



SFMTA
Municipal Transportation Agency

Strategic Plan Progress Report

MAY 2013

SAN FRANCISCO, CALIFORNIA



Goal 1

Create a safer transportation experience for everyone

Objective 1.1

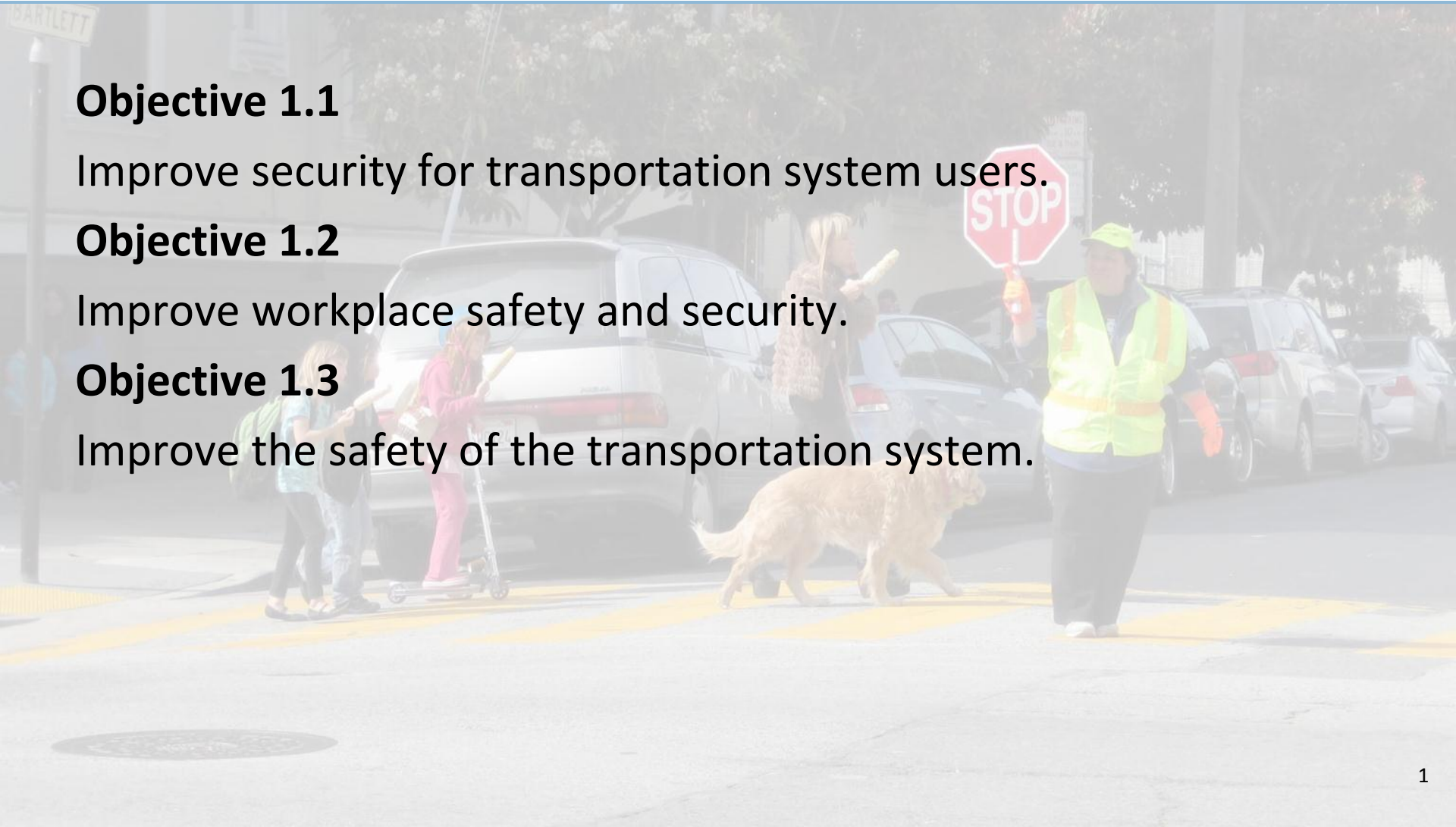
Improve security for transportation system users.

Objective 1.2

Improve workplace safety and security.

Objective 1.3

Improve the safety of the transportation system.





Goal 1 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.23	3.59	6.82	5.65	5.26	4.81	7.24	9.44	10.68	9.24
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high)			2.95							
1.1.2	Customer rating: Security of transit riding experience (while waiting at a Muni stop or station); scale of 1 (low) to 5 (high)			2.89							
1.1.3	SFPD-reported taxi-related crimes	SFPD does not currently collect this data. We are evaluating alternative metrics.									
1.1.4	Security complaints to 311 (Muni)		34	35	27	40	31	44	29	33	25
1.2.1	Workplace injuries/200,000 hours	14.9	16.6	15.1	15.0	18.0	13.7	13.7	12.8	11.3	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		14	16	12	20	19	16	14	18	*
1.2.3	Lost work days due to injury		3,764	3,912	3,779	3,646	3,773	*	*	*	*
1.3.1	Muni collisions/100,000 miles	4.48	4.98	5.07	6.42	4.45	5.00	4.27	5.76	5.05	*
1.3.2a	Collisions involving motorists, pedestrians, and bicyclists	Awaiting 2012 results.									
1.3.2b	Collisions involving taxis	Awaiting 2012 results.									
1.3.3	Muni falls on board/100,000 miles		4.53	4.19	4.24	3.49	4.26	4.36	3.87	2.92	*
1.3.4	"Unsafe operation" Muni complaints to 311		173	151	173	129	123	155	147	137	145
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high)			3.40							

Color Legend

Outperforms FY12 Avg	Underperforms FY12 Avg	Equal to FY12 Avg
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*Data forthcoming.



Goal 1 actions

Action	Update
1.3.1 Ensure all operating staff safety training is completed on schedule.	Finalized and initiated internal safety audit calendar. Process of revising rail operator training has begun.
1.3.4 Develop process to incorporate safety into culture and daily processes to improve safety.	Completed speed radar testing for enhancement to safety monitoring.
1.3.10 Identify and implement key safety capital actions from upcoming pedestrian strategy specific to SFMTA.	The SFMTA, Planning, and Controller have begun work on a prioritized list of projects to meet the benchmarks of the Mayor's Pedestrian Strategy.
1.3.12 Develop policy at State level to incorporate bicycle awareness into driver education materials and tests.	Confirmed that the DMV test currently includes bicycle safety questions.
1.3.15 Establish a monthly report on accident trending and proposed mitigation actions.	Completed vendor demonstrations in association with current RFI regarding replacement of the TransitSafe collision, security incident, and training database.
1.3.17 Develop written safety-related curriculum for SFMTA training of new drivers, monitor private taxi school curricula, and develop code amendments specifying regulatory standards for driver safety training for private schools to be presented to the SFMTA Board.	Conducted undercover visits at the three certified taxi schools to observe the structure, curriculum, teaching styles, and amount spent on each subject.



Goal 2

Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel

Objective 2.1

Improve customer service and communications.

Objective 2.2

Improve transit performance.

Objective 2.3

Increase use of all non-private auto modes.

Objective 2.4

Improve parking utilization and manage parking demand.



Goal 2 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
2.1.1	Customer rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)			2.48							
2.1.2	Customer rating: Overall customer satisfaction with taxi availability; scale of 1 (low) to 5 (high)			2.48							
2.1.3	Customer rating: Overall customer satisfaction with bicycle network; scale of 1 (low) to 5 (high)			2.81							
2.1.4	Customer rating: Overall customer satisfaction with pedestrian environment; scale of 1 (low) to 5 (high)			3.54							
2.1.5	Average time to communicate Muni service advisories to customers	This is proving challenging to quantify. We are evaluating alternative metrics.									
2.1.6	Percentage of color curb requests addressed within 30 days		87%	93%	94%	89%	95%	96%	97%	97%	*
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		100%	100%	100%	100%	100%	100%	100%	100%	100%
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		84%	81%	86%	63%	79%	80%	82%	87%	86%
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		78%	73%	76%		82%				*
2.1.6	Percentage of traffic signal requests addressed within 2 hours		98%	97%	97%	97%	97%	95%	99%	97%	93%
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 14 days (60 days for ADA violations)		87%	88%	86%	93%	82%	82%	87%	94%	*
2.1.8	Customer rating: cleanliness of Muni vehicles; scale of 1 (low) to 5 (high)			2.39							
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators); scale of 1 (low) to 5 (high)			2.47							

*Data forthcoming.



Goal 2 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network*	5.3%	7.0%	7.0%	7.6%	6.5%	6.5%	6.3%	6.5%	6.6%	6.9%
2.2.1	Percentage of transit trips with + 5 min gaps on Rapid Network*	13.9%	18.5%	17.7%	18.8%	17.0%	18.6%	16.6%	17.0%	15.7%	15.2%
2.2.2	Percentage of on-time performance for non-Rapid Network routes*	85%	61.1%	59.1%	57.6%	59.1%	59.2%	60.0%	59.2%	60.4%	62.0%
2.2.3	Percentage of service pulled out at scheduled time (Percentage of scheduled service hours delivered**)	98.5%	96.6%	96.6%	96.2%	96.7%	96.0%	97.8%	96.7%	98.4%	99.2%
2.2.4	Percentage of on-time departures from terminals*	85%	77.4%	73.3%	71.1%	73.1%	72.8%	74.5%	73.6%	75.0%	76.1%
2.2.5	Average Muni system speed	Results reporting to begin in FY13 Q4.									
2.2.6	Percentage of on-time performance*	85%	60.4%	58.5%	56.6%	58.9%	59.0%	60.5%	59.8%	60.7%	61.3%
2.2.7	Percentage of trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points		6.5%	7.7%	9.4%	7.8%	7.1%	6.6%	7.6%	7.4%	7.0%
2.2.7	Percentage of trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points		7.2%	7.7%	8.9%	6.7%	8.0%	6.4%	5.9%	7.0%	7.6%
2.2.8	Mean distance between failure (Bus)		2,909	3,266	2,877	3,071	3,197	3,631	3,723	4,170	3,712
2.2.8	Mean distance between failure (LRV)		3,208	3,791	3,660	3,910	3,167	3,927	4,440	3,984	***
2.2.8	Mean distance between failure (Historic)		1,898	2,690	2,144	1,990	1,891	1,958	2,316	1,620	***
2.2.8	Mean distance between failure (Cable)		3,998	3,717	2,386	4,244	2,624	2,649	2,811	4,814	***
2.2.9	Percentage of scheduled service hours delivered	Please see 2.2.3.									
2.2.10	Percentage of scheduled trips completed	Measure in development.									
2.2.11	Ridership (rubber tire, average weekday)		491,553	495,716	515,379	484,545	500,121	467,267	488,616	***	***
2.2.12	Percentage of time that elevators are available		94.4%	96.4%	96.2%	96.9%	91.7%	96.5%	95.8%	98.4%	96.7%
2.2.13	Percentage of time that escalators are available		91.8%	87.2%	89.3%	87.3%	84.1%	85.7%	87.0%	93.0%	88.2%

*Historical monthly results may change as we continue to work with and refine reporting based upon NextBus data.

**This reflects % of service pulled out of divisions (as in past reports).

***Data forthcoming.



Goal 2 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
2.3.1	Non-private auto mode share (all trips)	50%							45% (2011 Mode Share Survey)		
2.4.1	Parking reliability rate of SFpark spaces (Marina District)		48.8%*	55.7%*	47.2%	45.4%	51.2%	64.8%	58.3%	58.3%	60.6%
2.4.2	Parking reliability of SFMTA garage spaces (median garage rate)		99.7%*	99.7%*	99.8%	99.8%	98.2%	99.5%	99.5%	99.8%	100.0%
2.4.3	# of secure on street bicycle racks										2739
2.4.3	# of secure off street bicycle parking spaces (garage bicycle parking)										475
2.4.4	On-street payment compliance (median district rate)			56.8%*	56.9%	56.4%	57.0%	57.2%	57.9%	57.8%	56.3%

*Median rate.



Goal 2 actions

Action	Update
2.1.4 Complete SFMTA website rebuild.	Training of employees responsible for providing, editing, and reviewing content is underway. Website will go live in May.
2.2.2 Develop and implement measures to improve reliability and reduce transit travel times.	Updating rail schedules and implementing new train turnaround procedures at Embarcadero Station in order to improve LRV travel times. Transit Only Lane Enforcement camera installation on schedule and underway on 300 buses. Over 100 vehicles have been completed.
2.2.6 Expedite technology improvements that will positively affect on-time performance.	Church Street transit only lanes are now being used by the J-Church and 22-Fillmore lines. Summer schedules will update rail running times to better match current conditions.
2.2.7 Maintain vehicles, equipment, and facilities in a state of good repair.	Over 50 new mechanics have started this year. New mechanics will help decrease overtime, improve response times, and improve preventive maintenance.
2.2.16 Establish operator restrooms for each route.	Reduced gaps from 57 at outset of program to 37. Increased free restrooms from 4 to 17.



Goal 2 actions

Action	Update
2.3.7 Implement comprehensive bicycle sharing program and expand scope.	Conducting citywide open house to provide general information for bicycle sharing's summer launch and obtain feedback on system expansion later this month.
2.3.11 Increase taxi availability throughout the city	SFMTA Board approved 120 new medallions in 2013 and 200 additional medallions in 2014. Issuance of these medallions will begin later this month.
2.3.14 Develop and implement vehicle sharing strategy	Car sharing policy completed and pending SFMTA Board review and approval on June 4.



Goal 3

Improve the environment and quality of life in San Francisco

Objective 3.1

Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise.

Objective 3.2

Increase the transportation system's positive impact to the economy.

Objective 3.3

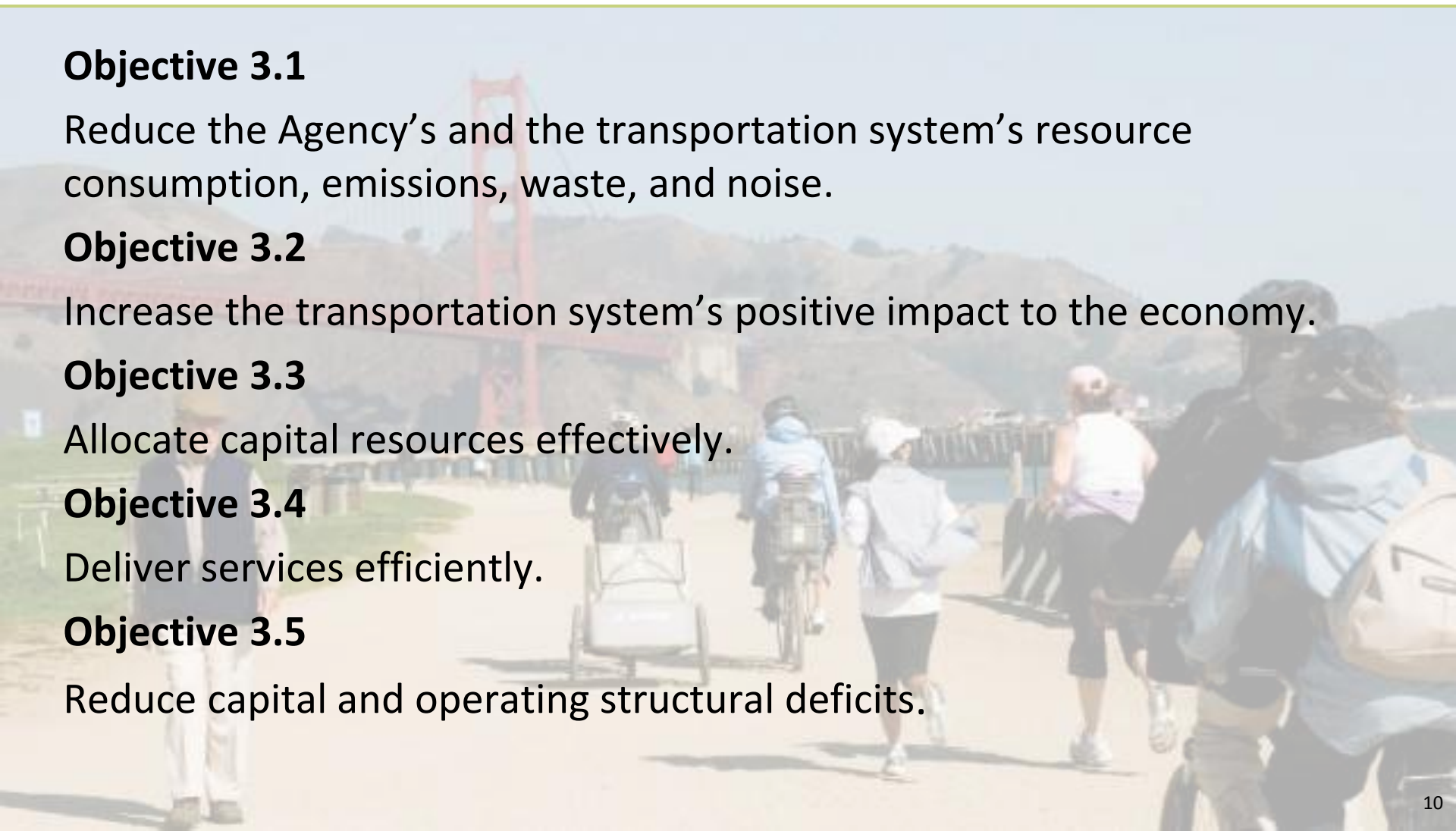
Allocate capital resources effectively.

Objective 3.4

Deliver services efficiently.

Objective 3.5

Reduce capital and operating structural deficits.





Goal 3 financials

Expenditures (FY13 as of Feb 2013)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year	Saving/(Overage)
SFMTA Agency Wide	\$114,940,800	\$19,786,141	\$56,333,649	\$114,828,907	\$111,893
Board of Directors	\$732,831	\$341,445	\$3,839	\$620,252	\$112,579
Capital Programs and Construction	\$273,021	(\$4,302,940)	\$1,472,905	\$0	\$273,021
Communications	\$4,901,233	\$2,034,575	\$534,716	\$4,514,409	\$386,824
Director of Transportation	\$1,322,016	\$539,748	\$156,111	\$971,640	\$350,376
Finance and Information Technology	\$78,225,166	\$37,219,259	\$17,535,690	\$75,070,959	\$3,154,207
Government Affairs	\$657,807	\$325,860	\$140,890	\$657,561	\$246
Human Resources	\$42,438,845	\$24,292,494	\$4,497,801	\$40,895,227	\$1,543,618
Safety	\$4,094,603	\$1,916,817	\$726,839	\$3,762,713	\$331,890
Sustainable Streets	\$145,758,492	\$69,586,877	\$22,594,627	\$137,465,947	\$8,292,545
Transit Services	\$470,628,169	\$280,063,991	\$41,395,638	\$484,324,976	(\$13,696,807)
Taxi and Accessible Services	\$19,959,165	\$7,162,684	\$9,273,129	\$19,670,104	\$289,061
TOTAL	\$883,932,148	\$438,966,952	\$154,665,834	\$882,782,695	\$1,149,453



Goal 3 financials

Revenue (FY13 as of Feb 2013)

REVENUE	Revised Budget	Actuals: Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$25,054,000	\$17,395,769	\$25,716,468	\$662,468
Cash Fares	\$71,328,000	\$54,276,729	\$74,681,412	\$3,353,412
Other Fares	\$5,910,200	\$5,053,813	\$7,513,604	\$1,603,404
Passes	\$96,032,140	\$62,126,832	\$92,054,782	(\$3,977,358)
TRANSIT FARES Total	\$198,324,340	\$138,853,143	\$199,966,267	\$1,641,927
PARKING FEES & FINES				
General Fund Baseline Transfer	\$64,000,000	\$45,923,000	\$64,000,000	\$0
Citations and Fines	\$109,283,000	\$68,223,319	\$101,359,946	(\$7,923,054)
Garage Revenue	\$49,944,208	\$30,674,853	\$50,861,577	\$917,369
Meter Revenue	\$43,428,400	\$33,667,857	\$50,001,785	\$6,573,385
Permit Revenue	\$9,727,900	\$5,123,772	\$9,972,438	\$244,538
PARKING FEES & FINES Total	\$276,383,508	\$183,612,801	\$276,195,746	(\$187,762)
Operating Grants	\$110,000,000	\$83,743,181	\$110,000,000	\$0
Taxi Service	\$10,157,739	\$5,533,604	\$10,157,739	\$0
Other Revenues	\$29,246,252	\$23,877,187	\$31,086,656	\$1,840,404
General Fund Transfer	\$218,500,000	\$159,697,500	\$218,500,000	\$0
Fund Balance CFWD budget	\$49,695,309	\$49,695,309	\$49,695,309	\$0
TOTAL	\$892,307,148	\$645,012,725	\$895,601,717	\$3,294,569



Goal 3 financials

Overtime Report (FY13 as of Mar 2013)

FUND/DIVISION	Annual Revised Budget	Actuals Fiscal Year to Date*	Projection for Remaining Months**	End of Year Projection	Surplus (Deficit)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$22,602,261	\$17,289,177	\$7,102,582	\$24,391,758	(\$1,789,497)
Transit Vehicle Maintenance	\$11,051,845	\$6,896,252	\$2,833,055	\$9,729,306	\$1,322,539
Transit – All Others	\$6,095,171	\$5,709,307	\$2,345,445	\$8,054,752	(\$1,959,581)
Subtotal Transit Services Division	\$39,749,277	\$29,894,736	\$12,281,082	\$42,175,818	(\$2,426,541)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$835,365	\$1,236,313	\$507,891	\$1,744,204	(\$908,839)
Sustainable Streets – All Others	\$567,981	\$290,025	\$119,145	\$409,170	\$158,811
Subtotal Sustainable Streets Division	\$1,403,346	\$1,526,338	\$627,036	\$2,153,374	(\$750,028)
SFMTA AGENCY WIDE***	\$0	\$383,208	\$0	\$383,208	(\$383,208)
ALL OTHER DIVISIONS	\$841,968	\$723,233	\$297,112	\$1,020,345	(\$178,377)
TOTAL OPERATING FUND	\$41,994,591	\$32,527,515	\$13,205,230	\$45,732,745	(\$3,738,154)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$1,139,126	\$467,965	\$1,607,091	(\$1,607,091)
Sustainable Streets Engineering Programs	\$0	\$84,505	\$34,715	\$119,220	(\$119,220)
Total Non-Operating Fund	\$0	\$1,223,631	\$502,680	\$1,726,311	(\$1,726,311)
TOTAL	\$41,994,591	\$33,751,146	\$13,707,910	\$47,459,056	(\$5,464,465)

*Figures include cost recovery for events or services totaling \$2.6M as of the most recent closed month-end (March 2013). The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

**Projection for remaining months is calculated average of actuals year-to-date (year-to-date actual overtime labor cost divided by the numbers of pay periods as of the reporting period).

*** Charges are all related to America's Cup.



Goal 3 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
3.1.1	Metric tons of CO2e for the transportation system	1,515,000								2,155,000 (2010)	
3.1.2	% of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions										94%
3.1.3	% biodiesel to diesel used by SFMTA										2% (FY11)
3.1.4	Number of electric vehicle charging stations										31
3.1.5	Citywide gasoline consumption rate									149,156,104 (2009)	
3.1.6	Agency electricity consumption (kWh)									123,746,104 (FY11)	
3.1.6	Agency gas consumption (therms)									579,043 (FY11)	
3.1.6	Agency water production (gallons)									21,301,010 (FY11)	
3.1.7	Agency compost production (tonnes)										13 (CY09)
3.1.7	Agency recycling production (tonnes)										534 (CY09)
3.1.7	Agency waste production (tonnes)										592 (CY09)
3.2.1	Customer rating: Business satisfaction with transportation network; scale of 1 (low) to 5 (high)	Survey is being developed. Results will be reported for FY13 Q4.									
3.3.1	% of all capital projects delivered on-budget by phase	Results reporting to begin in FY13 Q4.									
3.3.2	% of all capital projects delivered on-time by phase	Results reporting to begin in FY13 Q4.									
3.3.3	% of all capital projects delivered in-scope by phase	This is proving challenging to quantify. We are evaluating alternative metrics.									
3.4.1	Average annual transit cost per revenue hour	\$184	\$195								
3.4.2	Passengers per revenue hour for buses		70								
3.4.3	Cost per unlinked trip		\$2.77								
3.4.4	Pay hours: platform hours ratio		1.12	1.12	1.13	1.12	1.13	1.12	1.11	1.11	1.11
3.4.5	Farebox recovery ratio		30.8%								
3.5.1	Operating and capital structural deficit	\$70M additional needed for operations, \$260M additional needed for State-of-Good Repair (SOGR) and \$1.7B 5-Year shortfall for bike, pedestrian, facilities and transit (FY12)									



Goal 3 actions

Action	Update
3.2.3 Develop and implement policies for private shuttle loading/unloading to increase mode share.	Developed draft policy. Circulating for comments across SFMTA Divisions. Collecting field data at specific conflict sites.
3.3.2 Develop clear set of project delivery priorities for each budget cycle per the CIP and post on web-based tracker.	Prepared and circulated draft project integration policy. Working with partners in other City departments to develop public facing version of project map.
3.3.6 Establish pre-conceptual phase to fund project estimating team.	Initiated the Agency's third pre-development phase for the 33-Stanyan pole and overhead replacement project. Continued activities for the N-Judah and L-Taraval train signal prioritization projects and initiated CER for the Twin Peaks Tunnel.
3.4.1 Evaluate and implement schedule deployment efficiencies.	Continuing part-time operator classes with two groups graduating in May and July. However, full-time operator attrition is requiring conversion of new hires and is slowing efforts to increase the ranks of part-time operators.
3.4.8 Assess number of vehicles needed to reduce fleet age and introduce regular replacement schedule.	Three of 62 new buses are on site with all anticipated by end of summer. Seattle articulated trolley coach procurement has been approved by FTA. Five of 80 Neoplan buses have been rehabilitated. Preparation for next procurement of diesel buses has begun.



Goal 4

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications.

Objective 4.2

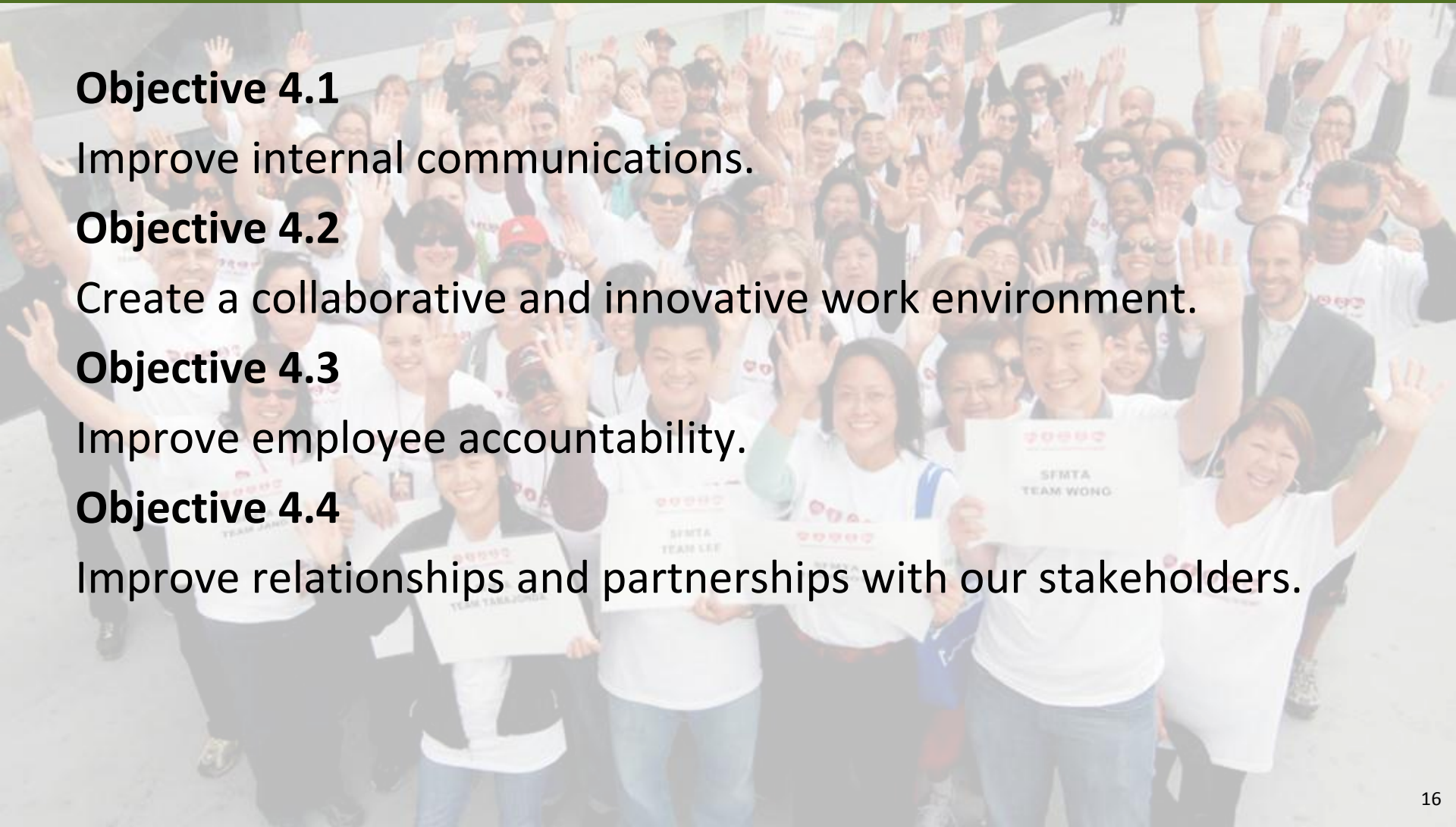
Create a collaborative and innovative work environment.

Objective 4.3

Improve employee accountability.

Objective 4.4

Improve relationships and partnerships with our stakeholders.





Goal 4 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
4.1.1	Employee rating: Information needed to do the job? Informed about agency issues, challenges and current events?; scale of 1 (low) to 5 (high)	Results will be reported for FY13 Q4.									
4.1.2	% of employees that complete the survey	Results will be reported for FY13 Q4.									
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success	Results will be reported for FY13 Q4.									
4.1.4	Employee rating: I have received praise for my work in the last month	Results will be reported for FY13 Q4.									
4.1.5	Employee rating: Communication between leadership and employees has improved	Results will be reported for FY13 Q4.									
4.1.6	Employee rating: My concerns, questions, and suggestions are acted upon quickly and appropriately	Results will be reported for FY13 Q4.									
4.1.7	Employee rating: Discussions with my supervisor about my performance are worthwhile	Results will be reported for FY13 Q4.									
4.2.1	Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)	Results will be reported for FY13 Q4.									
4.2.2	Employee rating: My opinions seem to matter to my manager	Results will be reported for FY13 Q4.									
4.2.3	Employee rating: Conflicts are resolved collaboratively	Results will be reported for FY13 Q4.									
4.2.4	Employee rating: Employees in my division consistently look for more efficient/effective ways of getting the job done	Results will be reported for FY13 Q4.									
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively	Results will be reported for FY13 Q4.									
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'	Results will be reported for FY13 Q4.									
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment	Results will be reported for FY13 Q4.									



Goal 4 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
4.3.1	% of employees with performance completed/appraisals conducted	Results will be available at the end of the fiscal year.									
4.3.2	% of employees with performance plans prepared by start of fiscal year										
4.3.3	% of employees who have received feedback on their work	Results will be reported for FY13 Q4.									
4.3.4	% of divisions/units that report metrics	Results will be reported for FY13 Q4.									
4.3.5	Unscheduled absence rate by employee group (Transit operators)		8.7%	8.6%	6.6%	7.0%	9.0%	8.9%	10.3%	8.5%	6.9%
4.3.6	Employee rating: My manager holds me accountable to achieve my written objectives	Results will be reported for FY13 Q4.									
4.4.1	Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)	Results will be reported for FY13 Q4.									



Goal 4 actions

Action	Update
4.1.7 Proactively communicate with front line staff.	Initiated informal field visits to meet and talk with front line staff. Conducted first Director of Transportation meeting with over 125 employees from across the Agency. DOT meetings with staff will be conducted on a quarterly basis.
4.4.4 Increase visibility of the SFMTA at public events.	Kicking off Small Business Week Conference on May 13. Reviewing final draft of Americas Cup brochure that will include information on transit, bicycling, walking, and taxi transportation options.
4.4.10 Increase operating and capital revenue from development projects.	Collected \$3,540,454 of TIDF revenue through February 26, which is 142% of our goal.
4.4.16 Reduce the size of the taxi medallion waiting list by eliminating unqualified applicants.	Eliminating underage applicants who are unqualified to apply for medallion permits.