



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 2 Focus

May 2014

San Francisco, California

Goal 2 focus

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

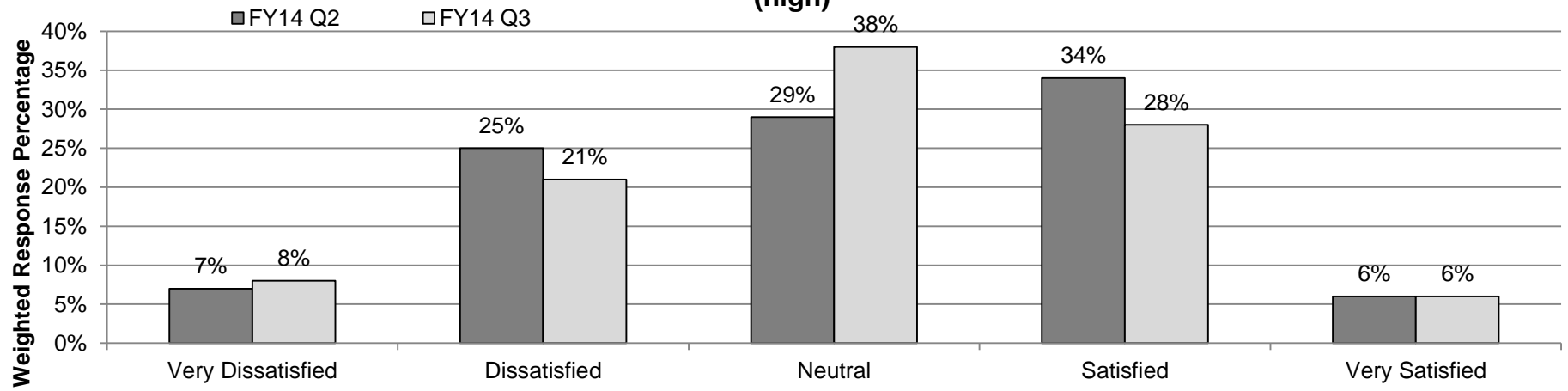
Improve parking utilization and manage parking demand

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	Target	FY13 Avg	FY14 Avg	Q2 2014	Q3 2014
2.1.1	Customer rating: Overall satisfaction with transit services ¹			3.04	3.05	3.02
2.1.2	Customer rating: Overall satisfaction with taxi availability ¹			2.49	2.49	2.49
2.1.3	Customer rating: Overall satisfaction with bicycle network ¹			2.71	2.66	2.75
2.1.4	Customer rating: Overall satisfaction with pedestrian environment ¹			3.54	3.55	3.52
2.1.5	City Survey rating: Communications to passengers		3.20			
2.1.8	Customer rating: cleanliness of Muni vehicles ¹			2.68	2.73	2.63
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators) ¹			2.65	2.69	2.60

¹Results are based on a non-probability sample from opt-in SFMTA online panel surveys 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

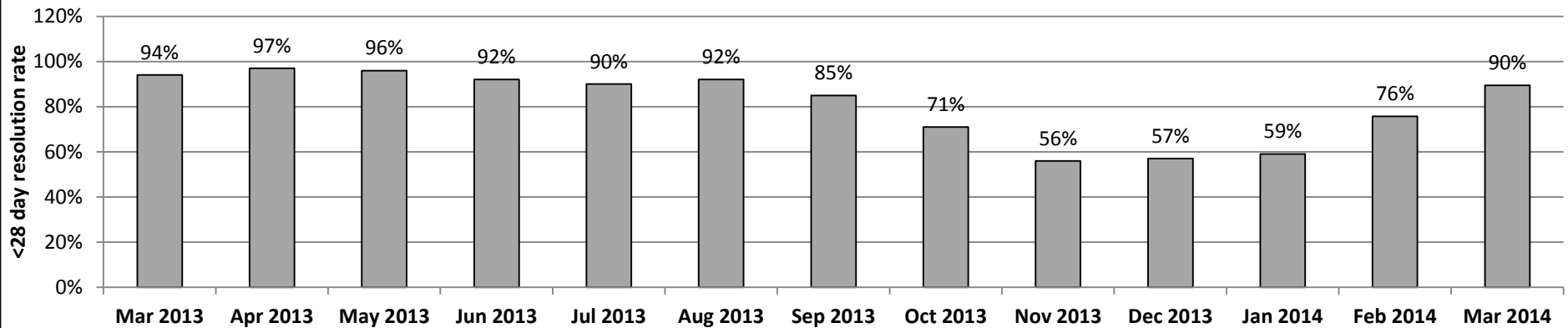
Outperforms Previous	Underperforms Previous	Equal to Previous
FY Average	FY Average	FY Average

Objective 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	Apr 2013	Mar 2014	Apr 2014
2.1.6	Percentage of color curb requests addressed within 30 days		93.3%	93.4%	92%	98%	*
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		82.4%	78.6%	86%	75%	85%
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		79.1%	57.6%	89%	26%	*
2.1.6	Percentage of traffic signal requests addressed within 2 hours		96.9%	97.1%	93%	98%	96%
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 28 days		90.0%	75.0%	97%	90%	*

*Data forthcoming.

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
------------------------------------	--------------------------------------	---------------------------------

Objective 2.1 action items

Improve customer service and communications

Key action item updates

2.1.1 Utilize social media tools to communicate SFMTA news and information to our customers

Social media coordinator in place; Facebook, YouTube, Twitter accounts are operational; blog to launch in FY15

2.1.6: Create new maps that capture all modes and highlight the most frequent, convenient, and best connections

Advancing new mapping project initiated that uses state of the art techniques and emphasizes Muni Forward service improvements

2.1.11 Enhance NextBus software

12 new Nextbus signs installed at Geary/Van Ness, South Van Ness/Mission, Mission/30th; 13 more signs are ready for installation once power connections are confirmed

2.1.17 Develop training module for taxi drivers to continually improve safety and customer service

Finalizing RFP during the monthly of May

Action item status

0% encountering issues

31% at risk

56% on track

0% on hold



13% completed



Objective 2.1 other key updates

Improve customer service and communications

- **Project achievements**

- Reputation Messaging: Completed RFP process for Strategic Communications agency to support reputation and POET efforts
- Branding & Wayfinding: Brand audits completed; In Vehicle Decals and MTC hub signage prioritized for completion in the next 6-18 months
- Map improvement project in progress

- **Forthcoming developments**

Branding & Wayfinding:

- In-Vehicle Decals: Revise interior and exterior decals on Muni vehicles to improve messaging and tone, emphasis on icons for non-English speakers
 - Meeting with Transit team on proposed decal package and process in developing new decals (May 14)
 - Developing outreach survey for feedback on proposed decals (Jun 14)
 - Package of decals ready for procurement (Aug 14)
- Muni Metro Wayfinding: Upgrade signage using MTC Style Guidelines for metro stations
 - Obtained feedback on preliminary designs from Transit Operations, Transit Maintenance, BART, Safety and Accessible Services
- Multimodal Wayfinding: Develop strategy, needs assessment and opportunities for on-street wayfinding for pedestrians, cyclists, transit riders, taxi and parking (Fall 14)

- **Challenges**

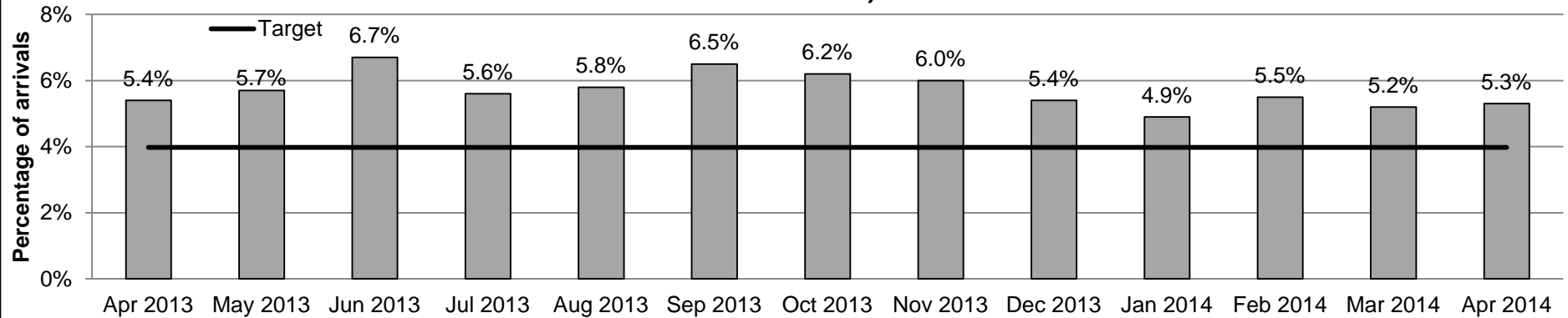
- Customer Service programs: Hiring and training for customer service qualities; and Communications capabilities with frontline staff including station agents; Both need focused attention and a clear understanding of need, opportunity and realistic deliverables

Objective 2.2 metrics

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	Apr 2013	Mar 2014	Apr 2014
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network ¹	4.0%	5.6%	5.6%	5.4%	5.2%	5.3%
2.2.1	Percentage of transit trips with headway +5 min gaps on Rapid Network	13.9%	18.0%	17.8%	15.1%	17.1%	18.4%
2.2.2	Percentage of on-time performance for non-Rapid Network routes	85%	59.6%	59.4%	62.1%	60.1%	59.1%
2.2.3	Percentage of scheduled service delivered	98.5%	96.8%	97.2%	99.2%	96.4%	95.2%
2.2.4	Percentage of on-time departures from terminals	85%	73.7%	74.2%	76.2%	75.3%	74.0%

¹<1 min for headways of 5 minutes or less

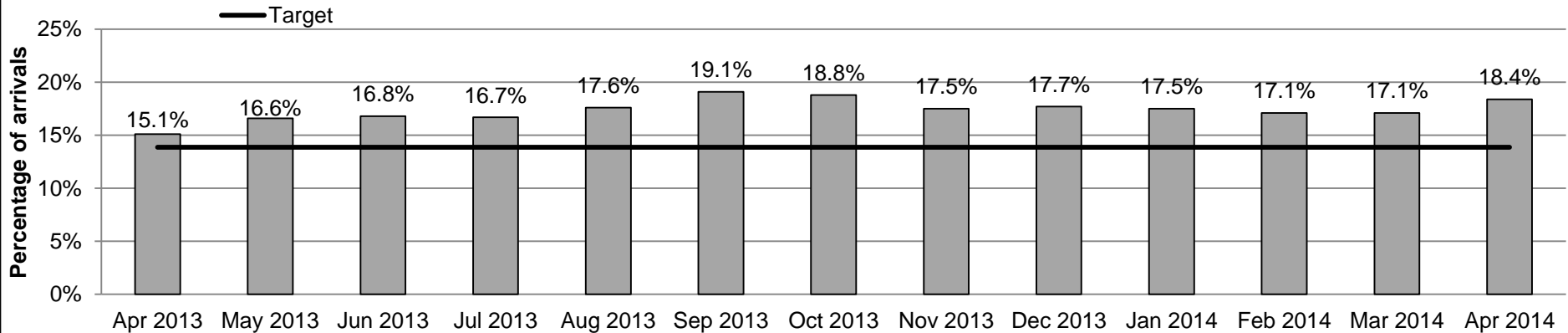
Note: Reported results are subject to change as data quality improves or new data become available.

Objective 2.2 *continued*

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	Apr 2013	Mar 2014	Apr 2014	
2.2.8	Mean distance between failure (Bus)		3,310	4,341	3,712	5,675	*	
2.2.8	Mean distance between failure (LRV)		3,571	2,959	3,655	4,045	*	
2.2.8	Mean distance between failure (Historic)		2,179	2,101	2,530	3,235	*	
2.2.8	Mean distance between failure (Cable)		3,835	4,476	5,488	3,465	*	
2.2.9	Percentage of scheduled service hours delivered		96.8%	97.1%	99.4%	96.6%	95.1%	
2.2.10	Percentage of scheduled mileage delivered	Measure in development.						
2.2.11	Ridership (rubber tire, average weekday)		495,311	502,749	501,281	515,109	*	
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%	95.1%	96.7%	96.0%	94.7%	
2.2.13	Percentage of days that escalators are in full operation		88.1%	93.7%	88.2%	93.5%	97.5%	

*Data forthcoming.

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

Objective 2.2 action items

Improve transit performance

Key action item updates

2.2.2 Develop and Implement measures to improve reliability and reduce transit travel times

- New baseball management plan implemented;
- Red lanes completed on Third Street, underway on Geary/O'Farrell, to be started on Market by end of May.
- Signal priority upgrade completed on Mission Street corridor and underway on 8X; 14 Mission showing 10% preliminary travel time savings

2.2.7 Maintain vehicles, equipment, and facilities in a state of good repair

- Rubber tire fleet will be replaced within next four years; 112 new buses in service
- First articulated trolley coach expected by end of 2014
- Contracting to replace Neoplan fleet; Articulated motor coaches expected in early 2015
- Rehabilitation program for 80 Neoplan buses almost completed and over half completed on light rail cars

Action item status

5% encountering issues

6% at risk

71% on track

0% on hold



24% completed



Objective 2.2 other key updates

Improve transit performance

- **Project achievements**

- Fleet replacement an agency priority and rubber tire fleet will be replaced within next four years
- Stroller policy implemented
- Low floor bus policy implemented – All new buses will be low floor
- Rail supervisor troubleshooting training completed and rail delays are down overall and length of delays is down

- **Forthcoming developments**

- Troubleshooting training for operators
- Award of light rail replacement/expansion contract and motor coach replacement/expansion contract
- Implementation of service increases in Fall 2014

- **Challenges**

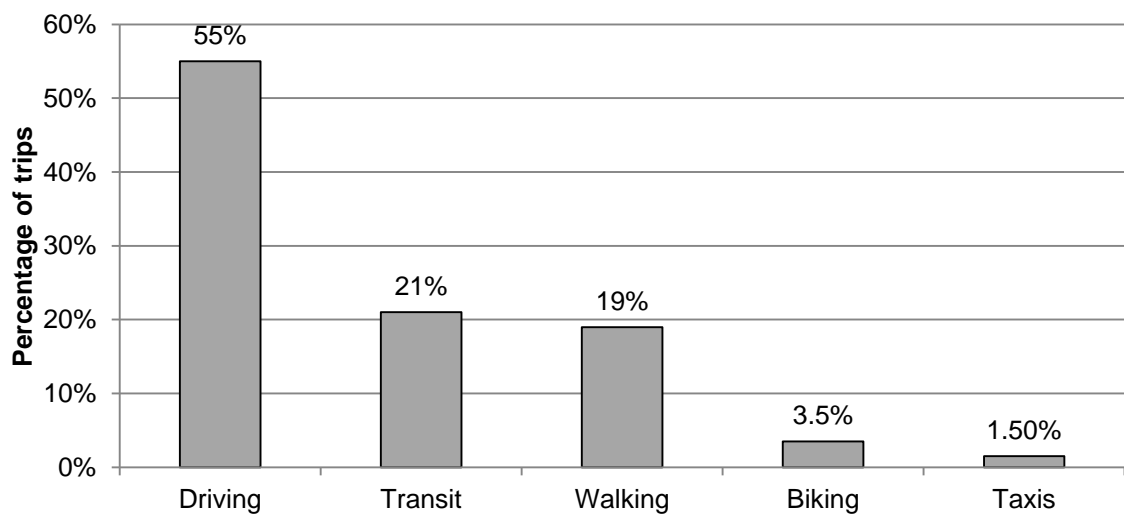
- High number of front line staff on long term leaves / sick leave challenges at divisions
- Missing a high level of daily service making service reliability challenging and difficult to manage
- Vehicle breakdowns and aging infrastructure continue to have great impacts on service

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)				

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

Objective 2.3 action items

Improve use of all non-private auto modes

Key action item updates

2.3.6 Implement 10 miles of new bicycle facilities each year

4.3 miles of new facilities added through April of this fiscal year

2.3.7 Implement comprehensive bicycle sharing program and expand scope

System launched in August 13; 154,000 rides taken in City in first seven months of operation

2.3.11 Increase taxi availability throughout the city

120 new medallions issued in 2013, 200 to be issued in 2014

2.3.14 Develop and implement vehicle sharing strategy

- Three car share organizations qualified as on-street pilot participants
- First group of spaces will go to public hearing this month.

Action item status

0% encountering issues

6% at risk

69% on track

6% on hold



19% completed



Objective 2.3 other key updates

Improve use of all non-private auto modes

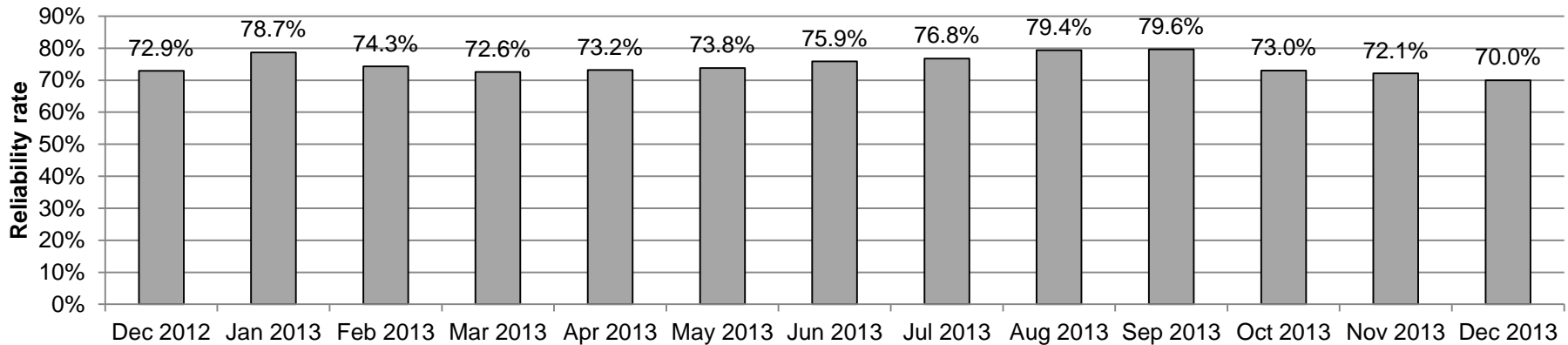
- **Project achievements**
 - Implemented bike sharing program
 - Increased taxi medallions
 - Launching expanded car share pilot
- **Forthcoming developments**
 - Working on citywide expansion of bike sharing program
 - Trying to recruit new drivers, improve driver training
 - Public hearings for up to 900 car share parking spaces
- **Challenges**
 - Bike share supplier has declared bankruptcy
 - Some drivers moving to Transportation Network Companies (TNCs)
 - Use of on-street parking is controversial

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	Apr 2013	Mar 2014	Apr 2014
2.4.1	Parking reliability rate of SFpark spaces ¹		71.9%	75.2%	73.2%		
2.4.2	Parking reliability of SFMTA garage spaces		97.7%	97.7%	96.8%	97.7%	98%
2.4.3	# of secure on-street bicycle parking spaces ²		6,634	7,537	7,016	7,685	7685
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking) ²		771	799	783	807	807
2.4.4	On-street payment compliance (SFpark pilot areas only) ¹		53.3%	53.5%	53.3%		

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

²Running total

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

Objective 2.4 action items

Improve parking utilization and manage parking demand

Key action item updates

2.4.1 Evaluate SF*park* pilot project

All data sets loaded, working on evaluation document

2.4.8 Develop and implement bicycle parking strategy

6,000-rack purchase underway

2.4.10 Improve parking enforcement and compliance rates

Targeted enforcement along Muni routes, improved data management

2.4.13 Replace all meters citywide

Replaced 50% of multi-space meters, single space meter replacement begins in May

Action item status

0% encountering issues

0% at risk

69% on track

8% on hold



23% completed



Objective 2.4 other key updates

Improve parking utilization and manage parking demand

- **Project achievements**

- Lock-and-key lockers in garages replaced with e-lockers
- Improved data management through Xerox Business Objects
- Replaced 50% of multi-space meters

- **Forthcoming developments**

- Installing 6,000 new racks on sidewalks and in corrals
- Evaluating staff productivity, installing GPS on vehicles
- Install single-space meters May 14-February 15

- **Challenges**

- Work with Sign Shop to double annual rack installs
- Increase hiring frequency to maintain staff level
- Integrate with *SFpark* data-warehouse

Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

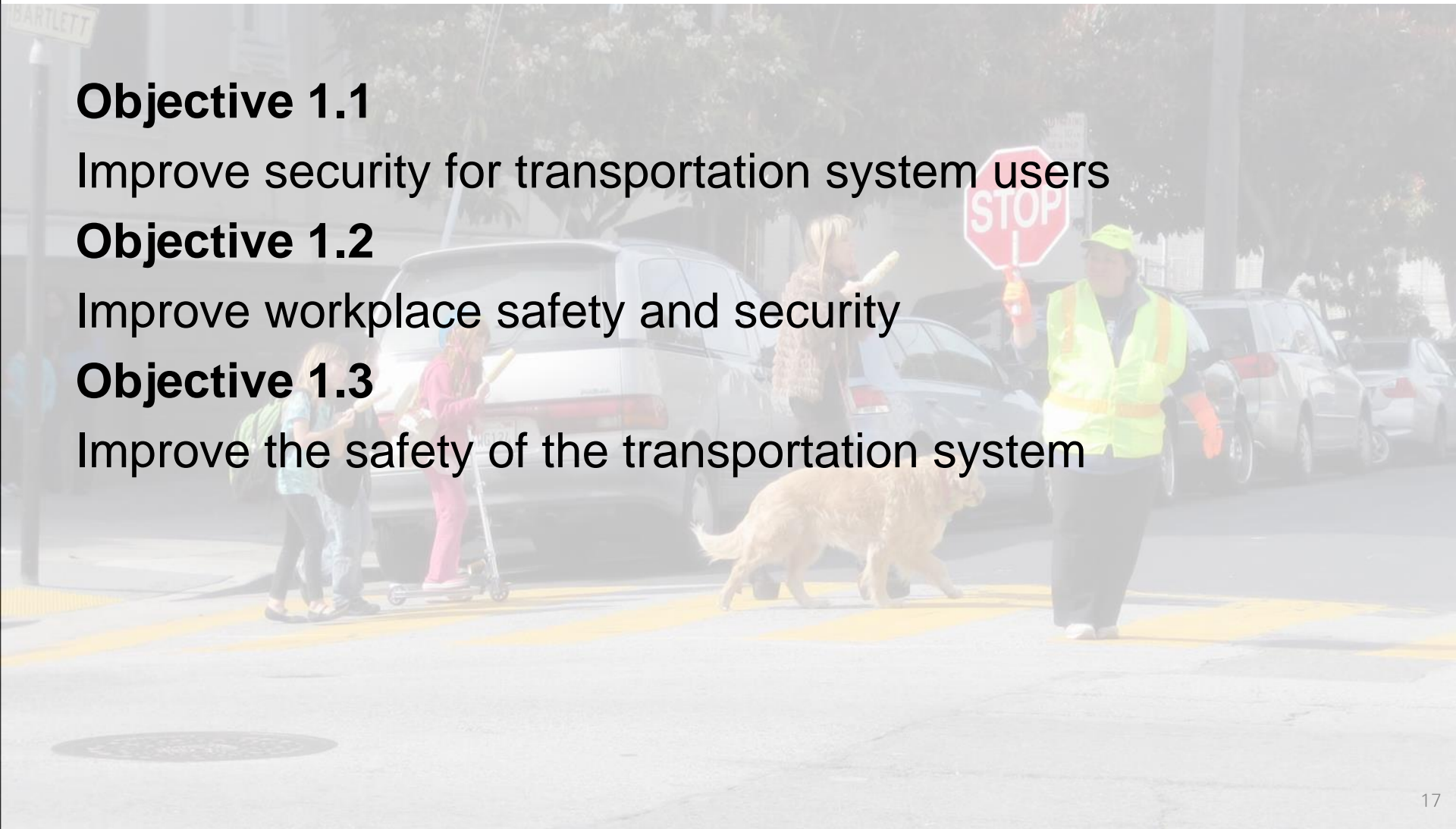
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

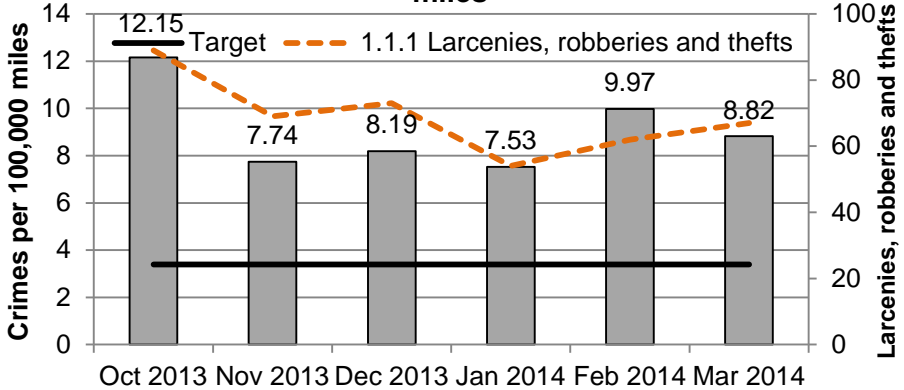
Improve the safety of the transportation system



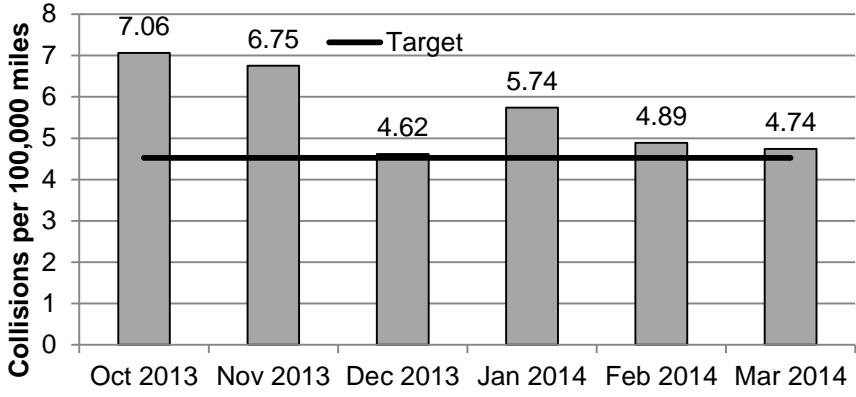
Goal 1 metrics

Key performance indicators

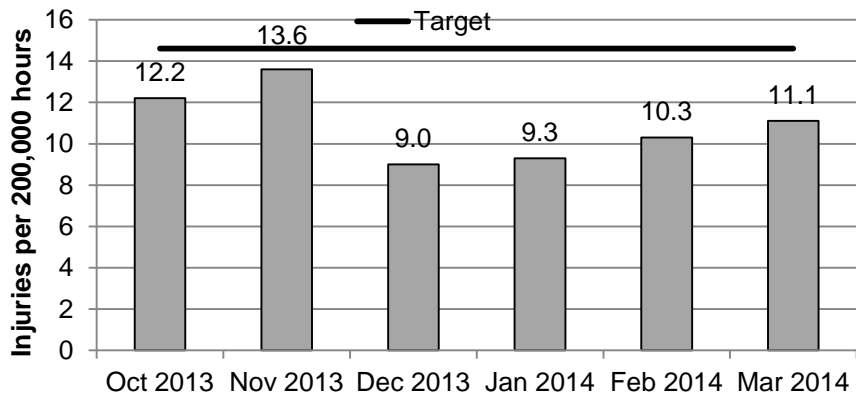
1.1.1 SFPD-reported Muni-related crimes/100,000 miles



1.3.1 Muni collisions/100,000 miles



1.2.1 Workplace injuries/200,000 hours



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

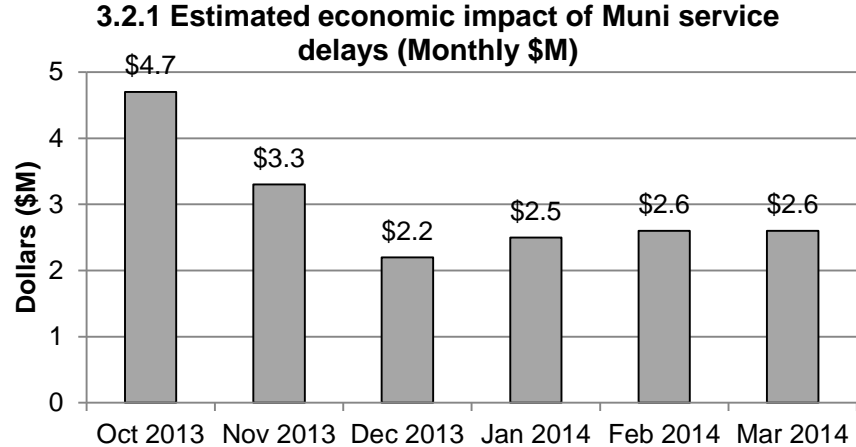
Reduce capital and operating structural deficits

Goal 3 metrics

Key performance indicators

3.1.1 Metric tons of CO₂e for the transportation system

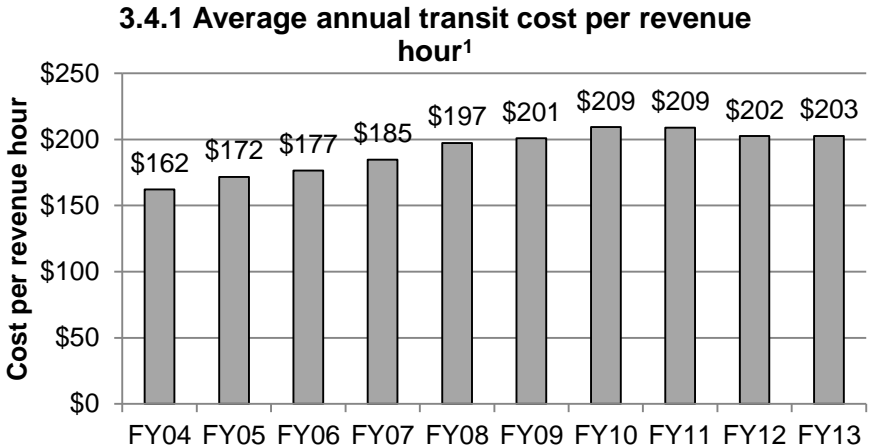
2,155,000
(2010)



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



Measure in development

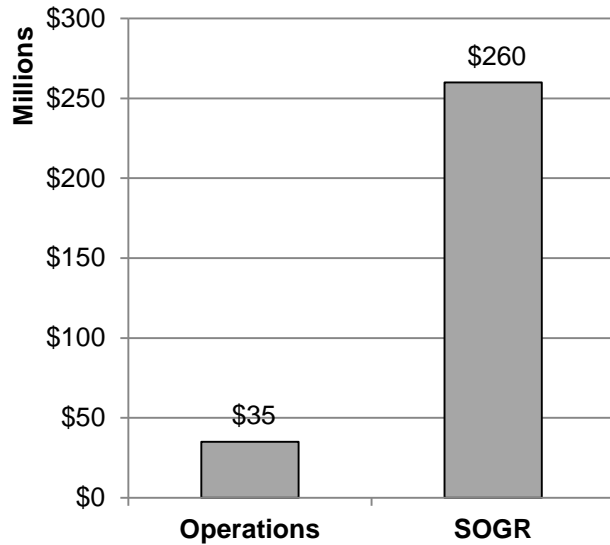


¹Based on preliminary unaudited financials.
Note: Reported FY13 results are subject to change as data quality improves or new data become available.

Goal 3 metrics

Key performance indicators **continued**

3.5.1 Operating and capital structural deficit (FY14)



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

Goal 3 financials

Expenditures (FY14 as of March 2014)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals: Year to Date	Encumbrances	Total Projection for the Year ⁽²⁾	Saving/(Overage)
SFMTA Agency Wide	\$89,299,116	\$44,059,104	\$29,192,890	87,033,681	\$2,265,435
Board of Directors	\$753,855	\$377,050	\$4,989	538,630	\$215,225
Capital Programs and Construction	\$549,776	(\$5,307,876)	\$2,419,504	549,776	\$0
Communications	\$4,242,321	\$2,306,765	\$254,542	4,180,421	\$61,900
Director of Transportation	\$1,532,921	\$798,017	\$328,863	1,388,547	\$144,374
Finance and Information Technology	\$73,928,321	\$43,540,363	\$16,102,903	73,345,559	\$582,762
Government Affairs	\$683,204	\$371,664	\$140,890	667,969	\$15,235
Human Resources	\$27,987,155	\$16,740,947	\$4,720,444	27,105,025	\$882,130
Safety	\$5,151,056	\$2,320,214	\$239,346	4,106,545	\$1,044,511
Sustainable Streets ⁽³⁾	\$163,435,392	\$90,554,412	\$26,840,461	150,828,425	\$12,606,967
Transit Services ⁽³⁾	\$528,869,267	\$359,450,947	\$55,926,806	546,859,737	(\$17,990,470)
Taxi and Accessible Services	\$28,422,321	\$14,559,955	\$11,254,575	28,211,228	\$211,093
TOTAL	\$924,854,705	\$569,771,562	\$147,426,212	924,815,542	\$39,163

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 spent in FY2014, without carried forward to next fiscal year.

Goal 3 financials

Revenues (FY14 as of March 2014)

REVENUE	Revised Budget ⁽¹⁾	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$25,303,000	\$20,518,536	\$27,337,103	\$2,034,103
Cash Fares	\$72,520,900	\$62,216,916	\$84,824,316	\$12,303,416
Other Fares	\$5,968,200	\$5,109,900	\$6,462,185	\$493,985
Passes	\$92,612,434	\$71,763,837	\$92,612,434	\$0
TRANSIT FARES Total	\$196,404,534	\$159,609,187	\$211,236,038	\$14,831,504
PARKING FEES & FINES				
General Fund Baseline Transfer	\$66,600,000	\$49,950,000	\$66,600,000	\$0
Citations and Fines	\$102,441,800	\$77,698,637	\$102,441,800	\$0
Garage Revenue	\$61,190,575	\$50,585,258	\$61,190,575	\$0
Meter Revenue	\$46,188,400	\$44,498,934	\$54,231,911	\$8,043,511
Permit Revenue	\$12,631,900	\$9,303,282	\$12,631,900	(\$0)
PARKING FEES & FINES Total	\$289,052,675	\$232,036,111	\$297,096,186	\$8,043,511
Operating Grants	\$115,702,102	\$87,671,067	\$131,302,190	\$15,600,088
Taxi Service	\$10,225,913	\$30,355,788	\$30,984,384	\$20,758,471
Other Revenues	\$21,491,672	\$20,494,558	\$21,491,672	\$0
General Fund Transfer	\$232,000,000	\$174,000,000	\$236,200,000	\$4,200,000
Prior Year Fund Balance Carry Forward	\$59,895,279	\$59,895,279	\$59,895,279	\$0
TOTAL	\$924,772,175	\$764,061,991	\$988,205,749	\$63,433,574

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 March 2014)

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	\$18,665,188	\$7,810,975	\$26,476,163	(\$3,324,594)
Transit Vehicle Maintenance	\$6,786,456	\$7,925,765	\$3,316,760	\$11,242,525	(\$4,456,069)
Transit – All Others	\$4,516,632	\$7,353,141	\$3,077,130	\$10,430,271	(\$5,913,639)
Subtotal Transit Services Division	\$34,454,657	\$33,944,094	\$14,204,865	\$48,148,959	(\$13,694,302)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$928,043	\$1,132,324	\$473,853	\$1,606,178	(\$678,135)
Sustainable Streets – All Others	\$762,576	\$409,824	\$171,502	\$581,326	\$181,250
Subtotal Sustainable Streets Division	\$1,690,619	\$1,542,148	\$645,355	\$2,187,504	(\$496,885)
SFMTA AGENCY WIDE***	\$0	\$260,275	\$0	\$260,275	(\$260,275)
ALL OTHER DIVISIONS	\$889,774	\$656,964	\$274,925	\$931,889	(\$42,115)
TOTAL OPERATING FUND	\$37,035,050	\$36,403,481	\$15,125,146	\$51,528,626	(\$14,493,576)
NON OPERATING FUND					
Capital Programs & Construction	\$0	644,030.05	\$269,513	\$913,543	(\$913,543)
Sustainable Streets Engineering Programs	\$0	\$154,720	\$64,747	\$219,467	(\$219,467)
Total Non-Operating Fund	\$0	\$798,749.94	\$334,259	\$1,133,009	(\$1,133,009)
TOTAL	\$37,035,050	\$37,202,231	\$15,459,405	\$52,661,636	(\$15,626,586)

*Figures include cost recovery for events or services totaling \$1.5 million as of month-end (March 2014). 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.

Goal 4 metrics

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

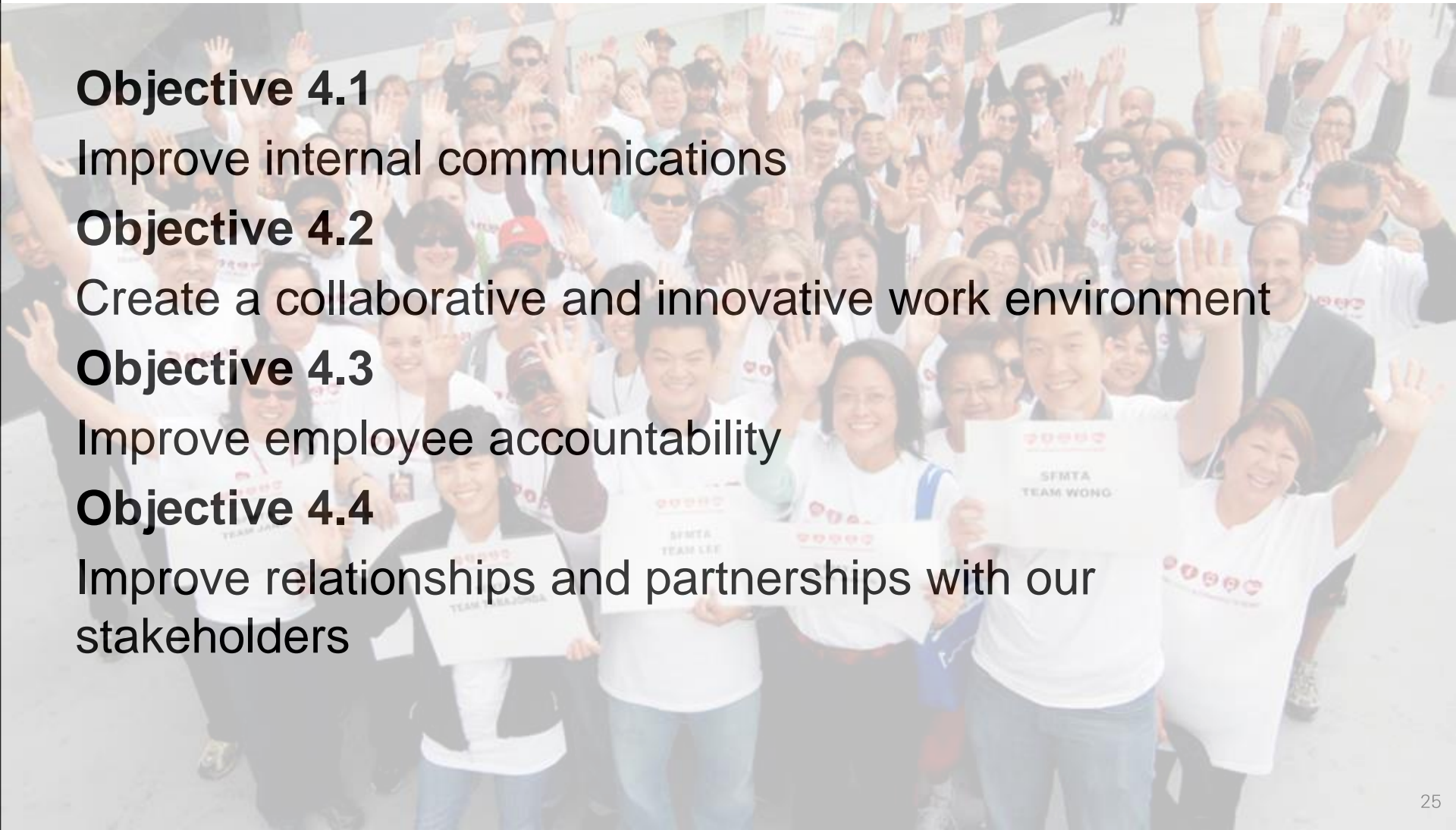
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

Improve relationships and partnerships with our stakeholders



Goal 4 metrics

Key performance indicators

4.1.1 Employee rating: I have the info and tools I need to do my job; 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)

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

3.36
(FY13)

4.3.1 Percentage of employees with performance plans prepared by start of fiscal year

62.5%
(FY14)

4.3.1 Percentage of employees with annual appraisals based on their performance plans

18.8%
(FY13)

Goal 4 metrics

Key performance indicators **continued**

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



**Survey will be
conducted in 2014.**