



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report *FY 2014 Year End Review*

August 2014

San Francisco, California

Goal 1

Create a safer transportation experience for everyone

Objective 1.1

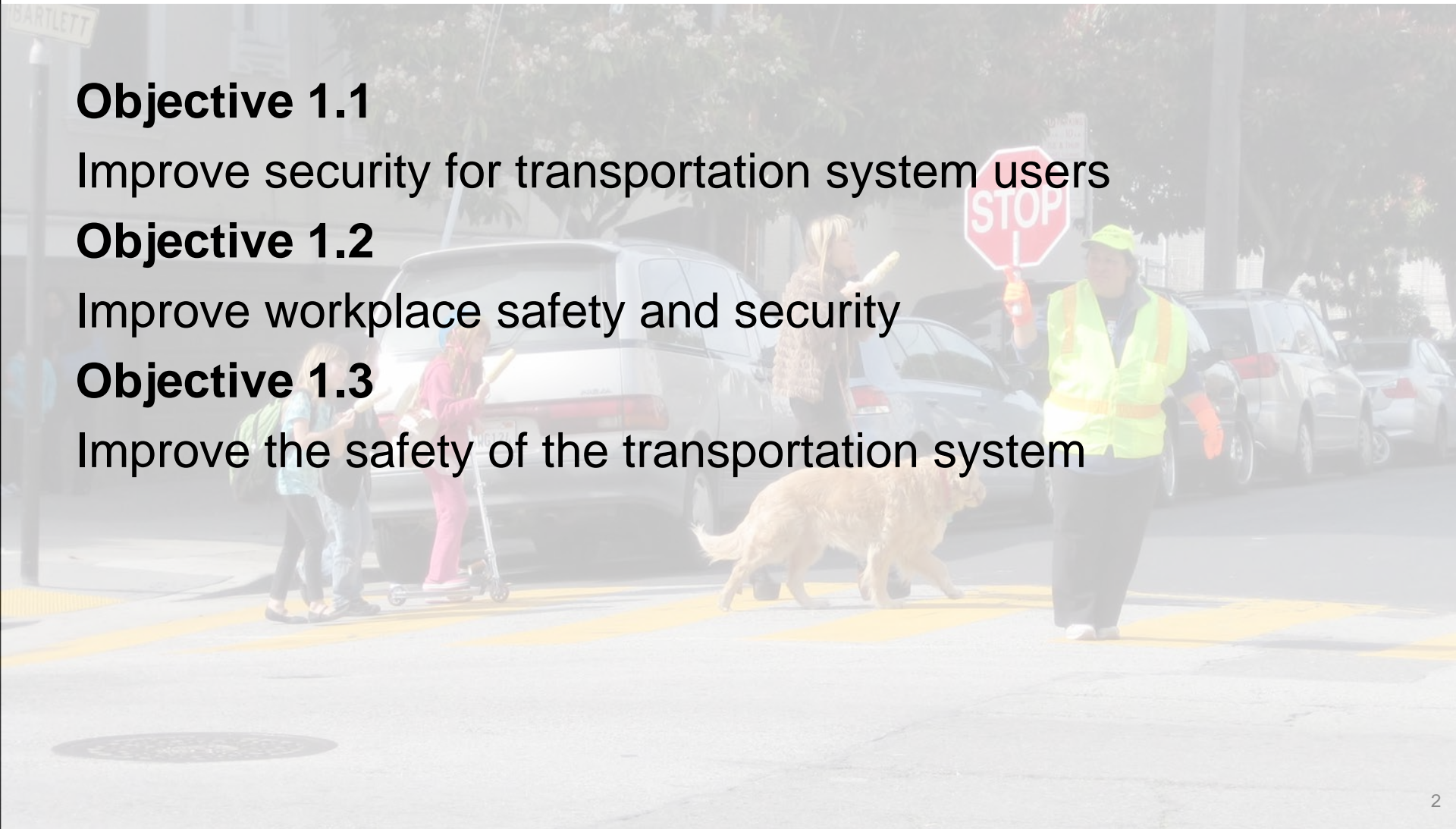
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

Improve the safety of the transportation system

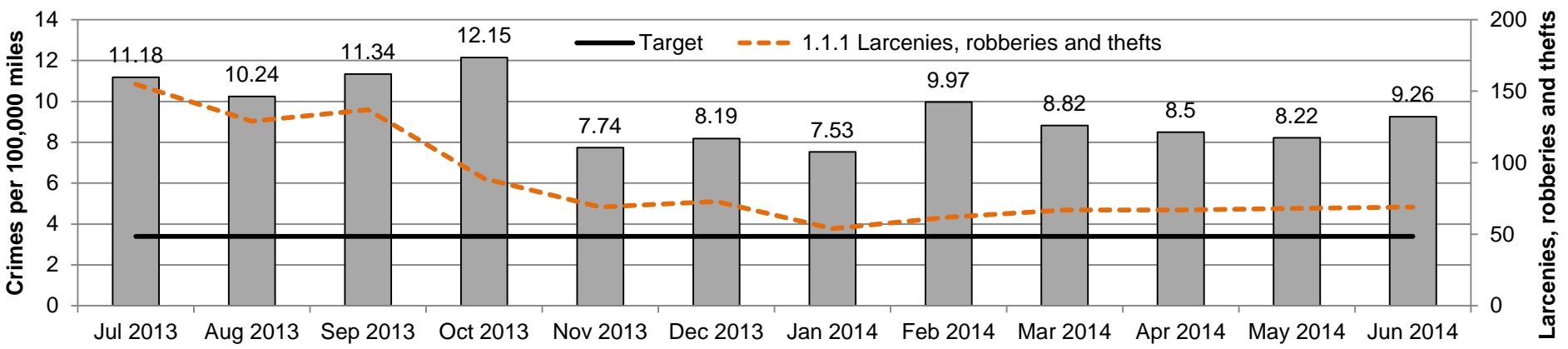


Objective 1.1 metrics

Improve security for transportation system users

Key performance indicator

1.1.1 SFPD-reported Muni-related crimes/100,000 miles



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.39	7.55	9.45	11.01	8.22	9.26
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high) ¹			3.25			3.30
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) ¹			3.13			3.16
1.1.3	SFPD-reported taxi-related crimes ²		3.9	4.3	2	3	8
1.1.4	Security complaints to 311 (Muni)		37.8	28.6	47	23	36

¹Results are based on a non-probability sample from opt-in SFMTA online surveys conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.
²Available data include incidents reported by SFPD as defrauding a taxi driver; operating a taxi without a permit; or overcharging taxi fare.

Note: Reported results are subject to change as data quality improves or new data become available.

Color Legend

Outperforms Previous	Underperforms Previous	Equal to Previous
FY Average	FY Average	FY Average

Objective 1.1 action items

Improve security for transportation system users

New action item highlights

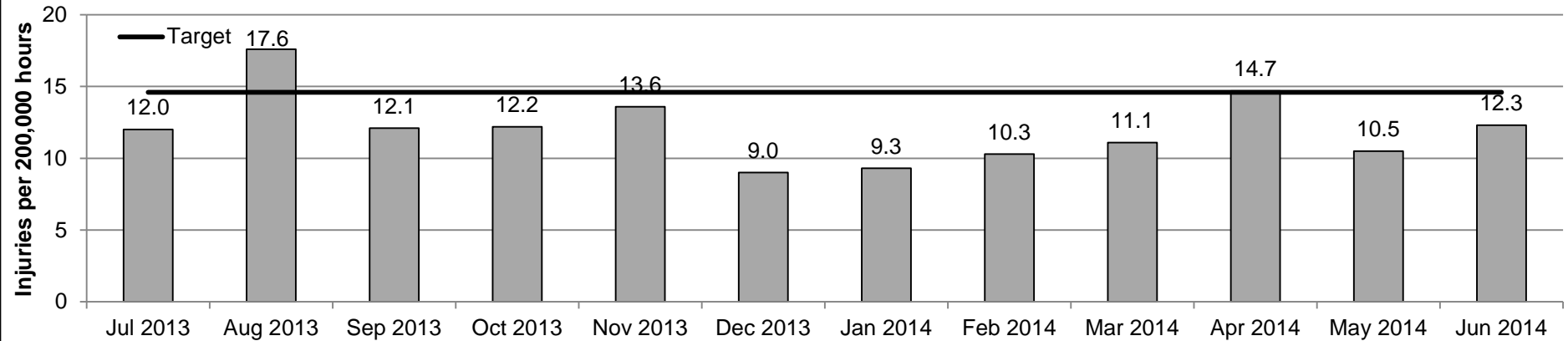
- Identify specific times and lines to be monitored for student safety on transit
- Work with SFPD to deploy Police Officers more effectively
- Conduct risk and vulnerability assessment study of all SFMTA properties and systems

Objective 1.2 metrics

Improve workplace safety and security

Key performance indicator

1.2.1 Workplace injuries/200,000 hours



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
1.2.1	Workplace injuries/200,000 hours	14.6	13.8	12.1	10.3	10.5	12.3
1.2.2	Security incidents involving SFMTA personnel (Muni only)		12.1	9.9	13	8	11
1.2.3	Lost work days due to injury ¹		16,445				
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.23				

¹Calendar year 2013.

Note: Reported results are subject to change as data quality improves or new data become available.

Color Legend

Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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Objective 1.2 action items

Improve workplace safety and security

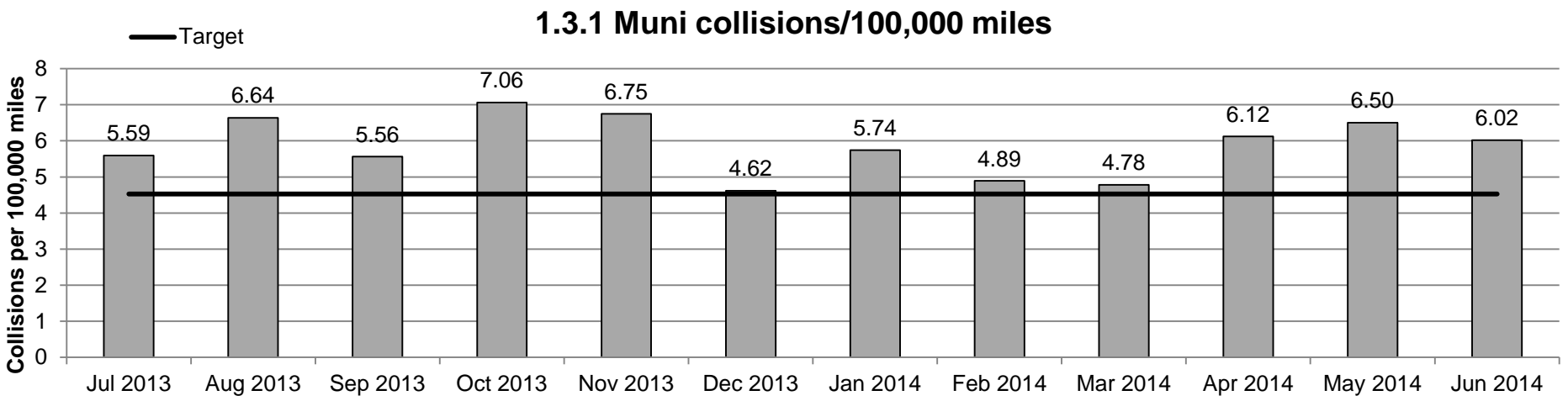
New action item highlights

- Institute an annual safety training requirement, as well as monthly safety meetings for staff and supervisors to improve workplace safety
- Initiate the new Injury and Illness Prevention Program (IIPP)
- Implement and maintain an agency-wide Wellness Program in coordination with the City's Wellness Program

Objective 1.3 metrics

Improve the safety of the transportation system

Key performance indicator



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
1.3.1	Muni collisions/100,000 miles	4.53	5.85	5.88	5.01	6.50	6.02
1.3.2	Collisions involving motorists, pedestrians, and bicyclists ¹		3,111 (CY11)				
1.3.2	Collisions involving taxis		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.23	4.48	4.78	4.77	4.51
1.3.4	"Unsafe operation" Muni complaints to 311		159.3	179.6	148	155	144
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high) ²			3.73			3.69

¹Injury collisions.

²Results are based on a non-probability sample from opt-in SFMTA online surveys conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.

Note: Reported results are subject to change as data quality improves or new data become available.

Color Legend

Outperforms Previous	Underperforms Previous	Equal to Previous
FY Average	FY Average	FY Average

Objective 1.3 action items

Improve the safety of the transportation system

New action item highlights

- Collaborate with key staff to review incident data and trend analysis, to provide corrective actions that will reduce or prevent the repeat of the occurrence
- Evaluate and make recommendations to track safety monitoring devices
- Develop a long-term educational strategy for bike, pedestrian and roadway safety

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

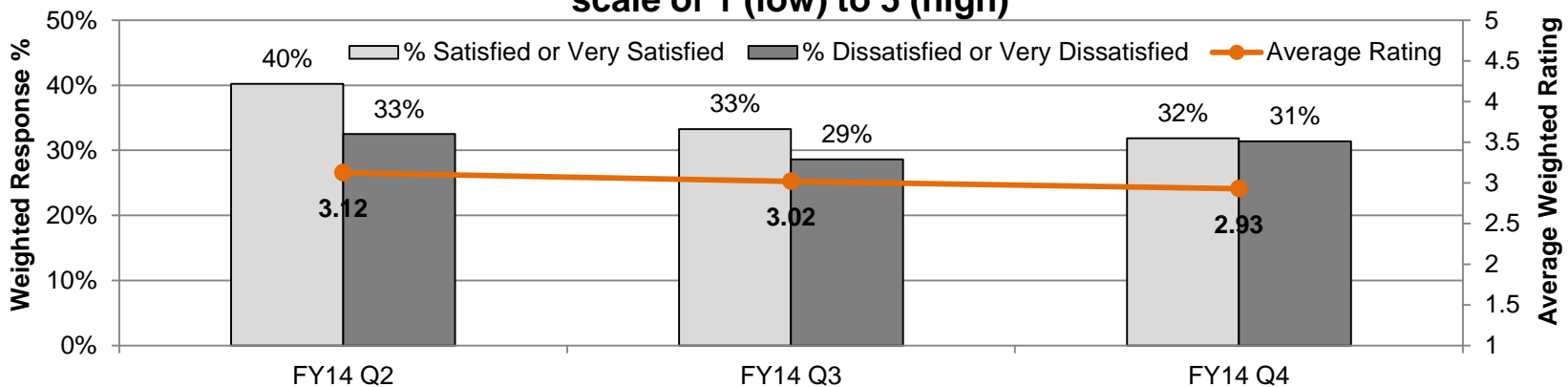
Improve parking utilization and manage parking demand

Objective 2.1 metrics

Improve customer service and communications

Key performance indicator

2.1.1 Customer Rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	FY13 Avg	FY14 Avg	Q2 2014	Q3 2014	Q4 2014
2.1.1	Customer rating: Overall satisfaction with transit services ¹		3.02	3.12	3.02	2.93
2.1.2	Customer rating: Overall satisfaction with taxi availability ¹		2.49	2.54	2.47	2.46
2.1.3	Customer rating: Overall satisfaction with bicycle network ¹		2.76	2.73	2.74	2.80
2.1.4	Customer rating: Overall satisfaction with pedestrian environment ¹		3.50	3.64	3.52	3.33
2.1.5	City Survey rating: Communications to passengers	3.20				
2.1.8	Customer rating: cleanliness of Muni vehicles ¹		2.70	2.80	2.62	2.69
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators) ¹		2.64	2.75	2.61	2.57

¹Results are based on a non-probability sample from opt-in SFMTA online panel surveys conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.
 Note: Reported results are subject to change as data quality improves or new data become available.

Color Legend

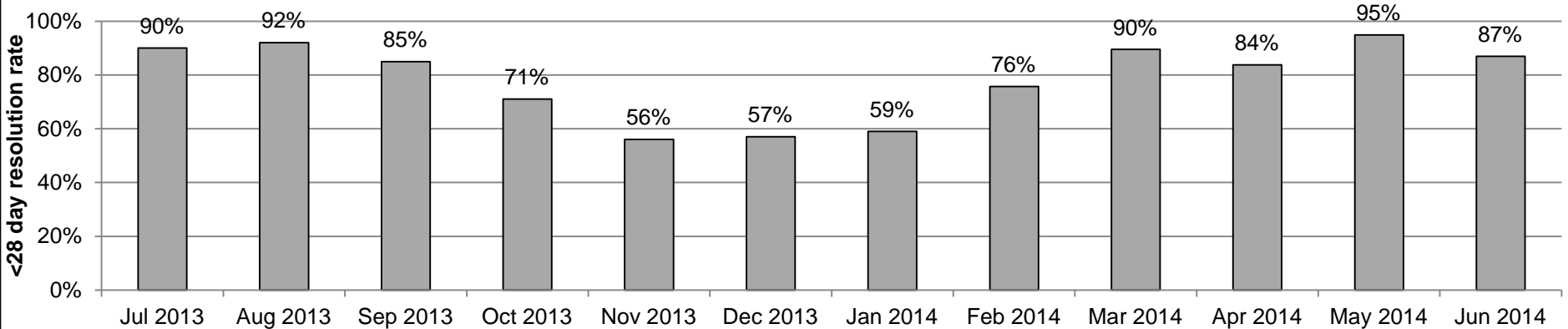
Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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Objective 2.1 *continued*

Improve customer service and communications

Metric of note

2.1.7 Percentage of actionable 311 Muni-related complaints addressed within 28 days



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
2.1.6	Percentage of color curb requests addressed within 30 days		93.3%	93.7%	91%	99%	93%
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		100%	99%	100%	100%	94%
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		82.4%	75.6%	84%	73%	45%
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		79.1%	53.8%	89%	32%	
2.1.6	Percentage of traffic signal requests addressed within 2 hours		96.9%	96.8%	98%	98%	95%
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 28 days		90.0%	78.6%	92%	95%	87%

Note: Reported results are subject to change as data quality improves or new data become available.

Color Legend

Outperforms Previous FY Average (Green) | Underperforms Previous FY Average (Red) | Equal to Previous FY Average (Yellow)

Objective 2.1 action items

Improve customer service and communications

New action item highlights

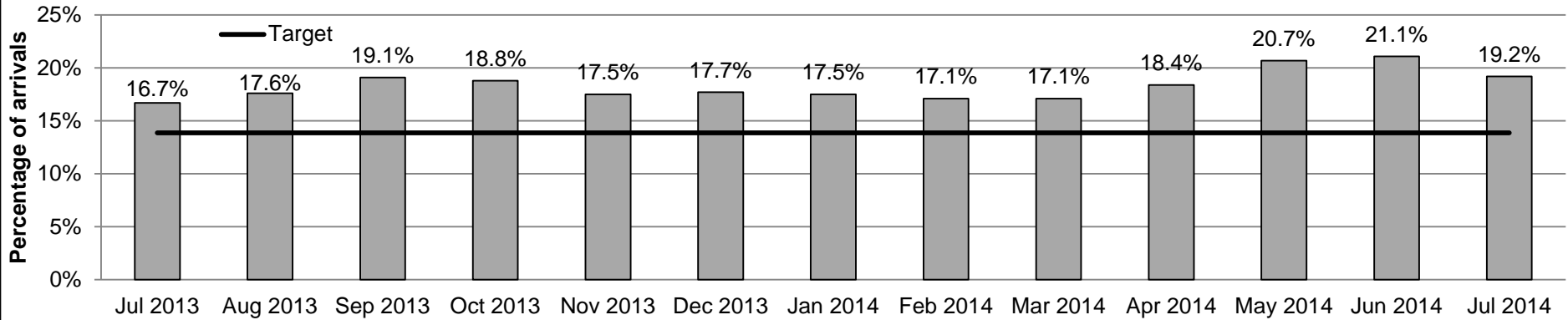
- Create and launch new online and printed maps that capture all modes and highlight the most frequent, convenient and best connections, such as Muni Forward Rapid network and bikeways.
- Develop a citywide communications plan that defines, builds awareness for and of Vision Zero
- Define customer service standards, and provide supporting tools and training to staff at all levels of the organization including customer-facing employees

Objective 2.2 metrics

Improve transit performance

Key performance indicator

2.2.1 Percentage of transit trips with + 5 min gaps on Rapid Network



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network ^{1,2}	4.0%	5.6%	5.6%	6.7%	5.6%	5.5%
2.2.1	Percentage of transit trips with headway +5 min gaps on Rapid Network ²	13.9%	18.0%	18.2%	16.8%	20.7%	21.1%
2.2.2	Percentage of on-time performance for non-Rapid Network routes ²	85%	59.6%	59.0%	61.5%	57.0%	57.8%
2.2.3	Percentage of scheduled service delivered	98.5%	97.0%	96.4%	98.0%	94.6%	91.0%
2.2.4	Percentage of on-time departures from terminals ²	85%	73.7%	73.9%	74.5%	72.1%	72.3%

¹<1 min for headways of 5 minutes or less

²Due to a NextBus/schedule data syncing issue, data are not available for 6/21/14-6/30/14; June 2014 averages reflect data from 6/1/14-6/20/14 only.

Note: Reported results are subject to change as data quality improves or new data become available.

Color Legend

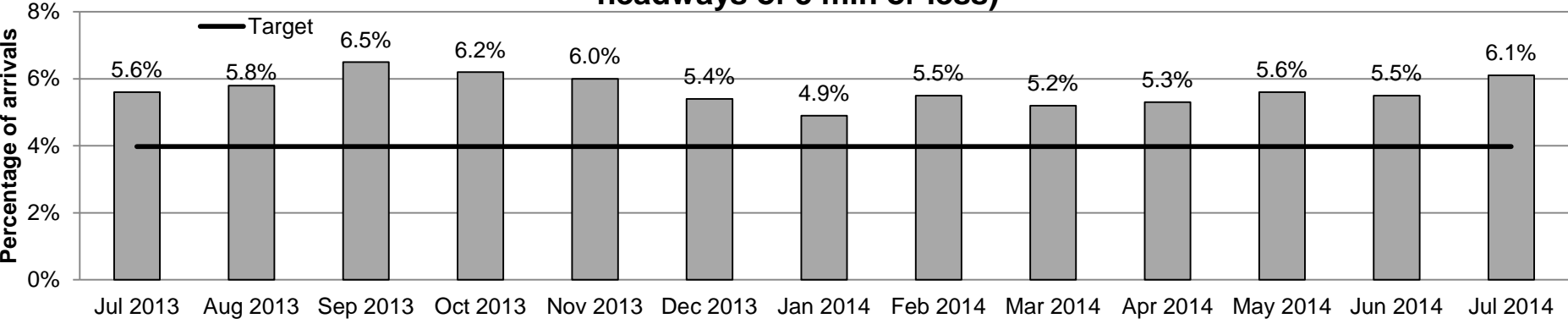
Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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Objective 2.2 *continued*

Improve transit performance

Key performance indicator

2.2.1 Percentage of transit trips with <2 min bunching on Rapid Network (<1 min for headways of 5 min or less)



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014	
2.2.8	Mean distance between failure (Bus)		3,310	4,632	3,771	5,881	5,707	
2.2.8	Mean distance between failure (LRV)		3,571	3,164	2,682	5,450	4,061	
2.2.8	Mean distance between failure (Historic)		2,179	2,045	1,765	1,795	1,758	
2.2.8	Mean distance between failure (Cable)		3,835	4,734	5,336	9,076	5,770	
2.2.9	Percentage of scheduled service hours delivered		96.8%	96.3%	98.0%	93.9%	90.7%	
2.2.10	Percentage of scheduled mileage delivered	Measure in development.						
2.2.11	Ridership (rubber tire, average weekday)		495,311	504,667	478,503	515,109	498,616	
2.2.11	Ridership (faregate entries, average weekday)		59,809	60,746	61,054	59,378	60,615	
2.2.12	Percentage of days that elevators are in full operation		96.3%	94.4%	93.7%	90.3%	91.4%	
2.2.13	Percentage of days that escalators are in full operation		88.1%	93.8%	95.7%	95.4%	93.0%	

Color Legend

Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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Note: Reported results are subject to change as data quality improves or new data become available.

Objective 2.2 action items

Improve transit performance

New action item highlights

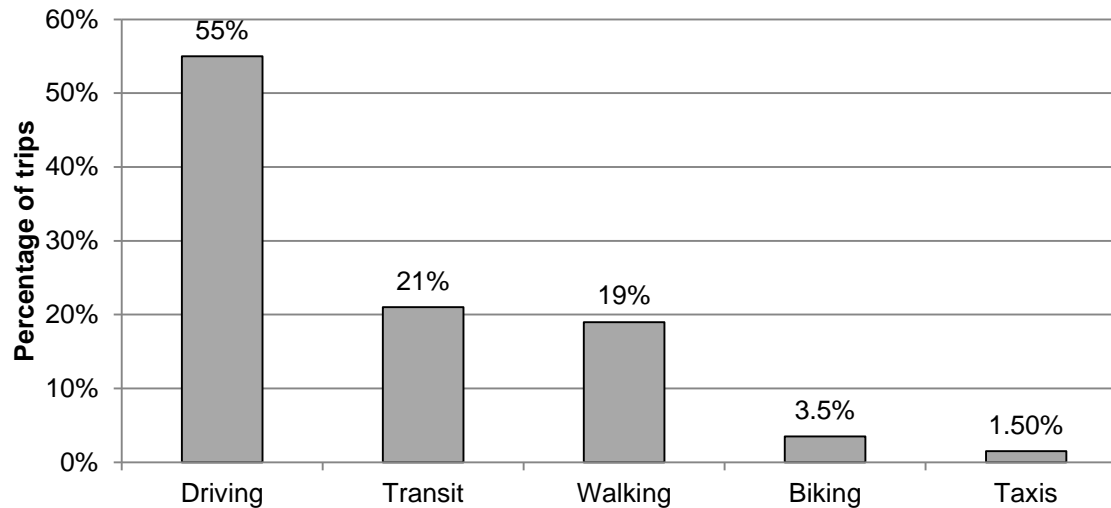
- Fully staff the transit operator workforce
- Reduce the average delay time, improve response time, decrease system wide recovery time
- Increase traffic control and transit priority throughout City

Objective 2.3 metrics

Improve use of all non-private auto modes

Key performance indicator

2.3.1 Non-private auto mode share (all trips)



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Dec 2012	Nov 2013	Dec 2013
2.3.1	Non-private auto mode share (all trips)	50%	45% (2011 CCG Mode Share Survey)				

Objective 2.3 action items

Improve use of all non-private auto modes

New action item highlights

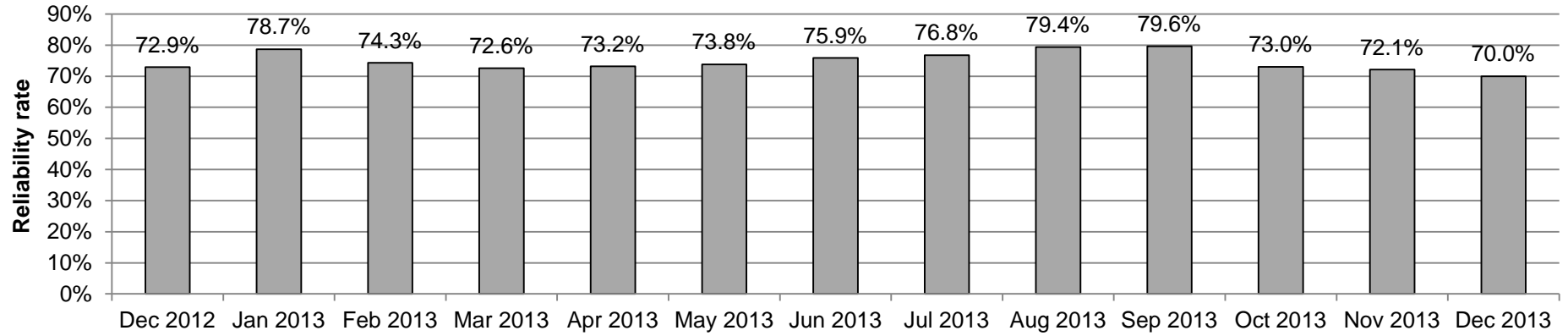
- Quantify the efficacy of Transportation Demand Management (TDM) measures, develop TDM framework for development and formal policies and processes.
- Better Market Street: Support DPW in completing the environmental review phase of the project (CEQA and NEPA) with final EIR (CEQA) anticipated by late summer 2016
- Implement or enhance 6 lane miles of new bicycle facilities each year

Objective 2.4 metrics

Improve parking utilization and manage parking demand

Key performance indicator

2.4.1 Parking reliability rate of SFpark spaces



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
2.4.1	Parking reliability rate of SFpark spaces ¹		71.9%	75.2%	75.9%		
2.4.2	Parking reliability of SFMTA garage spaces		97.7%	97.8%	98.6%	98.4%	98.9%
2.4.3	# of secure on-street bicycle parking spaces ²		5,768	6,546	6,208	6,736	6,736
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking) ²		32	71	32	120	120
2.4.4	On-street payment compliance (SFpark pilot areas only) ¹		53.3%	53.5%	53.4%		

¹Due to street sensor removal, occupancy-based parking measures will not be reported after Dec 2013.

²Running total, including only spaces installed by the SFMTA.

Note: Reported results are subject to change as data quality improves or new data become available.

Color Legend

Outperforms Previous FY Average (Green) | Underperforms Previous FY Average (Red) | Equal to Previous FY Average (Yellow)

Objective 2.4 action items

Improve parking utilization and manage parking demand

New action item highlights

- Develop and implement parking policies to improve access for the disabled and reduce placard abuse
- Develop a plan to improve enforcement effectiveness, enhance customer outreach
- Implement an 18-month commuter shuttle pilot program

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

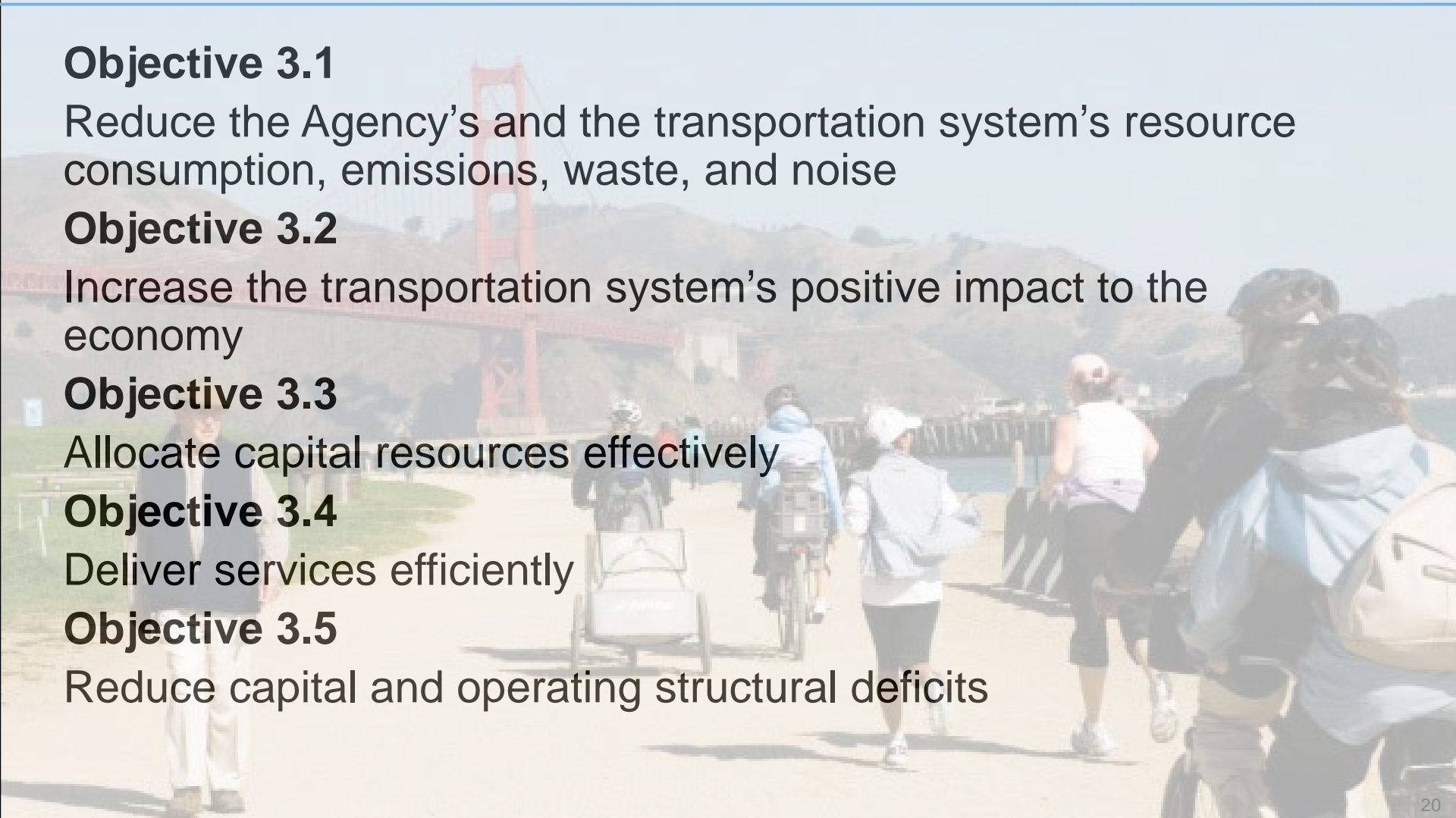
Allocate capital resources effectively

Objective 3.4

Deliver services efficiently

Objective 3.5

Reduce capital and operating structural deficits



Objective 3.1 metrics

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

Key performance indicator

3.1.1 Metric tons of CO₂e for the transportation system

2,266,322
(2010)

Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Nov 2012	Oct 2013	Nov 2013
3.1.1	Metric tons of CO ₂ e for the transportation system	1,515,000	2,266,322 (2010)				
3.1.2	% of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions		94% (taxi)				
3.1.3	% biodiesel to diesel used by SFMTA		19.3%				
3.1.4	Number of electric vehicle charging stations		33				
3.1.5	Citywide gasoline consumption rate		149,156,104 (2009)				
3.1.6	Agency electricity consumption (kWh)		122,809,359				
3.1.6	Agency gas consumption (therms)		415,308				
3.1.6	Agency water consumption (gallons)		20,116,592				
3.1.7	Agency compost production (tons)		14 (CY09)				
3.1.7	Agency recycling production (tons)		535 (CY09)				
3.1.7	Agency waste production (tons)		593 (CY09)				

Note: Reported results are subject to change as data quality improves or new data become available.

Objective 3.1 action items

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

New action item highlights

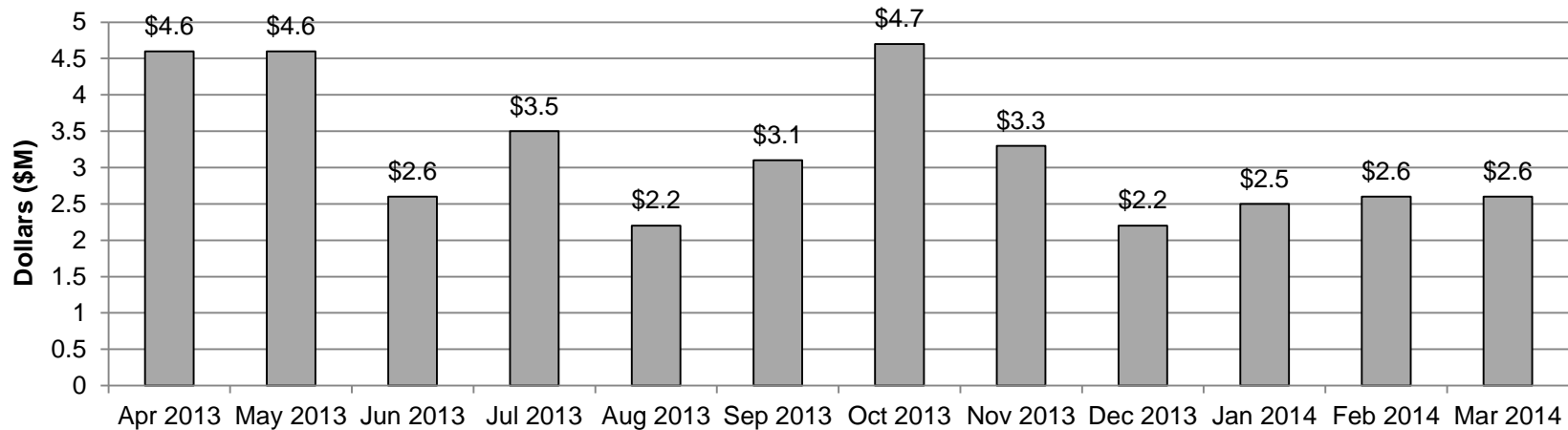
- Assess all Agency facilities to prioritize waste reduction improvements and maximize related cost savings to meet the city's Zero Waste 2020 goal
- Assess viable alternative fuel vehicle products to inform fleet turnover options that reduce emissions and operating costs
- Increase access to bicycle and carshare fleets for SFMTA staff business use

Objective 3.2 metrics

Increase the transportation system's positive impact to the economy

Key performance indicator

3.2.1 Estimated economic impact of Muni service delays (Monthly \$M)



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
3.2.1	Estimated economic impact of Muni service delays (Monthly \$M)		\$3.7	\$3.0	\$2.6	*	*

*Data forthcoming.

Note: Reported results are subject to change as data quality improves or new data become available.

Objective 3.2 action items

Increase the transportation system's positive impact to the economy

New action item highlights

- Assess the transportation system's economic impact and make policy recommendations to increase its benefits to San Francisco and the region.
- Develop and innovative fare products to take advantage of customer demand.
- Develop and implement technology required to advance innovative fare payment systems

Objective 3.3 metrics

Allocate capital resources effectively

Key performance indicator

3.3.1 Percentage of all capital projects delivered on-budget by phase



**Measure in
development**

Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	May 2013	Apr 2014	May 2014
3.3.1	Percentage of all capital projects delivered on-budget by phase	Results reporting to begin in FY14.					
3.3.2	Percentage of all capital projects delivered on-time by phase	Results reporting to begin in FY14.					

Objective 3.3 action items

Allocate capital resources effectively

New action item highlights

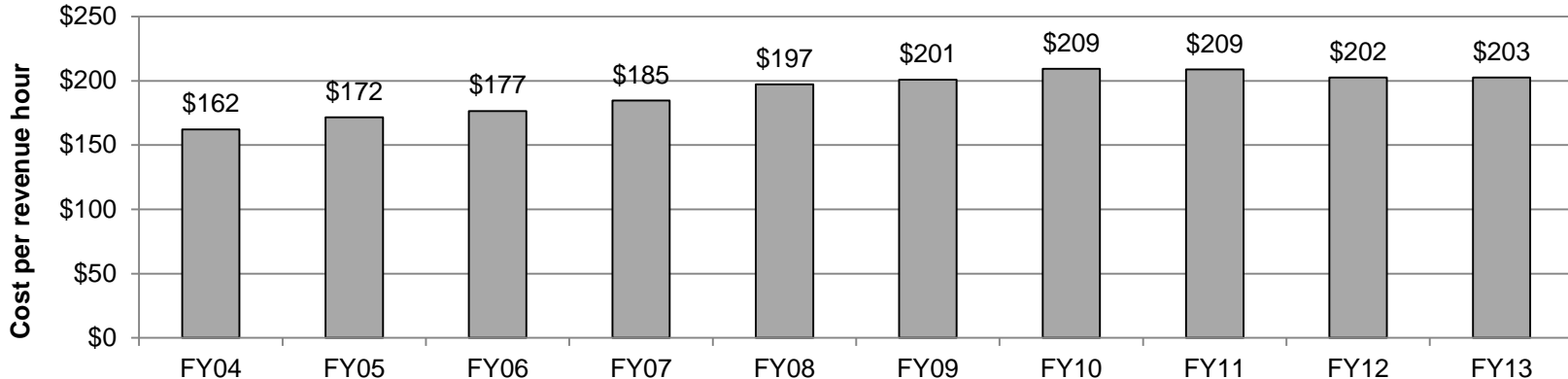
- Develop and implement a clear project development process for all project managers and re-align functions within the agency to improve project delivery
- Develop robust project work plans that include detailed activities and resource-loaded schedules by phase
- Review current cost and schedule estimating practices and develop standardized estimating process

Objective 3.4 metrics

Deliver services efficiently

Key performance indicator

3.4.1 Average annual transit cost per revenue hour



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
3.4.1	Average annual transit cost per revenue hour	\$192	\$202.67 ¹				
3.4.2	Passengers per revenue hour for buses		67				
3.4.3	Cost per unlinked trip		\$2.91 ¹				
3.4.4	Pay hours: platform hours ratio		1.12	1.11	1.10	1.12	1.12
3.4.5	Farebox recovery ratio		34% ¹				

¹Based on preliminary unaudited financials.
 Note: Reported results are subject to change as data quality improves or new data become available.

Objective 3.4 action items

Deliver services efficiently

New action item highlights

- Assess operations & maintenance staffing levels needed to support the level of service and minimize overtime
- Strengthen and formalize scheduled preventative maintenance throughout SSD's Sign and Paint Shop operations
- Modify schedules to reinvest travel time savings from TSP and other transit priority investments into additional service

Goal 3 financials

Expenditures (FY14 as of June 2014, preliminary pending year-end close)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals: Year to Date	Encumbrances & Manual Carry forward	Total Projection for the Year ⁽²⁾	Saving/(Overage)
SFMTA Agency Wide	\$93,646,211	\$83,152,190	\$2,879,834	\$88,216,740	\$5,429,472
Board of Directors	\$753,855	\$511,840	\$4,803	\$516,642	\$237,213
Capital Programs and Construction	\$136,617	(\$7,978,117)	\$146,008	\$95,952	\$40,666
Communications	\$4,035,024	\$3,179,417	\$696,648	\$3,879,579	\$155,445
Director of Transportation	\$2,134,215	\$1,562,488	\$331,982	\$1,956,490	\$177,725
Finance and Information Technology	\$68,357,430	\$62,116,607	\$6,501,988	\$68,755,757	(\$398,327)
Government Affairs	\$683,204	\$536,131	\$0	\$677,021	\$6,183
Human Resources	\$19,873,737	\$16,833,041	\$1,363,703	\$19,228,532	\$645,205
Safety	\$11,768,740	\$10,375,594	\$1,868,700	\$12,270,990	(\$502,250)
Sustainable Streets	\$157,921,838	\$132,381,090	\$9,826,613	\$145,463,296	\$12,458,542
Transit Services	\$535,529,932	\$513,964,567	\$36,289,803	\$553,814,311	(\$18,284,380)
Taxi and Accessible Services	\$26,736,804	\$22,146,774	\$2,199,157	\$26,693,782	\$43,022
TOTAL	\$921,577,607	\$838,781,621	\$62,109,060	\$921,569,092	\$8,515

Note:

(1) The revised budget includes supplemental for the 2 non-profit garages, 5th & Mission and Ellis O'Farrell, whose ownership is now with SFMTA.

(2) Expenditures projection is based on all encumbrance balances & equipment budget spent in FY2014 or carry forward to next fiscal year.

Goal 3 financials

Revenues (FY14 as of June 2014, preliminary pending year-end close)

REVENUE	Revised Budget ⁽¹⁾	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$25,303,000	\$28,093,850	\$28,093,850	\$2,790,850
Cash Fares	\$72,520,900	\$84,755,362	\$84,755,362	\$12,234,462
Other Fares	\$5,968,200	\$6,176,136	\$6,181,812	\$213,612
Passes	\$92,612,434	\$93,705,884	\$93,705,884	\$1,093,450
TRANSIT FARES Total	\$196,404,534	\$212,731,232	\$212,736,908	\$16,332,374
PARKING FEES & FINES				
General Fund Baseline Transfer	\$66,601,300	\$65,969,300	\$66,601,300	\$0
Citations and Fines	\$102,441,800	\$104,359,312	\$104,653,872	\$2,212,071
Garage Revenue	\$61,190,575	\$66,573,718	\$68,463,460	\$7,272,885
Meter Revenue	\$46,188,400	\$59,933,488	\$59,938,096	\$13,749,696
Permit Revenue	\$12,631,900	\$15,670,381	\$15,889,749	\$3,257,849
PARKING FEES & FINES Total	\$289,053,975	\$312,506,199	\$315,546,476	\$26,492,501
Operating Grants	\$115,702,102	\$125,217,140	\$140,612,067	\$24,909,965
Taxi Service	\$10,225,913	\$15,291,590	\$15,309,724	\$5,083,811
Other Revenues	\$23,991,672	\$29,898,324	\$30,140,064	\$6,148,392
General Fund Transfer	\$232,000,000	\$232,000,000	\$236,200,000	\$4,200,000
Prior Year Fund Balance Carry Forward	\$59,895,279	\$59,895,279	\$59,895,279	\$0
TOTAL	\$927,273,475	\$987,539,763	\$1,010,440,517	\$83,167,042

Note:

(1) The revised budget includes supplemental for the 2 non-profit garages, 5th & Mission and Ellis O'Farrell, whose ownership is now with SFMTA.

Goal 3 financials

Overtime Report (FY14 as of June 2014, preliminary pending year-end close)

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	\$23,151,569	\$26,969,330	\$0	\$26,969,330	(\$3,817,761)
Transit Vehicle Maintenance	\$6,786,456	\$11,828,258	\$0	\$11,828,258	(\$5,041,802)
Transit – All Others	\$4,516,632	\$10,849,008	\$0	\$10,849,008	(\$6,332,376)
Subtotal Transit Services Division	\$34,454,657	\$49,646,595	\$0	\$49,646,595	(\$15,191,938)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$928,043	\$1,748,789	\$0	\$1,748,789	(\$820,746)
Sustainable Streets – All Others	\$762,576	\$588,539	\$0	\$588,539	\$174,037
Subtotal Sustainable Streets Division	\$1,690,619	\$2,337,328	\$0	\$2,337,328	(\$646,709)
SFMTA AGENCY WIDE**	\$0	\$260,539	\$0	\$260,539	(\$260,539)
ALL OTHER DIVISIONS	\$889,774	\$1,091,043	\$0	\$1,091,043	(\$201,269)
TOTAL OPERATING FUND	\$37,035,050	\$53,335,505	\$0	\$53,335,505	(\$16,300,455)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$1,352,033	\$0	\$1,352,033	(\$1,352,033)
Sustainable Streets Engineering Programs	\$0	\$271,617	\$0	\$271,617	(\$271,617)
Total Non-Operating Fund	\$0	\$1,623,650	\$0	\$1,623,650	(\$1,623,650)
TOTAL	\$37,035,050	\$54,959,155	\$0	\$54,959,155	(\$17,924,105)

*Figures include cost recovery for events or services totaling \$2.1 million as of month-end (June 2014). The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable. Cost recovery amount will be updated next period after the year end entries are posted.

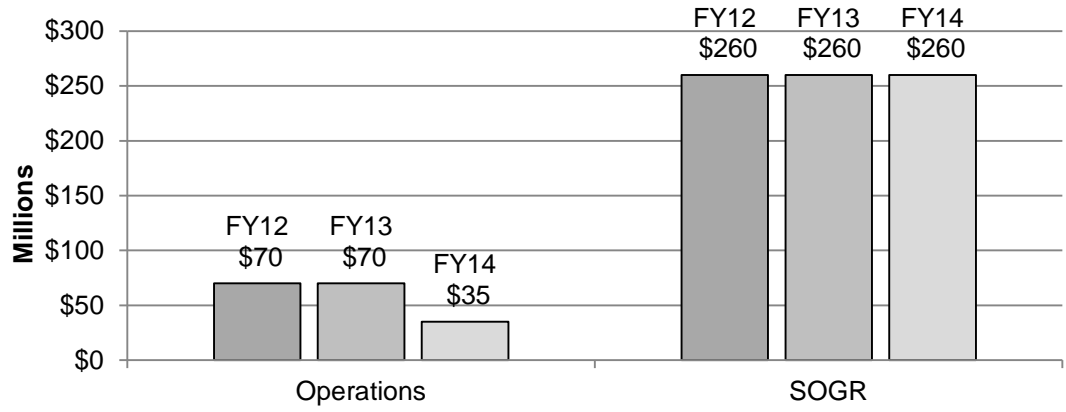
** Charges are all related to America's Cup.

Objective 3.5 metrics

Reduce capital and operating structural deficits

Key performance indicator

3.5.1 Operating and capital structural deficit



Additional \$1.7B 5-year shortfall for bike, pedestrian, facilities and transit

Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY14 Avg
3.5.1	Operating and capital structural deficit	Make progress towards closing operating and mission critical capital structural deficit	\$35M 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 (FY14)

Note: Reported results are subject to change as data quality improves or new data become available.

Objective 3.5 action items

Reduce capital and operating structural deficits

New action item highlights

- Develop a revised capital structural deficit based on current state of good repair needs and projected capital needs
- Disseminate monthly claims data and work proactively with divisions to reduce workers' compensation claims by 5% each year
- Disseminate monthly legal claims data and work proactively with divisions to reduce legal claims by 5% each year

Goal 4 metrics

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

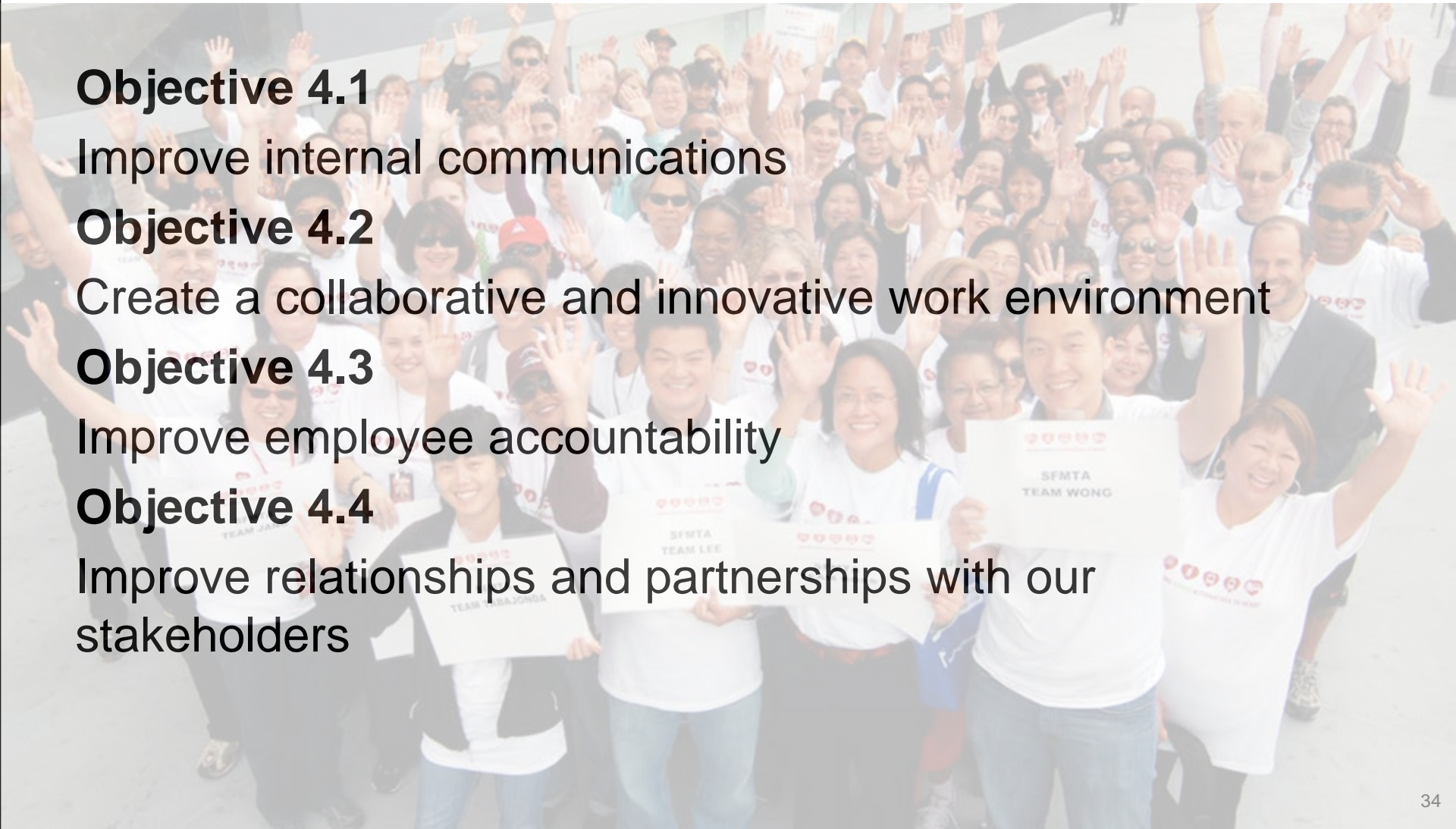
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

Improve relationships and partnerships with our stakeholders

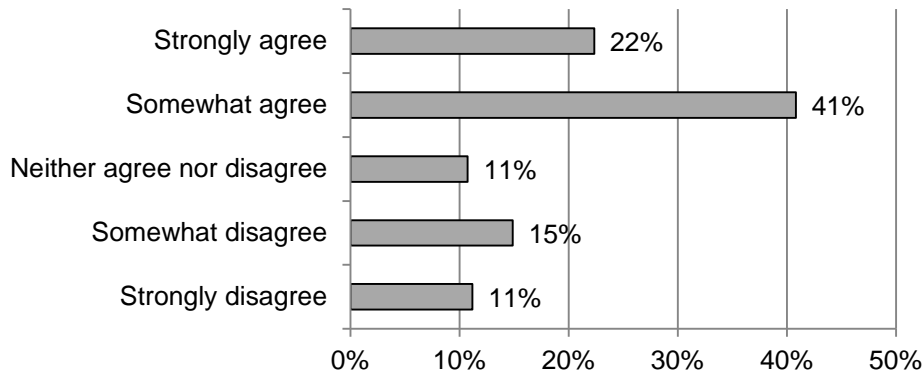


Objective 4.1 metrics

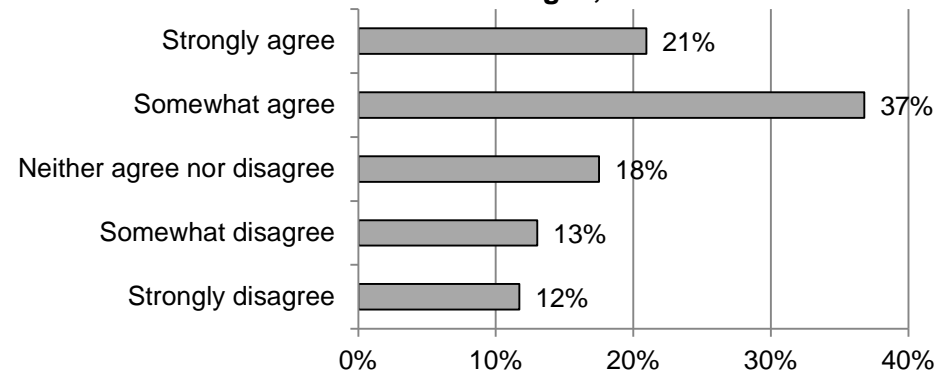
Improve internal communications

Key performance indicator

4.1.1 Employee rating: I have the Information and tools I need to do my job, FY13



4.1.1 Employee rating: I have access to information about Agency accomplishments, current events, issues and challenges, FY13



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	FY13 Avg
4.1.1	Employee rating: I have the info and tools I need to do my job; scale of 1 (high) to 5 (low)	3.45
4.1.1	Employee rating: I have access to info about Agency accomplishments, current events, issues and challenges.	3.40
4.1.2	Percentage of employees that complete the survey	34.6%
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success.	3.44
4.1.4	Employee rating: I have received feedback on my work in the last 30 days.	3.14
4.1.5	Employee rating: I have noticed that communication between leadership and employees has improved.	2.92
4.1.6	Employee rating: Discussions with my supervisor about my performance are worthwhile.	3.42

Note: Reported results are subject to change as data quality improves or new data become available.

Objective 4.1 action items

Improve internal communications

New action item highlights

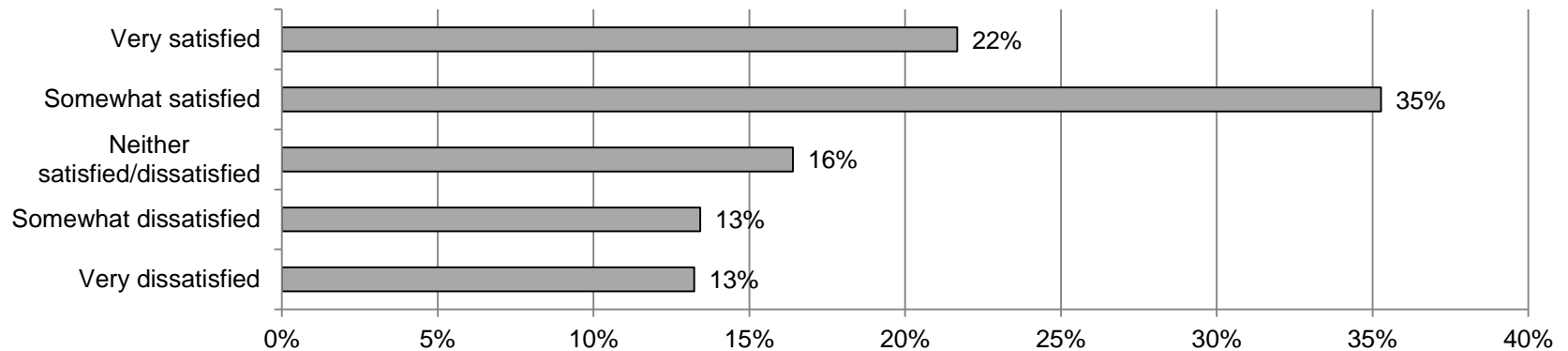
- Develop a best practice internal resource for communications protocols defining use of tone, graphics, policies and procedures. Ensure all staff and city family are aware of protocols and how to access information
- Improve the usability of the *InsideSFMTA* intranet site
- Develop communications vehicles that allow for improved communications with operators and frontline staff

Objective 4.2 metrics

Create a collaborative and innovative work environment

Key performance indicator

4.2.1 Employee rating: Overall employee satisfaction, FY13



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	FY13 Avg
4.2.1	Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)	3.36
4.2.2	Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately.	2.94
4.2.3	Employee rating: I find ways to resolve conflicts by working collaboratively with others.	3.89
4.2.4	Employee rating: I am encouraged to use innovative approaches to achieve goals.	3.34
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively	3.67
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'.	3.58
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment.	3.68

Objective 4.2 action items

Create a collaborative and innovative work environment

New action item highlights

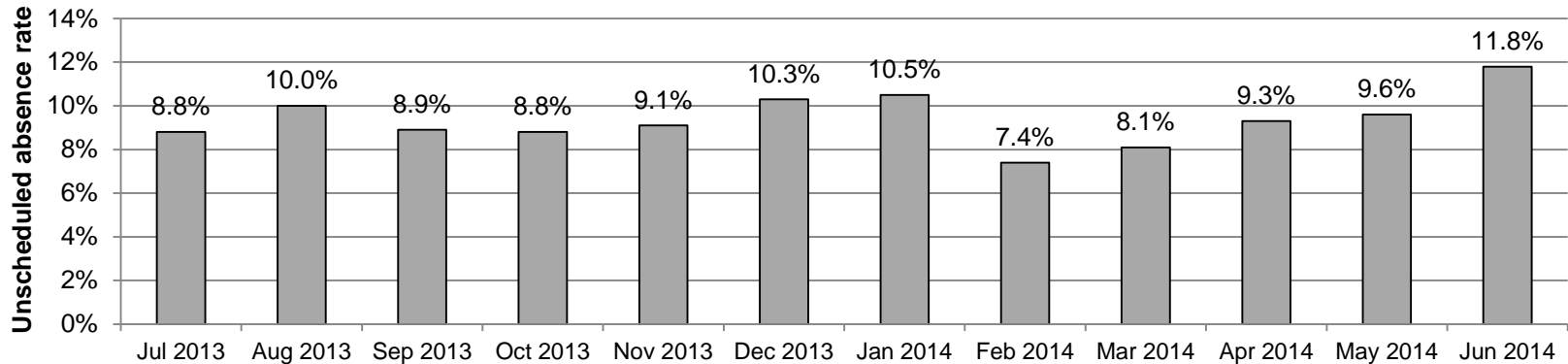
- Improve the efficiency and effectiveness of the hiring process
- Innovate Office Space & Facilities for all SFMTA locations
- Develop a planning process and framework to determine Agency policy priorities

Objective 4.3 metrics

Improve employee accountability

Metric of note

4.3.3 Unscheduled absence rate by employee group (Transit operators)



Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg	June 2013	May 2014	June 2014
4.3.1	Percentage of employees with performance plans prepared by start of fiscal year		20.3%	62.5%			
4.3.1	Percentage of employees with annual appraisals based on their performance plans		18.8%	*			
4.3.2	Percentage of strategic plan metrics reported		73.0%	93.2%			
4.3.3	Unscheduled absence rate by employee group (Transit operators)		8.6%	9.4%	9.0%	9.6%	11.8%
4.3.4	Employee rating: My manager holds me accountable to achieve my written objectives		3.55				

*Data forthcoming.

Note: Reported results are subject to change as data quality improves or new data become available.

Color Legend

Outperforms Previous FY Average (Green) | Underperforms Previous FY Average (Red) | Equal to Previous FY Average (Yellow)

Objective 4.3 action items

Improve employee accountability

New action item highlights

- Establish staff development programs, including mentorship, leadership training, and supervisory training, to support employee development and to meet Agency staffing needs
- Establish an employee recognition program to encourage accountability and strong performance
- Develop an Agency-wide performance management program to support employee accountability and a strong workforce

Objective 4.4 metrics

Improve relationships and partnerships with our stakeholders

Key performance indicator

4.4.1 Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)



Measure in development

Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

ID	Metric	Target	FY13 Avg	FY14 Avg
4.4.1	Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)	Measure in development		

Objective 4.4 action items

Improve relationships and partnerships with our stakeholders

New action item highlights

- Create an advocacy partnership roundtable with key stakeholder groups on local and regional transportation issues
- Improve the SFMTA's relationship, communications and cooperation with Unions
- Implement the first phase of the agency's Public Outreach and Engagement Team Strategy (POETS)

All FY15-16 Action Items

Overview

- 144 Action Items for FY 15-16
 - 50% of the Action Items are new
 - 50% are carried over or revised from the previous two-year cycle
 - Approximately 100 staff members leading Strategic Plan Action Items throughout the agency
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