



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 4 Focus*

July 2014

San Francisco, California

# Goal 4 Focus

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

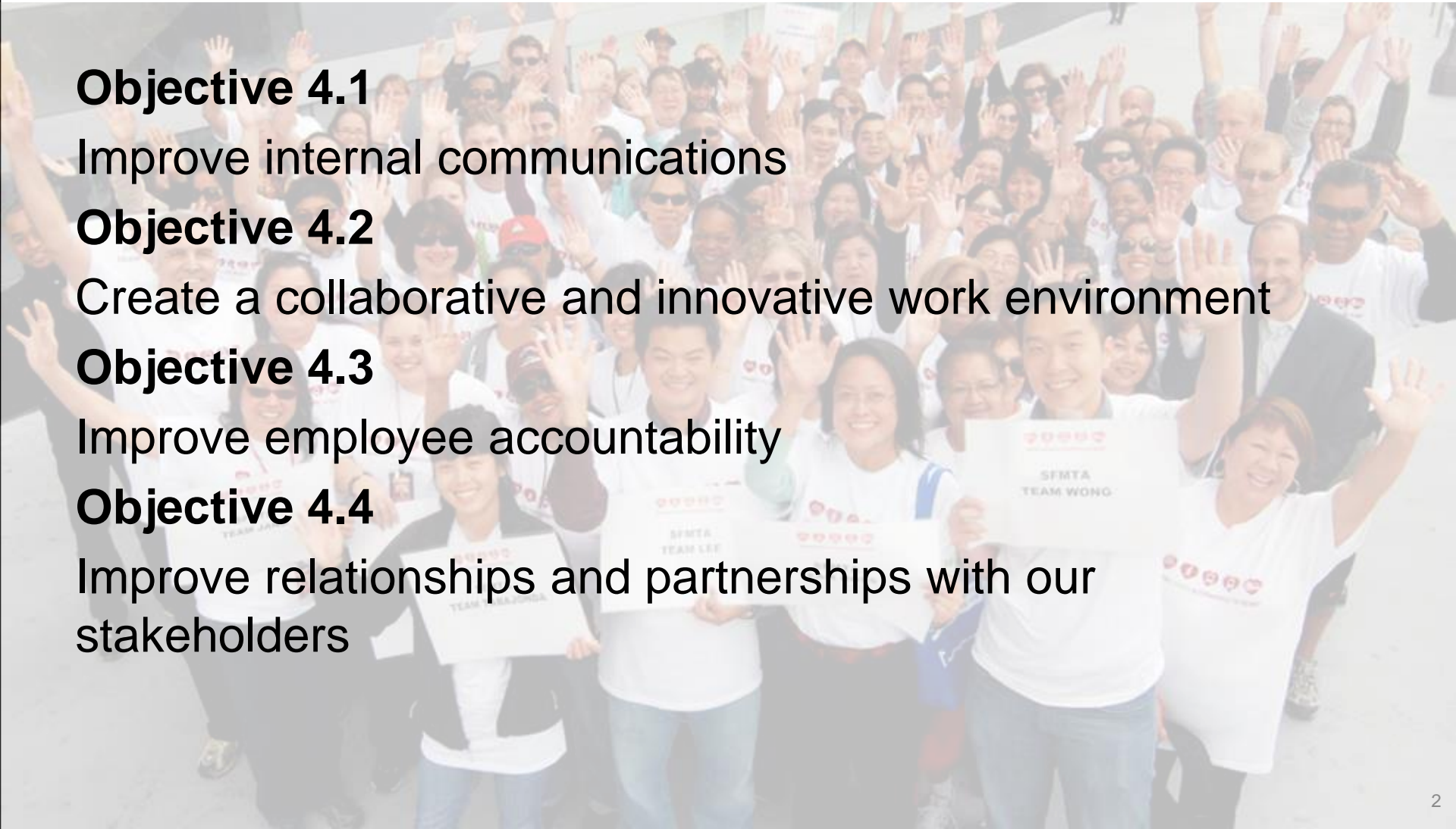
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

Improve relationships and partnerships with our stakeholders

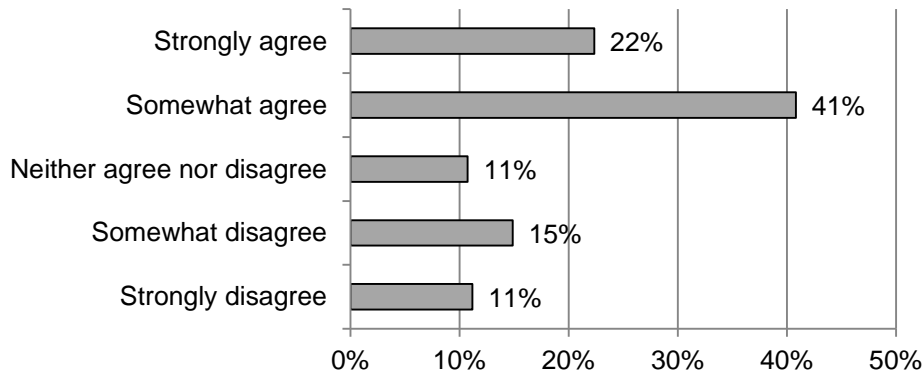


# Objective 4.1

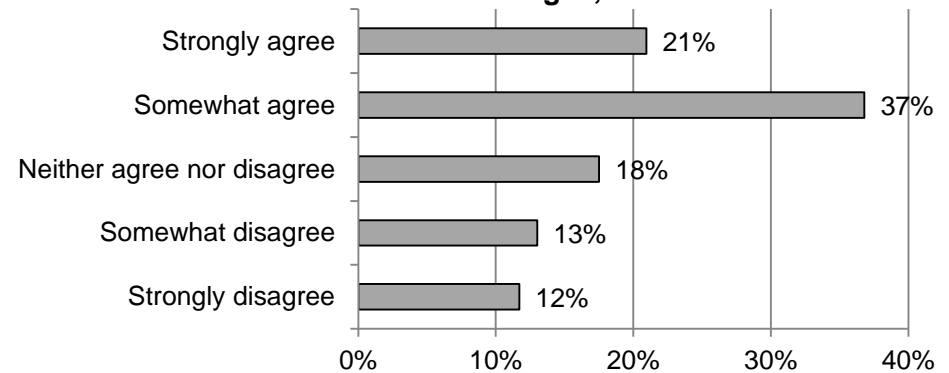
## Improve internal communications

### Key performance indicator

**4.1.1 Employee rating: I have the Information and tools I need to do my job, FY13**



**4.1.1 Employee rating: I have access to information about Agency accomplishments, current events, issues and challenges, FY13**



### 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

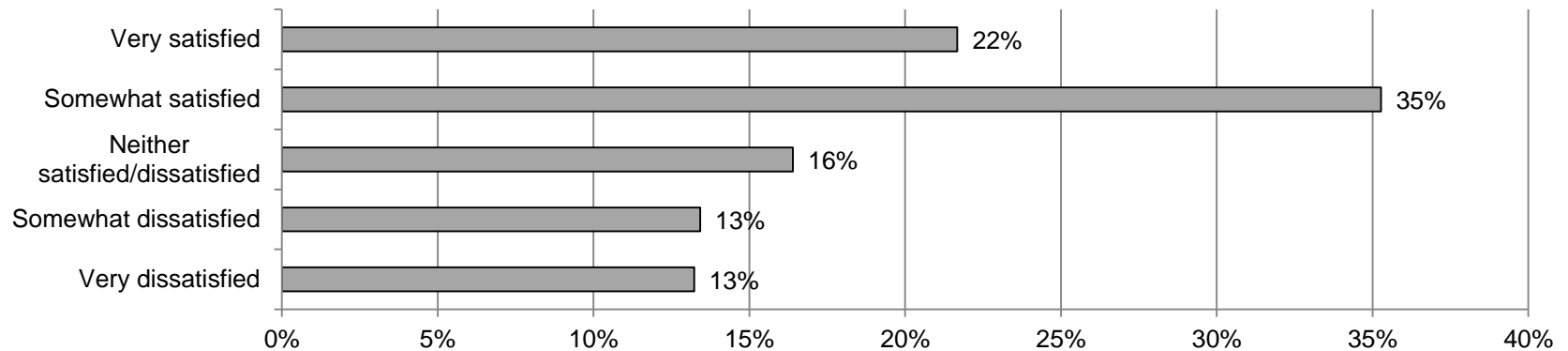
Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 4.2

## Create a collaborative and innovative work environment

### Key performance indicator

#### 4.2.1 Employee rating: Overall employee satisfaction, FY13



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

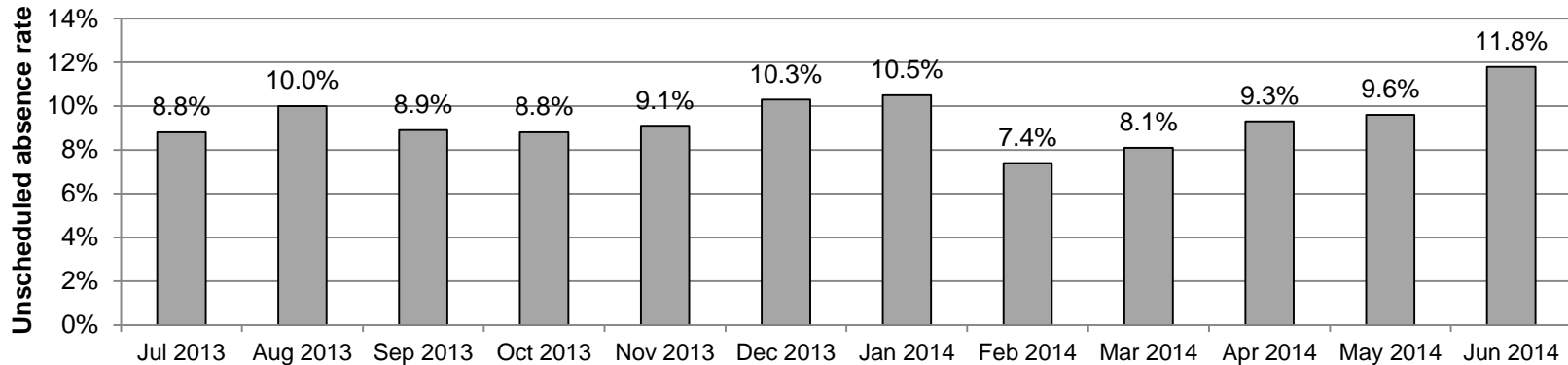
ID	Metric	FY13 Avg
4.2.1	Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)	3.36
4.2.2	Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately.	2.94
4.2.3	Employee rating: I find ways to resolve conflicts by working collaboratively 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)



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

ID	Metric	Target	FY13 Avg	FY14 Avg	June 2013	May 2014	June 2014
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%	93.2%			
4.3.3	Unscheduled absence rate by employee group (Transit operators)		8.6%	9.2%	9.0%	9.6%	11.8%
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 4.1-3 action items

## Key action item updates

4.1.1 DOT Team to identify and agree on a change leadership model and new business processes to implement

Culture Change Initiative launched in Feb 2014

4.1.9 Implement new Performance plan model and ensure all staff have performance plans

Electronic portal for Performance Plans and Appraisals launched on *Inside SFMTA* in FY2013/14 to allow for easy tracking and retrieval

4.1.7 Proactively communicate with front line staff

Held DOT Quarterly Meeting for PCOs on Jun 5; Format allowed for Q & A as well as presentation of agency results from 2013 Employee Survey; Feedback from the meeting indicated that most attendees value the Q&A portion and the opportunity to hear directly from top management

## 4.1 action item status

0% encountering issues

25% at risk

63% on track

0% on hold



13% completed



# Objective 4.1 other key updates

## Improve internal communications

- **Key achievements**
  - Communications team launched *Daily Clips* email to staff, keeping them up to date on the latest on the SFMTA in the news
  - *Inside SFMTA* informs staff of latest news, accomplishments and other workplace human interest stories on a bi-weekly basis
  - *In the Know* emails now distributed to staff to provide brief updates on newsworthy issues, initiatives and projects
- **Forthcoming developments**
  - SFMTA blog to be launched in Aug 2014 for both external and internal communications purposes
  - Improving Working Lives (IWL) Culture Change Initiative to coach staff and managers on better communication skills and behaviors
- **Challenges**
  - While DOT Quarterly meetings are held on-site throughout the agency, proactive, regular and two-way communication with front line staff remains a challenge

# Objective 4.2 other key updates

## Create a collaborative and innovative work environment

- **Key achievements**
  - *Inside SFMTA* Intranet updates and increased utilization
  - Regular meetings with Departments' HR Liaisons and HR Analysts to keep all parties up to date
  - Project Delivery Team and other taskforces to unify agency-wide collaboration
- **Forthcoming developments**
  - Developing 360 performance review format for more comprehensive feedback to employees
  - Office space use innovations for IT, Grants Management and Communications staff
  - Cross-divisional exchange opportunities
- **Challenges**
  - Lack of succession planning prohibits knowledge transfer for staff
  - Need to boost employee trust in leadership to better ensure that staff concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately



# Objective 4.3 other key updates

## Improve employee accountability

- **Key achievements**
  - Two 2-day workshops on Contextual Leadership for DOT Team (Division Directors)
  - One 2-day workshop on Contextual Leadership for Division Managers (conducted twice to accommodate two groups of approx. 25)
  - Ongoing Conference Calls with DOT Team and Department Managers to reinforce culture change
- **Forthcoming developments**
  - Upcoming 2-day workshop with the DOT Team, as well as a 2-day joint workshop with the DOT Team and Department Managers
  - Launching a Steering Committee, Diagonal Slice group, and the other sub-groups to foster employee engagement
- **Challenges**
  - Modeling culture change behaviors at all levels of the SFMTA, including DOT team
  - Engagement with front line staff, ability to improve morale and gain trust
    - Recent sickout a strong demonstration of this serious challenge
  - Tangible action items from the culture change a work in progress

# 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)



Measure in development

### 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)	Measure in development		

# Objective 4.4 action items

## Improve relationships and partnerships with our stakeholders

### Key action item updates

4.4.9 Create advocacy partnership with key business groups on regional transportation issues

Meeting on regular basis with Silicon Valley Leadership Group CEO and California Transportation Commission (CTC) Commissioner; Meetings have also occurred with SF Chamber and TMASF

4.4.10 Increase operating and capital revenue capture from development projects

TIDF collected: actual FY14 through 5/21/14: \$10,573,438.03. TSF EIR in process and projected for completion by end of year

4.4.16 Reduce the size of the taxi medallion waiting list by eliminating unqualified applicants

Staff have removed all individuals who were ineligible to be placed on the waitlist; All remaining applicants (approximately 900) must still go through a standard qualification procedure once a medallion permit becomes available

### Action item status

0% encountering issues

10% at risk

80% on track

0% on hold



10% completed



# Goal 1 metrics

Create a safer transportation experience for everyone

## Objective 1.1

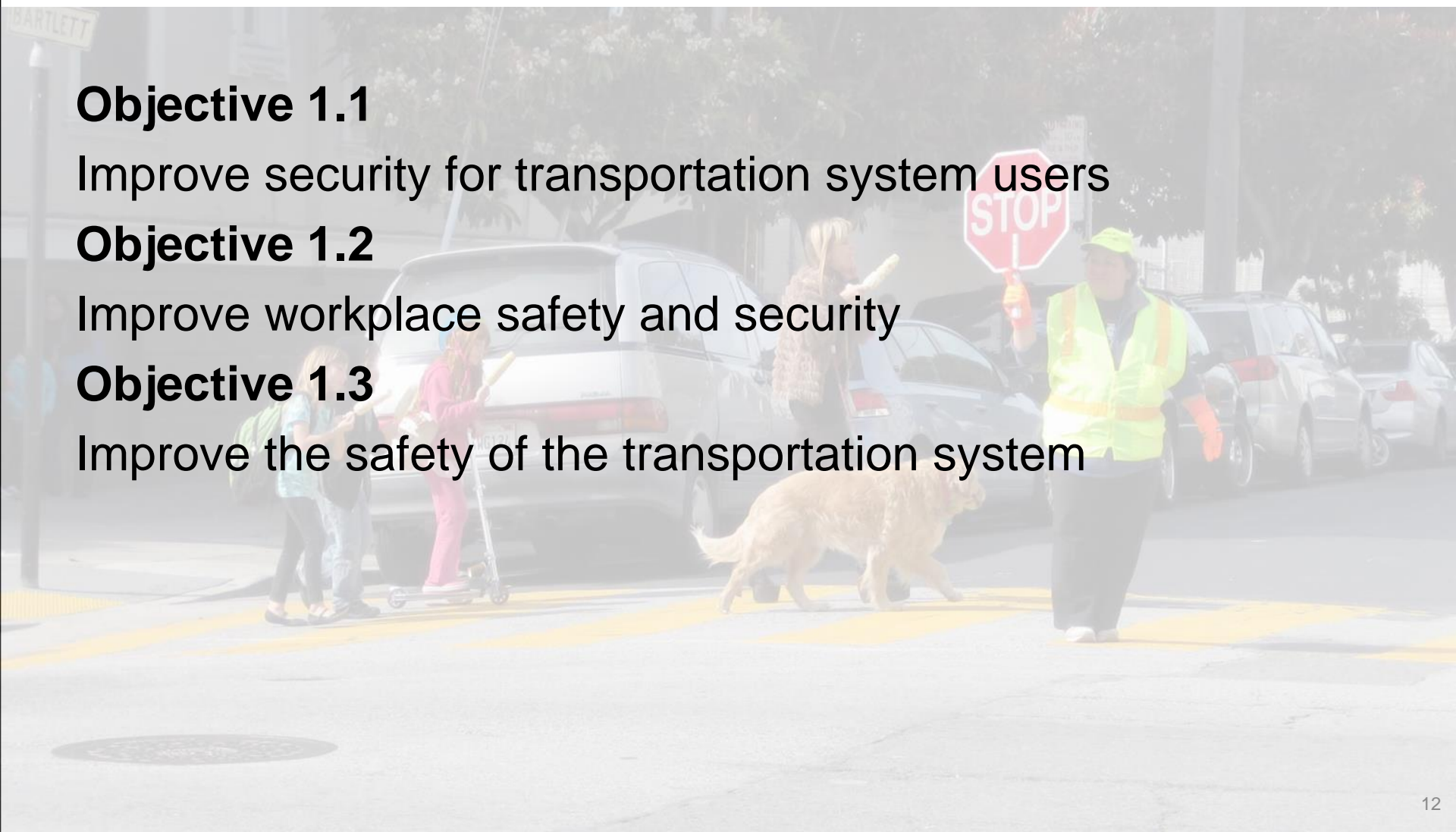
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

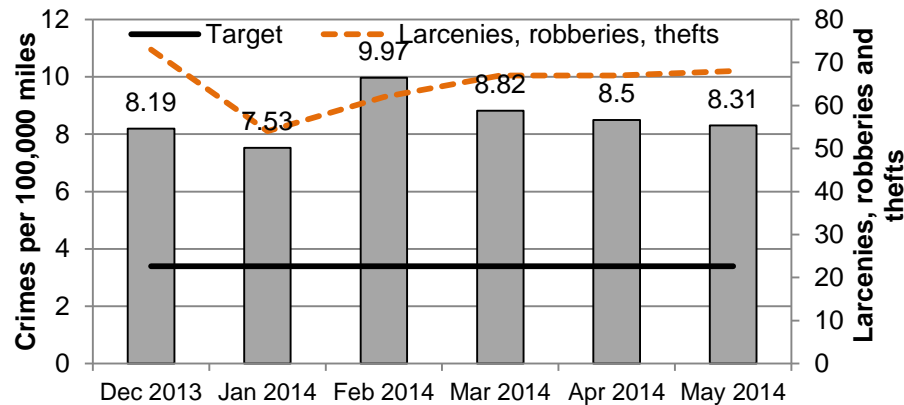
Improve the safety of the transportation system



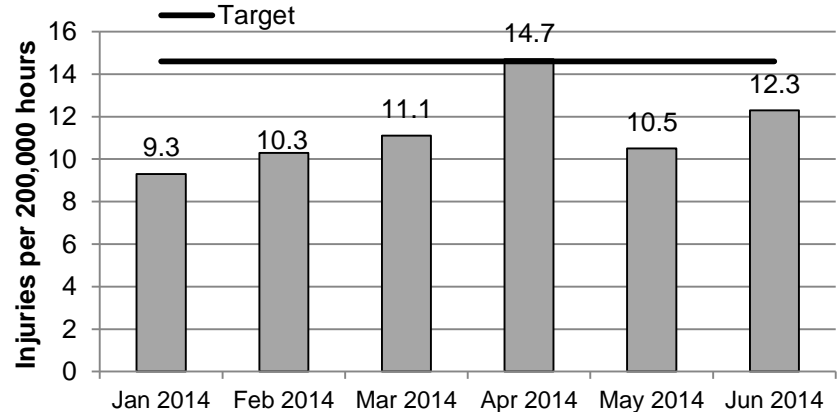
# Goal 1 metrics

## Key performance indicators

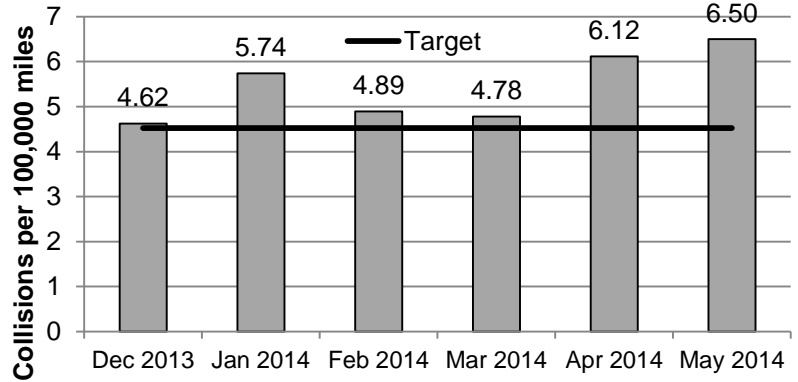
1.1.1 SFPD-reported Muni-related crimes/100,000 miles



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 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

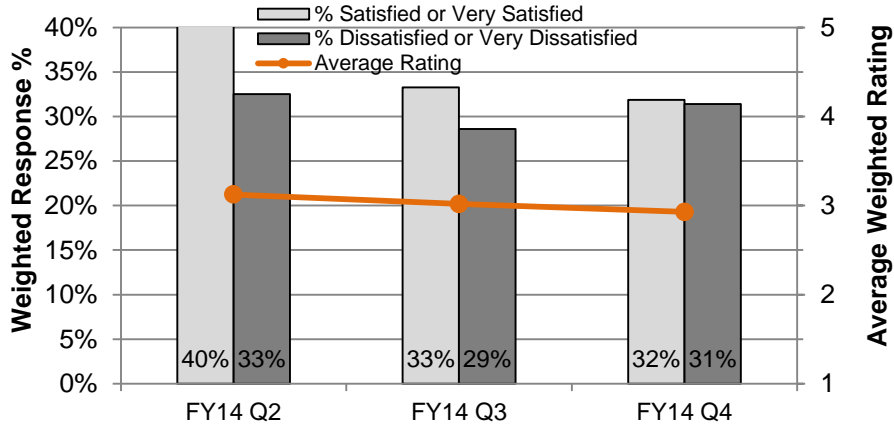
## **Objective 2.4**

Improve parking utilization and manage parking demand

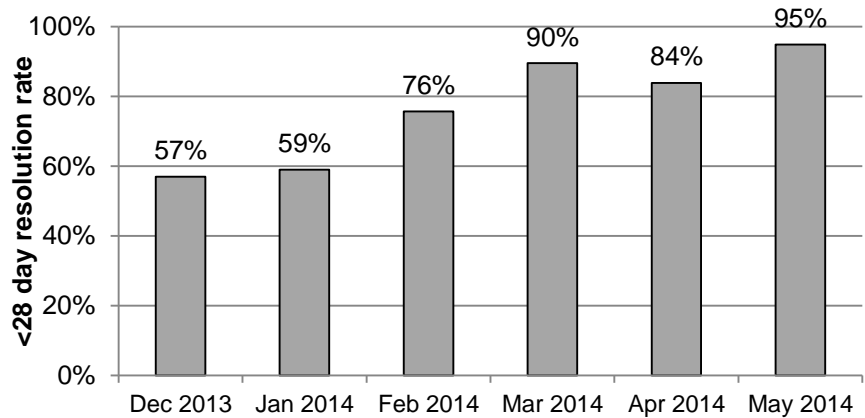
# Goal 2 metrics

## Key performance indicators

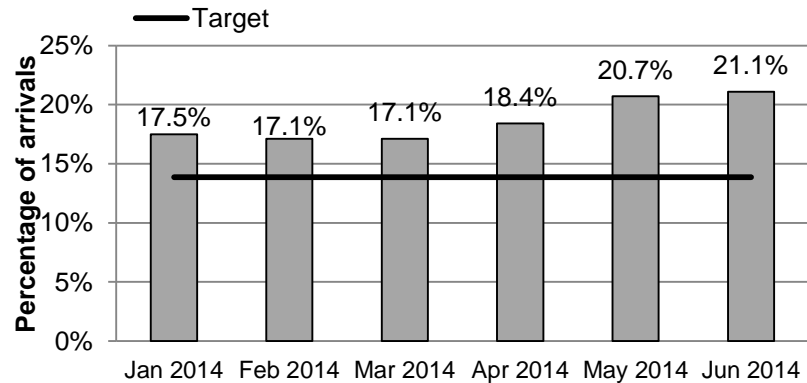
**2.1.1 Customer Rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)<sup>1</sup>**



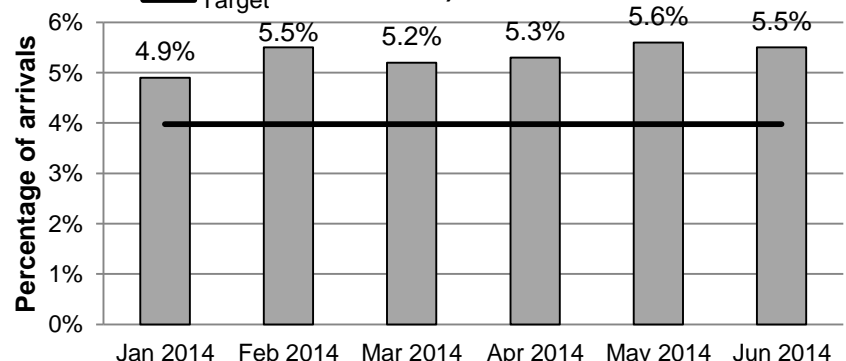
**2.1.7 Percentage of actionable 311 Muni-related complaints addressed within 28 days**



**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)**



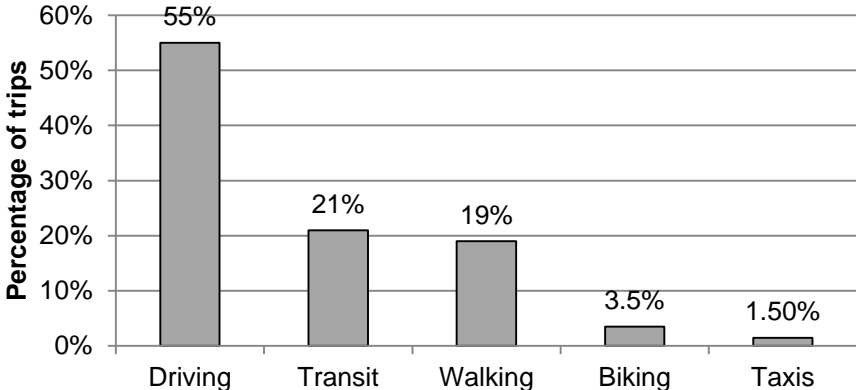
<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted in Nov/Dec 13 and are weighted to reflect the geographic distribution of San Francisco's population.

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

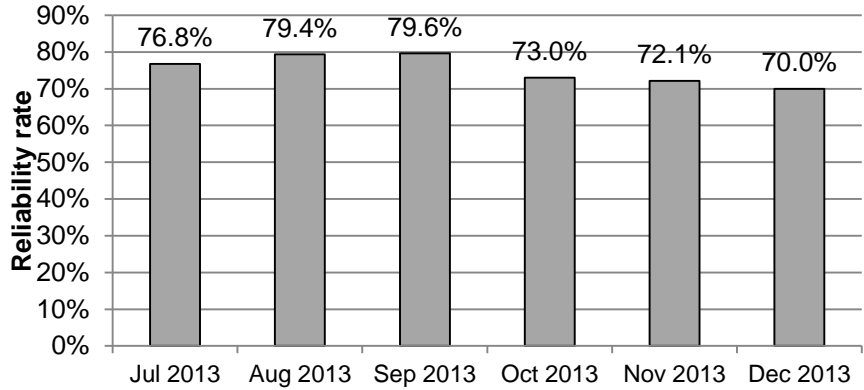
# Goal 2 metrics

## 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. 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**

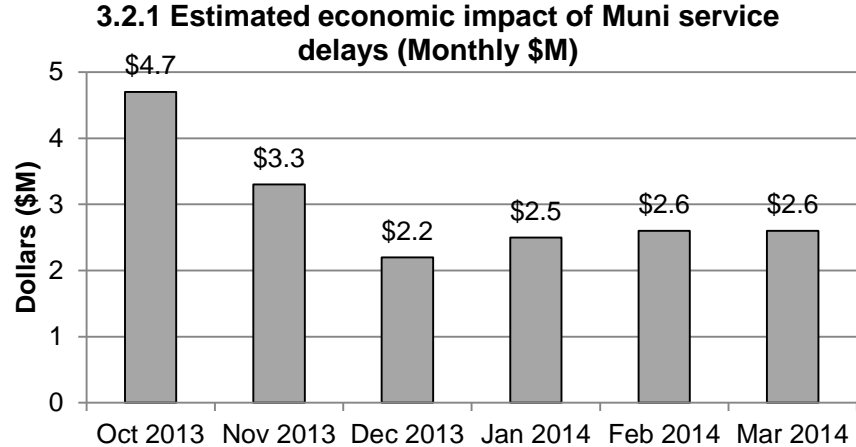
Reduce capital and operating structural deficits

# Goal 3 metrics

## Key performance indicators

3.1.1 Metric tons of CO2e for the transportation system

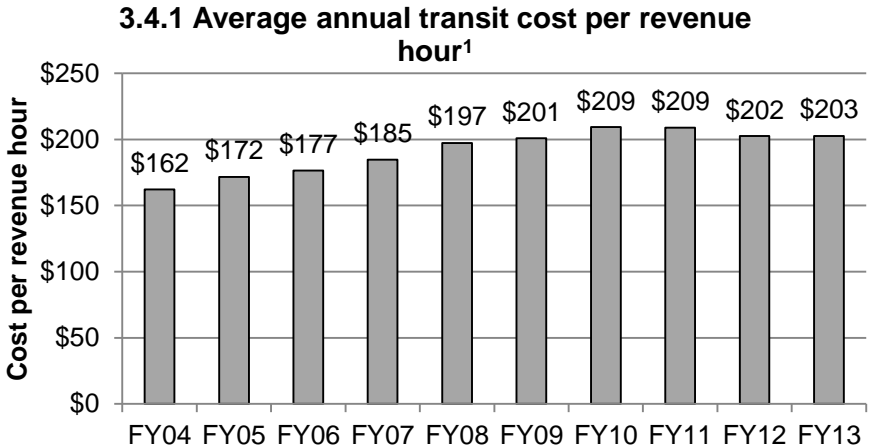
**2,155,000**  
(2010)



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



**Measure in development**

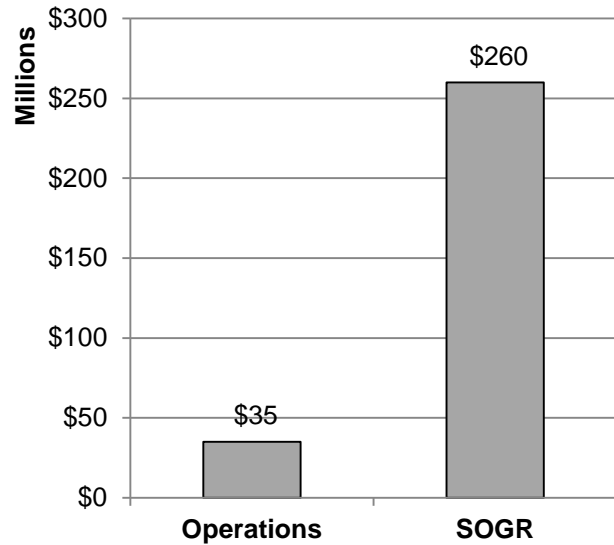


<sup>1</sup>Based on preliminary unaudited financials.  
Note: Reported FY13 results are subject to change as data quality improves or new data become available.

# Goal 3 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 May 2014)

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals: Year to Date	Encumbrances	Total Projection for the Year <sup>(2)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$91,966,939	\$63,726,689	\$21,231,703	\$89,432,927	\$2,534,012
Board of Directors	\$753,855	\$463,878	\$4,865	\$520,504	\$233,351
Capital Programs and Construction	\$549,776	(\$6,480,095)	\$1,134,198	\$549,776	\$0
Communications	\$4,242,321	\$2,830,829	\$197,439	\$3,780,998	\$461,322
Director of Transportation	\$1,801,983	\$1,320,335	\$273,411	\$1,673,947	\$128,036
Finance and Information Technology	\$71,721,285	\$54,981,991	\$12,256,724	\$71,254,170	\$467,116
Government Affairs	\$683,204	\$479,121	\$140,890	\$673,446	\$9,758
Human Resources	\$20,340,513	\$14,955,433	\$3,039,596	\$19,260,796	\$1,079,717
Safety	\$11,768,031	\$9,223,537	\$1,154,693	\$12,123,031	(\$355,000)
Sustainable Streets	\$159,664,571	\$117,775,674	\$18,294,367	\$146,571,019	\$13,093,551
Transit Services	\$531,472,284	\$456,127,343	\$44,260,888	\$550,708,452	(\$19,236,168)
Taxi and Accessible Services	\$28,422,321	\$18,538,124	\$7,708,768	\$26,822,202	\$1,600,119
<b>TOTAL</b>	<b>\$923,387,083</b>	<b>\$733,942,859</b>	<b>\$109,697,543</b>	<b>\$923,371,267</b>	<b>\$15,815</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 encumbrance spent in FY14, without carry forward to next fiscal year.

# Goal 3 financials

## Revenues (FY14 as of May 2014)

REVENUE	Revised Budget <sup>(1)</sup>	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$25,303,000	\$25,526,652	\$28,160,263	\$2,857,263
Cash Fares	\$72,520,900	\$76,828,552	\$84,735,726	\$12,214,826
Other Fares	\$5,968,200	\$5,853,072	\$6,501,027	\$532,827
Passes	\$92,612,434	\$86,827,889	\$92,612,434	\$0
<b>TRANSIT FARES Total</b>	<b>\$196,404,534</b>	<b>\$195,036,166</b>	<b>\$212,009,449</b>	<b>\$15,604,915</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$66,600,000	\$65,968,000	\$66,600,000	\$0
Citations and Fines	\$102,441,800	\$95,967,406	\$102,441,800	\$0
Garage Revenue	\$61,190,575	\$61,319,942	\$63,694,581	\$2,504,006
Meter Revenue	\$46,188,400	\$54,596,210	\$56,559,502	\$10,371,102
Permit Revenue	\$12,631,900	\$13,887,290	\$14,159,771	\$1,527,871
<b>PARKING FEES &amp; FINES Total</b>	<b>\$289,052,675</b>	<b>\$291,738,848</b>	<b>\$303,455,655</b>	<b>\$14,402,980</b>
Operating Grants	\$115,702,102	\$110,181,403	\$131,302,190	\$15,600,088
Taxi Service	\$10,225,913	\$13,915,932	\$13,971,532	\$3,745,619
Other Revenues	\$23,991,672	\$27,317,055	\$27,792,963	\$3,801,291
General Fund Transfer	\$232,000,000	\$232,000,000	\$236,200,000	\$4,200,000
Prior Year Fund Balance Carry Forward	\$59,895,279	\$59,895,279	\$59,895,279	\$0
<b>TOTAL</b>	<b>\$927,272,175</b>	<b>\$930,084,682</b>	<b>\$984,627,069</b>	<b>\$57,354,894</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 May 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	\$23,151,569	\$24,216,029	\$2,794,157	\$27,010,186	(\$3,858,617)
Transit Vehicle Maintenance	\$6,786,456	\$3,071,934	\$354,454	\$3,426,388	\$3,360,068
Transit – All Others	\$4,516,632	\$16,948,896	\$1,955,642	\$18,904,538	(\$14,387,906)
<b>Subtotal Transit Services Division</b>	<b>\$34,454,657</b>	<b>\$44,236,858</b>	<b>\$5,104,253</b>	<b>\$49,341,111</b>	<b>(\$14,886,454)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$928,043	\$1,421,472	\$164,016	\$1,585,488	(\$657,445)
Sustainable Streets – All Others	\$762,576	\$560,053	\$64,622	\$624,675	\$137,901
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,690,619</b>	<b>\$1,981,526</b>	<b>\$228,638</b>	<b>\$2,210,163</b>	<b>(\$519,544)</b>
<b>SFMTA AGENCY WIDE***</b>	<b>\$0</b>	<b>\$260,275</b>	<b>\$0</b>	<b>\$260,275</b>	<b>(\$260,275)</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$932,607</b>	<b>\$107,608</b>	<b>\$1,040,215</b>	<b>(\$150,441)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,035,050</b>	<b>\$47,411,266</b>	<b>\$5,440,499</b>	<b>\$52,851,765</b>	<b>(\$15,816,715)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$1,234,364	\$109,468	\$1,343,832	(\$1,343,832)
Sustainable Streets Engineering Programs	\$0	\$233,877	\$26,986	\$260,862	(\$260,862)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$1,468,241</b>	<b>\$136,453</b>	<b>\$1,604,694</b>	<b>(\$1,604,694)</b>
<b>TOTAL</b>	<b>\$37,035,050</b>	<b>\$48,879,507</b>	<b>\$5,576,952</b>	<b>\$54,456,459</b>	<b>(\$17,421,409)</b>

\*Figures include cost recovery for events or services totaling \$2.04 million as of month-end (May 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.