



SFMTA

Strategic Plan Progress Report

SFMTA Board of Directors

Policy and Governance Committee Meeting

February 26, 2019



SFMTA

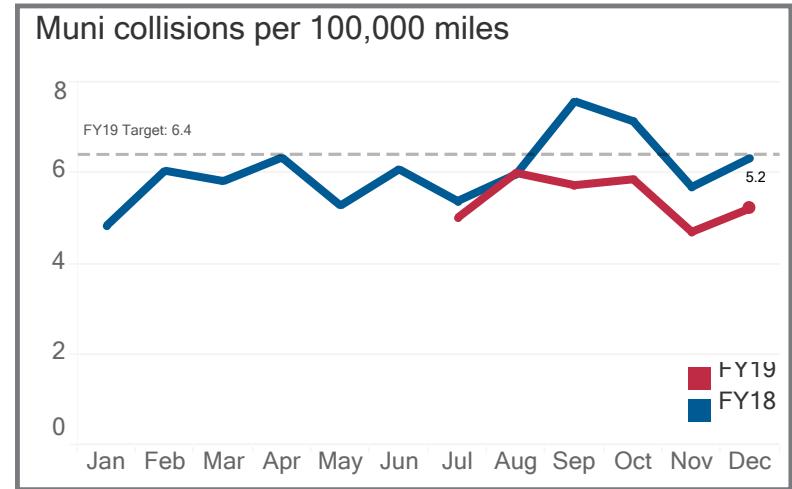
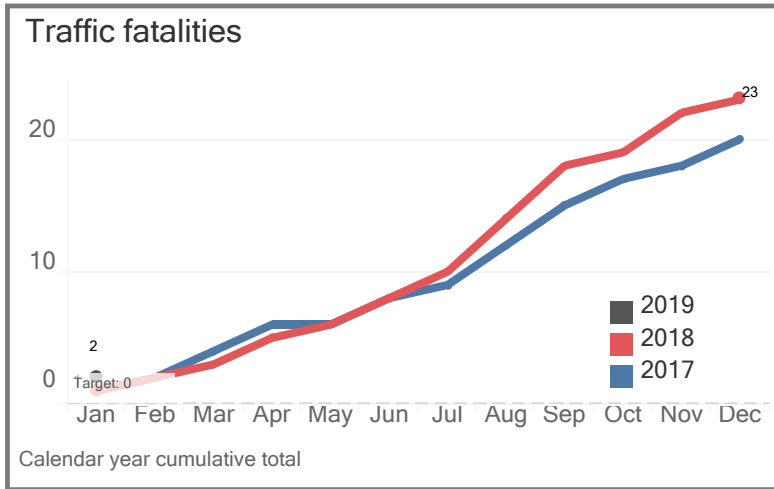
Goal 1: Create a safer transportation experience for everyone.

Objective 1.1: Achieve Vision Zero by eliminating all traffic deaths.

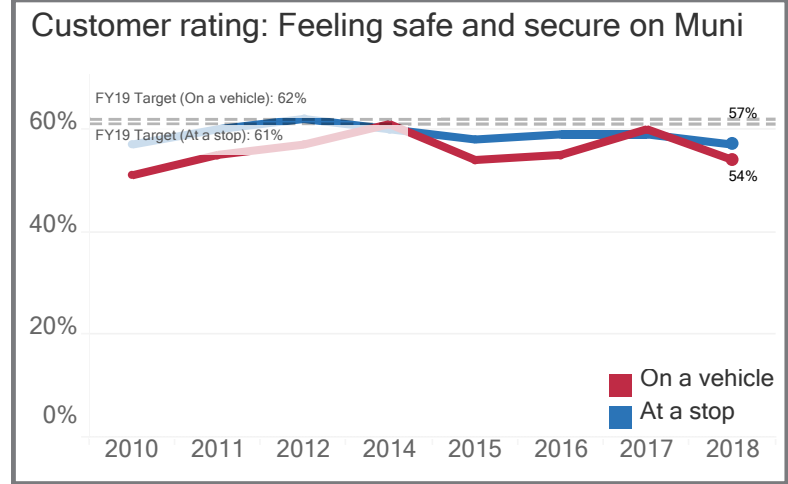
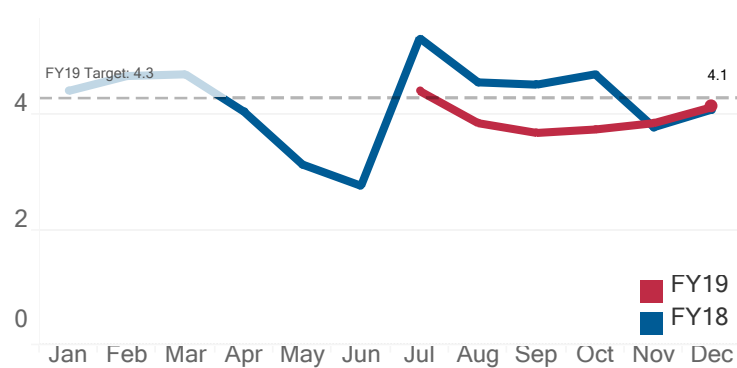
Objective 1.2: Improve the safety of the transit system.

Objective 1.3: Improve security for transportation system users.

Goal 1 Metrics



SFPD-reported Muni-related crimes per 100,000 miles



Objective 1.1: Achieve Vision Zero by eliminating all traffic deaths.

Action 1.1.3: Implement Safe People: Increase community awareness of Vision Zero to create more support for improved traffic safety.

- Initiated the Vision Zero Street Team's Rapid Response Outreach – this group works closely with the community in which there was a fatal collision to understand the community's concerns and communicate that Vision Zero is our priority and no death is acceptable.
- 2019 Communications work plan was finalized. Safe Routes to Schools planning work continues apace. A draft implementation plan will be completed in February.
- New three-year Office of Traffic Safety (OTS) grant application to continue Motorcycle Safety campaign submitted. Year three planning underway.

Objective 1.2: Improve the safety of the transit system.

Action 1.2.4: Reduce right and left sideswipe collisions.

Implementation of all eleven recommendations to reduce sideswipes is complete; indications are that the solutions resulted in a 17% reduction in sideswipes.

New Initiative:

Testing bright LED lights at the tail of the bus in addition to the bumper reflective tape.



Ongoing Work:

- Monitoring the impact of these solutions on reducing sideswipes, including tracking buses with safety decals.
- Refreshing our safety awareness posters with new timely safety messages, including rain-related information.
- Updating the digital safety messaging to our operators.

Objective 1.3: Improve security for transportation system users.

Action 1.3.1: Update employee badge system.

- The ProWatch software upgrade is complete.
- Initiated cross-divisional effort to coordinate the new badging system with email, payroll, and access control functions for more efficient reassignments and separations.
- Security team will take the lead with Communications on distribution of new badges for staff.



SFMTA

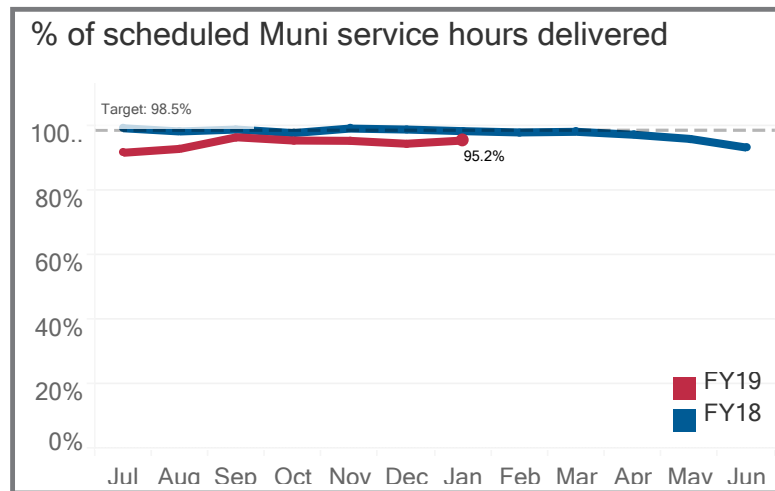
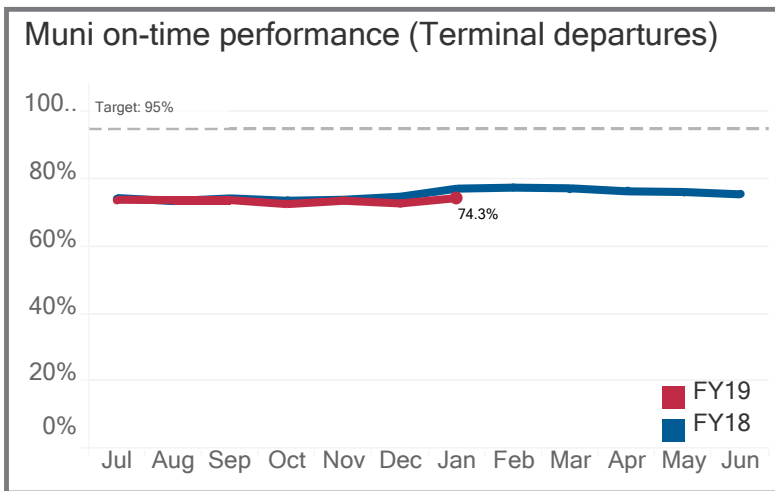
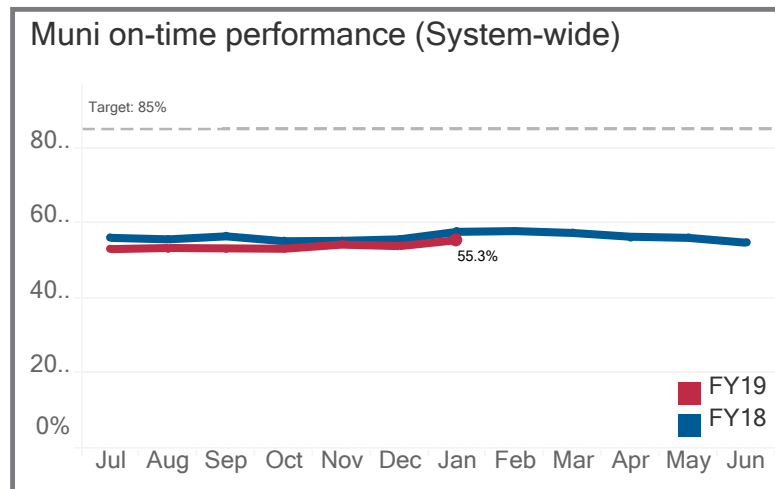
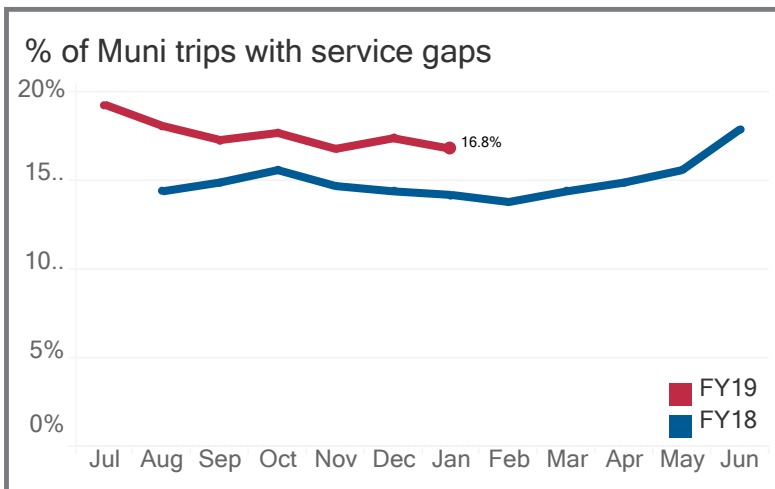
Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

Objective 2.1: Improve transit service.

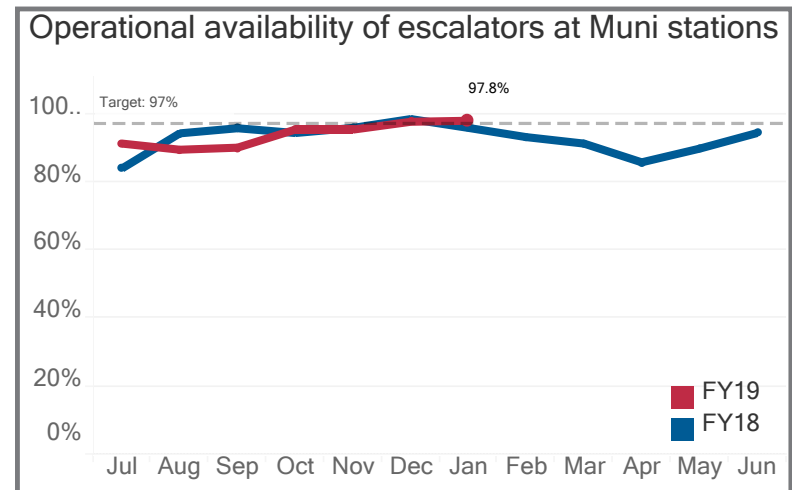
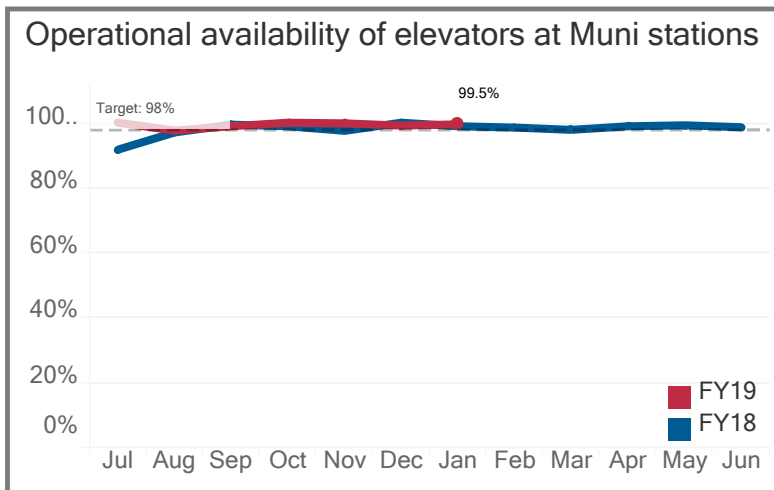
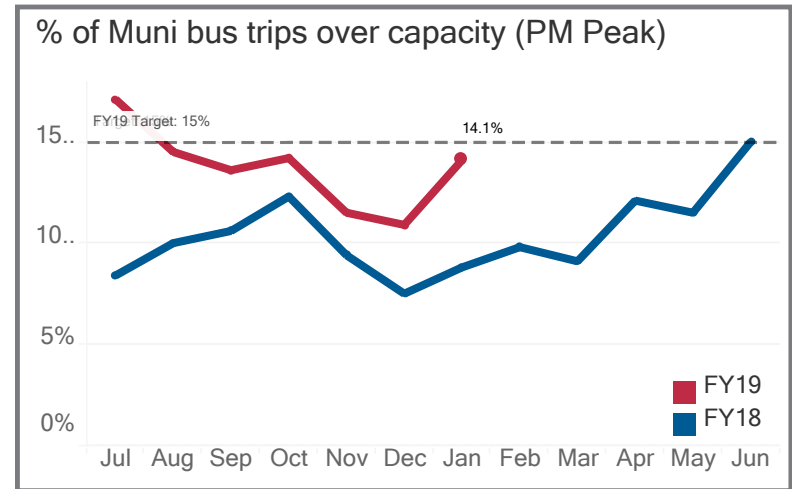
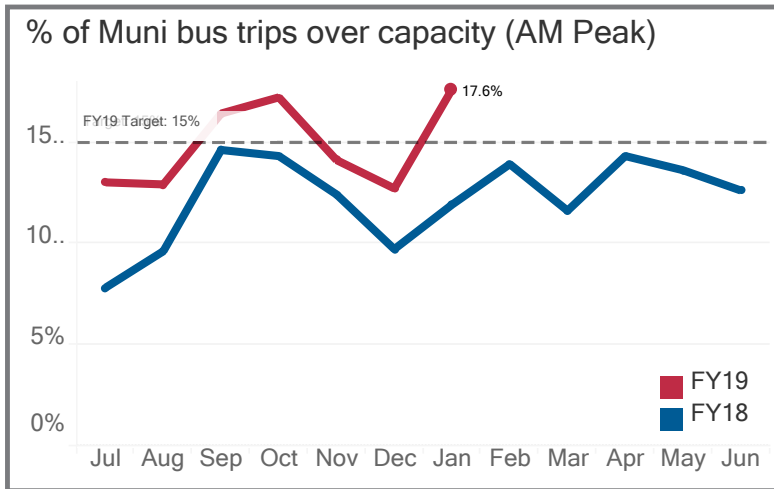
Objective 2.2: Enhance and expand use of the city's sustainable modes of transportation.

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

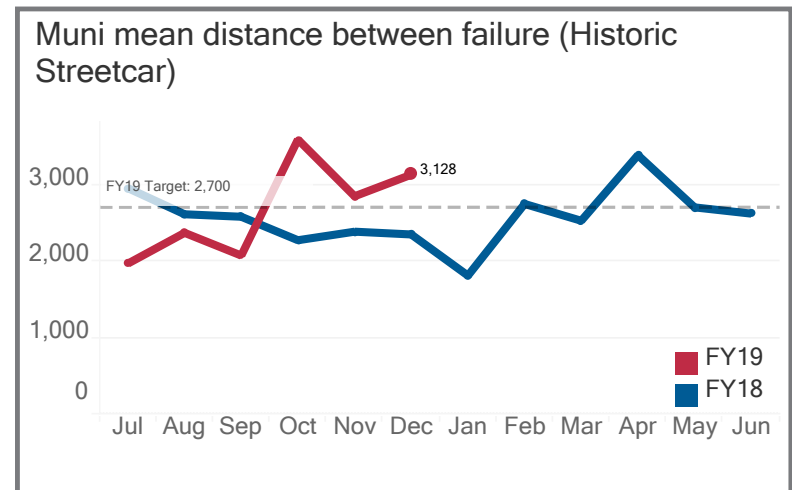
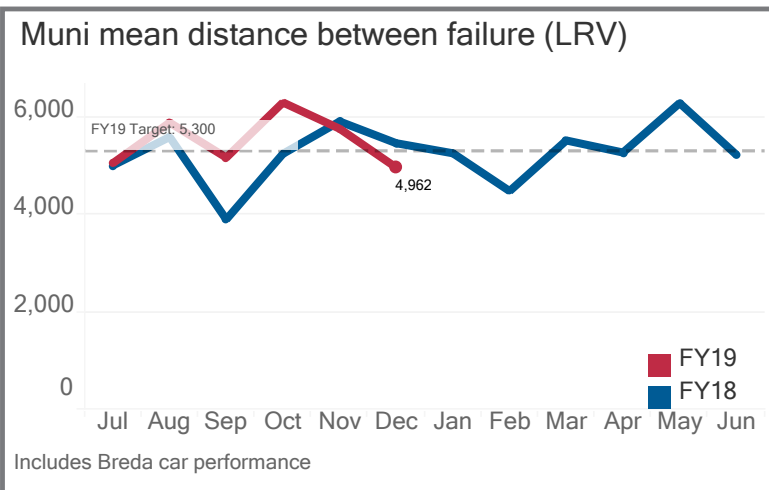
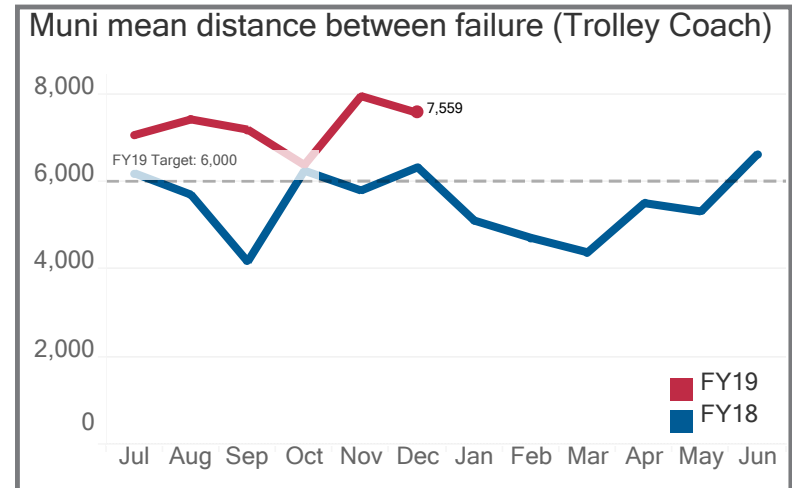
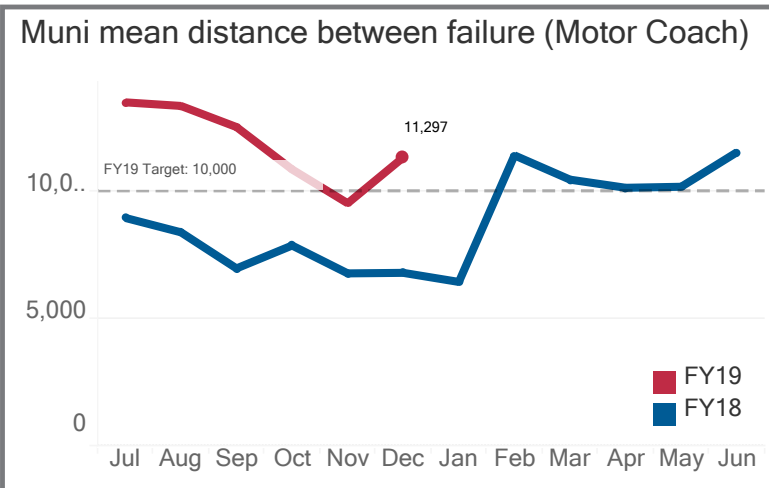
Goal 2 Metrics



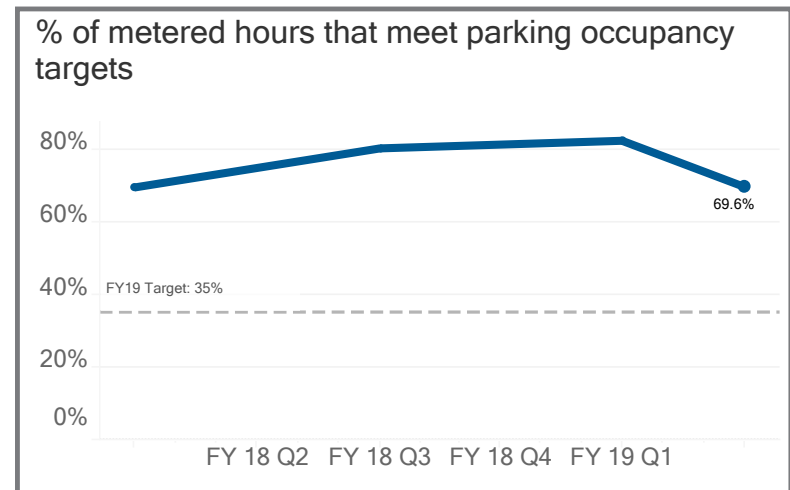
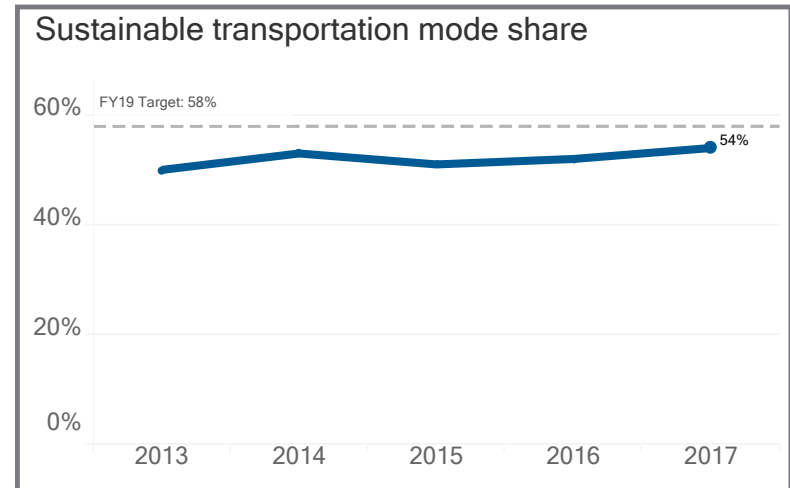
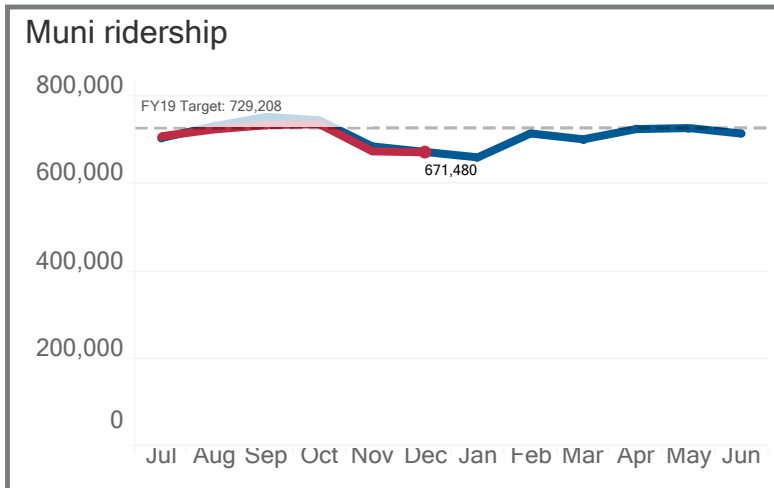
Goal 2 Metrics



Goal 2 Metrics



Goal 2 Metrics



Goal 2 Metrics

Metrics under development:

In support of Objective 2.2:

- Average weekday bicycle trips
- Average weekday taxi trips

In support of Objective 2.3:

- Muni average travel time on key transit segments

Objective 2.1: Improve transit service.

Action 2.1.3: Leverage multi-departmental functions and systems within the Transportation Management Center (TMC).

- Harris radio cutover is scheduled to be completed on 3 March 2019. Rail dispatching is scheduled to transition to the TMC on 23 March 2019.
- Productivity goals have been established and have been incorporated into the Controllers annual performance plans.
- Platform Audio Video (PAV) training plan has been developed. All Public Information Officers have been trained. TMC Controllers have received initial training but will receive a refresher round.
- The TMC transition is not yet complete. All auxiliary positions are not staffed. However, those that are currently in either the Operations Control Center (OCC) or TMC have been trained in coordinating activities and response with TMC Management and Controller staff.
- All tools have been identified and most are currently being used by Controllers assigned to line management. Controllers are actively using the headway monitoring tool along with the performance queue and other support applications to manage service.

Objective 2.2: Enhance and expand use of the city's sustainable modes of transportation.

Action 2.2.4: Complete bikeshare system expansion.

- **GoBike station-based system (February 2019):**
 - Average weekday daily trips in SF: nearly 7000
 - Total number of stations: 152 (*out of 320 stations at full build-out*)
 - Fleet size: 1,900 (*out of 4,500 at full build-out*)
 - Percentage of the fleet with eBikes: 50%
- **Stationless systems:**
 - Completed the stationless shared mobility user survey.
 - All stationless operators are now at 100% lock-to design for both bikes and scooters.

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

Action 2.3.2: Develop a curb management strategy.

- Finalizing interim curb management guidelines for streetscape project managers to incorporate curb management outreach, data collection and implementation into their projects.
- Initial draft of curb management framework complete.
- Curb management roadshow starts with the SFMTA Executive Team and Senior Management Team in next few weeks.
- Anticipated informational item at the Policy and Governance Committee and/or the full SFMTA Board of Directors in summer 2019.



SFMTA

Goal 3: Improve the quality of life and environment in San Francisco and the region.

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

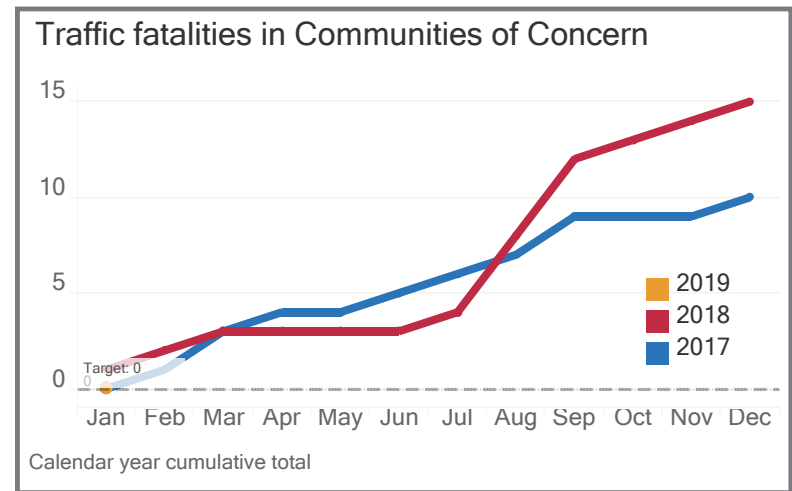
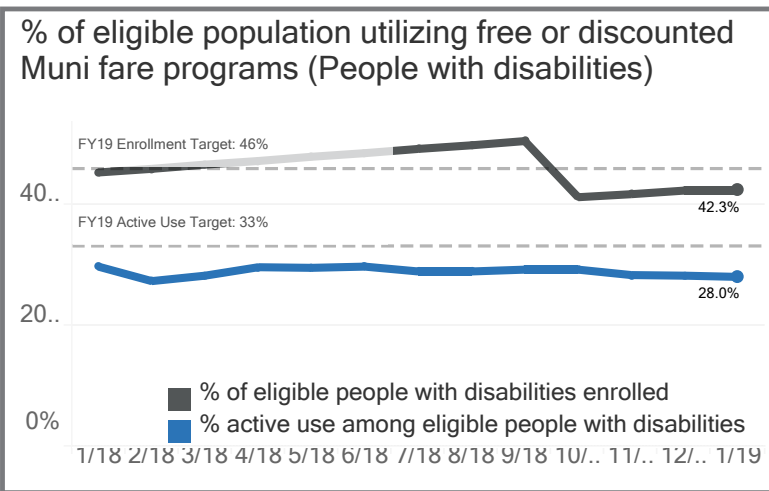
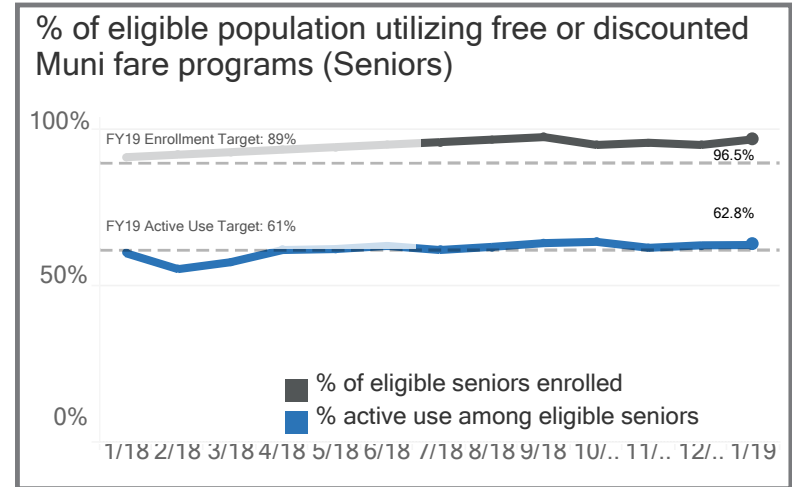
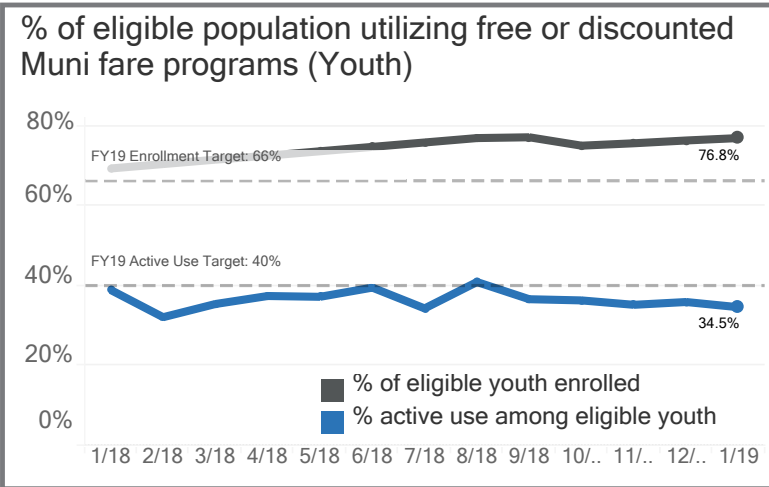
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Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

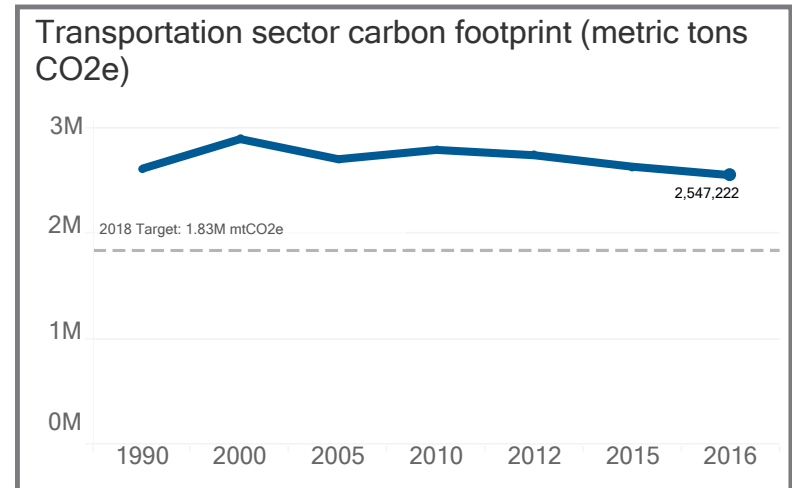
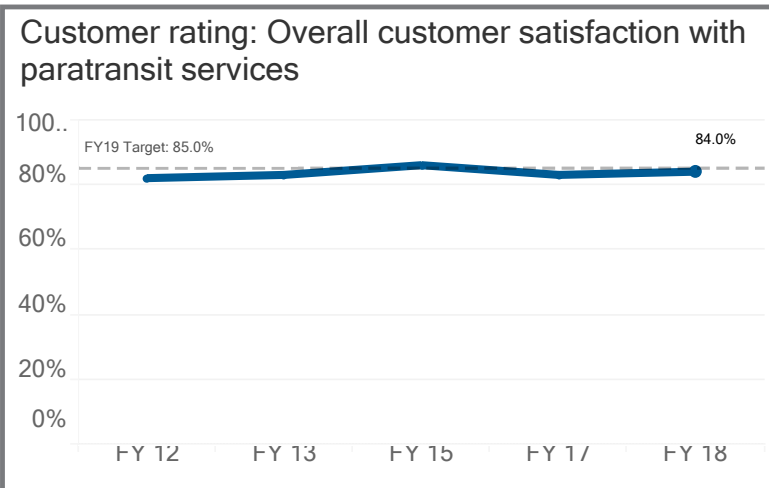
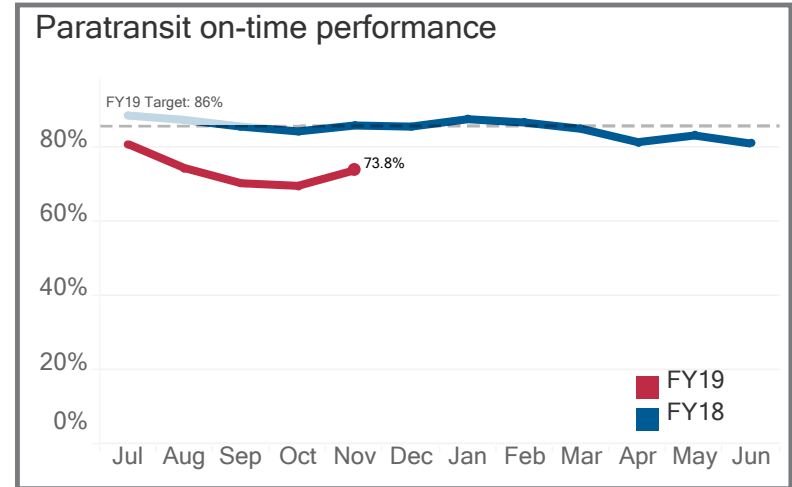
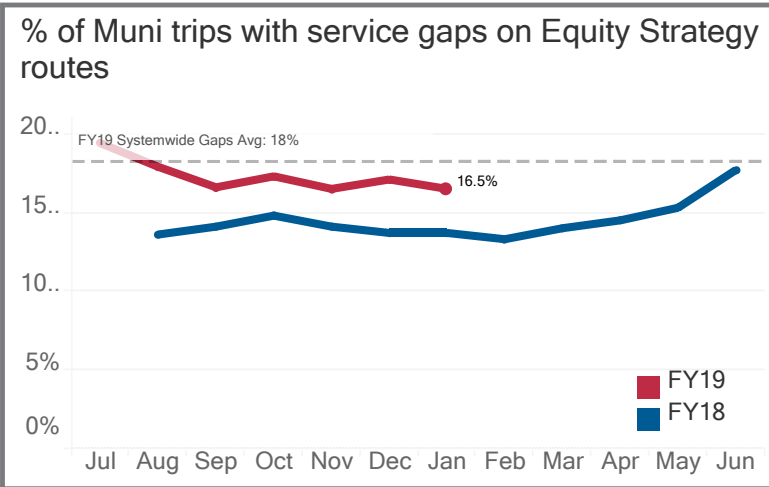
Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Objective 3.5: Achieve financial stability for the agency.

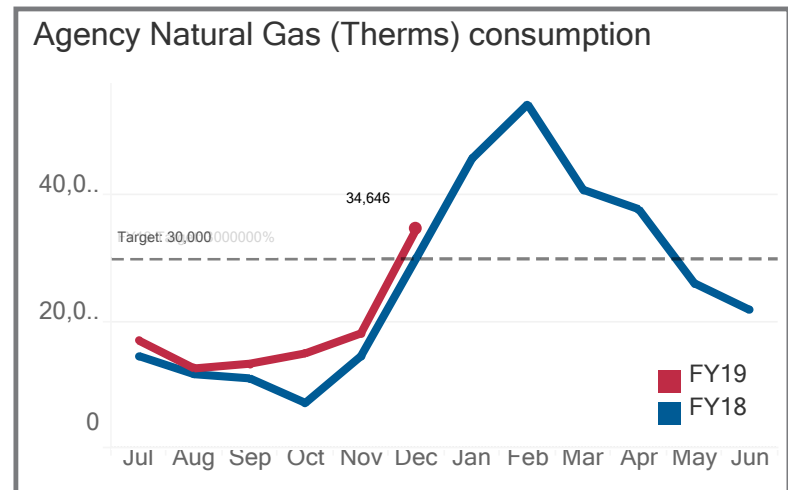
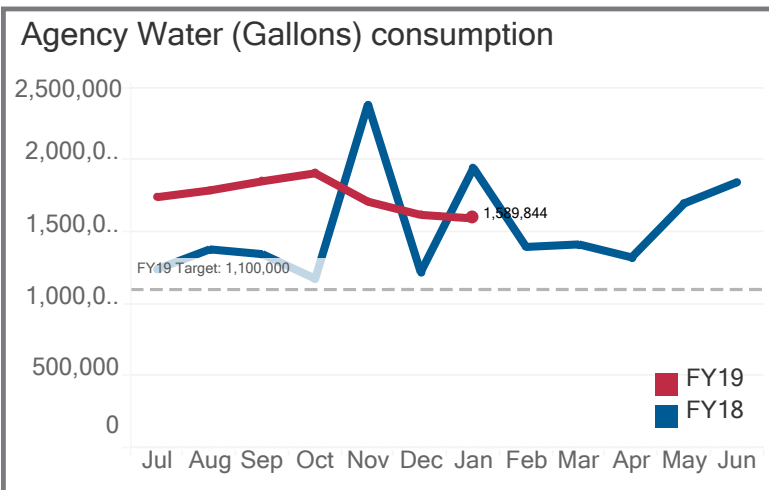
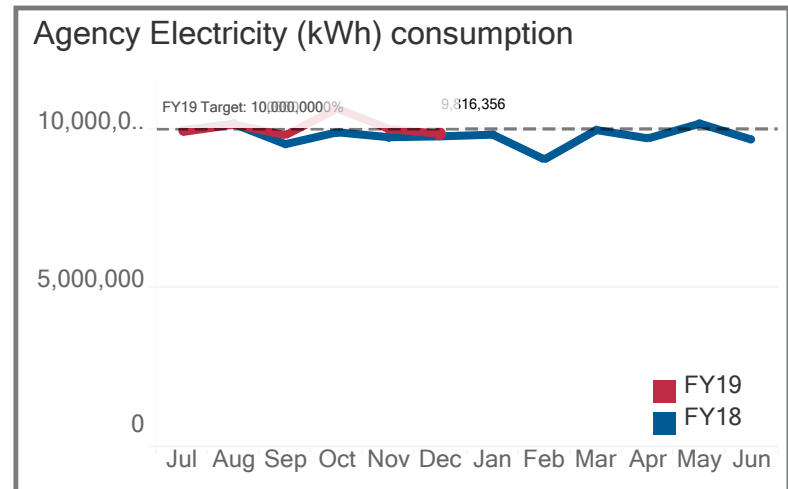
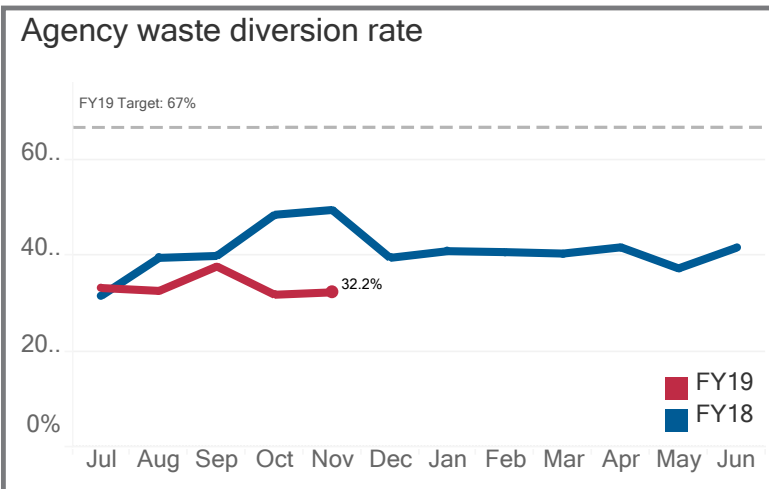
Goal 3 Metrics



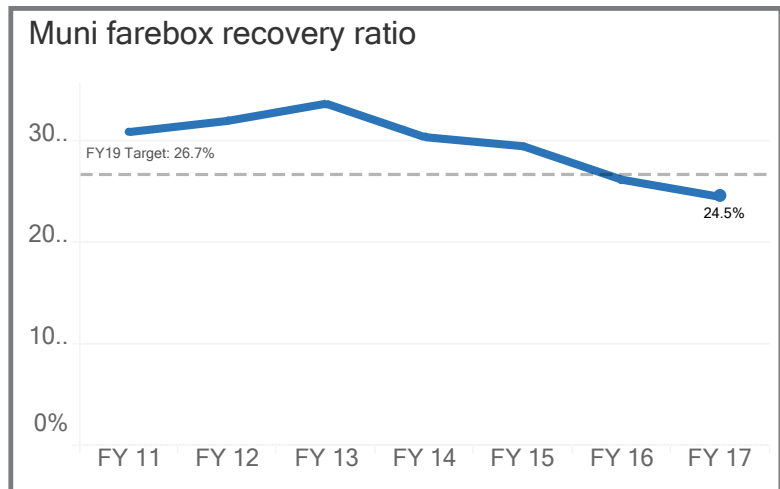
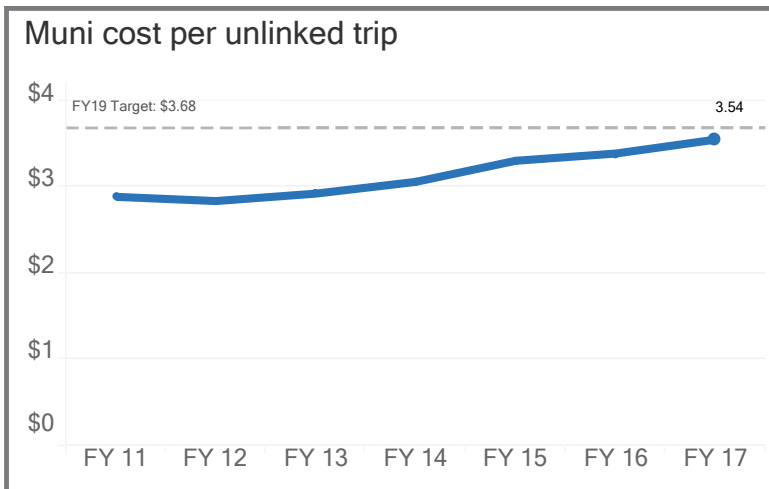
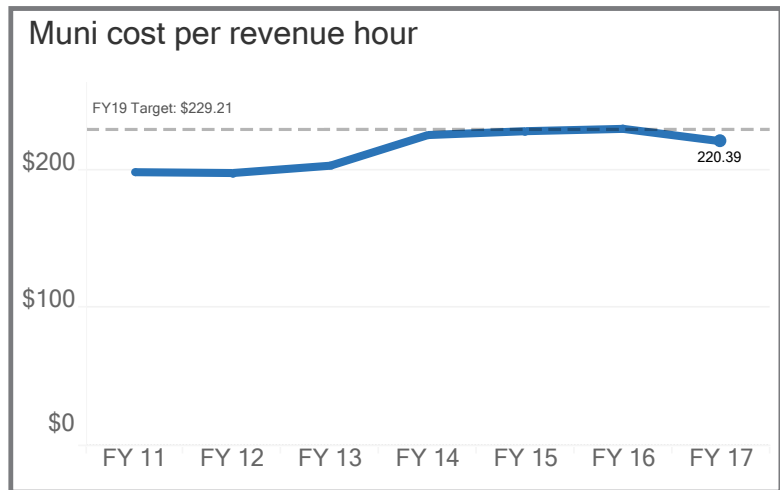
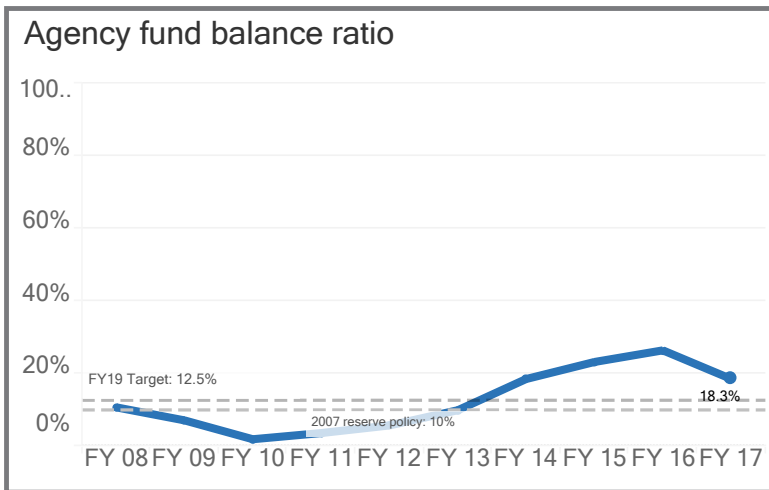
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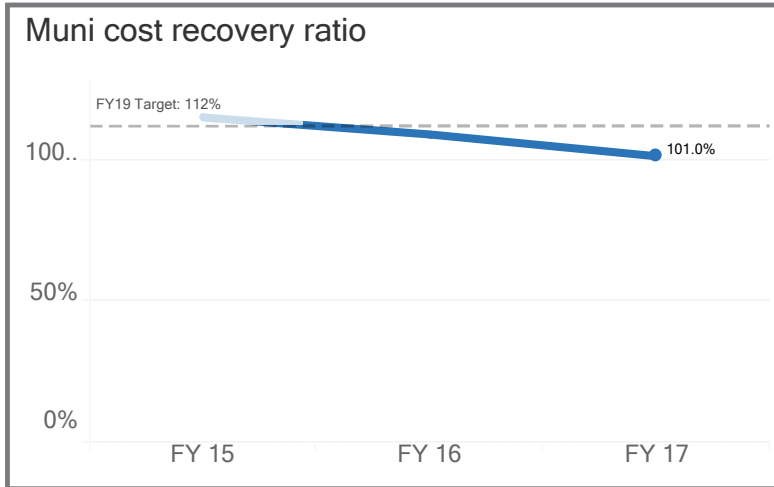
Goal 3 Metrics



Goal 3 Metrics



Goal 3 Metrics



Goal 3 Financials

Expenditures (FY19 as of December 2018)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals Year to Date	Encumbrances	Total Projection for the Year	Projected Saving/ (Overage)
SFMTA Agency Wide	\$150,306,100	\$76,232,055	\$8,648,373	\$150,999,145	(\$693,045)
Board of Directors	\$728,933	\$326,416	(\$10)	\$653,310	\$75,623
Capital Programs and Construction	\$3,406,214	\$2,115,985	\$254,074	\$3,406,214	\$0
Communications	\$8,956,114	\$3,127,677	\$1,490,591	\$8,322,588	\$633,526
Director of Transportation	\$843,236	\$596,020	\$4,539	\$853,073	(\$9,837)
Finance and Information Technology	\$119,642,405	\$49,959,090	\$33,346,850	\$117,671,906	\$1,970,499
Government Affairs	\$1,317,578	\$535,397	\$0	\$1,307,557	\$10,021
Human Resources	\$39,845,064	\$14,133,747	\$5,338,757	\$38,390,191	\$1,454,873
Safety	\$5,748,217	\$2,370,529	\$1,983,972	\$7,031,402	(\$1,283,185)
Sustainable Streets	\$164,990,935	\$63,973,737	\$39,468,338	\$165,457,305	(\$466,370)
Transit Services	\$679,027,402	\$306,470,535	\$52,595,120	\$679,586,437	(\$559,035)
Taxi and Accessible Services	\$39,045,082	\$12,842,743	\$20,204,736	\$38,267,137	\$777,945
TOTAL	\$1,213,857,280	\$532,683,931	\$163,335,340	\$1,211,946,265	\$1,911,015

⁽¹⁾ Revised budget includes encumbrance and manual carry forward from FY18 of \$73.9 million.

Goal 3 Financials

Revenues (FY19 as of December 2018)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Projected Surplus/ (Deficit)
TRANSIT FARES				
Cable Car Fares	\$27,851,989	\$14,188,372	\$26,885,956	(\$966,033)
Cash Fares	\$4,638,394	\$1,968,604	\$4,496,849	(\$141,545)
Other Fares	\$90,054,604	\$44,581,021	\$92,045,019	\$1,990,415
Passes	\$81,338,312	\$38,149,729	\$79,870,067	(\$1,468,245)
TRANSIT FARES Total	\$203,883,299	\$98,887,726	\$203,297,891	(\$585,408)
PARKING FEES & FINES				
General Fund Baseline Transfer	\$68,430,000	\$34,215,000	\$66,820,000	(\$1,610,000)
Citations and Fines	\$122,924,970	\$59,654,882	\$119,698,998	(\$3,225,972)
Garage Revenue	\$73,231,655	\$37,269,119	\$73,395,670	\$164,015
Meter Revenue	\$69,481,987	\$30,439,287	\$60,878,573	(\$8,603,414)
Permit Revenue	\$22,378,320	\$9,013,657	\$25,518,038	\$3,139,718
PARKING FEES & FINES Total	\$356,446,932	\$170,591,945	\$346,311,279	(\$10,135,653)
Operating Grants	\$161,239,588	\$40,733,587	\$161,239,588	\$0
Taxi Service	\$2,399,331	\$805,047	\$1,635,844	(\$763,487)
Other Revenues	\$34,150,468	\$17,559,944	\$38,053,962	\$3,903,494
General Fund Transfer	\$336,320,000	\$168,160,000	\$353,130,000	\$16,810,000
Fund Balance for Current Year Budget	\$33,200,000	\$0	\$33,200,000	\$0
Transfer from Non-operating Fund	\$15,932,616	\$15,932,616	\$15,932,616	\$0
Fund Balance from Prior Year Encumbrance Carry Forward	\$73,935,046	\$73,935,046	\$73,935,046	\$0
TOTAL	\$1,217,507,280	\$586,605,911	\$1,226,736,226	\$9,228,946

Goal 3 Financials

Overtime Report (FY19 as of PPE 12.28.18)

FUND/DIVISION	Annual Revised Budget	Actual Fiscal Year to Date ⁽¹⁾	Projection for Remaining Months	End of Year Projection	Projected Surplus/ (Deficit)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators ⁽²⁾		\$17,975,620	\$18,254,312	\$36,229,931	(\$36,229,931)
Transit Vehicle Maintenance	\$6,718,500	\$8,770,617	\$6,102,039	\$14,872,656	(\$8,154,156)
Transit – All Others	\$27,680,651	\$6,243,061	\$2,857,925	\$9,100,986	\$18,579,665
Subtotal Transit Services Division	\$34,399,151	\$32,989,298	\$27,214,276	\$60,203,573	-25,804,422
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$903,609	(\$1,537,194)	(\$633,585)	\$1,628,569
Sustainable Streets – All Others	\$629,714	\$349,283	(\$696,410)	(\$347,127)	\$976,841
Subtotal Sustainable Streets Division	\$1,624,698	\$1,252,892	(\$2,233,604)	(\$980,712)	\$2,605,410
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$838,164	\$898,997	\$656,242	\$1,555,240	(\$717,076)
TOTAL OPERATING FUND	\$36,862,013	\$35,141,187	\$25,636,914	\$60,778,101	(\$23,916,088)
NON-OPERATING FUND					
Capital Programs & Construction	\$0	\$2,625,522	\$5,004,818	\$7,630,340	(\$7,630,340)
Sustainable Streets Engineering Programs	\$0	\$903,852	\$936,091	\$1,839,944	(\$1,839,944)
Total Non-Operating Fund	\$0	\$3,529,374	\$5,940,909	\$9,470,284	(\$9,470,284)
TOTAL	\$36,862,013	\$38,670,561	\$31,577,823	\$70,248,385	(\$33,386,372)

⁽¹⁾ Reported overtime actuals and resulting deficit are net of cost recovery for events or services that includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable. The total actual cost recoveries is \$2.0M.

⁽²⁾ Transit Operators budget is included in Transit - All Others budget.

Goal 3 Metrics

Metrics under development:

In support of Objective 3.3:

- Number of trips using Emerging Mobility Services (EMS)
- EMS collisions per 100,000 miles
- Percent of EMS trips provided to and from Communities of Concern
- Number of EMS trips provided to people with disabilities

In support of Objective 3.5:

- Year-end investment toward State of Good Repair

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

Action 3.1.6: Increase enrollment in Lifeline and Free Muni Program.

- Working with SFUSD staff to identify opportunities to incorporate Free Muni for Youth application into Free/Reduced Lunch application process in order to improve participation rates.
- Coordinating with Transit Services Division to add “Don't forget to tag your Clipper card” to on-board vehicle messages in order to improve data collection efforts for Free Muni programs.
- Participating in weekly project management meetings for the implementation of the regional low-income adult single fare discount program on Clipper – estimated implementation November 2019.

Objective 3.2: Advance policies and decisions in support of sustainable transportation and land use principles.

Action 3.2.3: Optimize the agency's role in ongoing and emerging regional planning initiatives to support the key transit improvement efforts.

- Held brainstorming session among senior managers to identify key programs and initiatives in the region for our agency to track, both now and in the near future.
- Coordinating with partners at SFCTA and SF Planning to engage in MTC's Horizon effort, taking part in March workshop.

Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

Action 3.3.4: Develop the AV Policy Framework

- Developing a Policy Framework that will assess the implications of autonomous vehicles in the city.
- Using the Emerging Mobility Guiding Principles approved by SFMTA Board and the SF County Transportation Authority as a guide for this work.



Safety



Transit



Equitable Access



Disabled Access



Congestion



Sustainability



Financial Impact



Accountability



Labor



Collaboration

- Meeting with city and community stakeholders to better understand these potential impacts.

Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Action 3.4.2: Increase the climate resiliency of San Francisco's multimodal transportation system.

SFMTA Transit and Planning teams are working with three citywide planning projects to evaluate the risk of flooding to the transit system, coordinate research methodologies, share data, and leverage staff resources:

1. **SF Sea Level Rise Vulnerability Assessment:** draft assessment highlighting the vulnerability of the multimodal transportation system to flood risk will be shared in March.
2. **Army Corps of Engineers General Investigation and Southeast Mobility Adaptation Study:** kick-off workshop in March in the Bayview to engage the community on developing strategies to build more resilient communities, shorelines and transportation infrastructure (led by the Planning Department and the Army Corps of Engineers).
3. **Ocean Beach Master Plan:** in implementation phase and project aims to improve the resiliency of the multimodal transportation system at the southern extent of the Great Highway, near Sloat Blvd.

Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Action 3.4.4: Implement the Battery Electric Bus Pilot and establish support infrastructure for electric non-revenue sedans.

- December 2018 – Advertised RFP for procurement of 9 40-foot Battery-Electric buses from at least 3 different manufacturers. Bids due in mid-March 2019.
- February 2019 – Advertised RFP for procurement of the Woods Division Battery-Electric Bus Charging Solution. Bids due end of March 2019.
- CP&C continues to coordinate with PG&E through SFPUC to upgrade the Woods Division Yard utility power to accommodate the eBus Charging Solution infrastructure.
- PG&E’s draft System Impact Study (SIS) report detailing the available utility input power capacity to the site is expected to be issued this month, February 2019.

Objective 3.5: Achieve financial stability for the agency.

Action 3.5.6: Implement an SFMTA Asset Management Program.

Completed:

- Development an Agency-wide Asset Management Program
- MTC Regional Transit Capital Inventory Update completed in the summer.
- FTA Transit Asset Management Plan completed in the fall including new Asset Management Policies, State of Good Repair Policies, Asset Hierarchy and update Capital Asset Inventory

In Process:

- 2018 State of Good Repair Report
- 10-Year SFMTA Asset Management Strategy.
- Going forward will include a 3% escalation factor for year of replacement to better accurately reflect the SFMTA's State of Good Repair needs.



SFMTA

Goal 4: Create a workplace that delivers outstanding service.

Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

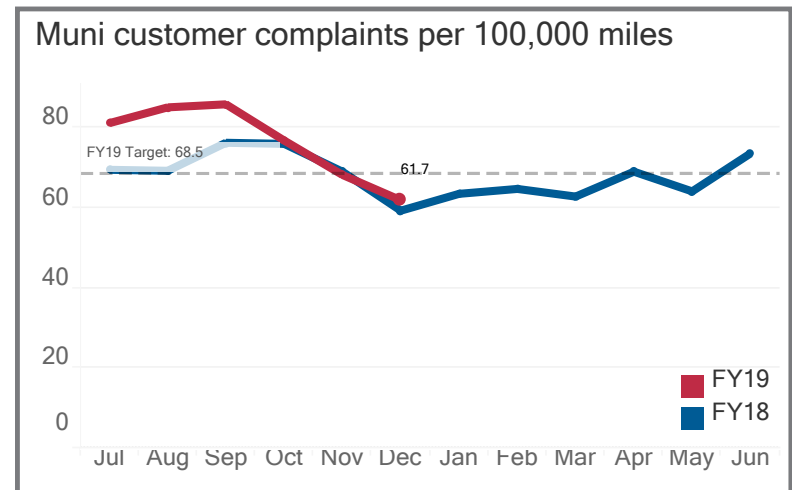
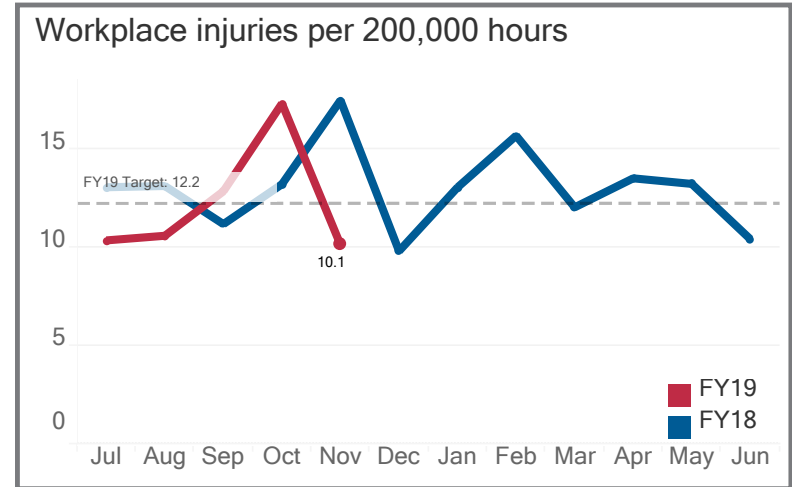
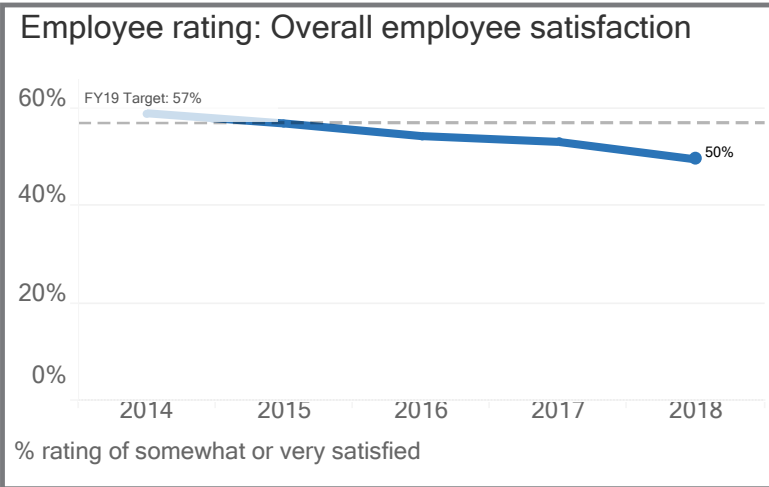
Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Objective 4.3: Enhance customer service, public outreach, and engagement.

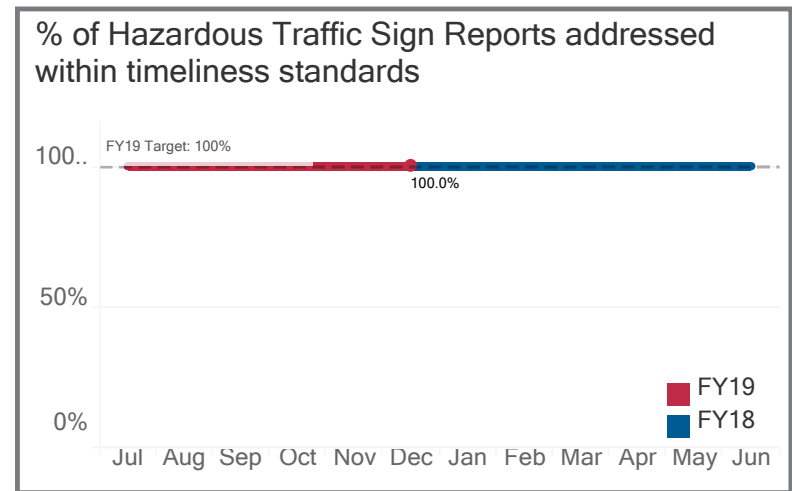
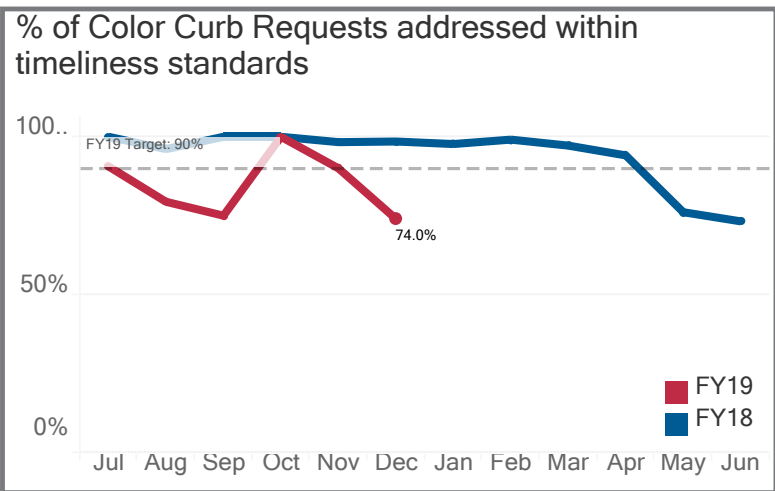
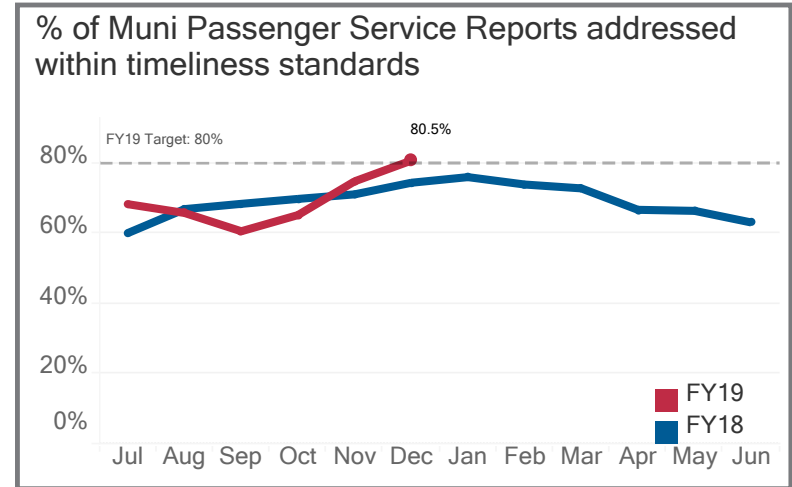
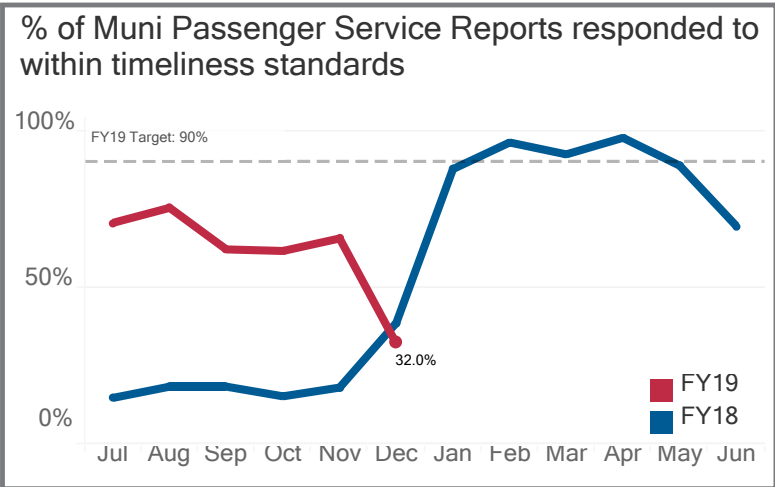
Objective 4.4: Create a more diverse and inclusive workforce.

Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

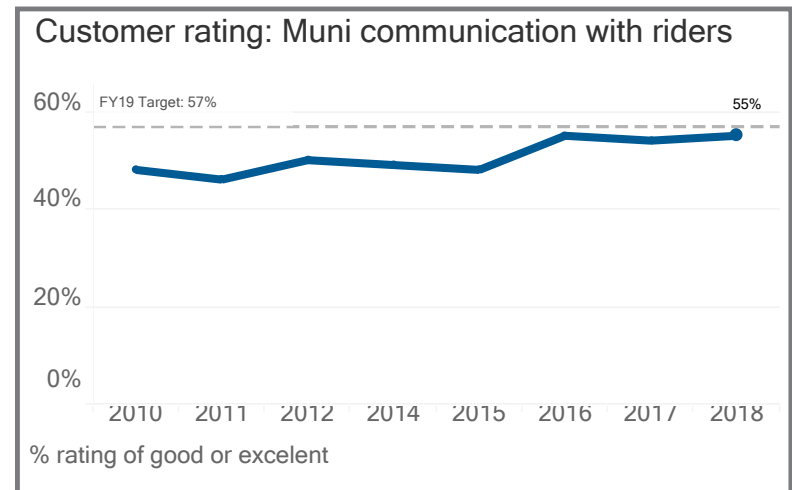
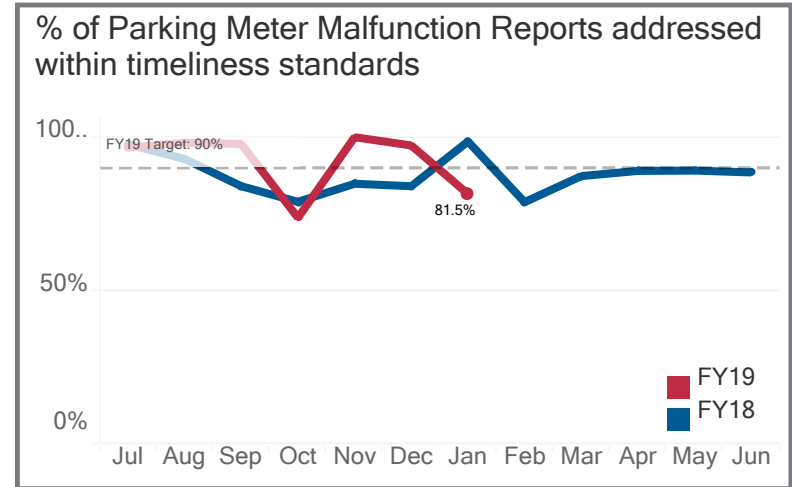
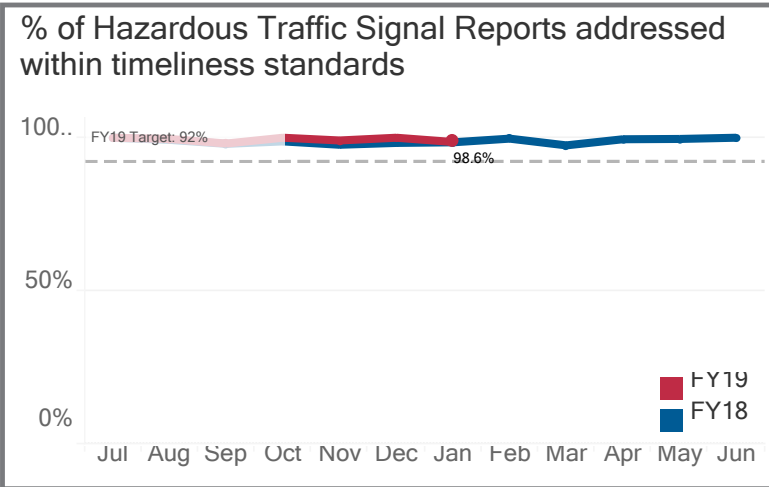
Goal 4 Metrics



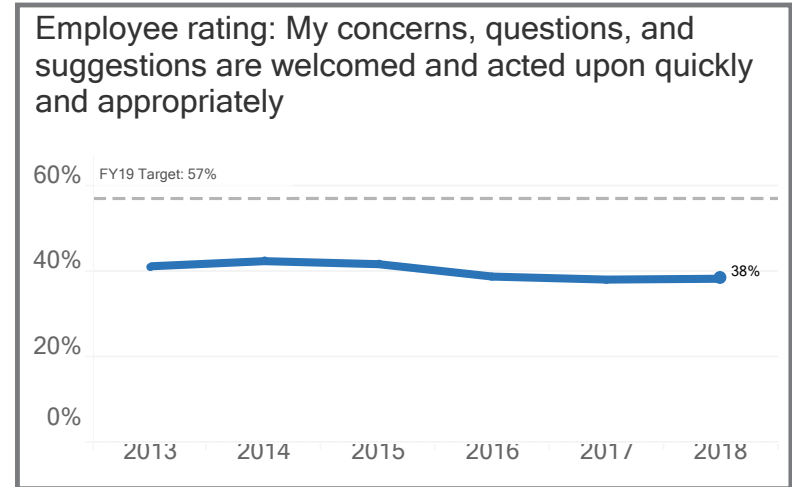
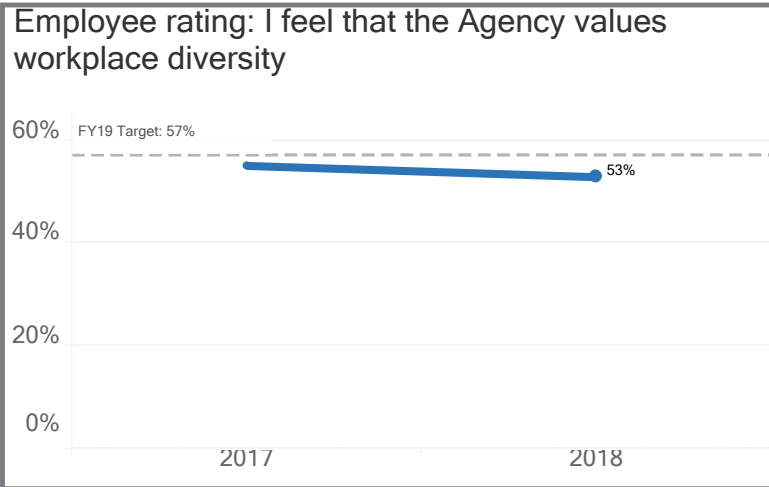
Goal 4 Metrics



Goal 4 Metrics



Goal 4 Metrics



Goal 4 Metrics

Metrics under development:

In support of Objective 4.1:

- Employee unscheduled absence rate
- Employee wellness program utilization rate

In support of Objective 4.2:

- Security incidents involving SFMTA employees

In support of Objective 4.3:

- Community rating: Feeling of being informed about SFMTA projects

In support of Objective 4.5:

- Percentage of capital projects initiated/completed on time
- Percentage of capital projects completed within budget
- Service critical operations and maintenance staff vacancy rate
- Percentage of sign and meter work orders completed within timeliness standards

Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

Action 4.1.2: Develop and implement training services.

In implementation:

- Respect in the Workplace
- Building and Leading Effective Teams
- Effective Meeting Facilitation
- Emotional Intelligence

Programs in development:

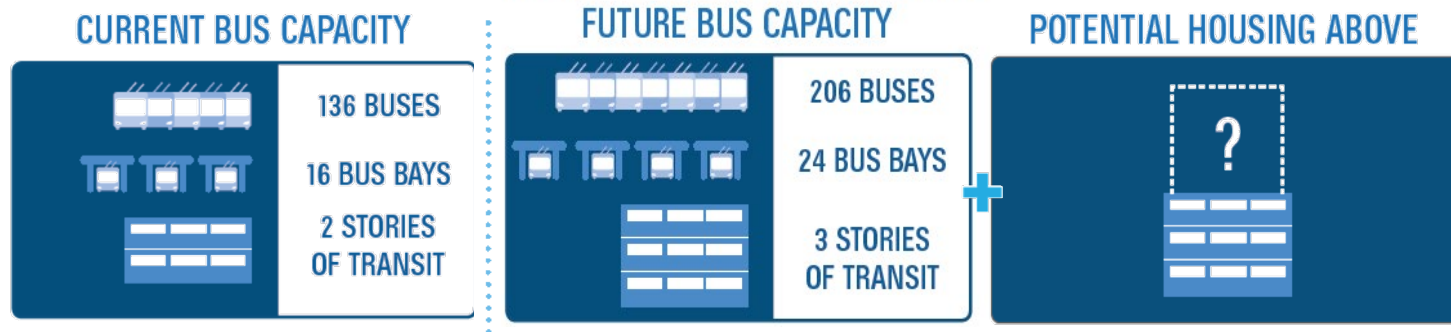
- How to have Difficult Conversations
- Effective decision-making process
- How to provide meaningful and helpful feedback

Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Action 4.2.4: Develop an SFMTA Campus Master Plan.

Potrero Yard Modernization Project

WHY MODERNIZE?



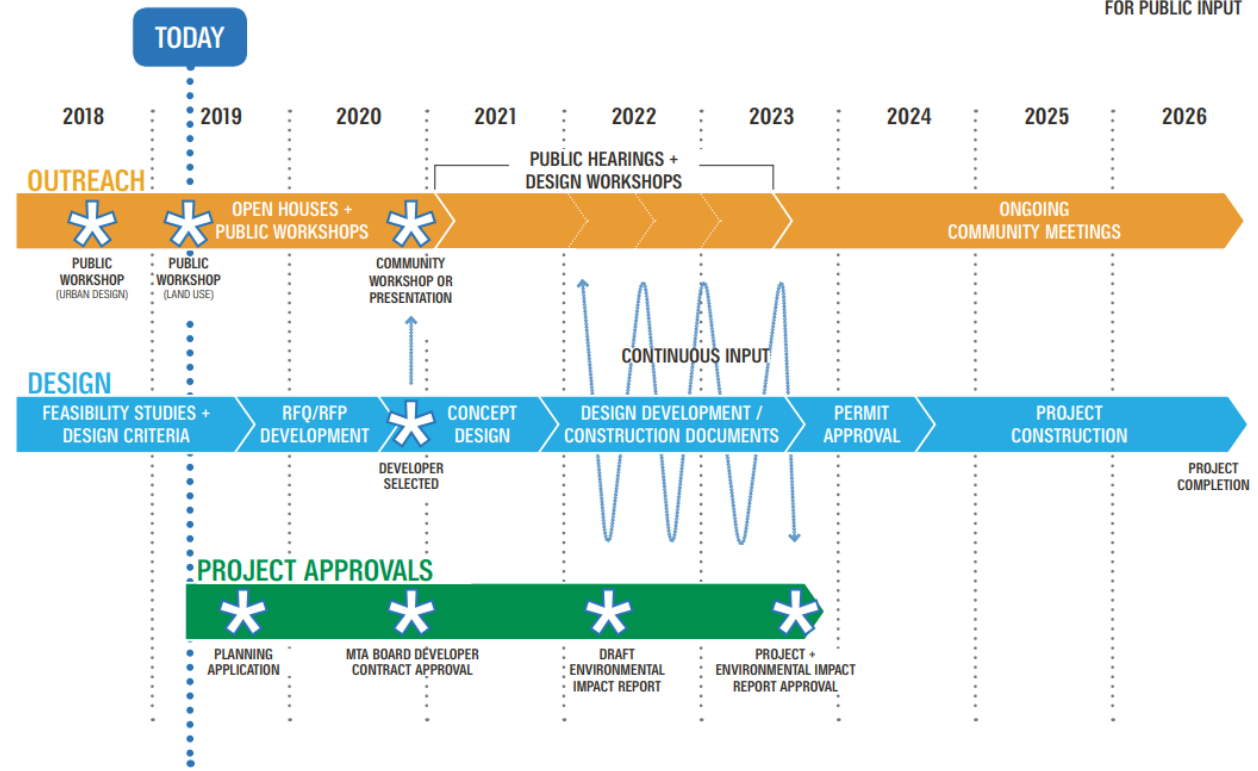
Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Action 4.2.4: Develop an SFMTA Campus Master Plan.

Potrero Yard Modernization Project

PROJECT TIMELINE AND PROCESS

 MILESTONES WITH OPPORTUNITIES FOR PUBLIC INPUT



Objective 4.3: Enhance customer service, public outreach, and engagement.

Action 4.3.4: Develop and implement the Customer Service Strategy.

- Working with Transit Managers to coordinate commendation promotions.
- Drafting a questionnaire for Passenger Service Report (PSR) investigators to identify process challenges and improvements.
- Muni Customer Service Team added to agencywide Salesforce Customer Relationship Management (CRM) system for improved customer communication and research.
- Awarded As-Needed Specialized Training Services for specialized training in customer service, incident de-escalation and management of implicit bias, as well as coaching for supervisors and managers.

Objective 4.4: Create a more diverse and inclusive workforce.

Action 4.4.5: Establish guidelines for the SFMTA Internship Program recruitment process.

- The citywide internship program is a critical entry point to joining the SFMTA, as many interns later find full-time employment with the agency.
 - Interns are hired into more than 10 different groups across the agency's divisions.
 - Opportunities include: summer placements in planning, engineering and project management; automotive programs with the Transit facilities; and placements at the Sustainable Streets' Meter, Sign, and Paint Shops.
- Outreach is tailored to the program, including (but not limited to):
 - Communications and job postings to colleges and universities nationwide; including 20+ local community colleges and smaller universities
 - College Interactive Career Workshops
 - Participation with Washington High's Automotive Pathway Program
 - SFMTA site visits for local high school students

Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

Action 4.5.3: Implement the Project Delivery Framework.

Seven of the 14 recommendations in the 2016 Project Delivery Framework have been completed, including:

- Most recently, a new Project Management Training Program (Recommendation 7) has been created
- All active Transit Division Projects are being added to the centralized PM system (Recommendation 5) for the Agency's new Quarterly Capital Report
- New KPIs have been developed for project delivery, and technical requirements have been developed for updates to the budget revision electronic system.
- A Project Management Office (PMO) General Notice was approved setting new standards on cost estimating with the development of a new cost estimating tool and to fully operationalize the Agency's Public Outreach and Engagement Requirements.



SFMTA

Next Strategic Plan Progress Update in May 2019.