



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 1 Focus*

September 2016

San Francisco, California

# Goal 1 focus

Create a safer transportation experience for everyone

## Objective 1.1

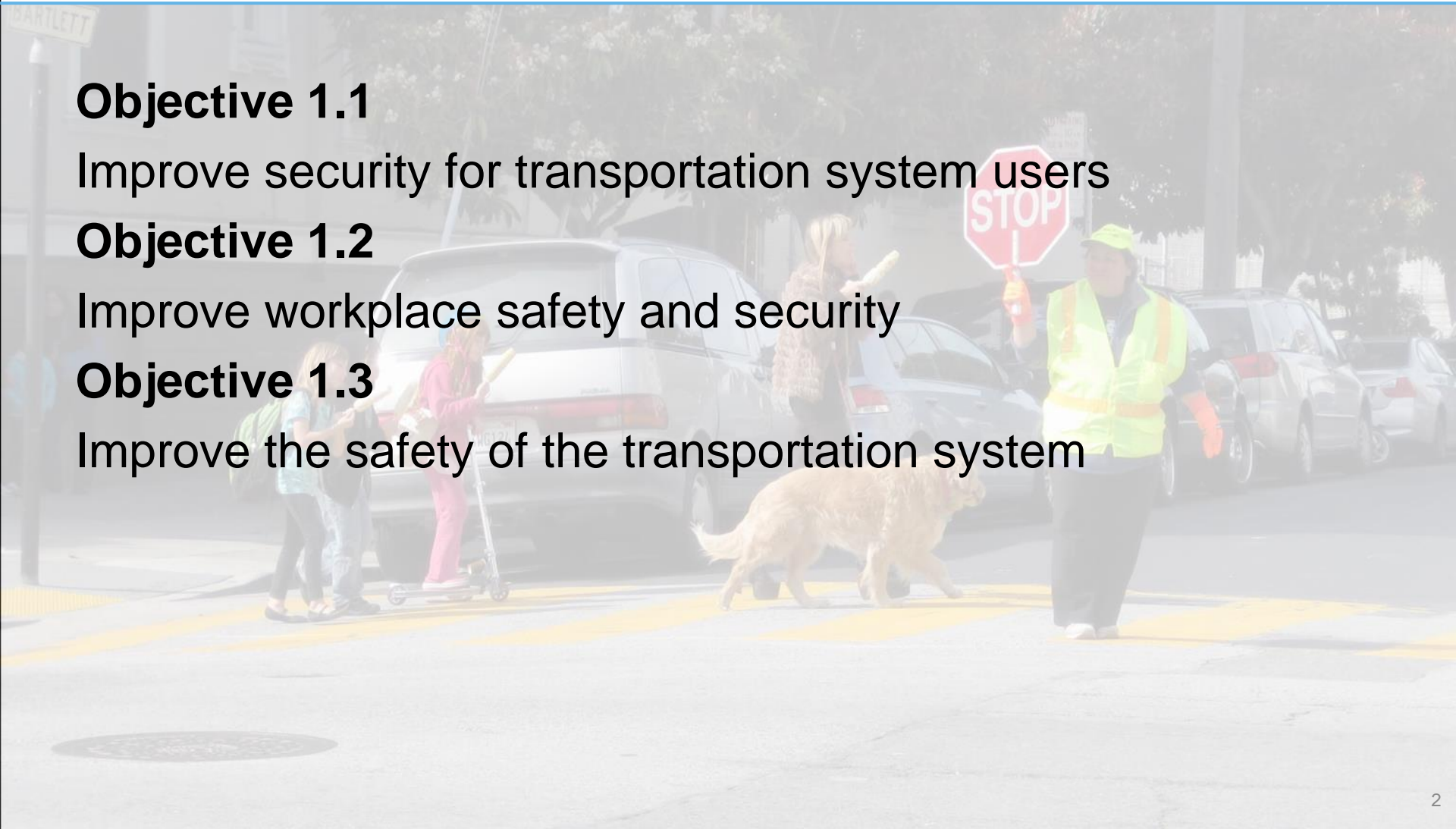
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

Improve the safety of the transportation system

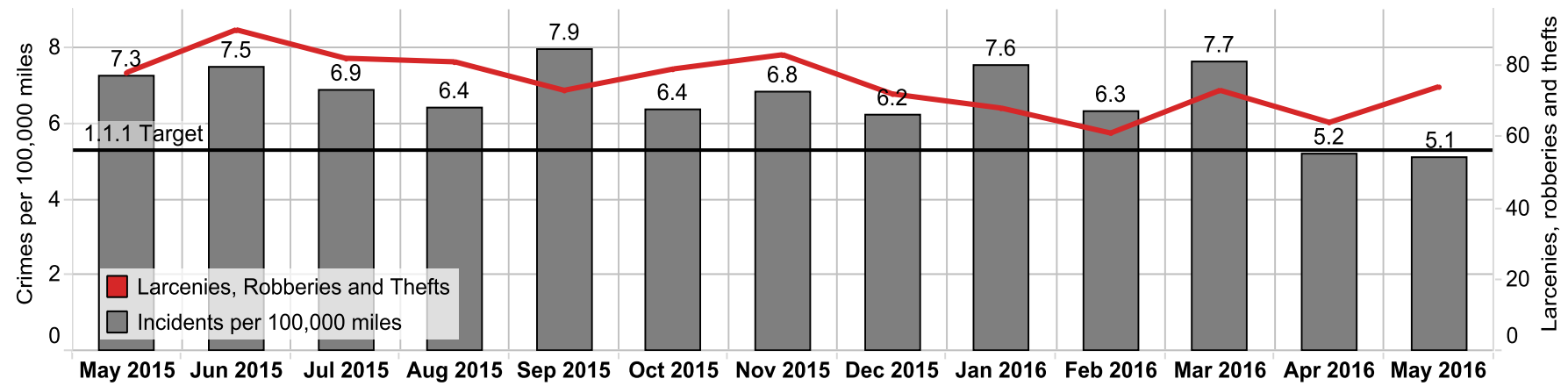


# Objective 1.1 metrics

## Improve security for transportation system users

### Key performance indicator

1.1.1 SFPD incidents per 100,000 miles



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Aug 2015	Jul 2016	Aug 2016
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	5.3	6.6	*	6.4	*	*
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high)		3.4	*	3.4(Q1FY16)		*
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)		3.2	*	3.2(Q1FY16)		*
1.1.3	SFPD-reported taxi-related crimes		41	*	46	*	*
1.1.4	Security complaints to 311 (Muni)		29	32	32	21	43

\*Data forthcoming.

1.1.2 Results 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.

1.1.3 Beginning with FY2015, includes all taxi, TNC, and black car service-related incidents reported to SFPD.

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 1.1 action items

## Improve security for transportation system users

### Key action item updates

#### 1.1.B Establish a crime data warehouse with SFPD.

In collaboration with the SFPD, currently developing new procedures to transfer and process Muni-related crime data seamlessly and more frequently.

#### 1.1.C Reduce graffiti and vandalism on board vehicles and in SFMTA facilities.

Developed an anti-vandalism public outreach campaign to start fall 2016. Initiated a nationwide best practices study on graffiti and vandalism prevention; recommendations on next steps anticipated November 2016.

### Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

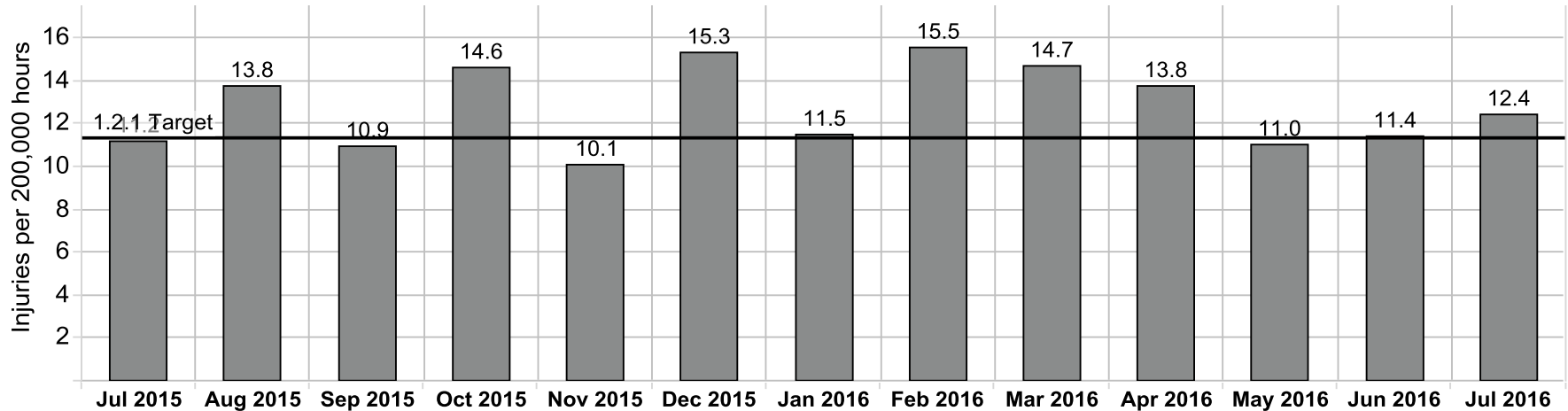


# Objective 1.2 metrics

## Improve workplace safety and security

### Key performance indicator

1.2.1 Workplace injuries per 200,000 hours



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Aug 2015	Jul 2016	Aug 2016
1.2.1	Workplace injuries/200,000 hours	11.3	12.8	12.4	13.8	12.4	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		13	10	8	12	7
1.2.3	Lost work days due to injury		13,625 (CY15)				
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.2 (CY15)	*			

\*Data forthcoming.

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

# Objective 1.2 action items

## Improve workplace safety and security

### Key action item updates

#### 1.2.B Implement SFMTA Facility Upgrades (Facility Improvement Program).

Established the Facilities Framework and staff are currently working on determining the cost of the three proposed alternatives. Phased improvements to 505 7th Street are in process, including furniture modifications, painting, and other improvements.

#### 1.2.D Establish a program to prevent assaults on SFMTA staff.

Implemented the first part of the agencywide program: developed internal communications, held SFPD training updates at the Divisions' safety meetings, and produced draft employee training modules. The public outreach campaign has also been approved and implemented this September.

### Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

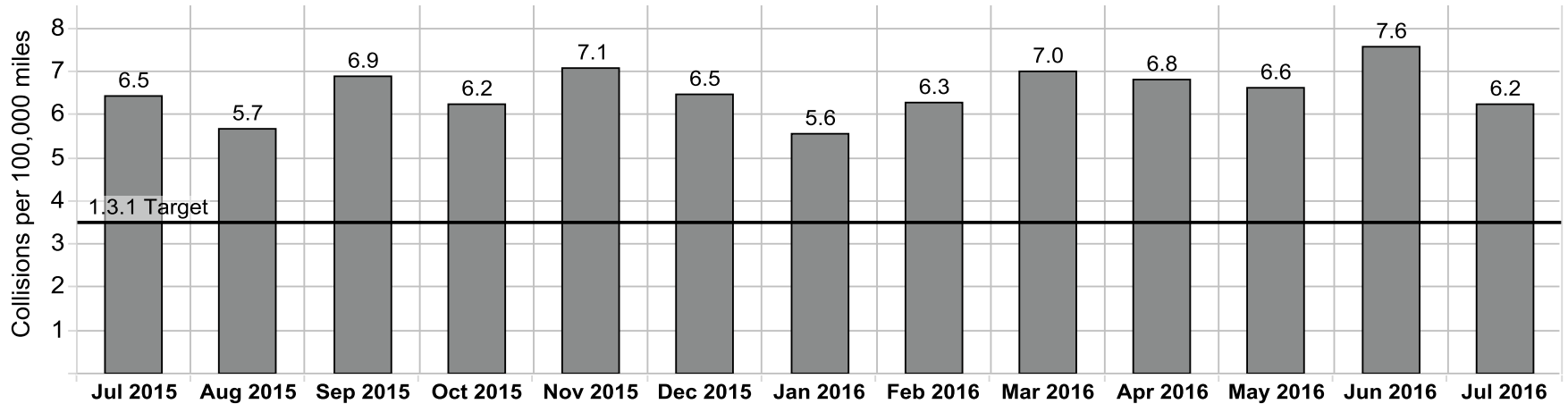


# Objective 1.3 metrics

## Improve the safety of the transportation system

### Key performance indicator

1.3.1 Collisions per 100,000 miles



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Aug 2015	Jul 2016	Aug 2016
1.3.1	Muni collisions/100,000 miles	3.5	6.6	6.3	5.7	6.2	*
1.3.2	Collisions involving motorists, pedestrians, and bicyclists		3,235 (CY12)				
1.3.2	Collisions involving taxis		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.3	3.6	4.1	3.6	*
1.3.4	"Unsafe operation" Muni complaints to 311		183	177	177	153	200
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high)		3.8	*	3.8(Q1FY16)		*

<sup>1.3.2</sup>Injury collisions.

<sup>1.3.5</sup>Results 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.

# Objective 1.3 action items

## Improve the safety of the transportation system

### Key action item updates

#### 1.3.A Identify causes of transit collisions and assign resources to reduce them.

Formalized a cross-divisional process to identify specific actions to improve design of intersections, train signals, switch signal, painted signage, etc. to reduce collisions.

An LRV4 simulator is one of the deliverables from Siemens and will arrive mid-2017. Staff taking next steps to procure a simulator for current coaches and light rail vehicles.

#### 1.3.C Implement the Vision Zero Safety Engineering Program.

Achieved nine out of 46 Vision Zero Priority Engineering Project milestones. August accomplishments include breaking ground on the Masonic Streetscape Project, completing the conceptual design for the 28 19th Ave Rapid Project, and completing construction on four radar speed feedback signs in District 7.

### Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed





# 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

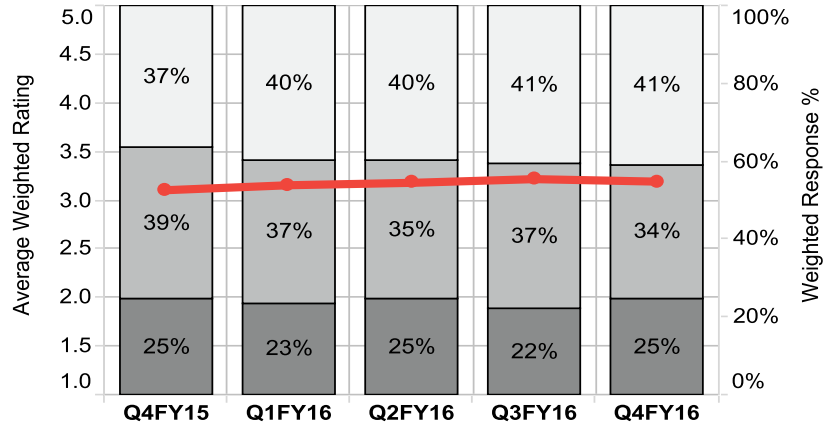
## **Objective 2.4**

Improve parking utilization and manage parking demand

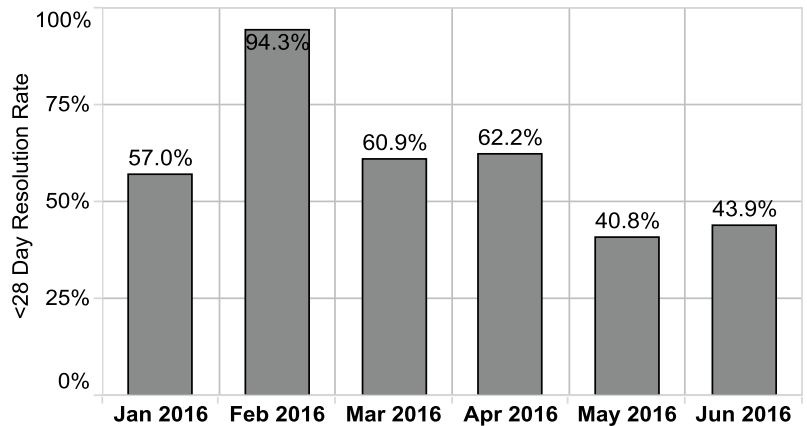
# Goal 2 metrics

## Key performance indicators

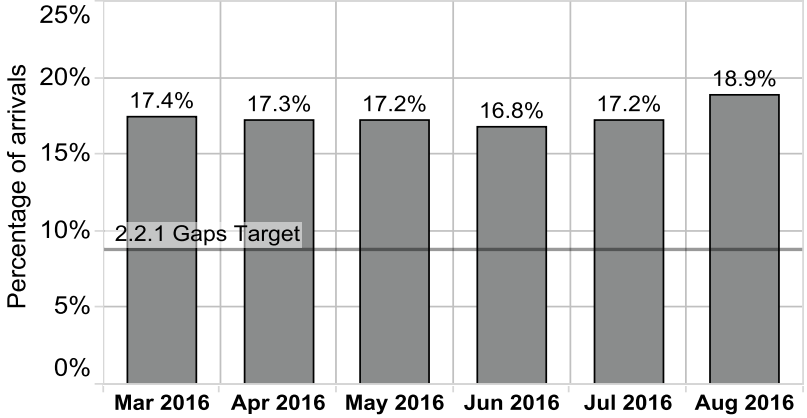
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



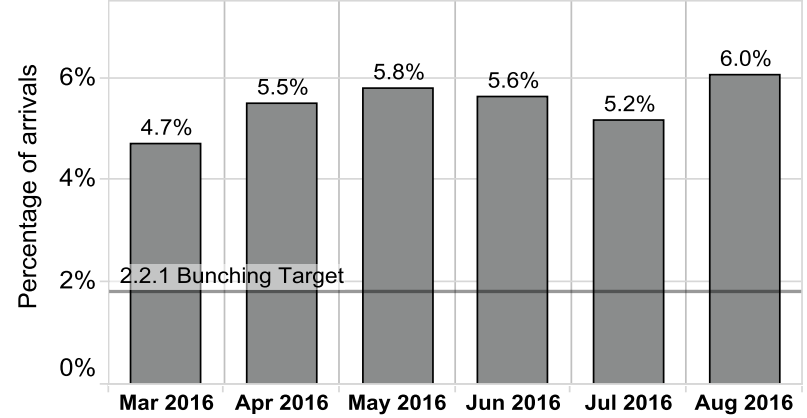
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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)



2.1.1 Results 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.

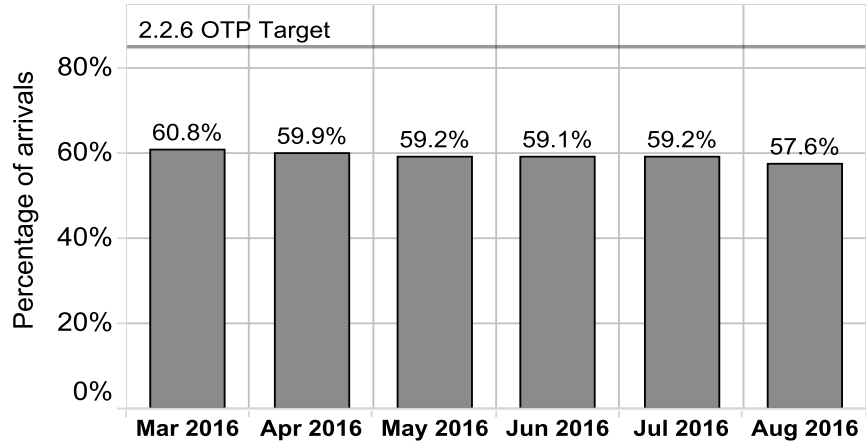
2.1.7 Previously reported "Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days" results have been revised to reflect updated figures.

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

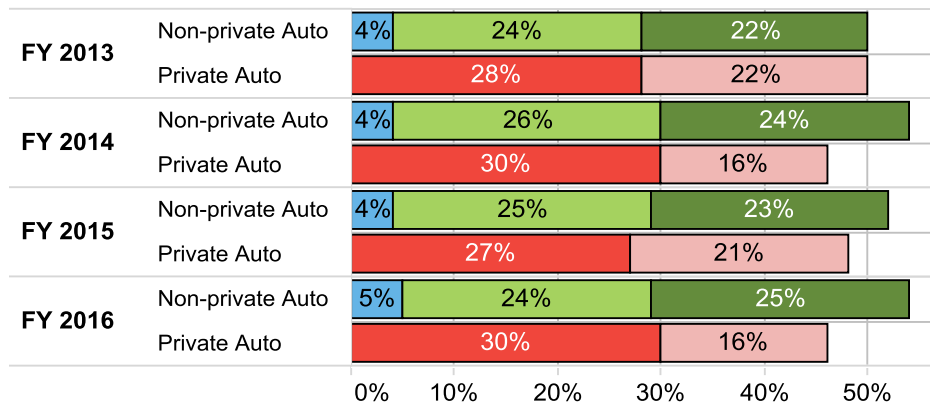
# Goal 2 metrics

## Key performance indicators **continued**

2.2.6 Percentage of on-time performance

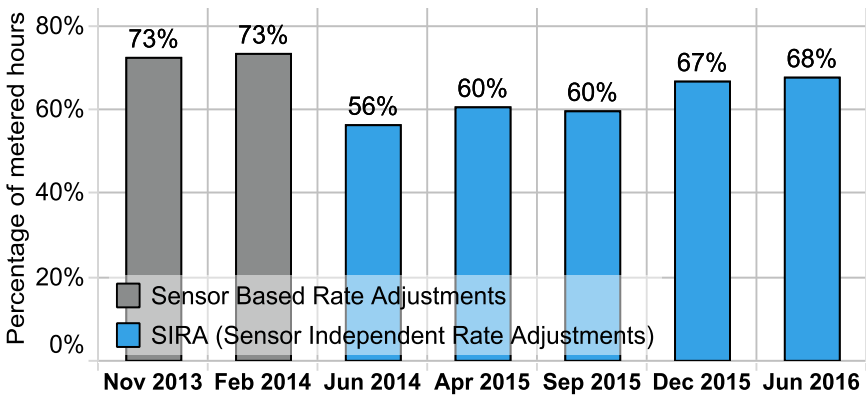


2.3.1 Percentage of non-private auto mode share



- Bicycling, taxi, TNC, other
- Transit
- Walking
- Drive alone
- Drive with others

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



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

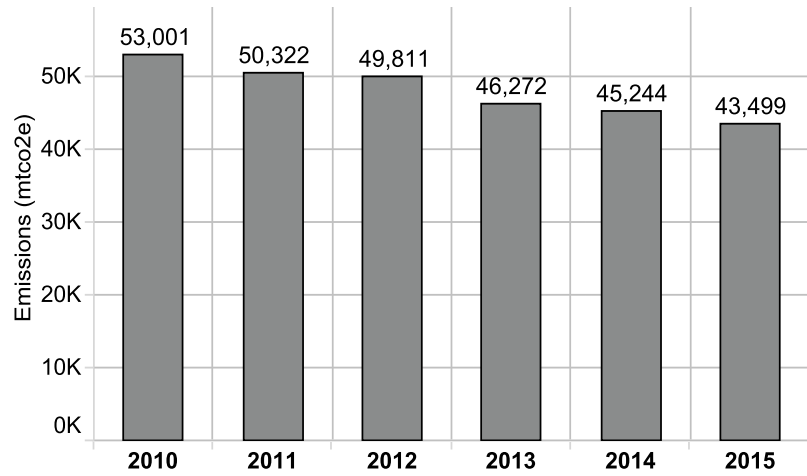
### **Objective 3.5**

Reduce capital and operating structural deficits

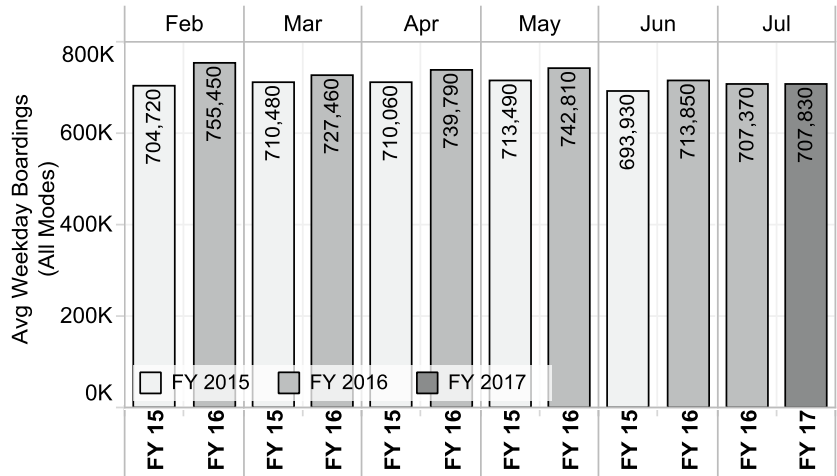
# Goal 3 metrics

## Key performance indicators

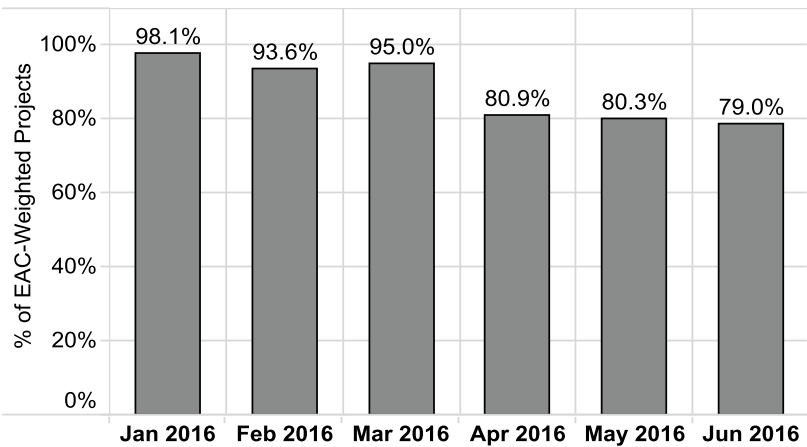
3.1.1 SFMTA carbon footprint (metric tons CO2e)



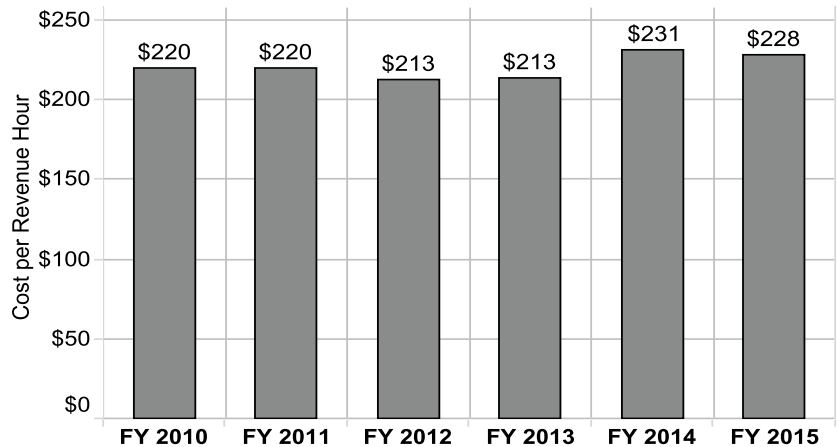
3.2.1 Muni average weekday boardings



3.3.1 Percentage of all capital projects delivered on-budget



3.4.1 Transit cost per revenue hour



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

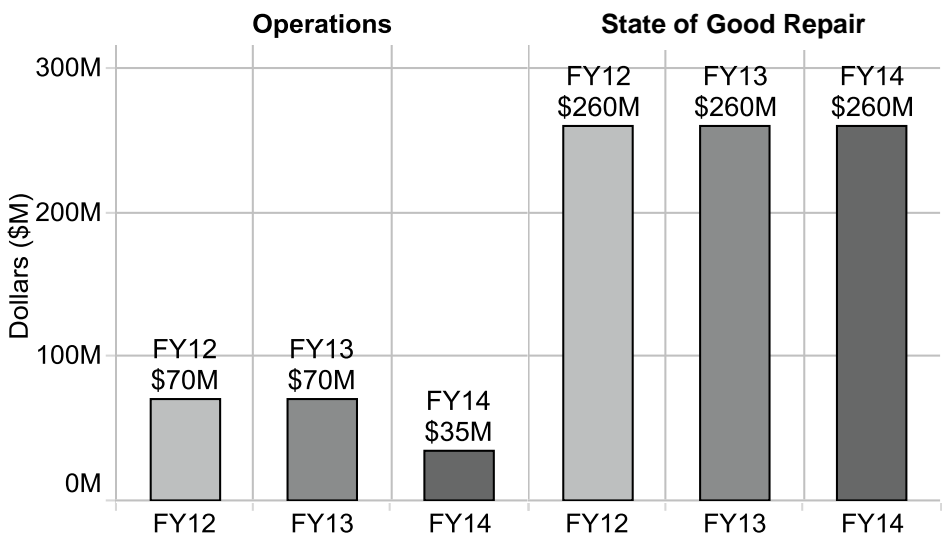
3.4.1 Figures are adjusted for inflation to reflect FY15 dollars.

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**

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

# Goal 3 financials

## Expenditures (FY16 as of June 2016, preliminary pending year-end closing)

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals	Encumbrances/ Carry Forward	Total Actuals <sup>(2)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$81,977,719	\$87,937,400	\$1,850,911	\$89,788,311	(\$7,810,592)
Board of Directors	\$611,779	\$593,090	\$426	\$593,516	\$18,263
Capital Programs and Construction	\$237,744	\$0	\$214,079	\$214,079	\$23,665
Communications	\$6,094,732	\$4,340,651	\$1,347,964	\$5,688,615	\$406,117
Director of Transportation	\$2,129,656	\$1,703,891	\$307,133	\$2,011,023	\$118,633
Finance and Information Technology	\$90,324,565	\$71,943,075	\$14,399,980	\$86,343,055	\$3,981,510
Government Affairs	\$1,113,098	\$1,174,845	\$0	\$1,174,845	(\$61,747)
Human Resources	\$34,488,664	\$30,968,086	\$5,938,899	\$36,906,985	(\$2,418,321)
Safety	\$4,933,792	\$3,786,442	\$2,011,741	\$5,798,183	(\$864,391)
Sustainable Streets	\$161,103,574	\$144,715,788	\$6,671,109	\$151,386,897	\$9,716,677
Transit Services	\$611,642,701	\$594,851,589	\$21,629,997	\$616,481,586	(\$4,838,885)
Taxi and Accessible Services	\$32,151,092	\$27,624,278	\$2,422,136	\$30,046,413	\$2,104,679
<b>TOTAL</b>	<b>\$1,026,809,116</b>	<b>\$969,639,135</b>	<b>\$56,794,373</b>	<b>\$1,026,433,508</b>	<b>\$375,608</b>

(1) Revised budget includes encumbrance and equipment carry forward from FY15 of \$58.3 million.

(2) Total Actuals is comprised of actuals to-date and encumbrances/manual carry forward to FY17.

# Goal 3 financials

## Revenues (FY16 as of June 2016, preliminary pending year-end closing)

REVENUE	Revised Budget	Actuals	Surplus/(Deficit)
<b>TRANSIT FARES</b>			
Cable Car Fares	\$26,580,000	\$29,151,262	\$2,571,262
Cash Fares	\$81,636,000	\$84,374,517	\$2,738,517
Other Fares	\$4,570,000	\$4,483,530	(\$86,470)
Passes	\$88,255,000	\$88,748,233	\$493,233
<b>TRANSIT FARES Total</b>	<b>\$201,041,000</b>	<b>\$206,757,542</b>	<b>\$5,716,542</b>
<b>PARKING FEES &amp; FINES</b>			
General Fund Baseline Transfer	\$72,562,637	\$72,562,637	\$0
Citations and Fines	\$97,040,000	\$104,920,207	\$7,880,207
Garage Revenue	\$64,464,191	\$68,183,966	\$3,719,775
Meter Revenue	\$45,337,319	\$63,603,024	\$18,265,705
Permit Revenue	\$13,798,909	\$18,692,170	\$4,893,261
<b>PARKING FEES &amp; FINES Total</b>	<b>\$293,203,056</b>	<b>\$327,962,004</b>	<b>\$34,758,948</b>
Operating Grants	\$132,779,526	\$140,565,366	\$7,785,840
Taxi Service	\$14,310,000	\$3,342,115	(\$10,967,885)
Other Revenues	\$28,536,000	\$32,916,380	\$4,380,380
General Fund Transfer <sup>(2)</sup>	\$277,140,000	\$277,140,000	\$0
Fund Balance for Current Year Budget	\$20,009,965	\$20,009,965	\$0
Transfer from Non-operating Fund	\$9,505,345	\$9,505,345	\$0
Fund Balance for Prior Year Encumbrance Carry Forward	\$58,257,733	\$58,257,733	\$0
<b>TOTAL</b>	<b>\$1,034,782,625</b>	<b>\$1,076,456,450</b>	<b>\$41,673,825</b>



# Goal 3 financials

## Overtime Report (FY17 as of July 2016)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE <sup>(3)</sup>	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
<b>OPERATING FUND</b>					
<b>TRANSIT SERVICES DIVISION</b>					
Transit Operators	\$23,586,620	\$1,146,547	26,162,107	\$27,308,653	(\$3,722,033)
Transit Vehicle Maintenance	\$6,718,500	\$537,172	13,426,207	\$13,963,378	(\$7,244,878)
Transit – All Others	\$4,544,031	\$397,835	8,945,182	\$9,343,017	(\$4,798,986)
<b>Subtotal Transit Services Division</b>	<b>\$34,849,151</b>	<b>\$2,081,554</b>	<b>\$48,533,496</b>	<b>\$50,615,048</b>	<b>(\$15,765,897)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$116,814	\$636,143	\$752,956	\$242,028
Sustainable Streets – All Others	\$794,714	\$17,354	\$423,712	\$441,066	\$353,648
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$134,168</b>	<b>\$1,059,855</b>	<b>\$1,194,022</b>	<b>\$595,676</b>
<b>SFMTA AGENCY WIDE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$709,466</b>	<b>\$44,511</b>	<b>\$1,112,780</b>	<b>\$1,157,291</b>	<b>(\$447,825)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,348,315</b>	<b>\$2,260,233</b>	<b>\$50,706,131</b>	<b>\$52,966,361</b>	<b>(\$15,618,046)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$32,402	\$810,054	\$842,456	(\$842,456)
Sustainable Streets Engineering Programs	\$0	\$17,252	\$431,290	\$448,541	(\$448,541)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$49,654</b>	<b>\$1,241,344</b>	<b>\$1,290,997</b>	<b>(\$1,290,997)</b>
<b>TOTAL</b>	<b>\$37,348,315</b>	<b>\$2,309,887</b>	<b>\$51,947,474</b>	<b>\$54,257,358</b>	<b>(\$16,909,043)</b>

<sup>(3)</sup> 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 \$ 16K as of July 2016 (low because early in the fiscal year)..

# Goal 4 metrics

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

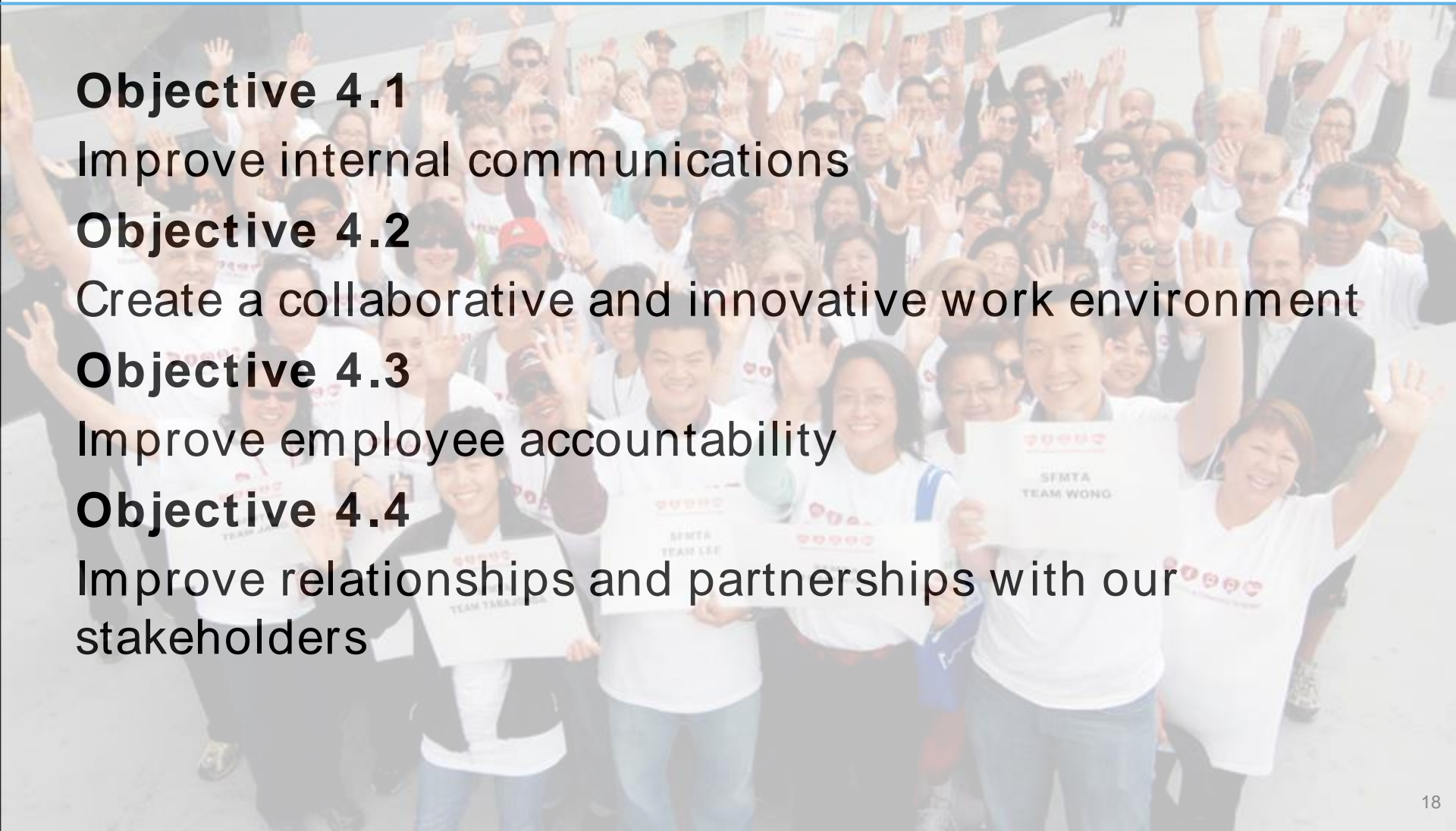
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

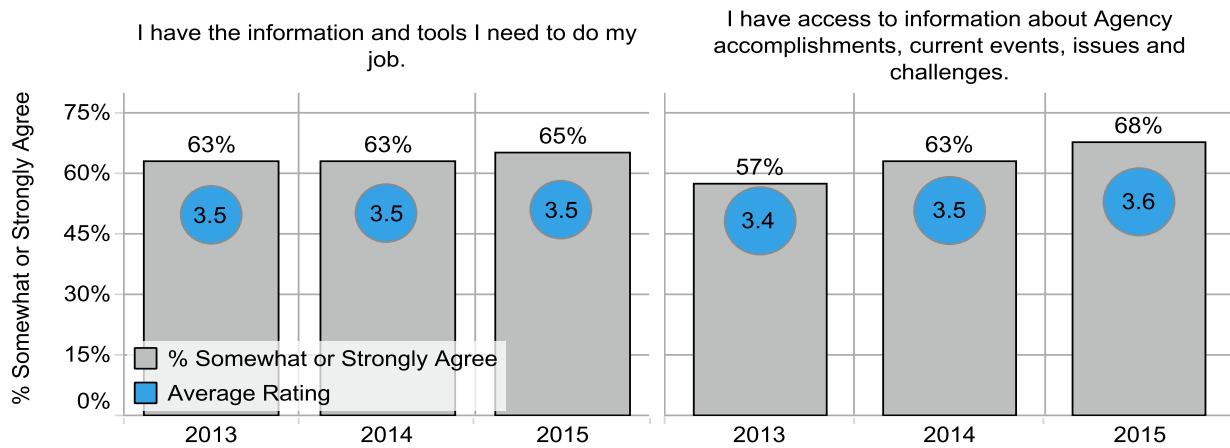
Improve relationships and partnerships with our stakeholders



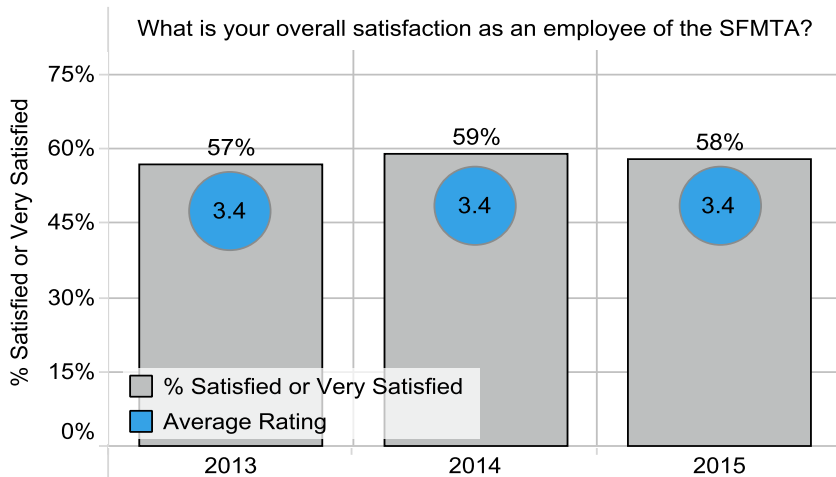
# Goal 4 metrics

## Key performance indicators

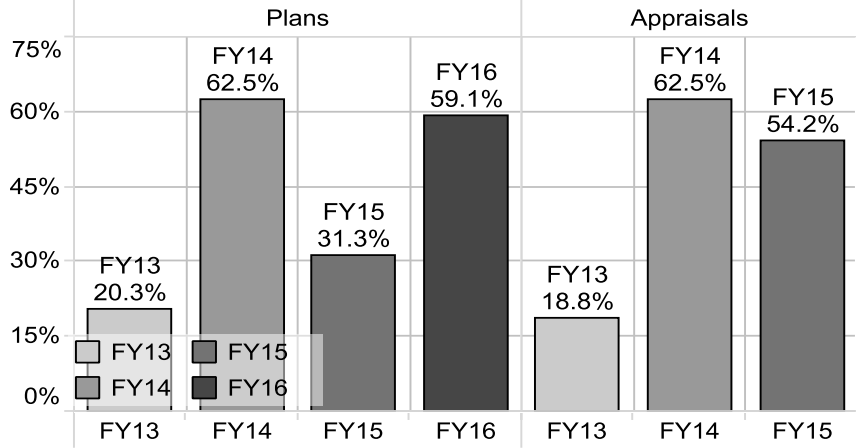
### 4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



### 4.2.1 Employee Rating: Overall employee satisfaction



### 4.3.1 Percentage of employees with performance plans/appraisals by start/end of fiscal year



4.1.12016 employee survey will be completed in October.  
 Note: Reported results are subject to change as data quality improves or new data become available.

# Goal 4 metrics

## Key performance indicators *continued*

### 4.4.1 Stakeholder rating: satisfaction with SFMTA management of transportation in San Francisco

