



People Connected

FY 2012–13
Annual Report



SFMTA
Municipal
Transportation
Agency

Muni Centennial



Opening of Municipal Railway, San Francisco, 12-28-12.

SFMTA At a Glance



MANAGES AND MAINTAINS TRANSPORTATION RESOURCES:

- **\$831** million operating budget
- **28** operations, maintenance, administrative, and storage facilities in San Francisco
- More than **4,700** green jobs planning, building, operating, regulating and maintaining a sustainable transportation system

\$13.4 billion in replacement value of capital assets



OPERATES AND MANAGES MUNI, SAN FRANCISCO'S PUBLIC TRANSIT SYSTEM, WHICH HAS:

- **3** million hours of transit service annually
- More than **3,500** transit stops
- **77** transit lines
- **217** miles of overhead wire systems
- **1,055** service vehicles in its fleet

An average of **700,000** weekday boardings



SUPPORTS WALKING AND BICYCLING BY MANAGING:

- **1,196** signalized intersections
- **132** intersections with accessible pedestrian signals
- **195** school crossing guards
- **3,060** bicycle racks on sidewalks
- **202** racks in on-street corrals
- **35** bikesharing stations with 350 bicycles available

217 miles of bicycle paths, lanes and routes



SUPPORTS GETTING AROUND BY CAR, TAXI AND THE DELIVERY OF GOODS BY MANAGING:

- **1,029** miles of road including streets in parks and former military bases
- **900** miles of pavement markings including signs, crosswalks and bicycle lanes
- **27,935** parking meters
- **281,700** on-street parking spaces
- **19** off-street parking garages
- **19** metered parking lots
- **60** electric vehicle chargers
- **1,855** taxi medallions, and the regulation of the city's green fleet of taxis
- **87** paratransit vans and approximately **710** blue zones for disabled parking placard holders
- **4,000** commercial loading spaces citywide
- More than **1,000** carsharing spaces (including on- and off-street spaces) in San Francisco

SFMTA Core Values

For the Transportation Network:

- Transit First
- Complete & Green Streets
- Green, Clean, & Quiet Mobility
- Social Equity & Access

For Our Team:

- Leadership
- Teamwork
- Integrity
- Accountability
- Effectiveness
- Respect



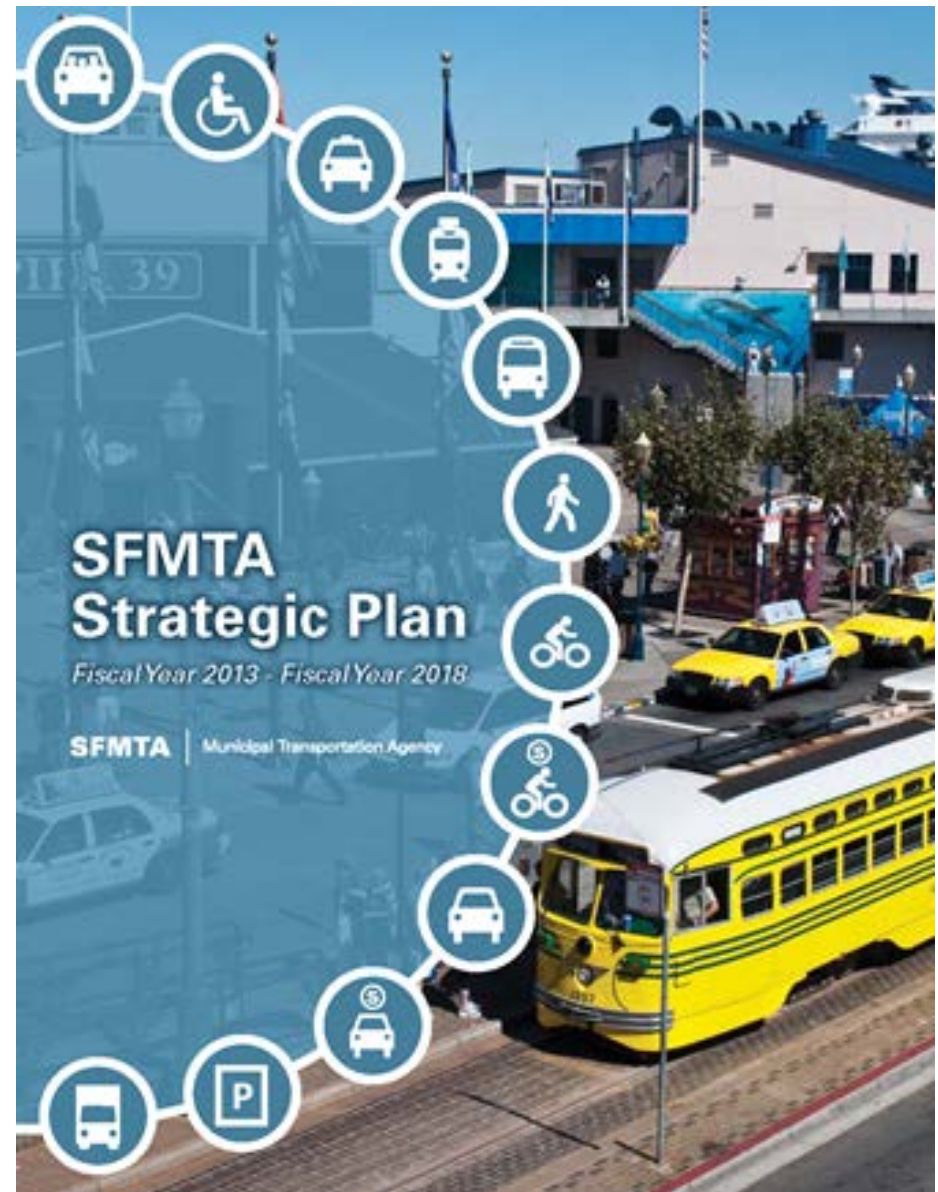
FY 2013 – FY 2018 Strategic Plan

SFMTA Vision

San Francisco: great city, excellent transportation choices.

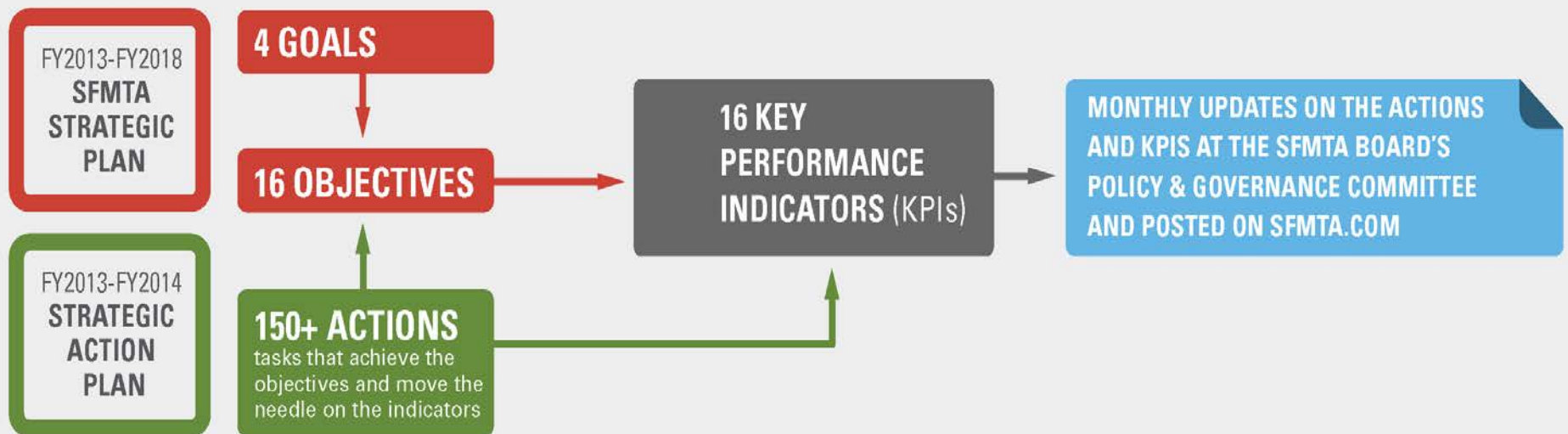
SFMTA Mission Statement

We work together to plan, build, operate, regulate and maintain the transportation network, with our partners, to connect communities.



Implementation of the Strategic Plan

- Developed a two-year Strategic Action Plan
- Monitored impact on the Key Performance Indicators throughout the year
- ***First year focus:*** gathering information and establishing baselines



GOAL 1



Create a safer transportation experience for everyone

1. Improve security for transportation system users
2. Improve workplace safety and security
3. Improve the safety of the transportation system

GOAL 1: Project Highlights



Church & Duboce Complete Street Improvement Project

Integration of infrastructure replacement and streetscape enhancements

National recognition: *Best public artwork in the United States, Domestic Seating*, 2013 Public Art Network Year in Review by Americans for the Arts



15mph School Zones

Total of 181 San Francisco schools zones in improving pedestrian safety and walkability



Crossing Guard Program

Focus on improving safety in busy commercial areas with multiple intersecting streets

GOAL 1: Key Performance Indicators

Muni-related crimes

A change in measuring practices to more accurately reflect the occurrence on Muni-related crimes

Workplace injuries

The SFMTA team has substantially reduced workplace injuries this past year

Muni collisions

Collision rate has remained fairly constant over the past few years

GOAL 2:

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

1. Improve customer service & communications
2. Improve transit performance
3. Increase use of all non-private auto modes
4. Improve parking utilization and manage parking demand



GOAL 2: Project Highlights



Transit Effectiveness Project & the Pilot Projects

76X Marin Headlands Express and Red Transit-Only Lanes



Bicycle Plan Implementation & Recent Innovative Projects

JFK Drive Bicycleway & the first Bicycle Bay



Additional Taxi Medallions

More taxis on the streets to meet peak-hour demand



SFpark PayByPhone

PayByPhone capability at all on-street meters citywide

GOAL 2: Key Performance Indicators



Overall customer satisfaction with transit services

62 percent of survey respondents rate Muni service as excellent or good



Bunching & gaps in Muni service

Bunching remained fairly constant at 5-6% of vehicles; gaps between vehicles steadily declined



Non-private auto mode share

Preliminary data indicates that the SFMTA will meet this target

Parking reliability rate

SFpark was able to regulate pricing to ensure availability in the pilot areas

GOAL 3:



Improve the environment and quality of life in San Francisco

1. Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise
2. Increase the transportation system's positive impact to the economy
3. Allocate capital resources effectively
4. Deliver services efficiently
5. Reduce capital and operating structural deficits

GOAL 3: Project Highlights



Central Subway

Full Funding Grant Agreement from the FTA in October 2012



All Door Boarding

First transit agency in the country to implement all-door boarding on buses



New Hybrid Buses

62 new, low-floor biodiesel-hybrid electric buses

GOAL 3: Key Performance Indicators



Greenhouse gas emissions for the transportation system

SFMTA met the 2012 reduction goal in 2011



Economic impact of Muni service delays

Nearly 86,000 hours/month for our riders are lost during transit delays

GOAL 3: Key Performance Indicators



Capital project delivery

Capital Program Controls System (CPCS) will improve the agency's project delivery



Transit operating costs

Expenditures have stabilized during the past three fiscal years



Operating & capital structural deficit

Additional annual need: at \$70M for operations and \$260M annually for capital State of Good Repair (SGR) investments

GOAL 4:

Create a collaborative environment to support delivery of outstanding service

1. Improve internal communications
2. Create a collaborative and innovative work environment
3. Improve employee accountability
4. Improve relationships and partnerships with our stakeholders



GOAL 4: Employee Highlights & Survey

- The **more than 4,700 people** that work for the SFMTA are one of its major assets.
- SFMTA conducted an Employee Engagement Survey to assess **how to improve its working environment and encourage excellence.**
- The Employee Survey is a major component of **how the agency will address Goal 4.**

GOAL 4: Key Performance Indicators



Employee information and communications

- Average rating of 3.45 for having information and tools to do their job
- Average rating of 3.4 for internal communications on agency events, issues and challenges



Overall employee satisfaction

Average rating of 3.36 for their overall feeling of satisfaction with their job



Performance planning and appraisals

19% of employees had performance appraisals; 62% had new performance plans for next year



Stakeholder satisfaction with SFMTA decision-making process and communications

Running post-construction follow-up surveys

Financial Report

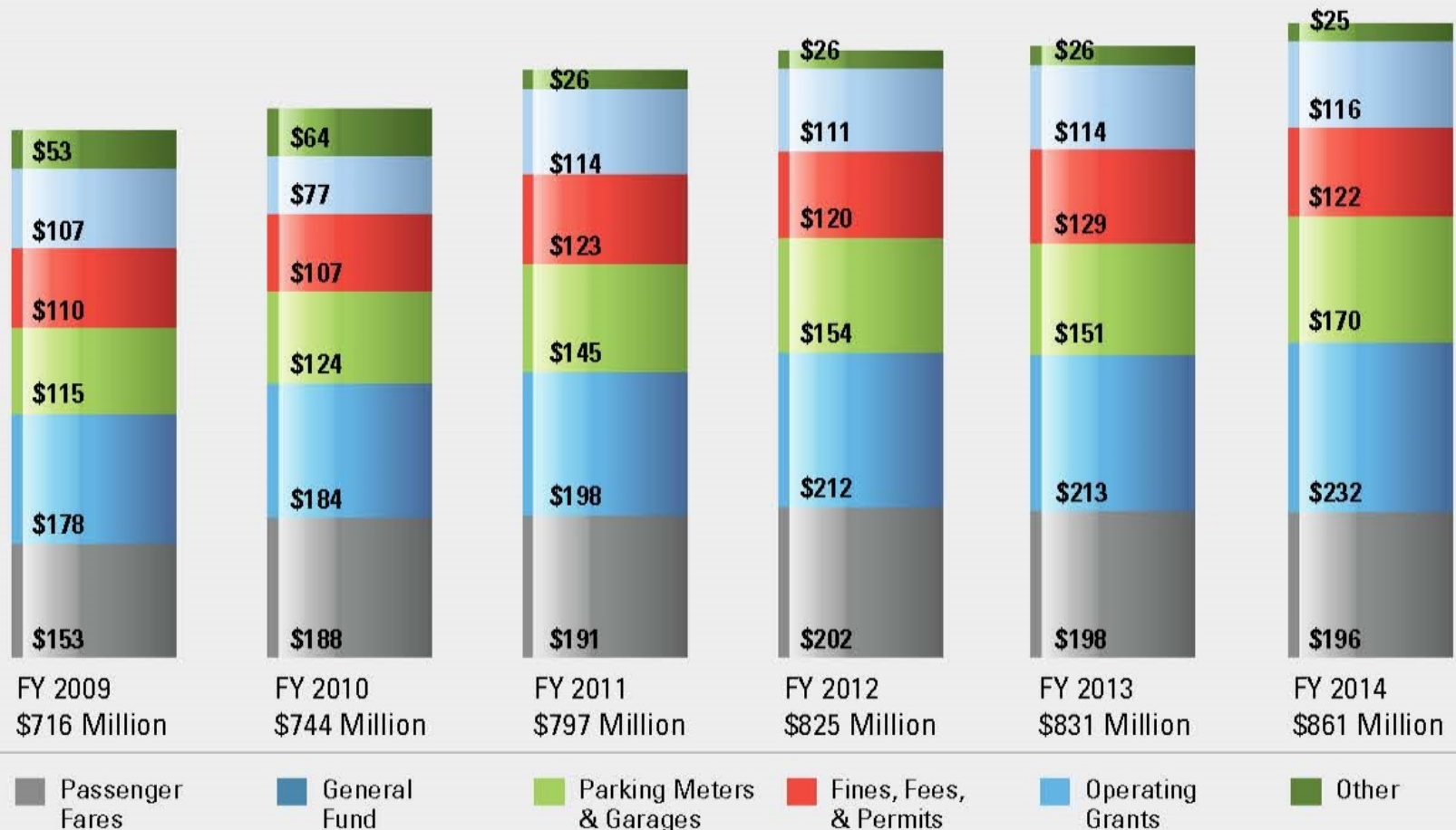


The SFMTA is working to provide excellent transportation choices while responsibly managing limited resources.

FY 2013 - FY 2014 Operating Budget

SFMTA Operating Revenues

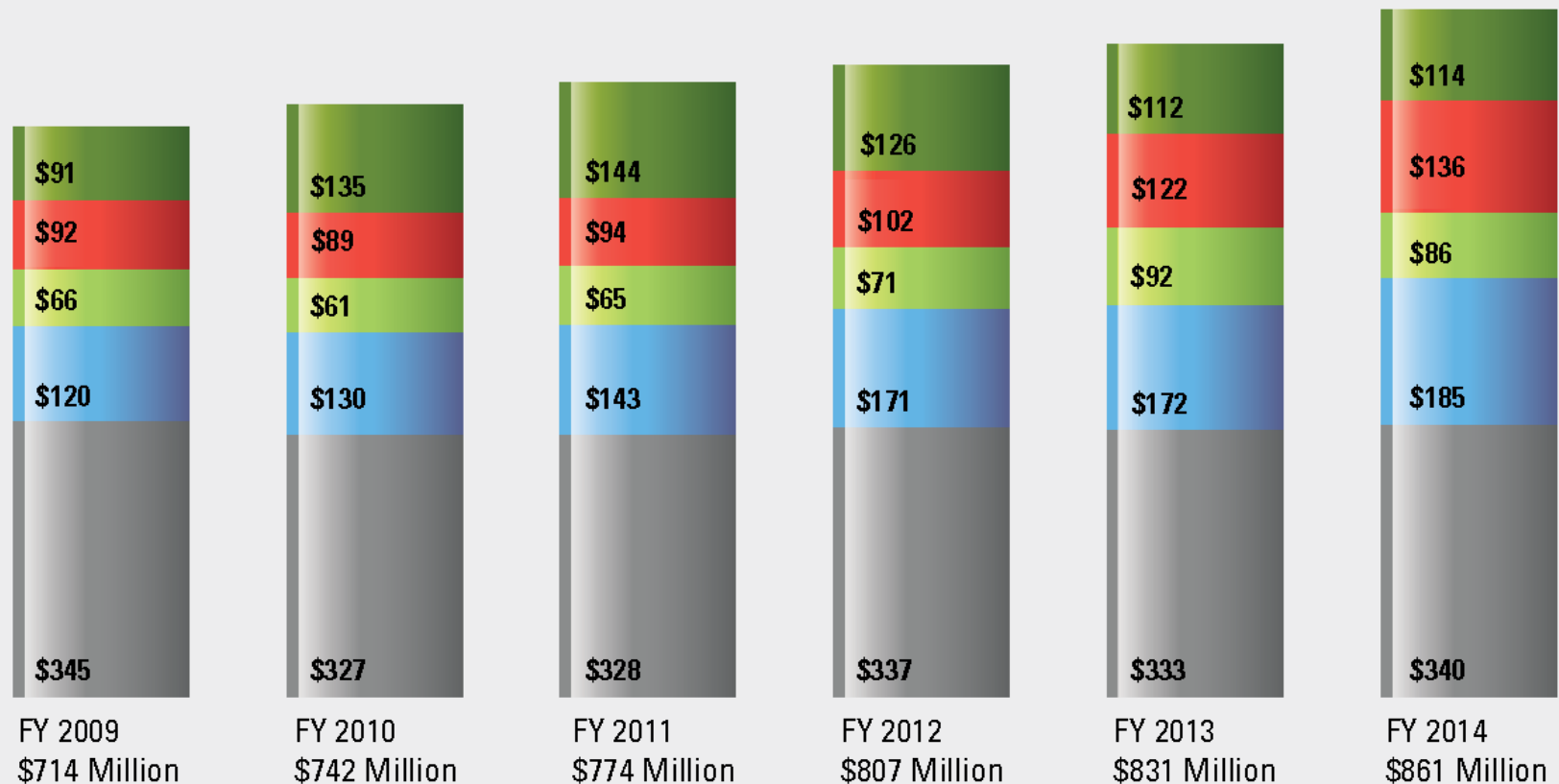
Actuals for FY2009-FY2012, budgeted FY2013-2014 (in millions)



FY 2013 - FY 2014 Operating Budget

SFMTA Operating Expenses

Actuals for FY 2009-2012, budgeted FY 2013-2014 (in millions)



Salaries
 Benefits
 Fuel, Lubricants, Materials & Supplies
 Professional Services/Work Orders
 Other

Operating Budget Highlights

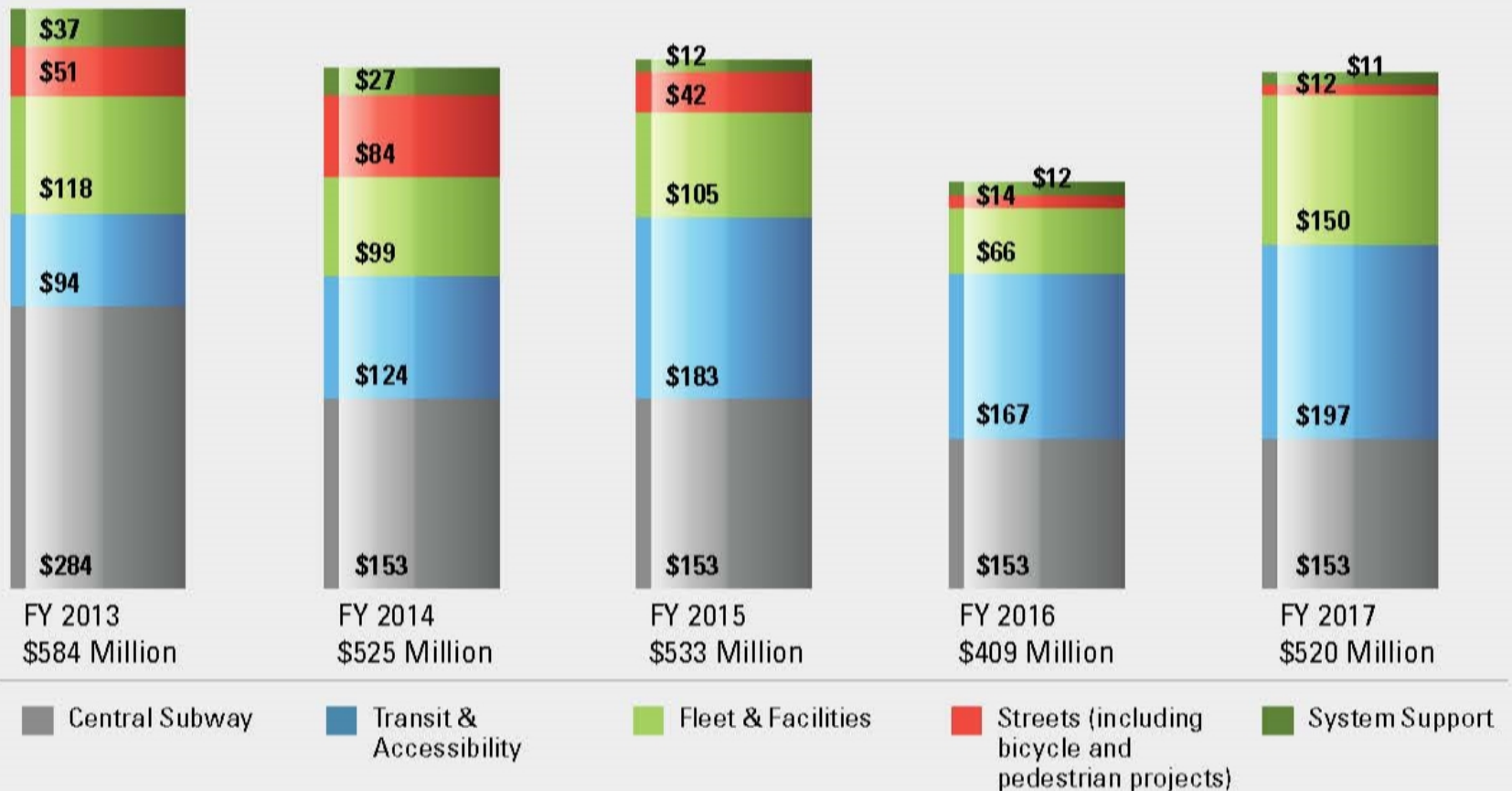
- Increased investments in maintenance (\$22M) and materials and supplies (\$27M).
- Increased the hiring of front line staff
- Invested in the planning and design of future improvements



FY 2013 – FY 2017 Capital Budget

SFMTA Capital Improvement Program (CIP)

Projected allocations for FY 2013-2017 (in millions)



Capital Budget Highlights

- Focused investment on:
 - Pedestrian safety improvements (\$1M)
 - Overhauls of Muni transit vehicles (\$2.5M)
 - Traffic signal renewals (\$1.5M)
 - Muni Customer First Projects (\$20M): N Judah and 14 Mission Complete Street projects (\$22M): Masonic Avenue, Second Street and Mansell Avenue in McLaren Park
- Secured commercial paper to provide short-term financing; allows SFMTA capital projects to proceed in advance of receiving full capital funding.



A Look Ahead



Challenges

- Annual structural gap inhibits the quantity and quality of both service and project delivery
- Balance the needs of multiple stakeholders in a limited right-of-way
- Increase service reliability and efficiency
- Address hiring processes in order to create a more efficient and effective workforce



Opportunities

- SF2030 Transportation Task Force
- Increased collaboration with sister city agencies and community groups
- Smart financial and project planning and to improve infrastructure:
 - Updated 20-year Capital Plan
 - New Transit Fleet Plan
 - Bicycle and Pedestrian Strategies
 - FY2015 – FY 2016 Operating and Capital Budget under development



FY 2013 Awards

- *Recognition for Gold-level Sustainability Commitment*
- *Best public artwork in the United States, Domestic Seating at Church & Duboce*
- *2013 Municipal Fiscal Advisory Committee Good Government Award, Lea Militello*
- *International Transportation Regulator of the Year, Christiane Hayashi*
- *Gold-level Walk Friendly Community*
- *First Place, Website Launch Campaign*
- *Second Place, Muni at 100: History in Motion video*
- *Excellence in Motion Award of Merit 2012, Sunday Streets Program*
- *2013 Sustainia100 Top 10 Innovations in “Cities” category, SFpark*
- *Top 10 Innovative US Parking Programs 2013, SFpark*
- *Top 25 Innovations in Government 2013, SFpark*
- *Most Innovative Parking Program in United States, SFpark*
- *One of Top Five City Innovations, SFpark*



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2013 Employee Engagement Survey



In order to deliver outstanding services, the SFMTA must create a collaborative and engaging work environment that trains, encourages, and supports its staff at all levels, while holding each other and the agency accountable.

- FY2013- FY2018 SFMTA Strategic Plan

Agency-wide Results

Overall Employee Satisfaction

- 57% of employees were somewhat or very satisfied with working at the SFMTA



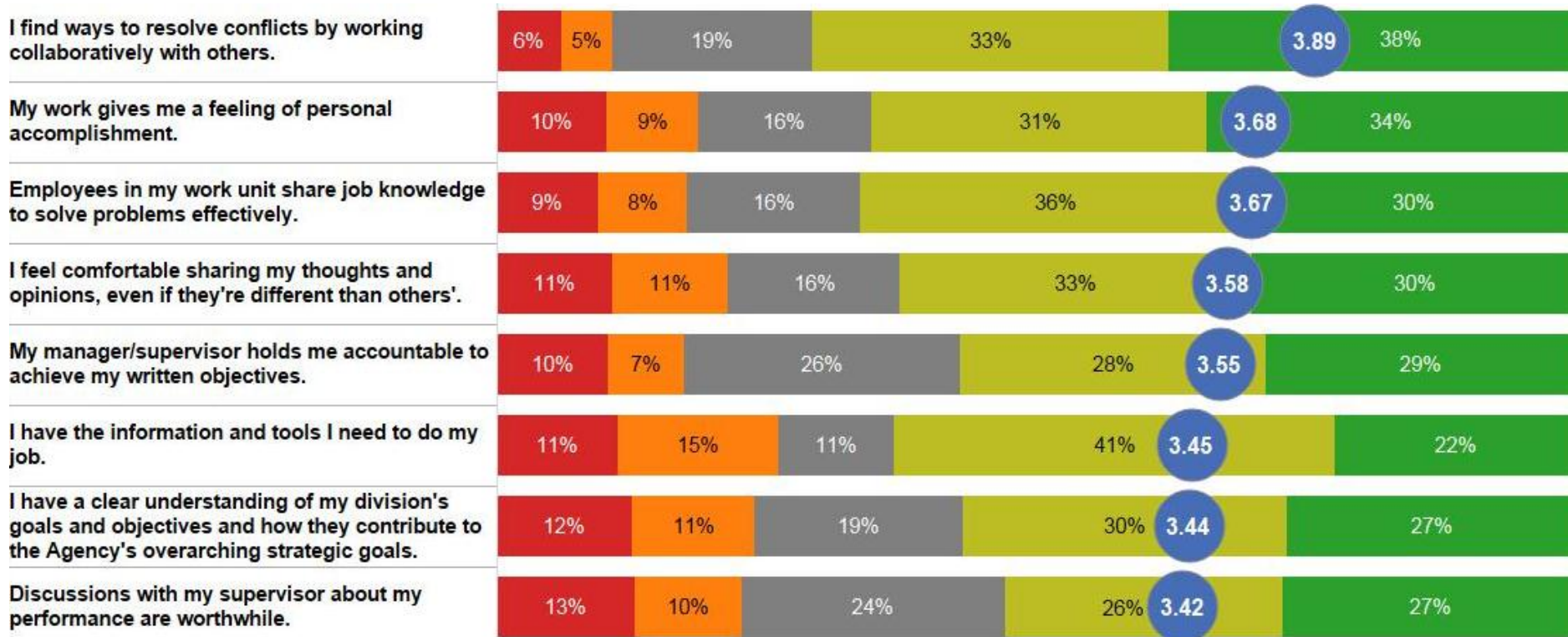
Ratings Key

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**Percentages & averages are weighted by division headcounts.*

2013 Employee Engagement Survey

Agency-wide Results



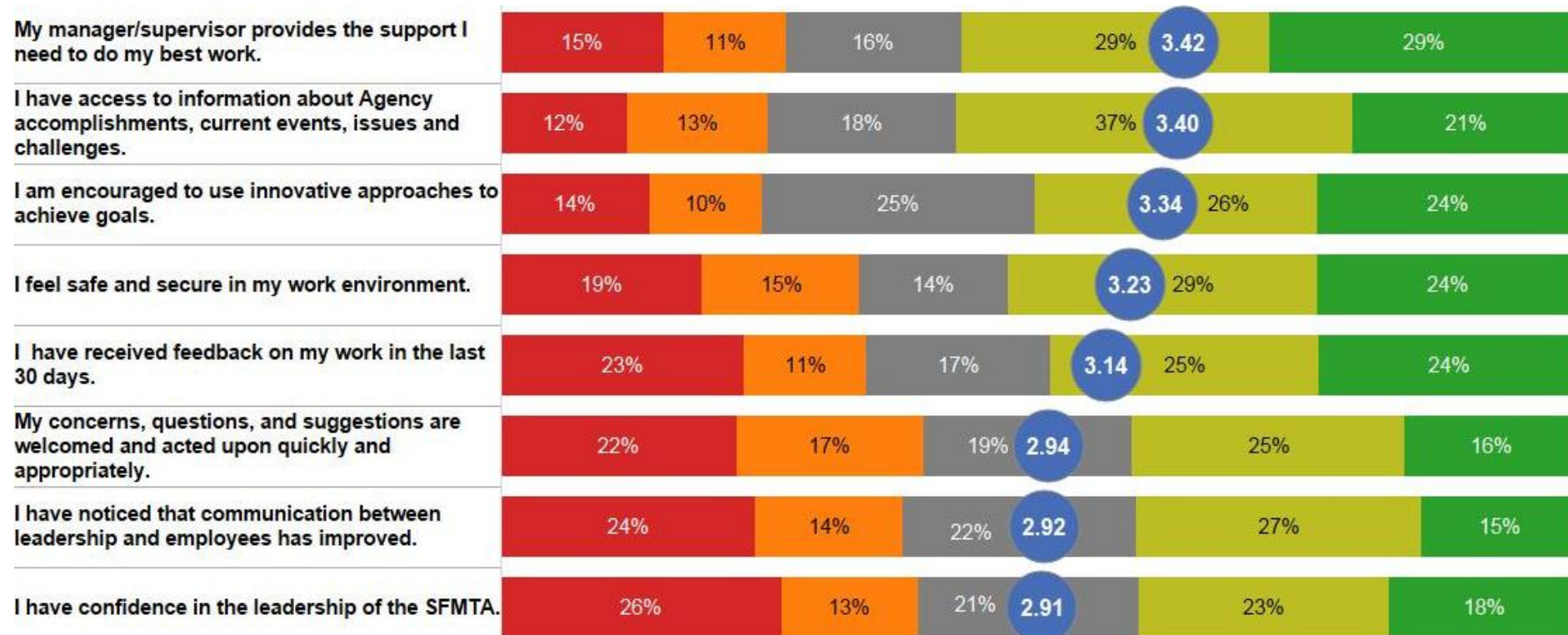
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2013 Employee Engagement Survey

Agency-wide Results



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Summary of Survey Results

Best Areas of Performance

- I find ways to resolve conflicts by working collaboratively with others (71%)
- Employees in my work unit share job knowledge to solve problems effectively (66%)
- My work gives me a feeling of personal accomplishment (65%)

% represents Strongly Agree and Somewhat Agree responses

Areas of Opportunity

- I have confidence in the leadership of the SFMTA (39%)
- My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately (39%)
- I have noticed that communication between leadership and employees has improved (38%)

% represents Strongly Disagree and Somewhat Disagree responses

Creation of Staff Working Groups

Key Themes to Address:

- **Leadership**: *Develop leadership skills and improve communication with employees*
- **Hiring and Promotion**: *Improve transparency of process and guidelines*
- **Accountability**: *Increase accountability and performance goals*
- **Communication**: *Improve communication at all levels*
- **Training & Professional Development**: *Emphasize additional training*
- **Teamwork & Employee Morale**: *Strengthen Agency cohesion*
- **Support**: *Increase resources and investment in employees*



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