

**Management Audit of the  
San Francisco Municipal Transportation Agency  
Proof of Payment Program**

**Table of Contents**

<b><u>Section</u></b>	<b><u>Page</u></b>
Introduction .....	i
1. Proof of Payment Performance Management .....	1
2. Proof of Payment Staffing Needs .....	16
3. Transit Fare Inspector Deployment .....	27
4. Complaints and Complaint Handling.....	43
5. Fare Inspection Safety.....	51
6. Muni Response Team and Station Agents .....	60
7. Fare Evasion Fine Structure.....	67
8. Citation Processing and Collection.....	79
9. Expanding Proof of Payment to Buses .....	87
Appendix.....	97
SFMTA Executive Director’s Written Response .....	106