



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

January 2014

San Francisco, California

# GOAL 1

Create a safer transportation experience for everyone

## **Objective 1.1**

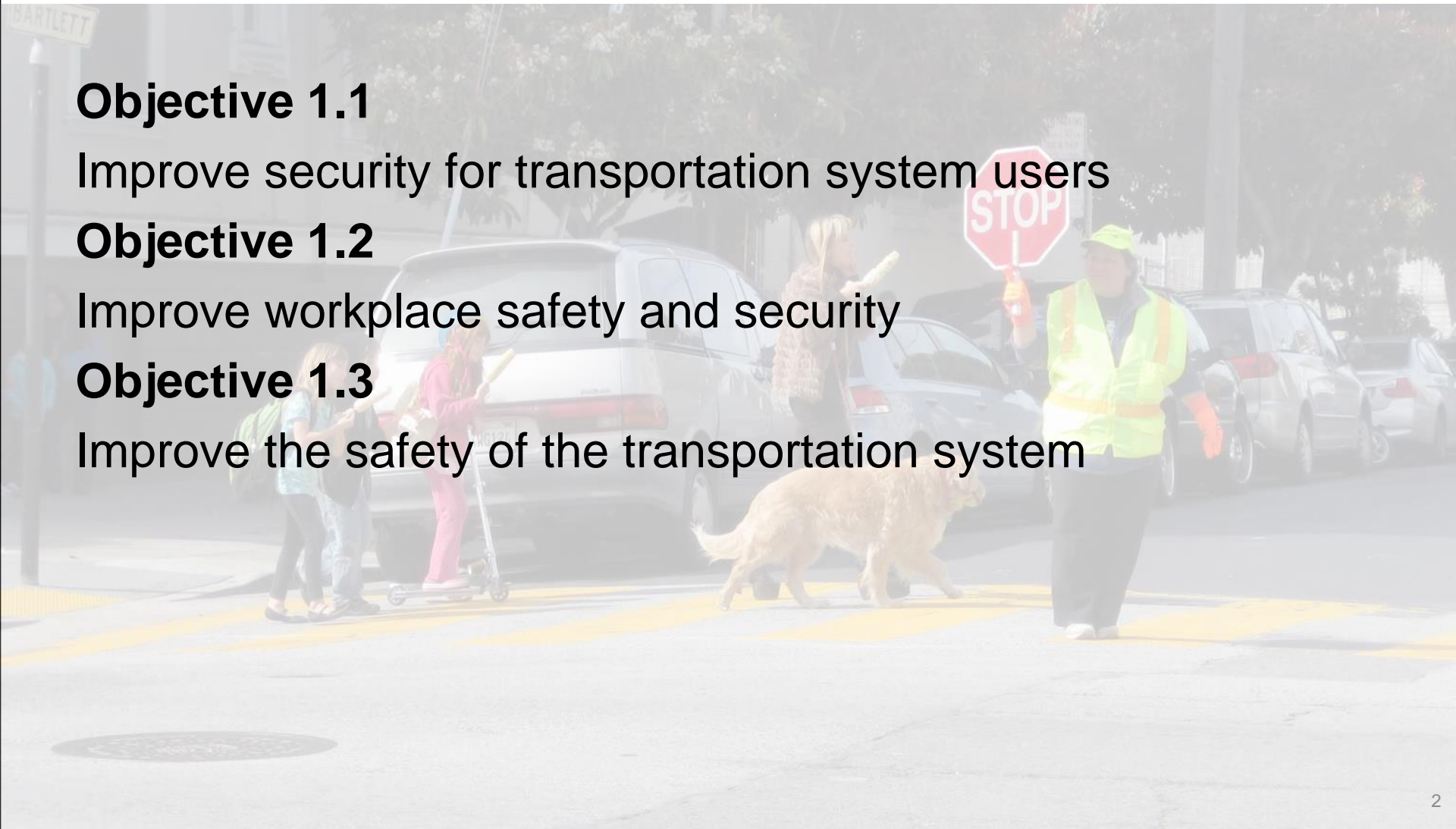
Improve security for transportation system users

## **Objective 1.2**

Improve workplace safety and security

## **Objective 1.3**

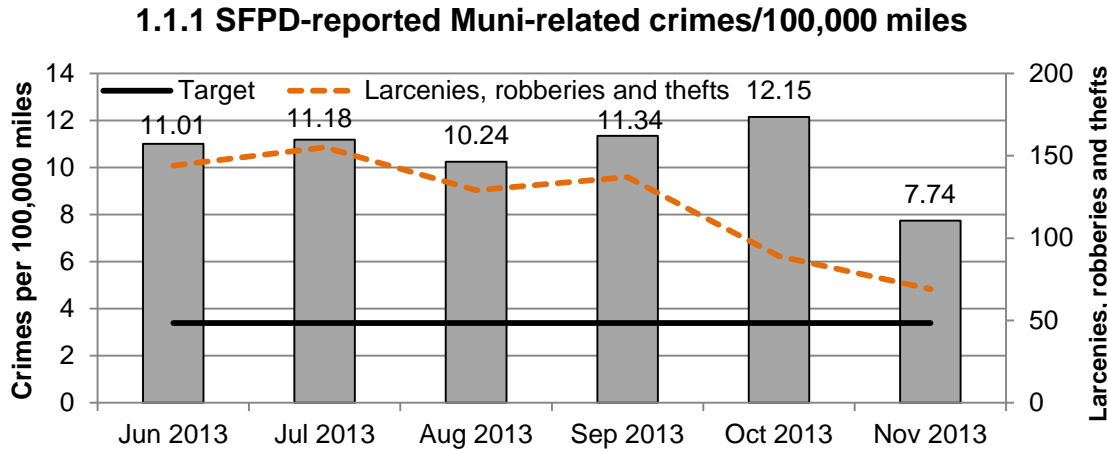
Improve the safety of the transportation system



# Objective 1.1

## Improve security for transportation system users

### Key performance indicator



### Action item update

**1.1.9 Continue to develop awareness program with SFUSD to address student safety on transit while providing safe rides for our regular passengers.**

Muni Transit Assistance Program (MTAP) staff continue to ride lines in an effort to enhance safety. Efforts to recruit 20 additional assistants will allow us to enhance the onboard MTAP presence on lines that need it most.

### 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
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.39	7.56	10.55	4.81	7.74	*
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high)**		3.00				
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)**		2.90				
1.1.3	SFPD-reported taxi-related crimes***		3.9	3.0	4	1	*
1.1.4	Security complaints to 311 (Muni)		37.1	33.5	31	29	20

\*Data forthcoming

\*\*Results are based on a non-probability sample from opt-in SFMTA online panel surveys.

\*\*\*Available 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

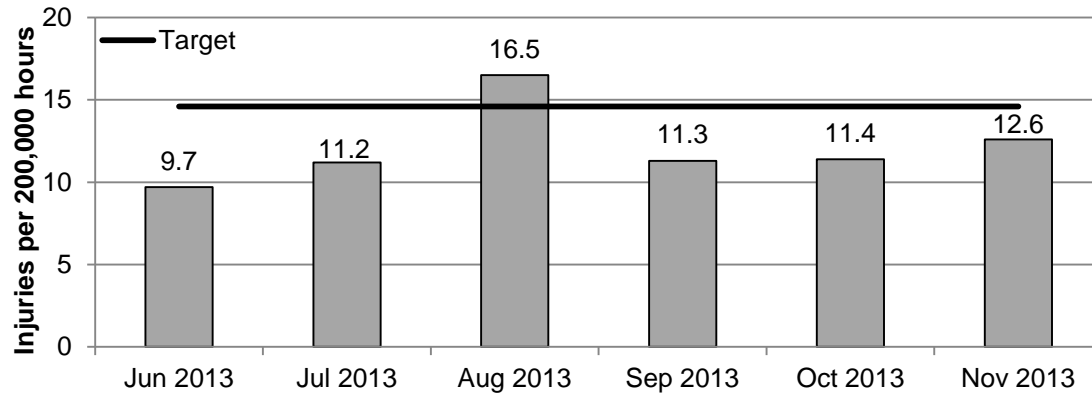
Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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# Objective 1.2

## Improve workplace safety and security

### Key performance indicator

1.2.1 Workplace injuries/200,000 hours



### Action item update

No updates to report.

### 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
1.2.1	Workplace injuries/200,000 hours	14.6	13.6	12.6	13.7	12.6	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		11.7	8.6	11	4	*
1.2.3	Lost work days due to injury		3,912	*	3,773	*	*
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.23				

\*Data forthcoming.

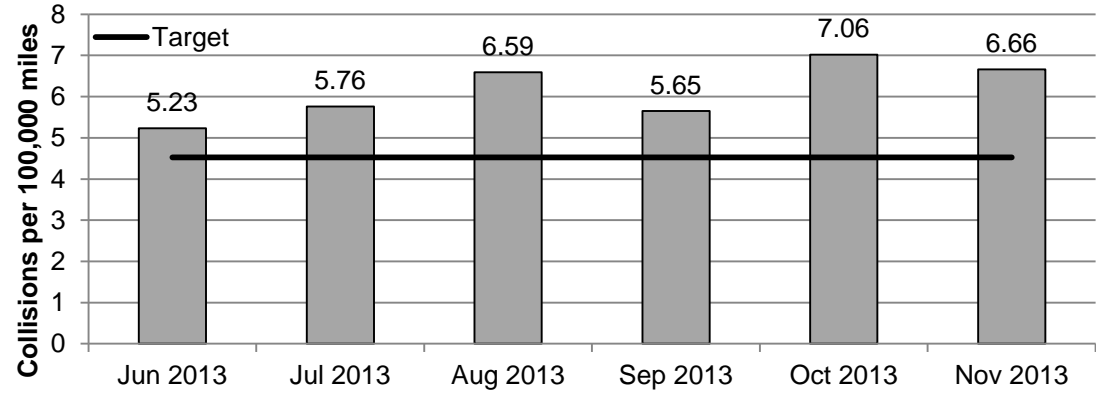
Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 1.3

## Improve the safety of the transportation system

### Key performance indicator

1.3.1 Muni collisions/100,000 miles



### Action item update

**1.3.10 Identify and implement key safety capital actions from up-coming Pedestrian Strategy specific to SFMTA.**

The Agency's preferred investment scenario is complete. A list of proposed projects for the Pedestrian CIP will be ready for review this month.

### 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
1.3.1	Muni collisions/100,000 miles	4.53	5.23	6.35	5.05	6.66	*
1.3.2	Collisions involving motorists, pedestrians, and bicyclists**		3,111 (CY11)				
1.3.2	Collisions involving taxis**		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.25	4.44	4.30	4.32	*
1.3.4	"Unsafe operation" Muni complaints to 311		157.8	192	123	185	161
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high)***		3.40				

\*Data forthcoming

\*\*Injury collisions.

\*\*\*Results are based on a non-probability sample from opt-in SFMTA online panel surveys.

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

# 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

## Improve customer service and communications

### Key performance indicator

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

**2.55**  
**(FY13)**

### Action item update

#### 2.1.11 Enhance NextBus Software.

Planned improvements including switchback reporting and message priority will go live this month.

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

ID	Metric	Target	FY13 Avg	FY14 Avg
2.1.1	Customer rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)*		2.55	**
2.1.2	Customer rating: Overall customer satisfaction with taxi availability*		2.52	**
2.1.3	Customer rating: Overall customer satisfaction with bicycle network*		2.76	**
2.1.4	Customer rating: Overall customer satisfaction with pedestrian environment*		3.58	**
2.1.5	City Survey rating: Communications to passengers; scale of 1 (low) to 5 (high)		3.20	

\*Results are based on a non-probability sample from opt-in SFMTA online panel surveys.

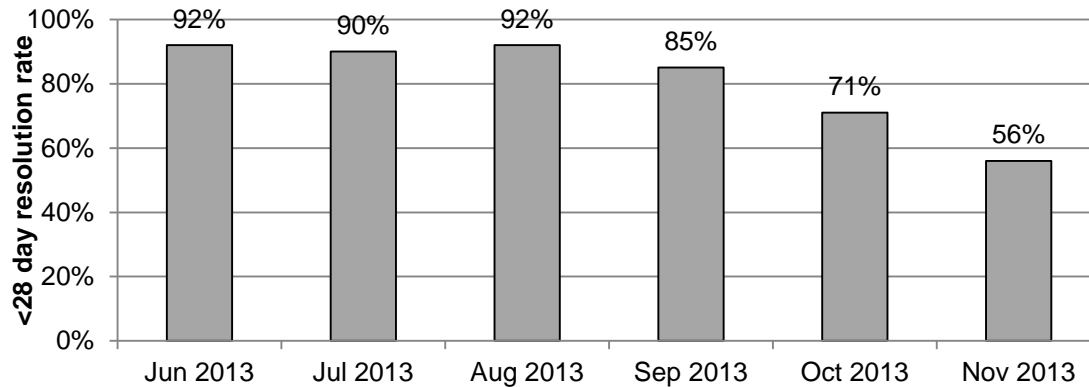
\*\*Data forthcoming. Note: Reported results are subject to change as data quality improves or new data become available.

# 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**



### Action item update

No updates to report.

**Comment on Metric of Note:** Due to staffing resource constraints, a backlog of complaints developed at one of the operating divisions in the fall, which has resulted in a decline in the complaint resolution rate. Those cases are expected to be cleared in the coming months.

### 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
2.1.6	Percentage of color curb requests addressed within 30 days		93.2%	90.7%	95%	89%	*
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		100%	100%	100%	100%	100%
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		81.8%	80.6%	79%	84%	84%
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		79.1%	79.2%	76%	*	*
2.1.6	Percentage of traffic signal requests addressed within 2 hours		96.8%	97.5%	97%	95%	98%
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 28 days		90%	78.8%	82%	56%	*
2.1.8	Customer rating: cleanliness of Muni vehicles; scale of 1 (low) to 5 (high)		2.45				
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators)		2.54				

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

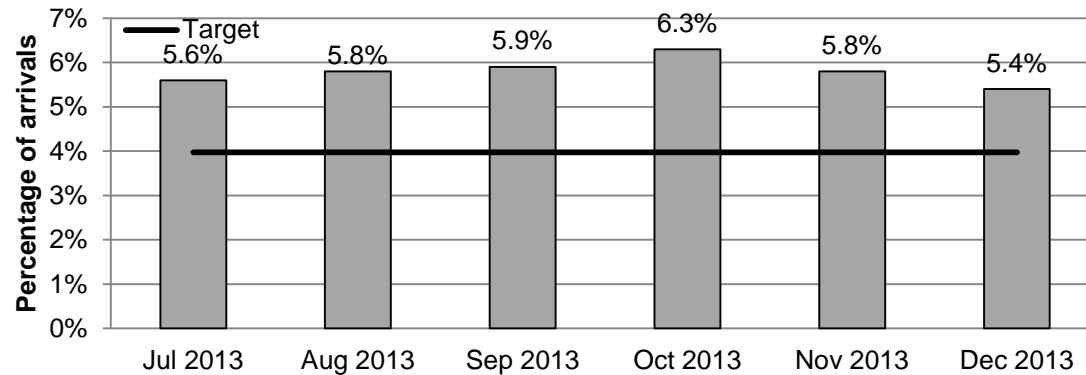


# Objective 2.2

## 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)**



### Action item update

**2.2.2 Develop and implement measures to improve reliability and reduce transit travel times.**

- Signal preemption has been installed at nine intersections along the T-Third line.
- TEP EIR clearance expected in early 2014.
- Preliminary design continues on TEP corridors.

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

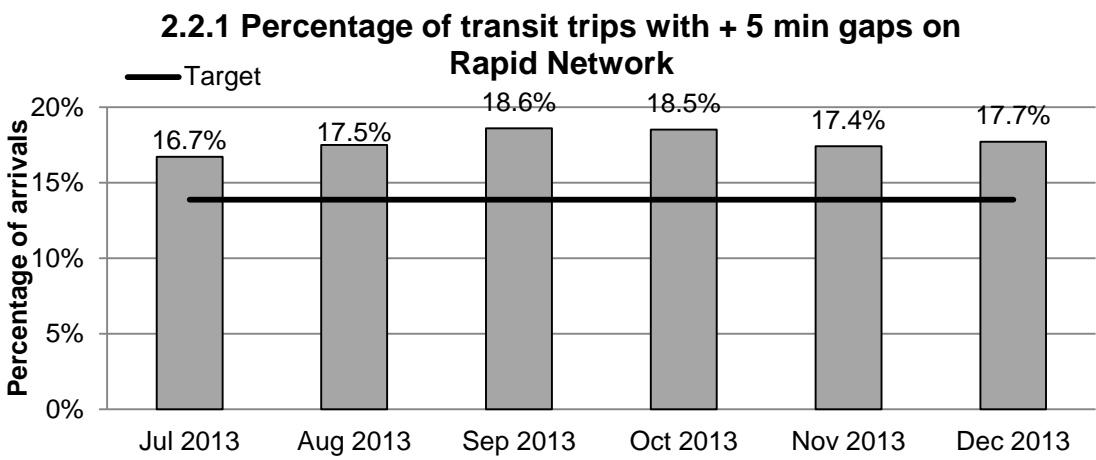
ID	Metric	Target	FY13 Avg	FY14 Avg	Dec 2012	Nov 2013	Dec 2013
2.2.1	Percentage of transit trips with <2 min** bunching on Rapid Network	4.0%	5.6%	5.8%	5.1%	5.8%	5.4%
2.2.1	Percentage of transit trips with + 5 min gaps on Rapid Network	13.9%	18.0%	17.7%	20.2%	17.4%	17.7%
2.2.2	Percentage of on-time performance for non-Rapid Network routes	85%	59.6%	59.2%	58.5%	58.0%	58.3%
2.2.3	Percentage of scheduled service delivered	98.5%	96.8%	97.6%	96.0%	98.4%	96.4%
2.2.4	Percentage of on-time departures from terminals	85%	73.7%	73.9%	72.3%	73.5%	73.5%
2.2.5	Average Muni system speed	Measure in development.					
2.2.6	Percentage of on-time performance	85%	59.0%	58.7%	58.2%	57.9%	58.6%
2.2.7	Percentage of trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points		7.5%	10.7%	7.1%	13.8%	11.3%
2.2.7	Percentage of trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points		7.7%	11.7%	8.0%	16.7%	13.0%

\*Data forthcoming. \*\*<1 min for headways of 5 min or less. Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.2 *continued*

## Improve customer service and communications

### Key performance indicator



### Action item update

**2.2.11 Develop system of accountability for supervisors, controllers, Central Control, maintenance, etc.**

- The fallback replacement program successfully achieved a two minute gain and will become permanent.
- Adjusted supervision on TEP pilot 22-Fillmore has achieved improved on-time performance.

### 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
2.2.8	Mean distance between failure (Bus)		3,310	4,021	3,197	4,021	4,661
2.2.8	Mean distance between failure (LRV)		3,571	2,680	3,167	3,222	*
2.2.8	Mean distance between failure (Historic)		2,179	2,026	1,891	*	*
2.2.8	Mean distance between failure (Cable)		3,835	5,044	2,624	4,315	6,850
2.2.9	Percentage of scheduled service hours delivered	Please see 2.2.3.					
2.2.10	Percentage of scheduled mileage delivered	Measure in development.					
2.2.11	Ridership (rubber tire, average weekday)		495,311	505,964	500,121	497,653	*
2.2.11	Ridership (faregate entries, average weekday)	Measure in development.					
2.2.12	Percentage of days that elevators are in full operation		96.3%	94.6%	91.7%	89.1%	89.1%
2.2.13	Percentage of days that escalators are in full operation		88.1%	92.4%	84.1%	90.5%	90.5%

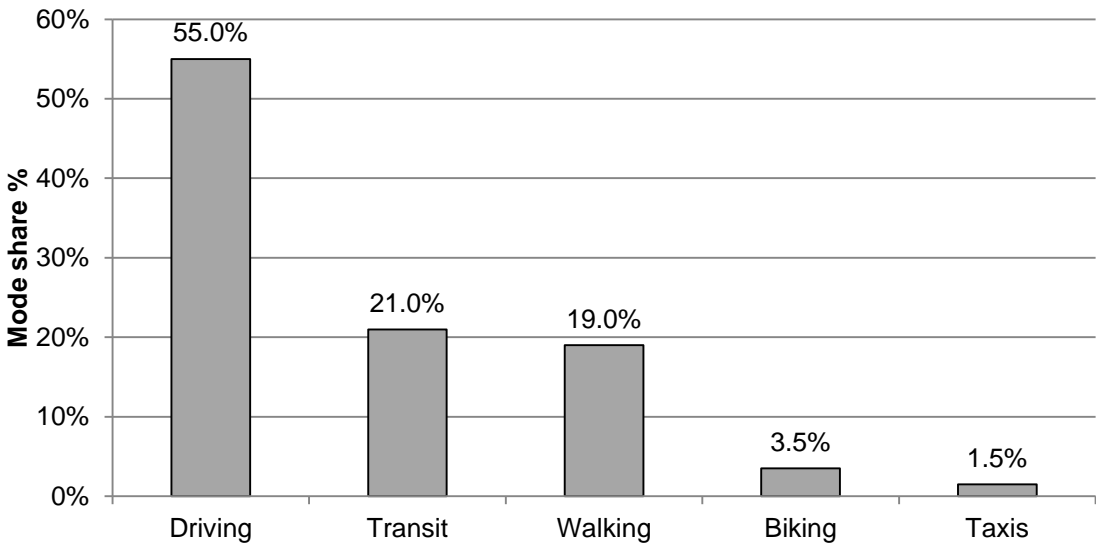
\*Data forthcoming. Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.3

## Increase the use of non-private auto modes

### Key performance indicator

2.3.1 Non-private auto mode share (all trips)



### Action item update

**2.3.7 Implement comprehensive bicycle sharing program and expand scope.**

Staff are reviewing plans for three minor station expansions and the 35th station installation to be placed at Broadway and Battery this month.

**2.3.14 Develop and implement vehicle sharing strategy.**

Review of on-street car share parking space requests is complete. Vetted space lists will be passed back to car share organizations with defined criteria for outreach. Initial outreach meetings with stakeholders are being scheduled. Staff intend to bring parking space conversions to public hearing in Feb/Mar and to the SFMTA Board for approval and permit issuance in Mar/Apr.

### 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 Mode Share Survey)				

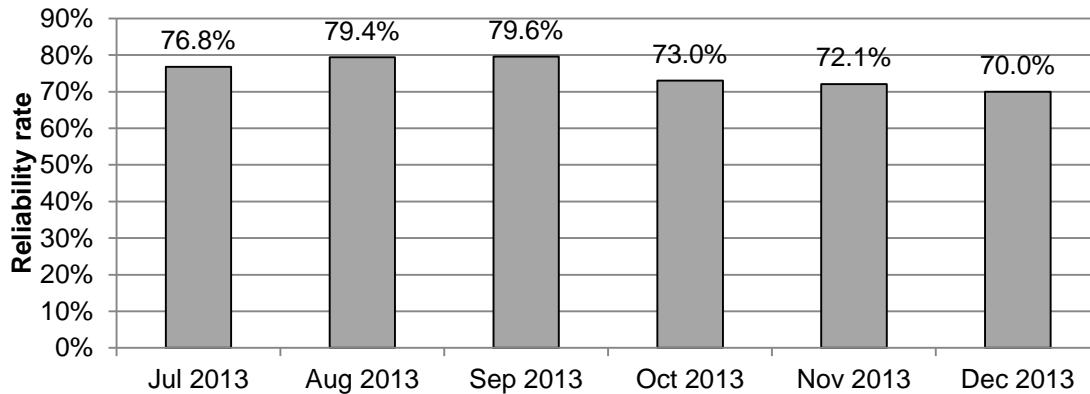
Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.4

## Improve parking utilization and manage parking demand

### Key performance indicator

2.4.1 Parking reliability rate of SFpark spaces



### Action item update

**2.4.11 Expand parking data collection and analysis to better integrate in agency-wide data systems.**

- Build out of business intelligence tools continues.
- Decommission of the parking space sensors is complete.

**2.4.13 Replace all meters citywide and integrate with data warehouse infrastructure, upgrading SFMTA's SFPM parking meter management system and integrating with SFpark data management system.**

First multi-space paystations are due to arrive this month and installations will start in Feb.

### 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
2.4.1	Parking reliability rate of SFpark spaces		71.9%	75.2%	72.9%	72.1%	70.0%
2.4.2	Parking reliability of SFMTA garage spaces		97.7%	97.6%	93.2%	97.3%	97.3%
2.4.3	# of secure on-street bicycle parking spaces*		7,158	7,444	6,432	7,444	7,544
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking)*		562	586	562	586	586
2.4.4	On-street payment compliance (SFpark pilot areas only)		53.3%	53.5%	52.4%	52.8%	52.9%

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

# 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

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

## Key performance indicator

3.1.1 Metric tons of CO<sub>2</sub>e for the transportation system

**2,155,000**  
(2010)

## Action item update

**3.1.7 Procure low-carbon or electric vehicles for PCO use.**

Drafted necessary vehicle specifications and testing methodology in preparation for meetings with PCO vehicle manufacturers this month.

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

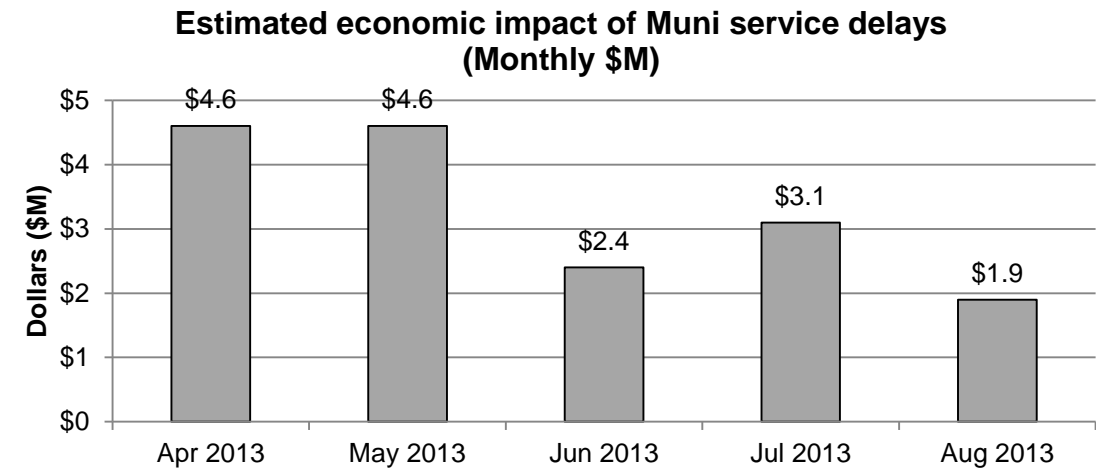
ID	Metric	Target	FY13 Avg	FY14 Avg	Nov 2012	Oct 2013	Nov 2013
3.1.1	Metric tons of CO <sub>2</sub> e for the transportation system	1,515,000	2,155,000 (2010)				
3.1.2	% of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions		94% (taxi)				
3.1.3	% biodiesel to diesel used by SFMTA		2% (FY11)				
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)		123,746,104 (FY11)				
3.1.6	Agency gas consumption (therms)		579,043 (FY11)				
3.1.6	Agency water consumption (gallons)		21,301,010 (FY11)				
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 3.2

## Increase the transportation system's positive impact to the economy

### Key performance indicator



### Action item update

**3.2.3 Develop and implement policies for private shuttle loading/unloading to increase mode share.**

Legislation drafted with City Attorney's office. Shuttle sector has agreed to all pilot terms. Planning is underway for media and communications strategies, which include a press event and community engagement tools.

### 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
3.2.1	Estimated economic impact of Muni service delays (Monthly \$M)		\$3.9	\$2.5		*	*

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

# Objective 3.3

## Allocate capital resources effectively

### Key performance indicator

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



**Measure in development**

### Action item update

**3.3.12 Complete State of Good Repair (SOGR) inventory, analysis and prioritization.**

Completed comments for FTA Advanced Notice of Proposed Rule Making (ANPRM) on Asset Management and Safety. Completed Draft of RFP for internal review. Further revised asset inventory with updated information from construction project contracts.

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

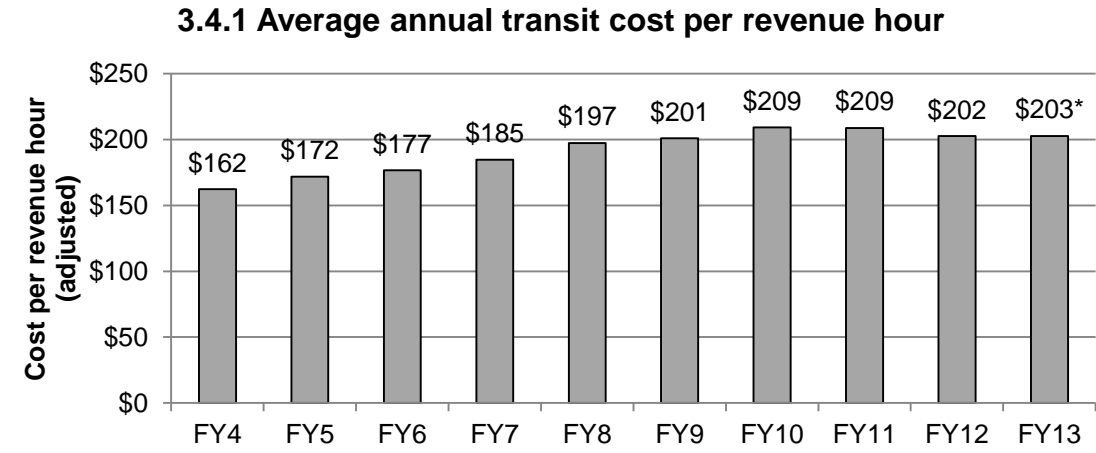
ID	Metric	Target	FY13 Avg	FY14 Avg	Dec 2012	Nov 2013	Dec 2013
3.3.1	Percentage of all capital projects delivered on-budget by phase	Results reporting to begin in FY14.					
3.3.2	Percentage of all capital projects delivered on-time by phase	Results reporting to begin in FY14.					



# Objective 3.4

## Deliver services efficiently

### Key performance indicator



### Action item update

**3.4.2 Identify incremental opportunities to shift resources from underutilized routes to overcrowded routes and increase schedule efficiency.**

- Successfully implemented schedule adjustments during the Christmas week to address lighter ridership on Express routes.
- Continuing evaluation and monitoring of 5L pilot program.
- Assessing Spring schedule adjustments including crowding on Geary Corridor and express lines.

### 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
3.4.1	Average annual transit cost per revenue hour	\$192	\$202.67*				
3.4.2	Passengers per revenue hour for buses		67				
3.4.3	Cost per unlinked trip		\$2.91*				
3.4.4	Pay hours: platform hours ratio		1.12	1.11	1.13	1.12	1.11
3.4.5	Farebox recovery ratio		34%*				

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

# Goal 3 financials

## Expenditures (FY14 as of November 2013)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year	Saving/(Overage)
SFMTA Agency Wide	\$93,789,730	\$17,914,382	\$40,295,307	\$91,175,234	\$2,614,495
Board of Directors	\$753,855	\$210,973	\$4,300	\$531,556	\$222,299
Capital Programs and Construction	\$549,776	(\$3,609,619)	\$2,418,220	\$549,777	(\$0)
Communications	\$4,145,033	\$1,372,673	\$225,315	\$4,096,142	\$48,890
Director of Transportation	\$1,232,921	\$416,730	\$155,941	\$1,085,905	\$147,016
Finance and Information Technology	\$83,748,387	\$21,065,849	\$20,135,673	\$82,784,280	\$964,108
Government Affairs	\$683,204	\$205,964	\$140,890	\$664,454	\$18,750
Human Resources	\$27,987,155	\$7,825,731	\$6,202,259	\$26,654,133	\$1,333,022
Safety	\$5,151,056	\$1,112,858	\$492,534	\$4,169,157	\$981,899
Sustainable Streets	\$164,506,827	\$44,565,514	\$31,230,966	\$155,015,684	\$9,491,144
Transit Services	\$519,461,628	\$198,823,870	\$70,483,409	\$532,684,032	(\$13,222,404)
Taxi and Accessible Services	\$25,051,047	\$7,186,644	\$15,156,118	\$24,898,010	\$153,037
<b>TOTAL</b>	<b>\$927,060,619</b>	<b>\$297,091,569</b>	<b>\$186,940,932</b>	<b>\$924,308,364</b>	<b>\$2,752,256</b>

Note:

- (1) The revised budget includes supplemental for the 2 non-profit garages, 5<sup>th</sup> & Mission and Ellis O'Farrell, whose ownership is now with SFMTA.
- (2) Expenditures projection is based on all encumbrances spent in FY2014, without carry forward to next fiscal year.

# Goal 3 financials

## Revenues (FY14 as of November 2013)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$25,303,000	\$12,789,638	\$25,303,000	\$0
Cash Fares	\$72,520,900	\$36,157,913	\$80,823,944	\$8,303,044
Other Fares	\$5,968,200	\$3,361,222	\$5,968,200	\$0
Passes	\$92,612,434	\$38,417,689	\$92,612,434	\$0
<b>TRANSIT FARES Total</b>	<b>\$196,404,534</b>	<b>\$90,726,461</b>	<b>\$204,707,578</b>	<b>\$8,303,044</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$66,600,000	\$33,300,000	\$66,600,000	\$0
Citations and Fines	\$102,441,800	\$43,571,740	\$102,441,800	\$0
Garage Revenue	\$60,988,701	\$26,318,568	\$60,988,701	\$0
Meter Revenue	\$46,188,400	\$25,038,809	\$50,093,142	\$3,904,742
Permit Revenue	\$11,383,900	\$4,145,601	\$11,383,900	\$0
<b>PARKING FEES &amp; FINES Total</b>	<b>\$287,602,801</b>	<b>\$132,374,718</b>	<b>\$291,507,543</b>	<b>\$3,904,742</b>
Operating Grants	\$115,702,102	\$33,710,006	\$126,502,219	\$10,800,117
Taxi Service	\$10,225,913	\$23,346,193	\$27,131,139	\$16,905,226
Other Revenues	\$22,941,546	\$12,778,224	\$22,941,546	\$0
General Fund Transfer	\$232,000,000	\$116,000,000	\$232,000,000	\$0
Prior Year Fund Balance Carry Forward	\$59,895,279	\$59,895,279	\$59,895,279	\$0
<b>TOTAL</b>	<b>\$924,772,175</b>	<b>\$468,830,882</b>	<b>\$964,685,304</b>	<b>\$39,913,129</b>

Note:

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

# Goal 3 financials

## Overtime Report (FY14 as of November 2013)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE*	PROJECTION FOR REMAINING MONTHS **	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
<b>OPERATING FUND</b>					
<b>TRANSIT SERVICES DIVISION</b>					
Transit Operators	\$23,151,569	\$10,465,227	\$15,798,468	\$26,263,695	(\$3,112,126)
Transit Vehicle Maintenance	\$6,786,456	\$4,564,289	\$6,890,321	\$11,454,610	(\$4,668,154)
Transit – All Others	\$4,516,632	\$4,385,329	\$6,620,161	\$11,005,490	(\$6,488,858)
<b>Subtotal Transit Services Division</b>	<b>\$34,454,657</b>	<b>\$19,414,845</b>	<b>\$29,308,949</b>	<b>\$48,723,795</b>	<b>(\$14,269,138)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$928,043	\$813,292	\$1,227,758	\$2,041,049	(\$1,113,006)
Sustainable Streets – All Others	\$879,017	\$263,745	\$398,153	\$661,898	\$217,119
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,807,060</b>	<b>\$1,077,036</b>	<b>\$1,625,911</b>	<b>\$2,702,947</b>	<b>(\$895,887)</b>
<b>SFMTA AGENCY WIDE***</b>	<b>\$0</b>	<b>\$260,271</b>	<b>\$0</b>	<b>\$260,271</b>	<b>(\$260,271)</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$366,928</b>	<b>\$553,920</b>	<b>\$920,848</b>	<b>(\$31,074)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,151,491</b>	<b>\$21,119,085</b>	<b>\$31,488,780</b>	<b>\$52,607,865</b>	<b>(\$15,456,374)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$497,873	\$751,597	\$1,249,470	(\$1,249,470)
Sustainable Streets Engineering Programs	\$0	\$65,711	\$99,198	\$164,909	(\$164,909)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$563,584</b>	<b>\$850,795</b>	<b>\$1,414,379</b>	<b>(\$1,414,379)</b>
<b>TOTAL</b>	<b>\$37,151,491</b>	<b>\$21,682,669</b>	<b>\$32,339,575</b>	<b>\$54,022,244</b>	<b>(\$16,870,753)</b>

\*Figures include cost recovery for events or services totaling \$947K as of month-end (November 2013). The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

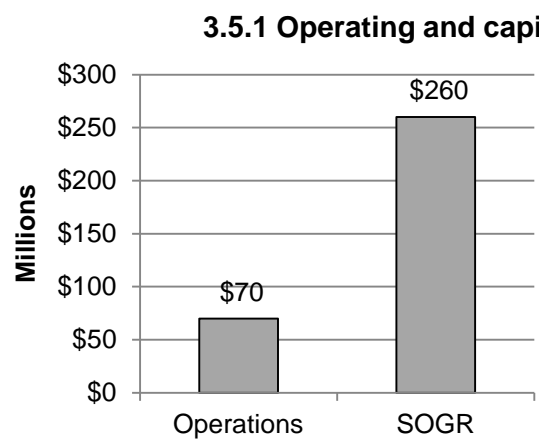
\*\*Projection for Remaining Months is calculated average of actuals year-to-date (year-to-date actual overtime labor cost divided by the numbers of pay periods as of the reporting period) multiplied by the remaining periods.

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

# Objective 3.5

## Reduce capital and operating structural deficits

### Key performance indicator



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

### Action item update

**3.5.3 Secure funding to increase State of Good Repair (SOGR) budget to at least \$250 million annually.**

In Dec a preliminary funding plan was developed for the three Transportation Task Force funding sources recommended (Sales Tax, Vehicle License Fee, GO Bond). In addition, the Metropolitan Transportation Commission officially endorsed and approved the Transit Core Capacity Program. These two sources will add additional funding to SOGR needs; specifically transit fixed guideway assets, fleet replacement, facilities, traffic signals and vehicle mid-life overhauls.

### 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
3.5.1	Operating and capital structural deficit	Make progress towards closing operating and mission critical capital structural deficit	\$70M 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 (FY12)				

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

# GOAL 4

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

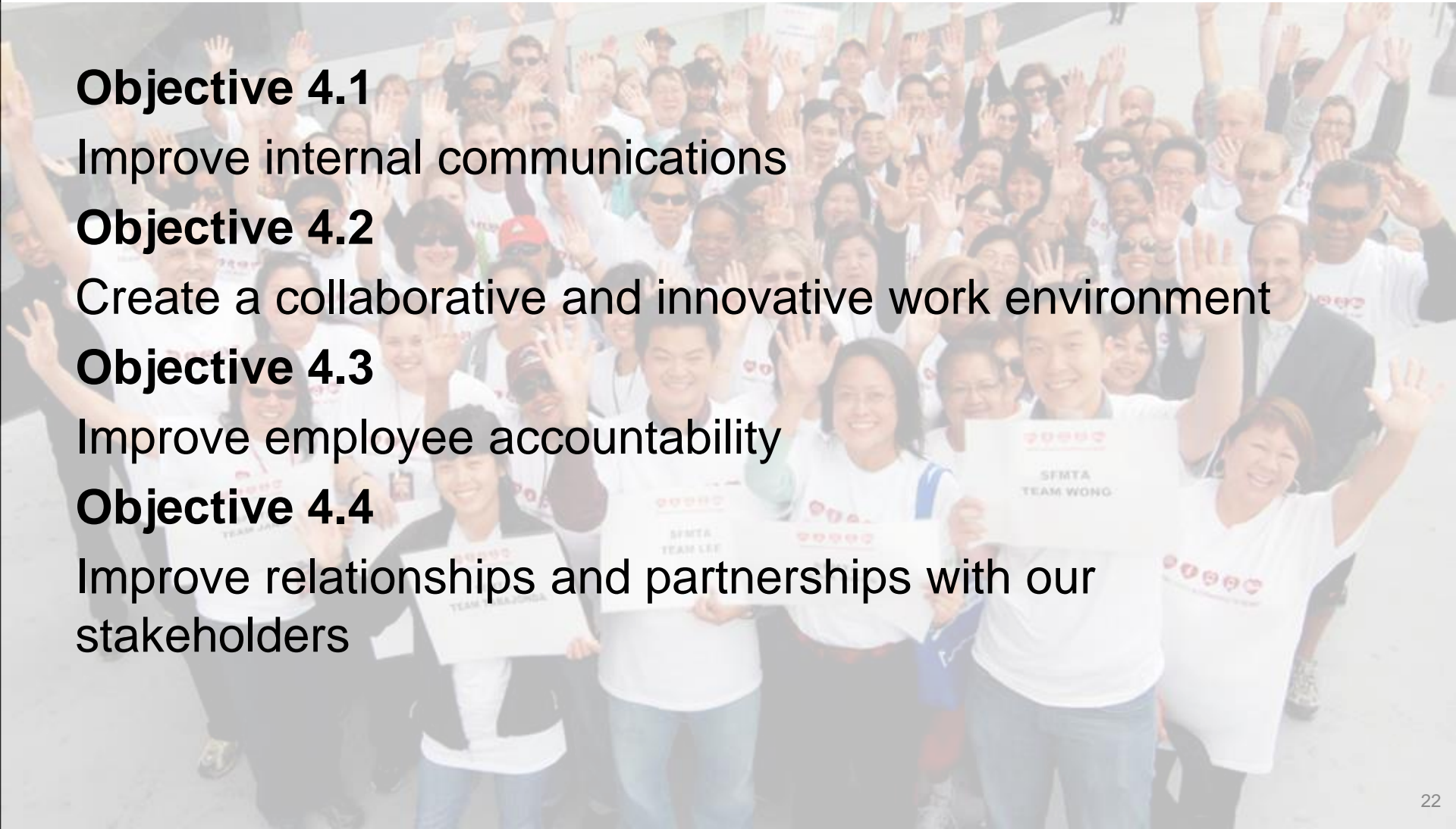
Create a collaborative and innovative work environment

## **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: I have the info and tools I need to do my job

4.1.1 I have access to info about Agency accomplishments, current events, issues and challenges;

scale of 1 (high) to 5 (low)

**3.45, 3.40**  
**(FY13)**

### Action item update

**4.1.8 Create key contacts and share Agency news via new intranet, social media and Gilley rooms.**

Conducted post event evaluation of the 2013 Safe Driver Awards event. Discussed what went well and how to enhance the program that recognizes and celebrates 164 Operators who have 15 years or more of safe driving. Presented certificates to Operators as well as the Safe Driver Awards banner to Cable Car for having the most safe drivers, and presented certificates to Flynn Operators at Division's monthly Safety Meeting. Designed Safe Driver Awards car cards for installation in Muni revenue vehicles and for display at Divisions.

### 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 4.2

## Create a collaborative and innovative work environment

### Key performance indicator

**4.2.1 Employee rating: Overall employee satisfaction;  
scale of 1 (low) to 5 (high)**

**3.36**  
**(FY13)**

### Action item update

All Goal 4 actions are associated with Objectives 4.1 and 4.4.

### 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

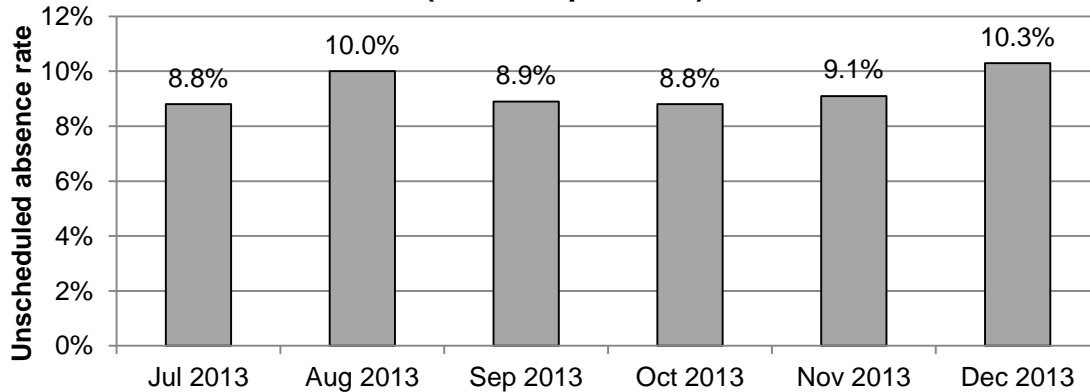


# Objective 4.3

## Improve employee accountability

### Metric of note

**4.3.3 Unscheduled absence rate by employee group (Transit operators)**



### Action item update

All Goal 4 actions are associated with Objectives 4.1 and 4.4.

### 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
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%	91.9%			
4.3.3	Unscheduled absence rate by employee group (Transit operators)		8.6%	9.3%	9.0%	9.1%	10.3%
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.

# Objective 4.4

## 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)



**Survey will be conducted in FY14.**

### Action item update

**4.4.4 Increase visibility of the SFMTA at public events.**

Finalized 2014 line up of events and partnerships. Working with small business groups to ensure better engagement and reach with the small business community. Working with Invest In Neighborhoods and other similar groups to streamline similar efforts.

### 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)	Survey will be conducted in FY14.		