



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 4 Focus

June 2016

San Francisco, California

Goal 4 focus

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

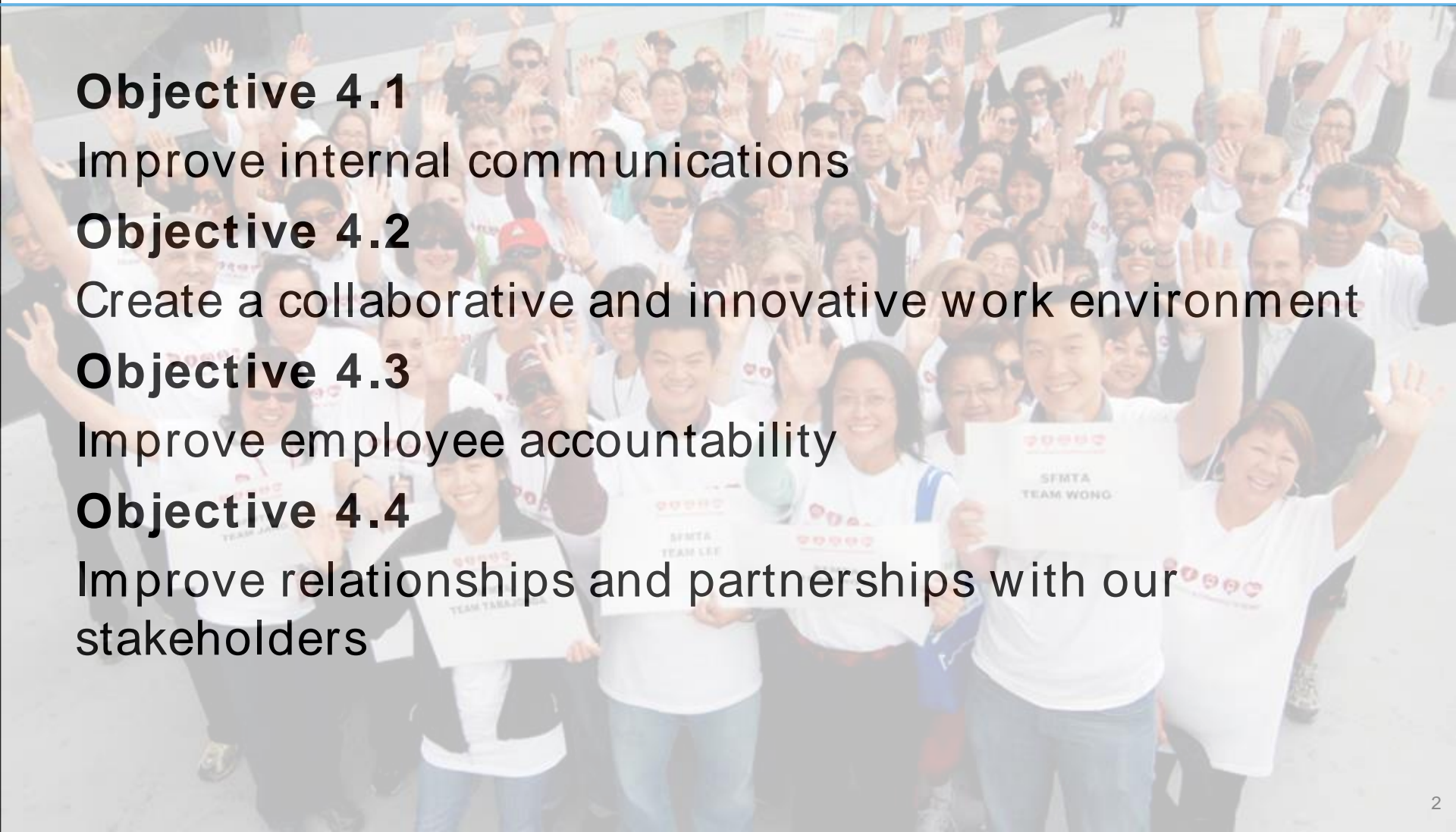
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

Improve relationships and partnerships with our stakeholders

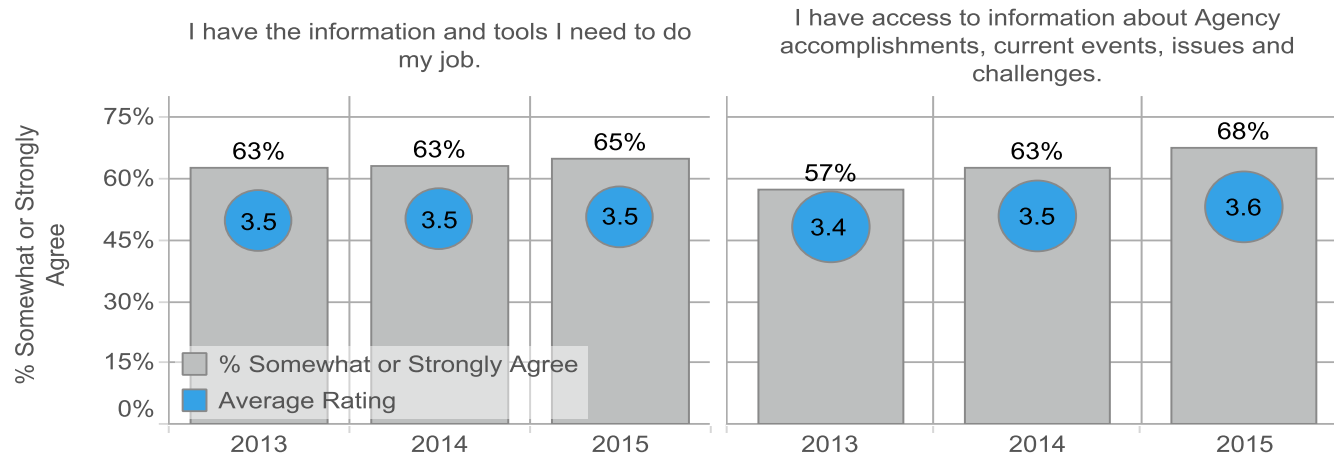


Objective 4.1

Improve internal communications

Key performance indicator

4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



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

ID	Metric	2013 Avg	2014 Avg	2015 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)	3.5	3.5	3.5
4.1.1	Employee rating: I have access to info about Agency accomplishments, current events, issues and challenges.	3.4	3.5	3.6
4.1.2	Percentage of employees that complete the survey	32.9%	29.6%	27.2%
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success.	3.5	3.5	3.6
4.1.4	Employee rating: I have received feedback on my work in the last 30 days.	3.2	3.1	3.1
4.1.5	Employee rating: I have noticed that communication between leadership and employees has improved.	2.9	3.0	3.0
4.1.6	Employee rating: Discussions with my supervisor about my performance are worthwhile.	3.4	3.5	3.5

¹ 2016 employee survey will be completed in September.

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

Objective 4.1

Improve internal communications

Key action item updates

4.1.23 Improve insideSFMTA website

A new communications template for the insideSFMTA intranet has been completed. Staff are now finalizing graphics changes and the template will be applied to sites within the intranet. SharePoint team is now fully staffed and are working to decentralize content across the intranet. The team will migrate new templates to division, section, and business unit sites.

4.1.24 Develop communications vehicles that allow for improved communications with operators and frontline staff.

Orders for display screens have been placed and outreach has begun at facilities. The final determination of the 10 pilot locations is currently in process. Staff are finalizing the work order for electrical work on 6th and 7th Floors at 1South Van Ness and are currently awaiting complete quote from sole source software vendor.

Action item status

0% encountering issues

0% at risk

75% on track

0% on hold



25% completed

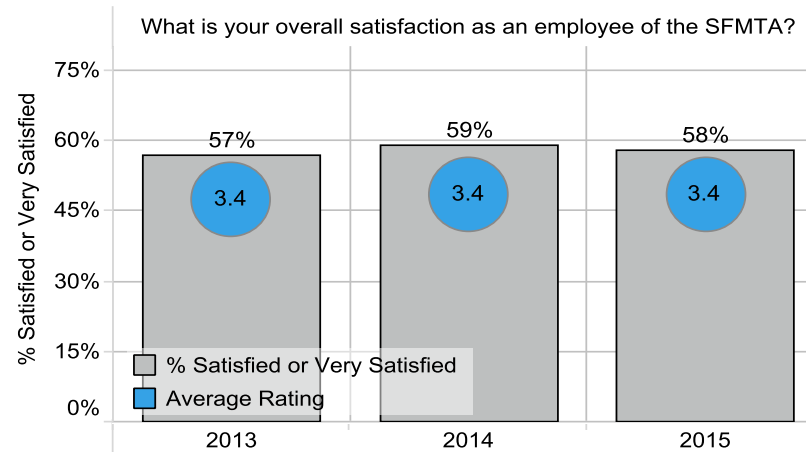


Objective 4.2

Create a collaborative and innovative work environment

Key performance indicator

4.2.1 Employee Rating: Overall employee satisfaction



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

ID	Metric	2013 Avg	2014 Avg	2015 Avg
4.2.1	Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)	3.4	3.4	3.4
4.2.2	Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately.	3.0	3.0	3.0
4.2.3	Employee rating: I find ways to resolve conflicts by working collaboratively with others.	3.9	4.0	4.0
4.2.4	Employee rating: I am encouraged to use innovative approaches to achieve goals.	3.4	3.4	3.3
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively	3.7	3.8	3.8
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'.	3.6	3.7	3.6
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment.	3.7	3.8	3.7

¹ 2016 employee survey will be completed in September.

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

Objective 4.2

Create a collaborative and innovative work environment

Key action item updates

4.2.1 Implement Culture Change Initiative

An Organizational Development Manager position has been posted and hiring is anticipated in the near future. Once that position is filled, two trainers will be hired and all three staff members will be dedicated to the initiative and will focus on division outreach across the agency; the Executive Team is in the midst of the 360-degree Performance Review process and coaching, which is being conducted by CPS HR Consulting. The survey instrument has been tailored to align with the SFMTA's leadership competency model and Leadership Commitments. Staff are working to expand the 360-degree Performance Review process to the Senior Management Team.

4.2.7 Improve cross-divisional exchange of information

Staff are working to improve the Senior Management Team Meetings to include cross-divisional topics and updates; the Planning Policy Partnership meeting has added more presentations on planning items across divisions - and is open to all staff.

Action item status

0% encountering issues

29% at risk

57% on track

0% on hold



14% completed

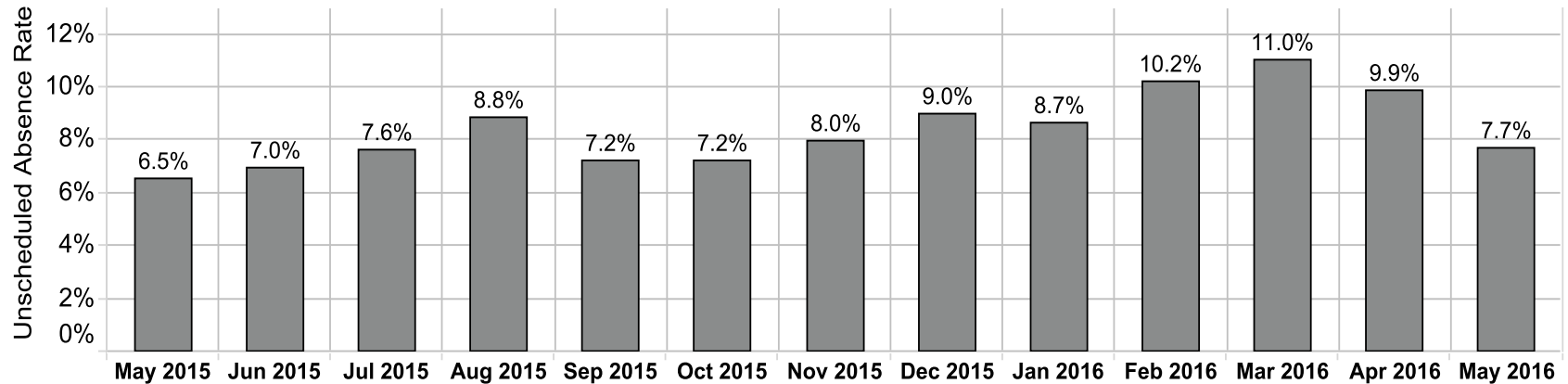


Objective 4.3

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	FY15 Avg	FY16 Avg	May 2015	Apr 2016	May 2016
4.3.1	Percentage of employees with performance plans prepared by start of fiscal year		31.3%	59.1%			
4.3.1	Percentage of employees with annual appraisals based on their performance plans		54.2%	*			
4.3.2	Percentage of strategic plan metrics reported		93.6%	96.1%			
4.3.3	Unscheduled absence rate by employee group (Transit operators)		7.7%	8.7%	6.5%	9.9%	7.7%
4.3.4	Employee rating: My manager holds me accountable to achieve my written objectives		3.6				
4.3.5	Employee commendations to 311		104	140	120	156	149

*Data forthcoming. 2016 employee survey will be completed in September.

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

Objective 4.3

Improve employee accountability

Key action item updates

4.3.4 Establish apprenticeship programs to meet staffing needs and to support local workforce development

The SFMTA is moving forward with pursuing the Orville training facility for the overhead lines apprenticeship program. For all other machinist programs, internal city tests are being created for the selection process. Staff expect to release testing dates in August.

4.3.5 Develop Competency Framework to support future staff development efforts

The competency framework has been completed and is currently being integrated into all other processes that addresses recruitment, hiring, learning & development, and performance management needs.

Action item status

0% encountering issues

0% at risk

75% on track

0% on hold



25% completed

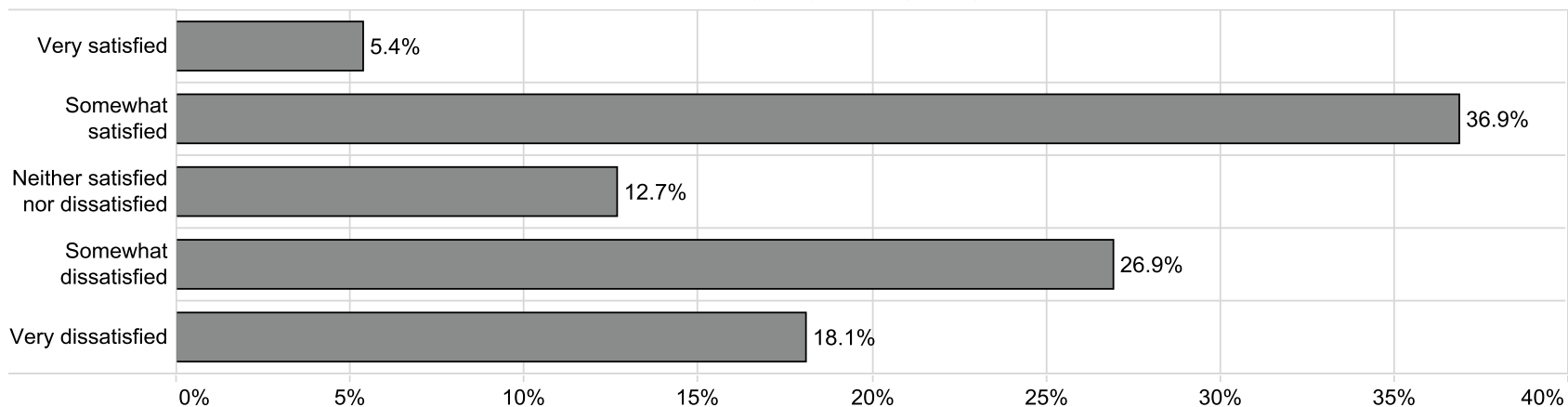


Objective 4.4

Improve relationships and partnerships with our stakeholders

Key performance indicator

4.4.1 Stakeholder rating: satisfaction with SFMTA management of transportation in San Francisco; 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	FY15 Avg
4.4.1	Stakeholder rating: satisfaction with SFMTA management of transportation in San Francisco; scale of 1 (low) to 5 (high)	2.9

Objective 4.4

Improve relationships and partnerships with our stakeholders

Key action item updates

4.4.21 Public Outreach and Engagement Process Strategy (POETS)

Staff are preparing for a Phase II launch of POETS, introducing a Recognition & Education Program along with an updated website that will make resources available to all staff. Resources will have updated schedules for outreach and engagement training, webinars and additional support sessions. There will be a library of communications plans, a section with Agency-related information and an additional area of resources provided from experts in the field across the country.

4.4.22 Improve SFMTA's customer experience for taxi drivers

This action item has been completed, and includes ongoing quarterly outreach to taxi drivers and outreach and a driver appreciation program to honor outstanding taxi drivers.

Action item status

17% encountering issues

0% at risk

50% on track

0% on hold

★ 33% completed ★

Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

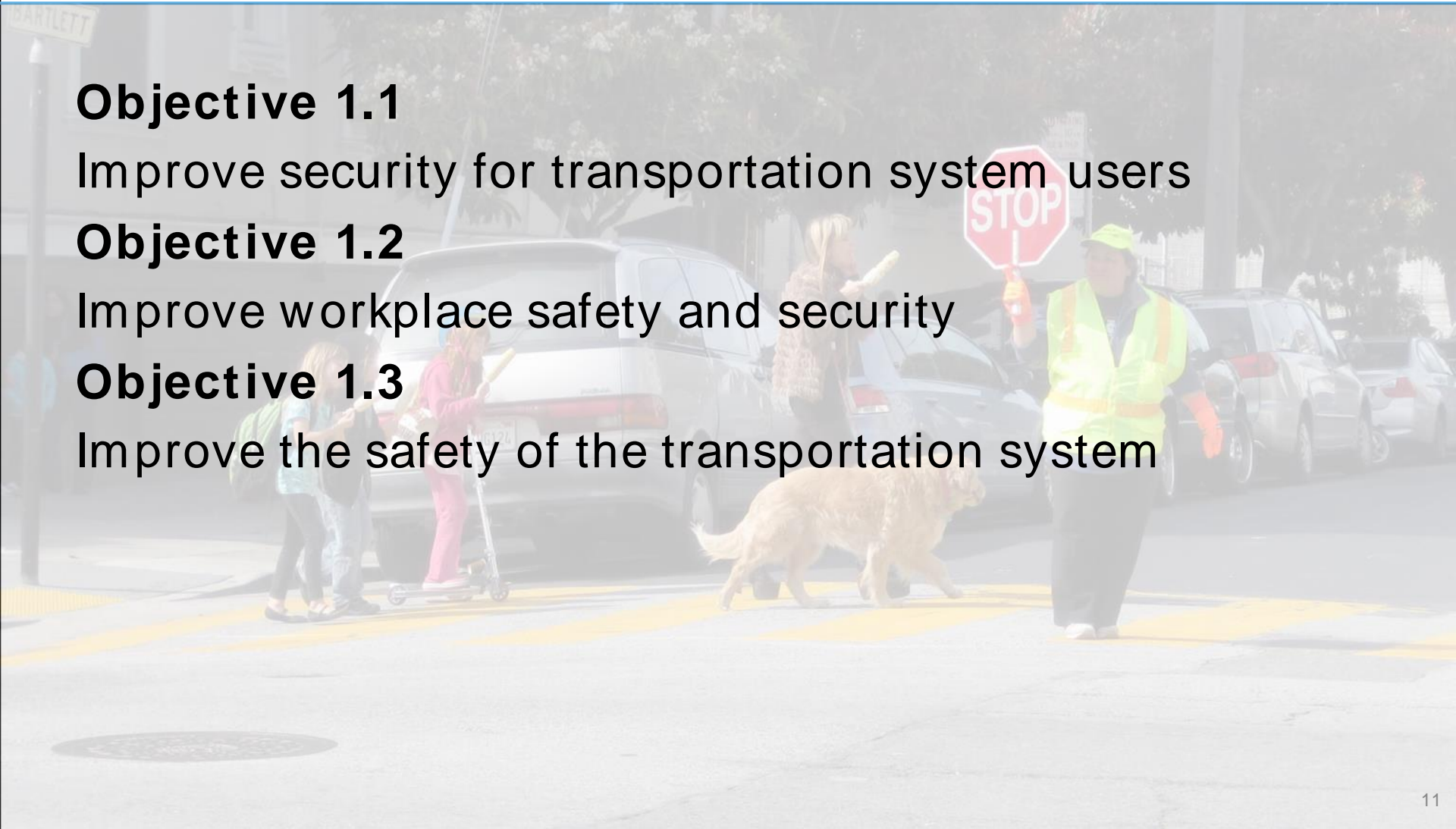
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

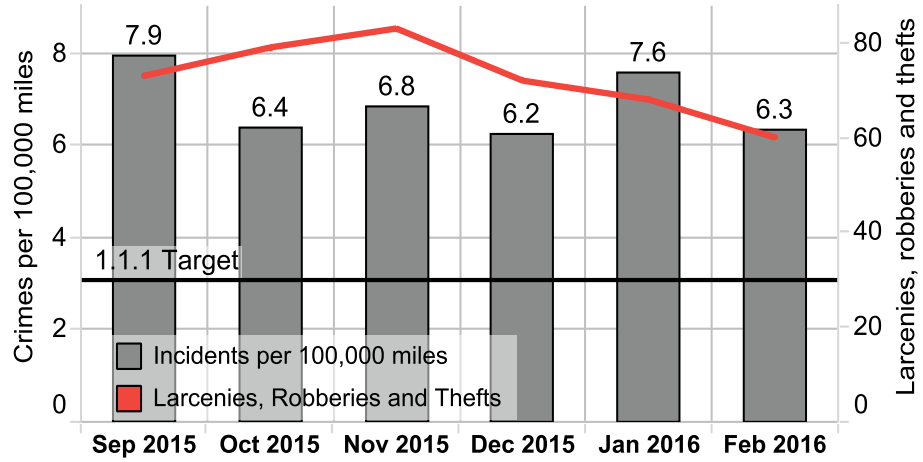
Improve the safety of the transportation system



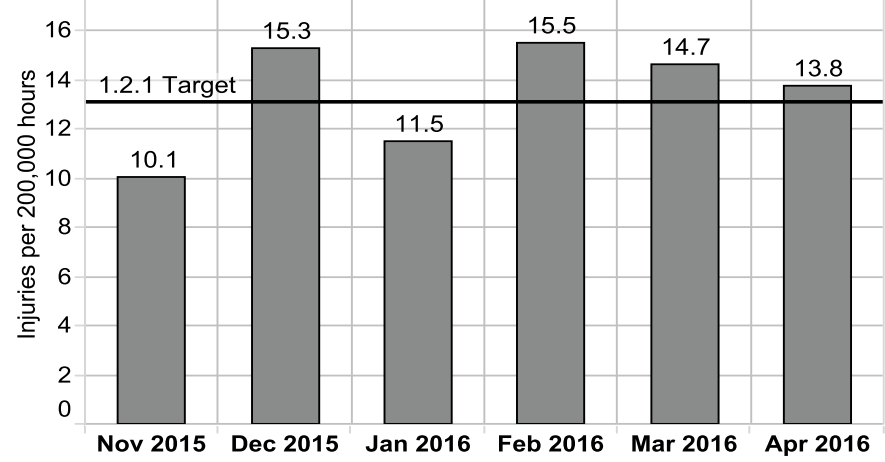
Goal 1 metrics

Key performance indicators

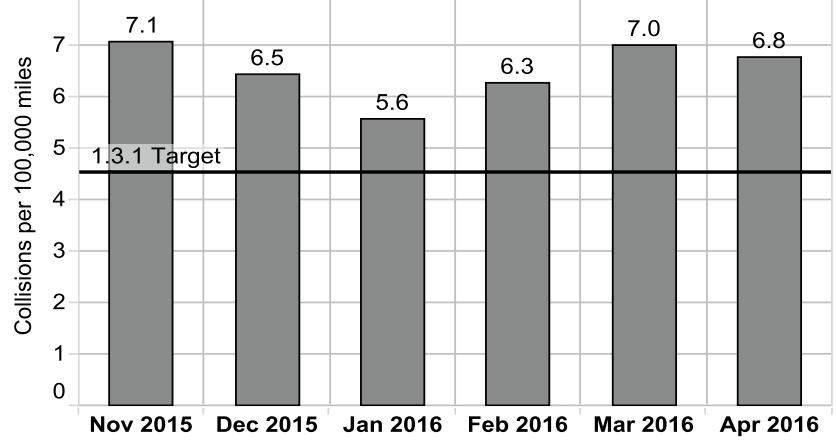
1.1.1 SFPD incidents per 100,000 miles



1.2.1 Workplace injuries per 200,000 hours



1.3.1 Collisions per 100,000 miles



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

Goal 2 metrics

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

Objective 2.1

Improve customer service and communications

Objective 2.2

Improve transit performance

Objective 2.3

Increase use of all non-private auto modes

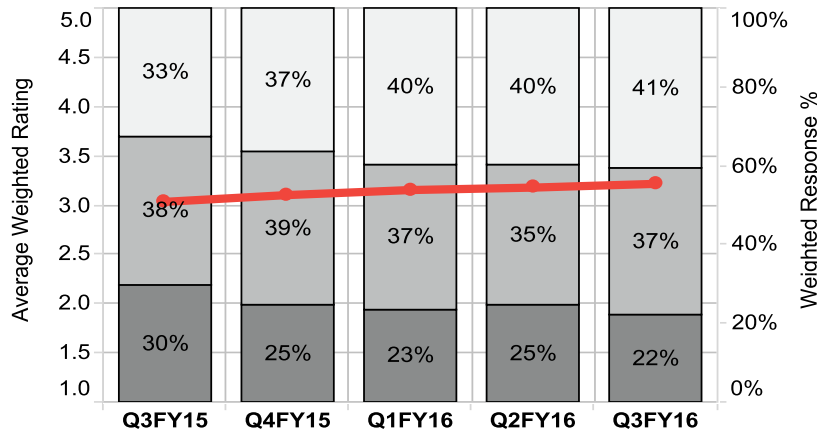
Objective 2.4

Improve parking utilization and manage parking demand

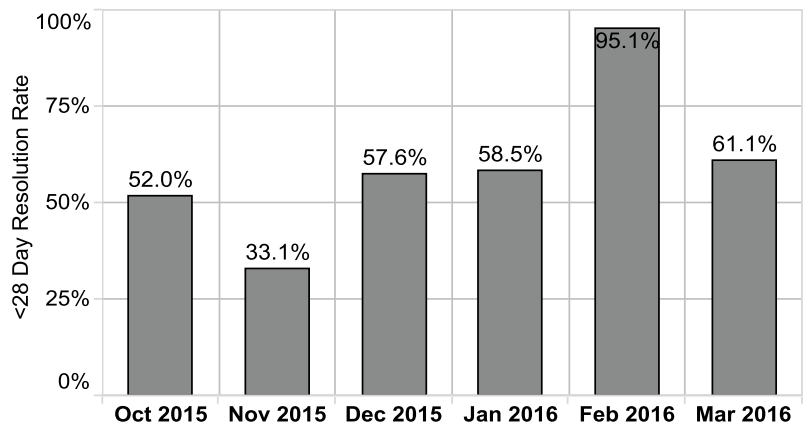
Goal 2 metrics

Key performance indicators

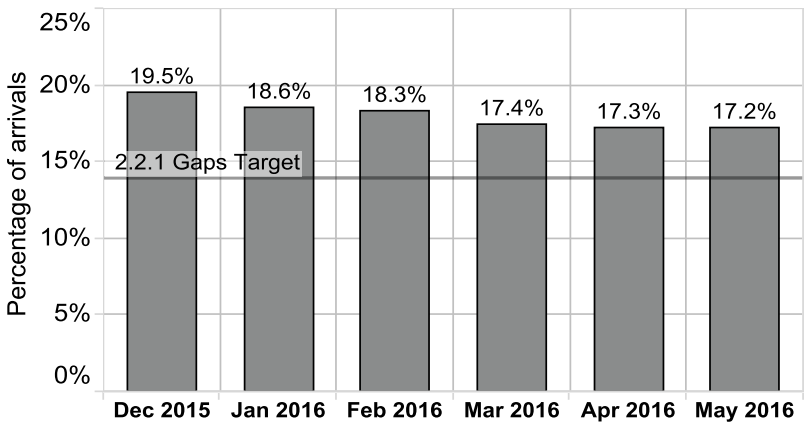
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



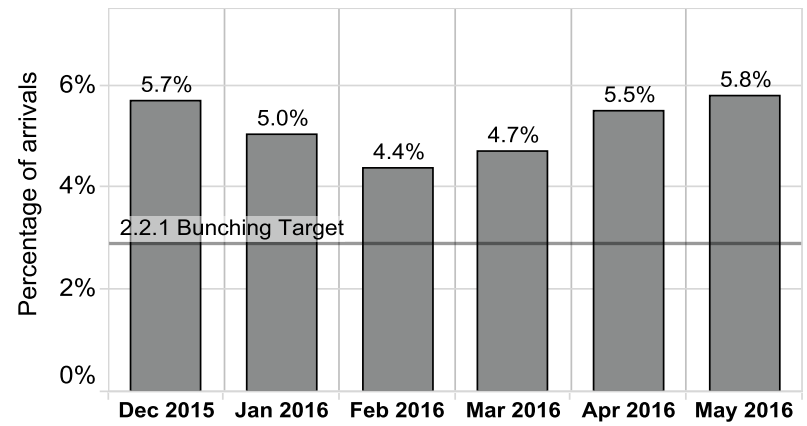
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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



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



¹Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.

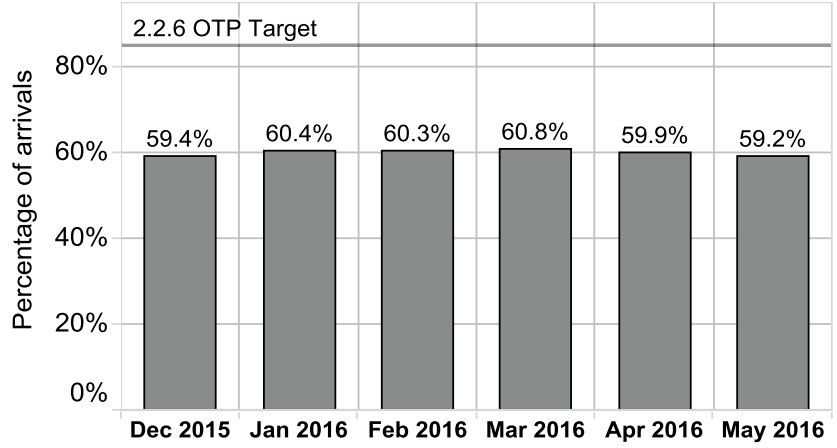
²Previously reported bunching and gap results have been revised to correct for a prior data processing error.

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

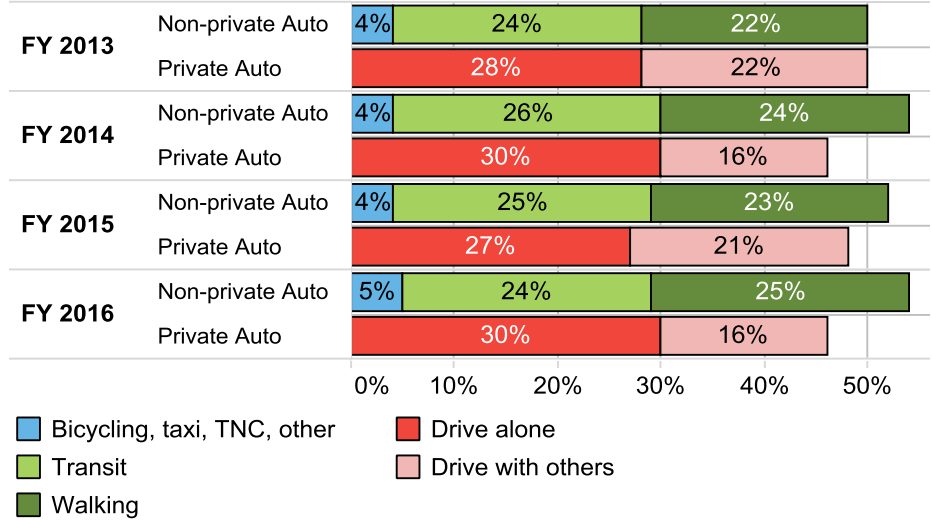
Goal 2 metrics

Key performance indicators continued

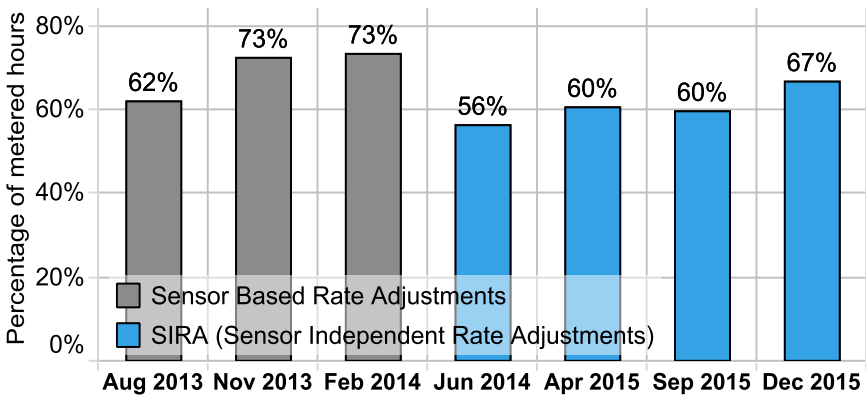
2.2.6 Percentage of on-time performance



2.3.1 Percentage of non-private auto mode share



2.4.1 Percentage of metered hours with no rate change in SFpark pilot areas⁽¹⁾



¹Previously on-time performance results have been revised to correct for a prior data processing error. Note: Reported results are subject to change as data quality improves or new data become available.

Goal 3 metrics

Improve the environment and quality of life in San Francisco

Objective 3.1

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

Objective 3.2

Increase the transportation system's positive impact to the economy

Objective 3.3

Allocate capital resources effectively

Objective 3.4

Deliver services efficiently

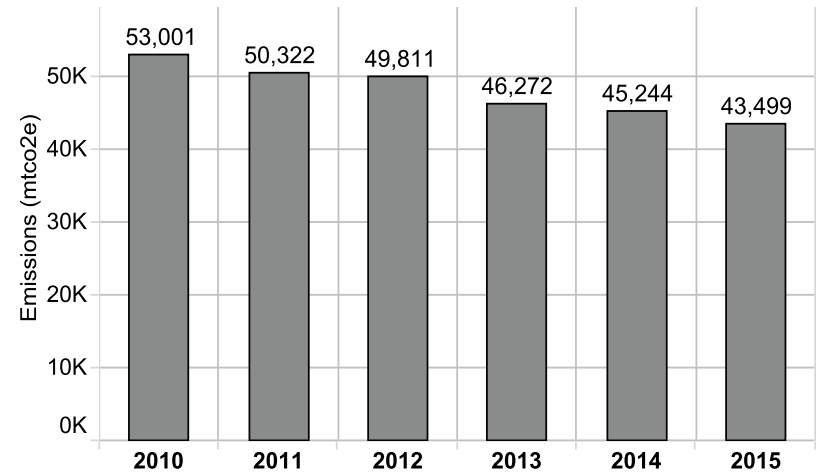
Objective 3.5

Reduce capital and operating structural deficits

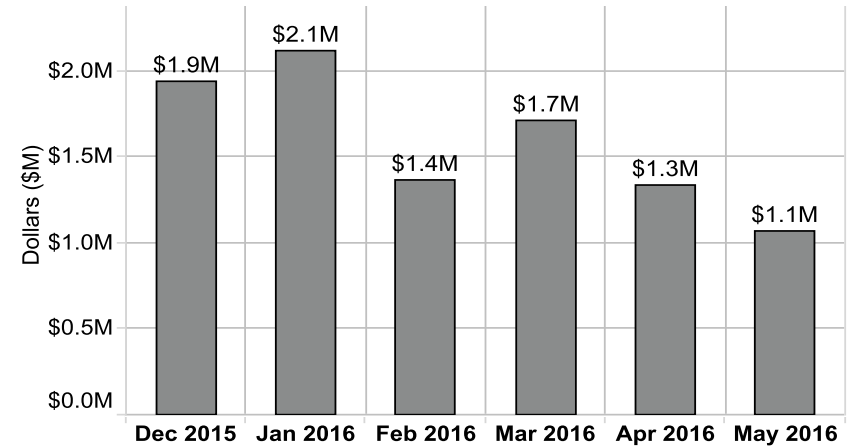
Goal 3 metrics

Key performance indicators

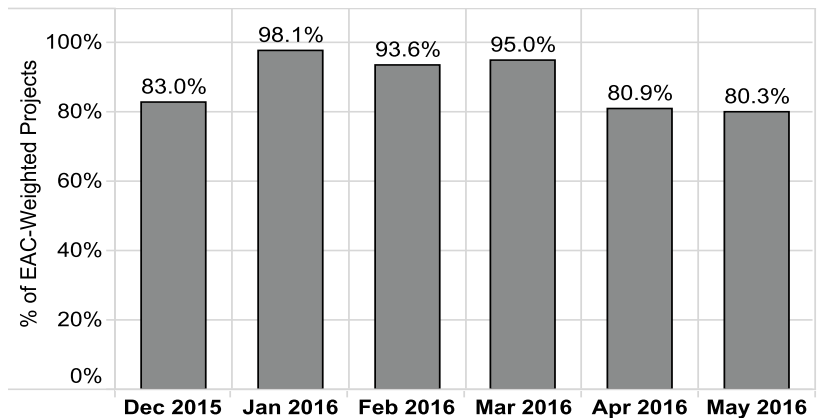
3.1.1 SFMTA carbon footprint (metric tons CO2e)



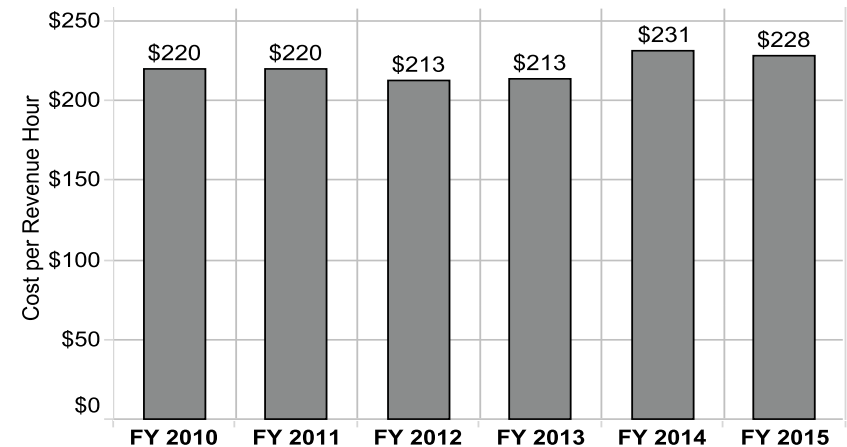
3.2.1 Estimated economic impact of Muni service delays (Monthly \$M)



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



3.4.1 Transit cost per revenue hour



¹FY14 figures are based on preliminary unaudited financials. Figures are adjusted for inflation to reflect FY15 dollars.

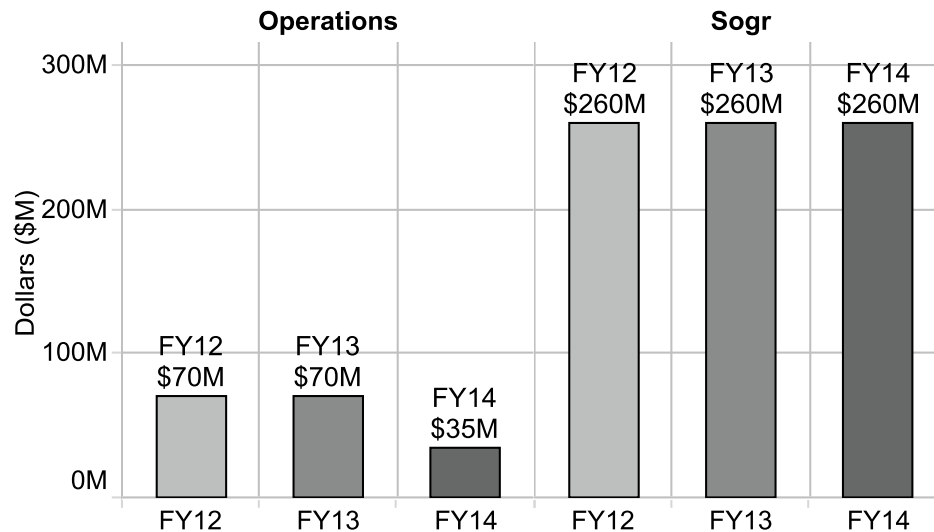
²Reported results currently exclude projects in the Sustainable Streets Division portfolio.

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

Goal 3 metrics

Key performance indicators **continued**

3.5.1 Operating and capital structural deficit



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

¹Operating and capital structural deficit figures are being recalculated and will be available by the end of the FY16.
Note: Reported results are subject to change as data quality improves or new data become available.

Goal 3 financials

Expenditures (FY16 as of April 2016)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals: Year to Date	Encumbrances	Total Projection for the Year ⁽²⁾	Saving/(Overage)
SFMTA Agency Wide	\$84,111,491	\$63,065,072	\$16,393,196	\$84,280,385	(\$168,894)
Board of Directors	\$611,779	\$476,051	\$2,313	\$586,878	\$24,901
Capital Programs and Construction	\$395,255	\$1,641,899	\$1,390,285	\$395,255	\$0
Communications	\$6,425,892	\$3,188,482	\$969,193	\$5,907,031	\$518,861
Director of Transportation	\$2,491,656	\$1,408,412	\$329,155	\$2,348,198	\$143,458
Finance and Information Technology	\$88,687,873	\$49,005,293	\$24,527,454	\$85,765,335	\$2,922,538
Government Affairs	\$1,113,098	\$778,369	\$214,886	\$1,175,816	(\$62,718)
Human Resources	\$34,417,622	\$24,773,912	\$4,171,611	\$36,948,170	(\$2,530,548)
Safety	\$4,907,793	\$2,811,667	\$931,889	\$5,420,514	(\$512,721)
Sustainable Streets	\$163,095,562	\$112,991,085	\$18,237,031	\$155,281,247	\$7,814,315
Transit Services	\$609,941,201	\$475,659,140	\$43,836,288	\$617,987,750	(\$8,046,549)
Taxi and Accessible Services	\$31,064,519	\$20,291,152	\$8,157,253	\$30,975,083	\$89,436
TOTAL	\$1,027,263,741	\$756,090,534	\$119,160,554	\$1,027,571,662	\$192,079

(1) Revised budget includes encumbrance and equipment carry forward of \$58.3 million..

(2) Expenditures projection is based on all encumbrance spent in FY2016.

Goal 3 financials

Revenues (FY16 as of April 2016)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$26,580,000	\$23,506,057	\$28,678,942	\$2,098,942
Cash Fares	\$81,636,000	\$69,235,713	\$83,731,177	\$2,095,177
Other Fares	\$4,570,000	\$3,629,970	\$4,279,439	(\$290,561)
Passes	\$88,255,000	\$75,296,961	\$87,911,638	(\$343,362)
TRANSIT FARES Total	\$201,041,000	\$171,668,701	\$204,601,196	\$3,560,196
PARKING FEES & FINES				
General Fund Baseline Transfer	\$72,562,637	\$72,562,637	\$73,962,637	\$1,400,000
Citations and Fines	\$97,040,000	\$82,906,848	\$101,244,348	\$4,204,348
Garage Revenue	\$64,464,191	\$56,059,958	\$67,872,093	\$3,407,902
Meter Revenue	\$45,337,319	\$51,803,543	\$61,367,445	\$16,030,126
Permit Revenue	\$13,420,000	\$13,180,172	\$16,649,723	\$3,229,723
PARKING FEES & FINES Total	\$292,824,147	\$276,513,158	\$321,096,246	\$28,272,099
Operating Grants	\$132,779,526	\$96,329,354	\$135,070,744	\$2,291,218
Taxi Service	\$14,310,000	\$3,208,581	\$3,777,299	(\$10,532,701)
Other Revenues	\$28,536,000	\$27,659,944	\$32,221,211	\$3,685,211
General Fund Transfer ⁽²⁾	\$277,140,000	\$277,140,000	\$277,140,000	\$0
Fund Balance for Current Year Budget	\$20,009,965	\$20,009,965	\$20,009,965	\$0
Transfer from Non-operating Fund	\$9,459,969	\$9,459,969	\$9,459,969	\$0
Fund Balance for Prior Year Encumbrance Carry Forward	\$58,257,733	\$58,257,733	\$58,257,733	\$0
TOTAL	\$1,034,358,340	\$940,247,405	\$1,061,634,363	\$27,276,023

Goal 3 financials

Overtime Report (FY16 as of April 2016)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE*	PROJECTION FOR REMAINING MONTHS**	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$23,586,620	\$21,302,822	\$4,900,649	\$26,203,470	(\$2,616,850)
Transit Vehicle Maintenance	\$6,468,689	\$9,665,705	\$2,223,566	\$11,889,272	(\$5,420,583)
Transit – All Others	\$4,664,203	\$7,671,338	\$1,764,768	\$9,436,106	(\$4,771,903)
Subtotal Transit Services Division	\$34,719,512	\$38,639,865	\$8,888,983	\$47,528,848	(\$12,809,336)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$264,557	\$0	\$264,557	\$730,427
Sustainable Streets – All Others	\$794,714	\$614,881	(\$42,688)	\$572,193	\$222,521
Subtotal Sustainable Streets Division	\$1,789,698	\$879,438	(\$42,688)	\$836,750	\$952,948
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$889,774	\$927,366	\$213,338	\$1,140,704	(\$250,930)
TOTAL OPERATING FUND	\$37,398,984	\$40,446,669	\$9,059,633	\$49,506,302	(\$12,107,318)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$1,829,899	\$420,963	\$2,250,861	(\$2,250,861)
Sustainable Streets Engineering Programs	\$0	\$607,126	\$139,668	\$746,794	(\$746,794)
Total Non-Operating Fund	\$0	\$2,437,025	\$560,631	\$2,997,655	(\$2,997,655)
TOTAL	\$37,398,984	\$42,883,694	\$9,620,264	\$52,503,957	(\$15,104,973)

(3) 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 \$ 5.1 million as of April 2016.