



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 2 Action Item Highlights*

October 2014

San Francisco, California

# Goal 1 metrics

Create a safer transportation experience for everyone

## Objective 1.1

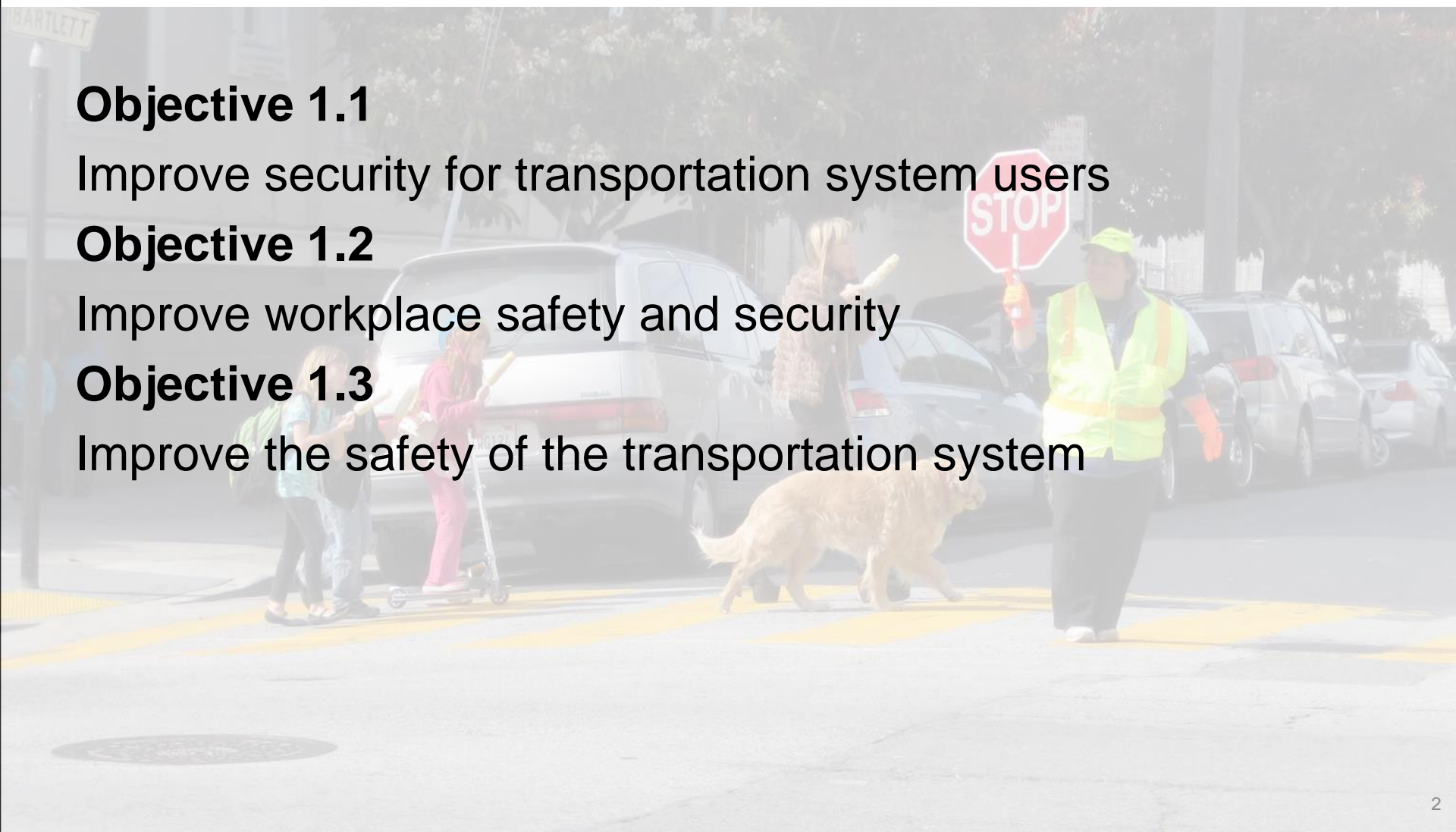
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

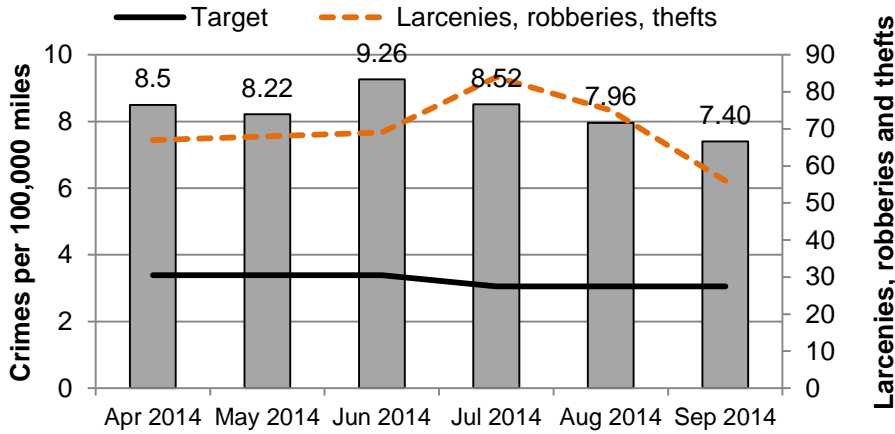
Improve the safety of the transportation system



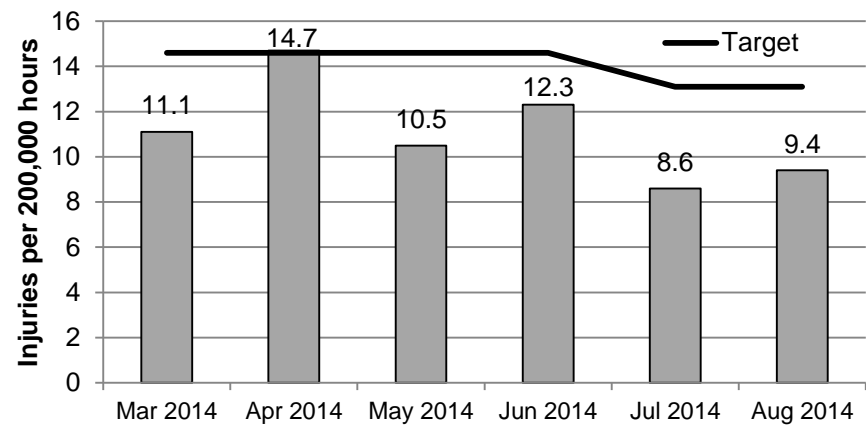
# Goal 1 metrics

## Key performance indicators

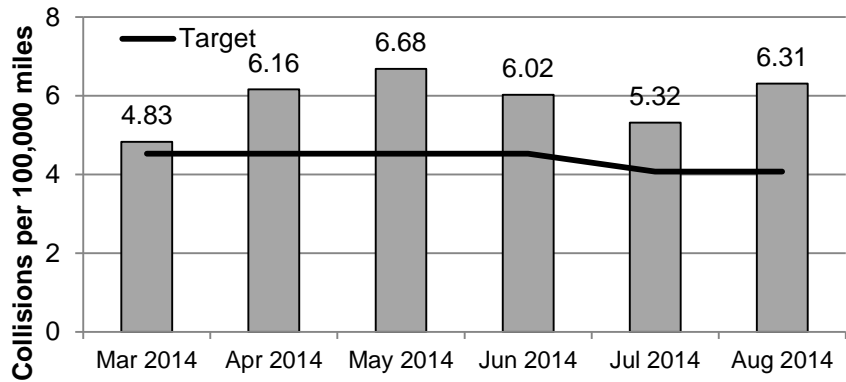
1.1.1 SFPD-reported Muni-related crimes/100,000 miles



1.2.1 Workplace injuries/200,000 hours



1.3.1 Muni collisions/100,000 miles



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

# Goal 2 action item highlights

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

## **Objective 2.1**

Improve customer service and communications

## **Objective 2.2**

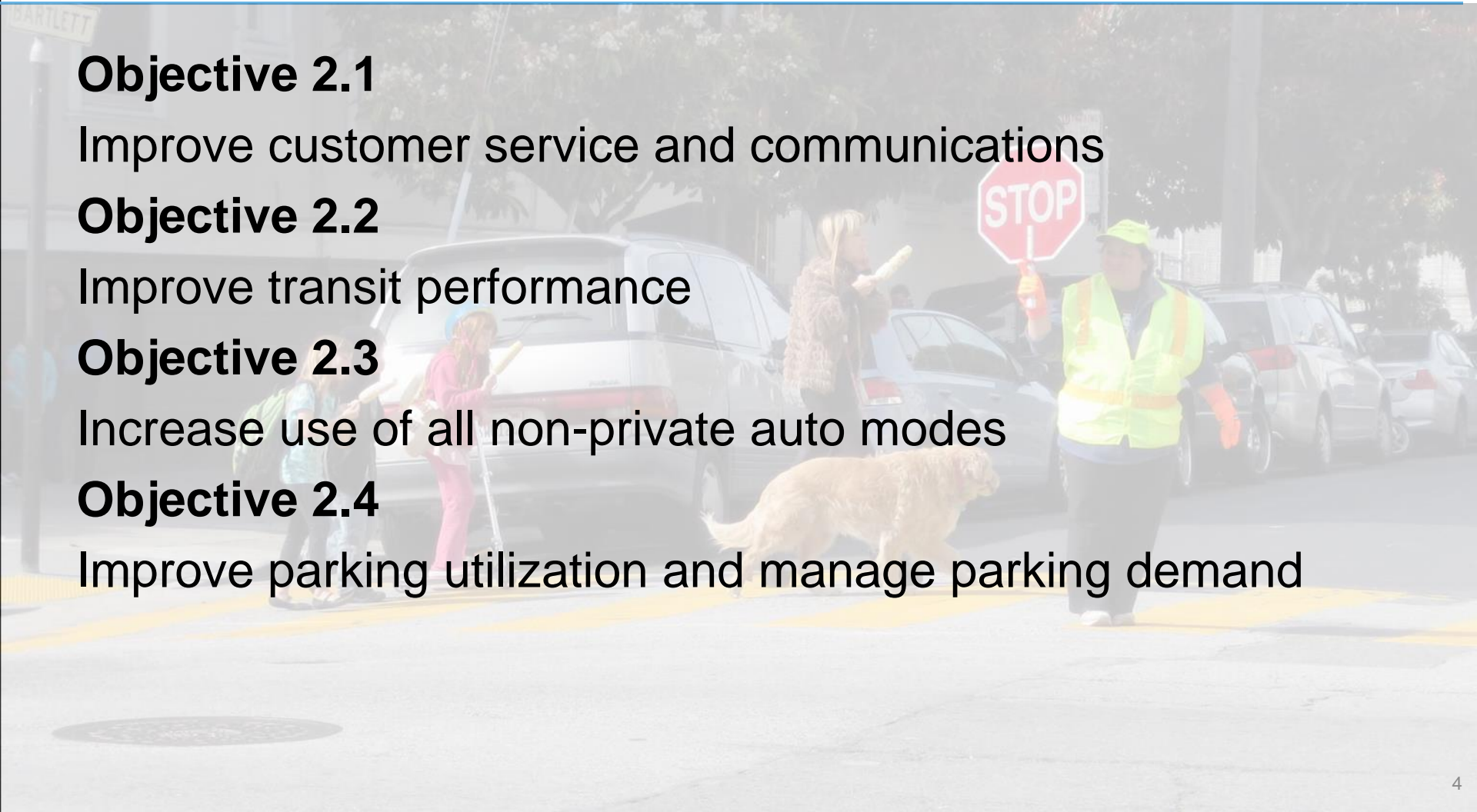
Improve transit performance

## **Objective 2.3**

Increase use of all non-private auto modes

## **Objective 2.4**

Improve parking utilization and manage parking demand



# Objective 2.1 action items

## Improve customer service and communications

---

### **New action item highlights**

Create and launch new online and printed maps capturing all modes and highlight the most frequent and convenient connections

The new Muni System Map gift was accepted by the Board in July and will be finalized by mid-Nov. A cartography support contract will be awarded in October, enabling the development of specialized maps for the Rapid, Rail and bike networks. The new design will be included at SPUR's Urban Cartography exhibit Oct. 23-Feb. 6 and the new map will be rolled out publicly on transit shelters beginning in March.

Define, create and rollout Muni Forward campaign to support awareness of Muni improvements including new Rapid Network

Muni Forward was launched externally and internally, using social media to communicate with the public and a presentation at a Sept. 30 meeting to reach MTA staff. Staff plans to expand in-reach efforts to better communicate Muni Forward projects with Muni operators and other front-line staff. Mid-October will bring the launch of 2,000 Muni car cards to showcase transit-lane only benefits and new buses. In November the SFMTA will hold three public meetings to introduce rapid and transit priority proposals within the 28, 30 and 8X corridors.

---

# Objective 2.1 action items

## Improve customer service and communications

---

### **New action item highlights**

Develop a citywide communications plan that defines, and builds awareness of Vision Zero

A consulting contract has been established for assistance in developing a brand, vision statement, website and messaging for Vision Zero. A working group, consisting of communications personnel from eight agencies, has been convened to ensure broad input and buy-in on the communications about Vision Zero.

Develop and implement an SFMTA blog communications channel;  
Continually build awareness and usage metrics

The Agency blog, Moving SF, launched on Sept. 2<sup>nd</sup>. During the first month, staff published 31 posts, which garnered more than 10,000 website page views and 568 e-mail subscriptions.

---

# Objective 2.2 action items

## Improve transit performance

---

### **New action item highlights**

Reduce delays caused by security incidents such as vandalism, subway intrusions, passenger incidents

A variety of pro-security measures are now in place, such as subway sweeps, a mobile graffiti unit with SFPD, data-driven police targeting, and vandalism documentation training for supervisors and guards. The Agency is also expanding staff capacity to report security incidents, considering a revitalization of the vandalism hotline, and progressing toward completion of the Video Installation Project.

Establish operator restroom locations for each route

Since the Task Force began its work in February 2012 to establish restrooms at all 105 transit terminals, the “gaps” have been reduced from 57 to 6. Twenty-seven licenses, leases and use permits, 49 other restrooms available, 15 temporary portables, and 7 Operator Convenience Stations in 6 locations – approved by the Arts Commission and the Board of Supervisors – have been installed in 2014.

---

# Objective 2.2 action items

## Improve transit performance

---

### **New action item highlights**

---

**Rail Capacity Strategy:** Complete the assessment of near-term improvements and a long-term vision for the rail network by Dec. 2014

The needs assessment has been completed and concept development is underway. Outcomes from two Stakeholder Workshops focusing on long-term capacity improvements will be incorporated with staff-developed, long-term improvements. Near-and long-term concept screening will be complete by the end of the month, with evaluation and prioritization of remaining concepts to follow.

**Realign Transit Transtat meetings** to focus on 1-2 lines and provide a comprehensive agency-wide list of actions and report back on progress each month

In addition to the current Division based schedule, staff is now identifying 1-2 Lines of the Division for focused discussion. Staff also plans to implement monthly reporting on workforce planning and safety issues.

---



# Objective 2.2 action items

## Improve transit performance

---

### **New action item highlights**

---

Develop and implement systematic reporting on fleet appearance

Staff are working to establish a reporting system that includes the responsibility and authority of reporting by operators, managers, controllers, and supervisors. Additionally, staff plans to hire eight car cleaners for added day and swing mobile crews and to identify funding to replace wash racks and paint booths.

---

# Objective 2.3 action items

## Improve use of all non-private auto modes

---

### **New action item highlights**

Develop and implement a permanent, expanded bicycle sharing program

The project has been on hold since the equipment and software provider went bankrupt in Fall 2013. In the coming year, system management will transfer from the Bay Area Air Quality Management District (BAAQMD) to the Metropolitan Transportation Commission (MTC); the MTC is assembling \$15 million to expand service area to the East Bay and continue the project.

Improve and increase mechanisms for direct customer-to-taxi driver communications

Staff will present an item to the SFMTA Board on November 18<sup>th</sup> requiring an SFMTA certified e-hail App for all SF taxis. In the coming weeks, staff are exploring concepts for the App, addressing factors such as customer payment method, driver grievance procedure, and connection to RideIntegrity platform for data tracking purposes.

---

# Objective 2.3 action items

Improve use of all non-private auto modes

---

## **New action item highlights**

Geary BRT: Support the SFCTA in completing the environmental review phase of the project (CEQA and NEPA) by Summer, 2015

Working in partnership with the SFCTA, the project team has completed circulating the Administrative Draft Environmental Impact Report and Environmental Impact Statement (EIR/EIS) to the City Agencies. The project team is currently incorporating revisions and the Draft EIR/EIS is scheduled to be released to the public in Winter 2014/15.

---

# Objective 2.4 action items

## Improve parking utilization and manage parking demand

---

### **New action item highlights**

Evaluate current Residential Parking Permit (RPP) program, identify best practice strategies and establish next steps required for implementation of pilot program

Currently developing project team and designing the outreach and engagement strategy for the project, including the identification of neighborhoods and stakeholders and the structure of meetings and data collection efforts. Outreach is projected to start in summer 2015.

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

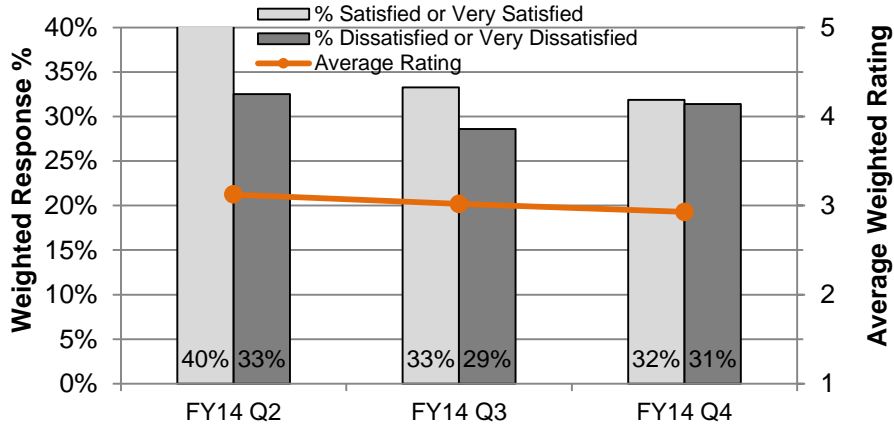
The 18-month pilot launched on August 1, 2014.

---

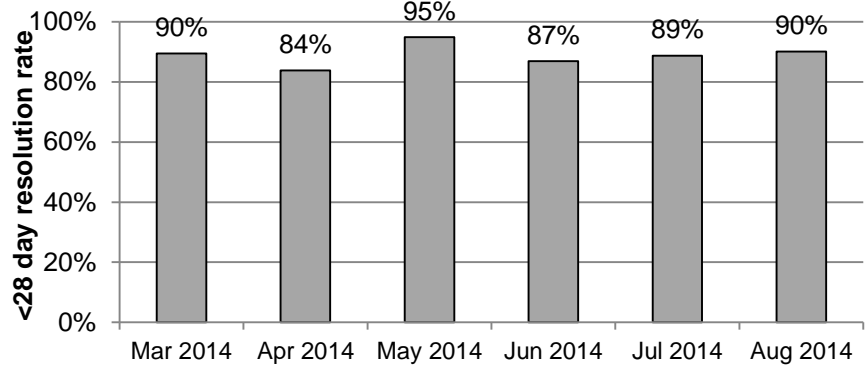
# Goal 2 metrics

## Key performance indicators

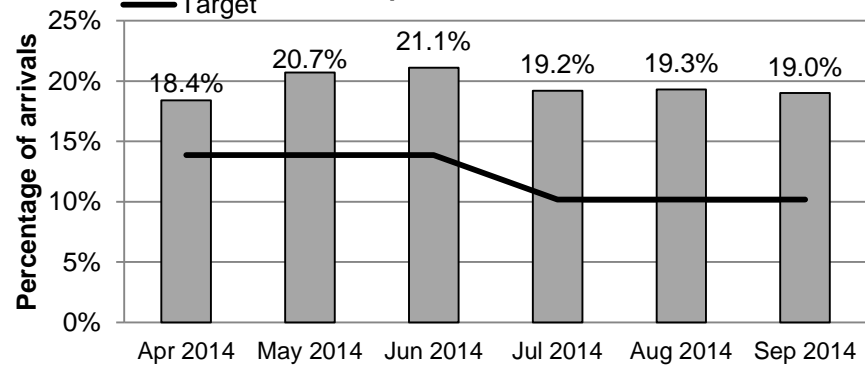
**2.1.1 Customer Rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)<sup>1</sup>**



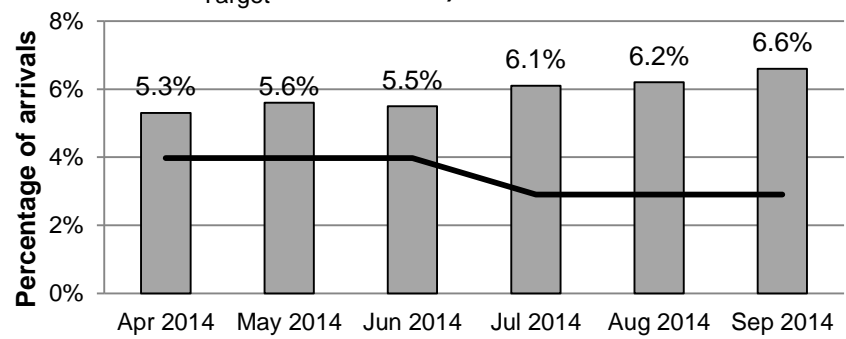
**2.1.7 Percentage of actionable 311 Muni-related complaints addressed within 28 days**



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



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



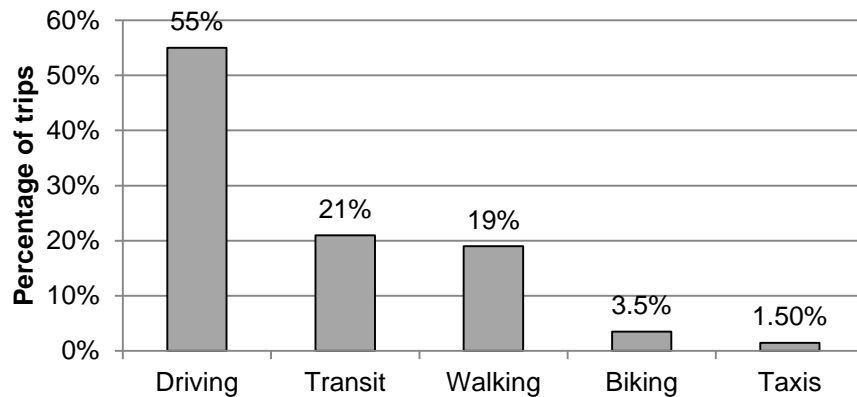
<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted in Nov/Dec 13 and are weighted to reflect the geographic distribution of San Francisco's population.

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

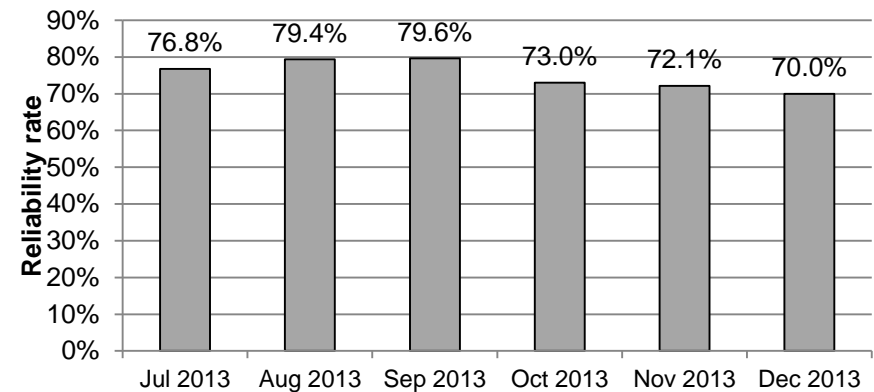
# Goal 2 metrics

## Key performance indicators **continued**

2.3.1 Non-private auto mode share (2011 all trips)



2.4.1 Parking reliability rate of SFpark spaces<sup>1</sup>



<sup>1</sup>Due to street sensor removal, occupancy-based parking measures will not be reported after Dec 2013. Parking program staff are currently developing an alternative metric.

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

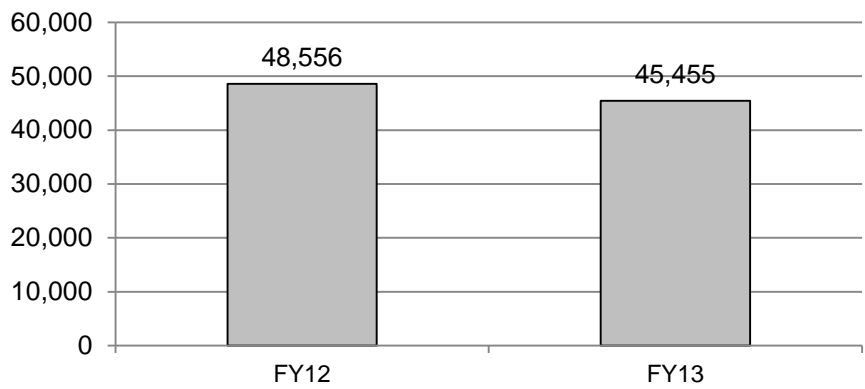
### **Objective 3.5**

Reduce capital and operating structural deficits

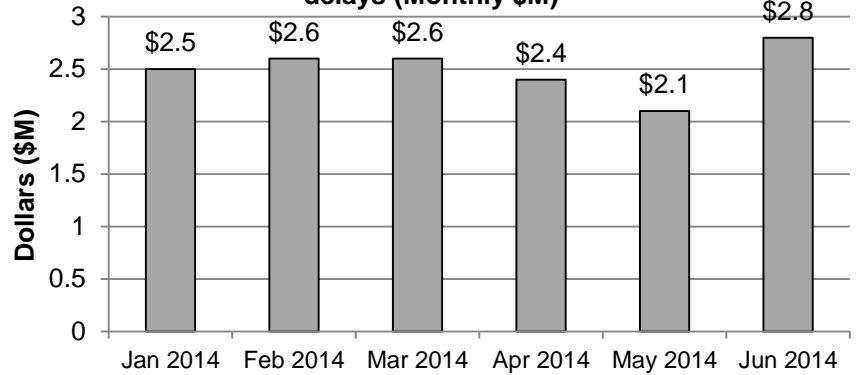
# Goal 3 metrics

## Key performance indicators

3.1.1 SFMTA carbon footprint (metric tons CO2e)



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

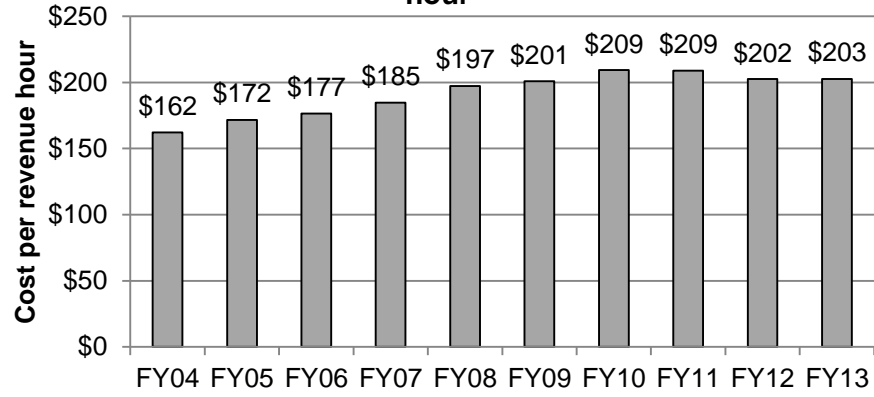


3.3.1 Percentage of all capital projects delivered on-budget by phase



Measure in development

3.4.1 Average annual transit cost per revenue hour<sup>1</sup>



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



# Goal 3 financials

## Expenditures (FY15 as of August 2014)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year <sup>(1)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$103,631,634	\$10,146,316	\$44,760,056	\$109,183,097	(\$5,551,463)
Board of Directors	\$594,825	\$60,527	\$3,456	\$464,378	\$130,447
Capital Programs and Construction	\$126,086	\$1,068,663	\$2,517,112	\$126,086	\$0
Communications	\$5,838,995	\$318,655	\$600,793	\$5,237,268	\$601,727
Director of Transportation	\$2,677,049	\$531,103	\$339,521	\$2,350,066	\$326,983
Finance and Information Technology	\$87,738,993	\$6,457,439	\$29,231,900	\$85,944,988	\$1,794,005
Government Affairs	\$1,032,451	\$100,845	\$208,627	\$1,042,776	(\$10,325)
Human Resources	\$31,283,998	\$2,986,751	\$8,291,284	\$29,887,439	\$1,396,559
Safety	\$4,014,868	\$410,119	\$1,376,486	\$4,933,732	(\$918,864)
Sustainable Streets	\$151,038,816	\$12,762,520	\$33,697,652	\$146,305,039	\$4,733,776
Transit Services	\$563,245,545	\$59,467,881	\$65,451,432	\$564,053,039	(\$807,494)
Taxi and Accessible Services	\$29,798,066	\$1,683,068	\$23,191,077	\$29,588,492	\$209,574
<b>TOTAL</b>	<b>\$981,021,328</b>	<b>\$95,993,888</b>	<b>\$209,669,397</b>	<b>\$979,116,401</b>	<b>\$1,904,926</b>

Note:

(1) Expenditures projection is based on all encumbrance spent in FY2015.

# Goal 3 financials

## Revenues (FY15 as of August 2014)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$25,809,060	\$6,849,106	\$25,809,060	\$0
Cash Fares	\$77,900,551	\$14,267,215	\$77,900,551	\$0
Other Fares	\$7,280,441	\$590,264	\$7,280,441	\$0
Passes	\$93,103,795	\$15,835,439	\$93,103,795	\$0
<b>TRANSIT FARES Total</b>	<b>\$204,093,847</b>	<b>\$37,542,025</b>	<b>\$204,093,847</b>	<b>\$0</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$67,900,000	\$0	\$67,900,000	\$0
Citations and Fines	\$96,426,440	\$16,285,199	\$96,426,440	\$0
Garage Revenue	\$62,655,325	\$9,751,613	\$62,655,325	\$0
Meter Revenue	\$44,594,452	\$8,804,225	\$44,594,452	\$0
Permit Revenue	\$13,200,818	\$1,994,001	\$13,200,818	\$0
<b>PARKING FEES &amp; FINES Total</b>	<b>\$284,777,035</b>	<b>\$36,835,037</b>	<b>\$284,777,035</b>	<b>\$0</b>
Operating Grants	\$128,617,100	\$9,314,764	\$128,617,100	\$0
Taxi Service	\$14,244,560	\$1,897,504	\$14,244,560	\$0
Other Revenues	\$28,853,509	\$5,602,269	\$28,853,509	\$0
General Fund Transfer	\$247,860,000	\$0	\$247,860,000	\$0
Prior Year Fund Balance Carry Forward	\$72,574,959	\$72,574,959	\$72,574,959	\$0
<b>TOTAL</b>	<b>\$981,021,010</b>	<b>\$163,766,558</b>	<b>\$981,021,010</b>	<b>\$0</b>

# Goal 3 financials

## Overtime Report (FY15 as of August 2014)

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	\$23,586,620	\$13,665,970	\$24,475,740	\$28,141,710	(\$4,555,090)
Transit Vehicle Maintenance	\$7,037,296	\$1,687,562	\$11,266,955	\$12,954,517	(\$5,917,221)
Transit – All Others	\$4,066,867	\$1,529,870	\$10,214,133	\$11,744,003	(\$7,677,136)
<b>Subtotal Transit Services Division</b>	<b>\$34,690,783</b>	<b>\$6,883,402</b>	<b>\$45,956,828</b>	<b>\$52,840,230</b>	<b>(\$18,149,447)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$358,802	\$2,395,530	\$2,754,331	(\$1,759,347)
Sustainable Streets – All Others	\$794,714	\$89,151	\$595,211	\$684,361	\$110,353
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$447,952</b>	<b>\$2,990,740</b>	<b>\$3,438,693</b>	<b>(\$1,648,995)</b>
<b>SFMTA AGENCY WIDE</b>	\$0	\$0	\$0	\$0	\$0
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$116,901</b>	<b>\$780,483</b>	<b>\$897,384</b>	<b>(\$7,610)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,370,255</b>	<b>\$7,448,254</b>	<b>\$49,728,052</b>	<b>\$57,176,306</b>	<b>(\$19,806,051)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$127,708	\$852,641	\$980,349	(\$980,349)
Sustainable Streets Engineering Programs	\$0	\$52,954	\$353,546	\$406,500	(\$406,500)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$180,662</b>	<b>\$1,206,186</b>	<b>\$1,386,849</b>	<b>(\$1,386,849)</b>
<b>TOTAL</b>	<b>\$37,370,255</b>	<b>\$7,628,917</b>	<b>\$50,934,238</b>	<b>\$58,563,155</b>	<b>(\$21,192,900)</b>

\*Figures include cost recovery for events or services totaling \$115K as of month-end (August 2014) for FY2015. The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

# Goal 4 metrics

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

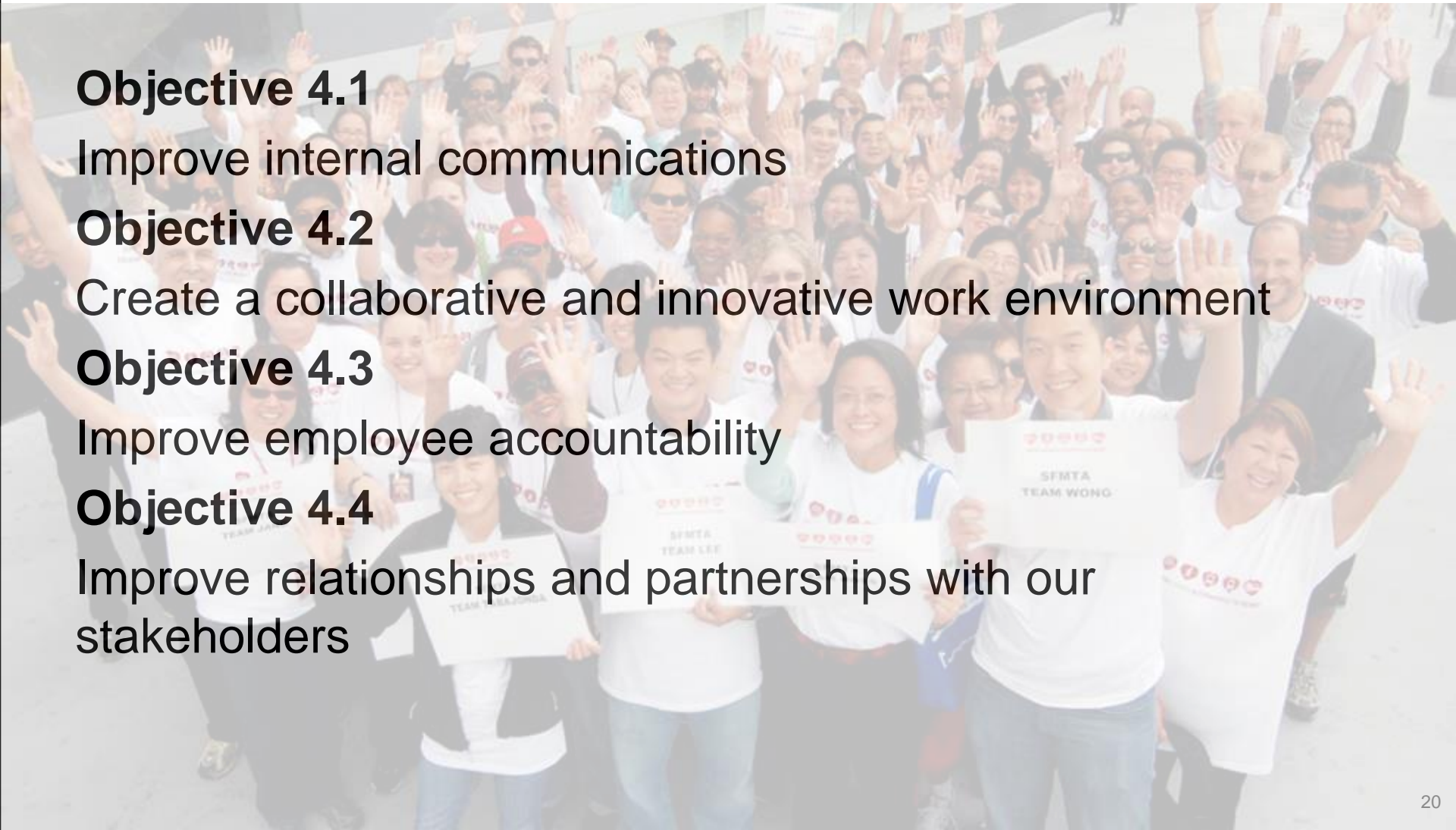
Create a collaborative and innovative work environment

## **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;**

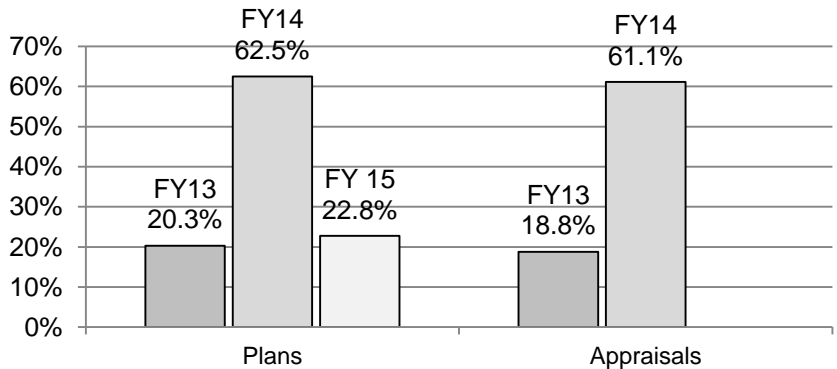
scale of 1 (high) to 5 (low)

**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/appraisals by start/end of fiscal year**



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 decision-making process/communications; scale of 1 (low) to 5 (high)



**Survey will be  
conducted in FY15.**