



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

February 2018

San Francisco, California

Goal 1 focus

Create a safer transportation experience for everyone

Objective 1.1

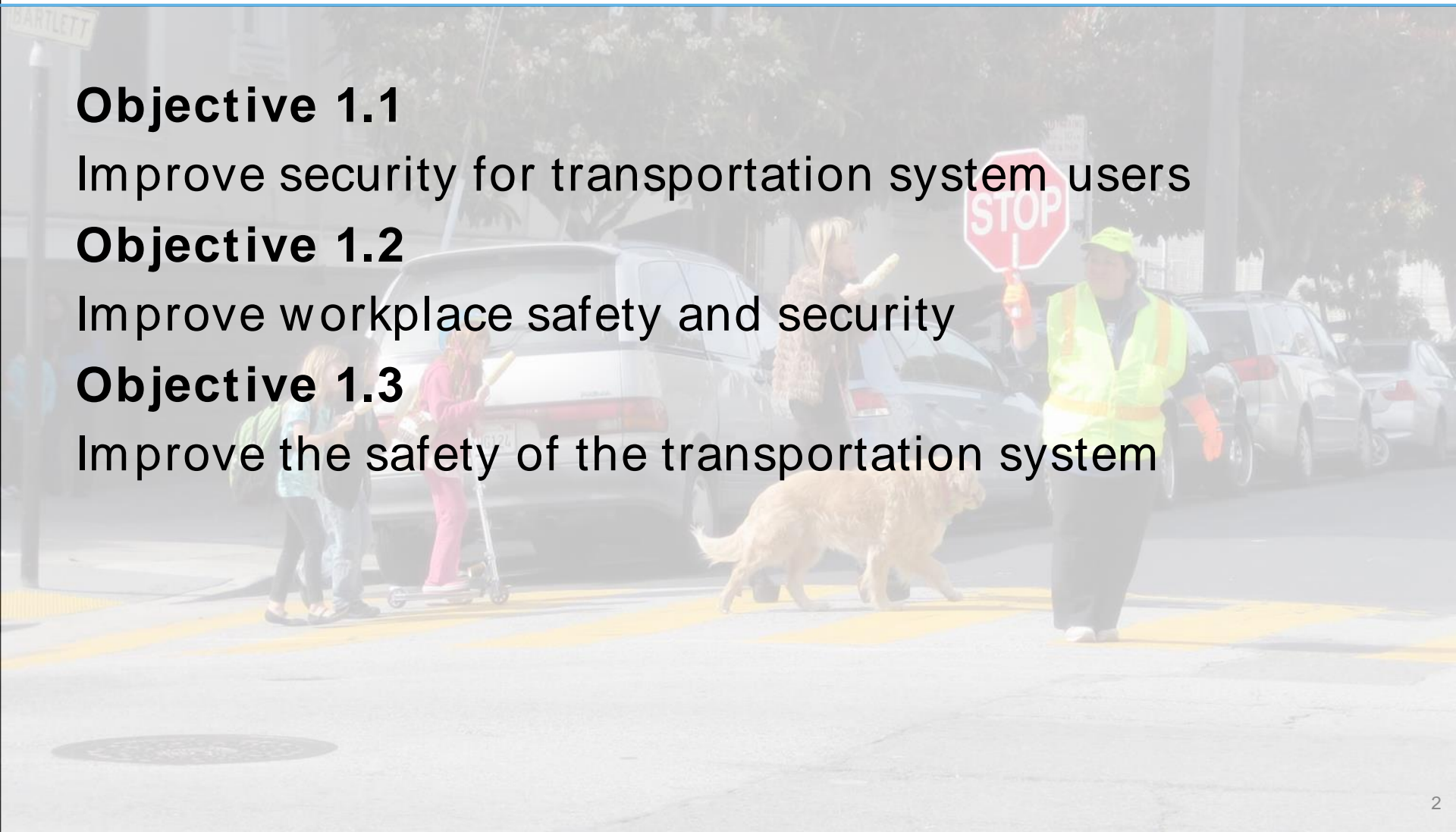
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

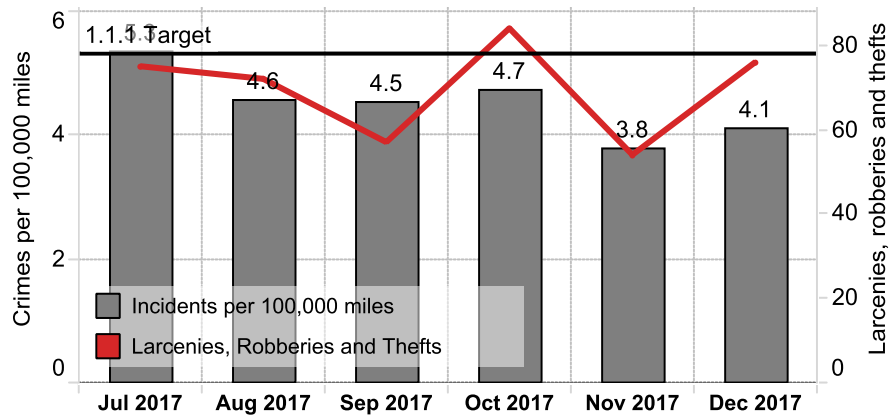
Improve the safety of the transportation system



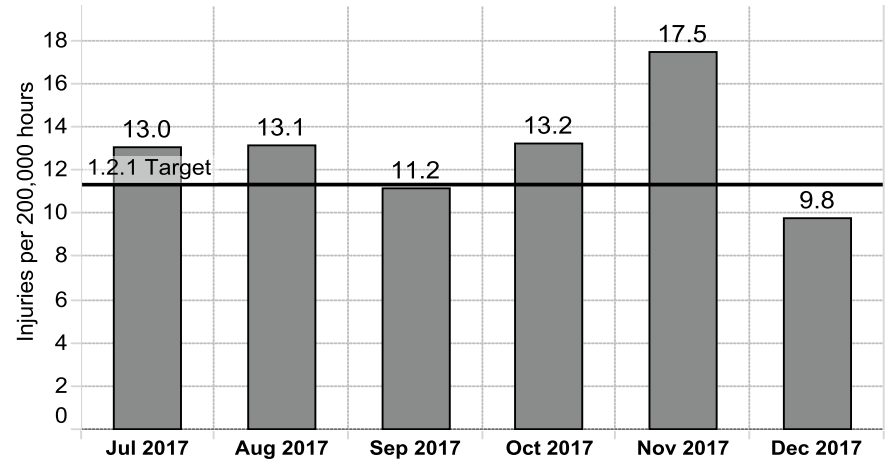
Goal 1 metrics

Key performance indicators

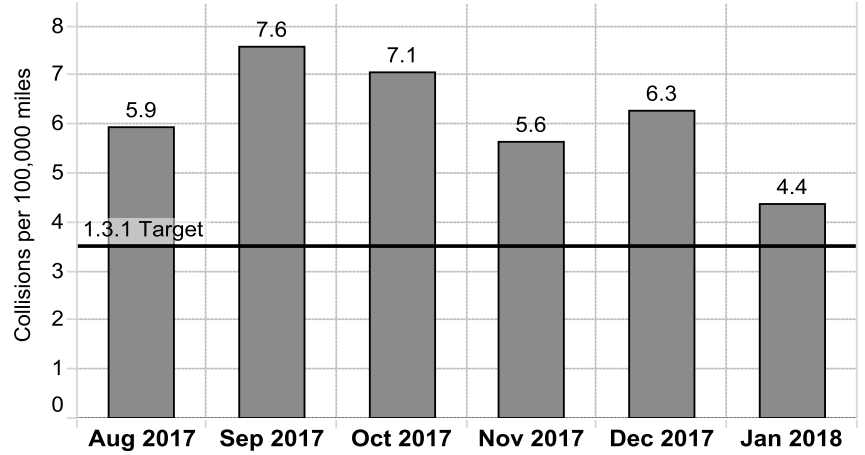
1.1.1 SFPD incidents per 100,000 miles



1.2.1 Workplace injuries per 200,000 hours



1.3.1 Collisions per 100,000 miles



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

Objective 1.1: Improve security for transportation system users

Action 1.1.A: Improve Video Surveillance Capability at MTA Headquarters

Action 1.1.C: Improve Video Surveillance Capability at Bus & Light Rail Vehicle Divisions

- Completed the agencywide video surveillance assessment.
- Expected to start implementation of the recommendations in spring 2018.

Objective 1.2: Improve workplace safety and security.

Action 1.2.B: Implement SFMTA Facility Upgrades (Facility Improvement Program).

- Launched Building Progress Program.
- Completed roof repair and pigeon abatement across the SFMTA campus.
- Evaluated HVAC systems, and restrooms and are currently working toward a renovation campaign.
- Facility Improvement project status by location:
 - *Completed improvements* - 2323 Cesar Chavez; 700 Pennsylvania; 11 South Van Ness.
 - *Under construction* - 1570 Burke; 1508 Bancroft; replacement of underground storage tanks Kirkland, Scott and Flynn; Fall Protection at various locations.
 - *Upcoming* - tenant improvements at 505 7th Street; Phase I of Fire Life Safety Improvements; improvements to the 11 South Van Ness Customer Service Center.

Objective 1.3: Improve the safety of the transportation system.

Action 1.3.A: Identify causes of preventable transit collisions and assign resources to reduce them.

Working to improve safety from several angles:

- *Improving street conditions* - Established a cross-divisional agency focus group for collision reduction to review collision causes and identify new collision reduction strategies and improvements in street design to correct conditions when possible.
- *Operator training* - identifying operators who can benefit from POD-C or other similar training programs and refers those operators to Training and establishing programs for the LRV4 simulator (to be delivered in spring 2017 as part of the LRV4 vehicle procurement).
- *Improving tracking and record-keeping* - full implementation of the new Intelex system should take place in spring 2017.

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

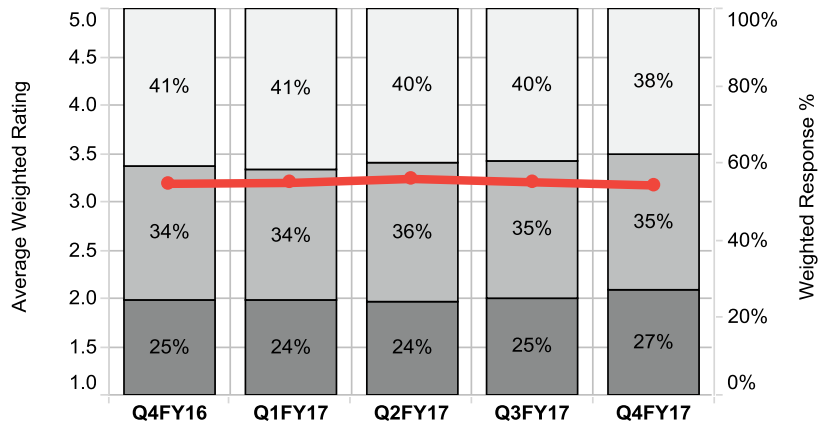
Objective 2.4

Improve parking utilization and manage parking demand

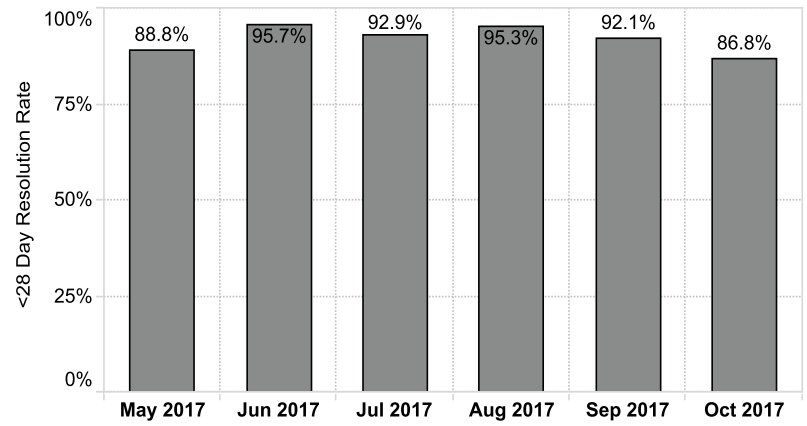
Goal 2 metrics

Key performance indicators

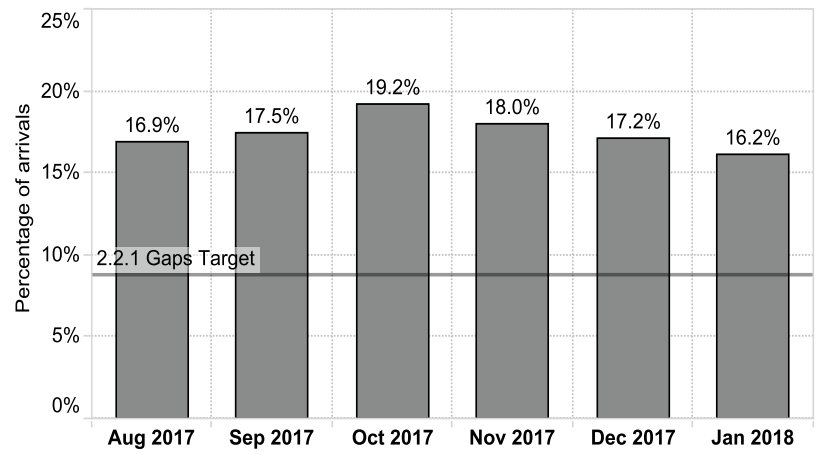
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



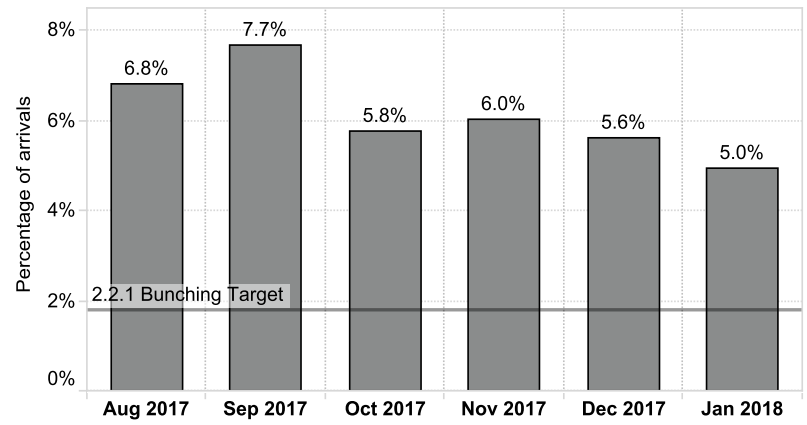
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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)

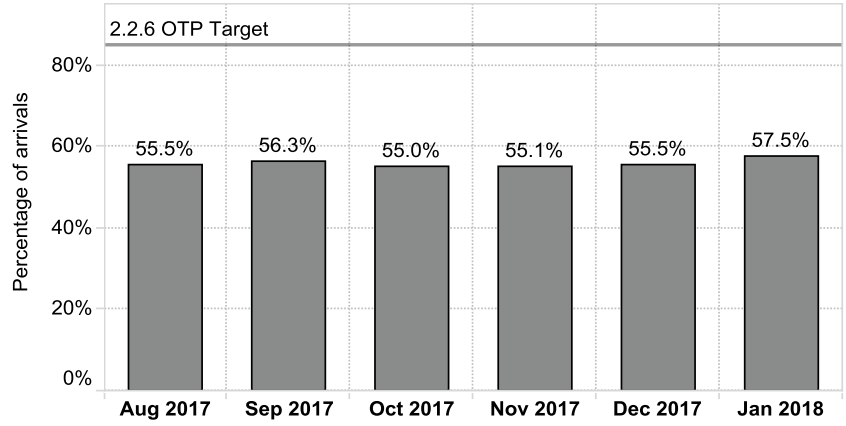


2.1.1 Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.
 Note: Reported results are subject to change as data quality improves or new data become available.

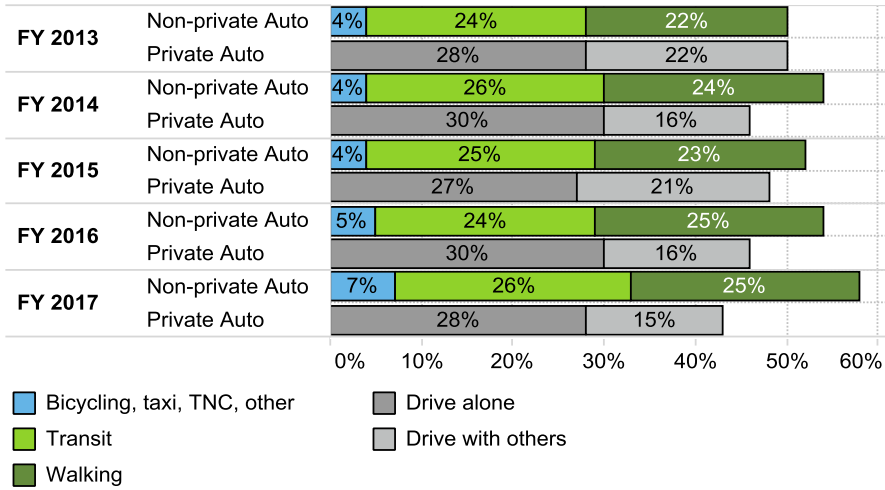
Goal 2 metrics

Key performance indicators **continued**

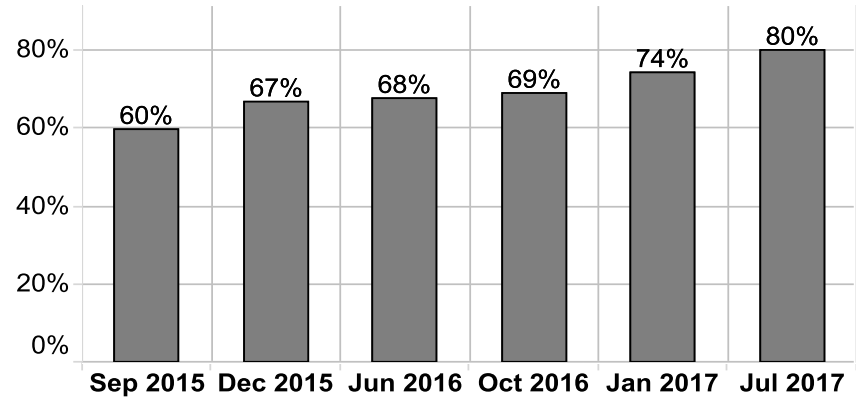
2.2.6 Percentage of on-time performance



2.3.1 Percentage of non-private auto mode share



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



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

Objective 2.1: Improve customer service & communications

Action 2.1.D: Improve citywide navigation and customer information for all modes

The regional wayfinding project team has organized and is hosting two workshops — a February 28 workshop at MTC HQ and another in San Jose on March 1 — *with* the goal of presenting the progress made to date, and to get executive-level buy-in of the region's transit operators and participating city DOTs.

Objective 2.2: Improve transit performance.

Action 2.2.C: Implement strategic short- and mid-term initiatives to improve OTP to 75%

Over the last year, construction around the Green yard significantly complicated light rail performance. However, with construction ending in December, we have implemented a multi-faceted campaign to restore good practices and on-time performance. These include:

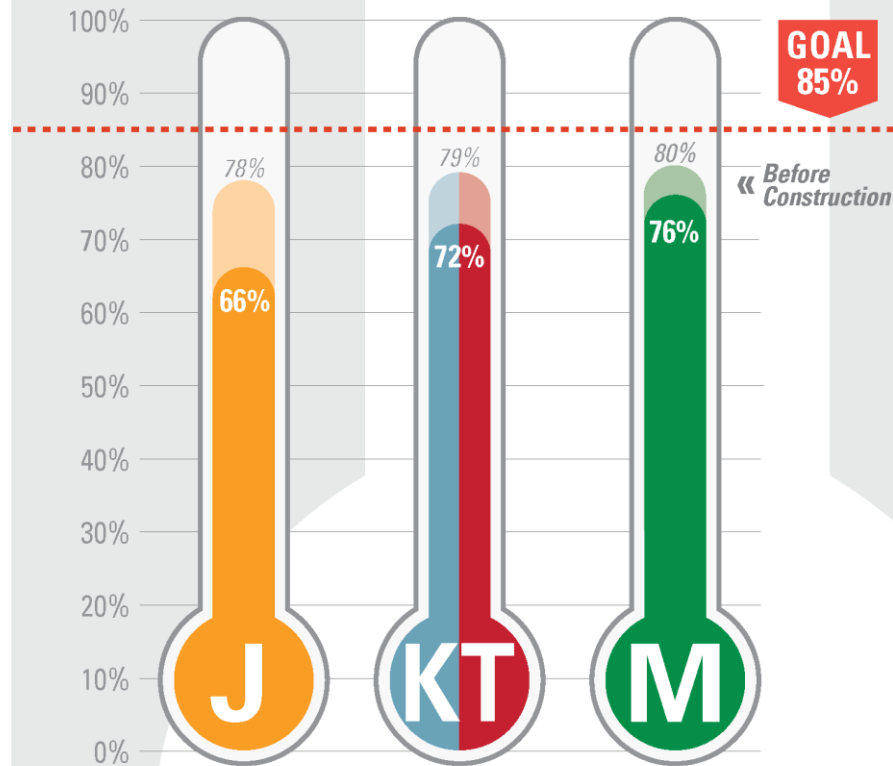
- Engaging operators about the important of completing vehicle pre-ops, leaving the yard/terminal on-time, and maintaining schedule
- Identifying and addressing operators with consistent OTP issues
- Redistributing rail maintenance staff shifts to inspect more vehicles overnight to ensure vehicle reliability
- Consistently evaluating and updating procedures to minimize vehicles lost in service
- Focusing on and enforcing positive inspector interactions with operators
- Identifying and addressing key areas of signal, overhead wire, and automatic train control system issues
- Continuing efforts to emphasize and enforce key rules, and ensure proper tracking of violators

Objective 2.2: Improve transit performance.

ON TIME TERMINAL DEPARTURES

Week Of January 27th

Green/Cameron Beach



HELP US REACH THE GOAL!

- » Give yourself enough time
- » Check in with the dispatcher every shift
- » Report any vehicle issues to maintenance or inspectors
- » Call Central Control if you pull-out or leave the terminal late

Objective 2.3: Increase use of all non-private auto modes.

Action 2.3.C: Implement and evaluate a comprehensive Transportation Demand Management (TDM) Strategy.

Currently implementing several concurrent programs:

- *In-school bike education* – kicked-off program. This includes a new pilot of providing bicycle education in 2nd grade at three SFUSD elementary Schools.
- *Safe Routes to School* - OBAG funding approved and transition of project to the SFMTA underway. Planning for what the future program will look like will be completed by the end of June.
- *TDM for Tourists* - survey will launch this week.
- *Woods TDM program* - Shuttle and parking programs are in design, final operational proposal in February.

Objective 2.3: Increase use of all non-private auto modes.

Action 2.3.E: Develop an update to the Bicycle Strategy.

The three-year Bicycle Strategy assesses needs, identifies gaps, and recommends a number of short-term and long-term projects to help the city reach its longer-term health, environmental, and transportation targets.

- Focused on: the state of bicycling; new policies and targets since the last strategy; and addressing future funding scenarios.
- Includes an overlay of the Vision Zero High Injury Network (HIN) with the Comfort Index to help identify bike infrastructure needs.

Anticipated start of internal review winter 2018.

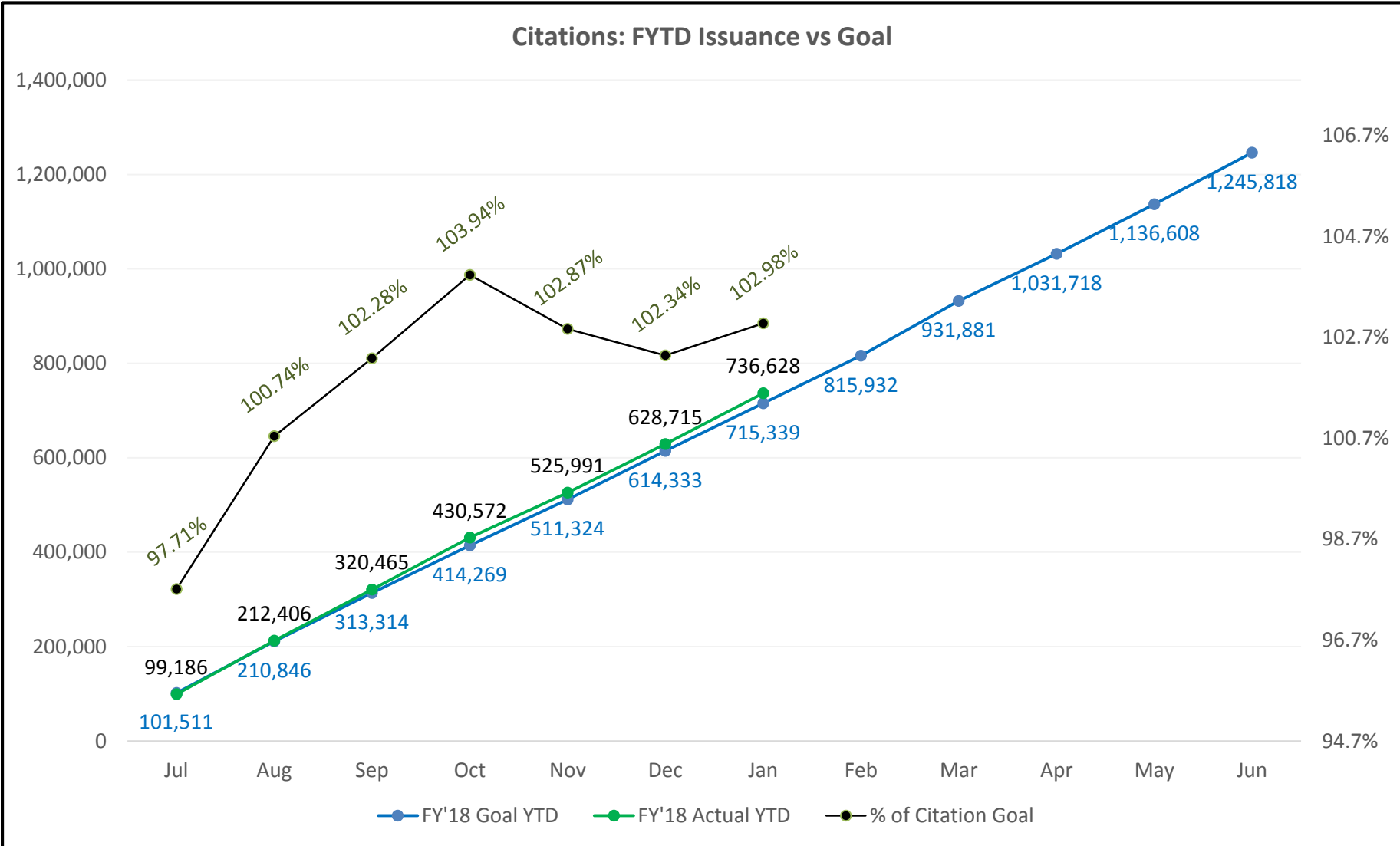
Objective 2.4: Improve parking utilization and manage parking demand

Action 2.4.D: Improve Enforcement Productivity and Coverage

- Increased citation issuance by 1% and citation revenue by 3.37% over FY17
- Daily tracking of issuance
 - Redirect resources to address negative trends sooner
- Beat Realignment to move from violation type based enforcement to geographic based enforcement
 - Utilize violation history to determine productivity based beat assignments.
 - UoP data science project results due May18
- Realigned leadership assignments

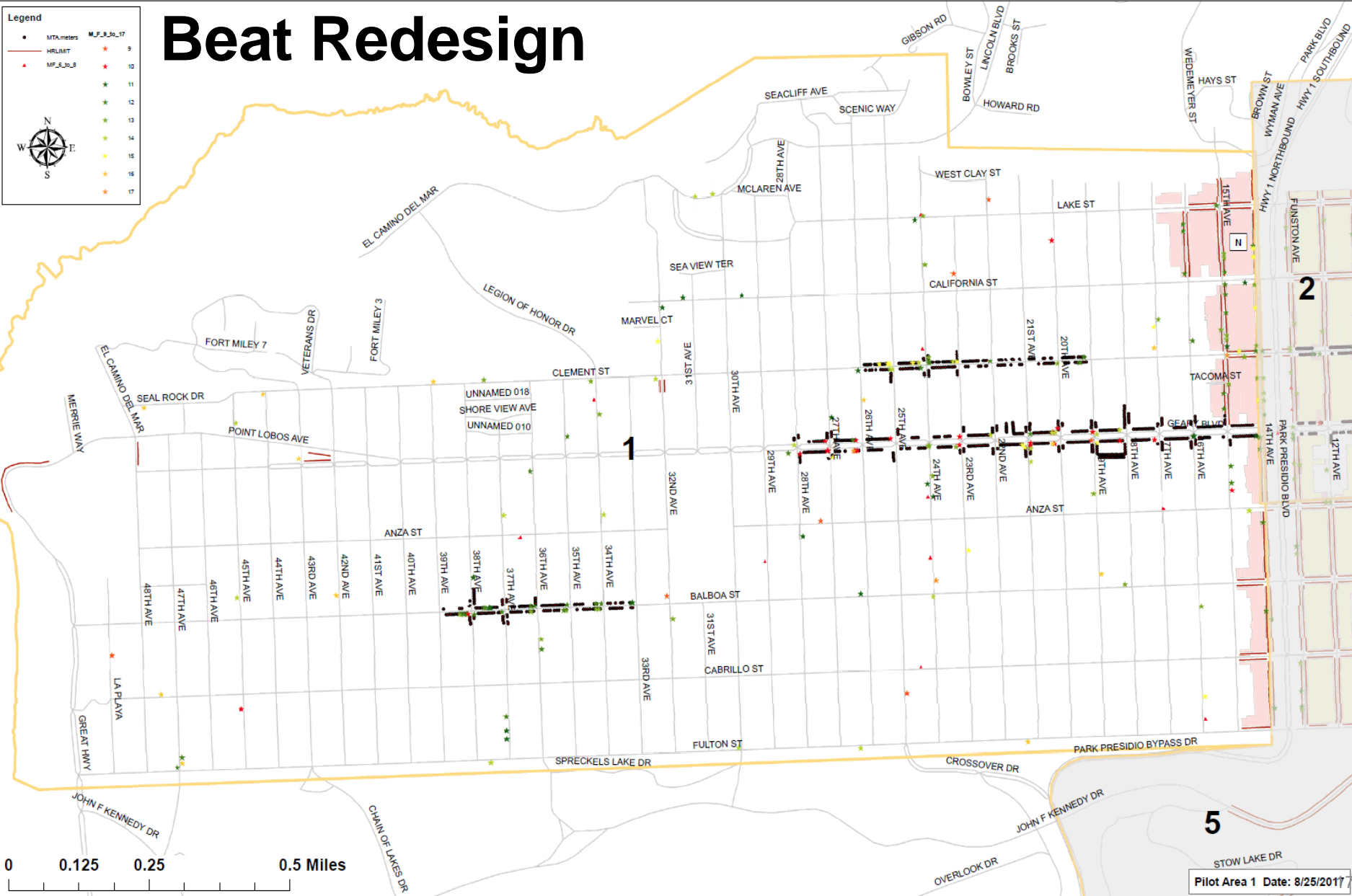
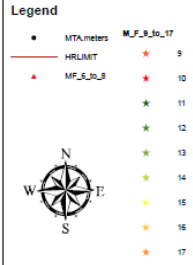
Objective 2.4: Improve parking utilization and manage parking demand

Cumulative Performance Year to Date



Objective 2.4: Improve parking utilization and manage parking demand

Beat Redesign



Goal 3 focus

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

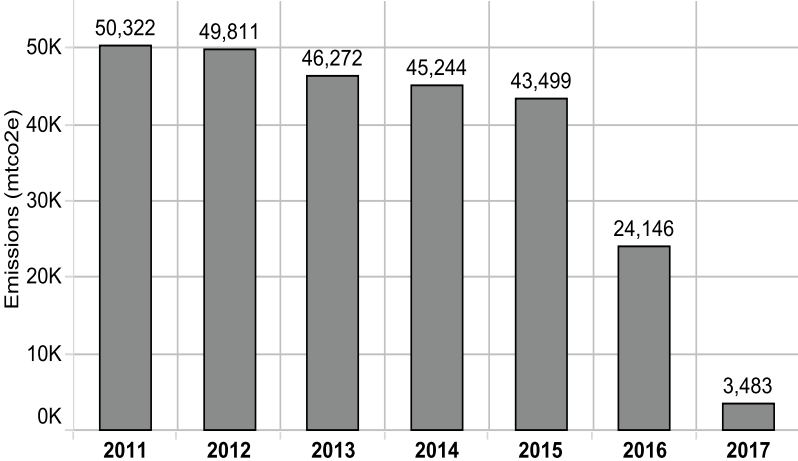
Objective 3.5

Reduce capital and operating structural deficits

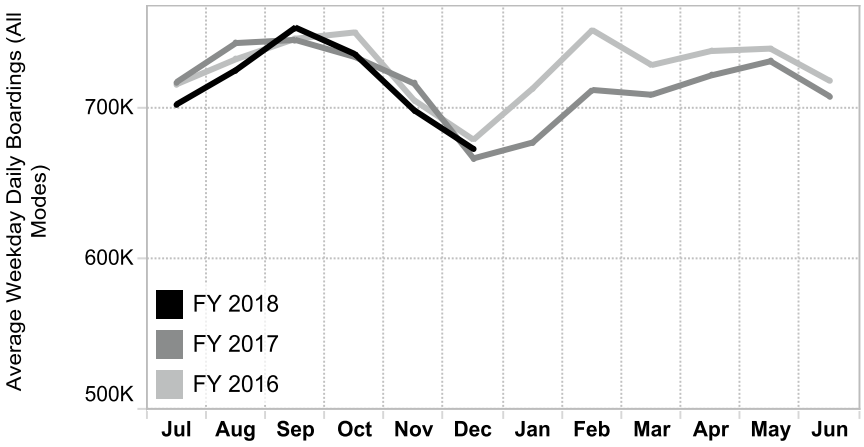
Goal 3 metrics

Key performance indicators

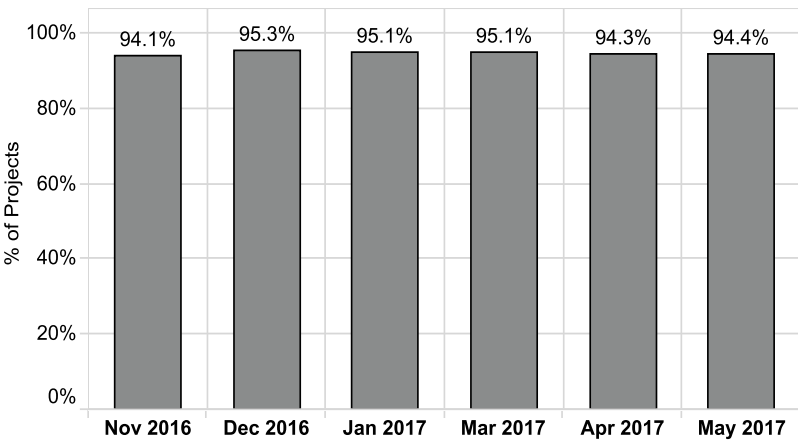
3.1.1 SFMTA carbon footprint (metric tons CO2e)



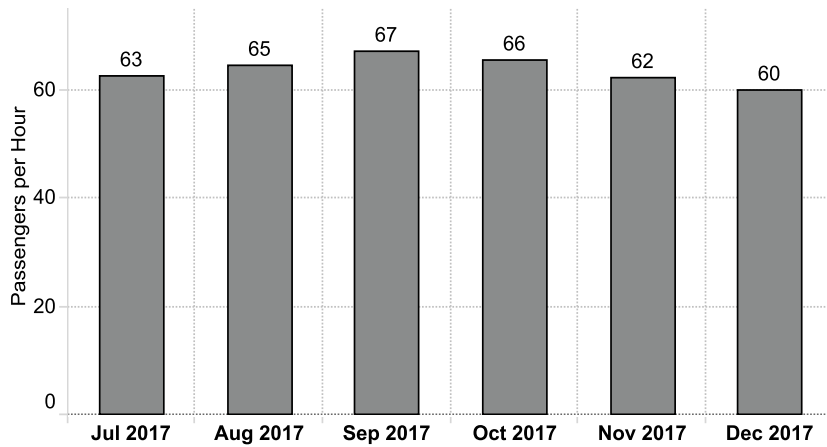
3.2.1 Muni average weekday boardings



3.3.1 Percentage of all capital projects delivered on-budget



3.4.1 Transit passengers per hour

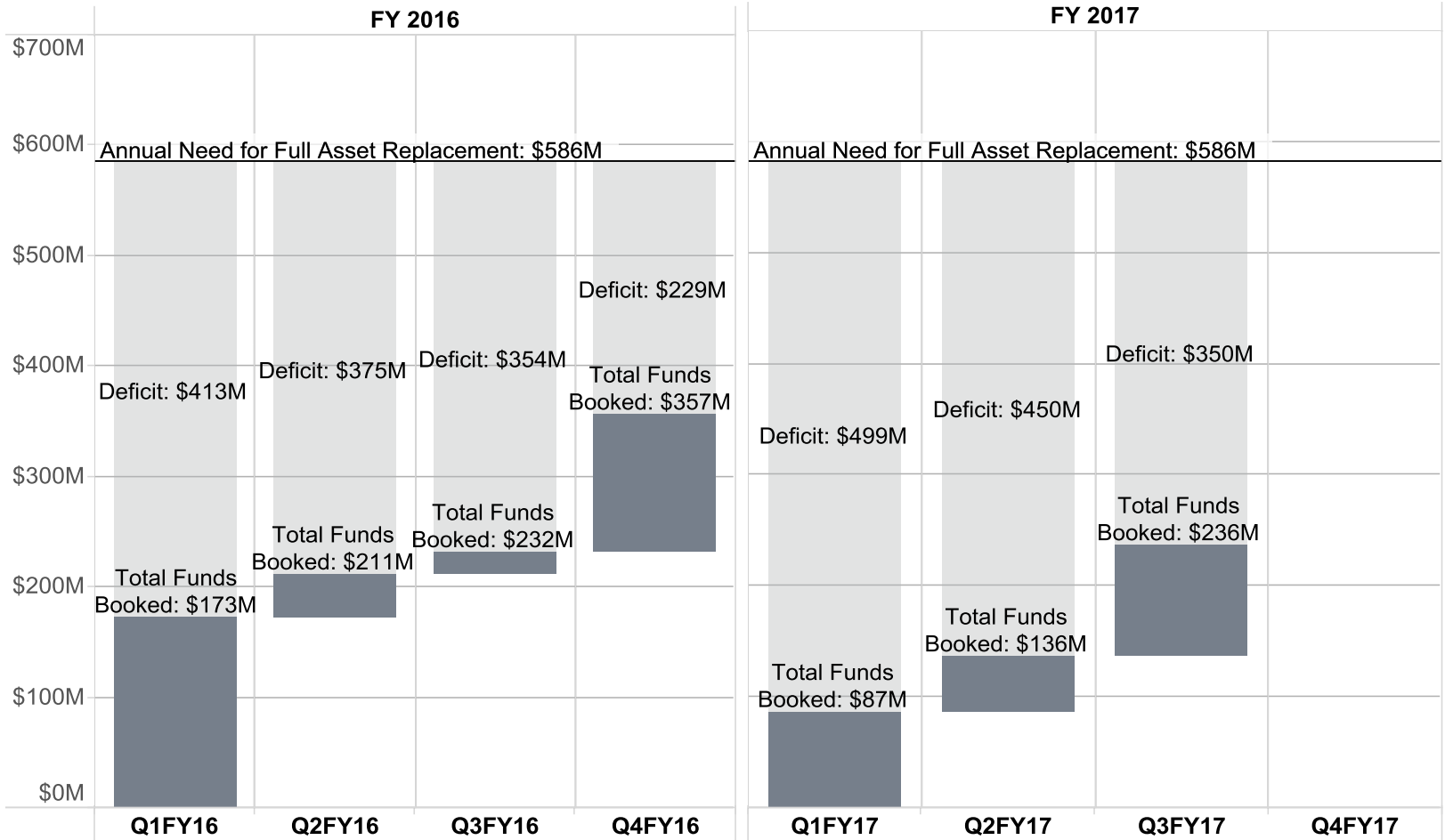


3.3.1¹Reported results currently exclude projects in the Sustainable Streets Division portfolio. No data for reporting project delivery budget performance is available for February 2017.
 Note: Reported results are subject to change as data quality improves or new data become available.

Goal 3 metrics

Key performance indicators continued

3.5.1 Structural capital budget deficit (SOGR)



Goal 3 financials

Expenditures (FY18 as of December 2017)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals Year to Date	Carry Forward	Total Actuals and Carry Forward ⁽²⁾	Saving/ (Overage)
SFMTA Agency Wide	\$177,410,679	\$41,174,097	\$13,840,455	\$162,200,861	\$15,209,818
Board of Directors	\$691,328	\$339,831	\$14,874	\$672,562	\$18,766
Capital Programs and Construction	\$39,889	\$4,106,439	\$20,349	\$39,889	\$0
Communications	\$7,955,801	\$2,681,385	\$725,684	\$6,585,659	\$1,370,142
Director of Transportation	\$1,835,550	\$461,457	\$118,842	\$1,386,504	\$449,046
Finance and Information Technology	\$125,204,578	\$53,505,349	\$46,583,869	\$123,926,228	\$1,278,350
Government Affairs	\$1,428,288	\$519,663	\$415	\$1,272,131	\$156,157
Human Resources	\$29,704,195	\$14,541,603	\$3,832,717	\$37,472,448	(\$7,768,253)
Safety	\$6,474,791	\$1,999,727	\$3,317,832	\$7,492,299	(\$1,017,508)
Sustainable Streets	\$145,162,365	\$64,066,493	\$24,401,296	\$145,811,595	(\$649,230)
Transit Services	\$646,672,130	\$291,579,244	\$58,834,946	\$655,656,436	(\$8,984,306)
Taxi and Accessible Services	\$35,507,310	\$12,294,573	\$18,797,615	\$35,474,448	\$32,862
TOTAL	\$1,178,086,904	\$487,269,861	\$170,488,894	\$1,177,991,060	\$95,844

(1) Revised budget includes encumbrance and manual carry forward from FY17 of \$70.9 million.

(2) Expenditures projection is based on all encumbrance spent in FY2018, without carry forward to next fiscal year.

Goal 3 financials

Revenues (FY18 as of December 2017)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/ (Deficit)
TRANSIT FARES				
Cable Car Fares	\$28,002,250	\$14,704,430	\$27,395,171	(\$607,079)
Cash Fares	\$3,776,808	\$1,916,293	\$3,776,808	\$0
Other Fares	\$88,255,950	\$44,094,437	\$85,935,400	(\$2,320,550)
Passes	\$83,395,500	\$39,965,293	\$83,395,500	\$0
TRANSIT FARES Total	\$203,430,508	\$100,680,453	\$200,502,879	(\$2,927,629)
PARKING FEES & FINES				
General Fund Baseline Transfer	\$65,740,000	\$32,870,000	\$65,740,000	\$0
Citations and Fines	\$109,172,020	\$60,343,057	\$115,735,233	\$6,563,213
Garage Revenue	\$72,179,152	\$33,190,300	\$70,011,601	(\$2,167,551)
Meter Revenue	\$63,740,076	\$31,865,041	\$63,740,076	\$0
Permit Revenue	\$16,586,000	\$7,753,593	\$16,586,000	\$0
PARKING FEES & FINES Total	\$327,417,248	\$166,021,991	\$331,812,910	\$4,395,662
Operating Grants	\$137,355,576	\$47,624,600	\$142,659,163	\$5,303,587
Taxi Service	\$9,165,639	\$921,075	\$2,394,019	(\$6,771,620)
Other Revenues	\$31,391,200	\$14,510,078	\$31,391,200	\$0
General Fund Transfer	\$313,590,000	\$156,795,000	\$313,590,000	\$0
Fund Balance for Current Year Budget	\$46,818,034	\$46,818,034	\$46,818,034	\$0
Transfer from Non-operating Fund	\$38,025,649	\$38,025,649	\$38,025,649	\$0
Fund Balance from Prior Year Encumbrance Carry Forward	\$70,896,077	\$70,896,077	\$70,896,077	\$0
TOTAL	\$1,178,089,931	\$642,292,957	\$1,178,089,931	\$0

Goal 3 financials

Overtime Report (FY18 as of PPE 12.29.2017)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE ⁽¹⁾	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS/ (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators ⁽²⁾	\$0	\$16,715,570	\$16,844,151	\$33,559,720	(\$33,559,720)
Transit Vehicle Maintenance	\$6,718,500	\$7,513,110	\$7,269,373	\$14,782,483	(\$8,063,983)
Transit – All Others	\$27,680,651	\$6,519,604	(\$512,194)	\$6,007,410	\$21,673,241
Subtotal Transit Services Division	\$34,399,151	\$30,748,284	\$23,601,330	\$54,349,613	(19,950,462)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	(\$2,210,522)	(2,730,952)	(\$4,941,474)	\$5,936,458
Sustainable Streets – All Others	\$794,714	(\$24,216)	\$380,160	\$355,944	\$438,770
Subtotal Sustainable Streets Division	\$1,789,698	(\$2,234,738)	(\$2,350,792)	(\$4,585,530)	\$6,375,228
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$709,466	\$231,475	\$381,903	\$613,379	\$96,087
TOTAL OPERATING FUND	\$36,898,315	\$28,745,021	\$21,632,441	\$50,377,462	(\$13,479,147)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$698,277	\$698,277	\$1,396,554	(\$1,396,554)
Sustainable Streets Engineering Programs	\$0	\$1,172,808	\$1,172,808	\$2,345,617	(\$2,345,617)
Total Non-Operating Fund	\$0	\$1,871,085	\$1,871,085	\$3,742,171	(\$3,742,171)
TOTAL	\$36,898,315	\$30,616,106	\$23,503,526	\$54,119,633	(\$17,221,318)

(1) 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 \$4,907K.

(2) Transit Operators budget is included in Transit - All Others budget.

Objective 3.1: Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise.

Action 3.1.A: Develop and implement policies for efficiently managing EV infrastructure.

The SFMTA Board approved the charge-for-charging fee for use of the EV charger network at city-owned parking garages at 10/17 meeting.

- Purpose of the fee is to recover the SFMTA's program costs, charging station maintenance and electricity costs, and payment processing charges.
- The proposed fee is projected to cost users between \$2.10 and \$2.75 per charging session.

The charge-for-charging program began as of 1/26/18.

Objective 3.1: Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise.

Action 3.1.E: Extend the non-revenue passenger vehicle fleet reduction program and ensure HACTO compliance.

- Planning the expansion of the Vehicle on Demand System (VODS) to the Contracts and Procurement Unit's NRVs, which will increase the care share pool to a total of approximately 45 vehicles and 430 users.
- Coordinating with Scott Center to coordinate the surrender and/or reassignment by February 16th of 6 NRVs found to be potentially underutilized.
- In initial planning phases to install Electric Vehicle Charging infrastructure on SFMTA properties, for use by and in anticipation of recently added HACTO electric vehicle purchasing requirements. 9 SFMTA sites have been identified as best suited for EV stations.

Objective 3.2: Increase the transportation system's positive impact to the economy

Action 3.2.B: Implement an enhanced mobile ticketing solution.

- MuniMobile Sales continue to exceed seasonal sales patterns with particularly strong growth with single ride bus and rail fares.
- Total sales in January were nearly \$370,000 compared to \$183,000 last year.
- All internal stakeholder feedback has been collected for the RFP and we expect it to be posted in March.

Objective 3.3: Allocate capital resources effectively.

Action 3.3.A: Develop a clear project development process for all project managers and re-align functions within the agency to improve project delivery

- Continuing work on the recommendations for the Project Delivery Framework (5 of the 14 already complete):
 - Incorporating all Transit Division project information into the Capital Project Control System (CPCS).
 - Simplification of the CP&C Project Operation Manual (POM) for full Agency use.
 - Preparation of an Executive Portfolio Pipeline Analysis.
- An Interim Financial Report has been developed for Project Delivery staff during the F\$P transition.
- A new Construction Mitigation Program has been developed to limit or negate the negative impact construction projects have on surrounding businesses. Project delivery staff will follow new procedures regarding: Public Outreach and Notification; Construction Mitigation; Management of Work Orders; and Management of Project Metadata.

Objective 3.4: Deliver services efficiently.

Action 3.4.E: Evaluate and implement schedule deployment efficiencies.

Over the past two years, we have made ongoing changes to service to better meet demand while improving reliability for our riders, and we will continue to analyze ridership and realign service according to demand. In the next two years, we expect to yield efficiencies from:

- Ensuring reimbursement from construction support.
- Utilizing more part-time operators.
- Consolidating facilities on weekends.
- Strategically adjusting service plan to meet changing needs.
- Realizing fuel and maintenance savings from new fleets.
- Using new data systems to improve maintenance practices and move towards predictive maintenance.

Objective 3.5: Reduce capital and operating structural deficits.

Action 3.5.A: Develop SFMTA Properties.

4th and Folsom

(adjacent to the Yerba Buena/Moscone Central Subway Station)

- Receiving responses this month (February) to a development RFP.
- Project will consist of 85 units of affordable housing with ground floor commercial.

1200 15th Street *(Animal Care and Control Building)*

- Examining feasibility of housing above transit/enforcement/non-revenue vehicle facilities
- Public Works is completing an architectural analysis – scheduled for completion in March

Bus Yards

- Feasibility study for development above bus yards is underway.
- Consultants will present conclusions and recommendations in summer with RFP to follow.

Moscone Garage

- Issuing an RFP this month (February) for a development RFP.
- Developer selection should be completed by late summer.
- Project will consist of a convention hotel and minimum 100 units of affordable housing.

Upper Yard

- Project consists of affordable housing and ground floor commercial.
- Developer continues to work on design and community outreach.
- Jurisdictional transfer of property to Mayor's Office of Housing should be completed this spring.

Goal 4 metrics

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

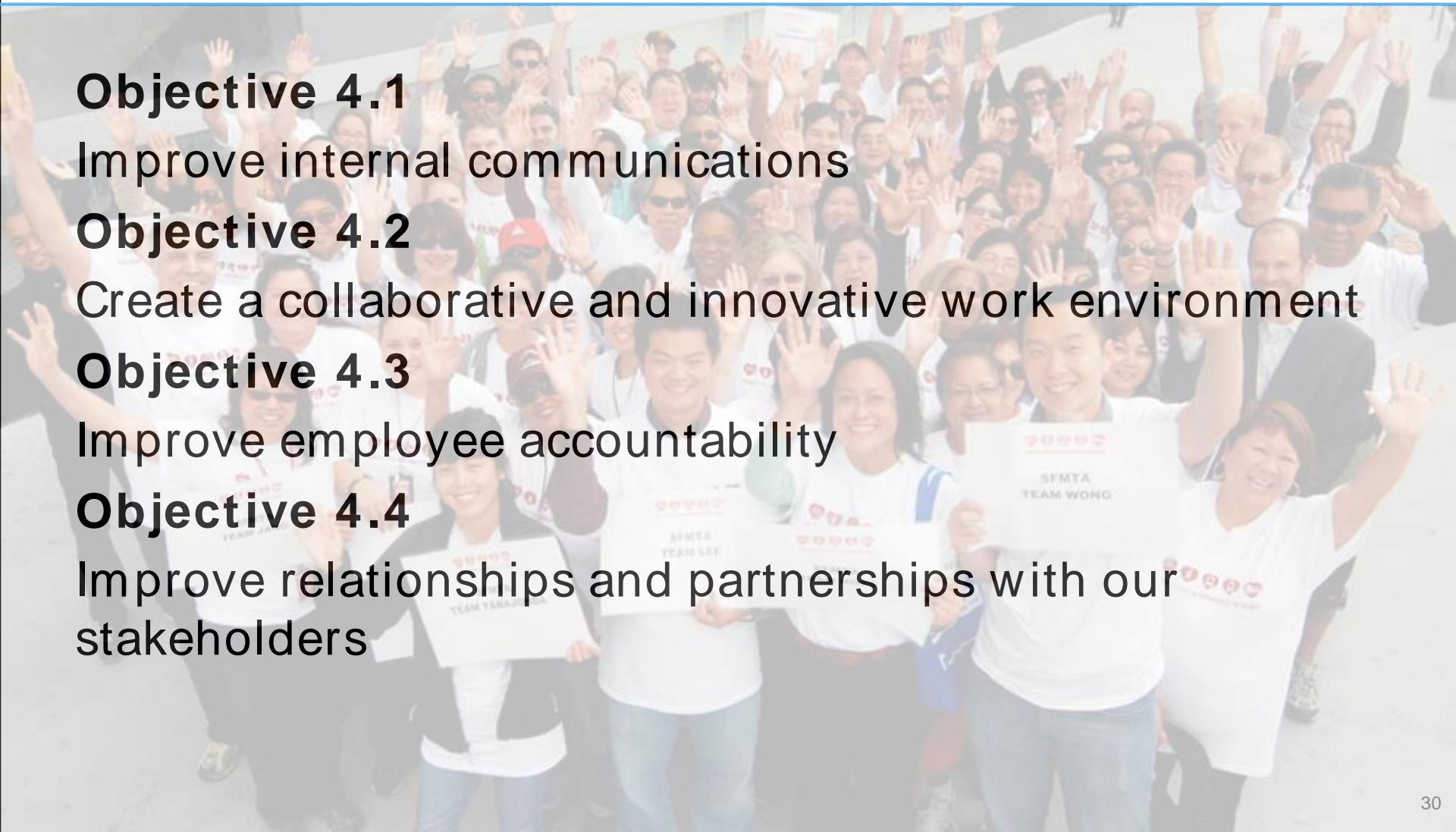
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

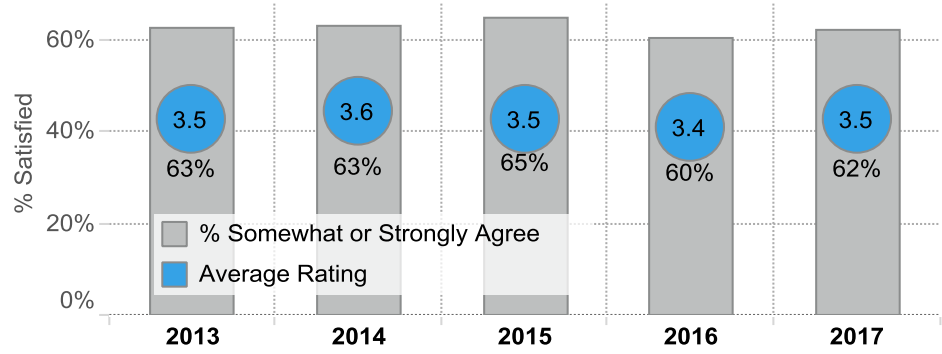
Improve relationships and partnerships with our stakeholders



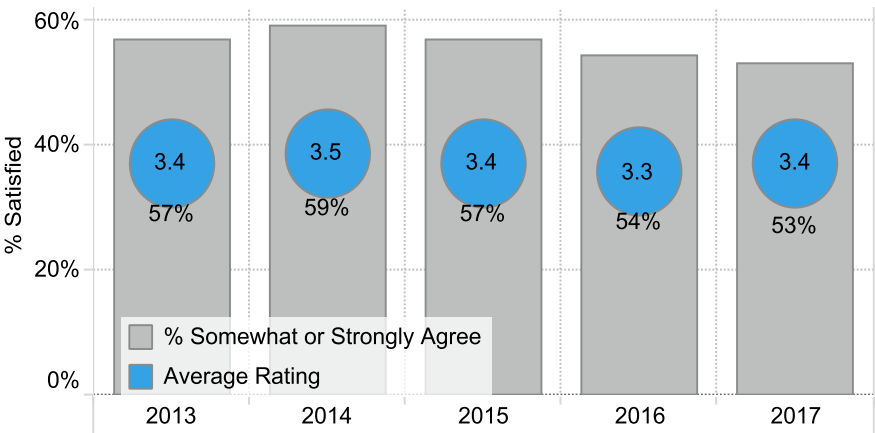
Goal 4 metrics

Key performance indicators

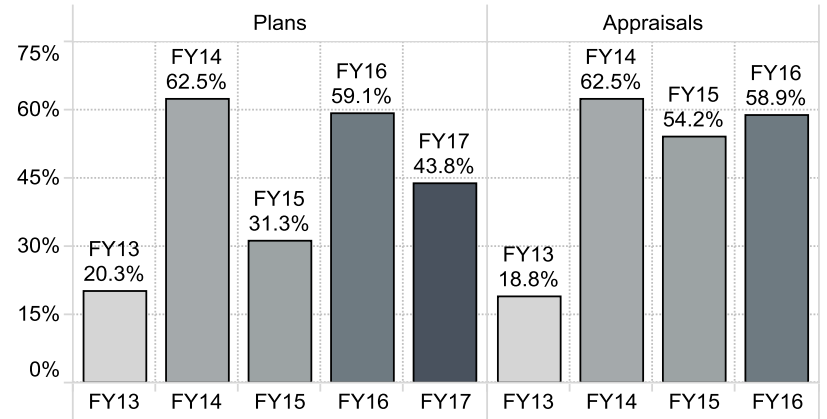
4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



4.2.1 Employee Rating: Overall employee satisfaction



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

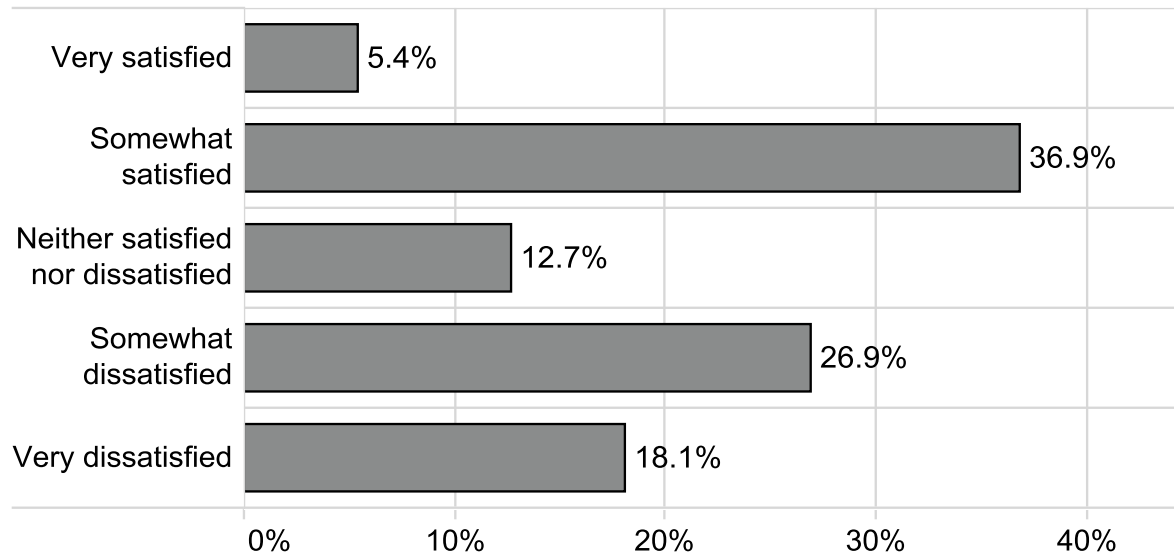


Note: Reported results are subject to change as data quality improves or new data become available.

Goal 4 metrics

Key performance indicators *continued*

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



Objective 4.1: Improve internal communications.

Action 4.1.B: Reboot SFMTA Intranet.

- IT's SharePoint team and Communications researched and purchased ShortPoint Intranet development software that allows for quick site creation without any coding.
- In January, the SharePoint team completed testing the software on-premise and in the cloud.
- In collaboration with the Communications Division, the team has begun assembling a template for the Intranet home page and will begin developing additional templates for subpages.

Objective 4.2: Create a collaborative and innovative work environment.

Action 4.2.C: Improve Recruitment for SFMTA positions.

Pursuing several different avenues to improve recruitments for SFMTA positions:

- *Technology* - Joined City's task force on "Hiring Modernization Project"
- *Relationship Building* - Continue to develop relationships with professional groups and veterans associations
- *Social Media* – Improve Employer Branding

Objective 4.3: Improve employee accountability.

Action 4.3.B: Expand the Employee Recognition Program.



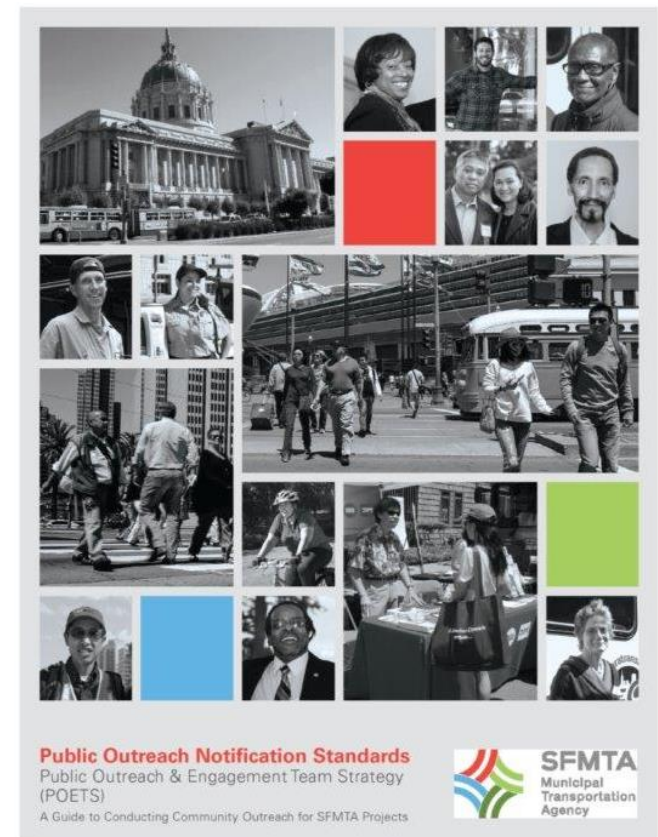
- This annual program is based upon research and informed feedback from a series of divisional town halls, focus groups and the agencywide employee satisfaction survey.
- The GEM Award formally opened the nomination period Jan. 17, 2018 following an intensive month of divisional group meetings and extensive period of agencywide communications. Nominations will be open for a period of one month.
- Nominations are made colleague-to-colleague and be based upon the new agency core values of Respect, Inclusivity and Integrity.
- An event to honor the GEMs will be held in spring 2018, along with a public-facing ad campaign.
- Phase 2 of the recognition program will feature instant recognition and will tie into the core values as well and change quarterly to keep the momentum of the program active.

Objective 4.4: Improve relationships and partnerships with our stakeholders.

Action 4.4.D: Implement Phase II of the Public Outreach & Engagement Team Strategy (POETS).

Redefining Public Outreach Notification Standards and finalizing as Public Outreach & Engagement Notification Requirements - Requirements will hold staff and Agency more accountable for outreach implemented

Currently conducting input sessions with internal and external stakeholders across the city – Small Business Working Group, various neighborhood and merchant groups, advocacy groups, city family such as, DPW, PUC, OEWD, Supervisors, Aides, etc.



Objective 4.4: Improve relationships and partnerships with our stakeholders.

Action 4.4.D: Implement Phase II of the Public Outreach & Engagement Team Strategy (POETS).

A new Public Outreach & Engagement Plan is being developed to replace the communications plan which will be more user friendly, offer more links to resources and examples to assist staff.

- *Education* - another 15 staff will attend the IAP2 Foundations class, providing them with a week-long intensive training on the fundamentals and techniques for practicing good public participation.
- *Tracking progress* - Metrics are being finalized to ensure we can track the progress of Phase II of POETS.
- *Recognition* - over 20 team members have been awarded special recognition for their efforts in implementing good public participation for their projects.
- *Training & performance management* - Working with staff to implement the agency's communications processes to ensure the community weighs in on the decision space of a project and that their input will help shape the project.