 – Disorderly Conduct/Disturbance

For each service request logged at SF311 that falls within these criteria, an individual automatic email is sent to Muni Customer Service and the Video Surveillance Unit manager. The email includes the service request number and a link to view the request in SF311’s Lagan system. This individual PSR automatic email is not currently utilized by MCS or the Video Surveillance Unit.

Then, each morning an SFMTA-maintained code generates a second automatic email. This email includes a “digest” of PSRs logged in Trapeze over the previous 24 hours that require a video pull, though the criteria for inclusion of PSRs in this digest is slightly different than for the SF311-generated email.<sup>4</sup> The digest is provided in an Excel (CSV) attachment which lists the PSR number, Service Request Number, and Category/Type of the PSR, as well as an indicator of whether it is ADA- or Title VI-related. As mentioned in Chapter 3, a dedicated staff-person in MCS reviews this list for quality control, and removes or adds PSRs to the list as appropriate. The MCS employee then sends the list to the Video Surveillance Unit manager. Since the processing of this list is time-sensitive, the dedicated MCS staff-person prioritizes this task, and the processed list is often sent to the Video Surveillance Unit by the end of day the day after the PSRs were filed; however, due to other pressing tasks, training, holidays, or other circumstances, the processed lists may be sent to the Video Surveillance Unit two to five days after they were logged.

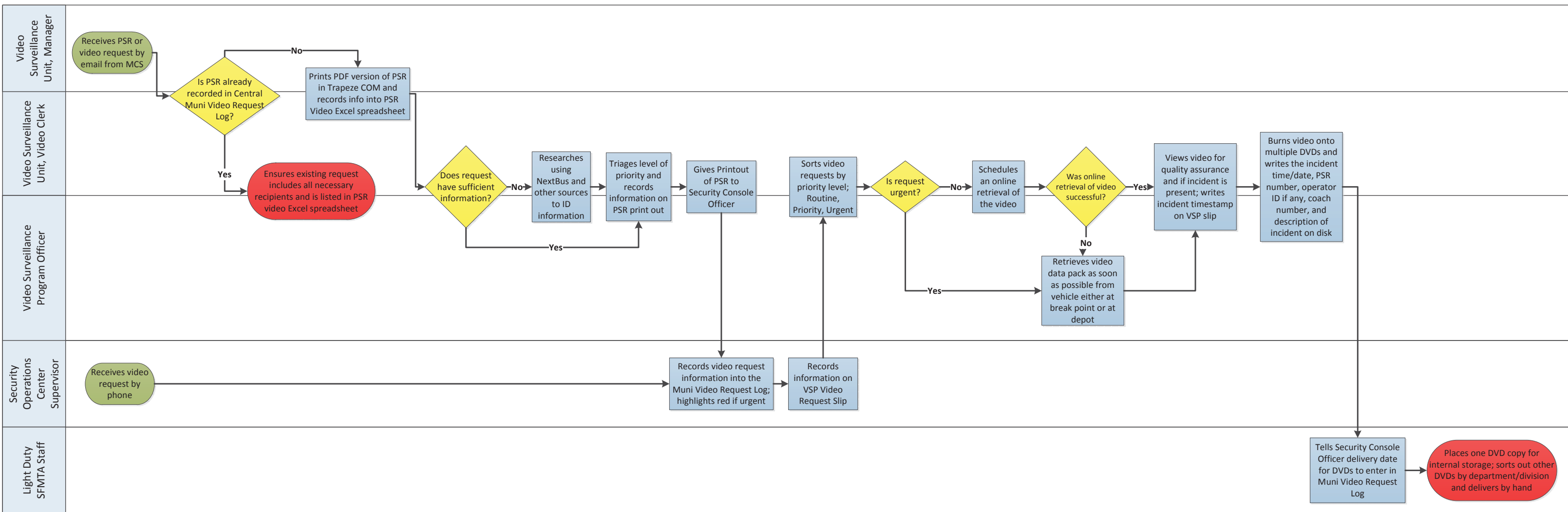
At this point, the Video Surveillance Unit begins to process the video requests, as shown in Figure 2, the Video Surveillance Unit business process map. The Video Surveillance Unit manager or the video clerk will copy and paste the PSR numbers into an Excel sheet that serves as a running list of all PSRs for which video pulls are being attempted. Then the Video Surveillance Unit manager or the clerk she supervises will check the “Muni Video Request Log,” a separate spreadsheet maintained by the SOC supervisor that lists all video requests received, whether they are from Muni Central Control, Police, PSRs, the City Attorney, or other requestors across the agency and City. For all PSRs that do not already have a video pull in progress, the VSP officer or video clerk will use Trapeze COM to print PDFs of the PSRs. They will review the PSRs, sending an email back to MCS if any do not warrant a video pull (e.g., if there is a request for video for a PSR about the digital voice audio system failing to make stop announcements – since this is an equipment issue, it can be verified and addressed without using video footage).

The responsibility for investigating video requests from this point forward is shared by the video clerk and the VSP officer. They will verify if there is sufficient information to pull video, for which the critical fields are the coach number and time. If this is missing, they will follow the same process as Muni Customer Service does in researching this information, consulting NextBus and other electronic data sources. If a vehicle number is missing and they identify it, they will write it on the printout of the PSR. They will also indicate the priority level for the video request (Routine, Priority, or Urgent) and write that

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<sup>4</sup> Compared to the SF311 list, the digest list excludes PSR types 103, 104, 201, and 304; it adds in types 301 (Discourtesy to Customer) and 503 (Fare Evasion/Transfer Abuse). PSR types 103 and 104 are not included in the digest as they are understood by MCS to be reported by SF311 directly to Muni Central Control who coordinates with the Video Surveillance Unit to expedite retrieval of video footage.

Figure 2 Video Surveillance Unit PSR Process Map



on the printout of the PSR. They will then give the PSR to the SOC supervisor who maintains the master “Muni Video Request Log” Excel spreadsheet. The SOC supervisor will enter the video request details into the Excel sheet, and will fill out a “VSP Video Request” slip (with incident and vehicle information and intended recipients of video), and attach it to the PSR printout.

After the request has been entered into the Muni Video Request Log, the SOC supervisor will give the materials back to the video clerk or VSP officer who will sort the video requests by priority level. If the request is “Urgent” (about 5 per week), the VSP officer will go to the field to meet the relevant vehicle at a break point along its route and swap out the vehicle’s data pack to bring back to the Video Surveillance Unit. If the request is “Routine” or “Priority,” the video clerk or VSP officer will schedule retrieval of the video remotely through the video system’s DTI Software, which can pull video from vehicles when the vehicles are powered on and within a few hundred feet of the DTI equipment located at vehicle storage facilities. If the remote video pull is unsuccessful (for instance because the vehicle does not remain powered on at the storage facility for the five minutes or so that it takes for the video to be retrieved), the on-duty VSP officer will swap out the data pack overnight while the vehicle is at its storage facility.

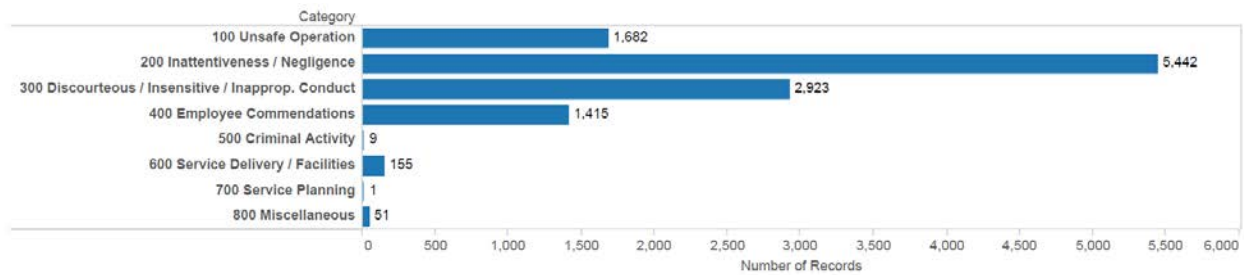
Once the video has been retrieved, the VSP officer or video clerk will view the video for quality assurance. They will write on the VSP Video Request slip the timestamp of the incident or if they were not able to find the incident or retrieve video at all. Then, they will burn a DVD of the video footage. The DVDs can hold about 20 minutes of footage. If there is not an incident found, the video will include ten minutes before and after the requested time; if an incident is found, the video footage will be customized. The VSP officer or video clerk will make as many copies as necessary of the DVD; one copy is always retained at the Video Surveillance Unit in addition to all external recipients. On each DVD the VSP officer or video clerk writes in permanent pen the PSR number and/or Police Department number, the timestamp of the incident (or if not available, the time range of the footage), Operator ID if available, coach number, and a very short description of the incident. Writing the timestamp instead of the time range was a change that was implemented in June 2016 based on feedback from DVD recipients. The copies of DVDs are put in a paper sleeve and wrapped in the VSP Video Request slip.

A light duty worker will sort the DVDs into envelopes by recipient. The light duty worker informs the SOC supervisor of the date sent to be recorded for each PSR into the Muni Video Request Log, and then hand delivers the envelopes to their recipients across the City. The envelopes contain only DVDs and no copies of the VSP Video Request slip or other documentation. Aside from entering the Date Sent into the Muni Video Request Log, the rest of the research or processing performed by the Video Surveillance Unit after receiving a request is not entered into any electronic records, including Trapeze.

## **PSR Process at Transit Divisions**

Most employee-related PSRs are about Muni operators, and will be sent to that operator’s division superintendent for review (in the “OPS” department for each transit division in Trapeze). As shown in Figure 3 below, these PSRs that are sent to transit divisions are overwhelmingly in employee-related PSR Categories 100-400.

Figure 3 PSR Volumes by Category for Transit Divisions in 2015



As noted in Chapter 3, once a PSR has undergone an initial investigation by MCS, MCS will flag the PSR for review by transit divisions by giving it the action code “A-1 Supt2Rev” (Superintendent to Review) in Trapeze. At this point, the PSR is ready for review by the assistant superintendents of each transit division (depot) usually about four to six days after the initial customer service request is submitted. If discipline of an operator is necessary, the transit division will follow the agency’s progressive discipline guidelines. Progressive discipline must be initiated “within 28 working days after SFMTA has knowledge” of the PSR, which is interpreted to start when the PSR is logged in Trapeze.<sup>5</sup> As discussed in Chapter 3 PSRs are automatically transferred to Trapeze from SF311 in almost real time.

Employee commendations (Category 400) are processed by the assistant superintendents of the transit divisions and used for employee recognition, but this process was not examined in depth by the Controller’s Office.

### Transit Divisions’ PSR Process

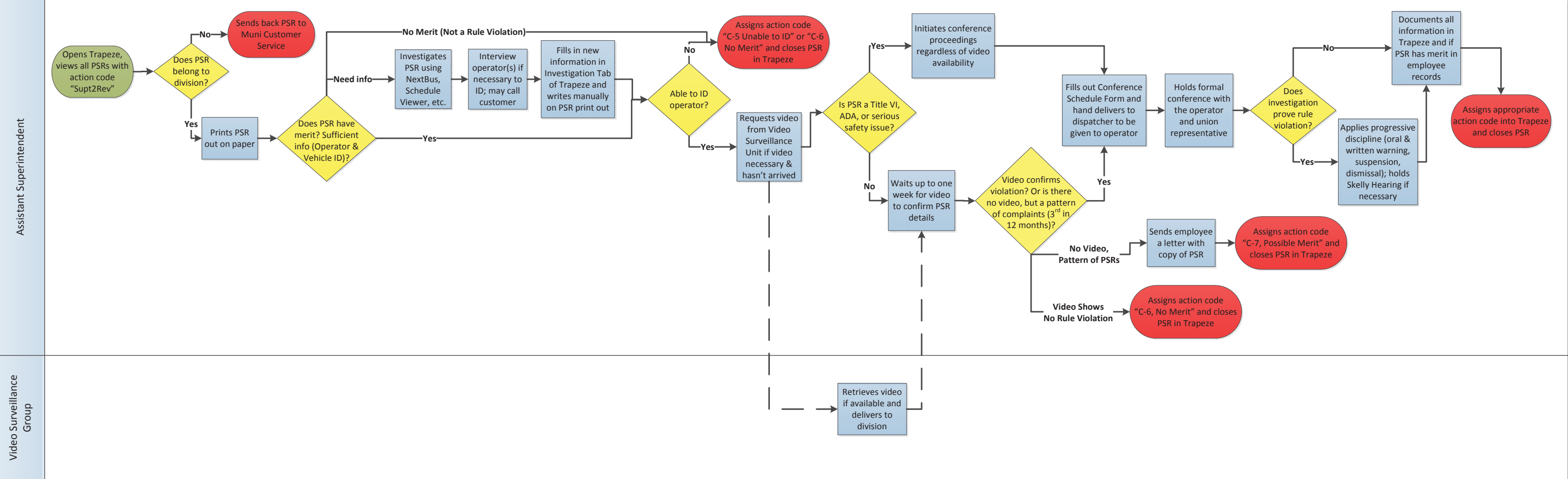
There are six different motor coach, trolley coach, and light rail transit divisions (depots) that receive PSRs for their respective employees. Among the six divisions there is variation in the way the PSR process is conducted. Figure 4 on the next page and the following paragraphs detail a typical PSR process based on interviews with four of the six transit divisions;<sup>6</sup> after the discussion of the typical PSR process, some differences among the transit divisions’ processes are highlighted.

On approximately a daily basis, the assistant superintendent at the division will open Trapeze and query all PSRs assigned to their division with an action code of “A-1 Supt2Rev” (Superintendent to Review). The assistant superintendent will quickly review all the PSRs that are new since they last looked at Trapeze and verify that they are correctly assigned to this division. Occasionally a vehicle number or route that belongs to another division is mistakenly assigned to them in Trapeze. This misassignment may happen for a number of reasons, including:

<sup>5</sup> According to the current MOU between the Transport Workers’ Union Local 250-A and the SFMTA, Section 19.5, Paragraph 203, the 28-day timeline shall be extended in cases involving (1) investigations of multiple employees, (2) law enforcement response or reports, (3) temporary unavailability of a witness, (4) language barriers, (5) accidents subject to determination by the TSP, (6) EEO matters, (7) investigations conducted by non-SFMTA personnel, and (8) any other case in which SFMTA and the Transport Workers Union Local 250-A mutually agree. According to Section 19.3, Paragraph 197, this mutual agreement shall not be unreasonably denied, with the reasonableness being an issue that may be determined at arbitration.

<sup>6</sup> See Introduction section of this report for approach to selecting Transit Division interviews.

Figure 4 Transit Divisions' PSR Process Map





- because the route was recently moved to a different division and the automatic assignment of routes to divisions in Trapeze has not been updated,
- if there is a “tripper” run in which a coach is assigned to a single trip on another division’s routes due to scheduling needs, or
- if there is a route that typically uses trolley buses (from Presidio or Potrero Divisions) but is being run on motor coaches (from Kirkland, Woods, or Flynn Divisions) due to de-energizing of the trolley overhead wires; this is currently in effect at all times for the 6-Haight and 7-Noriega due to pipeline work and street repaving work on Haight Street.

If the vehicle was misassigned, the assistant superintendent will email MCS to ask them to reassign the PSR to the correct transit division. After this, the assistant superintendent will print out all the PSRs on paper from Trapeze COM (a view-only web interface into Trapeze accessed from the SFMTA intranet). In general, if the assistant superintendents are pressed for time they will prioritize ADA- and Title VI-related PSRs as well as any safety-related PSRs (e.g., a passenger fall on board) before processing other customer feedback.

The assistant superintendent will review the details of the printed PSRs. Since the printout is from Trapeze COM, it will show the incident details but not the investigation notes text fields. If the customer’s allegations in the PSR do not constitute a violation of the SFMTA’s rules, the assistant superintendent may close the PSR in Trapeze at this point with an action code of “C-6 No Merit.”

The assistant superintendent will also note in particular if the operator is identified in the PSR. Ideally, if the Operator ID was not reported by the customer it will have been identified by MCS when they triaged the PSR. If MCS was able to identify the operator, they are instructed to fill in the Operator ID. Whether or not MCS identifies the operator, MCS management has instructed staff to paste in the relevant transit schedule and operator assignment details into the PSR investigation notes in Trapeze, though according to the assistant superintendents interviewed and surveyed this does not happen consistently. As noted above, the assistant superintendents must look in Trapeze to see the customer service investigation notes, since Trapeze COM prints out the incident details but not the investigation notes text fields.

If the operator has not been identified, the assistant superintendent will research it using the same resources as MCS and others, including NextBus, schedules, Central Control logs, and Trapeze. Less frequently, they may also informally interview operators if that is helpful for them to identify the operator, or consult with other staff at the division, such as the dispatcher. The assistant superintendent is most likely to be able to identify an operator if the customer includes:

- **Vehicle ID:** this is the fastest, least ambiguous way to identify a vehicle and its operator.
- **Employee ID:** the employee ID, written on the operator’s badge, is also a precise way to identify operators, though it is rarely reported by the customer.
- **Precise, corresponding time and location:** if an exact time and location are reported that correspond to each other, it may be possible to identify the vehicle number using NextBus. If the location or time are approximated by the customer, or the time included in the PSR is the time it

was reported rather than that the incident occurred, it may not be possible to identify the correct vehicle, especially for high-frequency routes.

- **Employee physical description:** if the customer includes a physical description of the operator, it may be possible to differentiate which of a number of operators is the subject of the PSR.

Identifying the vehicle and operator is one of the most time-consuming parts of the process for assistant superintendents. At the time they are submitted by customers, just over half of PSRs have no Vehicle ID and about 90% have no Employee ID, making it challenging to positively identify the operator. If the assistant superintendent is unable to identify the operator, they will close the PSR with an Action Code of “C-5 Unable to ID” (or possibly “C-4 No [Customer] Contact Info” or “C-3 3<sup>rd</sup> Party/Non-Passenger” if one of those codes is applicable). Over 2012 to 2015, 24% of PSRs closed by divisions were given a status code of “C-5 Unable to ID.”

If the assistant superintendent is able to identify the operator, they will write this on their PSR printout and record it in Trapeze, with some entering it into the Operator ID field and others recording it only in the free text Investigation Notes field. They will then check if they have received a DVD of video footage for the relevant PSR. DVDs from the Video Surveillance Unit typically arrive at the divisions about two to three times per week all together in an envelope, though some divisions reported extended periods of not receiving videos.<sup>7</sup> If video has not arrived for the PSR and is important for its investigation (e.g., for safety-related PSRs), the assistant superintendent will email the Video Surveillance Unit Manager to request video for the PSR. There is not currently a way for the divisions to check if a video is already being pulled.

If the PSR is for a Title VI- or ADA-related PSR, or another serious safety issue (such as a passenger fall on board), the assistant superintendent may initiate conference proceedings with the operator and their union representative without waiting for video footage to arrive.

For less urgent PSRs, the assistant superintendent may wait approximately a week for video footage to arrive. If video footage arrives and disproves the PSR, the assistant superintendent will close the PSR in Trapeze with an action code of “C-6 No Merit,” and will only hold a conference with the operator if video footage shows a rule violation not mentioned by the customer in the PSR.

If video footage arrives and proves there was a rule violation, or if video footage does not arrive and the PSR has possible merit, the assistant superintendent will follow the progressive discipline guidelines, shown in Figure 5 below.<sup>8</sup>

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<sup>7</sup> As mentioned earlier in this chapter, the PSR-related DVDs have the PSR number written on them in permanent pen; as of June 2016, the policy has been changed to write the incident time on the DVD as well, whereas previously the start and end time of footage was written. Divisions also receive videos for matters other than PSRs, such as collisions or operator coaching; all DVDs are received, unsorted, in one envelope.

<sup>8</sup> According to the current MOU between the Transport Workers’ Union Local 250-A and the SFMTA, Section 19.4, Paragraph 202, progressive discipline need not apply to cases of severe misconduct, including but not limited to reporting to work or operating an SFMTA transit vehicle or equipment while under the influence, mishandling funds, vicious conduct, or serious willful abuse of SFMTA equipment.

Figure 5 SFMTA Transit Division Guidance on Progressive Discipline

Within rolling 12-month period...	PSR with Evidence (Video)	PSR without Evidence (No Video)
<b>1<sup>st</sup> incident</b>	Caution & reinstruct (oral warning)	Send letter with copy of PSR to employee
<b>2<sup>nd</sup> incident</b>	Written warning	Send letter with copy of PSR to employee
<b>3<sup>rd</sup> incident</b>	Final written warning	Caution & reinstruct (oral warning)
<b>4<sup>th</sup> incident</b>	1-day suspension	Written warning
<b>5<sup>th</sup> incident</b>	3-day suspension	Final written warning
<b>6<sup>th</sup> incident</b>	5-day suspension	1-day suspension
<b>7<sup>th</sup> incident</b>	Dismissal	3-day suspension
<b>8<sup>th</sup> incident</b>	n/a	5-day suspension
<b>9<sup>th</sup> incident</b>	n/a	Dismissal

If there is possible merit but no video for the PSR, and this is the first or second such PSR against the operator within the last 12 months, the assistant superintendent will send the operator a letter informing them that they will be monitored regarding this issue, with a copy of the PSR attached. In all other cases, the assistant superintendent will initiate a conference with the operator and their union representative.

To initiate a conference, the assistant superintendent fills out a Conference Schedule Form, which involves finding a time that either the superintendent or assistant superintendent can attend that is before or after one of the operator's shifts. They hand deliver the form to the division's dispatcher, who gives it to the operator the next time they arrive at work.

The conference includes the operator, their union representative, and either the superintendent or the assistant superintendent. The conference provides an opportunity for the operator's perspective to be heard, and for the division management to further investigate the PSR. At the end of the conference or shortly thereafter, the superintendent or assistant superintendent will determine if the PSR constitutes a valid rule violation, and if it does they will apply the appropriate progressive discipline. If the operator is cautioned and reinstructed (an "oral warning"), this will occur at the conference itself.

After the conference, the assistant superintendent will document the PSR findings in the free text Investigation Notes field in Trapeze and, if the PSR has merit, in the operator's employee records. Disciplinary actions will be recorded only in the operator's employee records. They will then close out the PSR in Trapeze, with frequently used action codes at this step being either "C-8 Action Taken, Conferenced," "C-10 Action Taken, Escalate Discipline," or if no merit, "C-6 No Merit."

It is relatively rare for PSRs to result in escalated discipline. Over 2012 to 2015, only 0.5% of PSRs closed by divisions were given an action code of "C-10 Action Taken, Escalate Discipline," while 9% were given action code "C-8 Action Taken, Conferenced" and 17% "C-7 No Action, Possible Merit."

If the operator is to receive a suspension or dismissal, the transit division management must issue a Skelly letter detailing the rule violations and proposed disciplinary action, and hold a separate Skelly

hearing at which the operator can respond to the charges and proposed discipline before it is implemented.

Figure 6 below shows the action codes for all closed PSRs assigned to transit divisions between 2012 and 2015. The first column shows the percentage of all closed transit division-related PSRs in each action code, regardless of who closed the PSR (MCS or division staff). The second and third columns show the breakdown of action codes for closed transit division-related PSRs, among PSRs closed by MCS and among PSRs closed by division staff. Altogether, among all transit division-related PSRs 47% were dismissed (C-4, C-5 or C-6), 17% no action possible merit (C-7), and 10% had some action taken (whether it was discipline, a conference, or a hearing – C-8, C-9, C-10, CH-1 or AH-4). Among the PSRs the transit division-related PSRs that were closed by transit division staff (rather than MCS), 39% were dismissed, 35% no action possible merit, and 21% had some action taken.

Figure 6 Action Code of Transit Divisions' Closed PSRs, 2012-2015

Action Code at Closure	Percent of all Transit Division PSRs	Percent of PSRs Closed by MCS	Percent of PSRs Closed by Division Staff
<b>C-5 Dismissed: Unable to ID</b>	24.1%	27.1%	20.4%
<b>C-7 No Action: Possible Merit</b>	17.4%	3.4%	34.5%
<b>C-1 Commendation</b>	12.0%	21.4%	0.6%
<b>C-4 Dismissed: No Contact Info</b>	11.9%	21.1%	0.8%
<b>C-6 Dismissed: No Merit/Dropped</b>	11.0%	5.5%	17.7%
<b>C-3 Fwd: 3<sup>rd</sup> Party/Non-Passenger</b>	9.2%	15.4%	1.7%
<b>C-8 Action Taken: Conferenced</b>	9.2%	0.7%	19.6%
<b>C-2 Fwd: Non-Operator Issue</b>	3.2%	4.4%	1.7%
<b>Other or blank</b>	0.9%	0.4%	1.5%
<b>C-10 Action Taken: Esc. Discipline</b>	0.5%	---	1.1%
<b>CH-1 Hearing Invalid/Dropped</b>	0.4%	0.6%	0.2%
<b>C-9 Action Taken: Refer/Restrict</b>	0.1%	---	0.2%
<b>AH-4 Hearing Valid</b>	0.1%	0.1%	0.1%
<b>TOTAL</b>	100%	100%	100%

### Variation in the Transit Divisions' PSR Process

As mentioned earlier, there is variation in how the PSR process is conducted at the six different motor coach, trolley coach, and light rail transit divisions that receive PSRs for their respective employees. The following are some of the more notable process differences observed across the four divisions interviewed:

- **Frequency of processing PSRs:** Some assistant superintendents typically process PSRs every day to keep up with incoming PSRs, while others process them every few days or weekly. Staffing changes meant that at least one division did not have dedicated staff available to review PSRs for an extended period of time.
- **Tracking of PSRs to be processed:** Some divisions used paper-based tools to track progress on PSRs, while others primarily used their context window view of open PSRs in Trapeze.

- **When PSRs are closed:** The point in time at which the assistant superintendent assigns an action code of “C-6 No Merit” for non-rule violations may vary. Some may research the PSR and attempt to ID an operator before doing so, and some may not research the PSR if the customer’s allegation is not a rule violation.  
There was also variation in whether divisions closed PSRs in Trapeze before or after conferences and hearings; some will close the PSR as soon as an operator conference is scheduled, while others will wait for the outcome of the conference to close the PSR.
- **Closure of ADA- and Title VI-related PSRs:** Most divisions treated ADA- and Title VI-related PSRs like all other PSRs in terms of closure, but some divisions were following an older policy of not closing ADA- and Title VI-related PSRs in Trapeze, which used to be closed by MCS only.
- **Contacting the customer:** Some divisions indicated that they call customers a few times a month, primarily if the customer requested a call back and there is not a call noted by MCS, while others reported that they do not tend to contact the customer.
- **Use of the Operator ID field in Trapeze:** Some divisions consistently use the Operator ID field in Trapeze to identify operators, while others may record this information in the free text field for investigation notes. This is partially due to a difficult Trapeze interface that makes it difficult to edit the Operator ID field. If the operator’s name is recorded in the free text field, the PSR will not show up when that operator’s name is queried using the Operator ID field, making Trapeze an ineffective tool for reliably querying an operator’s complete PSR history.
- **Letters to operators:** Some divisions send a copy of all “C-7 No Action: Possible Merit” PSRs to operators to inform them of a PSR, while others are less consistent on this point. The language in the letters used to inform operators about the PSR is not standardized across all divisions.
- **Number of conferences:** Some divisions mentioned that they may have a second informal conference with the operator, for instance if the video was not available at the first conference and the operator requests a second conference to view the video.

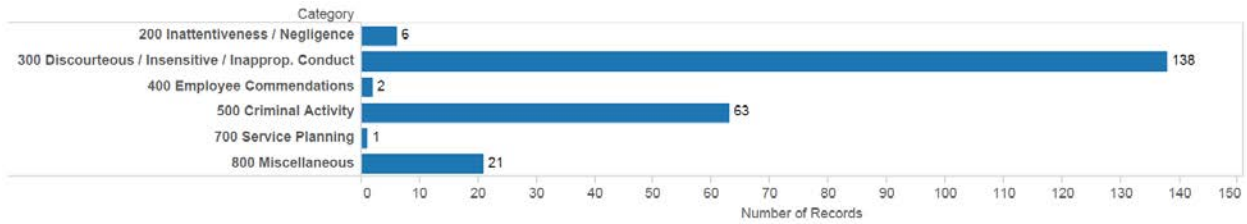
## PSR Process at Security Ops

Within the Security, Investigations, and Enforcement Division, the Security Ops unit provides the transit fare inspectors who perform proof-of-payment (POP) enforcement for Muni.<sup>9</sup> The transit fare inspectors also help out with special events, providing transit customer service and crowd control. The unit has four teams, each of which has two supervisors and about 10 transit fare inspectors; the supervisors and their teams work together in the field.

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<sup>9</sup> While operators are empowered to check fares and require customers to show proof of payment, for most fare enforcement Muni uses Transit Fare Inspectors deployed across the system on Muni platforms, buses, and trains to check for fare compliance and issue citations to fare evaders. Unlike many other systems, Muni allows all-door boarding instead of requiring all passengers to board vehicles at the front door and pay at the farebox. As such, the Transit Fare Inspectors are an integral part of Muni’s proof of payment policy.

Figure 7 PSR Volumes by Category for Security Ops in 2015

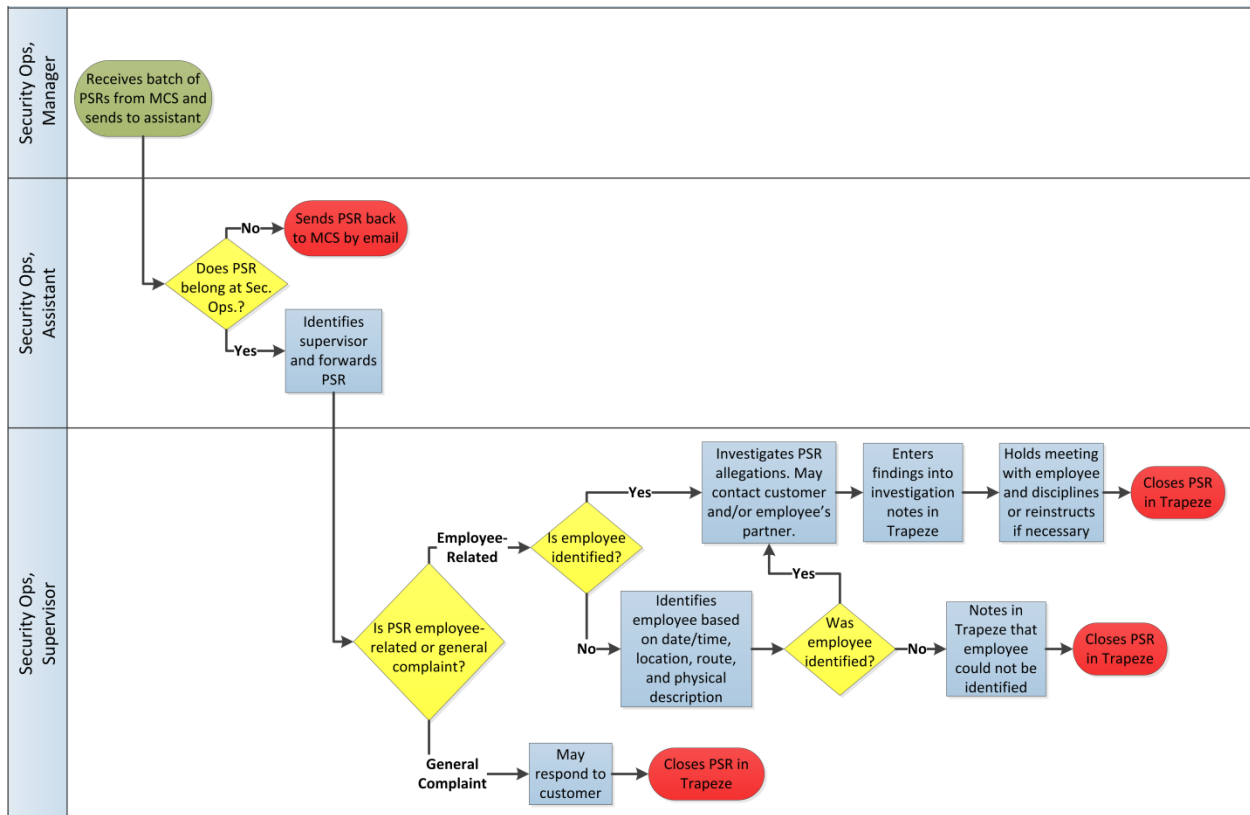


Security Ops received 231 PSRs in 2015, or about 20 per month. The categories of the PSRs are shown in Figure 7 above. The vast majority of Security Ops PSRs are either complaints about a fare evasion citation issued to the customer or reports of fare evasion by other passengers, while a smaller number are complaints about enforcement and fare policies. Among Category 300 PSRs, three quarters were of PSR Type “303 – Fare/Transfer/POP Dispute,” with the rest being about discourtesy or unprofessional conduct. Category 500 PSRs were all about fare evasion or transfer abuse by others. Category 800 PSRs were generally about fare media or SFMTA policies.

### Security Ops PSR Process

The Security Ops PSR process is shown in Figure 8 below.

Figure 8 Security Ops PSR Process Map



Security Ops receives PSRs by email from MCS through MCS’s PSR batching process, meaning PSRs are sent to the Security Ops manager about once every one to two weeks, which could be 3 to 20 days after

the initial customer service request is submitted. The Security Ops manager will forward the email with the batched PSRs to her assistant. The assistant sends any PSRs that do not belong to Security Ops back to MCS, and then forwards the remaining PSRs to the appropriate supervisors based on a quick review of the PSR contents to determine which team the PSRs are about. The Security Ops manager instructs the supervisors to investigate and take appropriate action on the PSRs that are sent to them, and close them out if they are not able to identify the employee.

About a quarter of Security Ops PSRs are general complaints, either about fare evasion, the agency, or its fare policies, whereas about three quarters are about a specific employee. If the PSR is a general complaint, the approach to resolving the PSR may vary by supervisor, with some variation in whether the supervisor calls the customer to respond to their feedback. The supervisors, who have access to and training in Trapeze, then close out the PSR in Trapeze.

If the PSR is about a specific employee, the supervisor will attempt to identify the employee if the employee's name or badge number is not already included. If an accurate physical description of the employee is included, as well as time, date, and location of the incident, it may be possible to identify the employee. Employee name and badge number are recorded in free text, either in the incident details or the investigation notes, since the "Employee ID" field in Trapeze pertains only to operators. If the supervisor is unable to identify the employee, they will indicate this in the investigation notes and close the PSR in Trapeze.

If the employee has been identified, the supervisor will then investigate the PSR. Depending on the contents of the PSR, they may call the customer, meet with the employee, or talk with the other transit fare inspectors who were in the field with the employee on that day. If video has been provided, they will also review that footage, though if video was not already requested for the PSR, it is generally too late to request video by the time the supervisor receives the PSR.

The supervisor will record their investigation notes and close out the PSR in Trapeze. If an employee-related PSR has merit, they will take appropriate disciplinary action against the employee. However, according to Security Ops, less than 10% of PSRs result in disciplinary action since the majority of employee-related PSRs are unsubstantiated.

The most actionable PSRs for Security Ops are PSRs about discourtesy or unprofessionalism by transit fare inspectors or about incorrectly issued citations. These PSRs provide a source of accountability, and serve as an employee management tool, providing the opportunity for the transit fare inspector to be reinstructed.

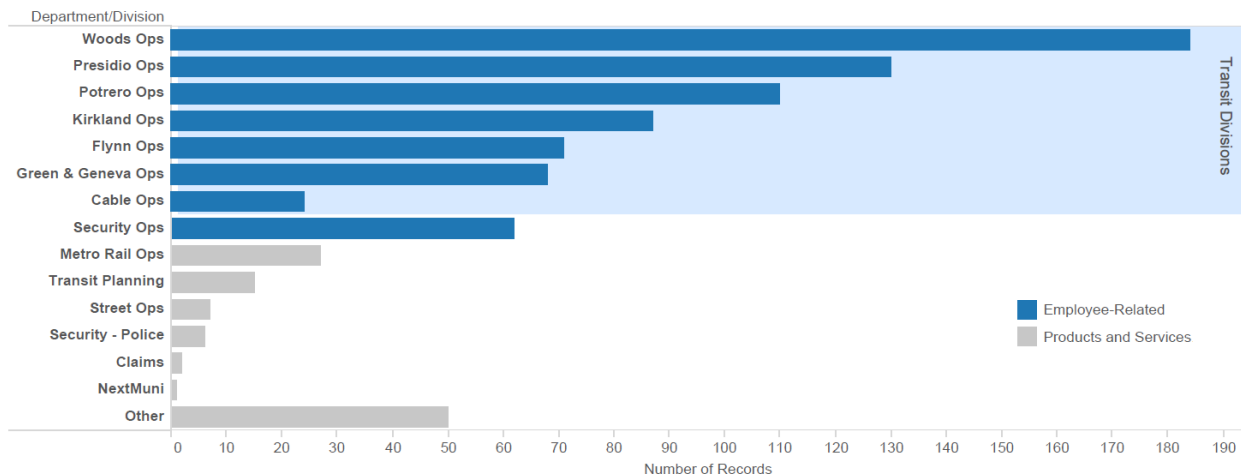
## **Title VI-related PSRs**

Title VI of the Civil Rights Act of 1964 protects people from discrimination on the basis of race, color, or national origin in programs and activities receiving federal funding, and applies to Muni service. When the customer is filing a service request on the phone or is using the Self Service Portal on the SF311 website, they have the opportunity to indicate that the PSR is Title VI-related ("Is your feedback regarding discrimination based on race, color, or national origin?"). A checkbox in the Lagan and Trapeze

systems exists to note if the customer has indicated that the service request is Title VI-related. Each year, there are about 200 PSRs (1% of total) that are marked as being Title VI-related; of those, about 90% are operator-related and 10% are about products and services.

Figure 9 below shows the volume of Title VI-related PSRs assigned to different departments queues in Trapeze over 2012-2015. The largest volumes are assigned to the transit divisions, the most frequent recipients of employee-related PSRs. Woods Division receives the largest volume of Title VI-related PSRs since it is the largest transit division in terms of operators and service. From 2012 to 2015, Muni received an average of 211 Title VI-related PSRs per year.

**Figure 9 Title VI-related PSRs by Department/Division, 2012-2015**



From 2012 to 2015, 46% of Title VI-related PSRs were for operator discourtesy and 18% for were for pass-ups or not waiting for transferring customers. Other less common types of PSRs were fare/transfer disputes (7%), general unprofessional conduct (5%), altercations between employees and customers (4%), and delays/no-shows (3%).

In general, Title VI-related PSRs follow the same process steps as all other PSRs. The main differences in how they are processed are:

- **Dedicated staff from Regulatory Affairs triages and monitors Title VI-related PSRs.** While most PSRs are triaged by MCS staff, a dedicated Investigator in SFMTA Regulatory Affairs triages the approximately 200 Title VI-related PSRs received per year, following the same process as described for MCS in Chapter 3 (although MCS still processes the video requests for Title VI-related PSRs). If MCS receives a PSR that appears to be Title VI-related, they will tell the Regulatory Affairs Investigator who will check off the Title VI checkbox if appropriate. The only notable differences between MCS’s triage process and Regulatory Affairs’ triage process are that:

  - The Regulatory Affairs investigator will always attempt to contact the customer to get additional detail about the contents of the PSR and apologize on behalf of the agency,
  - The Regulatory Affairs investigator sends the customer a form that must be signed and dated within 100 days to formalize their Title VI complaint, and



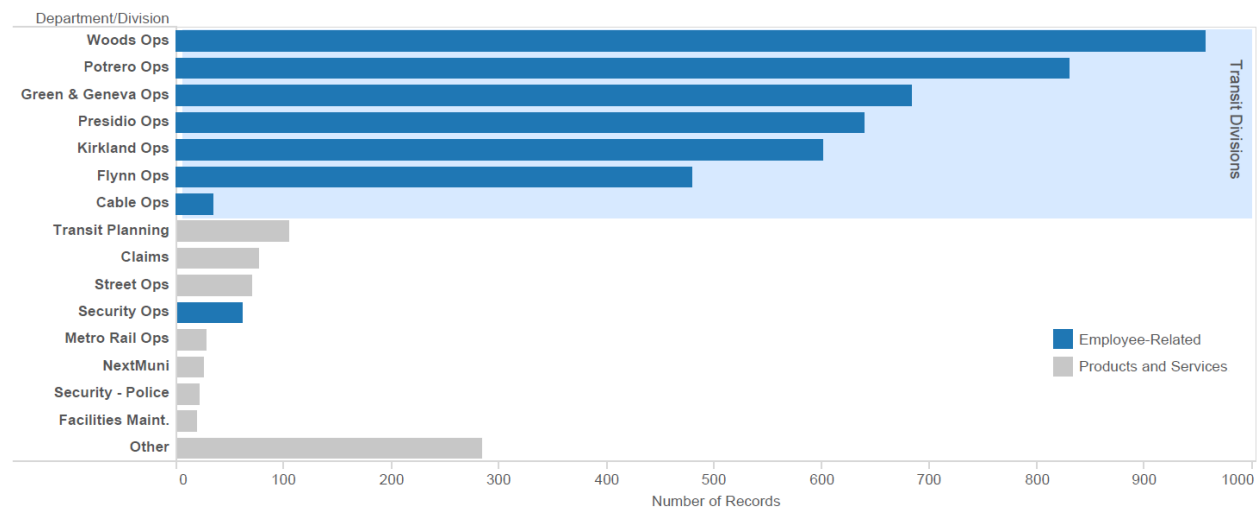
- The Regulatory Affairs investigator proactively monitors Title VI-related PSRs, ensuring that they are addressed in a timely manner and that appropriate detail is recorded in the investigation notes; the Regulatory Affairs investigator follows up with PSR process participants as necessary.
- **Title VI-related PSRs are given higher priority by all PSR process participants.** When they are pressed for time, departments and divisions that receive PSRs give highest priority to processing Title VI-related and ADA-related PSRs (discussed in the next section).

## Americans with Disabilities Act (ADA)-related PSRs

The Americans with Disabilities Act of 1990 prohibits discrimination on the basis of disability, including in the provision of transit services. When the customer is filing a service request or PSR on the phone or is using the Self Service Portal on the SF311 website, they have the opportunity to indicate that the PSR is ADA-related, in the same way that they may indicate it is Title VI-related. A checkbox in the Lagan and Trapeze systems exists to note if the customer has indicated that the service request is ADA-related. Both Lagan and Trapeze also contain a second checkbox to note if the customer requests a hearing to discuss their incident. Each year, there are about 1,200 PSRs (6% of total) that are marked as being ADA-related; of those, about 1,000 are operator-related and the rest are about products and services.

Figure 10 below shows the volume of ADA-related PSRs assigned to different departments queues in Trapeze over 2012-2015. The largest volumes are assigned to the transit divisions, the most frequent recipients of employee-related PSRs. Woods Division receives the largest volume of ADA-related PSRs since it is the largest transit division in terms of operators and service.

Figure 10 ADA-related PSRs by Department/Division, 2012-2015



Just under half of ADA-related PSRs are for pass-ups/not waiting for transferring customers and operator discourtesy. Other common types of PSRs include no stop announcements, refusal to kneel bus/lower steps, ignoring stop requests, not pulling to the curb, and not asking for priority seats to be vacated. Altogether, these PSR types encompass about 70% of ADA-related PSRs.

In general, ADA-related PSRs are similar to all other PSRs except that

- As with Title VI-related PSRs, they receive higher priority for processing
- Unlike with other PSRs, customers who submit an ADA-related PSR may be offered an ADA-related hearing at SFMTA headquarters with a neutral hearing officer, the operator, and a union representative. This hearing is not prescribed by ADA law, but rather is provided under Muni's operations-related access rules.

Hearings are conducted by neutral hearing officers from the Hearing Section, which conducts fair and unbiased administrative hearings on a variety of protested matters, such as parking citations, towed vehicles, transit violation citations, etc. While there was a backlog of ADA-related hearings until late summer of 2016, in the past there have generally been approximately five to ten ADA-related hearings per month, a relatively small portion of all hearings conducted by the neutral hearing officers.

### **ADA-Related PSR Process**

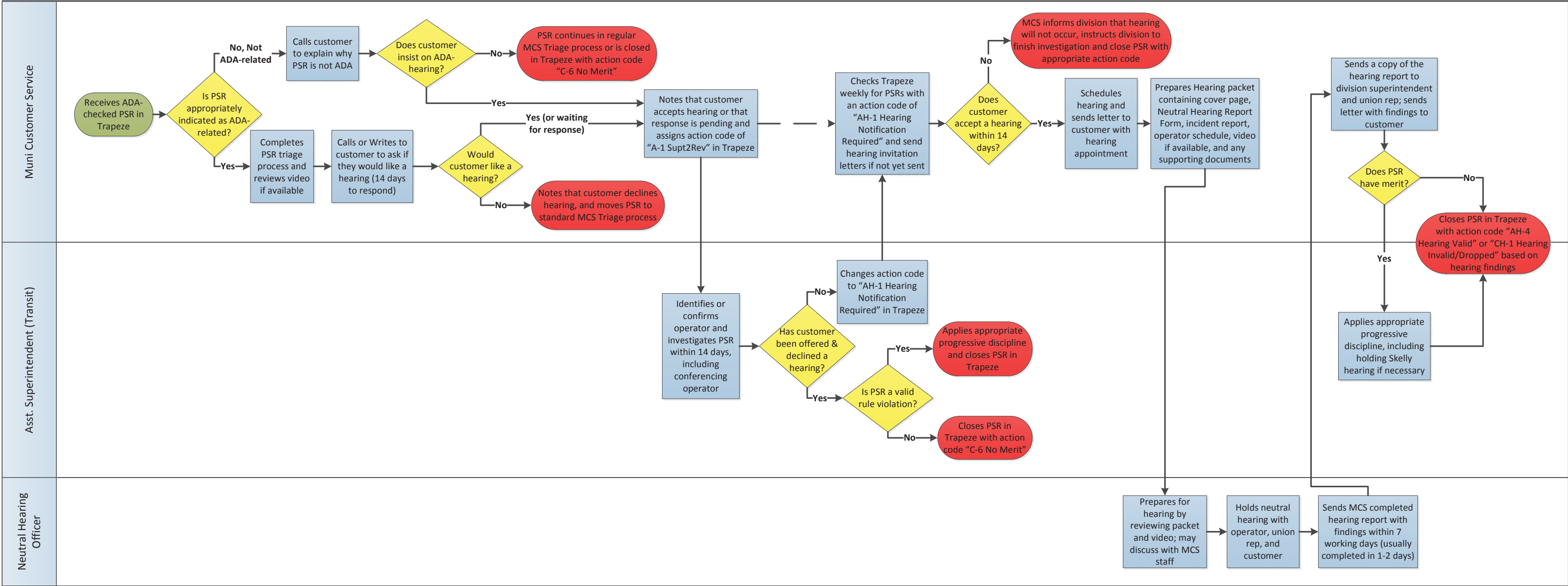
As noted above, the ADA-related PSR process differs primarily in the priority given to PSRs (which does not change the process "path" of any PSR) and in the offering of an ADA-related hearing to the customer. This process description will focus on the unique process steps associated with the ADA-related hearing process, since aside from priority level and hearing offer, the ADA-related PSR Process is substantially the same as for non-ADA-related PSRs.

Figure 11 below shows the ADA-related PSR process at the SFMTA, which starts when Muni Customer Service receives a PSR that has been checked off as being ADA-related, either by the customer service representative at SF311 who recorded the service request, or by the customer on the SF311 Self Service Portal online. In addition to being checked off as ADA-related, the PSR may also separately be checked off as having an ADA-related hearing requested by the customer.

The MCS staff will read the contents of the PSR and determine if it is appropriately categorized as being ADA-related. For instance, if a customer states that an operator refused to use the boarding ramp, it is valid to examine the PSR as being ADA-related. If the customer happens to use a wheelchair, and their complaint is that the operator ran a stop sign, it is not valid to categorize this PSR as ADA-related, since the PSR does not allege discrimination on the basis of disability; the PSR should be investigated, but should not be indicated as ADA-related. If the MCS staff un-checks the ADA checkbox, they may call the customer to explain why the PSR is not ADA-related, although as of summer 2016 staff generally no longer un-checks the ADA checkbox. They will then follow the standard MCS triage process detailed in Chapter 3, processing the PSR and closing it or forwarding it to the appropriate party. However, if the customer requested an ADA-related hearing, they will continue to treat the PSR as an ADA-related PSR regardless of the incident description, and will leave the ADA and Hearing Requested boxes checked in Trapeze.

If the PSR is potentially related to discrimination on the basis of disability, the MCS staff will leave the ADA checkbox checked (or check it off if it was not previously labeled as ADA-related on the Muni Feedback form) and complete the initial triage and investigation of the PSR, researching information

Figure 11 ADA-related PSR Process Map



such as the operator ID, vehicle ID, and other supporting information. If video is available, they will review it to investigate the PSR, and if it is not they will request video. If the customer requested a hearing (ADA-hearing related box is checked on the Muni Feedback form), the MCS staff will then call or write to the customer to confirm if they would like to schedule an ADA-related hearing; this process step is called the hearing invitation letter, and hearing invitation letters are sent out once per week for PSRs from the previous week. If the customer did not specifically request a hearing in their initial service request, the invitation letter may be sent later, after the initial review of the PSR by the assistant superintendent.

The customer has 14 days to respond to accept the offer of a hearing (although there is no alert in place for MCS to remind them when it has been 14 days). If MCS is able to receive an immediate response that the customer declines to have a hearing, they will note this in the incident notes in Trapeze and from this point forward the PSR will follow the same path as any other, non-ADA-related PSR. If the customer indicates that they would like to have a hearing, or if MCS is waiting for a response, they will also note this in the incident notes in Trapeze. MCS will then assign an action code of “Supt2Rev” to give the PSR to the appropriate transit division to further investigate.

The assistant superintendent then begins their investigation of the ADA hearing-related PSR, including reviewing video if available and conferencing the operator. The assistant superintendent will record the findings of their investigation in the Investigation Notes field in Trapeze. If the assistant superintendent deems that it is not valid to consider the PSR to be ADA-related, they will note this in their investigation findings, but they will not reroute the PSR out of the ADA-related hearing process unless the customer declines to have a hearing.

If MCS received a timely response from the customer to a previously sent invitation for a hearing, they will have noted this in Trapeze. If the assistant superintendent sees that the customer has declined to have a hearing, they will address the PSR in the same way they would for all other PSRs, applying appropriate progressive discipline if the PSR has merit and closing the PSR in Trapeze with the applicable action code. If the customer does request a hearing, or their response is still pending, the assistant superintendent will instead change the action code the “AH-1 Hearing Notification Required” (regardless of whether evidence suggests the PSR’s allegations have merit). The assistant superintendent may also at their discretion assign action code “AH-1 Hearing Notification Required” to PSRs for which the customer did not request a hearing but the PSR presents potentially valid accessibility concerns. Action code AH-1 flags to MCS that the PSR is ready for a hearing invitation letter to be sent if it was not already.

At Muni Customer Service, one staff-person checks the “AH-1 Hearing Notification Required” status code in Trapeze once per week. If the MCS staff finds a PSR with that action code, they will send a hearing invitation letter to the customer if the customer has not already been asked by MCS if they would like to have a hearing. MCS notes the date the invitation letter was sent in an Excel sheet that calculates the 14-day deadline for the customer to accept their ADA-related hearing to help MCS track when ADA-related hearing invitations expire. Most ADA-related hearing invitations do end up expiring without a response from the customer. In the first half of August 2016, MCS sent 26 ADA-related

hearing invitations and received two responses from customers confirming they would like to have a hearing.

When a response is received from a customer that they would like to have a hearing, MCS will schedule the hearing and send them a form letter that includes basic information about the hearing process as well as the hearing appointment's time and location. This letter is called the hearing appointment letter and it is the first time the customer is informed of their specific hearing appointment.

The MCS staff-person will then prepare a Hearing packet that contains:

- a cover page;
- a Neutral Hearing Report Form that will be filled out by the neutral hearing officer, indicating the attendance of the hearing, whether the customer verified the operator's identity, whether the operator verified the customer's identity, whether the hearing was rescheduled, comments by the neutral hearing officer, and the hearing outcome (valid, invalid, dropped, or to be rescheduled);
- a print-out of the PSR (incident report);
- a print-out of the operator's schedule;
- a copy of a notice to the operator, including incident details;
- a DVD of video footage if available; and
- any other supporting documents from the PSR investigation.

The neutral hearing officer will then review the packet before the hearing, and may discuss the contents with MCS staff to hear about any phone conversations with the customer and what the MCS staff learned from video footage.

The neutral hearing officer then holds the hearing with the customer, operator, and union representative present. The customer and operator are both given a chance to express their perspective on the incident. After the hearing, the neutral hearing officer will complete their Hearing Report Form, including making a finding that either upholds or refutes the initial determination with respect to Muni accessibility policies by the assistant superintendent. The neutral hearing officer will also note if there was any other rule violation (e.g., operator discourtesy is a rule violation, but not an accessibility rules violation, and thus would be recognized as being a rule violation even if the overall findings of the neutral hearing were that the PSR is invalid with respect to accessibility rule violations). The neutral hearing officer must send their report to MCS within 7 working days, though this usually occurs within 1-2 days.

MCS will send a copy of the hearing report by email to the division superintendent and union representative, and will send a letter to the customer informing them of the outcome of the hearing. If the hearing found that accessibility rule violations were invalid and there are no other rule violations, MCS will then close the PSR in Trapeze with action code "CH-1 Hearing Invalid/Dropped." If either the hearing found the accessibility rule violation was valid or there was another rule violation, the assistant superintendent will then apply appropriate progressive discipline, including holding a Skelly hearing if

discipline involves suspension or dismissal. MCS and the division will coordinate on closing the PSR in Trapeze, and may use action code “AH-4 Hearing Valid.”

While the outcome of the majority of hearings is that the PSR’s ADA-related allegations are found to be invalid, Accessible Services expressed that customers and operators find value in the hearings, which provide an opportunity for the customer to feel heard and better understand the SFMTA’s accessibility and operations policies, and for operators to build empathy and understanding for their customers.

## Opportunities for Improvement

The following sections outline opportunities for improvements in the PSR process, organized by process participant. Some opportunities would be acted upon by the non-MCS departments and divisions in coordination with MCS. Others, as mentioned at the end of Chapter 3, would be implemented by MCS based on feedback from downstream process participants.

## Opportunities across Multiple Departments

Multiple opportunities for improvement were identified by more than one department or division that is a process participant in the PSR process. These opportunities also generally apply to departments receiving products and services-related PSRs, discussed in Chapter 5. These opportunities include:

- **Identify common deficiencies in information recorded by SF311 CSRs to provide better guidelines for call intake.** Almost all process participants mentioned receiving PSRs that do not contain sufficient information or detail from the customer. For instance, if the customer gives an intersection and time but no other information, it can be challenging to identify the vehicle. Likewise, some types of PSRs such as pass-ups require follow-up questions for investigation (in this case, was the customer waiting at the bus stop when the bus arrived). All PSR investigators can catalog what type of follow-up information from customers is frequently missing and share this information with MCS so that MCS can coordinate with SF311 as appropriate.
- **Address, respond to, and close PSRs at MCS if the involvement of downstream PSR investigators does not provide better information to respond to the customer and/or enable the agency to take corrective action.** The most common constructive feedback from PSR process participants was that PSRs are forwarded to them that are not actionable or do not require their expertise for response. In particular, general complaints about Muni policies, PSRs whose allegations do not constitute a rule violation, and PSRs with insufficient detail to identify an employee do not require the specialized expertise or investigation of division or department staff to respond to. For divisions in particular, if it is not possible for MCS to identify an operator with the given information, there will be very limited circumstances in which the division is able to do so. Between 2012 and 2015, the transit divisions received 10,358 PSRs that were ultimately labeled “C-5 Unable to ID,” an average of 216 PSRs per month; an additional 107 PSRs per month were dismissed for not having contact information (“C-4 No Contact Info”). While it is useful for some of these PSRs to be forwarded to division management, many are not actionable or informative if, for example, the employee cannot be identified. Divisions and departments

should work together with MCS to develop clear, written guidelines for which types of PSRs MCS should forward.

- ***Divisions and departments should provide MCS with pre-approved language for how to respond to common topics of PSRs to be addressed, responded to, and closed by MCS.*** As outlined above, for many types of PSRs it is both feasible and efficient for MCS to process them without involving downstream PSR investigators. Downstream process participants can support MCS doing so effectively and consistently by providing pre-approved language for common topics of PSRs that can be customized to each particular PSR as appropriate.
- ***When researching PSRs, always record the findings or lack thereof for downstream process participants and for MCS.*** While MCS triage involves attempting to identify the operator, this is still a primary activity in the PSR process for assistant superintendents and others, partially because findings or lack of findings earlier in the process are not always recorded in Trapeze, and also because downstream process participants may not be looking for this information in the correct place in Trapeze. All PSR investigators, whether at MCS, divisions, or departments, should always include supporting information in the PSR notes for their findings (e.g., paste in operator or vehicle schedules), or make a note of the research they performed that led to no findings (for example, “No inbound 5R at that location and time; previous coach at 4:42pm #3419, following coach at 4:57pm #3217”). PSR investigators downstream of MCS should also record findings so they are available to MCS if needed, for instance if a customer calls to follow up.
- ***MCS should ensure that all PSR investigators have sufficient training in Trapeze and how it should be used in the PSR process.*** MCS may need additional support and resources to provide any increased training. Training should include addressing variation across PSR investigators in
  - familiarity with Trapeze (including, for transit divisions, how to edit Operator ID fields),
  - knowledge of how to properly close PSRs and when they should or should not be closed,
  - practices in recording investigation findings so they are available to MCS and other process participants (including what information should be recorded in which fields),
  - and for transit divisions in particular, setting their context window to view all open PSRs assigned to their Division, not just ones with action code “Supt2Rev” (which filters out PSRs that were assigned an action code but accidentally not closed as well as any PSRs that are in the ADA-related hearing process after initial investigation by the Division).
- ***MCS should provide clear, written instructions and guidance for PSR investigators on how to address and close PSRs.*** Doing so will reduce variations and errors in the process, such as following outdated guidelines for which PSRs to close, not properly moving ADA-related hearings forward by giving them an action code of “AH-1 Hearing Notification Required,” etc. Ideally, a version of these written guidelines could be created that is concise enough to serve as a short desk guide that can be kept as an easy reference by PSR investigators’ computers.

## Video Surveillance Unit

In the course of researching this report, at least one improvement identified was implemented by the Video Surveillance Unit. Starting in June 2016, the unit began writing the incident timestamp on DVDs of PSRs rather than the time range, which can dramatically reduce the amount of time it is necessary for

divisions and others to watch DVD footage to find the relevant incident. If the incident is not found, the time range of the video is written instead. It may be helpful to divisions for the Video Surveillance Unit to explicitly note that they were unable to find the incident in the video footage.

There are still opportunities for improvement, including with the timeliness of video pull requests. As noted earlier, in typical circumstances it is not until the third time a video pull request is emailed to the Video Surveillance Unit that the video pull is initiated (one automatic email from SF311 at the time the service request is filed, one daily summary email, and one MCS-updated version of the daily summary email). While the last of these three emails may be sent as soon as the day after the initial service request was filed, it is sometimes sent up to five days later (due to weekends or holidays), which in most cases will be too late to successfully pull videos. An underlying reason for this is that the first and second emails to the Video Surveillance Unit include PSRs that do not merit a video pull, and leave out some that need one.

The video pull process's independence from Trapeze also presents challenges. Aside from entering the Date Sent into the Muni Video Request Log, the rest of the research or processing performed by the Video Surveillance Unit after receiving a request is not entered into Trapeze. In particular, if a coach number is researched and identified, it will be written on the VSP Video Request slip, entered into the Muni Video Request Log, and written on the DVD, but will not be recorded in Trapeze where it is accessible to others outside the Video Surveillance Unit; as such, duplicative research may be done by other PSR process participants to identify the vehicle again. The Video Surveillance Unit's initiation of a video pull for the PSR also is not recorded in Trapeze, meaning other Trapeze users reviewing the PSR cannot tell if they need to request video footage or not.

There are opportunities to increase the availability of information about video pulls to PSR process participants. The availability of video footage is critical information for multiple process participants, but there is currently no way to check the status of a video pull or verify whether a PSR has already had a video pull requested other than contacting the Video Surveillance Unit. This results in many unnecessary inquiries to the Video Surveillance Unit and interruptions to PSR investigations while waiting for a response.

Some of these improvements would be implemented by the Video Surveillance Unit themselves in coordination with MCS. Others would be implemented in coordination with SFMTA IT and SF311 or, as mentioned at the end of Chapter 3, are changes that would be implemented by MCS based on feedback from process participants. Opportunities for improvement identified by process participants include:

- ***Increase timeliness of video pull requests by reconfiguring automatic emails to clearly indicate high-priority video pulls as soon as their service requests are received.*** The automatic emails sent are currently not utilized because they do not accurately capture the list of PSRs that should have video pulls. The Video Surveillance Unit should work together with MCS, SF311, and SFMTA IT to envision a better configuration of automatic emails in which all emails add value (and perhaps to explore options for SF311 CSRs to flag certain service requests as high priorities for video footage). For example, for the automatic emails that are sent at the time a service



request is logged at SF311, a more restrictive set of filters could be instituted that would forward only the ones that always require a video pull so that the Video Surveillance Unit could start on them immediately. The daily digest email that is processed by MCS could be reformulated to complement rather than duplicate those requests.

- **Identify common “false positives” in automatic video request emails and eliminate them to the extent possible.** The Video Surveillance Unit front-line staff processing PSRs should identify these common errors and coordinate through their manager with MCS to address them with SFMTA IT or SF311 IT. For instance, all ADA-related PSRs are currently flagged for a video pull even if they do not require video for investigation. Examples include ADA-related operator commendations, and ADA Spotter reports (not by a customer) about the Digital Voice Announcement System not announcing stops. If adjustments to filters can eliminate these “false positives,” processing by MCS to do so can be reduced.
- **Ensure sufficient staffing and cross-training of MCS staff so that video pull processing occurs within the feasible timeframe for video pulls.** As of July 2016, MCS only had one staff person trained in processing video request digest emails to send to the Video Surveillance Unit, and as a result this processing is sometimes done up to five days after requests are logged, which is too late to pull video for most requests.  
As of August 2016, MCS had begun addressing this opportunity, training a second person in processing video request digest emails and also reprioritizing this as a top daily priority which additionally helps MCS find the most urgent PSRs. As a result, other than when there are holidays or training, video request digest processing typically happens at most within three days.
- **Proactively share the status of video pulls electronically with MCS, transit divisions, and other PSR process participants.** Whether through Trapeze, a SharePoint database, or another mechanism, this information should be shared so that process participants can consult it when it is needed, reducing unnecessary emails and delays to investigation. Process participants need to know whether video has already been requested for a PSR, whether the video pull has been successful, when the video footage was sent, and to whom.  
The Video Surveillance Unit management began discussions with MCS and SFMTA IT in July 2016 as to how to implement this type of information sharing.
- **Share investigation details from the Video Surveillance Unit with other PSR investigators.** The Video Surveillance Unit may research the vehicle number or other information for a PSR, but does not record any information they find in Trapeze or share the VSP Slip that they write their findings on with other process participants. Ideally, this information could be recorded in Trapeze where other investigators would also see it in their regular investigation of PSRs.
- **Explore possibilities for more efficient transmittal of video footage to transit divisions and other process participants.** While physical DVDs are important for longer-term retention of footage and legal chain of custody, the Video Surveillance Unit and Security, Investigations, and Enforcement more broadly should examine if there are possibilities for transmitting video footage to investigators electronically now or in the future. As long as DVDs remain the primary means of sending footage to transit divisions, which are located all across the City, the Video Surveillance Unit should ensure that sending them via hand delivery by a light duty worker is not

a bottleneck in getting DVDs promptly to transit divisions, and if it is should identify a faster delivery method.

## Transit Divisions

A key challenge for transit divisions is receiving PSRs with insufficient information from customers to identify vehicles and operators. MCS has already started working on a multi-language communication materials to be featured on Muni vehicles, and on the SFMTA website to educate customers on what information is necessary to process customer feedback, including vehicle numbers (and where to find them). These customer communications were added to the SFMTA website and publicized through the agency's Facebook and Twitter starting in September 2016 and are currently scheduled to be posted on transit vehicles before the end 2016.

There are numerous opportunities that remain to increase efficiency of the PSR process in the transit divisions. Some of these improvements would be implemented by the transit division themselves in coordination with MCS. Others, as mentioned at the end of Chapter 3, are changes that would be implemented by MCS based on feedback from transit divisions.

- **Ensure that Trapeze correctly assigns routes to divisions and that MCS has up to date information on which coach numbers belong to which divisions.** PSRs may be misassigned due to updates to divisions' route assignments (requiring manual updates by MCS), "tripper" runs, or routes using shuttle/motor-coach buses as substitutes for their normal service. MCS should ensure that SFMTA IT is aware of planned upcoming service changes if they require updates to Trapeze, and explore whether it is possible to automatically assign PSRs in Trapeze to the division of the vehicle if Vehicle ID is reported.
- **Divisions and MCS should work with SFMTA IT to update route names/groupings as necessary in Trapeze.** Multiple routes are grouped together in Trapeze in ways that make it more challenging for the PSRs to be investigated or routed correctly.
- **Monitor PSRs regularly, ideally daily.** Divisions that are most successful at keeping up with PSRs are those that monitor their PSRs in Trapeze multiple times per week, ideally on a daily basis.
- **Avoid working on paper copies of PSRs outside of Trapeze for extended periods of time.** While most divisions reported using printed copies of PSRs to be helpful over the course of a single session of investigating PSRs, some also reported that using paper-based systems for monitoring PSRs independently from Trapeze for extended periods of time could cause problems. For instance, notes may have been added by MCS, or findings added by the Regulatory Affairs Title VI investigator; in the future, it's possible that information from the Video Surveillance Unit may also be added in Trapeze.
- **Ensure that reliable information on employee PSR patterns is available to transit division management by always using the Operator ID field in Trapeze for PSRs that are identified.** Divisions reported querying the Operator ID in Trapeze to see an employee's PSR history, but this provides an incomplete picture of PSR history if that field is used inconsistently, reducing the effectiveness of the progressive discipline guidelines.

- **Standardize materials used in the PSR process.** Currently, each division has different versions of materials used in the PSR process, such as letters sent to operators to inform them of a PSR with possible merit.
- **Explore opportunities to automate portions of the process for sending letters to operators regarding a PSR with possible merit.** Divisions reported that it can be cumbersome to generate letters with PSRs attached to send to operators informing them of PSRs with action code C-7 Possible Merit.
- **Provide customer service training to all operators.** Customer service training could directly address and reduce incoming volume of a large subset of PSRs: 62% of PSRs are employee-related. Over the past four years, Category 300 PSRs (for discourteous, insensitive, or inappropriate conduct) have increased as a share of all PSRs, and constituted a quarter of all employee-related PSRs in 2015. Category 300 PSRs are also a disproportionately larger share of high-effort Title VI-related PSRs (62%). It was reported that training for new operators recently was revised to include content on customer service, but most current operators' training did not include this newer material. Transit divisions and MCS should work with the Training Department to ensure that all operators receive training in customer service.

## Security Ops

There are opportunities to improve the PSR process with respect to Security Ops. In addition to the opportunities across multiple departments detailed earlier, which apply to Security Ops, the process could be improved to enhance PSRs' role as an employee management tool.

- **Enable more reliable information on employee PSR patterns for Security Ops management.** While transit divisions have an Operator ID field on which PSRs can be queried, the employee badge number and name for Security Ops PSRs is stored in the free-text investigation notes. As a result, it is not possible for managers to electronically query all PSRs about Security Ops employees and objectively look for patterns of customer feedback. Security Ops, MCS, and SFMTA IT should explore if it is possible to include Transit Fare Inspectors' badge numbers in the database behind the Operator ID field in Trapeze (and rename it to Employee ID) or if a new field could be added. However, the relatively low volume of employee-related Security Ops PSRs that have merit makes this a lower priority than other changes in Trapeze.

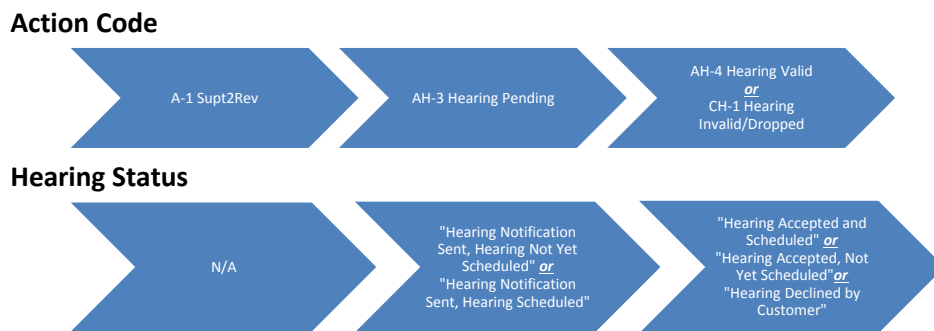
## ADA-related PSRs

ADA-related PSRs are a challenging process to complete within the 28-day time limit, but there are opportunities to improve the PSR process and reduce turnaround on different process steps. These improvements would be implemented in coordination between MCS, Transit Divisions, the Video Surveillance Unit, and SFMTA IT.

- **MCS should work with divisions to reconfigure the process steps for contacting customers with ADA-related PSRs about hearings and seek to reduce any unnecessary delays in the process around ADA-related hearings.** If the customer did not specifically request a hearing, MCS may reach out to the customer to offer one after the PSR has been investigated by the division. MCS should work with divisions to clarify and streamline the ADA-related PSR process and

standardize criteria for extending an invitation to an ADA-related hearing. In doing so, MCS can identify the earliest reasonable point in a streamlined process to invite the customer to a hearing. Further delays could be removed from the ADA-related hearing process by including hearing-related tasks in MCS’s daily triage of PSRs instead of addressing them weekly. Other ancillary changes would be helpful to support MCS scheduling ADA-related hearings earlier:

- **Clear deadlines should be given to divisions for initial findings; automatic notifications of new deadlines can support timely investigation.** If a hearing is already scheduled, the relevant deadline should be clearly and consistently communicated to assistant superintendents. Given the small volume of ADA-related hearings held (about ten per month across all divisions), deadlines should be feasible so long as PSRs with ADA-related hearings are prioritized by divisions and the Video Surveillance Unit. MCS should determine the deadline for initial findings based on allowing sufficient lead time before the ADA-related hearing for findings to be reviewed by the hearing officer. Automatic emails based on status changes in Trapeze could be helpful to alert assistant superintendents to a new, time-sensitive PSR in their queue.
- **Changes to action codes in Trapeze would be necessary to reflect a new ADA-related hearing process.** Currently, action codes in Trapeze reflect a linear process in which MCS waits to notify the customer of a hearing until after the initial findings. If a parallel process is introduced, ideally the hearing notification and logistics could be moved to a separate drop-down menu in Trapeze, since progress would be made on hearing logistics even while a PSR remains in action code “Supt2Rev.” One conceptual example of how PSRs could flow through these two dropdown menus is shown below:



However, if a new dropdown menu in Trapeze is not feasible, the existing Action Codes could be renamed to more closely follow a new, parallelized process. A conceptual mapping of current action codes to new ones is shown below:

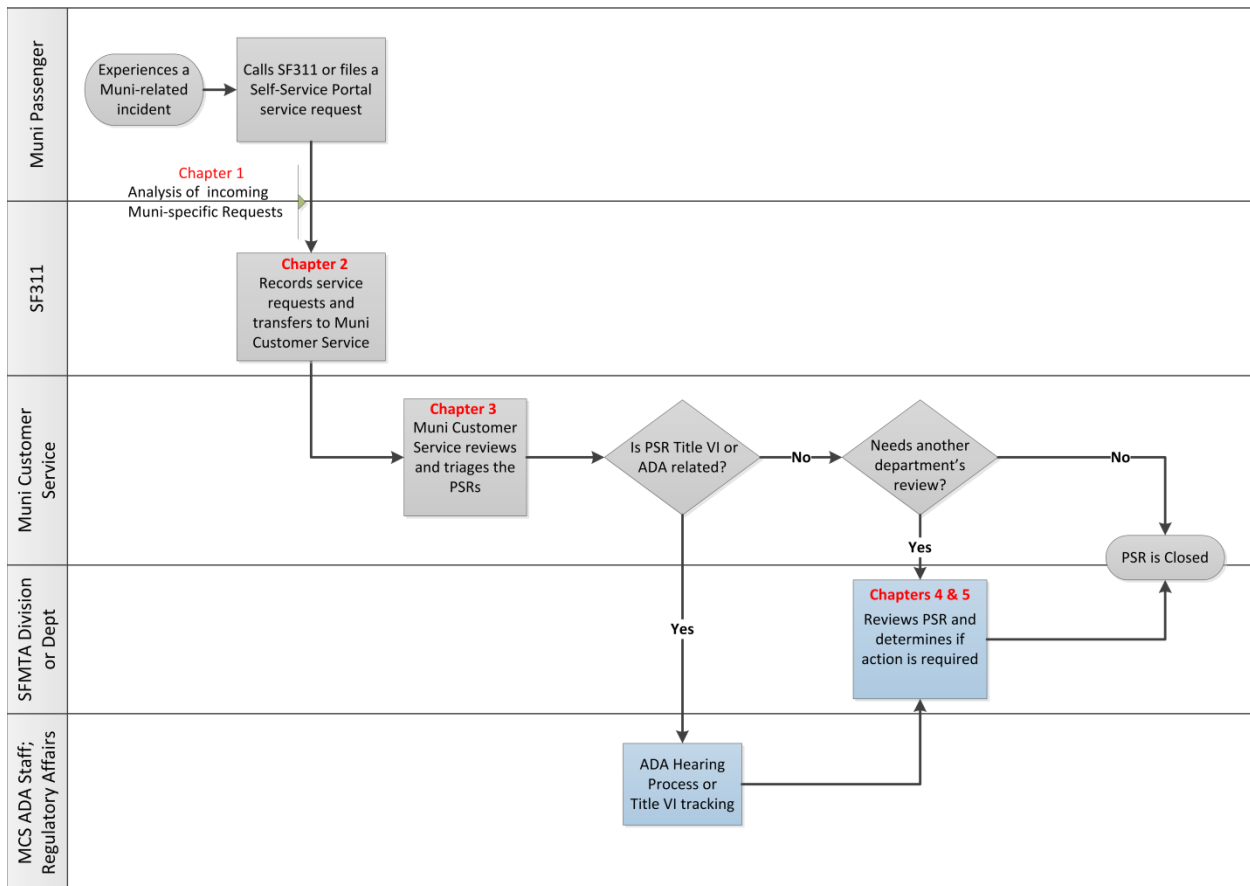
Current Action Code	Conceptual Renamed Action Code
AH-1 Hearing Notification Required	AH-1 Initial Findings Complete
AH-2 Hearing Notification Done	AH-2 Hearing Confirmation Pending
AH-3 Hearing Pending	AH-3 Hearing Scheduled & Confirmed
AH-4 Hearing Valid	AH-4 Hearing Valid
CH-1 Hearing Invalid/Dropped	CH-1 Hearing Invalid/Dropped

Under this system however, MCS would not be able to track their progress using action codes AH-2 and AH-3 while the Division was still conducting their initial investigation. MCS and divisions would also need to set clear standards for communication on PSRs during their parallel processes; even under the current process, assistant superintendents have reported that they are not always aware of whether a customer has accepted or declined a hearing.

- ***When reconfiguring automatic emails to the Video Surveillance Unit, PSRs for which an ADA-related hearing is requested should be among those that Video Surveillance Unit takes action on before MCS manually processes video pull requests.*** PSRs that request an ADA-related hearing are among those that most certainly require video footage, and must be acted upon promptly so that all necessary investigation materials are available to assistant superintendents and other investigators at the time they are needed.
- ***Explore the possibility of automatic reminders/emails for other process steps that currently are highly manual.*** Even under current process, automatic reminders and emails could make a significant difference on turnaround times and streamline MCS work. For example, MCS currently checks action code “AH-1 Hearing Notification Required” once per week. Some weeks there will be no PSRs with that action code, whereas other weeks a PSR may have been given that action code up to six days before it was last checked.  
In addition, there is no automatic reminder from Trapeze when the 14-day deadline has passed for a response from the customer to accept a hearing. MCS has recently introduced an internal spreadsheet to more easily track when PSRs are reaching the 14-day deadline for response from customers.
- ***MCS should create clear written guidelines for assistant superintendents on the process for ADA-related PSRs.*** There are inconsistencies among transit divisions in understanding the sequence of action codes ADA-related PSRs move through as well as the timing and responsibility for PSR closure. MCS should create a concise version of these guidelines to be included in the easy reference desk guide suggested at the end of the transit divisions section above.

# Chapter 5

## Where PSRs Go: Products & Services PSRs



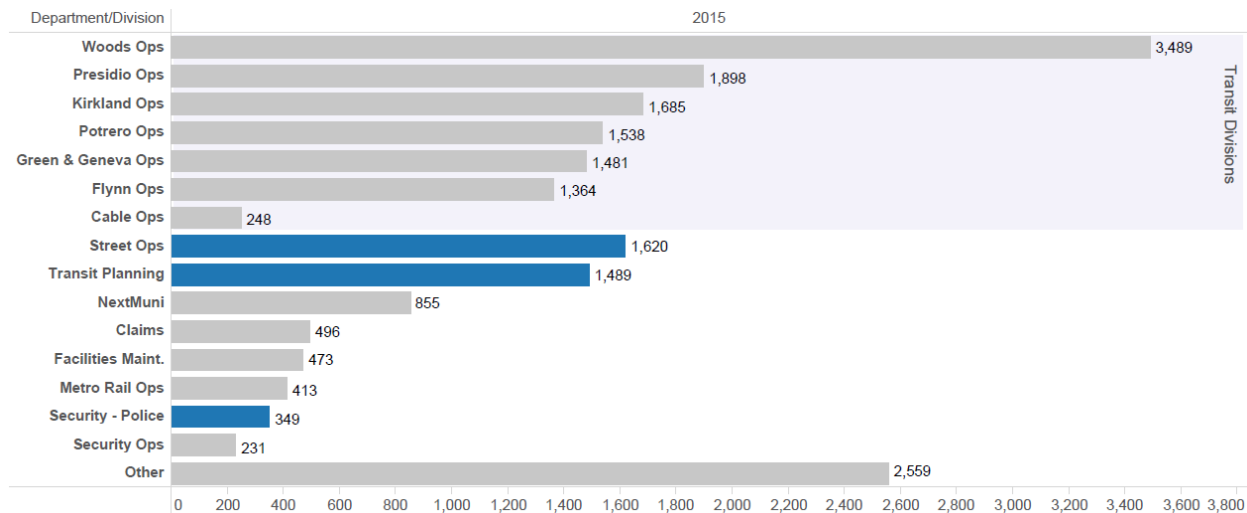
The previous chapter discussed where employee-related PSRs go within the SFMTA. This chapter provides an overview of the process for PSRs related to products and services. Of the 20,130 PSRs logged in 2015, 38% were for products and services, which as discussed in Chapter 1 are categorized as:

- 500: Criminal Activity
- 600: Service Delivery/Facilities
- 700: Service Planning
- 800: Miscellaneous

In contrast to employee-related PSRs, which go to a relatively concentrated group of departments, products and services PSRs go to dozens of departments across the agency. Figure 1 below shows the departments and the number of PSRs received in 2015 with a highlight on the three Trapeze department queues that are the focus of this chapter. Those three department queues are Street Operations, Transit

Planning, and Security – Police (monitored by Security, Investigations, and Enforcement). These three department queues received 3,458 PSRs in 2015, corresponding to 17% of all PSRs and just under half of all products and services PSRs. The other high volume products and services departments are described briefly at the end of this chapter.

**Figure 1 PSR Volume in 2015 for Products and Services PSR Departments**



As of July 2016, all products and services departments received their PSRs from MCS through the PDF batching process described in Chapter 3. As discussed in the same chapter, many of the products and services departments do not have access to Trapeze or according to MCS find emailed PDFs convenient. Others rely on the batching process since there is not a products and services-equivalent to the Trapeze action code of “Superintendent to Review” that is consistently used to flag those PSRs for their review. While “C-2 Forward: Non-Operator Issue” had been used historically to flag non-operator-related PSRs for review, consistent usage of this action code has dropped off significantly in recent years.<sup>1</sup> In this context, foregoing the batching process would require departments to proactively monitor their PSR queues in Trapeze.

The following sections provide an overview of the PSR process at the three departments highlighted in Figure 1 above.

### Street Operations

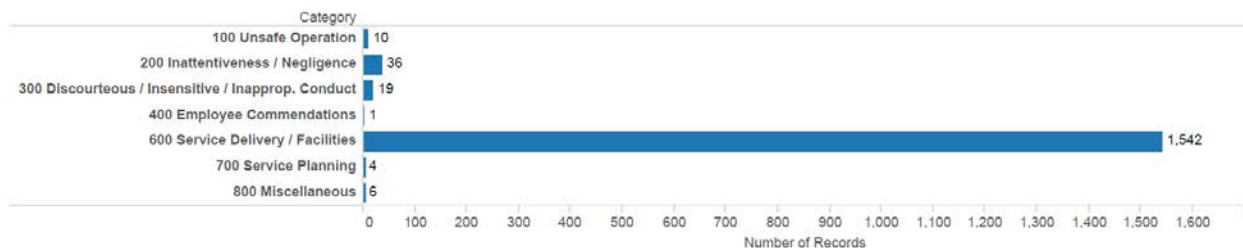
Street Operations (“Street Ops”) is a department within the SFMTA’s Transit Division. Street Ops is responsible for the operations of rubber tire vehicles after they have left their transit divisions (depots). Street Ops has dozens of Street Inspectors who have many responsibilities, including but not limited to:

<sup>1</sup> In 2012 and 2013, approximately 99% of products and services-related PSRs were assigned action code “C-2 Forward: Non-Operator Issue.” The usage of action code C-2 decreased substantially over the next two years, and among closed PSRs assigned to products and services departments in 2015, 9% were assigned to action code C-2, 55% were assigned to action codes other than C-2 and an additional 36% were not assigned any action code. Products and services departments currently do not typically proactively monitor PSRs with an action code of C-2 in Trapeze independent of receiving them by email through the PSR batching process.

- Line management of Muni service (for instance through ordering switchbacks in which a vehicle turns around mid-route to supplement a gap in service in the opposite direction),
- Performing Service Checks in which they monitor street operations for on-time operations and compliance with agency rules,
- Performing Ride Checks in which uniformed inspectors ride Muni for operator training and enforcement of agency rules,
- Sharing responsibility for enforcing agency rules and regulations with Enforcement (in the Security, Investigations, and Enforcement Department of the Sustainable Streets Division), including issuing parking citations if parking violations are interfering with Muni service,
- Taking the lead on Accident/Incident investigation and responding to service incidents such as stalled vehicles,
- Taking the lead on Incident Command during emergencies and coordinating with the San Francisco Fire Department and San Francisco Police Department.

As shown in Figure 2 below, almost all PSRs received by Street Ops are for category 600: Service Delivery/Facilities. Specifically, almost 90% of PSRs to Street Ops in 2015 were about delays in transit service and no-shows, followed by PSRs about transit vehicle bunching and about switchbacks.

Figure 2 PSR Volumes by Category for Street Ops in 2015



While these Category 600 PSRs are primarily about the service provided by Muni, there are often employee-related aspects to Street Ops PSRs. For instance, no-shows may be due to a vehicle going off-route, since there have been cases of operators intentionally skipping the last stops on their route to get back to their division (depot) more quickly at the end of their shift. In cases such as these, the investigation of a products and services PSR may also result in the issuance of a violation for an operator, which would be transmitted to their superintendent for disciplinary action.

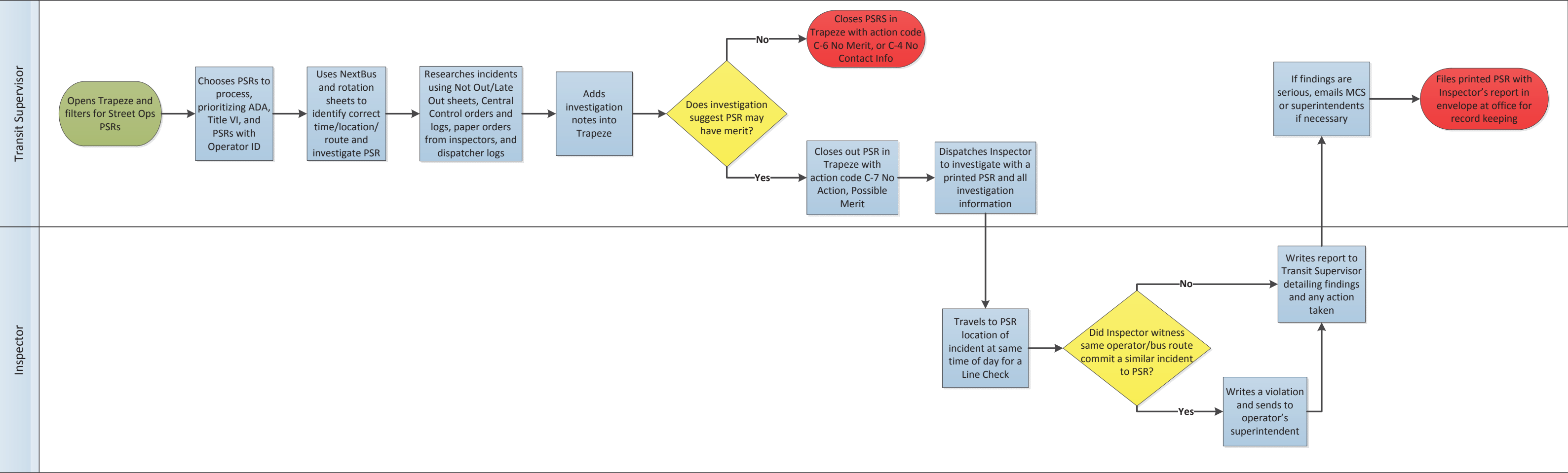
### Street Ops PSR Process

Figure 3 on the following page details the PSR process for Street Ops. While Street Ops receives batched PDFs of PSRs from MCS, these PDF batches are not currently used in the Street Ops PSR process. Street Ops PSRs are processed by a single person, a transit supervisor, who monitors and investigates PSRs on a daily basis in Trapeze in order to keep up with the volume of PSRs (more than 30 per week in 2015).

On a daily basis, the transit supervisor views the open PSRs in Trapeze and prioritizes processing ADA- and Title VI-related PSRs and PSRs with an Operator ID, since taking action on these PSRs may be time-sensitive. The transit supervisor researches the information in each PSR using a number of resources:



Figure 3 Street Operations PSR Process Map



- **NextBus:** as with MCS and other departments, Street Ops uses NextBus historical automated vehicle location (AVL/GPS) data, including the SF Muni Replay Map feature which depicts the minute-by-minute historical GPS data on the map.
- **Schedules and Rotation Sheets:** The full transit schedules are available online. Binders of “rotation sheets” provide additional detail on operator and vehicle assignments.
- **Trapeze:** Outside of the PSR module of Trapeze, the software includes details on operator assignments, schedules, and vehicles.
- **CCTags and other operations logs:** As with MCS and other departments, Street Ops searches for incidents in the CCTags database (e.g., collisions, altercations between passengers, etc.). They may also consult dispatcher logs.
- **Paper Orders and Not Out/Late Out Sheets:** With about 2-3 days of lag, Street Ops receives original paper copies of Not Out/Late Out Sheets recorded by division dispatchers that list vehicle runs that departed the division late or missed their run. Similarly, Street Ops receives Headway Adjustment slips that detail orders given in the field by Street Inspectors (e.g., switchback orders), and Service Check slips on which street inspectors record schedule adherence in the field.

When researching the PSR in NextBus, the transit supervisor will typically identify the leading and following bus around a service gap to verify a gap in service, and search the operational logs, Not Out/Late Out Sheets, and street inspector orders to understand if the PSR can be accounted for or needs to be investigated further to identify the cause. The transit supervisor will then record the results of his investigation in the Investigator notes field in Trapeze.

If the PSR does not have merit (for example, if the customer complained of a 40-minute gap in service but NextBus demonstrates that there was only a 15-minute gap), the transit supervisor will assign the PSR an action code in Trapeze of either “C-6 Dismissed: No Merit/Dropped” or “C-4 Dismissed: No Contact Info” if applicable and then will close the PSR in Trapeze, concluding the PSR process.

If the PSR does have possible merit, the transit supervisor will assign the PSR an action code of “C-7 No Action: Possible Merit” and close the PSR in Trapeze, and will print a copy of the PSR. At this point, the PSR process is concluded within Trapeze and no further updates will be made to the closed PSR. The transit supervisor will then dispatch a street inspector to perform a Service Check at the same time of day and location as the PSR occurred, typically the next day, and investigate whether the PSR represents a reoccurring issue. If the street inspector witnesses a violation of Muni rules and regulations (e.g., an operator off-route), they will write a violation and send it to the operator’s superintendent. Either way, the street inspector will write a report to the transit supervisor detailing their findings and any action taken. The transit supervisor will email these results to the superintendent or MCS if the findings are particularly serious or if he notices a pattern, and otherwise will file the report at the Street Operations office. The report, which is the only record of the field investigation of the PSR, is not stored electronically.

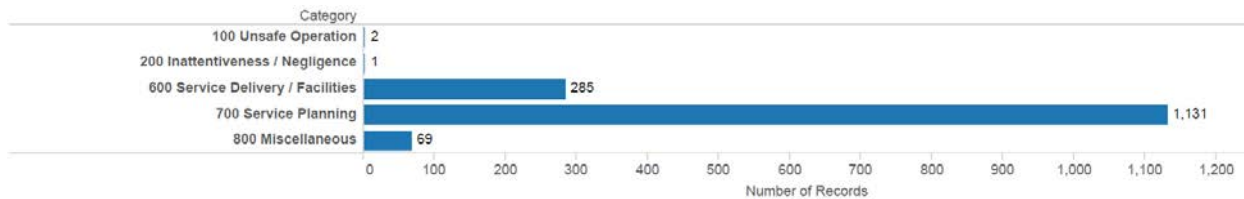
The in-person investigation of the PSR by street inspectors may successfully identify reoccurring service issues, but does not address isolated or infrequent incidents. Street Ops does not generally use video

footage to investigate PSRs, such as an operator off-route, even though this is theoretically possible; Street Ops perceives GPS data from NextBus alone to not be sufficiently reliable to prove such PSRs.

## Transit Planning

Planning receives PSRs about transit service quality, transit system feedback, and feedback on transit projects such as Muni Forward. As shown in Figure 4 below, the majority of PSRs are categorized as Service Delivery/Facilities (Delays, No-Shows, etc.), Service Planning (Insufficient Frequency, Feedback on Lines/Routes, Stop Changes, and Shelter Requests), and Miscellaneous (including System Commendations).

Figure 4 PSR Volumes by Category for Transit Planning in 2015



Transit Planning PSRs are handled by a public information officer (PIO) and a small team of transportation planners. For their ongoing transit planning work, each of the transportation planners is assigned a set of transit divisions for which they are responsible. The transportation planners monitor transit performance for their divisions daily, visit their assigned divisions to discuss issues with managers and operators, and attend their divisions' monthly Division Safety Meeting at which senior management and operators discuss issues and concerns with their routes and the division's operations.

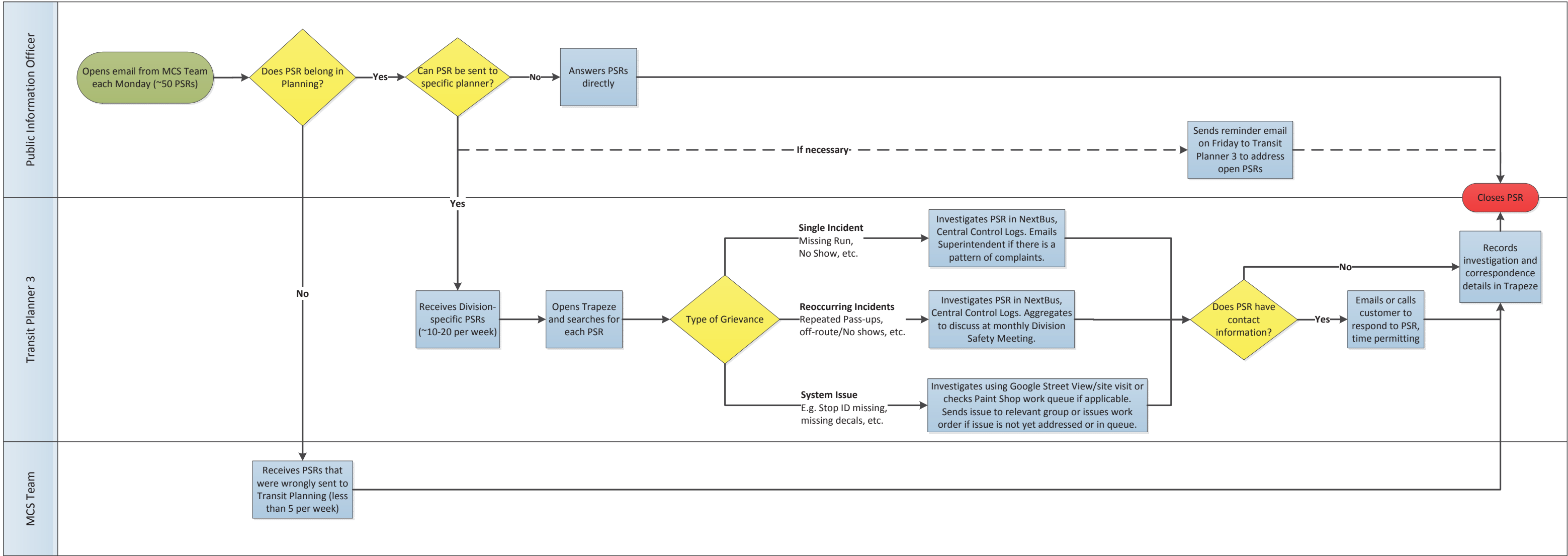
### Transit Planning PSR Process

Figure 5 on the following page details the PSR process for Transit Planning. Each week, usually on Monday, the PIO receives a PDF batch from MCS, typically of approximately 50 PSRs. The PIO will open the PDF of PSRs from MCS and review them, sending any that do not belong to Transit Planning back to MCS. The PIO will then assign each PSR to a transportation planner or to herself if it does not pertain to any particular planner or is about more general topics such as capital planning. The PIO will forward the PDF of PSRs to all the transportation planners, and in her email will specify which of the PSRs each transportation planner is responsible for.

After receiving their PSRs, the transportation planner will open Trapeze and search for their PSRs. After reviewing the PSR, the transportation planner will decide how best to investigate and address the PSR:

- Single Incidents:** for PSRs about a single, isolated incident such as a missing run, no-show, etc., the transportation planner will investigate the incident in NextMuni and Central Control Logs. If they are noticing a pattern of similar incidents, they may email the division superintendent for their perspective.

Figure 5 Transit Planning PSR Process Map



- **Reoccurring Incidents:** for PSRs about a reoccurring incident such as repeated pass-ups, off-route, or no-shows, the transportation planner will likewise investigate the incident in NextMuni and Central Control Logs, and will aggregate these PSRs to discuss at the monthly Division Safety Meeting.

**System Issue:** for PSRs about a system issue such as missing Stop IDs, missing decals, etc., the transportation planner will investigate using Google Street View if possible or otherwise do a site visit if necessary. They will check the Paint Shop's work queue to see if there is already a work order to address the issue, and if the issue is verified and has not been addressed the transportation planner will send the issue to the relevant group or issue a work order.

After investigating the issue, the transportation planner will contact the customer by email or by phone if the customer has left contact information and time permits, though the rate at which customers are contacted varies among the transportation planners. If the transportation planner contacts the customer, they will explain briefly what they found in their investigation, acknowledging, refuting, or apologizing for the issue reported in the PSR. The transportation planner will then add investigation notes in Trapeze and close out the PSR.

At the end of the week, the PIO will check the transportation planners' progress on closing PSRs in Trapeze. She will send a reminder email to the transportation planners and help them address and/or close their PSRs if necessary.

The entire process takes about two hours per week for the PIO (about one hour for PSR screening and assignment and one hour for follow-up with other planners or closing PSRs herself). The duration varies substantially for the transportation planners, since the volume of PSRs can vary widely, and some PSRs may require time-intensive field work while others can be resolved quickly. Resolving an individual PSR can take anywhere from 5 to 45 minutes for a transportation planner.

## Security – Police

Security, Investigations, and Enforcement (SIE), in the SFMTA Sustainable Streets Division, receives customer feedback from a variety of channels, and the PSRs in the Security – Police department queue in Trapeze are just one of the sources of customer feedback to SIE. Security Ops (Transit Fare Inspectors) is within SIE but has a separate department queue in Trapeze, as discussed in Chapter 4. Other units within SIE, such as the Enforcement Unit (which includes Parking Control Officers), receive feedback from SF311 via Sustainable Streets SF311 queues that do not flow through Muni Customer Service or Trapeze at all.

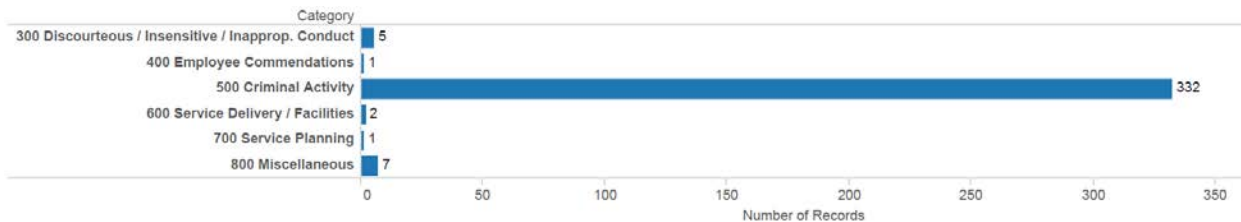
The Security – Police queue primarily receives PSRs related to SIE's work order with the San Francisco Police Department (SFPD), which includes the:

- **Muni Response Team:** one sergeant and seven uniformed officers who provide a uniformed presence on the system and support transit fare inspectors,
- **Muni Task Force:** one sergeant and seven plainclothes officers conducting covert and overt operations on high-crime lines,

- **K-9 Units:** one sergeant and four officers who provide explosive threat assessment and detection, and
- **Overtime Officers:** overtime SFPD officers who provide extra police presence for special events such as baseball games.

The categories of Security – Police PSRs are shown below in Figure 6. Almost all of the 349 PSRs received in 2015 were Category 500, Criminal Activity. Within Category 500, 20% were about altercations between passengers, about 40% were about larceny/theft, and another 40% were about disorderly conduct on the Muni system (including eating, drinking, smoking, carry large amounts of recyclables, and other disruptions on the Muni system).<sup>2</sup> SIE reports that almost all PSRs received in the Security – Police department queue in Trapeze are about some type of illegal activity, though only about a third are about a specific incident; about one in 50 PSRs is actionable in the sense that SIE is able to take action to address the specific incident reported.

Figure 6 PSR Volumes by Category for Security – Police in 2015



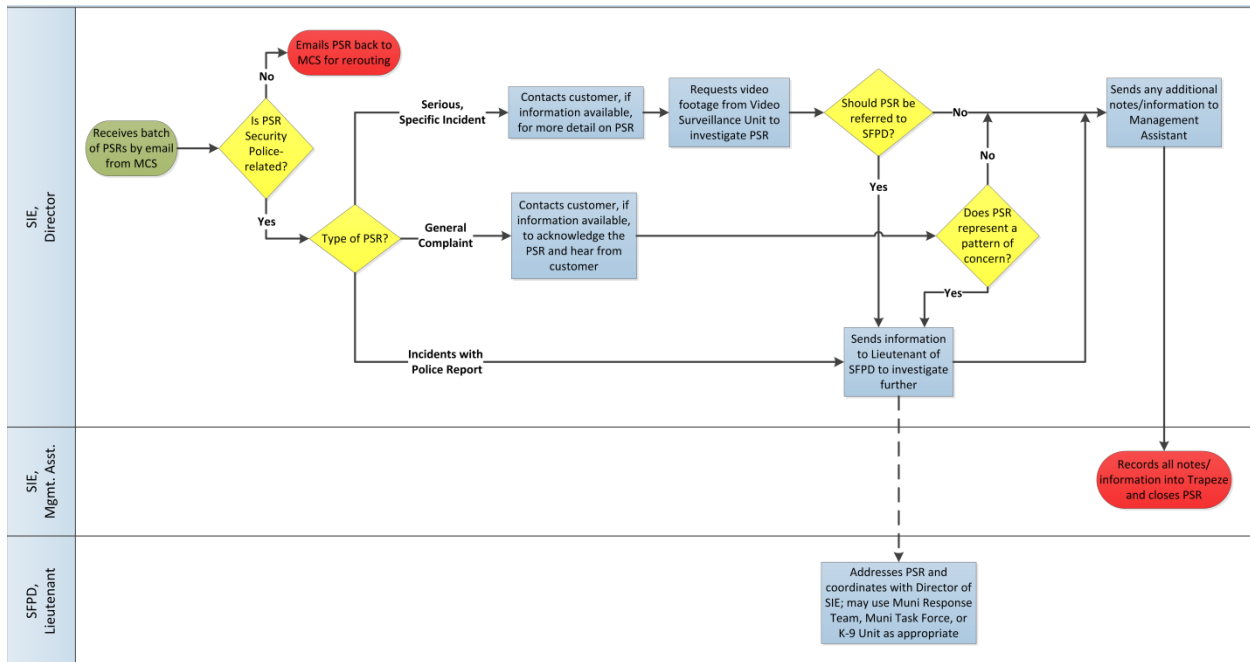
Security – Police’s PSR volume is the smallest of the departments profiled in this report, receiving an average of 29 PSRs per month in 2015.

### Security – Police PSR Process

The Security – Police PSR Process is shown below in Figure 7. Within SIE, the director does most of the processing of PSRs, and the management assistant updates the PSR records in Trapeze. The SIE director’s counterpart at SFPD is the lieutenant who manages the Muni Response Team, Muni Task Force, and K-9 Units. The SFPD lieutenant does not have access to Trapeze, and only receives PSR-related information from the SIE director.

<sup>2</sup> Many of these disruptions and quality of life issues are prohibited under the California Penal Code, Section 640.

Figure 7 Security – Police PSR Process Map



The Security – Police PSR process begins with the director of SIE, who receives them directly by email from MCS in the MCS batching process once a week, which could be 3 to 12 days after the initial customer service request is submitted (although urgent PSRs would be sent individually to the director immediately upon MCS triage, before and in addition to the weekly batching process). The director will review each PSR, and email it back to MCS if it does not belong to Security – Police.

The director will then decide what action to take based on the contents of the PSR:

- General complaint or quality of life complaints:** These are the most common types of Security – Police PSRs, but are less actionable. For these PSRs, the director will call the customer (or email if that is their only contact information) to acknowledge their PSR and hear the customer perspective. If there is a pattern to these complaints, the director will communicate with the SFPD Lieutenant who manages the Muni Response Team, Muni Task Force, and K-9 Units, who can deploy these resources as appropriate. These PSRs typically take about 15 minutes to address.
- Serious, specific incidents:** If the incident is serious and specific, the director will get in contact with the customer as soon as possible to try to get more detail, and will leave his contact information with them so they can call back. He will then request video footage from the Video Surveillance Unit if it will be helpful for investigating the PSR. If the report should be shared with SFPD (for instance if it could benefit from SFPD investigation or is about an SFPD officer), the director will reach out to the SFPD lieutenant who is in charge of the Muni Response Team, Muni Task Force, and K-9 Units. For instance, if a customer alleges that an operator is giving away books of fare transfers, the plainclothes Muni Task Force may be able to investigate the matter.

- **Incidents that already have a police report:** SIE will occasionally receive PSRs about incidents that already have a police report. This may happen because the customer contacts SF311 to follow up on a police report they have not heard back about. The director will forward these to the SFPD lieutenant who manages the Muni Response Team, Muni Task Force, and K-9 Units.

In all of these cases, the director will convey to the SIE management assistant any investigation notes and actions taken based on the PSR. The management assistant will enter the notes into the Investigation Notes field in Trapeze and close out the PSR.

It is important to note that many reports of crimes on Muni to SF311 will not end up in the Security – Police department queue in Trapeze, or will also be reported to other parts of the agency. If a customer calls and a crime or altercation is in progress, they will be transferred directly to 911. If a customer calls and a verbal incident is in progress, or a crime is reported that occurred in the last 12 hours, the incident may be filed as a PSR and also brought to the attention of Muni’s Central Control.

### Other High-Volume Departments for Products and Services PSRs

As shown in Figure 8 on the next page, this report chapter did not go in depth on the PSR process for four of the 15 highest-volume departments for products and services PSRs.

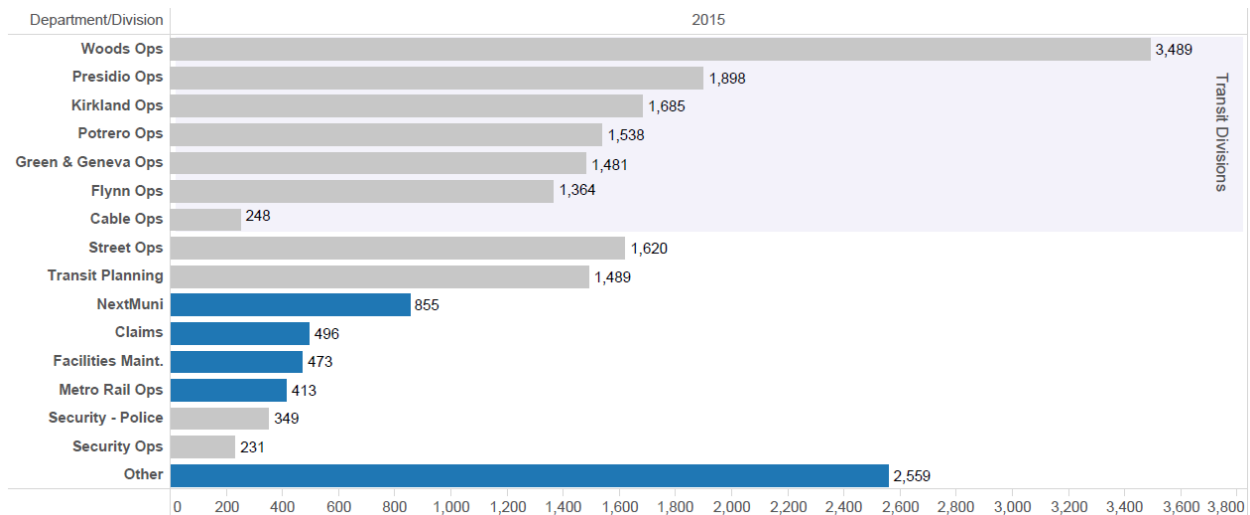
NextMuni PSRs are generally about the accuracy of NextBus predictions, NextBus system outages, or complaints about malfunctioning NextMuni signs at shelters. These PSRs are directed to the SFMTA IT HelpDesk, which does have access to Trapeze. According to MCS, SFMTA’s IT HelpDesk staff is responsible for addressing these PSRs and adding comments and closing them in Trapeze.

Claims PSRs are related to claims at the City Attorney’s Office involving Muni. MCS started working independently with the City Attorney’s Office in April 2016 to understand the backlog of open PSRs assigned to Claims in Trapeze. While a small number of employees at the City Attorney’s Office have been granted access to Trapeze, they do not actively use Trapeze for PSRs. MCS and the City Attorney’s Office met in March 2016 and agreed to continue using a PDF batching process to transmit Claims PSRs to the City Attorney’s Office, after which MCS would close out the PSRs in Trapeze and refer any customers following up with MCS to the City Attorney’s Office.

Facilities Maintenance PSRs were not examined in depth for multiple reasons. The SFMTA is planning to institute a new Enterprise Asset Management System, which may substantially change the PSR and work order process for facilities maintenance at the SFMTA in the near future. In addition, the way that customer feedback on facilities maintenance is transmitted to the agency may change, since many Facilities Maintenance PSRs could be routed through different SF311 queues if the SFMTA’s SF311 queues are reorganized. As discussed in Chapter 3, MCS spends a significant amount of time processing service requests in Lagan that are allocated to queues that do not get pulled into Trapeze. A substantial number of these service requests are related to SFMTA Facilities Maintenance.



Figure 8 Other Products and Services PSR Departments



Lastly, Metro Rail Ops is the rail equivalent of Street Ops, and is structured similarly and receives similar PSRs. Due to limited resources, Street Ops, which receives four times as many PSRs, is covered in detail, though improvements made to streamline Street Ops PSRs would likely also be able to benefit Metro Rail Ops PSR processing.

All other departments received a relatively small volume of PSRs.

## Opportunities for Improvement

The following sections outline opportunities for improvements in the PSR process, organized by process participant. Some opportunities would be acted upon by the non-MCS departments and divisions in coordination with MCS. Others, as mentioned at the end of Chapter 3, would be implemented by MCS based on feedback from downstream process participants.

### Opportunities across Multiple Departments

Multiple opportunities for improvement pertain to more than one department that receives products and services PSRs. Improvements for these opportunities would primarily be implemented by MCS in coordination with other departments.

- MCS should eliminate the PSR batching process for SFMTA departments that have access to Trapeze.** As discussed also in Chapter 3, for departments that have access to Trapeze, the PSR batching process does not add value, and encourages departments to wait to process PSRs until a batch of PDFs is received. To ensure that PSRs continue to be addressed and closed by departments, MCS can work with SFMTA IT or the Performance team to set up reports or Tableau dashboard to monitor departments' activity on PSRs.
- MCS should work with SFMTA IT to establish an action code to indicate that products and services PSRs are ready for department review.** As discussed also in Chapter 3, there is not an action code analogous to "Supt2Rev" for products and services PSRs. Providing an intuitive

action code like “Supt2Rev” in Trapeze could improve the process for products and services departments if they are to proactively check Trapeze for their PSRs instead of relying on emailed batches of PSRs. In July 2016 MCS started discussions with SFMTA IT to implement this recommendation.

- ***A new enterprise asset management (EAM) system will create more opportunities to change the process flow for customer feedback related to maintenance of facilities and other assets.*** MCS should remain engaged with the team implementing an EAM system for the SFMTA and ensure that the maximum number possible of facilities-related service requests are routed directly from SF311 to the EAM system and appropriate departments. Many of these service requests currently reside in the SF311 Lagan queues that MCS monitors which do not connect to Trapeze, and requiring these service requests to be manually processed by MCS reduces their timeliness.

In addition, the following opportunities reported in the same section of Chapter 4 also apply to departments processing products and services PSRs (for full detail on these opportunities, refer to Chapter 4):

- All PSR investigators should identify common deficiencies in information recorded by SF311 CSRs to provide better guidelines for call intake.
- Address, respond to, and close PSRs at MCS if the involvement of downstream PSR investigators does not add value for the customer or agency.
- Departments should provide MCS with pre-approved language for how to respond to common topics of PSRs.
- When researching PSRs, all PSR investigators should always record the findings or lack thereof for so that it is accessible to any downstream process participants as well as MCS in case of a customer follow-up.
- MCS should ensure that all PSR investigators have sufficient training in Trapeze and how it should be used in the PSR process.
- MCS should provide clear, written instructions and guidance for PSR investigators on how to address and close PSRs.

## Street Operations

The opportunities across multiple departments apply to Street Ops, including the elimination of batching, which is not currently used by Street Ops in their PSR process. There are other opportunities as well to improve the Street Ops PSR process.

- ***Central Control orders should be consistently recorded in electronic logs.*** Street Ops reports that when researching service incidents, it appears that many orders do not get recorded electronically. New technology is being installed at the Transportation Management Center which should have a positive impact on increasing the completeness of electronic records of Central Control orders.

- **Street Ops should have electronic access to systems that help them research PSRs, including dispatcher databases.** Street Ops reported that they do not have electronic access to dispatcher databases, which makes it more difficult for them to access this information when researching PSRs. Transit Management should ensure that Street Ops is given electronic access to resources as appropriate.
- **Street Ops should record the final outcome of PSR investigations in Trapeze.** Street Ops currently investigates PSRs using electronic resources and paper logs and records those findings in Trapeze but then closes out PSRs before Street Inspectors investigate the allegations in person. The findings of the in-person investigation are stored on paper at Street Ops, making them inaccessible to others. If PSRs were closed approximately one day later, it would be possible to include the outcome of the in-person investigation in Trapeze, which could be useful for future investigations related to the same route or operator.
- **Street Ops should request and use video footage for PSRs when appropriate.** Street Ops reported that they do not use video footage for PSR investigation, and rely heavily on in-person investigation after the incident at the same place and time of day to definitively verify PSRs. This type of investigation is only effective for repeated violations that follow a predictable pattern, whereas video footage can investigate the time and location of the specific PSR reported. MCS should ensure that Street Ops staff understands how to request video footage and does so for PSRs that can most benefit from video footage, for example, PSRs that appear to be a result of a driver off route and that are about an incident within the last two days. Since Street Ops proactively monitors their PSRs in Trapeze without waiting for PDF batches, they are somewhat likely to review a PSR while video footage is still available.

## Transit Planning

The primary opportunities for improvement to the PSR process for Transit Planning are those identified in the opportunities across multiple departments. In particular, MCS should work with Transit Planning to clarify which PSRs should be forwarded on to Transit Planning and which should be closed by MCS, and to clarify responsibilities with respect to customer communication.

In addition, as mentioned in the opportunities across multiple departments in Chapter 4, Transit Planning indicated that it would be helpful to have standard responses available for common topics of Transit Planning PSRs. This standard language could be used by whoever responds to the customer, whether it is MCS or Transit Planning.

## Security – Police

There are opportunities to improve the Security – Police PSR process. Among the opportunities across multiple departments, eliminating the batching process as the trigger for departmental investigation of Security – Police PSRs is particularly important. While the majority of Security – Police PSRs are not actionable, for the subset that are, video footage can be very important for investigation. The added delay resulting from the delivery of PSRs by batching greatly reduces the likelihood that video footage for a PSR is available if it was not automatically requested at the time of submission based on the PSR type.

In addition to the opportunities across multiple departments, there is an opportunity to redefine which types of customer feedback are reported as PSRs in the first place:

- ***SIE should meet with SF311, MCS, and the SFPD Lieutenant who manages the SFPD's Muni teams to discuss which types of customer feedback get routed to 911, a non-emergency SFPD line, Central Control, and/or the Muni Work Queue.*** Some customer feedback is routed to SIE that is related to an incident already being investigated by SFPD, or otherwise is more appropriate to direct to others outside of SIE. SIE, SFPD, SF311, and MCS can meet to ensure that SF311 guidelines are aligned with the most efficient way to direct customer feedback. Some customer feedback that is currently routed into the PSR process may not need to be.

# Chapter 6

## Customer Experience with Muni Feedback

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The customer's experience with the initial submission of feedback to the City varies by the channel the customer chooses to use. The SF311 app provides no avenue for most Muni-related requests, and those on Twitter who make complaints that require follow up, mentioning @sfmta\_muni or @sf311, are generally instructed to call 311 or fill out a Muni Request form on the SF311 website. Calls to SF311 involve waiting: in 2015 only 38% of phone calls were answered within 60 seconds, with many customers waiting a few minutes to speak with a customer service representative (CSR). Almost a quarter of the 1.2 million callers to SF311 in 2015 abandoned their call before a CSR answered.

A customer's interaction with the Passenger Service Report (PSR) process is limited after the initial delivery of the request to SF311 either by phone or through the self-service portal online. Unless the customer specifies that they'd like to be contacted, or the PSR is ADA hearing- or Title VI-related, most customers do not hear back from the City unless Muni Customer Service (MCS) needs to follow up with them to clarify the contents of the PSR. As ADA hearing- or Title VI-related PSRs comprise on average 7% of all PSRs, most customers are not contacted for follow-up although 88% of all PSRs have some form of contact information.<sup>1</sup> Customers may choose to initiate follow-up with the City, but the data needed to determine how often customers inquire about their PSRs is limited.

### Communication from the City to the Customer

Customers who provide a valid e-mail address when they submit their feedback via SF311 receive an automatic reply from SF311 to acknowledge their submission. When MCS closes the service request in Lagan, the customer receives a second email from SF311 stating that MCS is in receipt of their feedback and the item will be investigated and reviewed. The second SF311 email provides a phone number at MCS that customers can call to follow-up. For examples of these two SF311-generated emails, see Appendix E. For most customers this is where the City's follow-up will end. The SFMTA's current practice is to only contact customers when they have requested a call back, when MCS needs clarification or additional details, or if MCS determines that a customer's PSR is ADA hearing-related or Title VI-related because those PSRs require specific communications with the customer.

For Title VI-related PSRs, the Regulatory Affairs Title VI inspector will send the customer a paper form to send back signed within 180 days so as to formalize their Title VI complaint. Once signed, the Title VI process will move forward. ADA hearing-related PSRs require a member of the MCS team to contact the customer and ask them if they would like to have an ADA hearing. The customer has 14 days to respond that they would like a hearing. If the customer indicates that they would like a hearing, a member of the MCS team will schedule a hearing to occur two weeks later with the customer, the transit operator, a

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<sup>1</sup> The percent of PSRs with some contact information (email, address, or phone) has grown from 75% in 2009 to 88% in 2015.

neutral hearing officer, and a union representative, giving both the customer and the operator a chance to present their perspective. There are other PSRs that indicate that the customer would like an ADA hearing. These are usually reviewed for merit and a video is requested and reviewed; however, if the customer wishes to have a hearing the request will be honored regardless of whether the PSR has merit.

Some customers will indicate in their service request that they would like to be contacted. This may be indicated in the incident details, such as the customer saying, “I’d like a response in writing” or “I’d like to be contacted.” Other times a customer is complaining about a delay in service and requesting a delay confirmation letter. MCS staff upon seeing this information will attempt to contact the customer by phone to acknowledge their request. They also have a form letter that acknowledges their complaint and lets them know their feedback/complaint will be reviewed. MCS can also communicate via e-mail with customers to answer their questions or send the above-mentioned form letters.

Another interaction that a customer may have with an MCS representative during the PSR process is if they requested surveillance video footage. As outlined in Chapters 2 and 4, investigations for several types of PSRs involve obtaining video footage from surveillance cameras on Muni vehicles. A customer may request a copy of the surveillance video related to their PSR. If appropriate, the MCS team will obtain a copy from the video shop and inform the customer by phone or email to come to the SFMTA offices to pick it up.

As described above there are various situations in which customers are contacted. However it is most common for customers to receive no contact from the MCS team, and there is currently no policy in place to follow up directly from the SFMTA with all customers with contact information and acknowledge their PSRs. According to MCS’s self-reported log of outbound phone calls from February to October 2016, the number of outbound phone calls from the MCS team corresponded to approximately 10% of the total volume of all PSRs received that included a phone number (it is important to note that this figure excludes the letters and emails that MCS also sends to customers). In that time period, the MCS team processed an average of 120 PSRs per day (approximately 69% of which included phone numbers), and on average made eight calls per day to customers. These calls could be for scheduling of ADA hearings, clarification of information, or returning a customer’s request for a call, so it is likely that very few calls were made to customers solely to acknowledge receipt of their PSR.

## **Customer Follow-up on Service Requests and PSRs**

The customer may choose to use SF311’s website to look up their service request. When filing a request to SF311, a service request number (SRN) is given. They may use the SRN on the SF311 website to check the status of their service request. In 2015, SF311 received 16,514 web follow-ups on SRNs (4% of the total volume of service requests), of which 520 were Muni-related (representing 3% of all Muni-related service requests). However, when SF311 sends the service request to the MCS team the service request is closed out in SF311’s Lagan client relationship management (CRM) software by the MCS team and from that point forward it is managed as a PSR in SFMTA’s Trapeze software. Any new information in Trapeze will not be recorded into the Lagan CRM. As a result, when the customer searches the SF311

website with an SRN, it will appear as a closed case even though this may only mean the service request has been transferred to the MCS team.

Customers can also contact SF311 by phone for information regarding their service requests. In the case of a Muni-related service request, however, the SF311 customer service representative (CSR) will only be able to tell the customer that their service request has been sent to the MCS team for review and will not have access to any further details. The CSR can transfer the customer to the MCS team or provide the MCS contact number. SF311 does not specifically track the number of Muni-related follow-up calls received. However, SF311 received 417,841 Muni-related calls in 2015, 95% of which did not result in a new service request. While most of these calls were likely questions about Muni service, a substantial number may have been follow-ups on a service request.

The MCS team received on average three incoming calls from the public per day in February to August 2016 according to its self-reported log of inbound phone calls, typically from customers who submitted a PSR and want to check on its status. The MCS representative is able to inform the customer of the PSR process, rules, and responsibilities, provide a standard response to certain PSRs, and, if the post-resolution investigation details box in Trapeze has been filled out, relay that information to the customer.

After the MCS team sends out a PSR to the appropriate divisions or departments, whoever is assigned the PSR is responsible for adding notes about their investigation and closure of the PSR and how it was addressed. The “Investigator” tab provides space for the responsible person to enter their investigation notes, recommendation, and final outcome of the PSR. This information is not always completed, however, or sometimes contains limited details.

## Customer Experience Survey Results

The Controller’s Office and MCS administered a 15-question telephone survey to Muni riders who submitted complaints or compliments to elicit feedback on their experience. The aim of the survey was to better understand how customers submit their feedback to the SFMTA, difficulties in the submission process, and customers’ overall experience with the PSR process. The sample was not representative or sufficiently large to draw conclusions about the overall population of Muni riders who submit feedback to the SFMTA. However, this survey presents a valuable customer perspective on the PSR process. The full results of the survey are included in Appendix F.

To conduct the survey, MCS selected a sample of 40 PSRs out of the 2,876 total complaints that were received within an eight-week period. These PSRs comprise a variety of complaint recipient departments, including Revenue, transit divisions, Service Planning, Marketing, Real Estate, and Security – Operations. The number of PSRs sampled from each category does not reflect the comparative number of PSRs in each category in the overall PSR population. Further, the sample only included PSRs where the customer had provided contact information. The survey included both PSRs that were still open or pending as well as PSRs that were closed. The sample excluded PSRs related to claims against the City.

The Controller's Office and MCS team received 15 customer responses to the survey. All but one respondent (93%) used SF311 to report their complaint with ten respondents (67%) calling SF311 by phone and four (27%) using SF311's website. Of the 15 respondents that provided feedback, 14 of the respondents (93%) were very satisfied, satisfied or neutral with their SF311 experience submitting feedback to SF311, yet 11 (73%) of respondents were dissatisfied or very dissatisfied with the City's communication following the initial interaction with SF311. Over half of the respondents (60%) were not contacted by anyone about their concern, and 13 (86%) were not aware of the Muni Customer Service group.

In addition to the satisfaction rating, the survey also allowed for additional comments and feedback. Many of the comments related to the question about City communication were negative, reflecting the 73% who were dissatisfied with the City's communication. Some of the responses include the following:

- "Every time I call I ask for someone to call me back about this issue, but no one ever does."
- "I don't even think they get these responses."
- "There was no communication. The City never calls us back or cares."

In one question, the survey respondents were asked, "How was the process of giving feedback to SF311?" One response stated, "The process is good but the results are laughable." In further questioning, the respondent explained that calling and submitting feedback is easy, however the end results of this feedback were laughable due to the lack of response from SFMTA about feedback or how their feedback was utilized. These comments demonstrate a disconnect between customer perception and the extensive staff time that is dedicated at the SFMTA to reviewing and investigating PSRs.

Another question of the survey asked how respondents would like Muni to improve the way it processes complaints and responds to customers. A common theme in the responses was that customers expect the SFMTA to make a greater effort to contact them and inform them that their comment or complaint was heard. Below are a few of the responses:

- "All they have to do is make a call to us."
- "SF311 tells me I need to have the operator's badge number, but nine times out of ten the operator covers their shoulder and badge number up on purpose so no one can see it. I just want someone to email us back to say 'we heard you, and the operator will be disciplined.'"
- "I think [the SFMTA] should have to get in contact with every person that says something. If [customers] have the energy to write a complaint [the SFMTA] should write back and help out."

While the responses above demonstrate that the SFMTA needs to improve its processes for responding to customers, it is important to reiterate that the survey results cannot be viewed as reflective of the total population of those who submit feedback due to the sampling methodology and sample size of this survey.

## Principles of Excellent Customer Service

The opportunities presented at the end of each chapter in this report catalog the observations and suggestions of the many PSR process participants who were interviewed in the creation of this report.



The reason to implement any of those opportunities is always that they improve the process for a customer, whether the customer of that step of the process is internal or external to the agency. Specific opportunities that benefit the external customers of the PSR process, Muni riders, are identified throughout this report.

There are common themes across the opportunities related to providing excellent customer service, including:

- **Customer expectation should set agency customer service goals.** Customer service will only satisfy customers if it meets their expectations. The responses to the customer survey described previously in this chapter make it relatively clear, in the case of PSRs, what customers expect from the SFMTA with respect to PSRs.

As is described in more detail in the next chapter, the Washington, D.C. Department of Transportation (DDOT) noted in a case study the importance of setting goals first based on customer expectations and then operationalizing a way to meet those goals:

“In seeking to close the *perception gap* between services provided and customer expectations, it is important to understand the basis for the public’s expectation of a *reasonable* response time. Fundamentally, they expect the vital services the agency provides to be functional whenever they need to use them, and they often only pay attention to those assets when they are broken. DDOT operates under the assumption that perception is reality. The expectation of no system downtime may be objectively unrealistic but it is the reality in which the agency operates.”<sup>2</sup>

Perception is reality for Muni customers as well, but currently it is disconnected from the reality of how the agency already spends significant time and resources processing customer feedback. While the existing PSR process already substantially aligns with many aspects of customers’ expectations, the communication around the process does not convey that to them.

- **Customers expect the agency to close the loop and respond to feedback.** The customer survey indicated that customers expect to be contacted directly by the agency and told in a way that is personal and genuine what will be done with their feedback. In this sense, Muni customers are similar to customers of any product. The Harvard Business Review notes:

“Anonymity in customer feedback is, frankly, overrated. People want to be heard. They want their feedback to be acknowledged. They want to know that the time they invested sharing feedback meant something and was acted on. Closing the loop is essential to building lasting customer relationships, and it is an invaluable opportunity to dig more deeply into the details of what delighted or enraged them.”<sup>3</sup>

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<sup>2</sup> Dey, Soumya S., Thomanna, Jose, and Dock, Stephanie, “Public Agency Performance Management for Improved Service Delivery in the Digital Age: Case Study,” *Journal of Management in Engineering*, 31(5), 2015.

<sup>3</sup> Markey, Rob, “Five Ways to Learn Nothing from Your Customers’ Feedback,” *Harvard Business Review*, December 9, 2013, accessible at <https://hbr.org/2013/12/five-ways-to-learn-nothing-from-your-customers-feedback>.

It is important that the response to the customer come directly from the agency responsible for addressing the customer's feedback. From the customer survey comments earlier in this chapter, it is clear that customers noticed that responses they received did not come from SFMTA, and many did not therefore trust that the SFMTA was reviewing their feedback. There is not a single industry standard for response time or content for responses to customers, though the current practices of peer agencies are detailed in the next chapter.

- **Metrics related to customer service need to be relevant to all process participants and embedded in their day-to-day work for customer service to improve.** As is described in further detail in the next chapter, performance metrics play a critical role in getting to excellent customer service. Aligning the agency's work program and employees' goals with those of the agency can have a significant impact, but only if all process participants see and use the performance metrics that let them know their progress. These metrics should be available as close to real-time as possible so that everyone can see the impact of their work.
- **Continually measure customers' satisfaction with customer service and continue to provide an opportunity for their voice to be heard.** The results of the customer survey provide a snapshot in time of customer satisfaction. As process changes are made, the SFMTA should consider how they will measure customers' satisfaction with customer service on an ongoing basis to assess the value of process improvements and effectiveness of new approaches.

The next chapter presents a peer survey of major transit agencies on their customer service practices, a brief summary of existing relevant research, and opportunities for new performance metrics, which in addition to informing efforts to streamline the PSR process also inform the agency's efforts to provide excellent customer service to Muni riders.

# Chapter 7

## Performance Metrics

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This chapter provides an overview of the current performance metrics for PSRs and customer service and possible future performance metrics based in part on the process improvement opportunities from previous chapters and findings from the customer and peer surveys. The peer survey, which is discussed in detail in this chapter, was administered by the SFMTA and the Controller’s Office to other large transit agencies across the United States on customer service operations and performance metrics. In addition, this chapter provides a brief literature review of best practices in customer communications.

### Existing Performance Metrics & Reporting

The SFMTA’s existing customer service performance metrics and reporting are composed primarily of Strategic Plan Metrics, Tableau reporting based on the Strategic Plan metrics, and metrics that MCS gathers and maintains.

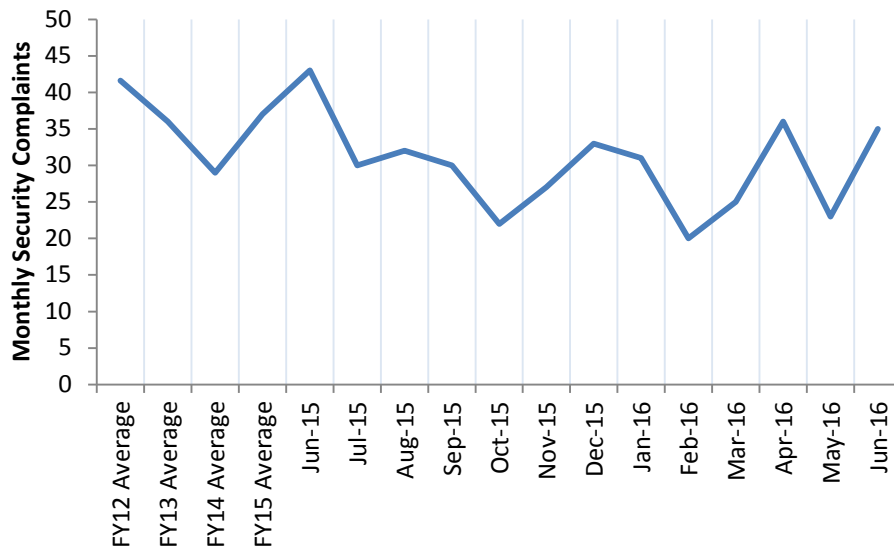
### Strategic Plan Metrics

The SFMTA’s guiding strategic document is its Fiscal Year 2013-18 Strategic Plan, which sets the direction for the agency and enumerates goals and key performance metrics to measure progress. The agency issues Strategic Plan Metrics and Progress Reports each month that provide publicly accessible updates with the most recent data available. Three strategic plan metrics are related to customer service. They are listed here, and their performance is displayed below under the Strategic Plan Goal that they fall within:

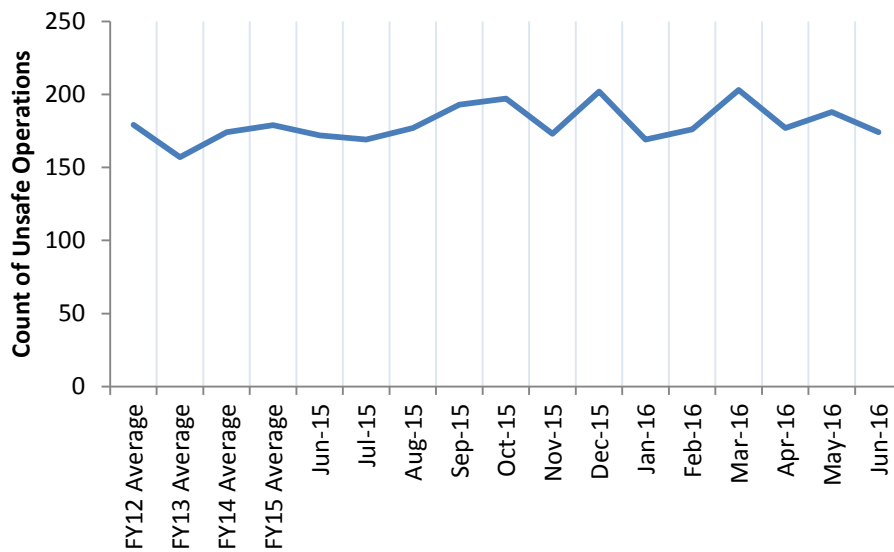
- **Metric 1.1.4:** Number of security complaints to 311 (Muni)
- **Metric 1.3.4:** “Unsafe operation” Muni complaints to 311
- **Metric 2.1.7:** Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days
- **Metric 4.3.5:** Number of employee commendations to 311

**Goal 1:** Create a safer transportation experience for everyone.

- **Metric 1.1.4:** Security complaints to 311 (Muni)

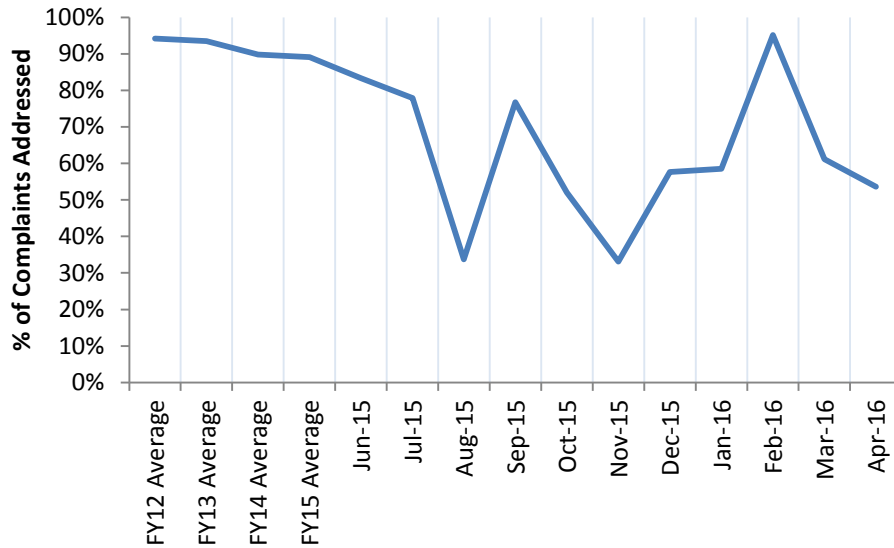


- **Metric 1.3.4:** “Unsafe operation” Muni complaints to 311



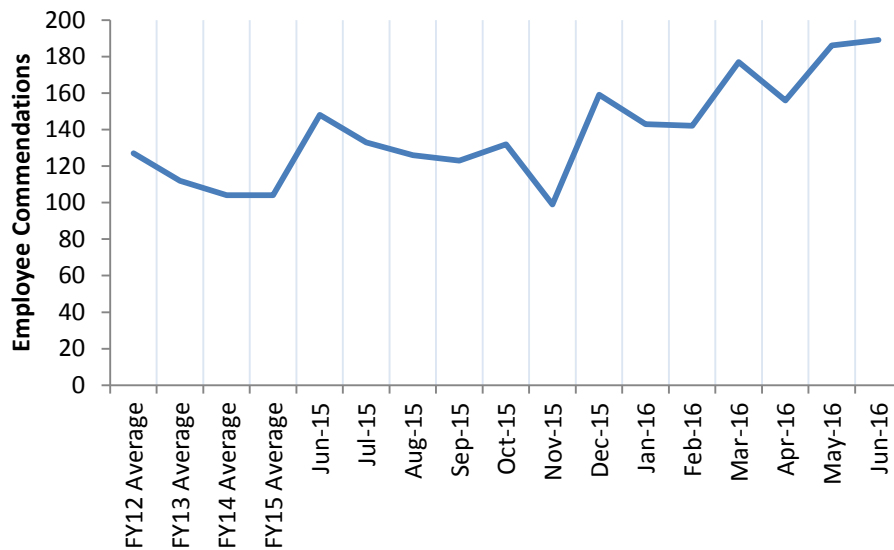
**Goal 2:** Make transit, walking, bicycling, taxi, ridesharing, and carsharing the preferred means of travel.

- **Metric 2.1.7:** Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



**Goal 4:** Create a workplace that delivers outstanding service.

- **Metric 4.3.5:** Employee commendations to 311



In particular, metric 2.1.7 (Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days) is the only strategic performance metric that measures performance of the PSR process itself. The SFMTA chose 28 business days as the standard for this metric because the current MOU between the Transport Workers’ Union Local 250-A and the SFMTA states that progressive discipline based on a PSR must be initiated “within 28 working days after SFMTA has knowledge” of the

PSR, which is interpreted to start when the PSR is logged in Trapeze.<sup>1</sup> The 28-day standard is essentially an upper bound on when a PSR is “actionable” for employee disciplinary purposes without an extension of the MOU’s default timeline; the choice of this standard is based on the MOU’s disciplinary timelines rather than on customer service considerations. It is evaluated only on employee-related PSR categories 100-300 (excluding employee commendations and products and services-related PSRs), since other PSRs are not subject to the MOU’s 28-day limit.

Metric 2.1.7 (Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days) has been volatile, but has decreased substantially since August 2015. The volatility in Metric 2.1.7 has been for a number of reasons, including staff turnover at the transit divisions and periods of short staffing at MCS. The opportunities identified in this report, some of which are being implemented as they are identified, are expected to improve timeliness of closure of PSRs, and by extension improve metric 2.1.7.

Metric 1.1.4 (Security complaints to 311 about Muni) is a count of the number of PSRs that are classified in Category 500 – Criminal Activity, the majority of which end up being assigned to the Security – Police department queue discussed in Chapter 5. This metric is simply a count of the volume received and does not fluctuate based directly on the processing of these PSRs. Metric 1.1.4 has not exhibited strong trends, and has consistently fluctuated between approximately 20 to 35 complaints per month. Similarly, metric 1.3.4 (“Unsafe operation” Muni complaints to 311) is a count of PSRs within Category 100 – Unsafe Operation, and has been relatively stable between approximately 170 to 200 complaints per month.

Metric 4.3.5 (Employee commendations to 311 about Muni) is a count of the number of PSRs that are classified as Category 400 – Employee Commendations. These PSRs are forwarded to the assistant superintendent of the relevant division as with all other PSRs containing an operator-related complaint. As with the previous metric, this metric is simply a count of the volume received and does not fluctuate based directly on the processing of these PSRs. While other metrics discussed later in this chapter may provide more reliable measures of customer service quality this metric could support management efforts to motivate and recognize excellent customer service. Employee commendations have generally trended upward since fiscal year 2014-15, with 189 employee commendations submitted in June 2016.

## Tableau Reporting Based on Trapeze Data

The SFMTA Performance & Business Support team maintains Tableau dashboards that pull data directly from Trapeze and visualize it. In addition to displaying PSR incident details, the dashboards include visualizations of:

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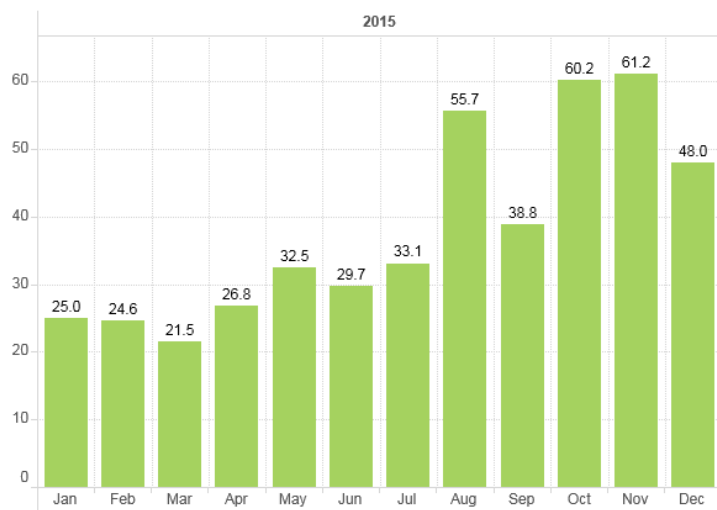
<sup>1</sup> According to the current MOU between the Transport Workers Union Local 250-A and the SFMTA, Section 19.5, Paragraph 203, the 28-day timeline shall be extended in cases involving (1) investigations of multiple employees, (2) law enforcement response or reports, (3) temporary unavailability of a witness, (4) language barriers, (5) accidents subject to determination by the TSP, (6) EEO matters, (7) investigations conducted by non-SFMTA personnel, and (8) any other case in which SFMTA and the Transport Workers Union Local 250-A mutually agree. According to Section 19.3, Paragraph 197, this mutual agreement shall not be unreasonably denied, with the reasonability being an issue that may be determined at arbitration.

- Overall PSR volume by category,
- Overall PSR volume by transit divisions,
- Final action code of closed PSRs (C-7, C-8, C-9, etc.),
- Percentage of PSRs closed (ever, and within 28 days),
- Average number of days to close PSRs, and
- Tables of PSR volumes and closure data.

These measures are by default displayed monthly, but can be customized and filtered to different timeframes, divisions/departments, PSR types, and action codes. The viewer can also click through to view the individual PSR data behind each point, bar, or cell in the dashboards to better understand the underlying PSRs.

For example, one of the Tableau dashboards, shown in Figure 1 below, shows the average number of days to close PSRs, and is by default filtered to all transit divisions over the last 13 months (based on the incident date of the PSRs). This default visualization provides a snapshot of how the entire Transit Division is doing on PSRs and makes trends visible. For instance, this visualization shows that closed PSRs had on average been open for 25 days at the beginning of 2015 and stayed around that level for most of the year, but jumped up significantly to 48 days by the end of the year. The person looking at the dashboard could then right-click on any particular month and view the underlying data to see the underlying PSRs that are driving the upward trend at the end of the year. The filters on the visualization could also be reconfigured by the user, for instance to look only at PSRs for a particular division.

**Figure 1 Average Days to Close, from PSR Closure Rates and Resolutions Dashboard**



The dashboards are currently available to transit division managers and the Muni Customer Service team. Tableau dashboards provide an ideal platform for future performance metrics since Tableau can be directly linked to the Trapeze PSR database; Tableau allows users to view underlying data observations behind overall statistics; and Tableau dashboards can be customized to clearly display performance metrics using a variety of filters including department/division and PSR type.

## MCS Metrics

The MCS manager currently maintains a “Daily Report Dashboard” of manually recorded, self-reported data by each of the Transit Information Clerks who processes PSRs. On a daily basis, the Transit Information Clerks report to their manager the number of PSRs processed,<sup>2</sup> number of ADA Spotter reports processed, number of PSRs closed, ADA-related complaints, Title VI-related complaints, total incoming customer calls (number and estimated total duration), total outgoing customer calls (including voicemail; number and estimated total duration), ADA-related hearings scheduled or with status updates, and number of PSRs processed from the “Muni System Feedback” and “SFMTA – G” queues in Lagan. The spreadsheet also includes for each day the number of days of lag between the PSRs being triaged and the date they were submitted by customers.

These metrics are used by MCS management to monitor trends in the unit’s progress with PSR volumes and understand at a high level how staff time is being used, as well as to formulate biweekly MCS dashboard reports and monthly and quarterly Communications Division reports to the director. Since the data is self-reported, data reliability may vary, particularly for data such as call volumes and durations which can be difficult to report consistently.

## Transit Agency Peer Survey

The SFMTA and Controller’s Office conducted a peer survey of transit agencies<sup>3</sup> across the country to understand performance metrics and industry standards for transit customer service. The peer agencies chosen were those with the highest ridership (since Muni is the seventh-largest transit operator in the country in terms of ridership) as well as other major West Coast transit operators. The survey received 12 responses: 11 complete responses and one partial response. The full results of the survey are included in Appendix G.

All respondents reported accepting customer feedback by phone, e-mail, mail, and through their websites, while most also accepted feedback in-person and via social media. MTA New York City Transit was the only peer agency to report accepting feedback via a 511 or 311 call center. When indicating the most important channels for customer communication, agencies reported phone (67%), e-mail (58%), and the website (50%) as being the most important.

Among the agencies, 10 (83%) responded that they use client relationship management (CRM) software, with three indicating they use Salesforce,<sup>4</sup> two using HEAT Software, one using Oracle Cloud Services, one using PeopleSoft CRM (but implementing Oracle Cloud Services in the near future), one Microsoft Dynamic, one using a system created in-house. Among the two agencies that do not use CRM software,

<sup>2</sup> The Daily PSRs Processed figure includes new incoming PSRs that are screened and coded as well as additional PSRs that are worked on such as reallocations, follow-ups, or any type of additional research or work on a PSR that happens after the initial processing on a later date.

<sup>3</sup> The agencies who responded to the survey were Bay Area Rapid Transit (BART), King County Metro (Seattle), Sound Transit (Seattle region), SEPTA (Philadelphia), MTA New York City Subway, Washington Metropolitan Area Transit Authority (WMATA, Washington, D.C.), MBTA (Boston), NJ Transit (New Jersey), LA Metro (Los Angeles), Santa Clara Valley Transportation Authority (VTA), MARTA (Atlanta), and Omnitrans (San Bernardino County).

<sup>4</sup> At least an additional two agencies use Salesforce for non-customer complaint functions within the agency.



one uses the same Trapeze software that Muni uses. Eight of the agencies (67%) said they had implemented a new CRM in the last five years. Key challenges and considerations in selecting and implementing a new CRM included cost, integration with other systems, getting stakeholder agreement on consistent categories and attributes for customer feedback, and robust reporting and trend analysis.

The volume of customer feedback received varied substantially between agencies, as did the number of staff processing those complaints, though two agencies (18%) reported they did not have dedicated staff to respond to customer complaints. At smaller agencies where it is likely that customer service staff are performing a greater variety of functions, there were about 400-500 customer complaints per customer service FTE. Among larger agencies, there were generally between 3,000-6,000 customer complaints per FTE. It is difficult to draw a direct comparison to MCS since intake of PSRs is generally performed by a separate entity (SF311), but at full staffing levels MCS has about 6,700 customer complaints per FTE.

Just under half of respondents indicated that there are some types of customer feedback that do not warrant a response from the agency. Most frequently, agencies mentioned they would not respond to abusive or vulgar comments, but two agencies said they responded only if the customer requested a response or that they do not respond to general comments. However, the majority (67%) of agencies said they respond to 90% or more of customer complaints, requests, or commendations. As noted in Chapter 6, the majority of Muni customers submitting PSRs do not receive a response directly from Muni.

The percentage of feedback cases closed by the first recipient at the agency (most likely a Customer Service Representative, CSRs), varied widely as shown in Figure 2 below. Each diamond represents a peer agency's reported percentage of feedback cases closed by the first recipient. While the average was 35% of feedback cases closed by the first recipient, four agencies (36%) had approximately half closed by the first recipient, another four agencies (36%) had less than 20% closed by the first recipient, and three agencies (27%) had 80-90% closed by the first recipient. The SFMTA is similar to the average of the agencies surveyed, with 32% of all PSRs logged in 2015 having been closed by MCS.

Figure 2 Portion of Customer Feedback Processed and Closed by First Recipient at Peer Agency



The staff positions who typically respond to customer feedback were CSRs (73% of agencies), other communications staff (27%), subject matter experts such as operations or planning staff (45%), or customer service/department managers (27%).

Responses sent to customers vary from acknowledging receipt to closure of the customer feedback, and in most cases the survey responses did not specify the type of response sent to customers. However, in contrast to the SFMTA, all peer agencies reported minimum performance standards for response to customers, as shown in Figure 3 below:

Figure 3 Performance Standards for Response to Customer Feedback

Agency	Performance Standard for Response
<b>BART</b>	Within <b>10 days</b> of receipt from customer
<b>VTA (Santa Clara)</b>	Within <b>2 business days</b>
<b>LA Metro</b>	Acknowledge within <b>2 business days</b> ; respond and close within <b>15 business days</b>
<b>Omnitrans (San Bernardino County)</b>	Within <b>5 days</b> for non-emergency complaints
<b>King County Metro</b>	Within <b>2 days</b> for comments that do not need to be routed to other parties; within <b>7 days</b> for operations-related comments
<b>Sound Transit (Seattle region)</b>	Within <b>3 business days</b>
<b>SEPTA (Philadelphia)</b>	Within <b>7 to 20 days</b>
<b>MTA New York City Subway</b>	Within <b>10 to 15 days</b>
<b>WMATA (D.C.)</b>	95% within <b>5 business days</b>
<b>MBTA (Boston)</b>	95% within <b>5 business days</b>
<b>NJ Transit</b>	Within <b>4 days</b>

As with performance standards for response times, all agencies indicated that they do internal reporting on customer service, though just under half indicated that they do external reporting. The SFMTA has both internal and external reporting on its existing customer service metrics, as the strategic plan metrics presented earlier are published on the SFMTA website and included in the monthly meeting materials of the SFMTA Board's Policy and Governance Committee.

Ten peer agencies (91%) reported that they currently have or are developing metrics to measure the quality of customer service, with performance metrics including:

- Complaints per 100,000 boardings (BART, LA Metro, Santa Clara VTA, Omnitrans, Sound Transit)
- Complaints per passenger boarding; complaints per revenue mile (King County Metro)
- Complaints by travel mode; complaint issues by travel mode; complaints by vehicle number; commendations by Division; Overall satisfaction with communications (NJ Transit)
- First call resolution; customer closures within 7 and 20 days (SEPTA)

### Existing Research on Transit Agency Communications to Customer Feedback

In addition to the Transit Agency Peer Survey, the Controller's Office performed a review of existing research on transit agency communications with respect to customer feedback, using the Transportation Research Board's TRID article database. The results of this review show that there is not extensive literature on this subject. What follows is a high level summary of three articles that profiled the steps other transit agencies have taken to improve their response to customer feedback.

An article from 2008 profiled customer service improvements at NJ Transit, the SFMTA, and Portland TriMet transit agencies.<sup>5</sup> NJ Transit was able to greatly improve the efficiency and effectiveness of its customer service by implementing a CRM (in this case Salesforce) that includes automated feature-rich information to reduce internal inquiries within the agency. From 2004 to 2006, a fixed number of staff increased the number of inquiries they processed by 500% (from 8,354 to 42,323 inquiries processed per year), and average response time dropped by more than 35%. Using CRM software has reduced the number of complaints that got lost or processed more than once.

The same article highlights SFMTA's achievements in moving customer service intake to the new SF311 Customer Service Center, which allowed the agency to provide 24/7 customer service and reduce hold times. The move to SF311 as well as implementation of new web tools helped the agency more effectively use customer feedback in the agency's comprehensive Transit Effectiveness Project. The article then highlights Portland TriMet, which tracks a key performance indicator, first contact resolution (FCR), that is commonly used in private sector customer service centers. FCR measures the percentage of customers whose issue is resolved in one point of contact, and a higher FCR generally translates to higher customer satisfaction. By studying the most common types of inquiries and improving the information available to CSRs and specializing the responsibilities among CSRs, Portland TriMet was able to increase its FCR from 59% to 77% over two years, even while the volume of customer contacts increased dramatically by almost 50%.

Lastly, a case study of Washington, DC's District Department of Transportation (DDOT) provides a comprehensive look at improving service delivery, including customer service, in the digital age.<sup>6</sup> DDOT manages and maintains the District's street infrastructure, bridges, traffic signals, and street trees, and also operates the Circulator bus, Capital Bikeshare, and the DC Streetcar. DDOT recognized that it needed to change its service delivery models given that the public is increasingly digitally savvy and expects efficient and transparent service delivery, information that is available and up to date 24/7, authenticity in its interactions, and a regular voice in decision-making.

The District's 311 call center routinely calls customers to measure their satisfaction with the District's response to their feedback, and through this has found that there is a significant perception gap (which they calculate as percent of on-time service delivery to complaints minus percent of customers satisfied). In order to close the perception gap and increase customer satisfaction, DDOT sought to (1) reduce the amount of reactive work coming from customers, (2) rebalance the work load toward proactive and programmatic work to enable a reduction in service requests, and (3) respond rapidly to service requests. Technology (such as GIS, an online permitting system, and migration to networked assets such as parking meters that communicate their status to the agency) enabled this shift, as did management's support of a "Lean Six Sigma" (LSS)<sup>7</sup> approach to process innovation and the adoption of

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<sup>5</sup> Read, Brendan B., "Enhanced Customer Service Key to Improving Transit Systems." Metro Magazine, September 23, 2008.

<sup>6</sup> Dey, Soumya S., Thommana, Jose, and Dock, Stephanie. "Public Agency Performance Management for Improved Service Delivery in the Digital Age: A Case Study." Journal of Management in Engineering, 31(5), 2015.

<sup>7</sup> Lean Six Sigma combines the Lean process improvement framework with Six Sigma, a process improvement framework focused on identifying and eliminating causes of defects or variation in business processes.

performance-based employee evaluation and contracting. The agency also established a DDOT Call Center that receives calls to the agency in one place, whether they are referred from the District's 311 or are directly from customers, to more efficiently handle customer interactions.

DDOT was able to reduce service delivery times by 50% for two years in a row, and saw a 33% reduction in service requests from fiscal years 2010 to 2013. Average response times to mail and email correspondence to the agency were reduced from 30 days in January 2012 to 8 days in September 2013. While the case study does not provide recommended standards for customer response times, it does provide an example of dramatic and rapid improvement.

## Opportunities for New Performance Metrics

The current performance metrics for PSRs do not align directly with customer service. The SFMTA's efforts to improve the PSR process with regards to both efficiency and customer experience are also an ideal opportunity to realign performance metrics. Compared to its peers from the transit agency peer survey, the SFMTA's performance metrics related to PSRs could be more comprehensive and have more customer-centered performance standards. Opportunities for possible new performance metrics and standards include:

- **Percent of customers with contact information receiving an acknowledgement response from Muni Customer Service within 5 days**

Current Performance: The exact percentage is not known, though it is currently a relatively small portion of customers. Current communications from the City to customers are discussed in detail in Chapter 6; an automatic email is sent from SF311 to the customer when MCS closes the service request in Lagan, but customers report dissatisfaction at not receiving a response directly from the SFMTA.

Explanation: Current performance is not known since the date a customer is contacted is not recorded reliably in a date field in Trapeze upon which calculations can be made.

This metric is customer-centered: contact from the agency to the customer is generally the most important milestone in the PSR process for the customer, and is applied to all PSRs equally, since whether or not a PSR is about an employee has no bearing on the customer's expectation of a response from the agency. The metric sets a short timeline for closing the loop with the customer since enough information is available upon receipt of the PSR for the agency to respond to the customer in concise and general terms about what will be done with their feedback. It is not necessary to wait for final investigation findings to reach out to the customer and acknowledge their feedback. It is preferable for such a response to come from the SFMTA directly rather than only from SF311, since customers report dissatisfaction at not receiving a response from the SFMTA. Sending a response directly from the SFMTA to the customer and noting with some specificity how their feedback will be used both increase credibility that the agency listens to and uses customer feedback.

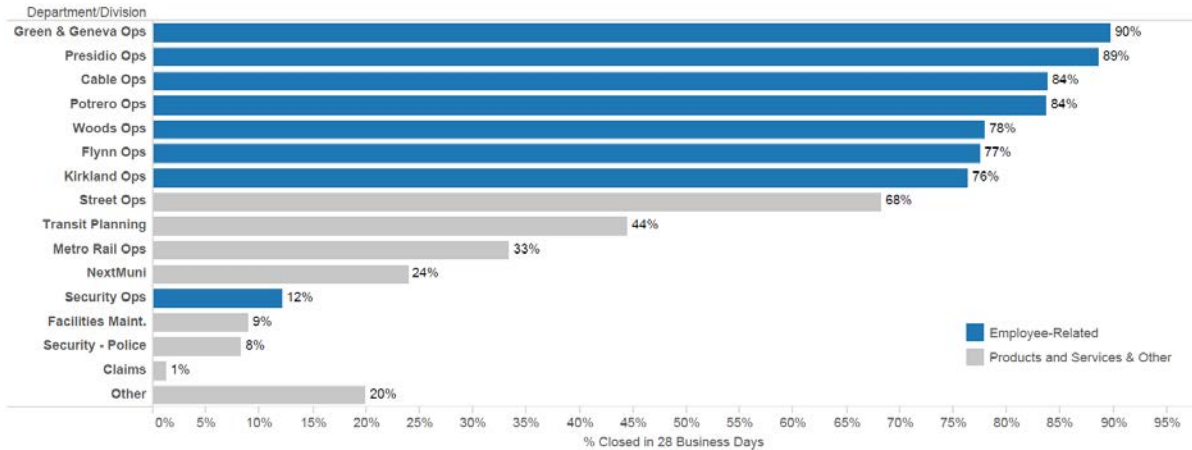
To accurately calculate this metric, MCS staff would need to consistently record in a date field in

Trapeze the date of first response to the customer. A “Call Back Date” field exists in Trapeze in the CSI tab, but is not consistently used.

- **Percent of All PSRs Closed within Performance Threshold**

Current Performance: The current timeliness metric (Strategic Plan Metric 2.1.7) applies only to a subset of employee-related PSRs. Figure 4 below shows by department an expanded version of the current metric 2.1.7, the percentage of all PSRs closed within 28 business days, which currently applies only to employee-related PSRs.

**Figure 4 Percent of All PSRs Closed within 28 Business Days (PSRs logged in 2015)**



Generally, employee-related PSR departments closed a greater portion of their PSRs within 28 business days in 2015. It is important to note that closure rates were not stable across the year, and closure rates were generally higher in the first half of 2015. Some of the instability in closure rates could also be due to user error in not correctly closing PSRs in Trapeze rather than failing to investigate and take appropriate action on PSRs.

Explanation: Multiple process participants have noted that it may be appropriate to apply different performance standards to different types of PSRs, whether it’s based on the category of the PSR or other factors, such as whether the PSR is ADA-related. Regardless of what the specific performance standards are, products and services-related PSRs should have visibility and be included in performance monitoring for PSR closure since they comprised approximately 40% of all PSRs in 2015.

- **Percent of Operator-related PSRs with Vehicle ID or Employee ID Reported by Customer**

Current Performance: In 2015, approximately 45% of Muni-related service requests at SF311 were submitted with a vehicle ID; approximately 10% included employee ID; approximately 48% included either one.

Explanation: Researching vehicle IDs to identify an employee is a very labor-intensive and time-consuming part of the PSR process, and is often not successful. The SFMTA added a page to its website in September 2016 to educate customers on what information is necessary to process customer feedback, particularly the vehicle ID, and shared this information through the agency’s Twitter and Facebook. This information will be displayed on “car cards” in transit vehicles starting in late 2016, and could be communicated through other channels in the future. MCS can

use data from SF311 on the information included in the original submission from the customer to measure the percentage of customers including a vehicle ID or employee ID, which is a percentage that will hopefully increase with customer education efforts.

- **Percent of PSRs with Customer Contact Information**

Current Performance: In 2015, 71% of customers left their name, 59% left their email, and 69% left their phone number; 88% of customers left one or both forms of contact information (email or phone number).

Explanation: Customer contact information is necessary to be able to reply to the customer or follow up with them for more detail if necessary; it is also a requirement for taking disciplinary action on a pattern of PSRs that lack video evidence. As with vehicle ID and employee ID, the rate at which customers include contact information may increase with customer education efforts, as well as with modifications to SF311's script when requesting customer contact information. MCS can measure this data either using SF311 or Trapeze data.

- **Percent of PSRs Closed by Muni Customer Service**

Current Performance: 6,444 PSRs logged in 2015 were closed by MCS; this is 32% of all PSRs logged in 2015, and 46% of all those that were closed (since just under a third of all PSRs logged in 2015 had not been closed as of April 2016).

Explanation: Many of the opportunities for improvement throughout this report would lead to a greater portion of PSRs being closed by MCS. While there does not necessarily need to be a target for this metric, it will be helpful to monitor the percentage of PSRs that are closed by MCS and how this changes over time. This metric can help demonstrate the impact of policy or process changes, including which PSRs get forwarded to departments and divisions. MCS closure of employee-related PSRs where the employee cannot be identified or when the complaint is not a violation of policy is especially valuable to the transit divisions because this provides the assistant superintendents the time to expeditiously process the PSRs where follow-up such as counseling or discipline is required.

- **Customer Satisfaction with Muni Customer Service**

Current Performance: There are not currently any routinely collected measures of satisfaction with customer service provided by MCS. The customer survey discussed in Chapter 6 found from a small sample of customers who submitted PSRs that while two thirds of respondents were neutral, satisfied, or very satisfied with their experience reporting feedback to SF311, 73% were dissatisfied or very dissatisfied with the communication they'd received from the City since submitting their feedback.

Explanation: While customer satisfaction with Muni overall is measured under the SFMTA's Strategic Plan Metrics (Metric 2.1.1, Overall customer satisfaction with transit services), there is no direct measure of MCS's customer service. MCS could measure this through a one-question survey added to the end of written messages or asked at the end of phone conversations, asking, for example, "Thank you for submitting your feedback, which will be used to improve our performance. May we ask you how satisfied you are with the customer service and response to your feedback that you've received today on a scale of 1 to 5 where 1 is very dissatisfied, 3 is neutral, and 5 is very satisfied?"

Implementing this metric early can provide a baseline from which to measure how other improvements to the PSR process affect customers' perceptions of Muni and the SFMTA.

- **Complaints per Service Mile or per Boarding**

Current Performance: The Controller's Office does not currently have access to data on service miles and therefore has not calculated this metric, but it would be relatively straightforward to calculate this metric in the future.

Explanation: This performance metric measures an important outcome of excellent customer service – reduced volume of complaints – and normalizes the volume of complaints against service miles or ridership to control for their effects and create a metric that would remain comparable over time and across peer agencies.

This metric helps the SFMTA measure its progress in reducing the overall volume of complaints and is in line with industry best practices, with the majority of peer agencies surveyed including a normalized measure of passenger complaints in their performance metrics.

There are other general opportunities as well for new performance metrics or dashboards for steps of the process that are error-prone or merit closer monitoring to ensure the process runs smoothly. For example, there may be opportunities to measure timeliness in the scheduling of ADA-related hearings, or the success rate of pulling requested video footage. MCS should work with process stakeholders to identify what performance metrics can add visibility and value to different parts of the PSR process.

As improved performance measurement is implemented, it is important for these metrics to be operationalized effectively for ongoing performance management. There are many possible approaches to how to embed these performance metrics effectively, but fundamentally it is important that these metrics are discussed regularly in settings where operational decisions can be made to respond to them. This could be through regular discussions at MCS team meetings, as a regular agenda item for Transit Management meetings, inclusion in SFMTA's Strategic Plan metrics, and/or inclusion in Transtat meetings. MCS and Transit Division management can also consider which metrics may make sense to display in employee common areas at the transit divisions so that the operators can see how their division is performing. As MCS considers implementing a new CRM system to replace Trapeze in the future, there will be opportunities to automate many of these performance metrics, generate new ones, grant access to all process stakeholders, and integrate performance metrics into the same centralized interface PSR investigators use to process PSRs on a daily basis.

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## 8. Conclusion & Summary of Opportunities

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This chapter provides a condensed version of the opportunities identified by process participants and covered in depth in the previous chapters. For each opportunity, the process owner(s) and stakeholder(s) are identified. The process owner is the party primarily responsible for making changes for implementation, and process stakeholders are the other directly affected parties who may need to have input into the implementation and be kept informed on changes made.

Also identified for each opportunity, is the type of inefficiency addressed using “Lean” terminology,<sup>1</sup> which categorizes seven primary obstacles to efficient processes:

- **Mistakes** – Errors that result in rework
- **Movement** – Unnecessary transportation of things; unnecessary motion of people
- **Interruptions** – Breaks in the flow of work
- **Extra Work** – Doing work that is not valued by the customer
- **Work-in-progress** – Creating backlogs of partially processed work
- **Waiting** – Idle time that results when work is not synchronized across steps (e.g., waiting for information, responses, or resources; dependency on others to complete tasks; system response or down time)
- **Unused Talent** – Underutilizing people’s talents, skills, or knowledge

These seven obstacles describe process components that are barriers to having the most efficient and effective process possible. For instance, if a customer’s desired outcome is a letter to their employer confirming a service delay that made them late, the process step that has the most value for the customer is the issuance of a letter. If in the preceding process steps the customer service employee must enter information about the request into two separate databases, this would constitute an obstacle of “Extra Work” that is a barrier to the most efficient path to achieving the customer’s desired outcome. It is normal for processes to include steps that do not directly add value for the customer and exist for other reasons, but identifying these obstacles provides a useful place to focus on process innovations.

The customer of a particular process or sub-process may be anyone – whether it’s a Muni patron who is the customer of the overall PSR process, or a transit division assistant superintendent who is the primary customer of MCS’s triaging of employee-related PSRs. If a part of a process does not add value for its customers then it is worth considering if the inefficiency of that step can be eliminated or reduced.

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<sup>1</sup> Lean is a process improvement framework used to map and analyze business processes, identify inefficiencies, and continuously improve.

The following table, Figure 1, contains the opportunities identified throughout the previous chapters of the report. The number corresponds to the chapter in which each opportunity was discussed most comprehensively. For each opportunity, the process owner is the entity primarily responsible for making a process change for implementation. Process stakeholders are the interested parties who at a minimum should be included in the implementation since there is a dependency between them and the process step described. The obstacles addressed, from the list above, are indicated for each opportunity.

The table presents an abbreviated version of each opportunity; for further detail, refer to the chapter of each opportunity’s ID number. The description of each opportunity is followed by the Controller’s Office preliminary assessment of the effort and impact to help with implementation prioritization: high (H), medium (M), or low (L).













High effort projects are ones such as major IT projects; low effort projects are straightforward and require minimal extra resources. If an opportunity has low effort: , high impact: , it can be implemented relatively easily and have a significant impact, while if it has high effort: , low impact: , it is a poor candidate for prioritized implementation absent other considerations.

Figure 1 Summary of Opportunities

ID #	Process Owner(s)	Process Stakeholder(s)	Obstacle(s) Addressed
1	SF311	MCS	Mistakes, Movement
	<p><b>Muni Feedback form and SF311 smartphone app:</b> Integrate the Muni Feedback form with the SF311 smartphone app. If that is not feasible, add prompts to the SF311 app to let customers know what information they should take note of before calling 311. This will reduce the barriers to leaving feedback and increase the number of reports that include sufficient detail. Effort:  Impact:  See Chapter 2.</p>		
2	SF311	Transit Divisions, MCS	Mistakes
	<p><b>Employee description in SF311 SSP:</b> Include an employee description field in the SF311 Self Service Portal form for commendations to make the commendations form consistent with the form for complaints and make it easier for staff to identify and recognize operators. Effort:  Impact:  See Chapter 2.</p>		
3	SFMTA IT	SF311, MCS, All PSR Investigators	Unused Talent, Waiting
	<p><b>Trapeze and Lagan integration:</b> Establish two-way communication between Trapeze and Lagan, even if it is limited to having a single field in Trapeze that is visible to SF311/Lagan, in order to provide better status information to SF311 and customers following up using SF311 service request numbers. Effort:  Impact:  See Chapter 2.</p>		
4	SF311, SFMTA IT	MCS	Extra Work, Mistakes
	<p><b>SF311 queues:</b> Reduce allocation of Muni-related service requests to SF311 queues outside the Muni Work Queue by (1) allowing SF311 Service requests to be transferred directly from other queues to the Muni Work Queue, and (2) providing follow-up training to CSRs who allocate Muni-related service requests to other queues. This will consolidate more Muni-related customer feedback into Trapeze and save MCS staff time by avoiding manual data entry to bring requests into Trapeze. Effort:  Impact:  See Chapter 2.</p>		

ID #	Process Owner(s)	Process Stakeholder(s)	Obstacle(s) Addressed
5	MCS and SFMTA IT	All PSR Investigators	Unused Talent, Extra Work
<p><b>Closed loop with customer communication:</b> Close the loop in customer communication whenever possible. To support doing so, create customizable email scripts for all frequent types of PSRs (see opportunity 10), and ensuring there is a field in Trapeze to record the date and time the customer is contacted and that this field is consistently used. Closing the loop will have a direct impact on customer satisfaction and increase the transparency of the entire PSR process. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapters 3 and 4.</p>			
6	MCS	SF311	Unused Talent, Movement
<p><b>PSR status to customers:</b> Provide a more informative customer-facing status for customers who follow up using their service request number on the SF311 website such as including MCS contact information to find out their service request’s status. In the absence of two-way communication between Trapeze and Lagan, this step will provide more useful information to customers than is currently available. Effort: <span style="color: green;">L</span> Impact: <span style="color: green;">H</span> See Chapter 3.</p>			
7	MCS	Products & Services Departments, SFMTA Performance & Business Support, SFMTA IT	Extra Work, Work-in-Progress
<p><b>PSR batching:</b> MCS should eliminate the labor-intensive PSR batching process (in which PDFs of PSRs are emailed to products and services departments) for SFMTA departments that have access to Trapeze. Instead, MCS can work with the SFMTA Performance and Business Support team and/or SFMTA IT to set up reports or Tableau dashboards to monitor departments’ activities on PSRs. This process change will reduce MCS work load while reducing delay in investigation by products and services departments without increasing their work load. See also opportunity 34. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapters 3 and 5.</p>			
8	MCS	All PSR Investigators, SF311	Unused Talent
<p><b>PSR investigator feedback to SF311:</b> Set up feedback mechanisms for MCS and downstream PSR investigators to identify common deficiencies in information recorded by SF311 CSRs to provide better guidelines for call intake. This will improve the quality of information included in PSRs, reduce the difficulty of investigation, and make PSRs more actionable. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>			
9	MCS	All PSR Investigators	Extra Work
<p><b>PSR closure at MCS:</b> Address, respond to, and close PSRs at MCS if the involvement of downstream PSR investigators does not provide better information to respond to the customer and/or enable the agency to take corrective action. Divisions and departments should work with MCS to develop clear, written guidelines for which types of PSRs MCS should forward. This will reduce PSR volume downstream and free up resources for PSR investigators to focus on actionable PSRs. Empowering MCS to close more of the PSRs it already triages does not in and of itself involve substantial added work. Effort: <span style="color: green;">L</span>/<span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>			

ID #	Process Owner(s)	Process Stakeholder(s)	Obstacle(s) Addressed
10	MCS	All PSR Investigators	Extra Work, Mistakes
	<p><b>Responses to customers:</b> Divisions and departments should provide MCS with pre-approved language for how to respond to common topics of PSRs to be addressed, responded to, and closed by MCS. This will increase customer satisfaction while improving consistency and accuracy of MCS responses and reducing the amount of time required to respond to customers. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
11	MCS	All PSR Investigators	Extra Work
	<p><b>Recording investigation findings:</b> When researching PSRs, always record the findings or lack thereof in Trapeze for downstream process participants and for MCS. This will reduce the amount of extra work by staff who can see what information was already found or unavailable, and reduce internal follow-up communication. Effort: <span style="color: green;">L</span> Impact: <span style="color: yellow;">M</span> See Chapter 4.</p>		
12	MCS	All PSR Investigators	Mistakes, Unused Talent
	<p><b>Training in Trapeze:</b> MCS should ensure that all PSR investigators have sufficient training in Trapeze and how it should be used in the PSR process. This will increase consistency, accuracy, and reliability of the PSR database, reduce the need for MCS to make changes in Trapeze for others, and empower PSR investigators to effectively manage and monitor their PSRs. Effort: <span style="color: yellow;">M</span>/<span style="color: red;">H</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
13	MCS	All PSR Investigators	Mistakes
	<p><b>Instructions for PSR closure:</b> MCS should provide clear, written instructions and guidance for PSR investigators on how to address and close PSRs to ensure consistent and timely closure of PSRs. This will also ensure that performance reporting correctly reflects the agency's PSR closure rate. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
14	MCS, Video Surveillance Unit	SF311, SFMTA IT, Transit Divisions	Extra Work, Mistakes
	<p><b>Filters for video pull requests:</b> Revise the filters for which PSRs generate automatic video pull requests to more closely align with the PSRs that require them. This will reduce the number of unnecessary video pull requests which saves time for both MCS staff and the Video Surveillance Unit. Effort: <span style="color: green;">L</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
15	MCS, Video Surveillance Unit	SF311, SFMTA IT, Transit Divisions	Waiting, Unused Talent
	<p><b>Emails for video pull requests:</b> Increase timeliness of video pull requests by reconfiguring automatic emails to clearly indicate high-priority video pulls to the Video Surveillance Unit as soon as their service requests are received. A new configuration could reduce duplicative emails to the Video Surveillance Unit and make MCS daily digest processing complementary rather than duplicative of earlier emails to the Video Surveillance Unit. This will give the Video Surveillance Unit a head start on high-priority video pulls such as those for ADA-related hearings (see opportunity 31) and increase the share of video requests that can be fulfilled. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
16	MCS, Video Surveillance Unit	SFMTA IT, SF311 IT	Extra Work
	<p><b>Unnecessary video pull requests:</b> Identify common "false positives" and other errors in automatic video request emails and eliminate them to the extent possible by revising the filters for which PSRs generate automatic video pull requests to more closely align with PSRs that require them. This will reduce the number of unnecessary video pull requests which saves time for both MCS staff and the Video Surveillance Unit. Effort: <span style="color: green;">L</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		

ID #	Process Owner(s)	Process Stakeholder(s)	Obstacle(s) Addressed
17	MCS	Video Surveillance Unit	Unused Talent, Waiting
	<p><b>MCS video pull pre-processing:</b> Ensure sufficient staffing and cross-training of MCS staff so that video pull processing occurs within the feasible timeframe for video pulls. While this may require more resources, it will ensure that the time-sensitive video pulls are processed in time. MCS has already made progress on this opportunity by cross-training an additional staff person. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
18	Video Surveillance Unit	MCS, Transit Divisions	Waiting, Interruptions
	<p><b>Status of video pulls:</b> Proactively share the status of video pulls (whether video has been requested, whether the pull was successful, and when/to whom footage was sent) electronically with MCS, transit divisions, and other PSR process participants through Trapeze, SharePoint, or another platform. This will reduce unnecessary follow-up emails, duplicate requests, and delays in investigation. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
19	Video Surveillance Unit	MCS, Transit Divisions	Extra Work
	<p><b>Investigation details:</b> Share investigation details from the Video Surveillance Unit with other PSR investigators, preferably in Trapeze or possibly by sharing the VSP slip. This will prevent duplicate work since the Video Surveillance Unit often researches PSR information while pulling videos. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: yellow;">M</span> See Chapter 4.</p>		
20	Video Surveillance Unit	MCS, Transit Divisions	Waiting
	<p><b>Transmission of videos:</b> Explore possibilities for more efficient transmittal of video footage to transit divisions and other process participants. Transmitting video footage electronically or by other means to PSR investigators may be quicker or more reliable than hand delivery. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
21	SFMTA IT, MCS	All PSR Investigators	Mistakes, Extra Work
	<p><b>Route assignment in Trapeze:</b> Ensure that Trapeze correctly assigns routes and vehicle numbers to divisions and that MCS has up to date information on which coach numbers belong to which divisions. This will reduce the number of PSRs that are initially sent to the wrong division for investigation. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: yellow;">M</span> See Chapter 4.</p>		
22	SFMTA IT, Transit Divisions	MCS	Mistakes, Extra Work
	<p><b>Route names in Trapeze:</b> Divisions and MCS should work with SFMTA IT to update route names/groupings as necessary in Trapeze. This will improve the ease of investigation and accuracy of assigning PSRs to divisions. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: yellow;">M</span> See Chapter 4.</p>		
23	All PSR investigators	MCS	Work-in-Progress
	<p><b>Monitoring PSRs:</b> Monitor PSRs regularly, ideally daily, to increase the timely processing of PSRs. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
24	All PSR investigators	MCS	Extra Work
	<p><b>Avoiding paper copies:</b> Avoid working on paper copies of PSRs outside of Trapeze for extended periods of time. This will improve efficiency by having the same information available to all process participants in one system of record. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		

ID #	Process Owner(s)	Process Stakeholder(s)	Obstacle(s) Addressed
25	Transit Divisions	MCS	Unused Talent
	<p><b>Use of Operator ID field:</b> Ensure that reliable information on operator PSR patterns is available to transit division management by always using the Operator ID field in Trapeze for operator-related PSRs that are identified. This will improve the utility and reliability of Trapeze in applying the agency's progressive discipline guidelines. Effort: <span style="color: green;">L</span> Impact: <span style="color: green;">H</span> <i>See Chapter 4.</i></p>		
26	Transit Divisions	MCS	Mistakes
	<p><b>Standardized materials:</b> Standardize materials used in the PSR process to ensure consistency across divisions in implementation of the PSR process. Effort: <span style="color: green;">L</span> Impact: <span style="color: red;">L</span> <i>See Chapter 4.</i></p>		
27	Transit Divisions, SFMTA IT	MCS	Extra Work
	<p><b>Automating letters:</b> Explore opportunities to automate portions of the process for sending letters to operators regarding a PSR with possible merit. This improvement will save division staff time. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: yellow;">M</span> <i>See Chapter 4.</i></p>		
28	SFMTA Training	Transit Divisions, MCS	Unused Talent
	<p><b>Customer service training:</b> Provide customer service training to all operators, investing in their professional development. This will improve customer service, reduce the overall volume of PSRs, and help the agency achieve its strategic plan goal of creating a workplace that delivers outstanding service. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> <i>See Chapter 4.</i></p>		
29	SFMTA IT, Security Ops	MCS	Unused Talent
	<p><b>Employee ID field for Security Ops:</b> Enable more reliable information on transit fare inspector PSR patterns for Security Ops management by including transit fare inspector employee IDs in the Employee ID field in Trapeze or creating a separate field if necessary. Moving transit fare inspector employee IDs from free text to a dedicated field will make it possible to query an employee's PSR history and use PSRs as an employee management tool. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: yellow;">M</span> <i>See Chapter 4.</i></p>		
30	MCS, Transit Divisions	SFMTA IT, Accessible Services	Waiting, Extra Work
	<p><b>Customer communication for hearings:</b> MCS should work with divisions to reconfigure the process steps for contacting customers with ADA-related PSRs about hearings and seek to reduce any unnecessary delays in the process around ADA-related hearings. A streamlined process should include clear deadlines for divisions for initial findings of ADA-related PSRs, and automatic notifications of those deadlines if possible. Changes to action codes in Trapeze would be necessary to accurately reflect an improved process. Streamlining the process will reduce delays, improve customer experience, and increase the likelihood of holding a hearing within 28 days. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> <i>See Chapter 4.</i></p>		
31	MCS, Video Surveillance Unit	Transit Divisions, SF311, SFMTA IT	Waiting, Unused Talent
	<p><b>Streamlining ADA video pull requests:</b> When reconfiguring automatic emails to the Video Surveillance Unit (see opportunity 15), PSRs for which an ADA-related hearing is requested should be among those that Video Surveillance Unit takes action on before MCS manually processes video pull requests. This will reduce delays in the time-sensitive video pull process. Effort: <span style="color: green;">L</span> Impact: <span style="color: green;">H</span> <i>See Chapter 4.</i></p>		

ID #	Process Owner(s)	Process Stakeholder(s)	Obstacle(s) Addressed
32	SFMTA IT	MCS, Transit Divisions, Product & Services Departments	Waiting, Work-in-Progress
	<p><b>Automatic reminders:</b> Explore the possibility of automatic reminders/emails for other ADA-related process steps that currently are highly manual, such as customer deadlines for requesting a hearing or the presence of a new PSR with a hearing notification required. Automatic reminders and emails will reduce delay in the time-sensitive ADA-related hearing process. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: yellow;">M</span> See Chapter 4.</p>		
33	MCS	Transit Divisions	Mistakes
	<p><b>Instructions for ADA-related PSRs:</b> Similar to opportunity 13, MCS should create clear written guidelines for assistant superintendents on the process for ADA-related PSRs in particular in order to increase consistency and reduce mistakes. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 4.</p>		
34	SFMTA IT, MCS	Products & Services Departments	Waiting, Unused Talent
	<p><b>Revised action codes in Trapeze:</b> To aid in eliminating the PSR batching process (see opportunity 7), MCS should work with SFMTA IT to establish an action code to indicate that products and services PSRs are ready for department review, similar to how “Supt2Rev” is used for transit divisions. Consistent use of this action code will facilitate products and services departments proactively managing their PSRs in Trapeze and reduce delays. MCS has initiated discussions with SFMTA IT to rename and create action codes to streamline PSR processing. Effort: <span style="color: green;">L</span> Impact: <span style="color: green;">H</span> See Chapters 3 and 5.</p>		
35	MCS	SF311, SFMTA IT	Extra Work
	<p><b>Routing facilities-related feedback:</b> A new enterprise asset management (EAM) system will create more opportunities to change the process flow for customer feedback related to maintenance of facilities and other assets. MCS should remain engaged with the team implementing a new EAM system to ensure that facilities-related PSRs are routed directly from SF311 to the EAM system and appropriate departments, reducing the number of service requests MCS must manage separately in Lagan overflow queues. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 5.</p>		
36	Muni Central Control	Street Ops, MCS	Extra Work, Mistakes
	<p><b>Electronic logs:</b> Central Control orders should be consistently recorded in electronic logs. New technology being installed at the Transportation Management Center may improve the completeness of electronic logs, improving the ability of Street Ops and MCS to research service incidents. Effort: <span style="color: red;">H</span> Impact: <span style="color: green;">H</span> See Chapter 5.</p>		
37	SFMTA IT, Transit Divisions	Street Ops, MCS	Extra Work, Unused Talent
	<p><b>System/database access:</b> Street Ops should have electronic access to systems that help them research PSRs, including dispatcher databases. This will reduce time needed for research and improve overall PSR processing time. Effort: <span style="color: green;">L</span> Impact: <span style="color: green;">H</span> See Chapter 5.</p>		
38	Street Ops	Transit Divisions, MCS	Mistakes
	<p><b>Recording findings in Trapeze:</b> Street Ops should record the final outcome of PSR investigations in Trapeze, since the final outcome of investigation by street inspectors is not currently recorded in Trapeze. Effort: <span style="color: green;">L</span> Impact: <span style="color: yellow;">M</span></p>		

ID #	Process Owner(s)	Process Stakeholder(s)	Obstacle(s) Addressed
39	Street Ops	Video Surveillance Unit, MCS	Unused Talent
	<p><b>Use of videos by Street Ops:</b> Street Ops should request and use video footage for PSRs when appropriate. This will enable the agency to directly investigate PSRs about rule violations that are not repeated or do not follow predictable patterns. This will increase the number of rule violations that can be referred for appropriate follow-up to transit division management. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 5.</p>		
40	Security, Investigations, and Enforcement (SIE)	SFPD, SF311, MCS	Unused Talent
	<p><b>Routing of security-related feedback:</b> SIE should meet with SF311, MCS, and the SFPD Lieutenant who manages the SFPD’s Muni teams to discuss which types of customer feedback get routed to 911, a non-emergency SFPD line, Central Control, and/or the Muni Work Queue. This will ensure SF311 guidelines are aligned with the most efficient way to direct customer feedback. Effort: <span style="color: yellow;">M</span> Impact: <span style="color: green;">H</span> See Chapter 5.</p>		
41	MCS	SFMTA Performance & Business Support, SFMTA IT	Unused Talent
	<p><b>New performance metrics:</b> MCS should work with the SFMTA Performance &amp; Business Support team and SFMTA IT to institute new performance metrics, which may include:</p> <ul style="list-style-type: none"> <li>• Percent of customers with contact information receiving an acknowledgement response from Muni Customer Service within 5 days</li> <li>• Percent of All PSRs Closed within Performance Threshold</li> <li>• Percent of Operator-related PSRs with Vehicle ID or Employee ID Reported by Customer</li> <li>• Percent of PSRs with Customer Contact Information</li> <li>• Percent of PSRs Closed by Muni Customer Service</li> <li>• Customer Satisfaction with Muni Customer Service</li> <li>• Complaints per Service Mile or per Boarding</li> </ul> <p>Effort: <span style="color: yellow;">M</span> / <span style="color: red;">H</span> Impact: <span style="color: green;">H</span> See Chapter 7.</p>		



**Appendix A**  
**Stakeholder Interviews and Business Process Mapping Sessions**

<b>ID #</b>	<b>Date</b>	<b>Agency</b>	<b>Department/ Division</b>	<b>Employee(s)</b>	<b>Position(s)</b>	<b>Type of Interview</b>
1	11/9/2015	SFMTA	MCS	Angela Genochio	Transit Information Clerk	Interview
2	11/12/2015	SFMTA	MCS	Angela Genochio	Transit Information Clerk	Interview
3	12/11/2015	SFMTA	MCS	Angela Genochio	Transit Information Clerk	Interview
4	12/17/2015	SF311	Call Center	Mark Lovett	Manager	Interview
5	12/21/2015	SFMTA	Accessible Services	Matt West	Fixed Route Accessibility Coordinator	Interview
6	12/22/2015	SF311	Finance & Technology	Andy Maimoni, Amy Garant	Deputy Director, Administrative Analyst	Interview
7	12/22/2015	SFMTA	Regulatory Affairs	Kathy Broussard, Kathleen Sakelaris	Investigator, Manager	Interview
8	1/5/2016	SFMTA	MCS	Elvira De Leon	Transit Information Clerk	Interview
9	1/5/2016	SFMTA	MCS	Yusmine Holloway	Transit Information Clerk	Interview
10	1/6/2016	SFMTA	Accessible Services	Annette Williams	Manager	Interview
11	3/24/2016	SFMTA	Transit Management	Transit Management staff meeting attendees	Deputy Director, Senior Operations Managers, Superintendents, Asst. Superintendents	Presentation and Feedback
12	4/14/2016	SFMTA	Presidio Division	David Banbury, Francisca Tapia	Superintendent, Asst. Superintendent	Interview/ Business Process Mapping
13	4/19/2016	SFMTA	Green Division	Michelle Enciso, Paul Wong	Superintendent, Asst. Superintendent	Interview/ Business Process Mapping
14	5/2/2016	SFMTA	Transit Planning	Rachel Hyden, Kevin Keck	Public Information Officer, Transit Planner III	Interview/ Business Process Mapping
15	5/3/2016	SFMTA	Presidio Division	Francisca Tapia	Asst. Superintendent	Business Process Mapping

<b>ID #</b>	<b>Date</b>	<b>Agency</b>	<b>Department/ Division</b>	<b>Employee(s)</b>	<b>Position(s)</b>	<b>Type of Interview</b>
16	5/9/2016	SFMTA	Flynn Division	Elizabeth Valdellon, Ayn Antonio	Superintendent, Asst. Superintendent	Interview/ Business Process Mapping
17	5/17/2016	SFMTA	Security, Investigations, and Enforcement	Chris Grabarkiewctz, Ryan Thompson	Director, Management Assistant	Interview
18	5/18/2016	SFMTA	Woods Division	Deborah Franks, Christina Penland, and Ronald Forrest	Superintendent, Asst. Superintendents	Interview
19	5/24/2016	SFMTA	Information Technology	Chris Veatch	SF311 Liaison	Interview
20	5/26/2016	SFMTA	Street Ops	David Fong	Transit Supervisor	Interview
21	6/7/2016	SFMTA	Video Surveillance Unit	Shahin Shaikh	Manager	Interview
22	6/8/2016	SFMTA	Regulatory Affairs	Kathy Broussard, Kathleen Sakelaris	Investigator, Manager	Interview/ Business Process Mapping
23	6/21/2016	SFMTA	Security Ops	Kathleen Zierolf	Manager	Interview

## Appendix B Project Glossary

Term	Definition
<b>ADA (Americans with Disabilities Act)</b>	Federal civil rights legislation passed in 1990 that requires public transportation services to be accessible to persons with disabilities.
<b>Business Process Map</b>	A structural analysis used to define what a process accomplishes, who is responsible, and all possible end points of the studied process.
<b>CCTags Database</b>	A Muni Central Control database that collects all collisions, altercations between passengers, and other incidents which is used as a key data source for identifying a correct vehicle and/or operator for a PSR.
<b>Division</b>	Refers to a garage and yard facility (depot) where buses are stored, maintained, and dispatched into service. Muni has eight operating divisions: Woods, Presidio, Flynn, Kirkland, Potrero, Green & Geneva, Muni Metro East, and Cable Car.
<b>Headway Adjustment Slips</b>	Orders given in the field by street inspectors (e.g., switchback orders) which are a key data source for identifying a correct vehicle and/or operator for a PSR, particularly for Street Ops.
<b>Lagan</b>	SF311's client relationship management software.
<b>Lean Process Improvement</b>	A process improvement framework used to map and analyze business processes, identify inefficiencies, and continuously improve to maximize customers' value. It was developed primarily from the Toyota Production System.
<b>Memorandum of Understanding</b>	A formal agreement such as the labor contract between the SFMTA and the Transit Workers' Union.
<b>NextBus</b>	An online platform that collects historical automated vehicle location (GPS) data, including the SF Muni Replay Map feature which depicts the minute-by-minute historical GPS data on the map. This service is a key data source for identifying a correct vehicle and/or operator for a PSR.
<b>Not Out/Late Out Sheets</b>	Paper forms that list vehicle runs that departed a division late or missed their run. These are key data sources for identifying a correct vehicle and/or operator for a PSR, particularly for Street Ops.

Term	Definition
<b>Opportunity</b>	<p>Refers to portions of business processes for which improvements may be implemented to reduce or eliminate one or more of the following obstacles:</p> <ul style="list-style-type: none"> <li>• <b>Mistakes</b> – Errors that result in rework</li> <li>• <b>Movement</b> – Unnecessary transportation of things; unnecessary motion of people</li> <li>• <b>Interruptions</b> – Breaks in the flow of work</li> <li>• <b>Extra Work</b> – Doing work that is not valued by the customer</li> <li>• <b>Work-in-progress</b> – Creating backlogs of partially processed work</li> <li>• <b>Waiting</b> – Idle time that results when work is not synchronized across steps (e.g., waiting for information, responses, or resources; dependency on others to complete tasks; system response or down time)</li> <li>• <b>Unused Talent</b> – Underutilizing people’s talents, skills, or knowledge</li> </ul>
<b>Passenger Service Reports</b>	Feedback submitted to Muni Customer Service for follow-up regarding the Muni system’s employees, products, and services.
<b>Proof of Payment</b>	Evidence that the customer has already paid their Muni fare for a particular trip.
<b>Proof of Payment Officer/Transit Fare Inspector</b>	A uniformed SFMTA employee who may request a passenger’s proof of payment and issue a citation if none is provided.
<b>Run</b>	Refers to a driver’s daily work assignment. This number is an important identifier used in researching PSRs in Trapeze and other data sources. The run number is displayed in the front window of Muni vehicles.
<b>Schedules and Rotation Sheets</b>	Schedule and rotation sheets provide additional details on operator and vehicle assignments used as a key data source for identifying a correct vehicle and/or operator for a PSR, particularly for Street Ops.
<b>Self-Service Portal</b>	SF311’s online feedback and complaint reporting system. Any Muni-related feedback or complaint issued through the self-service portal will be automatically sent to Trapeze.
<b>Service Check Slips</b>	A slip used by street inspectors that record schedule adherence in the field. These are key data sources for identifying a correct vehicle and/or operator for a PSR, particularly for Street Ops.

Term	Definition
<b>Service Request Number</b>	A unique ID issued for every SF311 service request, which can be used to follow up on its status.
<b>Trapeze</b>	SFMTA’s software which includes the PSR database. Trapeze is also the platform the SFMTA Transit Division uses to create transit schedules and match operators to vehicles, among other uses, and is therefore an important data source for identifying the correct vehicle and/or operators for a PSR.
<b>Trapeze COM</b>	A view-only web interface into Trapeze accessed from the SFMTA intranet and from which PDFs of PSRs can be printed.
<b>Twin Peaks</b>	A process improvement program, launched by the San Francisco Controller’s Office in 2016, which provides training and technical assistance to City staff and departments. Twin Peaks offers trainings to better equip City staff with the tools needed to continuously improve their processes and deliver value to customers and technical support to assist departments in their implementation of continuous improvement methods.

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## Appendix C SF311's Muni Complaint Script Flow

Log incoming call >> Service Request >>

Customer Service Guide

Select from the appropriate option below:

- Public Works Volunteer
- Muni - Transport**
- 311 CSC
- TAXI
- DPT
- Residential Building
- Parks
- Other

Customer Service Guide

Select a service request

- Complaints**
- Compliments
- Lost & Found
- Other

Customer Service Guide

May I have your name and phone number so that we can contact you if we have any further questions?

*If customer is concerned:  
Explain to the customer that in order to help with the request, a department representative may need more information (i.e. location details, nature of the request, etc.). Customer information is private and will only be used for the purpose of this service request.  
Refer to the disclaimer on the right if applicable.*

**Yes**

No

Information

Back Forward Home Refresh

Title: Scriptflow KB: Muni Disclaimer  
Agency: 311 - Internal Use

Answer More Information

*If the complaint is regarding a MUNI employee **and** the caller wishes to remain anonymous, read the following:*

**Please note that due to the contractual agreement with the transit operators' union, your name, and a valid form of contact, are required for MTA to take corrective action on any MUNI employee related complaint.**

Required: first name or initial, last name, and at least one of the following:  
Email, phone, and/or street address.

Brief Details

>>

Customer Service Guide	Search
<p>Can I have your first and last name?</p> <p><i>Search for customer name in search screen.</i></p> <p><input type="text"/></p>	<p>Last Name: <input type="text"/></p> <p>Phone: <input type="text"/></p> <p>Street Number: <input type="text"/></p> <p>City: <input type="text"/></p> <p>ZIP Code: <input type="text"/></p> <p><input type="checkbox"/> Use sounds like search</p>
<p>Customer Found</p> <p>Customer NOT Found</p>	

Customer Service Guide
<p><i>Verify customer's phone number if available.</i></p>
<p><input type="text"/></p>
<p>Yes - Client Verified</p> <p>No - NOT Verified</p>

Customer Service Guide
<p><i>Verify customer's information in "Brief Details."</i></p> <p><i>Attempt to obtain customer's email address if it does NOT already exist.</i></p> <p><i>If customer provides their email address click the pad and pencil icon in the upper right corner of "Brief Details," add their email address, and click "Finish."</i></p>
<p><input type="text"/></p>
<p>Yes - Client Verified</p> <p>No - Client NOT Verified</p>

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Customer Service Guide
<p><i>Client verified and set</i></p>
<p><input type="text"/></p>
<p>Continue</p>

>>



Customer Service Guide

◀ ▶

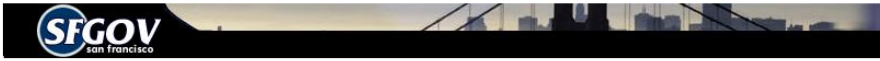
*Ask the customer for the location of where the incident occurred.*

*If the customer agrees to provide this information, select "Search for a Location."*

*If the customer does not know the location, or declines to provide it, select "Continue to Eform," and enter "N/A" in the **Incident Location** field.*

Search for a Location  
Continue to Eform

>>



Date / Time: 2016-01-05

Service Request Number: 1239126

### SFMTA MUNI Feedback

Due to the contractual agreement with the transit operations' union, your first name or initial, last name, and a valid form of contact (Email, phone, and/or address) are required for Muni to take corrective action on any transit operator-related complaint.

Customer Name:

Primary Phone:

Alternate Phone:

Email:

Address:

City:

State:

ZIP Code:

**REQUEST DETAILS:**

Category:\*

Type:\*

311 Escalation Instructions:

Vehicle Number:\*  (Four digit number; if irrelevant or unknown, enter 9999)

Employee ID:  (Four digit number on transit operator's sleeve; if not provided leave blank)

Employee Physical Description:   
(Ethnicity, gender, physical characteristics, facial hair, glasses, etc.)

Line/Route:\*   
(If the line or route information is irrelevant or unknown, please select "Not Applicable / Unknown")

Incident Date/Time:\* Date:  Time:   AM  PM  
(When entering the time, be sure to also indicate AM or PM)

Incident Location:\*   
(For unverified addresses manually enter the location provided; if location was unknown or not provided, enter "N/A")

Details:\*   
(May also include additional location details if relevant)

Is the feedback ADA related?  Yes  No

IF THE FEEDBACK IS ADA RELATED, ask the customer if they would like a **hearing** to be scheduled.  Yes  No  
(If "Yes" is selected, and the operator is identified, a telephone or in-person hearing will be scheduled to address the issue)

Did the customer mention discrimination based on race, color, or national origin (Title VI)? (DO NOT PROMPT THE CUSTOMER)  Yes  No

Did the customer mention discrimination based on gender identity, sexual affiliation, age, appearance, etc.? (DO NOT PROMPT THE CUSTOMER)  Yes  No

Did the customer request a Video Pull for this complaint? (DO NOT PROMPT THE CUSTOMER)  Yes  No

**BACK OFFICE USE ONLY**

\*\*\*\*\*

Source Agency Request Number:

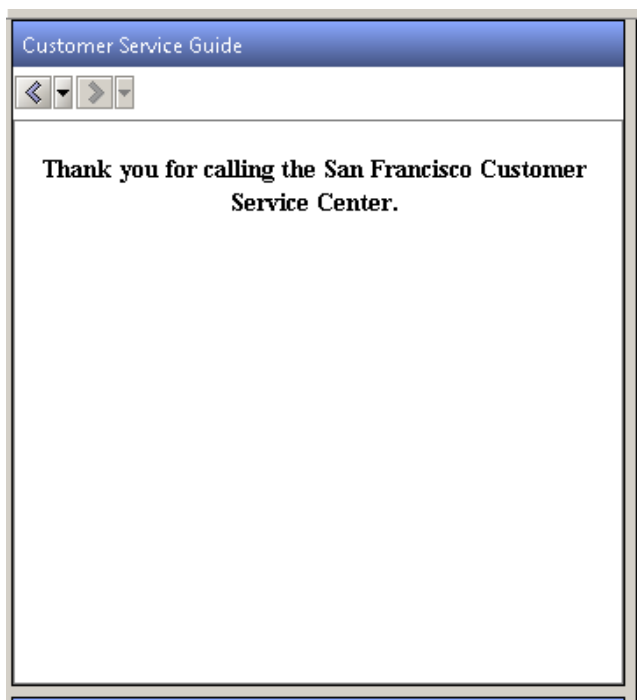
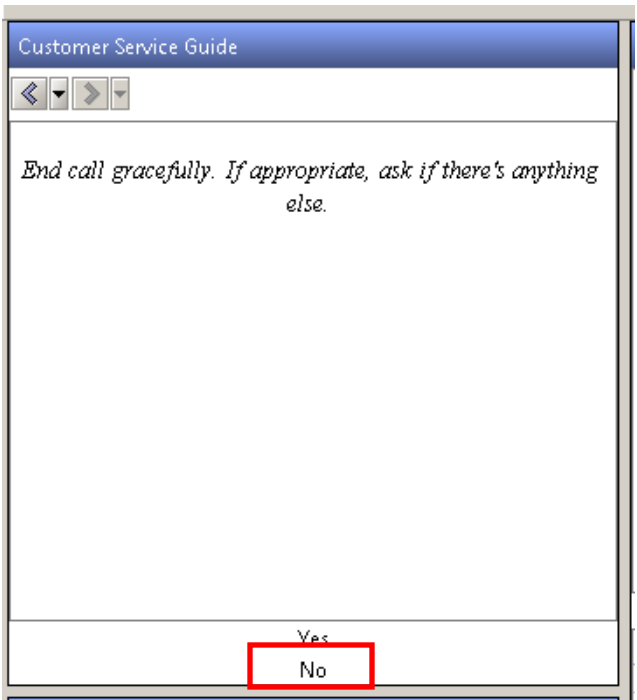
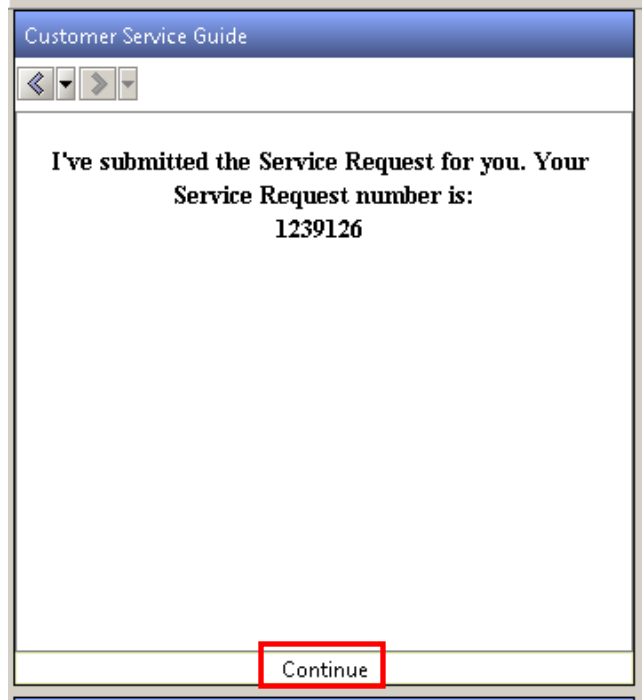
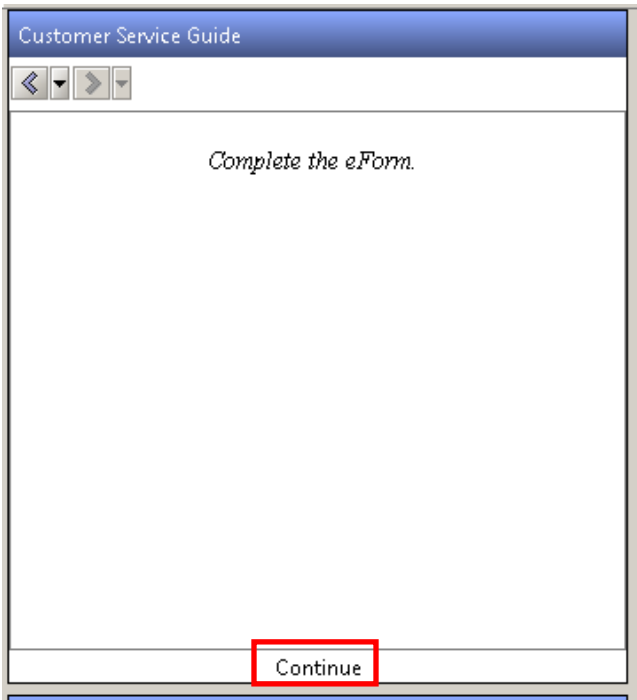
Responsible Agency Request Number:

Service Request Work Status:

Work Status Updated:

Powered by [Lagan Technologies Ltd.](#)

Media URL:



Interaction ends.

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# Appendix D

## Self Service Portal – Flow on SF311 Website (as of March 4, 2016)

Go to SF311.org. Click on “Transportation.”

CITY & COUNTY OF SAN FRANCISCO  
**San Francisco 311**

SEARCH

SF311 Search for Information Request Service Track Service Request About 311 Contact Us Related Links

Send us your question and a representative will contact you on the **SAME DAY** of the request if submitted prior to 7pm. Requests received after 7pm will be responded to the next business day.

**Latest News** (click for more)  
SUNSET TUNNEL TRACKWAY IMPROVEMENTS BEGIN AGAIN MARCH 4, 2016 @ 8:00pm  
Storm Preparation Information and Resources  
Severe Weather Shelter Expansion for Sat 3/5 - Mon 3/7 AM

**Animals & Pets**  
Adoption, Dog Licensing, Lost Pets, Volunteering, Animal Bite/Noise Complaints

**Business**  
Permits, Licenses, Starting a Business, Contracts with the City, Demographics Info

**Garbage & Graffiti**  
Graffiti, Street/Sidewalk Cleaning, Litter, Recycling, Garbage Can Maintenance

**Streets & Sidewalks**  
Potholes, Sidewalk Defects, Tree Maintenance, Damaged Property, Streetlights, Parking Zones, Parking Meters

**Utilities**  
Water Waste Complaints, Catchbasins, Sewers, Streetlights, Flooding, Water Quality, Gas, Electric/Power

**Building & Construction**  
Request Inspection, Building Codes, File Building Complaint, New/Existing Permit Services

**Community**  
Birth/Death, Marriage, Centralized Commission/Committee/Task Force Database, City ID Cards, School Information, Taxes, Veteran's Resources, File a Police Report

**Parks**  
Golden Gate Park, Activities, Park Trees, Playgrounds, Structural Maintenance

**Transportation | Transit Tools**  
SFO Airport, Muni, Taxi, Bicycles, Abandoned Vehicles, Parking, Blocked Driveways

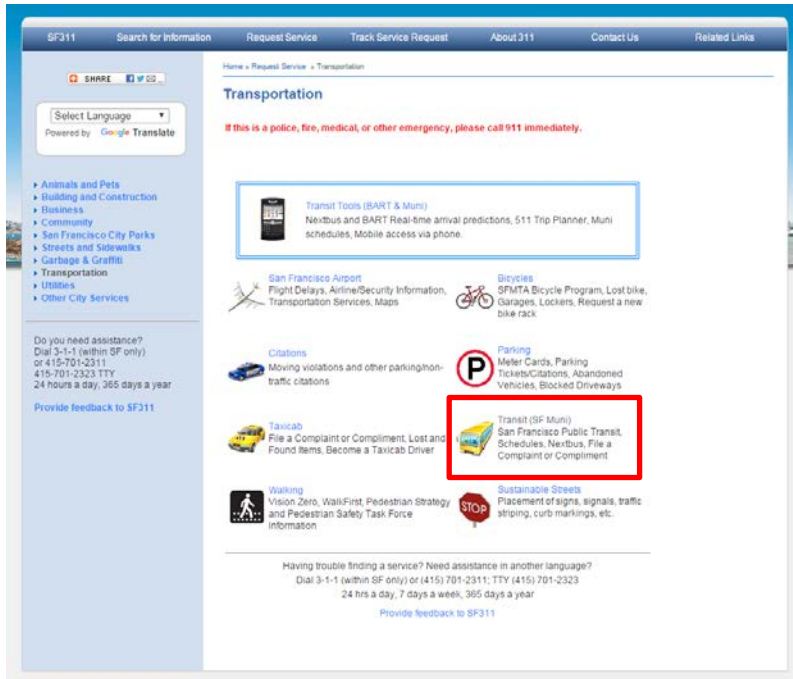
**Other**  
Request service or information from other City Departments

**CityTweeters**  
A Twitter list by @SF311  
City Agencies also on Twitter

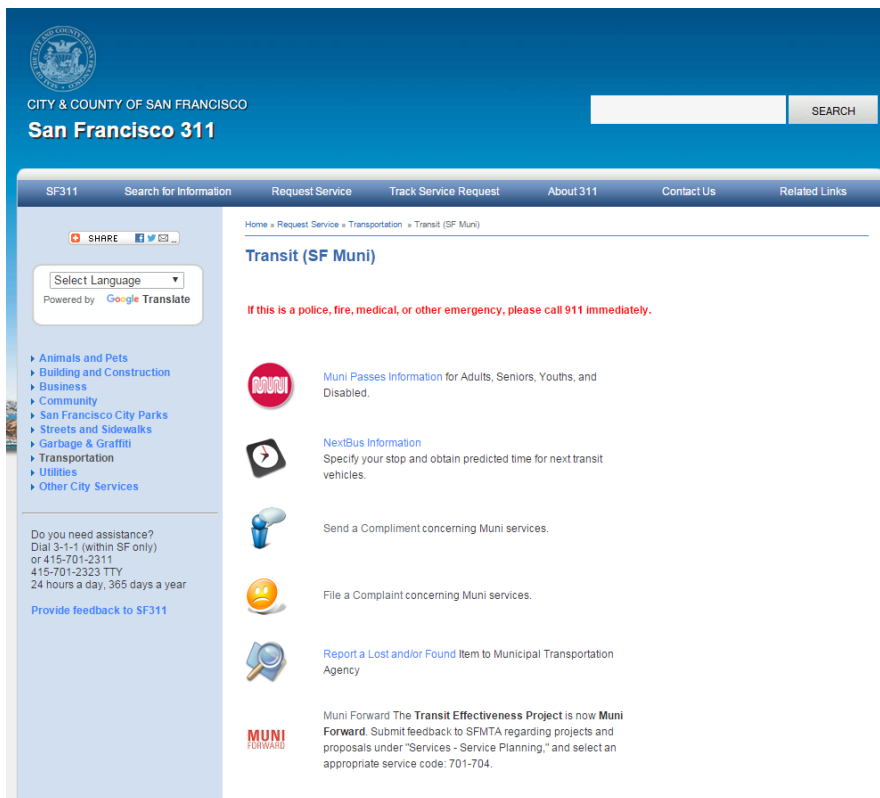
**Asian Art Museum** @asianartmuseum  
You comin' to our FREE 50th birthday party tomorrow + Sun? Lots of all ages programs bit.ly/r1TNeAHM #AAM50

**SF Water Power Sewer**


Click on “Transit (SF Muni).”



Click on “File a Complaint concerning Muni services.”



Provide an email address or press “Skip” to proceed anonymously.



[Enter Personal Details](#) > [Enter Service Request Details](#) > [Review & Submit](#) > [Attach Photo \(s\) / File\(s\)](#) > [Print & Track](#)

### Email Information

---


If this is a police, fire, medical or other emergency, please call 911.

To continue anonymously, click "Skip"

Please provide your valid email address:

Please re-enter your valid email address:

Press "Next" after reading the privacy disclaimer and notification to call 911 in case of an emergency.



[Enter Personal Details](#) > [Enter Service Request Details](#) > [Review & Submit](#) > [Attach Photo \(s\) / File\(s\)](#) > [Print & Track](#)

### Privacy Disclaimer

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If this is a life threatening situation, please call 911 immediately.

If your feedback is related to unsafe operation of a Muni vehicle, an escalated confrontation with an SFMTA employee, or criminal activity that occurred within the last 12 hours please call 311 immediately. Otherwise, please proceed with the online process. All online submissions will be reviewed within seven days.

Please be aware that your communications with the SFMTA through electronic mail, including any information that automatically accompanies such message or that you insert into the message, may be subject to disclosure under public records or other laws. The information you submit here becomes part of the public record. However, your name, home or residential address, and other personal contact information such as e-mail address and telephone number will be removed from a service request received by the SFMTA if you indicate that you want this information to remain confidential.

Fill out the Muni Feedback Form (attached in larger print as a separate appendix).



Enter Personal Details > **Enter Service Request Details** > Review & Submit > Attach Photo(s) / File(s) > Print & Track

### MUNI Feedback

Complete the fields below and click the Next button.

If this is a life threatening situation, please call 911 immediately.

If your feedback is related to unsafe operation of a Muni vehicle, an escalated confrontation with a SFMTA employee, or criminal activity that occurred within the last 12 hours please, call 311 immediately. Otherwise, please proceed with the online process. All online submissions will be reviewed within seven days.

Due to the contractual agreement with the transit operations' union, your first name or initial, last name, and a valid form of contact (email, phone, and/or address) are required for Muni to take corrective action on any transit operator related complaint.

(\*) denotes a mandatory field.

#### Customer Contact Information:

First Name:

Last Name:

Primary Phone:

Alternate Phone:

Email Address: \*

Address:

City:

State:

ZIP Code:

#### Request Details:

Category: \*

Type: \*

Expected Response Time:

I have read the disclaimer: \*

Vehicle Number: \*  (Four-digit number; if irrelevant or unknown, enter 9999)

Employee ID:  (Four-digit number on transit operator's sleeve; if unknown leave blank)

Employee Physical Description:   
(Ethnicity, gender, physical characteristics, facial hair, glasses, etc.)

Line/Route: \*   
(If the line or route information is irrelevant or unknown, please select "Not Applicable / Unknown")

Incident Date/ Time: \* Date:  Time:   AM  PM  
(When entering the time, be sure to also indicate AM or PM)

Street: \*   
(If relevant; otherwise type N/A)

Cross Street: \*   
(If relevant - otherwise type N/A)

Details: \*


Is your feedback regarding an alleged Americans with Disabilities Act (ADA) violation?  Yes  No

If your feedback is regarding an ADA related violation, would you like a hearing?  Yes  No  
(If "Yes" is selected, and the operator is identified, a telephone or in-person hearing will be scheduled to address the issue)

Title VI: Is your feedback regarding discrimination based on race, color, or national origin?  Yes  No



Review information before submitting.



[Enter Personal Details](#) > [Enter Service Request Details](#) > **Review & Submit** > [Attach Photo\(s\) / File\(s\)](#) > [Print & Track](#)

### Information Review

Please review the data you have entered up to this point. If the information is accurate, click the Continue button. You will have the opportunity to print on the next page.

**Customer Contact Information:** [<< Modify](#)


First Name:  
Last Name:  
Primary Phone:  
Alternate Phone:  
Email Address: anonymous@sfgov311.org  
Address:  
City:  
State: CA  
Zip Code:

**Request Details:**

Category: Services - Miscellaneous  
Type: 801 NextMuni/Technology  
Expected Response Time:  
I have read the disclaimer: Y  
Vehicle Number: 9999  
Employee ID:  
Employee Physical Description:  
Line/Route: E - EMBARCADERO Inbound toward Fisherman's Wharf via The Embarcadero and Jefferson St.  
Incident Date/Time: 03/09/2016 00:00 AM  
Location: n/a  
Cross Street: n/a  
Details: TEST  
Is your feedback regarding an alleged Americans with Disabilities Act (ADA) violation? No  
If your feedback is regarding an ADA related violation, would you like a hearing? No  
Title VI: Did the customer mention discrimination based on race, color, or national origin? No

Click on Continue to submit your request. [Continue >>](#)

Receive confirmation and Service Request Number (Tracking Number).



[Enter Personal Details](#) > [Enter Service Request Details](#) > [Review & Submit](#) > [Attach Photo\(s\) / File\(s\)](#) > **Print & Track**

### Successfully Submitted

Thank you for your submission. You will receive an email confirmation with a link to follow the progress of your submission.  
If you have any additional requests or questions, you can call us 7 days a week, 24 hours a day at 311 (for calls outside of San Francisco please dial 415-701-2311).

**Your Tracking Number is: 5630702**  
Mar 4 2016 4:41PM  
Please print a copy for your records. You may close your browser when done.  
Please click the button below to submit another request.  
[Report another incident](#)

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**Appendix E**  
**SF311 Automatic Muni Feedback Acknowledgement**

**Email #1:**

---

**SFMTA/MUNI Feedback Acknowledgement**

---

requests@311.sfgov.org <requests@311.sfgov.org>  
To: [REDACTED]@gmail.com

Sun, Jun 5, 2016 at 3:00 PM

Dear Customer:

Thank you for submission. This email serves as an acknowledgement of your tracking number [REDACTED] created on 6/5/16. All online submissions will be reviewed within seven days.

You can track your request here: <http://cmproxy.sfgov.org/selfservice/trackcase.jsp?ref=5946360>

If you have any additional questions, you can call 311, 7 days a week, 24 hours a day at 311 (Voice/TTY) toll free. From outside San Francisco dial (415) 701-2311 (Voice/TTY). TTY direct (415) 701-2323.

Sincerely,  
311 San Francisco Customer Service Center  
One Call Does It All  
City Services Simplified

How do I...

- Access services on 311?s NEW mobile app? [sf311.org/mobile](http://sf311.org/mobile)
- Access services on the web? [sf311.org](http://sf311.org)
- Provide feedback on 311 services? [sf311.org/survey](http://sf311.org/survey)

Note: This email may be confidential and is/are intended solely for the use of the individual to whom it is addressed. If you are not the intended recipient of this message you must take no action based upon it nor may you copy or show it to anyone.

**\*\*DO NOT REPLY TO THIS EMAIL. THIS MESSAGE WAS SENT FROM AN AUTOMATED SYSTEM THAT IS NOT MONITORED.\*\***

**Email #2:**

---

**SFMTA - Your feedback has been received by Muni Customer Services**

---

requests@311.sfgov.org <requests@311.sfgov.org>  
To: [REDACTED]@gmail.com

Tue, Jun 7, 2016 at 3:10 PM

Dear Customer:

Thank you for taking the time to provide feedback regarding Muni. Our goal is to provide timely, convenient and safe service, and your input is very important. We will strive to resolve your concern or evaluate your suggestion in an expedient manner. If you have a follow-up question regarding your feedback, please contact Muni Customer Services at 415-701-5640 and refer to Service Request Number [REDACTED].

Sincerely,

Muni Customer Services  
San Francisco Municipal Transportation Agency

How do I...

- Access services on 311?s NEW mobile app? [sf311.org/mobile](http://sf311.org/mobile)
- Access services on the web? [sf311.org](http://sf311.org)
- Provide feedback on 311 services? [sf311.org/survey](http://sf311.org/survey)

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## Appendix F Customer Survey Results<sup>1</sup>

### Q1. Please tell us, how did you submit your complaint/suggestion/question/feedback?

Value	Percentage	Number of Responses
Called 311	67%	10
Submitted online using the SFMTA website	7%	1
Submitted online using the 311 website	27%	4

### Q2. How was that process?

Response	Count
Calling 311 is easy. It's not getting any real answers that is the problem	1
Confusing to figure out where to go, and where to find things on the website.	1
Easy enough	1
Easy Enough	1
It was ok; they just take your information. It's a hassle kind of, but I guess it is necessary.	1
It was very simple and easy.	1
It went well, but my main concern is the follow up.	1
Perfect.	1
Straightforward.	1
The process is fine; it's the results that are laughable.	1
I had to wait 3 minutes for 311 to pick up the phone. I reported that the bus did not pick me and my son up, but I did not have the bus number. This has happened multiple times on the 19 Polk, but nothing ever changes.	1
Fine, although every time I call I ask for someone to call back and this (the survey) is the first time someone calls me back.	1
When I called, SF311 had no idea what I was talking about for my complaint. They transferred my call to Community Ambassadors who were not the right people to help. Luckily, Community Ambassadors knew about MTAP. I then called SF311 back and told them to assist me through MTAP.	1
Great. I was honestly shocked that I even got a response so I'm happy they gave both an email and phone call.	1
It was simple to call in, but the 311 representative kept telling me to speak slowly which is infuriating when you are already upset.	1

<sup>1</sup> The Customer Experience Survey was a phone-based survey administered from April 20, 2016 to May 17, 2016 by the Controller's Office and Muni Customer Service to 15 customers out of a sample size of 40.

**Q3. Is this how you usually submit feedback?**

Value	Percent	Number of Responses
Yes	80%	12
No	20%	3

(No option was given to allow for respondents to declare that they do not usually submit feedback or that this was their first time submitting feedback. This may skew responses based on lack of options.)

**Q4. Please rate the level of difficulty in submitting your complaint/suggestion/feedback - 1 being not difficult to 5 being very difficult**

Value	Percent	Number of Responses
Not Difficult	64%	9
Somewhat Difficult	21%	3
Average	14%	2
Difficult	0%	0
Very Difficult	0%	0

**Q5. How satisfied are you with your experience reporting your feedback through 311?**

Value	Percent	Number of Responses
Very Dissatisfied	0%	0
Dissatisfied	7%	1
Neutral	33%	5
Satisfied	27%	4
Very Satisfied	33%	5

**Q6. How satisfied are you with the City's communication with you since you submitted your feedback?**

Value	Percent	Number of Responses
Very Dissatisfied	47%	7
Dissatisfied	27%	4
Neutral	0%	0
Satisfied	13%	2
Very Satisfied	13%	2

**Q7. Please Explain to question 6**

Response	Count
Every time I call I ask for someone to call me back about this issue, but no one ever does.	1
Have not heard anything back. It's been a few weeks.	1
I don't even think they get these responses.	1
I'm very happy with receiving a phone call and email fairly promptly	1
It's been so often that I keep getting the same issue.	1
I received no response at all.	1
Nothing has been helpful with Muni calling. Very dissatisfied.	1
There was no communication. The City never calls us back or cares.	1
Thorough explanation, data to use for any further issues.	1
Rock and Roll Marathon not communicated - cut city in half, couldn't get through. Did not hear about it, tried talking to SFPD and no one knew what it was about. Streets were closed for four hours.	1
Even less than very dissatisfied! I can call and call but nothing happens. The City responds to only 1 out of 15 of my complaints.	1
I was dissatisfied because I was promised by SF311 that I would receive an email following the initial phone call. I never received a response email, was never told that was happening.	1
I never got any feedback. I also submitted a complaint in December about a stolen book bag. I don't believe anyone at MTA even looks at the videos to check what happened. I don't get any responses.	1
I'm satisfied with the City's communication, because I know they tried to call me back. I'm so busy I wasn't able to answer the phone though when they did.	1
I've had to make the call on this problem at least four calls to get the problem resolved. I don't live in San Francisco so I don't know if the problem has been handled.	1

**Q8. Were you contacted by anyone about your concern?**

Value	Percent	Number of Responses
Yes	40%	6
No	60%	9

**Q9. If yes to Q8, please describe (briefly) the communication you received.**

Response	Count
I was contacted but could not answer the phone in time.	1
One time back in April. There was a power problem, checking into the power.	1
Someone called to ask about my issue, but I do not believe it will be fixed.	1
Yes, but it wouldn't matter because they don't actually listen or act on my complaints.	1
Voice message left on phone. Email communication immediately afterwards.	1
Yes, someone who I do not remember or to which department they belonged to had called me and responded to my request.	1

**Q10. Were you aware of the Muni Customer Service Group?**

Value	Percent	Number of Responses
Yes	13%	2
No	87%	13

**Q11. Did you interact with them?**

Value	Percent	Number of Responses
Yes	0%	0
No	100%	2

**Q12. Now that you have heard a bit more about how your feedback was used, how satisfied are you with the action that was taken based on your feedback?**

Value	Percent	Number of Responses
Very Dissatisfied	33%	5
Dissatisfied	33%	5
Neutral	20%	3
Satisfied	7%	1
Very Satisfied	7%	1



**Q13. In the future, please tell us your preferred method(s) of submitting feedback to Muni?**

Value	Percent	Number of Responses
Phone call to 311	73%	11
Online	20%	3
Where online? (i.e. 411 self-service portal or through sfmta.com)	27%	4
SF311 mobile app on a smartphone	0%	0
Social media (twitter, Facebook)	7%	1

**Q14. How would you prefer to hear back from Muni? (Select all that apply)**

Value	Percent	Number of Responses
E-mail	47%	7
Phone	60%	9
Social media (Twitter, Facebook)	0%	0
US Mail	0%	0

**Q15. If you were to file another Muni-related complaint/inquiry/feedback in the future, how would you like Muni to improve the way it processes and responds to your complaint/request/inquiry/feedback?**

Response	Count
The response I received was great. The problem is that no one ever followed up to let me know that my complaint has went to someone, that it was read, or that anyone was working on it.	1
completely satisfied. complaint taken seriously, investigated, clarified.	1
I wish they would at least tell us what happened.	1
I wish we could know what's happening to the operators. Are they getting disciplined at all for what happened? 311 tells me I need to have their badge number, but nine times out of ten the operator covers their shoulder up on purpose so no one can see it. I just want someone to email us back to say we heard you, and the operator will be disciplined.	1
All they have to do is make a call to us.	1
I just want a progress update, or to let me know that something is actually being done with my complaint.	1
I would try something different since last time I tried the website. I'd try to call in a direct phone number.	1
I wish they worry about giving info to public as much as they do giving out traffic tickets. Called police north station no one knew anything about what was going on. Lack of communication. Watched the evening news and it wasn't mentioned either. Bay to Breakers is widely advertised and traffic alerts are provided, there was nothing for this event.	1
Have been calling for months, this is the first person I've heard from. Even though other people have complained about the same issue, they aren't proactive to call in to 311. To improve I would like a quicker turnaround to hear back from someone. (Thank you for calling me today and talking about my issue.)	1
I want a call back, a phone directly to muni instead of going through 311. I want 311 to say I file and give me a number to follow up and a reference number to follow up. To have someone at muni pulling up the reference and telling me what is going on.	1
I'm glad they responded to me, but the issue has still not been fixed. Why would a City Agency not have up to date maps at local stores? When they called back to me, they told me they have December '15 in stores now for purchase, but it is already out of date. To improve the service you should be able to have up to date maps for your own agency.	1
Just please actually do something when someone reports an issue.	1
I use to work with the City, and some departments are more capable of actually providing service. For instance, why can I call 311 to complain about something for street cleaning and they fix it promptly, but when I call 311 about Muni I get nothing, zip, nadda.	1
Just listen to our complaint and take some action to help us.	1
I think they should have to get in contact with every person that says something. If you have the energy to write a complaint they should write back and help out.	1

**Appendix G**  
**Transit Agency Peer Survey Results<sup>1</sup>**

**Q1. What channels can customers use at your agency to provide feedback, complaints or compliments?**

Value	Percentage	Number of Responses
Phone	100%	12
E-mail	100%	12
Website	100%	12
Mail-in	100%	12
In-person	92%	11
Social media (Twitter, Facebook, etc.)	92%	11
Smartphone applications	42%	5
Other - Write in	25%	3
511 or 311 Call Center	8%	1

**Q1 Responses for “Other”:**

- Working to eliminate E-mail; prefer information entered in specific fields
- Chat

**Q2. Of these, which ones are the ones most utilized by your customers to submit feedback to your agency? (Select up to two)**

Value	Percentage	Number of Responses
Phone	67%	8
E-mail	58%	7
Website	50%	6
511 or 311 Call Center	8%	1
Social media	8%	1

**Q3. Are you currently using a customer relationship management (CRM) system or database?**

Value	Percentage	Number of Responses
Yes	83%	10
No	17%	2

<sup>1</sup> The Transit Agency Peer Survey was an online-based questionnaire administered by the Controller’s Office and Muni Customer Service to 12 large transit agencies across the United States.

**Q4. What is the name of the software program or database?**

Value	Agency	Number of Responses
Salesforce	BART, King Co. Metro, NJ Transit	3
Heat	MBTA, MARTA	2
Microsoft Dynamics	Sound Transit	1
Oracle Cloud Services	MTA New York City Subway	1
Peoplesoft CRM	WMATA	1
Veritas	SEPTA	1
Trapeze	Omnitrans	1

\*Santa Clara Valley Transportation Authority and LA Metro did not provide a response.

**Q5. Have you changed or implemented a new customer relationship management system or database within the last five years?**

Value	Percentage	Number of Responses
Yes	67%	8
No	33%	4

**Q6. How did you decide on the CRM system you chose and what were your primary challenges in the transition?**

Agency	Response
BART	Still transitioning, still challenging. Sales Forces is a sales oriented CRM. We have asked for changes to make the system more suitable for the one and one scenario, as oppose to a lifelong relationship.
King County Metro	We were looking for a product that demonstrated transit related experience with complex multi-modal capabilities.
Sound Transit	We went through a procurement process that looked at a set of criteria to meet our needs. From a partial response, Dynamics was chosen for low cost and integration with existing systems. This was the first CRM the agency used. Implementation was very difficult due to an initial deployment that was poorly designed and had to be re-engineered. Having in-house IT expert and in-house product owner on the business side has helped make the product much more usable and valuable.
SEPTA	This system was built in-house with low to no budget.
MTA New York City Subway	MTA NY is comprised of subway, bus, paratransit, commuter rail, and bridge/tunnel toll crossings. Having all stakeholders agree on consistent categories and attributes level within with the CRM was challenging. This was needed to streamline reporting within and across each entity. Changing from 'old' to 'new' for users was also a challenge (resistance to change).
Washington Metropolitan Area Transit Authority	We are currently implementing Oracle Service Cloud which is going to allow us to begin managing complaints more effectively on Social Media as well as improve reporting and trend analysis.

MARTA

MARTA has a customized H.E.A.T. database and Customer Services updated to the newest version last year. Working on a Customer Access feature that would allow customers to self-submit complaints & commendations

\*Santa Clara Valley Transportation Authority did not provide a response

**Q7. Approximately how many complaints/requests/commendations does your agency receive per year? Please exclude complaints/requests/commendations where the interaction between customer and agency occurs entirely on social media.**

Agency	Response
SEPTA	2,000,000
MBTA	430,475
MTA New York City Subway	75,000 - 85,000
NJ TRANSIT	60,000
LA Metro	56,000
Washington Metropolitan Area Transit Authority	40,000 - 50,000
King County Metro	25,000 - 30,000
Santa Clara Valley Transportation Authority (VTA)	18,500
BART	12,000
Sound Transit	3,876
Omnitrans	1,950

**Q8. Does your agency have dedicated staff that processes and responds to complaints/requests/commendations?**

Value	Percentage	Number of Responses
Yes	82%	9
No	18%	2

**Q9. How many full-time equivalent staff (FTEs)?**

Agency	Response
SEPTA	84
NJ Transit	52-person call center; 33 field office representatives; 10 Specialists responsible for research and response
MTA New York City Subway	15
Washington Metropolitan Area Transit-Authority	13
LA Metro	11
Sound Transit	8
King County Metro	8 regular and another 6 that can assist as demand increases
Omnitrans	5
BART	3.5

**Q10. Is there certain feedback that does not receive/warrant a response to the customer?**

Value	Percentage	Number of Responses
Yes	45%	5
No	55%	6

**Q11. What kind of feedback would not receive a response?**

Agency	Response
MTA New York City Subway	When customers say they do not want a response
Washington Metropolitan Area Transit Authority	Contacts for which the auto response via email is sufficient to advise the customer their contact has been received and logged. Abusive contacts
LA Metro	Inappropriate, vulgar comments
Santa Clara Valley Transportation Authority (VTA)	We respond when requested
Omnitrans	General comments, anonymous customer complaints

**Q12. Approximately what percentage of customer complaints/requests/commendations receive a response back to the customer from your agency? Please exclude complaints/requests/commendations where the interaction between customer and agency occurs entirely on social media.**

<b>Agency</b>	<b>Response</b>
Sound Transit	100%
King County Metro	100%
MTA New York City Subway	100%
NJ Transit	100%
BART	95%
SEPTA	95%
MBTA	95%
LA Metro	94%
Omnitrans	50%
Washington Metropolitan Area Transit Authority	25%
Santa Clara Valley Transportation Authority (VTA)	Unknown

**Q13. Approximately what percentage of customer complaints/requests/commendations are processed and closed entirely by the first recipient at the agency (i.e. Customer Service Rep.) without being forwarded elsewhere within the agency for follow-up? Please exclude complaints/requests/commendations where the interaction between customer and agency occurs entirely on social media.**

<b>Agency</b>	<b>Response</b>
SEPTA	92%
MBTA	89%
Sound Transit	80%
King County Metro	60%
Washington Metropolitan Area Transit Authority	60%
BART	50%
NJ Transit	40-50%
MTA New York City Subway	15-20%
LA Metro	5%
Omnitrans	<1%
Santa Clara Valley Transportation Authority (VTA)	No Customer Service Reps. close cases

**Q14. If a response is needed, who typically responds to the customer? (Check all that apply).**

Value	Percent	Number of Responses
Customer Service Representatives	73%	8
Subject Matter Experts (i.e. Operations or Transit Planning Staff)	45%	5
Other - Please Specify	36%	4
Other Communications Staff	27%	3

**Q14 Responses for “Other”:**

- Customer Relations Specialists
- Department Management
- Customer Service Manager
- This can be driven by how the comment was received

**Q15. If a response is needed, do you have a performance standard for the response deadline? (I.e. within 12 hours, within 5 days, etc.)**

Value	Percentage	Number of Responses
Yes, we have a single standard which is:	55%	6
Yes, we have different standards for different types of feedback.	46%	5

**Q15. Continued**

Yes, we have a single standard, which is:	Number of Responses
95% in 5 business days	2
10 days of receipt from customer	1
An overall case processing time of 4 days (clock runs from the date the feedback is received until we respond and close the case)	1
Within 2 business days	1
Within 3 business days	1



**Q15. Continued**

Yes, we have different standards for different types of feedback:	Number of Responses
7 to 20 days	1
15 business days from receipt of complaint to respond and close. Also acknowledgement within two business days of receipt.	1
Executive Correspondence is answered in 7 - 10 business days. All other correspondence from 10 - 15 days.	1
For operations related comment, 7 days. If the comment does not need to be routed for input, 2 days.	1
Emergency status require immediate attention (i.e. safety related, missing persons); 5 days for other complaints	1

**Q16. Is there currently any tracking and reporting done around measuring customer service and complaints? (Select all that apply)**

Value	Percentage	Number of Responses
Internal reporting within the agency	100%	11
External reporting to the public (Please explain)	55%	6

**Q16. Continued****If External reporting to the public (Please provide link if applicable)**

Value	Number of Responses
Quarterly Performance Report	1
We are planning to make our metrics available to customers via a web portal where customer engagement is encouraged	1
<a href="http://www.septa.org/strategic-plan/reports.html">http://www.septa.org/strategic-plan/reports.html</a>	1
<a href="http://www.wmata.com/about_metro/scorecard/index.cfm?">http://www.wmata.com/about_metro/scorecard/index.cfm?</a>	1
<a href="http://www.njtransit.com/tm/tm_servlet.srv?hdnPageAction=WebLibraryTo">http://www.njtransit.com/tm/tm_servlet.srv?hdnPageAction=WebLibraryTo</a>	1
<a href="http://www.metro.net">www.metro.net</a>	1

**Q17. Does your agency have established metrics used to measure the quality of customer service?**

Value	Percentage	Number of Responses
Yes	82%	9
Under development or planned for the future	9%	1
No, not at this time	9%	1

**Q18. Please provide examples of metrics used. (e.g. ratio of complaints to boardings). If you have a link to a web page with your performance metrics, please include it.**

Agency	Response
BART	Complaints per 100k customers
King County Metro	Complaints to boardings; Complaints to revenue miles
Sound Transit	Less than 15 complaints per 100k boardings
SEPTA	First call resolution, customer closures within 7 and 20 days
MTA New York City Subway	Sample of incidents and percentage gatekept correctly
Washington Metropolitan Area Transit Authority	<a href="http://www.wmata.com/about_metro/scorecard/index.cfm?">http://www.wmata.com/about_metro/scorecard/index.cfm?</a>
NJ TRANSIT	<a href="http://www.njtransit.com/tm/tm_servlet.srv?hdnPageAction=WebLibraryTo">http://www.njtransit.com/tm/tm_servlet.srv?hdnPageAction=WebLibraryTo</a>
LA Metro	Complaints per 100k customers
Santa Clara Valley Transportation Authority (VTA)	10.6 complaints per 100k boardings <a href="http://www.vta.org/transparency/performance-indicators/system-summary">http://www.vta.org/transparency/performance-indicators/system-summary</a>
Omnitrans	Complaints per 100k boardings

**Q19. Please provide your agency's average weekday boardings.**

Agency	Response
MTA New York City Subway	8,000,000
MBTA	1,300,000
SEPTA	1,200,000
LA Metro	1,200,000
Washington Metropolitan Area Transit Authority	1,100,000
NJ Transit	930,000
BART	400,000
King County Metro	400,000
Omnitrans	150,000
Santa Clara Valley Transportation Authority (VTA)	141,150
Sound Transit	140,000

**Ratio of Complaints to Reported FTEs**

Agency	Yearly PSRs	FTEs	Ratio
SEPTA	2,000,000	84	23,810
NJ Transit	60,000	10	6,000
MTA New York City Subway	80,000	15	5,333
LA Metro	56,000	11	5,091
Washington Metropolitan Area Transit Authority	45,000	13	3,462
BART	12,000	3.5	3,429
King County Metro	27,500	8	2,500
Sound Transit	3,876	8	485
Omnitrans	1,950	5	390
Santa Clara Valley Transportation Authority (VTA)*	18,500	No response	--
MBTA*	430,475	No response	--

\*Not enough information to calculate ratio.

Note that FTEs reported by different agencies may not be directly comparable to each other.

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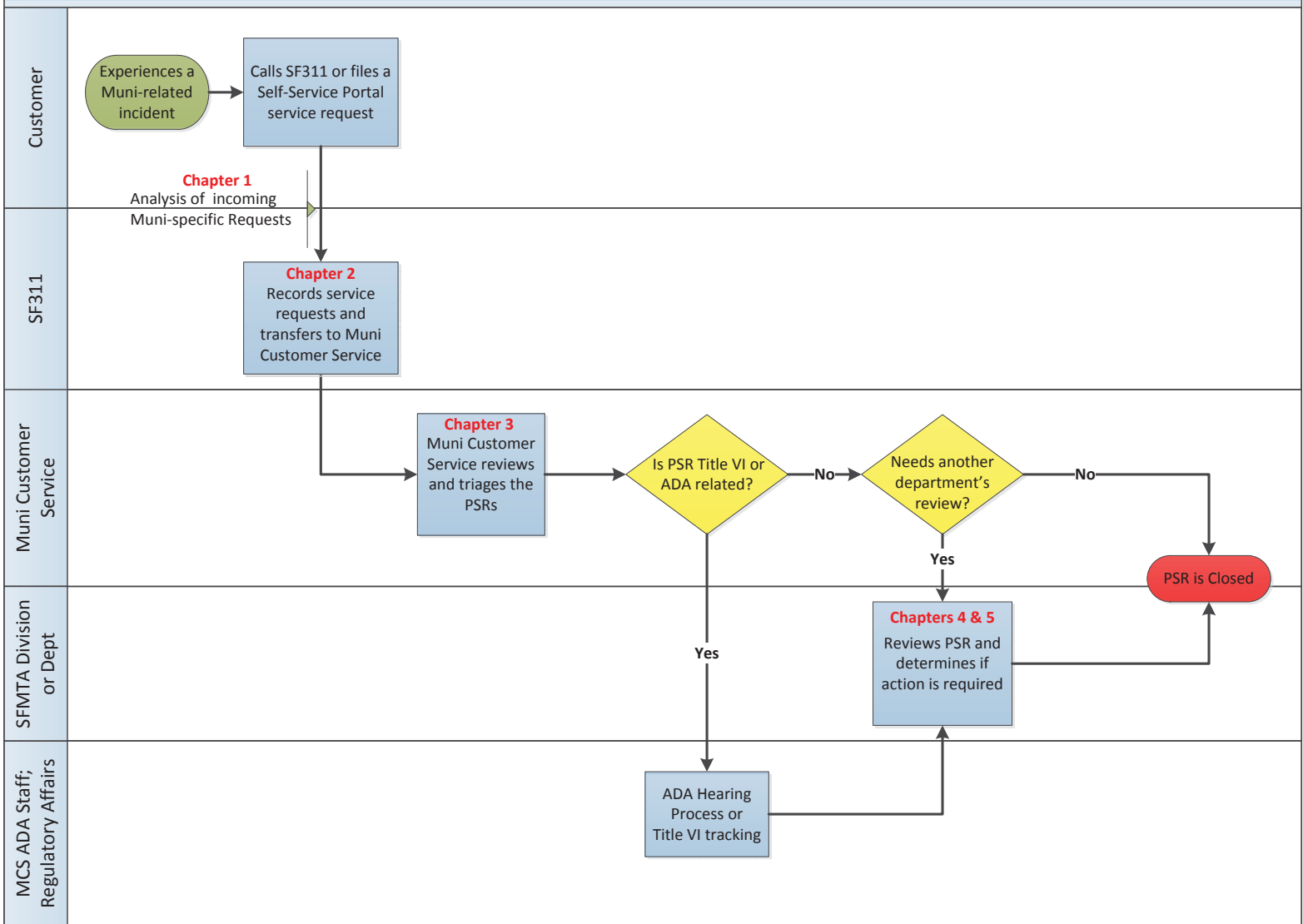
## Appendix H – All Business Process Maps

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High-Level PSR Business Process Map .....	H-2
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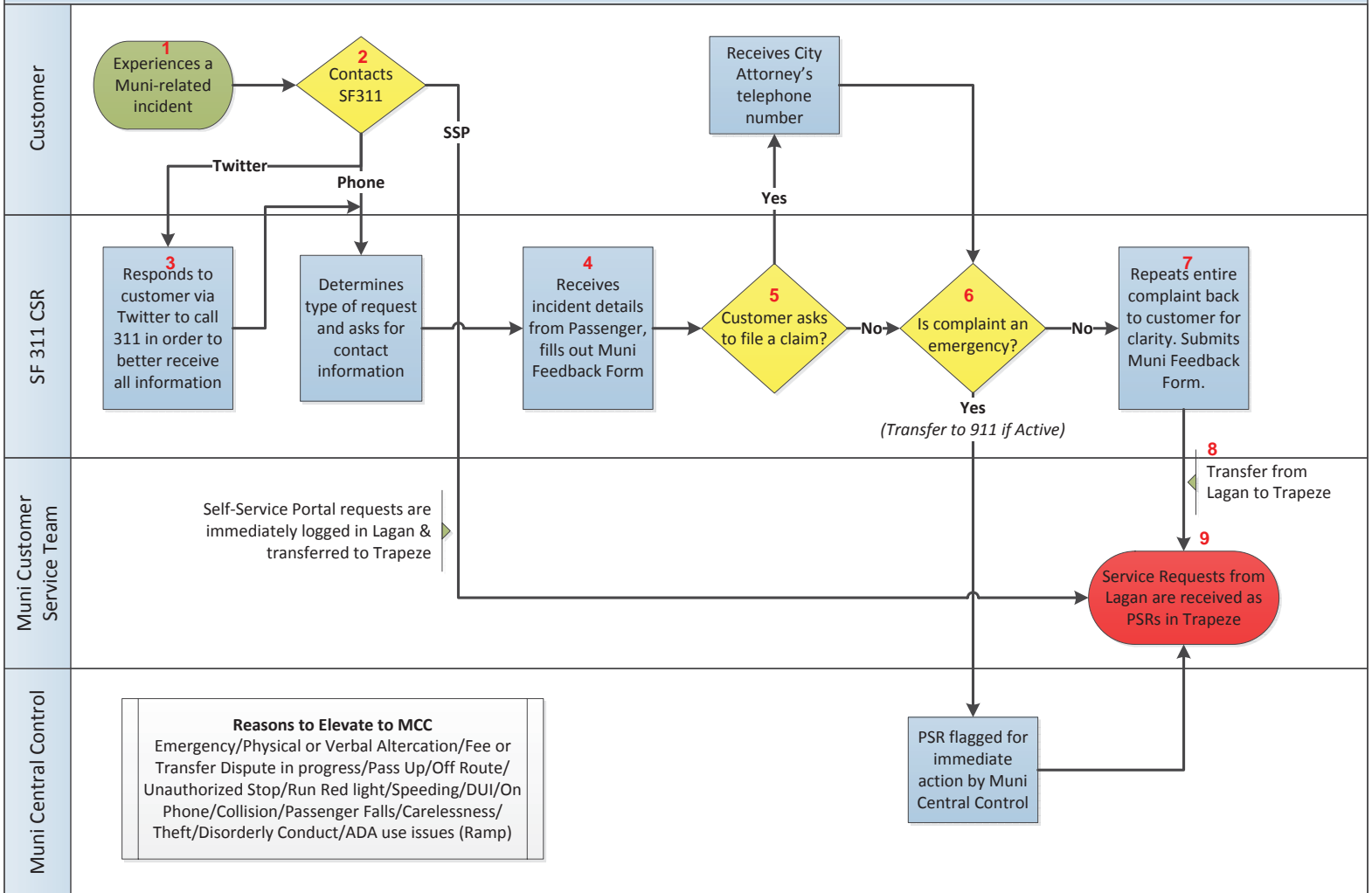
# High-Level PSR Business Process Map



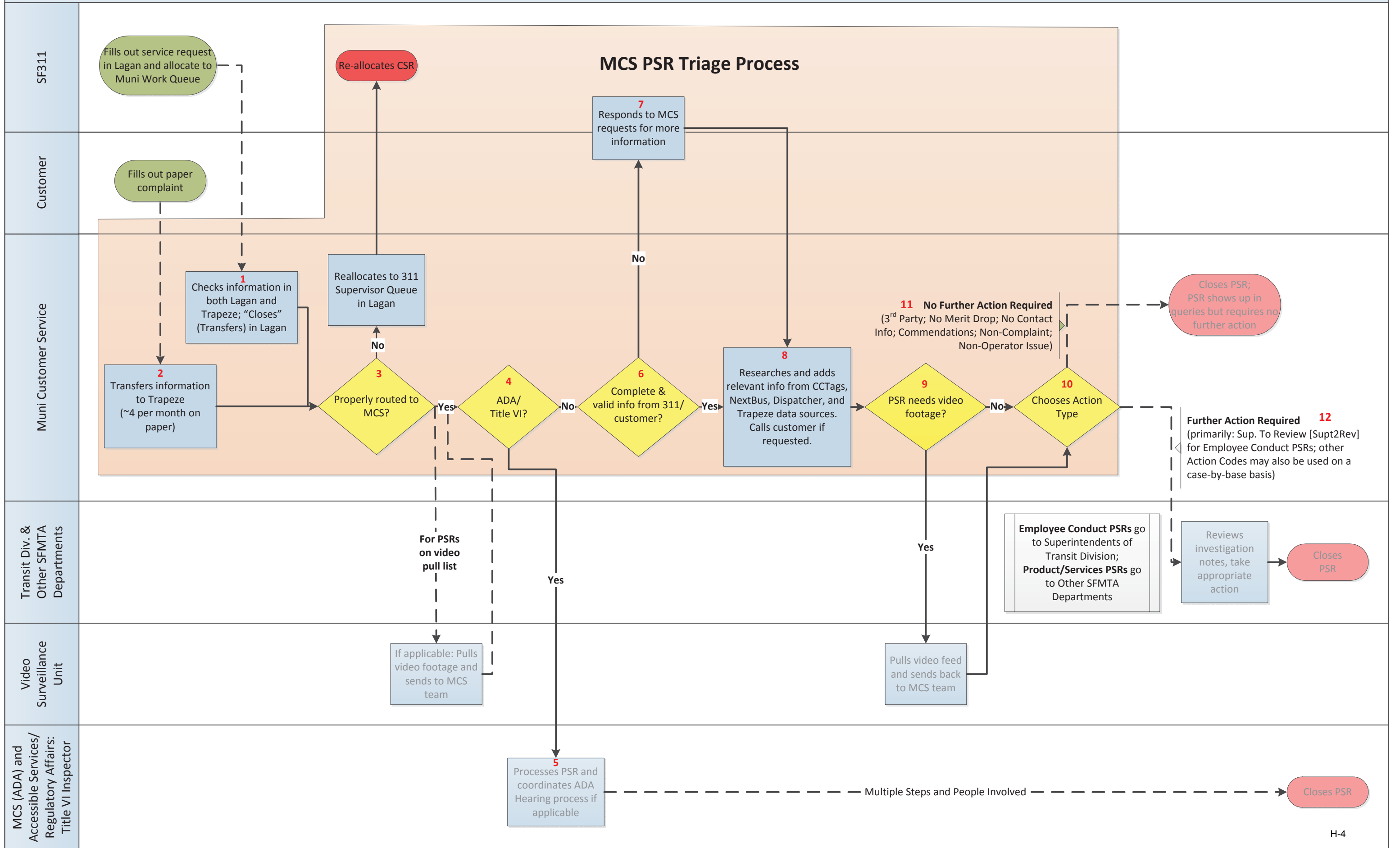
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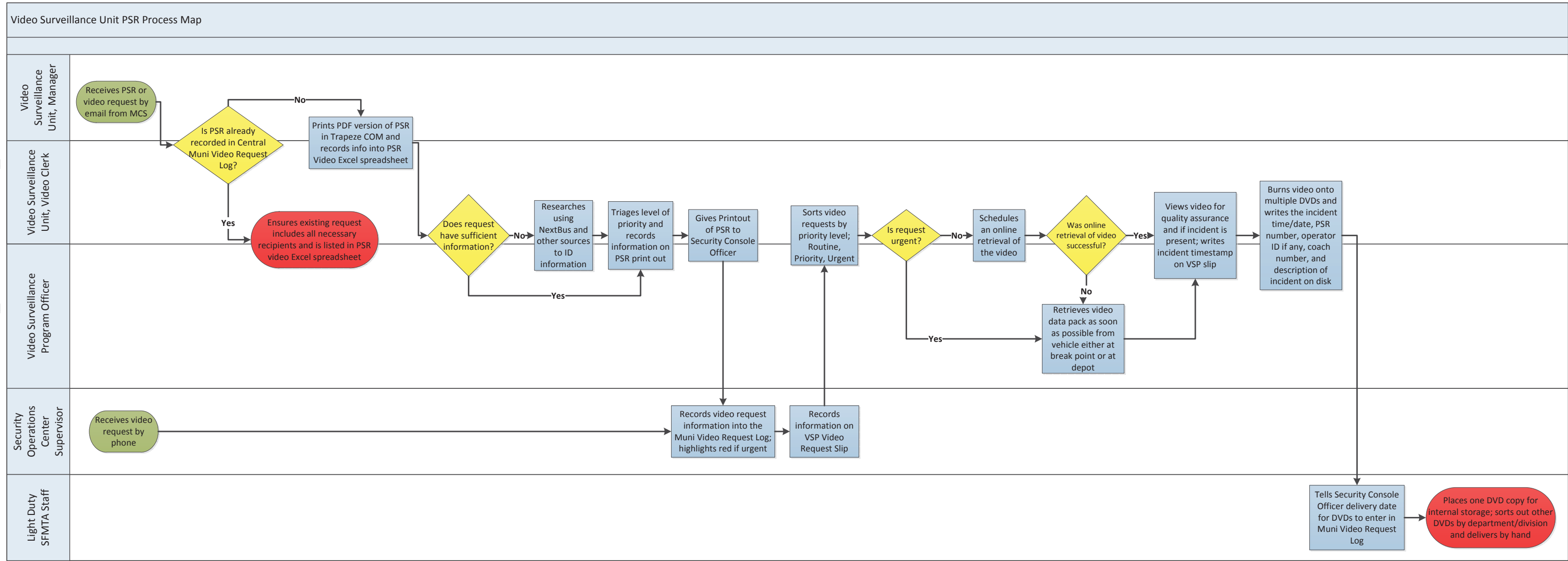
### 311 Service Request Process Map



As-Is Muni Customer Service PSR Triage Process

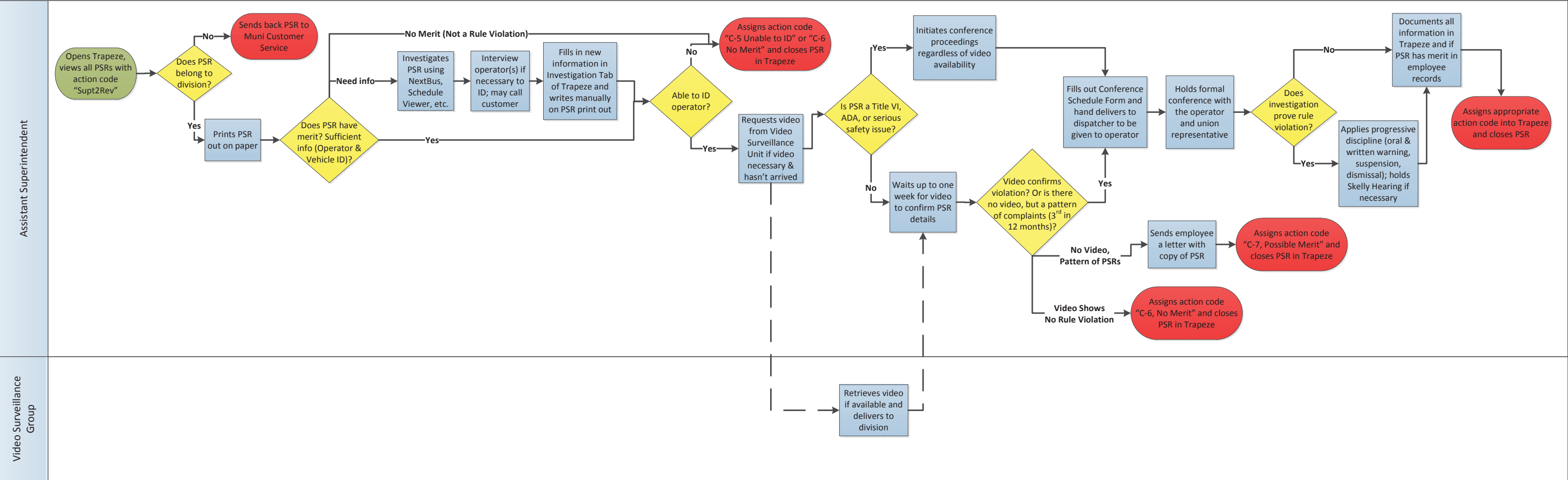


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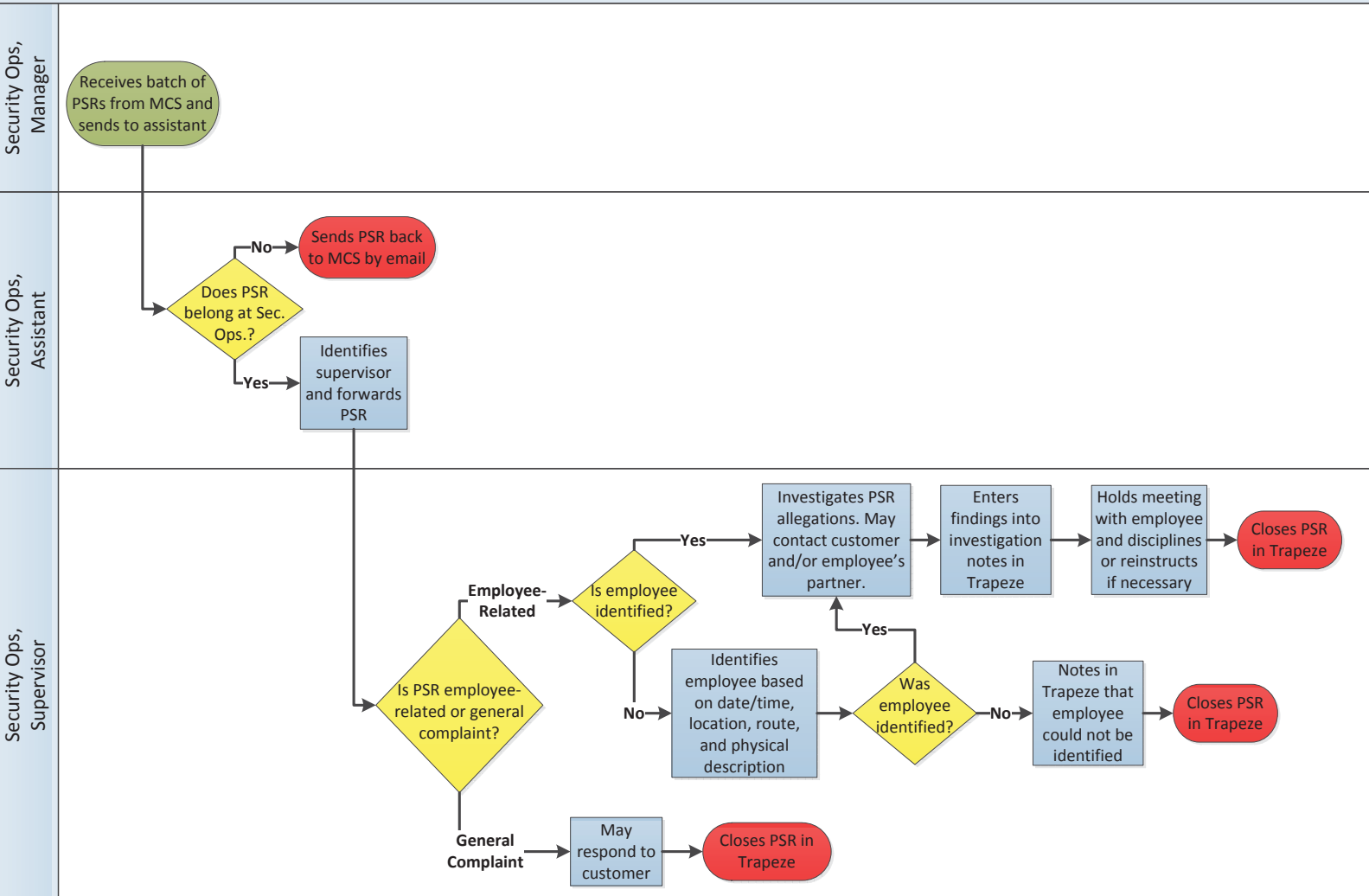


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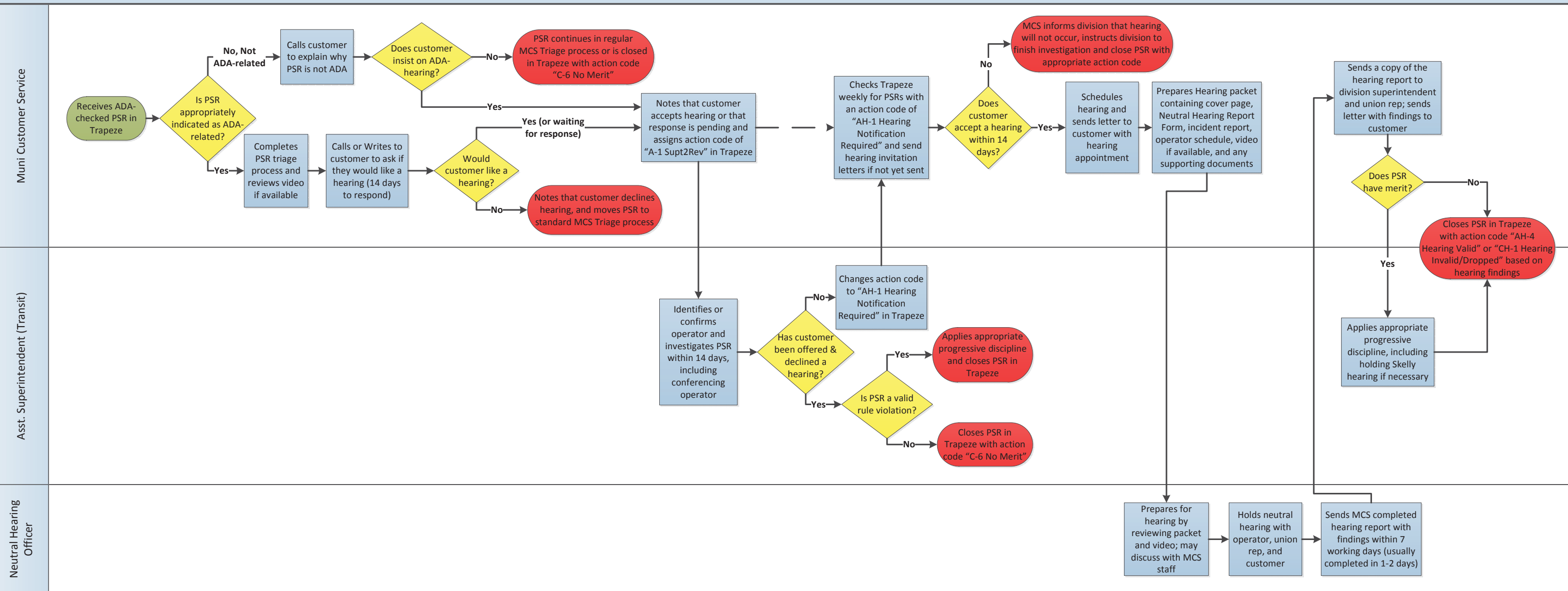
Transit Divisions' PSR Process



Security Ops PSR Process Map



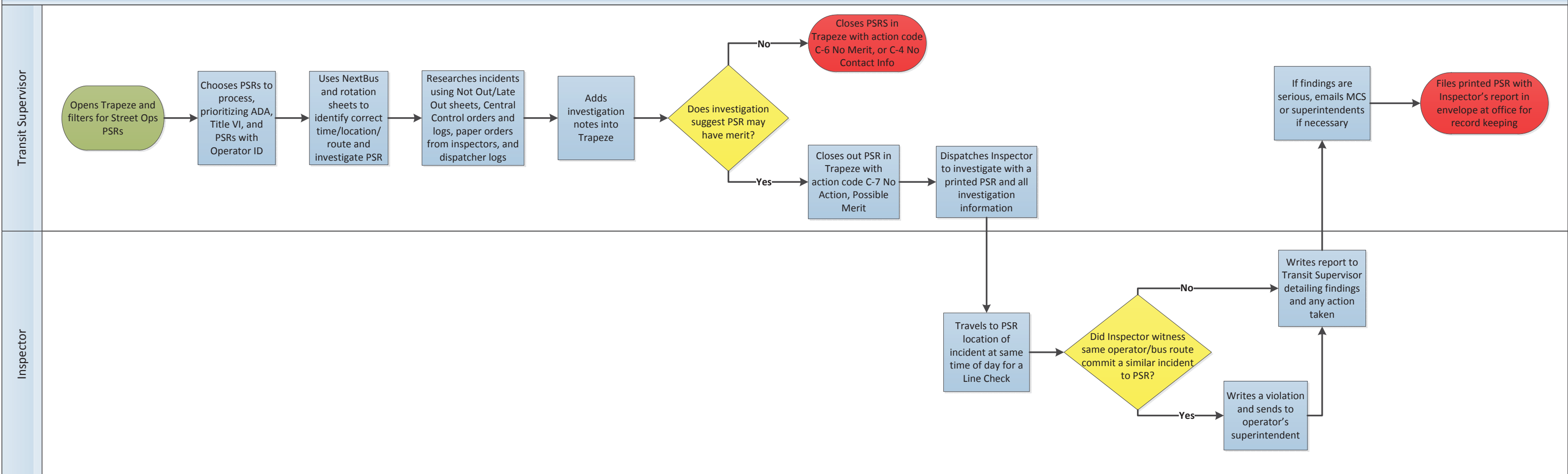
ADA-related PSR Process Map





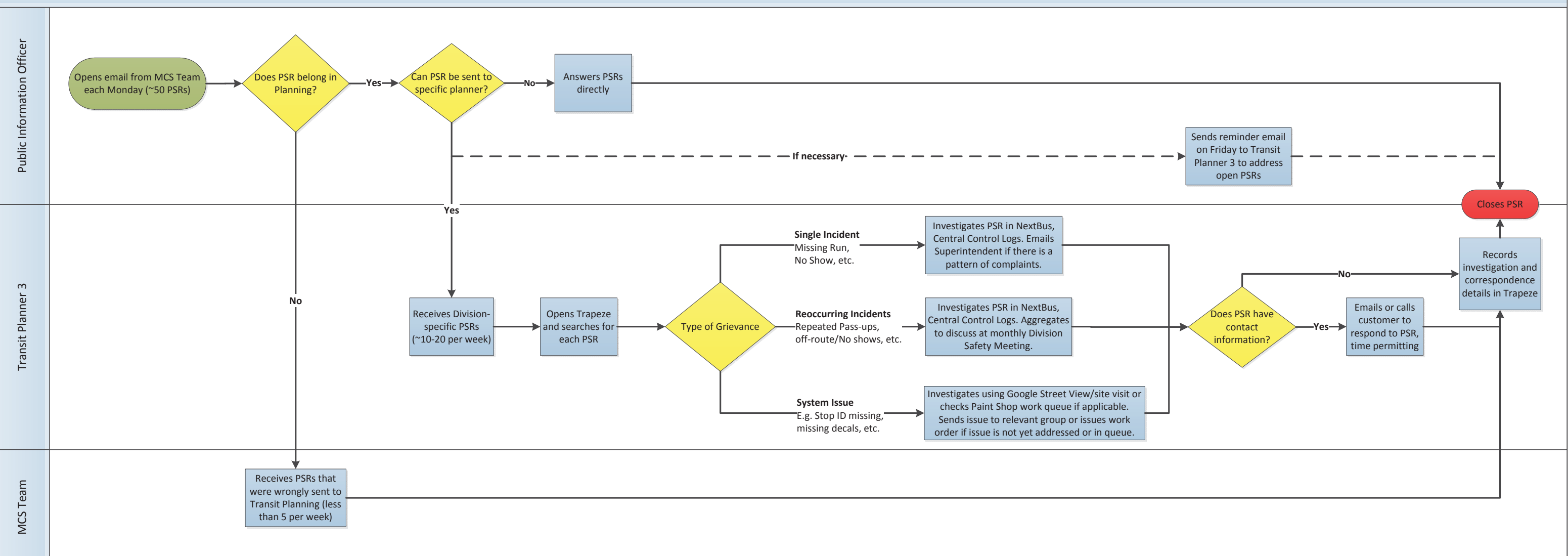
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Street Operations PSR Process Map



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Transit Planning PSR Process Map



Security – Police

