

3. Transit Fare Inspector Deployment

- **The San Francisco Municipal Transportation Agency’s (SFMTA) Proof of Payment (POP) enforcement staff are assigned across the light rail system and are in a pilot phase of being introduced to buses. The POP program currently deploys its Transit Fare Inspectors (TFIs) to cover the whole light rail system, so that all light rail riders face a chance of being inspected. A pilot program has some TFIs facilitating bus boarding. Work assignments are guided by the program desire to vary assignments for individual TFIs, while avoiding assignments that might put TFIs in harm’s way.**
- **SFMTA and POP program objectives do not guide deployment. Deployments fail to strategically cover the system and involve unproductive time. The current deployment method fails to (a) maximize contacts, warnings, citations, or ancillary safety and customer service benefits, (b) match coverage – including shift start and end times, team assignments, or lunch breaks – to system ridership, (c) ensure full system coverage, (d) ensure targeted, balanced, or coordinated Muni Metro station coverage, (e) emphasize inspections of known problem areas, and (f) minimize non-productive time due to lengthy transit rides or avoidance of overcrowded trains. Extended and unscheduled breaks, late departures to the field, early returns from the field, and unnecessary administrative time cut down on the time TFIs spend actively conducting fare inspections.**
- **The POP program should develop objectives and use those objectives to guide the deployment of its fare inspection staff. Such a strategy should consider traffic according to line, district, and time of day, as well as areas of high fare evasion. In addition, POP program managers and Transit Fare Inspection Supervisor/Investigators should work with TFIs to clarify downtime and continue efforts to maximize active deployment.**

Current Deployment Practices

The SFMTA’s Proof of Payment (POP) program conducts fare inspections on Muni light rail vehicles, in Muni stations, and in other designated Proof of Payment Zones. When conducting inspections, Transit Fare Inspectors (TFIs) request that passengers present either a valid pass or transfer. If a rider fails to display a valid pass or transfer to a TFI, the TFI will issue either a verbal warning or a written citation to the individual.

Team Assignments

As of April 2009, the POP program had an active force of 46 TFI staff. Six Transit Fare Inspection Supervisor/Investigators (Supervisors) oversee six TFI teams covering three shifts, as summarized in Table 3.1, below.

Table 3.1
TFI Team Schedules

| Team | Shift Time | Team Days | Current TFI Count |
|-------------|-------------------------|---------------------|--------------------------|
| Day A | 5:30 a.m. to 2:00 p.m. | Monday to Friday | 8 |
| Day B | 5:30 a.m. to 2:00 p.m. | Monday to Friday | 7 |
| Midday A | 10:00 a.m. to 6:30 p.m. | Sunday to Thursday | 7 |
| Midday B | 10:00 a.m. to 6:30 p.m. | Tuesday to Saturday | 8 |
| Swing A | 2:30 p.m. to 11:00 p.m. | Sunday to Thursday | 8 |
| Swing B | 2:30 p.m. to 11:00 p.m. | Tuesday to Saturday | 8 |

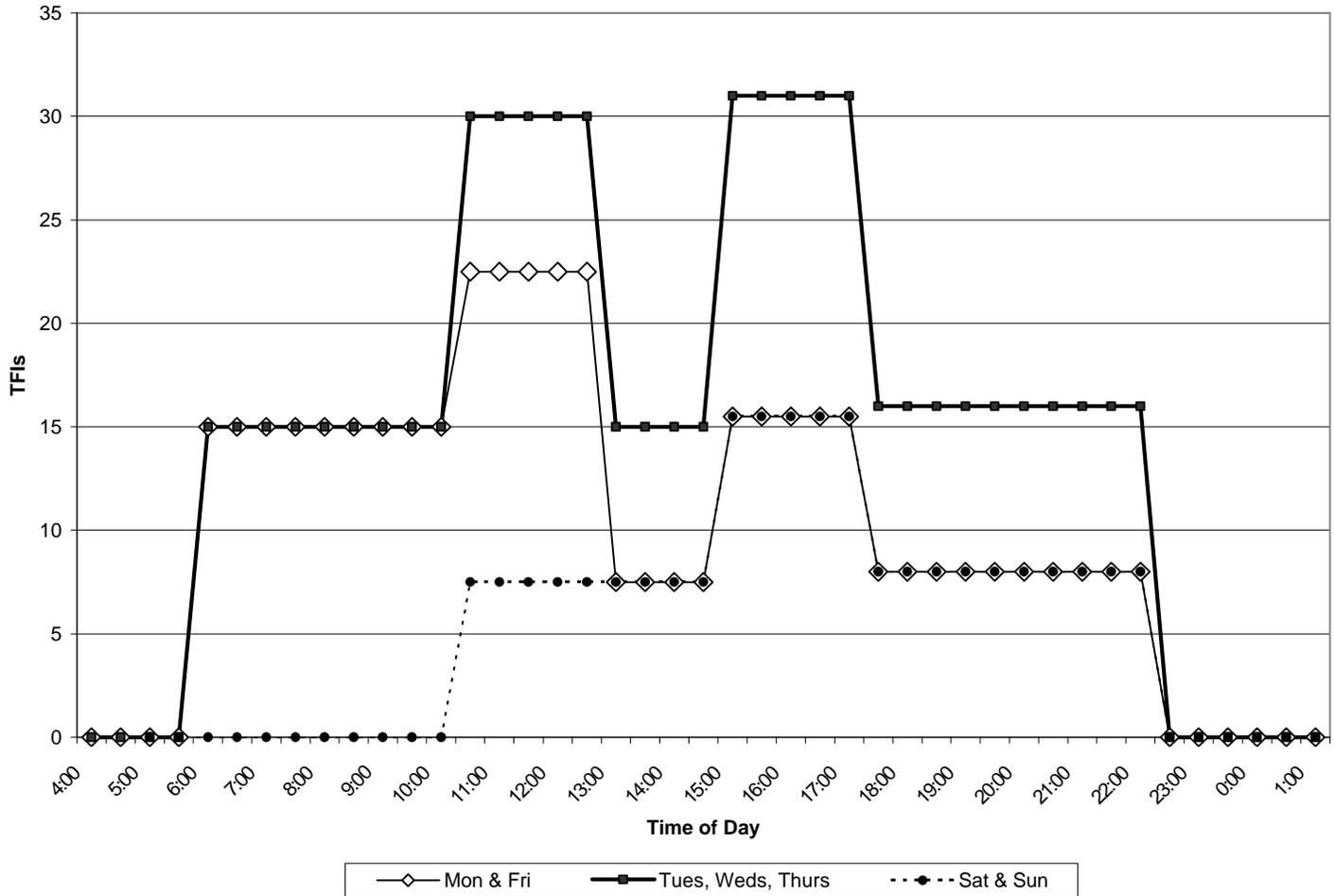
Source: Interviews with SFMTA.

As shown in Table 3.1, above, the Day A and B shifts work Monday through Friday, the Midday A and Swing A shifts work Sunday to Thursday, and the Midday B and Swing B shifts work Tuesday through Saturday. Therefore, TFI staffing varies depending on the day of the week and time of day.

Average in-field coverage, by day, is summarized in Figure 3.1, below. Figure 3.1 shows two peaks in staffing. The first staffing peak represents the time of day when the Day and Midday shifts are both in the field, a period from approximately 10:30 a.m. to 1:15 p.m. The second staffing peak occurs when the Midday and Swing shifts overlap, a period from approximately 3 p.m. to 5:45 p.m. Both peaks are highest Tuesday, Wednesday, and Thursday, when the POP program deploys six teams per day, as opposed to four teams on Monday and Friday and two teams on Saturday and Sunday. Also, because there is no weekend Day shift, there is only one 3 p.m. to 5:45 p.m. peak on Saturday and Sunday.

Figure 3.1

TFI In-Field Staffing, by Day, March 2009 (excluding lunch breaks)



Source: Budget Analyst calculations based on SFMTA POP program data.

TFI Workday Schedule

A typical 8.5 hour TFI workday is based on the following schedule:

- Team briefing and deployment (0.5 hours)
- First line assignment (approximately 3.5 hours, including 15 minute paid break)
- Lunch Break (unpaid, 0.5 hours)
- Second line assignment (approximately 3.25 hours, with 15 minute paid break)
- Return to office, paperwork, team debrief, and dress down (0.75 hours)

Although not specified in the TFI training manual, an 8.5 hour TFI shift includes an estimated 2.5 hours of non-inspection time, excluding the 30-minute unpaid lunch break. This non-inspection time has historically included:

- 30 minutes at the start of the shift for the team briefing and administrative work
- 60 minutes at the end of the shift for administrative work and dress down¹
- Two paid 15-minute breaks
- Additional restroom breaks, as needed (estimated 15 minutes each)

The POP program assumes that the remaining 5.5 hours is spent actively conducting fare inspections, except during special assignments.²

TFI Assignments and Discretion

The SFMTA deploys TFIs seven days a week, year-round, including holidays. The POP program assigns TFIs to a light rail line and segment, a downtown Metro station platform, or to a bus stop as part of the bus pilot. TFIs conduct fare inspection in pairs or trios, and receive a separate before-lunch and after-lunch assignment. Because line assignments change weekly, TFI pairs or trios will work the same two line assignments five days in a row. The 16 fare inspection assignments are summarized in Table 3.2, below.

TFIs are afforded some discretion in carrying out their line assignments.

- When assigned a line and district, TFIs are responsible for inspecting trains on that line and in that district, in either direction. The POP program does not require that TFIs inspect an entire line segment, from the first to the last station in a district.
- All TFIs enter and exit the system through Van Ness Station. TFIs may take any line to get to their assignment area, but will usually not conduct inspections on an unassigned line that they are using for transportation. The purpose of not conducting such inspections is that they do not want to duplicate effort and inspect a train that may have already been inspected. However, TFIs may conduct an inspection in the event they observe fare evasion.

¹ In January 2009, POP management cut the time allotted to end of shift administrative work, team debriefing, and dress-down from 60 to 45 minutes.

² Other assignments may include special event assistance (e.g., San Francisco Giants games, assisting with Muni Metro station traffic on Independence Day) or school boarding assistance.

Table 3.2**TFI Fare Inspection Assignments**

| Muni Line | District | Stations Covered |
|------------------|-----------------|--|
| J Church | 1 | Embarcadero to 20 th & Church |
| J Church | 2 | 20 th & Church to Balboa Park |
| K Ingleside | 1 | Embarcadero to West Portal |
| K Ingleside | 2 | West Portal to Balboa Park |
| L Taraval | 1 | Embarcadero to West Portal |
| L Taraval | 2 | West Portal to SF Zoo |
| M Ocean View | 1 | Embarcadero to West Portal |
| M Ocean View | 2 | West Portal to Balboa Park |
| N Judah | 1 | 4 th & King to Church & Duboce |
| N Judah | 2 | Church & Duboce to 19 th Ave & Judah |
| N Judah | 3 | 19 th Ave & Judah to Ocean Beach |
| T Third | 1 | West Portal to 3 rd Street & Marin |
| T Third | 2 | 3 rd Street & Marin to Williams |
| T Third | 3 | Williams to Sunnydale |
| Platform | n/a | Station unassigned; TFI partners select a station to cover |
| TEP | n/a | Bus pilot program; various bus stops |

Note: The POP program does not regularly conduct fare inspections on the F Market & Wharves line, cable car lines, or buses. See the Section 9, *POP on Buses* for more information.

Source: Interviews with SFMTA.

- TFI pairs or trios assigned to “Platform” can conduct inspections at the Muni Metro station and primary or secondary platform of their choice. This platform selection may vary from day to day, or within the same shift.
- TFIs do not conduct inspections on tightly crowded trains. In such circumstances, safety, good will, and simple practicality prevent TFIs from conducting fare inspections. When TFIs are assigned to a vehicle that is too crowded to inspect, they must wait for another vehicle or conduct unscheduled off-vehicle inspections.
- If at the end of shift a TFI pair or trio arrive at Van Ness Station early, they may conduct platform inspections in that station, regardless of their assignment.

POP Program Deployment Strategy

FY 2006-07 SFMTA Proposal

In FY 2006-07, the SFMTA increased POP staffing in order to expand POP to buses, focus on the busiest lines, and decrease fare evasion with the ultimate intention of

increasing fare revenue by \$14 million. According to the SFMTA's FY 2006-2007 budget discussion of Proof of Payment:

This (decreased rate of fare evasion) will be accomplished by providing additional staff to randomly patrol and survey at least twenty-five (25 %) percent of the heaviest routes in our system to ensure that passengers have a valid fare instrument while riding. [...]

The expansion of the Proof of Payment program will begin with the Fare Inspector surveying the heaviest routes within the transportation system. These routes would include those runs with 20,000 or more in ridership: Routes J, K, L, M, N; Route 1, 14, 15, 30, 38, and 49.

Actual Deployment Strategy

Two ideas guide the Proof of Payment program's actual deployment of TFIs. The first is system randomness, meaning that anyone riding Muni light rail is subject to fare inspection. Line and station coverage and time of coverage, therefore, vary week-to-week. The second guiding idea is offering job variety to the TFIs. Some POP program staff consider some assignments to be more favorable than others. Therefore, from a staff fairness perspective, the program attempts to vary work assignments from week to week.

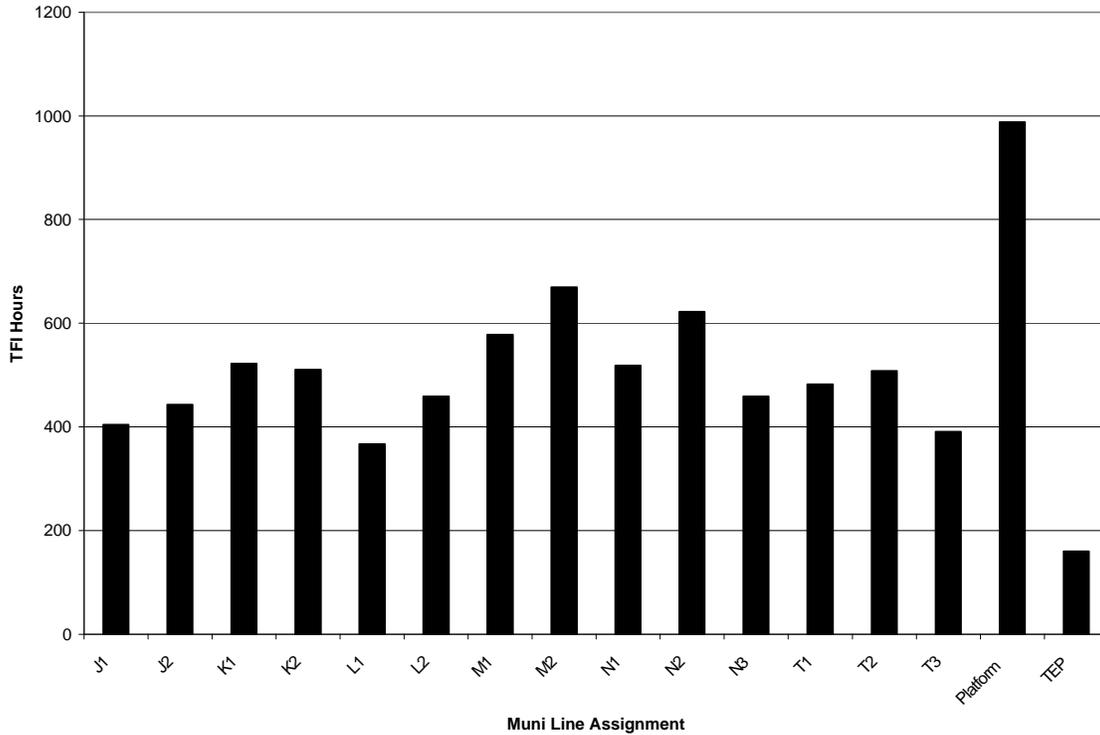
One POP Supervisor is responsible for the weekly line assignments, with general guidance provided by POP program management. In addition to the two schedule considerations noted above, the POP program also considers staff absences and any relevant line safety concerns when designing the schedule. The department does not tabulate total line or assignment coverage over time.

Based on weekly line assignment sheets provided by the POP program, for the weeks of July 19, 2008 through January 10, 2009, the Budget Analyst compiled total TFI deployment hours, by line assignment. These hours are summarized in Figure 3.2, below. Note that "TEP" refers to the Transit Efficiency Project, the bus pilot assignment (see Section 9, *Proof of Payment on Buses*).

In the period from July 19, 2008 to January 10, 2009, of the 14 line assignments, the POP program assigned the fewest TFI hours to the L Taraval line and the most TFI hours to the M Ocean View line. The POP program assigned the most overall hours to coverage of Muni's five downtown Metro stations. Table 3.3, below, summarizes assignment hours, by combined Muni lines, and percentages by all lines, combining districts. The table shows that although "platform" was the most common assignment, it only represents one-eighth of all TFI assigned hours.

Figure 3.2

**TFI Deployment Hours, by Line Assignment
(July 19, 2008 to January 10, 2009)**



Source: Budget Analyst calculations based on SFMTA POP program data.

Table 3.3

**TFI Deployment Hours, by Line Assignment
(July 19, 2008 to January 10, 2009)**

| Station | J | K | L | M | N | T | Platform | Total |
|-------------------------|-------|-------|-------|-------|-------|-------|----------|--------|
| Total TFI Hours | 847 | 1,033 | 826 | 1,248 | 1,600 | 1,381 | 988 | 7,922 |
| % of Assigned TFI Hours | 10.7% | 13.0% | 10.4% | 15.8% | 20.2% | 17.4% | 12.5% | 100.0% |

Source: Budget Analyst calculations based on SFMTA POP program data.

POP Deployment Is Not Guided by Goals or Objectives

In its review of various proof-of-payment program Inspection Strategies, the Federal Transit Administration's Transit Cooperative Research Program (TCRP) writes: "given finite resources, a trade-off must be made between conducting inspections across the system and focusing on specific problem areas." They further advise:

An agency should develop an inspection strategy based on its goals for deterring fare evasion, coupled with its resource constraints (i.e., the number of dedicated inspection personnel, as well as the potential for temporary additional staff when needed) and possibly anticipated evasion patterns. Where feasible, an agency should seek to supplement its normal inspection process with targeted 100% sweeps.

As is discussed in Section 1, *Proof of Payment Performance Management*, the POP program lacks clearly defined objectives and does not measure or communicate its progress toward achieving any objectives. The program's deployment strategy lacks similar guidance. While the existing deployments spread coverage around the system, vary assignments for individuals, and attempt to avoid potentially dangerous assignments, the POP does not consider other factors, such as (a) maximizing contacts, (b) targeting high evasion areas, and (c) minimizing downtime. The POP program has not targeted deployments toward the busiest transit routes, as the SFMTA intended.

Furthermore, although the Federal Transit Administration recommends supplementing regular inspections with 100 percent sweeps, the POP program does not currently conduct such operations, although it has procedures in place.³

Transit Fare Inspector Deployments Are Not Well Synchronized with Ridership and Evasion Activity

Deployment and Ridership Times

Team assignments and shift schedules are made without full regard to periods of system ridership and congestion. As of April 2009, the Day (5:30 a.m. – 2 p.m.), Midday (10 a.m. – 6:30 p.m.), and Swing shifts (2:30 p.m. – 11 p.m.) were relatively evenly staffed (15, 15, and 16 TFIs, respectively). Figure 3.3, below, compares average weekday TFI deployments with estimated Muni light rail system boardings. Staffing levels are represented by the dark line and light rail boardings are represented by the gray area. The TFI staffing line accounts for scheduled lunch breaks; these lunch breaks are represented by the three valleys in the curve.

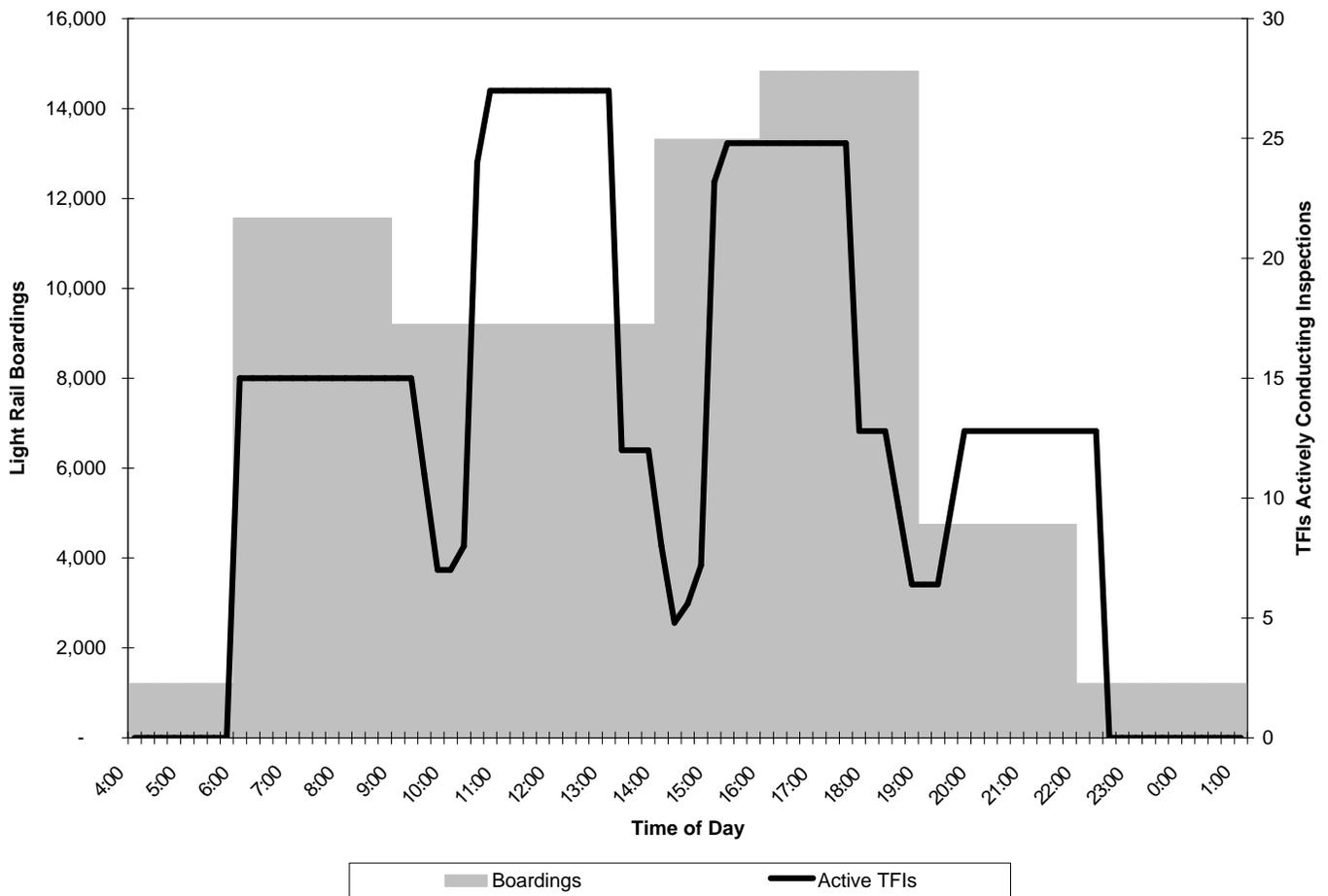
As Figure 3.3 reveals, average weekday deployments do not align with ridership times.

³ The TFI training manual refers to 100 percent sweeps as "blitzes."

- Although peak average weekday TFI deployments take place between 10:30 a.m. and 1:15 p.m., this is the period of lowest daytime ridership.
- During the Mid-Day Shift’s lunch break, TFI coverage drops to less than five inspectors system-wide compared to assignments of 14 to 15 TFIs during midday shift overlaps, yet these breaks are occurring during the third busiest period of the day when students and some early commuters are using the system.
- The evening commute is the period of day with the greatest number of system boardings, yet the Midday shift is just ending as the evening commute ramps up. Furthermore, TFIs are relatively underrepresented during the evening commute on Mondays and Fridays, when there is only one swing shift of eight TFIs covering the light rail system.

Figure 3.3

Weekday Average POP Coverage (Winter 2008-09) vs. Average Weekday Muni Light Rail Boardings



Source: Budget Analyst calculations based on SFMTA POP program data and TEP ridership data.

Deployment and Line Ridership Location

As is noted above, the SFMTA's increased investment in the POP program that commenced in FY 2006-07 was with the intention that TFI deployments would be targeted to the heaviest routes in the system. However, as is also noted above, POP management does not currently consider ridership when deploying TFIs. TFI line and district assignments are disproportionate to ridership statistics. For instance, the ratio of boardings to TFI staff hours on the L Taraval line is almost three times that of the K Ingleside/T Third lines. Furthermore, although the POP program only assigned 12.5 percent of TFI hours to Muni metro platforms, TFIs issue more than half of their citations on Muni Metro platforms. Figure 3.4 compares Muni light rail boardings to TFI work hours.

Line District Coverage

TFIs do not cover individual rail line assignments evenly, nor do Supervisors require it. The POP program utilizes an out-on-the-line, back-on-the-line dispatch method that, due to transit times, discourages inspection of the more distant stations and encourages TFIs to cover the portion of their assignment closest to their Van Ness Station departure/return point. For example, while Section 2 of the N-Judah line runs from the Duboce/Church Street station to Judah and 19th Avenue, a TFI may tend to conduct inspections closest to the Duboce/Church Street station, excluding the bulk of the line assignment. Therefore, Muni riders in outlying stretches of the Muni light rail system are less likely to be inspected than those riding closer to the urban core.

Muni Platform Coverage

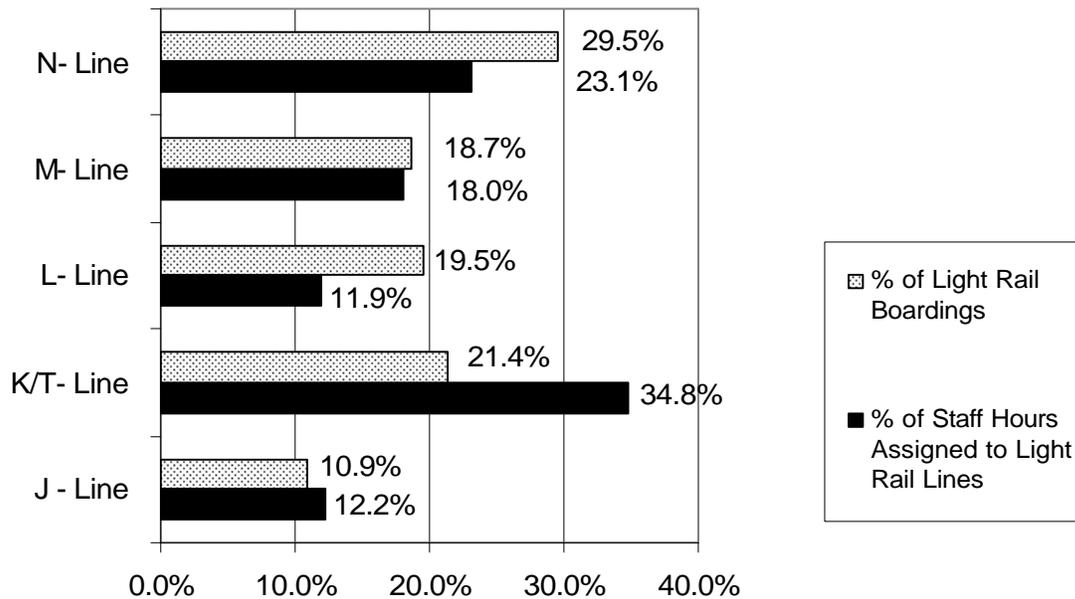
Coverage of Muni Metro station platforms is uneven. Because TFIs with a platform assignment select the station they wish to work at, the POP program fails to guarantee either strategic or even coverage of station platforms. Primary entrances are not covered in coordination with coverage of a station's secondary entrance. Fare evaders and would-be fare evaders who recognize inspection staff may opt for the other entrance. Furthermore, the POP program does not aggregate data on platform staffing, therefore it does not know how fare inspection coverage is distributed across Metro station platforms.

Fare Evasion Hotspots

The POP program does not make assignments according to known areas of high fare evasion. One reason for this is that the program does not regularly maintain a master log of where or when fare evasions are occurring. This and other data deficiencies are discussed in greater detail in Section 1, *Proof of Payment Performance Management*.

Figure 3.4

**Percent of Light Rail Boardings vs.
Percent of Staff Hours Assigned to Light Rail Lines**



Source: Budget Analyst calculations based on SFMTA POP program data..

POP Does Not Maximize TFI Productive Time

As is noted above, the POP program estimates that a typical 8-hour shift involves only 5.5 hours of active fare inspection. Although active inspection time has increased to 5.75 hours due to the program's abbreviation of end-of-shift administrative work time, some assignments and some TFIs' work habits further erode the time spent actively conducting fare inspections. Also, despite the aforementioned reduction in end-of-shift administrative time, the POP program may still be granting TFIs more administrative time than is necessary to complete administrative work.

Numerous TFI Assignments Involve Unproductive Time

Some Muni line assignments are inherently loaded with nonproductive time. The two biggest causes of this time are transit time to and from an assignment, and wait time between trains.

Transportation to Assignments

While riding to an assigned district, TFIs will inspect the car or cars on their train, but then only conduct periodic inspections of additional boarders. Covering the second and third districts can involve a disproportionate amount of transit time, during which TFIs

conduct relatively few inspections. For example, traveling from Van Ness Station, where all POP staff enter and exit the light rail system, to the end of the T Third line can take 94 minutes or longer, round-trip. Therefore, TFIs could spend approximately half of a three-hour assignment in transit alone. TFIs are therefore not able to conduct as many inspections in these parts of the system. Furthermore, as is noted above, TFIs will often fail to reach the end of a district assignment to conduct inspections.

Wait Time between Trains

TFIs conducting fare inspections on light rail lines will typically board a train, conduct inspections in the train car and then disembark. On a two-car train they will conduct inspections on the uninspected cars prior to disembarking. Once they have disembarked, they will wait on the platform for the next train. Although they may enforce SFMTA quality-of-life rules or provide other benefits while on the platform, TFIs are mostly idle while waiting between trains. They can reduce idle time by opting to catch a train in either direction, but even then they may experience extended idle times.

This waiting time is pronounced on the T Third line, where trains are scheduled to run every 9-10 minutes during weekday peak hours, and less frequently at other times. Because Muni only runs one-car trains on the T Third line, TFIs may have a 10 minute delay or more between each car they inspect. Although there are ticket machines on-site, T Third platforms are not designated Proof of Payment Zones. Therefore, TFIs are not able to perform fare on-platform fare inspections on the T Third.

Some TFIs Extend Breaks and Take Extra Breaks

Some TFIs are taking more frequent and longer breaks than are scheduled. Although they are allotted one unpaid 30 minute lunch, two paid 15 minute breaks, and additional time for bathroom breaks, they are extending these breaks and therefore cutting down on the time in which they are conducting fare inspections. The Budget Analyst observed:

- TFIs extending 15 minute breaks to 30 minutes and longer.
- TFIs traveling beyond their assigned districts for their 15 minute paid breaks, without considering the travel time as part of their 15 minute break, effectively doubling the amount of non-inspection time.
- TFIs extending 30-minute unpaid lunch breaks into paid time, nearly doubling their lunch breaks.

The cumulative impact of these practices can reduce the time spent conducting fare inspections from 5.75 hours per 8-hour shift to 4.5 hours or less, a more than 20 percent reduction in productive time. This may be one reason for the relatively low fare inspector productivity numbers discussed in Section 2, *Proof of Payment Staffing Needs*.

POP Supervisor/Investigators have historically spent two to three hours in the field per day, on average. Realistically, this leaves a maximum of 30 minutes that a Supervisor could spend, daily, observing TFI work habits in the field.

Some TFIs Depart for the Field Late and Return Early

Although POP management strives to deploy TFIs into the system no later than 30 minutes after the beginning of a shift, and discourages return earlier than 45 minutes before the end of a shift, some TFIs depart late and return early. This behavior may cut into productive time 15 minutes or more on either end of the work day, thus reducing productive time upwards of 30 minutes. The POP program does not log TFI departure or return times.

TFI Shifts Involve Unnecessary Administrative Time

Until January 2009, the POP program allotted a minimum of 90 minutes per shift for administrative time: 30 minutes at the beginning of a shift and an hour at the end.

- At the beginning of a shift, TFIs were given 10 minutes to dress before the daily briefing, time after the briefing to check mail and email and make any other shift preparations, and then depart for the field.
- The POP program expected TFIs to return to the office an hour prior to the end of their shift in order to complete administrative work.

Despite these schedules, the Budget Analyst observed TFIs departing the office more than 30 minutes after the beginning of their shifts and returning to the office more than an hour before the end of their shifts.

In January 2009, the POP program made changes to the administrative time policy.

- Briefings now start at the beginning of the shift. TFIs must dress on their own time. The POP program is working to have TFIs depart less than 30 minutes into their shift.
- The POP program now expects TFIs to return to the office no sooner than 45 minutes prior to the end of their shift to complete administrative work. Supervisor/Investigators now conduct a 5-minute team debriefing with 15 minutes left in the shift. TFIs are allotted the final 10 minutes of a shift for dress-down.

Although these changes have increased the time TFIs spend in the field by at least 15 minutes, late departures and early returns continue to occur. Furthermore, at least for some staff members, the time allowed for completing paperwork is more than ample, and staff wait idly for the debriefing to commence.

The POP Program Should Implement 100 Percent Sweeps or Blitzes

The Federal Transit Administration's Transit Cooperative Research Program (TCRP) recommends conducting occasional 100 percent sweeps, where feasible, "to supplement one of the random inspection strategies. It has been found to be a useful strategy by many agencies, but it too requires extra personnel (on a temporary basis)." The TCRP also finds 100 percent sweeps to be the best way of determining a transit system's fare evasion rate (see Section 1, *Proof of Payment Performance Management*). The TCRP "100 percent sweep" is effectively identical to SFMTA POP program's "blitz." The POP program's training manual for Transit Fare Inspectors (updated March 2008) provides procedures for blitzes.

Despite having procedures in place, the POP program does not currently conduct or plan to conduct blitzes or sweeps.

Conclusions

The POP program's deployment strategy is mindful of process, but not objectives. The current deployment method does not (a) maximize contacts, warnings, citations, or ancillary safety and customer service benefits, (b) match system coverage—including shift start and end times, team assignments, or lunch breaks—to system ridership times or locations, (c) ensure full system coverage, (d) ensure targeted, balanced, or coordinated Muni Metro platform coverage, (e) emphasize inspections of known problem areas, and (f) minimize non-productive time due to lengthy transit rides or avoidance of overcrowded trains.

The SFMTA loses additional productive time due to: (a) downtime inherent in the current deployment and inspection strategies, (b) TFIs taking extended and additional breaks that decrease productive time by 20 percent or more, (c) late departures and early returns, and (d) more administrative time than is required to accomplish administrative tasks. However, the POP program has taken steps toward increasing the time TFIs spend actively conducting fare inspections.

Finally, although a Federal Transit Administration program recommends 100 percent sweeps, and the POP program has guidelines for similar blitzes, the POP program is not conducting concentrated fare inspections.

Recommendations

In order to decrease TFI idle time in the field, the SFMTA Board of Directors should:

- 3.1 Evaluate designating elevated Muni platforms, including the T Third light rail platforms, as Proof of Payment Zones. Such a designation would allow TFIs to conduct inspections on these platforms, and would exclude non-patrons from these areas, which have had additional problems of graffiti and other vandalism.

In order to improve POP program efficiency and maximize the time TFIs spend conducting fare inspections, the Deputy Director of SFMTA Security and Enforcement should:

- 3.2 Bolster the program's understanding of its deployments by maintaining ongoing logs of:
 - a) Hours assigned to various lines and districts, including specific Metro platforms.
 - b) Areas of high evasion and other safety and customer service needs.
 - c) Team departure and return times.
- 3.3 Develop a staffing and line assignment strategy that:
 - a) Is synchronized to Muni ridership patterns and other strategic objectives.
 - b) Minimizes the impact of diminished system coverage due to lunch breaks and shift changes during peak system ridership periods.
 - c) Specifies and coordinates Muni Metro station platform coverage and provides simultaneous coverage of primary and secondary entrances, when appropriate.
 - d) Allows for alternative assignments for TFI pairs and trios during periods of overcrowding or line delays.
 - e) Targets areas known to have high levels of fare evasion.
 - f) Provides sufficient coverage of the evening rush-hour on Mondays and Fridays.
- 3.4 Adjust staff deployment to minimize non-POP transit time and to ensure coverage of the full length of the various transit line districts. The Deputy Director may consider utilizing the existing POP automobile, BART, Muni bus, or other transportation methods to deploy staff to light rail lines terminuses.

- 3.5 Work with the POP Operations and Investigations Manager to streamline Supervisor administrative requirements and increase Supervisor field time.

In order to bolster the POP program's fare enforcement effort, the Deputy Director of Security and Enforcement should:

- 3.6 Develop a calendar of periodic 100 percent sweeps or blitzes, in accordance with POP program procedures, varying by time of day and location, and coordinated with the Muni Response Team.

In order to minimize down-time and abuse of break periods, the POP Operations and Investigations Manager should work with Supervisor/Inspectors to:

- 3.7 Continue to emphasize timely departures and discourage early returns in order to maximize the portion of the work day spent in conducting fare inspections.
- 3.8 Clarify the break policy, including break times and appropriate break locations, convey this policy clearly, and enforce this policy with formal, documented site checks.

Costs and Benefits

Implementation of these recommendations would increase the efficiency of TFI deployments, which will have a corresponding increase in the number of passenger contacts, warnings, and citations. The added presence will increase SFMTA's citation revenues, at least until which time that the POP program is able to achieve significant reductions in fare evasion among Muni passengers. Implementation of these recommendations would also increase fare revenues by creating greater disincentives to evasion.