

# fy 2014 annual report appendix

## **Summary of Key Performance Indicators**

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To track the implementation of the current SFMTA Strategic Plan, the Executive Team identified a Key Performance Indicator (KPI) for each of the 16 Strategic Objectives. Cross-divisional teams developed a list of actions and programs to implement the Strategic Plan during the first two-year budget cycle.

## **Employee Recognition**

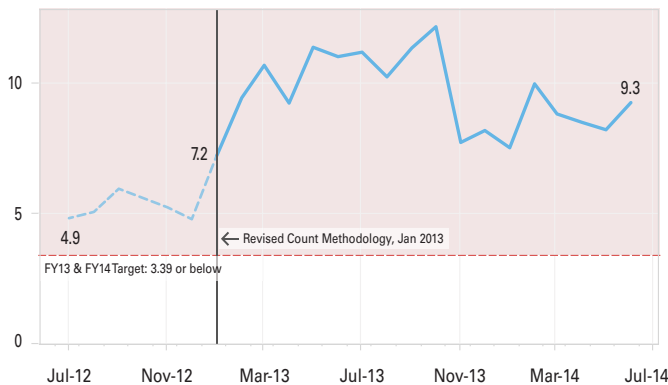
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Each year, the SFMTA recognizes the outstanding work of hundreds of staff members through awards issued by the Executive Team and through Special Recognition by the SFMTA Board of Directors. This appendix lists the 313 team members who have been recognized during FY 2014 for their outstanding work and contributions to the agency.

# key performance indicators

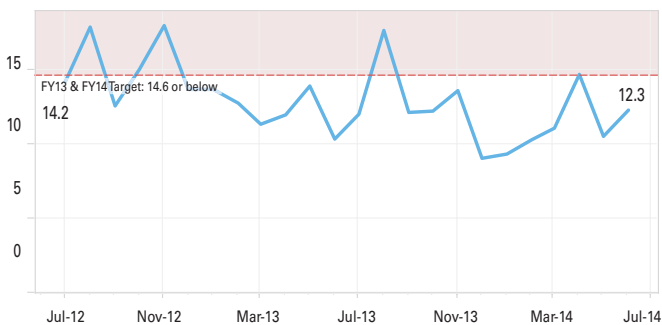
The FY 2013 - FY 2018 SFMTA Strategic Plan includes a series of key performance indicators and targets for each two-year budget cycle to assess the agency's progress in achieving its strategic goals. For FY 2013 - FY 2014, the agency prioritized information gathering to lay a foundation for the next four years. Two key performance indicators identified in the Strategic Plan, capital project delivery and the overall stakeholder rating, are still under development. The SFMTA will start reporting on these indicators in FY 2015.

## GOAL 1: Create a safer transportation experience for everyone



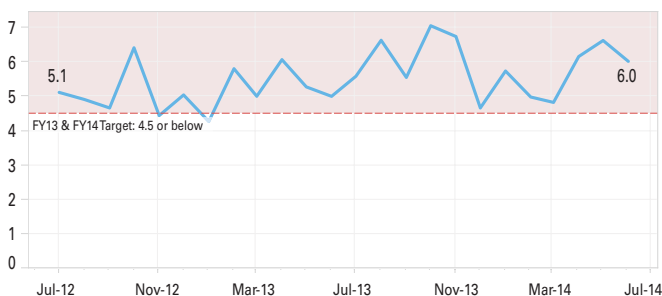
### Muni Security Incidents per 100,000 Miles

**Decline in incidents in FY 2014.** A grant from the Dept. of Homeland Security funded an increased police presence on Muni vehicles beginning in October 2013, improving the security on the system and reducing electronic device thefts in particular. The reported rate of incidents increased in January 2013 due to a methodological reporting change that expanded the definition of Muni-related incidents to include incidents at Muni stops and stations. Controlling for this reporting change, the average the security incident rate declined slightly in FY 2014 from FY 2013.



### Workplace Injuries per 200,000 Hours

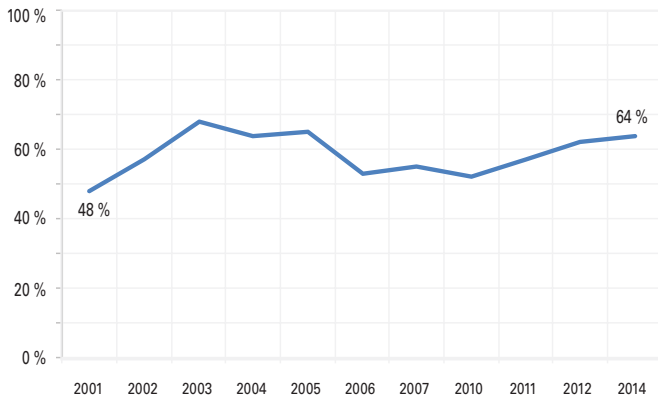
**Goal met.** Workplace injuries declined steadily and continued to stay beneath the agency's target rate of 14.6. Enhancement of the Ergonomic Program, additional training and accountability for staff, the Employee Health Program's "Road to Fitness" initiative and other efforts to provide a stronger safety and wellness culture at the SFMTA are contributing to a decline in injury rates.



### Muni Collisions per 100,000 Miles

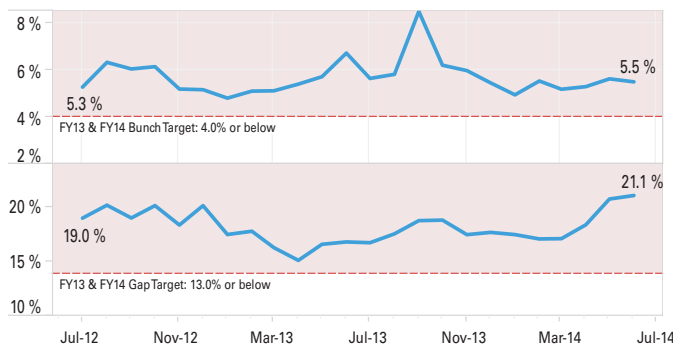
**No improvement.** The monthly rate of Muni collisions has increased during the two-year budget cycle, from an average of 5.2 in FY 2013 to 6.0 in FY 2014. SFMTA staff are working to identify corridors with the highest number of collisions and ways to make streets safer for all users.

## GOAL 2: Make transit, walking, bicycling, taxi, ridesharing and carsharing the most attractive and preferred means of travel



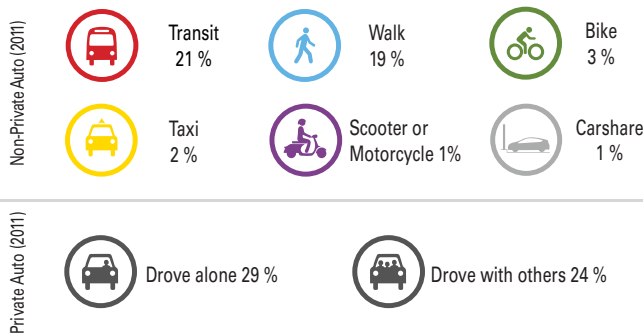
### Customer Rating on Overall Satisfaction with Transit Services

**Improved customer satisfaction.** Sixty-four percent of San Francisco residents polled in the 2014 annual Muni ridership survey gave Muni an “excellent” (14 percent) or good (50 percent) rating—the highest customer ranking since 2005. The SFMTA also runs a quarterly online pulse survey to gauge customer satisfaction throughout the year.



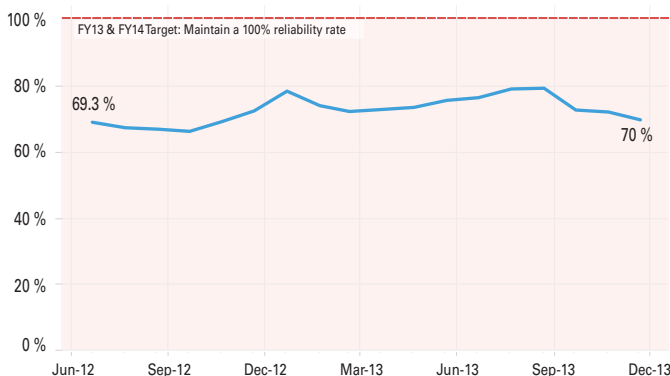
### Percent of Transit Trips with Bunches and Gaps

**No improvement.** The occurrence of bunches and gaps in transit service remained above the identified targets during the two-year budget cycle. Bunches averaged 5.7 percent in FY 2013 - FY 2014 and gaps averaged 18.2 percent.



### Non-private Auto Mode Share

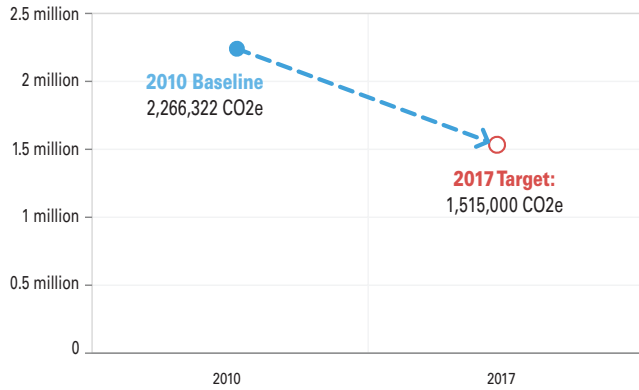
**Set baseline.** The SFMTA has set a goal that 50 percent of all trips would be taken using non-private auto modes like walking, bicycling, transit and taxis by 2018. The SFMTA is on target to meet the 50/50 mode split target before the end of FY 2018.



### Reliability Rate of SFpark Spaces

**Improved space availability.** The reliability rate of SFpark spaces, defined as the percentage of time that at least one space per block is available, improved from 71.9 percent in FY 2013 to 75.2 percent during the first half of FY 2014. Throughout the SFpark pilot program, the average time spent searching for parking decreased by 43 percent. This pilot ended in December 2013 and SFMTA staff are currently developing an alternative indicator for future assessment.

## GOAL 3: Improve the environment and quality of life in San Francisco



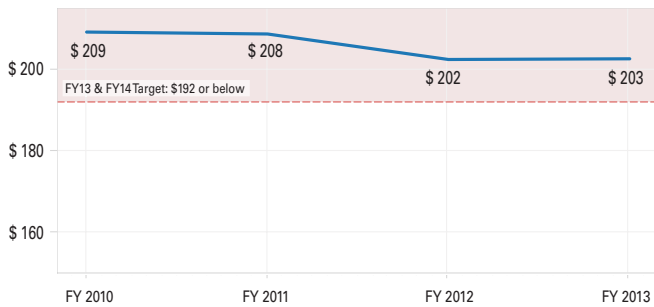
### Metric Tons of CO2e for Transportation

**Set baseline.** In 2010, transportation activity on the City's streets resulted in 2.27 million metric tons of greenhouse gas emissions, a 1.5% increase from 1990 levels. While overall emissions increased by 1.5%, vehicle miles traveled increased by 7.5% during that period, signaling a divergence in the growth of those two rates as fuel economy and low-carbon fuel choices continue to improve. Future reporting of this KPI will be limited to the SFMTA's carbon footprint only to allow for more timely reporting on agency progress.



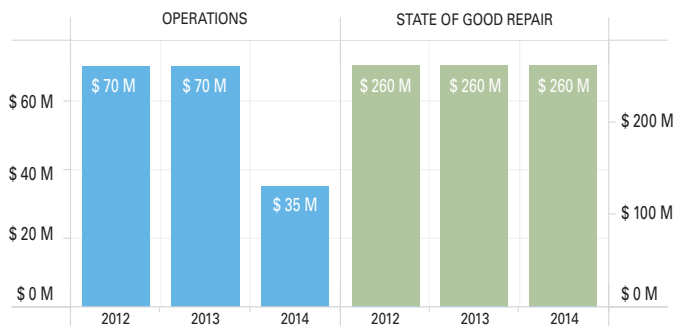
### Economic Impact of Muni Delays (\$ millions)

**Fewer major delays.** In FY 2014, major Muni delays of 10 minutes or more cost the City an estimated \$34 million in lost productivity, according to a preliminary economic impact model prepared by the City Economist. This result is less than the previous fiscal year's estimate of approximately \$43 million lost due to delay. Over the next few years, new, more reliable buses and trains and Muni Forward enhancements will improve reliability and further reduce Muni delays. SFMTA staff is also working to further develop economic models to identify the transportation system's economic benefits.



### Transit Cost per Revenue Hour

**Flat cost to deliver transit service.** The average cost of delivering one hour of transit service has been relatively flat over the past two fiscal years at \$202 in FY 2012 and \$203 in FY 2013 (figures adjusted for inflation). The limited salary increases in the negotiated labor contracts during the period were the main reason for the flat average cost.

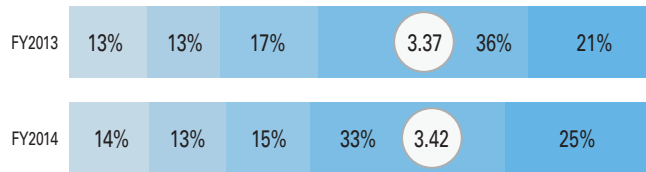


### Structural Operating and Capital Deficits

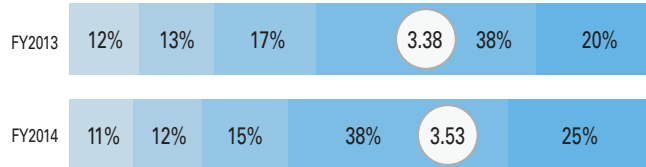
**Met one of two targets.** The SFMTA reduced the annual structural operating deficit to \$35 million in FY 2014, thanks to revenue increases and expenditure alignments. The agency is currently working to project the SFMTA's future operating needs to reflect revised growth in demand, service levels and labor costs, which will likely result in an update to the operating structural deficit figure. The State of Good Repair capital budget deficit has remained constant in the last few years. Funding from Propositions A and B, passed in November 2014, will help reduce the capital deficit.

## GOAL 4: Create a collaborative environment to support delivery of outstanding service

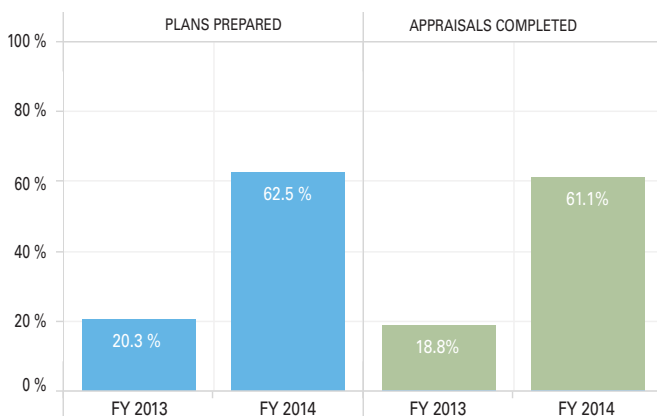
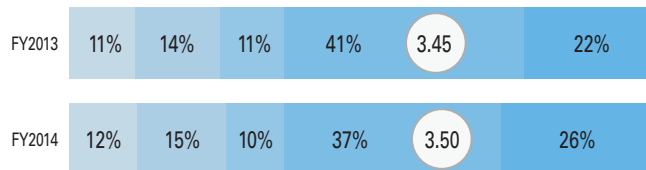
Overall satisfaction as an employee of the SFMTA:



I have access to information about agency accomplishments, current events, issues and challenges:



I have the information and tools I need to do my job:



### Employee Rating, scale of 1 to 5

**Improved employee satisfaction.** Overall employee satisfaction improved in FY 2014 - 58% of respondents reported being somewhat or very satisfied as employees of the SFMTA, a higher percentage than the previous year.

To ensure that staff also feel connected and supported by the agency, the SFMTA also tracks the employee rating on access to agency information and the tools needed to perform their jobs. These ratings also increased in FY 2014.

### Completed Performance Plans and Appraisals

**Increased number of plans and appraisals.** In FY 2014, the percentage of employees with performance plans and appraisals more than tripled. Contributing to the increase was the deployment of an online portal that made it easier to submit plans and appraisals on the SFMTA staff intranet.

# employee recognition

Outstanding service begins with the people and culture of the SFMTA. The following list of SFMTA team members have been recognized during FY 2014 for their outstanding work and contributions to the agency.

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## 50th Cable Car Bell Ringing Competition

Trini Whittaker, First place winner

Ken Lunardi, Second place winner

Joseph Sue, Third place winner

## Quarterly Maintenance Safety Award

Scott Center, FY2014 First Quarter

Finance & Information Technology/Storeroom, FY2014  
Second Quarter

Enforcement, FY2014 Third Quarter

Materials Management Storerooms and Storekeepers  
Section, FY2014 Fourth Quarter

## Systemwide Operator of the Month

Ted Briones, Green Division, January 2014

Billy Gibson, Green Division, August 2013

Gregory Griffin, Flynn Division, June 2014

Bobby Johnson, Cable Car Division, July 2013

Melinea Melson, Potrero Division, March 2014

Joseph Miller, Presidio Division, November 2013

Shelly O'Guinn, Woods Division, December 2013

Warren Rubit, Presidio Division, April 2014

Greg Tucker, Potrero Division, October 2013

## Systemwide Runner-Up Operator of the Month

Bernard Chatman, Potrero Division, October 2013

Jacquelyn Clemon, Presidio Division, April 2014

Halmar Duran, Flynn Division, June 2014

Simon Ma, Green Division, August 2013

Gilbert Rosher, Green Division, January 2014

Debra Stevens, Potrero Division, March 2014

Eddy Suazo, Woods Division, December 2013

Jesus Vargas, Cable Car Division, July 2013

David Wong, Presidio Division, November 2013

## Operator of the Month

Gretchen Alexander, Flynn Division, January 2014

Saul Alegria, Cable Car Division, September 2013

Francisco Arce, Presidio Division, February 2014

Tommy Benford, Green Division, October 2013

Jerome Bowers, Presidio Division, July 2013 & January 2014

Myra Brummel, Green Division, September 2013

Peter Cajucom, Flynn Division, November 2013

Kenneth Chambers, Flynn Division, May 2014

Peter Chiong, Woods Division, August 2013

Oscar Collazos, Flynn Division, October 2013

Arlyce Connor, Woods Division, December 2013

Jose Cruz, Potrero Division, September 2013

Dung Dang, Flynn Division, April 2014

James Darrel, Potrero Division, May 2014

Kevin Davis, Cable Car Division, August 2013

Freddie De Leon, Green Division, March 2014

L'Tanya Demby, Woods Division, July 2013

Si Du, Cable Car Division, March 2014

Miguel Duarte, Cable Car Division, October 2013

Jason Fan, Flynn Division, December 2013

Jorge Flores, Potrero Division, October 2013

Jesse Grady, Flynn Division, August 2013

James Green, Potrero Division, August 2013

Vanessa Griffin, Flynn Division, March 2014

Cassandra Griffin, Cable Car Division, May 2014

Hui Guo, Presidio Division, August 2013

Theoatis Hill, Cable Car Division, April 2014

Victor Iu, Woods Division, November 2013

Michael Jackson, Potrero Division, April 2014

Mitchell Johnson, Flynn Division, September 2013

Donald Jue, Green Division, November 2013

Sherman Kou, Cable Car Division, January 2014

Sam Lam, Green Division, July 2013

Peola Lane, Potrero Division, December 2013

Thomas Lau, Potrero Division, March 2014  
 Jim C. Lee, Presidio Division, November 2013  
 Jack Leong, Presidio Division, April 2014  
 Jeffrey Mandala, Green Division, February 2014  
 Wai Ng, Cable Car Division, December 2013  
 Anthony Olay, Potrero Division, January 2014  
 Wilfredo Olivar, Potrero Division, February 2014  
 Zan Ou, Cable Car Division, July 2013  
 Alberto Perez, Green Division, August 2013  
 Guo Qing Peng, Presidio Division, October 2013  
 James Qualters, Cable Car Division, June 2014  
 Victor Ramos, Potrero Division, July 2013  
 Reginald Snelgro, Cable Car Division, February 2014  
 Joseph Sylva, Woods Division, October 2013  
 Garland Taylor, Flynn Division, June 2014  
 Loi Tran, Green Division, January 2014  
 Kelvin Tran, Presidio Division, March 2014  
 Donald Tse, Flynn Division, February 2014  
 Errol Washington, Presidio Division, September 2013  
 Orlando Williams, Flynn Division, July 2013  
 David Williams Jr., Green Division, December 2013  
 Jheri Wilson, Woods Division, September 2013  
 Loretta Wilson, Potrero Division, November 2013

### FY 2014 Safe Driver Awards

Mauricio A. Aguirre, Flynn Division, 18 years  
 Maria M. Alegria, Kirkland Division, 23 years  
 Sharon L. Alexander-Berry, Kirkland Division, 16 years  
 Raymond Alfonso, Woods Division, 16 years  
 Duane Allen, Cable Car Division, 39 years  
 Carl N. Anderson, Cable Car Division, 20 years  
 Eric C. Angeles, Kirkland Division, 19 years  
 Kenneth Anwukah, Flynn Division, 16 years  
 Scott Ashley, Flynn Division, 16 years  
 Hashim E. Azam, Woods Division, 22 years  
 Oscar Baeza, Woods Division, 26 years  
 Ryan O. Banks, Cable Car Division, 17 years  
 Lonnie L. Beard, Presidio Division, 21 years  
 Yohannes Bemnet, Presidio Division, 16 years  
 Jonathan Benton, Woods Division, 16 years  
 Antonio D. Beronilla, Potrero Division, 16 years  
 Steve Brown, Woods Division, 21 years  
 Eduardo Bungay, Kirkland Division, 16 years  
 Windell Burnside, Flynn Division, 23 years  
 Rafael Cabrera, Cable Car Division, 22 years  
 Peter L. Cajucom, Flynn Division, 16 years  
 Johnny E. Cannon, Woods Division, 24 years



Israel Castro, Green Division, 22 years  
 Karl G. Cato, Woods Division, 17 years  
 Gabriel Ceballos, Green Division, 17 years  
 Kenneth Chambers, Flynn Division, 21 years  
 Stanley Chan, Cable Car Division, 25 years  
 Wee T. Chan, Cable Car Division, 18 years  
 Hoke L. Chang, Presidio Division, 33 years  
 Chee-Lin Chang, Presidio Division, 27 years  
 David W. Chau, Woods Division, 34 years  
 Freeman Chee, Cable Car Division, 31 years  
 Shu A. Chen, Cable Car Division, 16 years  
 Albert E. Cheng, Kirkland Division, 23 years  
 Tommy K. Chiu, Cable Car Division, 16 years  
 Jimmy Chiu, Flynn Division, 32 years  
 Bill Chui, Kirkland Division, 30 years  
 Buu K. Chung, Green Division, 26 years  
 Wilson Chung, Green Division, 20 years  
 Eddie R. Clark, Cable Car Division, 29 years  
 Melvin S. Clark, Green Division, 24 years  
 Juanita Concepcion, Green Division, 22 years  
 Emilio A. Corona, Potrero Division, 22 years  
 Ricardo Cuaresma, Presidio Division, 20 years  
 Kevin D. Davis, Cable Car Division, 16 years  
 Michael R. Davis, Woods Division, 16 years  
 Randall S. Dea, Cable Car Division, 25 years  
 Si K. Du, Cable Car Division, 16 years  
 Robert Dufresne, Cable Car Division, 20 years  
 Vawanda J. Ferdinand, Flynn Division, 22 years  
 Ronnie Freeman, Woods Division, 20 years

Louis E. Galarce, Green Division, 22 years  
 Billy Gibson, Green Division, 30 years  
 Orlando J. Gomez, Woods Division, 16 years  
 Gerardo A. Gonzalez, Cable Car Division, 19 years  
 Antonio Gonzalez Jr., Cable Car Division, 20 years  
 Kevin N. Grady, Cable Car Division, 27 years  
 Jesse Grady, Flynn Division, 30 years  
 Gregory Griffin, Flynn Division, 26 years  
 Gerardo Guillen, Flynn Division, 27 years  
 Katung Ha, Kirkland Division, 17 years  
 Terrence Hall, Presidio Division, 17 years  
 Siegfried V. Henderson, Woods Division, 19 years  
 Lawrence Herd, Green Division, 32 years  
 Theresa Hernandez, Green Division, 23 years  
 Ricardo Hernandez Jr., Presidio Division, 16 years  
 Reginald V. Hicks, Potrero Division, 24 years  
 Theoatis Hill, Cable Car Division, 16 years  
 Gregory L. Hill, Green Division, 24 years  
 Duke E. Horton, Cable Car Division, 25 years  
 Mont Hubbard, Potrero Division, 25 years  
 Milton James, Kirkland Division, 29 years  
 Gee Sing Jeung, Kirkland Division, 16 years  
 Arthur Jew, Presidio Division, 16 years  
 William A. Johnson, Cable Car Division, 24 years  
 Bobby M. Johnson, Cable Car Division, 17 years  
 Michael A. Johnson, Presidio Division, 21 years  
 Sheila J. Johnson, Woods Division, 16 years  
 Willie R. Johnson, Woods Division, 17 years  
 Luke Jones, Flynn Division, 18 years





Gregory L. Kelly, Woods Division, 17 years  
Sam Khuu, Cable Car Division, 18 years  
Patricia King, Kirkland Division, 24 years  
De Lam, Presidio Division, 17 years  
Jason Lao, Green Division, 31 years  
Wah K. Lau, Kirkland Division, 25 years  
Peter S. Lee, Green Division, 33 years  
Albert G. Lee, Green Division, 23 years  
Jason K. Lee, Kirkland Division, 16 years  
Alan W. Leong, Kirkland Division, 25 years  
Dominic Leung, Presidio Division, 23 years  
Calvin A. Lewis, Presidio Division, 22 years  
Manuel S. Lezcano, Green Division, 19 years  
Kam C. Li, Cable Car Division, 22 years  
Wah K. Li, Kirkland Division, 26 years  
Willard A. Lindsay, Kirkland Division, 24 years  
Ken Liu, Cable Car Division, 18 years  
Kenneth P. Lunardi, Cable Car Division, 27 years  
Tuong Luu, Kirkland Division, 16 years  
Simon C. Ma, Kirkland Division, 23 years  
Andrew Z. Mackie, Cable Car Division, 28 years  
Gary Maestas, Green Division, 17 years  
John Joseph B. Manabat, Cable Car Division, 24 years  
Darrell Marshall, Woods Division, 24 years  
Andre Mayo, Potrero Division, 16 years  
Ambrose Mercer, Green Division, 16 years  
Luis M. Montano, Cable Car Division, 18 years  
Lonnie Moore Jr., Green Division, 38 years  
Reynaldo Morante, Cable Car Division, 22 years  
Benjamin S. Mosqueda, Cable Car Division, 17 years  
Wai T. Ng, Cable Car Division, 17 years  
Hong V. Nguyen, Green Division, 16 years  
Leonard L. Oats, Cable Car Division, 16 years  
Gilbert O'Guinn, Flynn Division, 25 years  
Jaime O. Olivar, Green Division, 25 years  
Wilfredo G. Padoan, Kirkland Division, 23 years  
Nancy Padilla, Green Division, 26 years  
Felix Pagatpatan, Presidio Division, 24 years  
Anthony F. Parker, Flynn Division, 24 years  
Arturo Perez, Green Division, 25 years  
Julian M. Perez, Woods Division, 22 years  
Hernan M. Porras, Kirkland Division, 18 years  
Roy C. Puckett, Green Division, 20 years  
Darrell A. Rahman, Green Division, 17 years  
Joseph W. Rand, Flynn Division, 27 years

Johnny Randall, Potrero Division, 19 years  
Darryl S. Reed, Woods Division, 24 years  
Jacinto A. Reyes, Cable Car Division, 16 years  
Nelson Rodriguez, Woods Division, 19 years  
Gilbert C. Rosher, Green Division, 25 years  
Alfred Sanchez, Cable Car Division, 32 years  
Oscar J. Sanchez, Green Division, 36 years  
Donald Sanders, Kirkland Division, 30 years  
Abraham L. Sherman, Green Division, 43 years  
Matthew E. Smith, Potrero Division, 21 years  
Reginald B. Snelgro, Cable Car Division, 23 years  
Vickie L. Solls Davis, Woods Division, 17 years  
Mark L. Spencer, Potrero Division, 19 years  
Janetta Strong, Green Division, 21 years  
Joseph Sue, Cable Car Division, 19 years  
Prospero P. Sunga Jr., Potrero Division, 26 years  
Sam Tchong, Presidio Division, 18 years  
Michael Terrell, Presidio Division, 15 years  
Marvin L. Terry, Potrero Division, 28 years  
Cao Tran, Cable Car Division, 28 years  
Sanh M. Tran, Green Division, 27 years  
Thurston Trinh, Cable Car Division, 23 years  
David P. Truong, Kirkland Division, 27 years  
Allen Tsai, Potrero Division, 22 years  
Donald H. Tse, Flynn Division, 17 years  
Rudy Uribe, Green Division, 16 years  
Oliverio Valle, Cable Car Division, 41 years  
Jesus Vargas Jr., Cable Car Division, 24 years  
Roberto G. Velasquez, Woods Division, 22 years  
Frederick Ward, Kirkland Division, 33 years  
Melvin E. Washington, Cable Car Division, 20 years  
Gerald H. Webster, Cable Car Division, 21 years  
James E. Westfield, Green Division, 17 years  
Michael S. Whitten, Potrero Division, 22 years  
Orlando Williams, Flynn Division, 26 years  
James E Wilson, Kirkland Division, 16 years  
Karen G. Wilson, Woods Division, 22 years  
Linda F. Wilson-Allen, Presidio Division, 20 years  
Eric W. Wong, Cable Car Division, 26 years  
Kenneth W. Wong, Kirkland Division, 26 years  
Ken Y. Wong, Woods Division, 17 years  
Michael L. Wood, Green Division, 20 years  
James K. Wu, Woods Division, 21 years  
Hoi Kwong Yu, Green Division, 22 years

### **Special Recognition from the Board**

Cesar Agudelo, Sustainable Streets Division  
Ayn Antonio, Transit Division  
Rachel Carpenter, Sustainable Streets Division  
Linda Chan, San Francisco Police Department  
Lorrie Chang, Taxi & Accessible Services  
Larry Chau, Transit Division  
Redeena Cleaver, Human Resources  
Maria Contreras, Sustainable Streets Division  
Ernesto del Barrio, Transit Division  
Leo Emmler, Transit Division  
Josh Fong, Finance and Information Technology  
Julia Friedlander, Director of Transportation  
Oliver Gajda, Sustainable Streets Division  
Milton Gee, Transit Division  
Billy Gibson, Transit Division  
Denise Green, Transit Division  
Linda Grove, Transit Division  
Gabriel Ho, Sustainable Streets Division  
Mari Hunter, Sustainable Streets Division  
Gloria Johnson, Finance and Information Technology  
Jesse Jones, Transit Division  
Adelaide Julian, Transit Division  
Azi Khaliq, Sustainable Streets Division  
Anthony Lee, Sustainable Streets Division  
Mark Lee, Sustainable Streets Division  
David Lee, Transit Division  
Hong Luu, Transit Division  
Luis Montoya, Sustainable Streets Division  
Ha Nguyen, Capital Programs and Construction  
Linus Oha, Transit Division  
Carlos Peza, Finance and Information Technology  
Charles Ream, Sustainable Streets Division  
Michael Riebe, Sustainable Streets Division  
Felipe Robles, Sustainable Streets Division  
Curtis Rucker, Transit Division  
Charmaine Solla, Sustainable Streets Division  
Laura Stonehill, Sustainable Streets Division  
Alexiy Sukhenko, Finance and Information Technology  
Henry Trinh, Transit Division  
Nelson Tse, Transit Division  
Wes Valaris, Transit Division  
James Watts, Transit Division  
Larry Willis Deshae, Transit Division

Linda Wilson Allen, Transit Division  
Lucas Woodward, Sustainable Streets Division  
Carol Wother, Transit Division  
Bond Yee, Sustainable Streets Division  
Michael Young, Transit Division

### **Sustainable Streets Division Outstanding Employee Award**

Marcel Barnes, Security, Investigations & Enforcement  
Thomas Chen, Temporary Sign Shop  
Theresa De la Paz, Security, Investigations & Enforcement  
Ryan Dodge, Livable Streets  
Jannette Mena, Sustainable Streets Administration  
Karimah Mouton, Security, Investigations & Enforcement  
James Nolan, Sustainable Streets Sign Shop  
Carlos Osorio, Sustainable Streets Paint Shop  
Kathleen Phu, Strategic Planning & Policy  
Felipe Robles, Transit Engineering  
Anthony Solariosa, Sustainable Streets Meter Shop  
Steve Vannucchi, Sustainable Streets Signal Shop  
Paul Virgil, Sustainable Streets Signal Shop  
Norman Wong, Transportation Engineering

