



SFMTA
Municipal Transportation Agency

Strategic Plan Progress Report
*including proposed Strategic Plan
metric modifications*

JUNE 2013

SAN FRANCISCO, CALIFORNIA



FY13-FY18 Strategic Plan

Overview of the monthly progress report

- Monthly update on key actions and metrics
 - Starting with the “FY13 in review” presentation in August we will supplement monthly reports with more extensive quarterly updates that include easy to digest graphical depictions of trends
- Additional information on proposed metrics changes
 - We have completed nearly one year of data collection
 - We have a better understanding of...
 - Our reporting capabilities and capacity (in terms of frequency of reporting, development efforts involved, etc.)
 - Metrics that effectively capture outcomes of our efforts (and which ones don't)
 - Metrics that need to to be modified slightly
 - This presentation includes proposed changes for FY14



Goal 1

Create a safer transportation experience for everyone

Objective 1.1

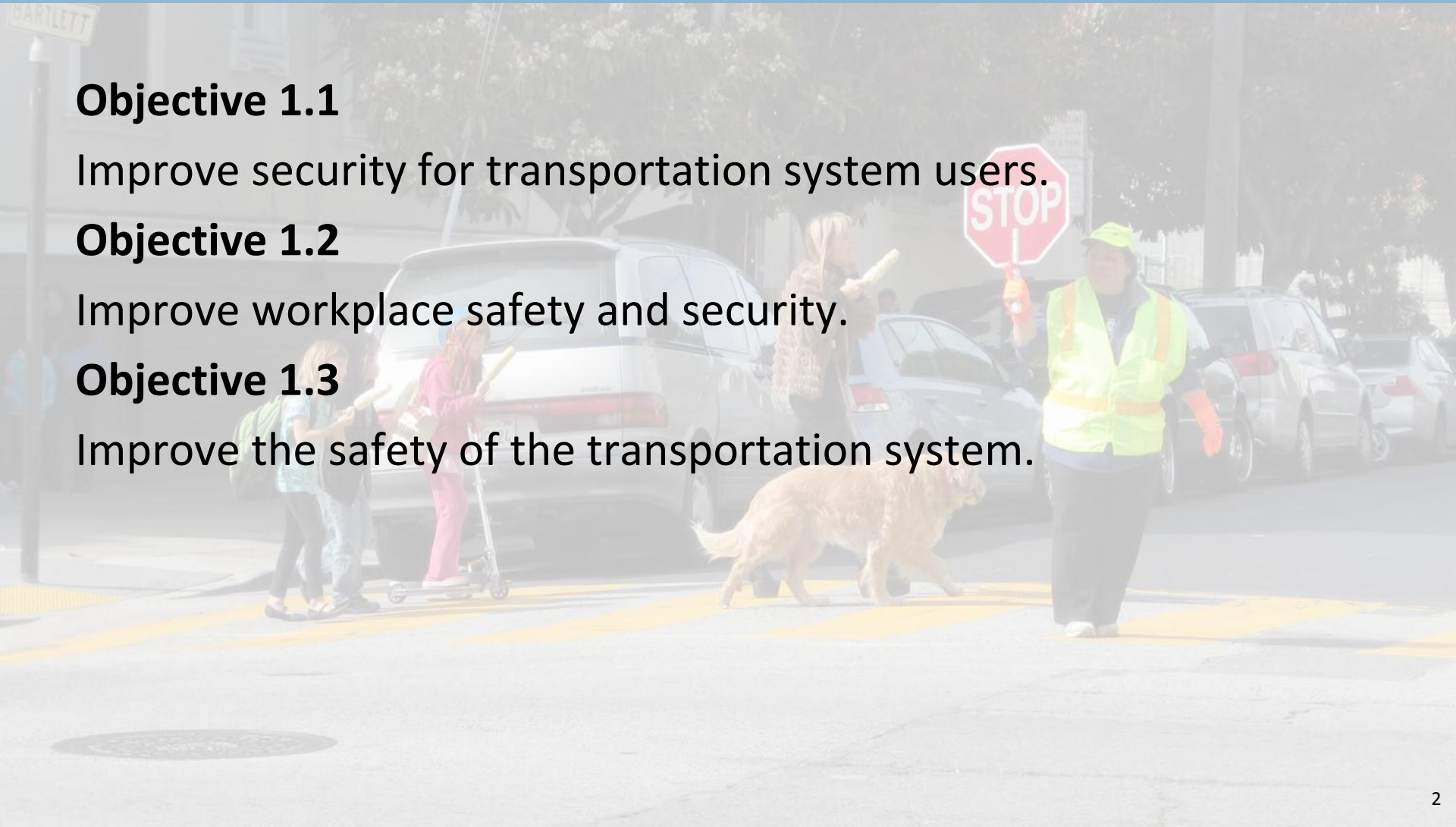
Improve security for transportation system users.

Objective 1.2

Improve workplace safety and security.

Objective 1.3

Improve the safety of the transportation system.





Goal 1 actions

Action	Update
1.3.4 Develop process to incorporate safety into culture and daily processes to improve safety.	<ul style="list-style-type: none">• Displayed videos highlighting good defensive driving habits in Gilley rooms during May.
1.3.11 Identify and implement remaining safety capital actions from Bicycle Plan and collisions analysis specific to SFMTA.	<ul style="list-style-type: none">• Striping of the road diet and the new bicycle facilities were implemented in mid-May for Near Term Project 7-3 Great Highway and Point Lobos Avenue from Cabrillo to El Camino del Mar.• Striping and traffic signal changes to Oak Street were substantially completed in advance of Bike to Work Day.
1.3.15 Establish a monthly report on accident trending and proposed mitigation actions.	<ul style="list-style-type: none">• Sent collision data and security incidents to SFPD for review.• Provided key SFPD staff Transitsafe access to cross reference with SFPD data.• Meeting with SFPD to discuss statistics and strategies this month.



Goal 1 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.39	3.77	7.25	5.26	4.81	7.24	9.44	10.68	9.24	11.37
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high)			2.95							
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)			2.89							
1.1.3	SFPD-reported taxi-related crimes**		3	4	3	4	2	1	6	2	2
1.1.4	Security complaints to 311 (Muni)		46	34	40	31	44	29	33	25	26
1.2.1	Workplace injuries/200,000 hours	14.6	16.2	14.2	18.0	13.7	13.7	12.8	11.3	12.0	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		14	16	20	19	16	14	18	14	*
1.2.3	Lost work days due to injury		3,764	3,912	3,646	3,773	*	*	*	*	*
1.3.1	Muni collisions/100,000 miles	4.53	5.03	5.18	4.45	5.00	4.27	5.76	5.05	5.99	*
1.3.2a	Collisions involving motorists, pedestrians, and bicyclists	Awaiting 2012 results.									
1.3.2b	Collisions involving taxis	Awaiting 2012 results.									
1.3.3	Muni falls on board/100,000 miles		4.65	4.20	3.49	4.26	4.36	3.87	2.92	4.25	*
1.3.4	"Unsafe operation" Muni complaints to 311		179	149	129	123	155	147	137	145	126
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high)			3.40							

*Data forthcoming.

**Available reporting includes incidents reported by SFPD as defrauding a taxi driver; operating a taxi without a permit; or overcharging taxi fare.

Color Legend

Outperforms FY12 Avg	Underperforms FY12 Avg	Equal to FY12 Avg
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Goal 1 proposed metrics modifications

ID	Metric	Observations/Proposed changes
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	Currently reporting. No change proposed.
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle)	Currently reporting. No change proposed, although we are continuing our efforts to expand the sample size.
1.1.2	Customer rating: Security of transit riding experience (while waiting at a Muni stop or station)	
1.1.3	SFPD-reported taxi-related crimes	Complete data unavailable from SFPD at this time. Will commence reporting using available OpenSF reporting on taxi incidents.
1.1.4	Security complaints to 311 by mode	Currently reporting. Change metric to be "Security complaints to 311 (Muni)". 311 does not capture security complaints related to bicycling, walking, or taxi use.
1.2.1	Workplace injuries/200,000 hours	Currently reporting. No change proposed.
1.2.2	Security incidents involving SFMTA personnel	Currently reporting for transit operators. Will expand to cover parking control officers and transit fare inspectors in FY14.
1.2.3	Lost work days due to injury	Currently reporting "total temporary disability days paid" while exploring means of capturing all lost work days.
1.2.4	Employee survey: Feel safe and secure while working	New metric with reporting forthcoming in August.
1.3.1	Muni collisions/100,000 miles	Currently reporting. No change proposed.
1.3.2a	Collisions involving motorists, pedestrians, and bicyclists	Currently reporting. No change proposed, although currency of reporting will improve with forthcoming SFPD data collection enhancements.
1.3.2b	Collisions involving taxis	
1.3.3	Muni falls on board/100,000 miles	Currently reporting. No change proposed.
1.3.4	"Unsafe operation" Muni complaints to 311	
1.3.5	Customer rating: Safety of transit riding experience	Currently reporting. No change proposed, although we are continuing our efforts to expand the sample size.



Goal 2

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 actions

Action	Update
2.1.4 Complete SFMTA website rebuild.	<ul style="list-style-type: none"> • Launched website on May 29. • Trained 50+ staff to update content and established monthly publisher meetings to ensure site quality is maintained. • Working with stakeholders to establishing a lighter, friendlier tone.
2.1.14 Develop tourism-focused transportation demand strategy.	<ul style="list-style-type: none"> • Received confirmation of branded America’s Cup Clipper card and on-site vending for cards at events. • Completed visitors brochure for America’s Cup. • Finalizing 511 website for America’s Cup.
2.2.2 Develop and Implement measures to improve reliability and reduce transit travel times.	<ul style="list-style-type: none"> • On schedule to install transit-only lane enforcement cameras on 300 buses; expanding to rest of rubber tire fleet starting this fall. • Submitted comments on TEP Draft EIR in May; on-track for July 2013 publication. • Implementing schedule updates for J, L, M, and N lines in July.
2.3.7 Implement comprehensive bicycle sharing program and expand scope.	<ul style="list-style-type: none"> • Named “Bay Area Bike Share” by regional steering committee. • Created online crowdsourcing bicycle share station map and conducted bike sharing open house at City Hall. • Brought 25 bike sharing stations to public hearing on June 15.
2.3.14 Develop and implement vehicle sharing strategy.	<ul style="list-style-type: none"> • Bringing amendments to the San Francisco Transportation code to define terms, extend the pilot program, and establish fees for the on-street car share vehicle permit to the SFMTA Board on July 16.
2.4.13 Replace all meters citywide and integrate with SFpark data warehouse infrastructure, upgrading SFMTA’s SFPM parking meter management system and integrating with SFpark data management system.	<ul style="list-style-type: none"> • Negotiating agreement, scope, etc. with vendors for multi- and single-space meters. • Plan to present for SFMTA Board consideration in September.



Goal 2 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	
2.1.1	Customer rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)			2.48								
2.1.2	Customer rating: Overall customer satisfaction with taxi availability; scale of 1 (low) to 5 (high)			2.48								
2.1.3	Customer rating: Overall customer satisfaction with bicycle network; scale of 1 (low) to 5 (high)			2.81								
2.1.4	Customer rating: Overall customer satisfaction with pedestrian environment; scale of 1 (low) to 5 (high)			3.54								
2.1.5	Average time to communicate Muni service advisories to customers	This is proving challenging to quantify. We are evaluating alternative metrics.										
2.1.6	Percentage of color curb requests addressed within 30 days		87%	93%	89%	95%	96%	97%	97%	92%	*	
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		99%	100%	100%	100%	100%	100%	100%	100%	100%	
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		85%	82%	63%	79%	80%	82%	87%	86%	87%	
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		81%	76%	76%		82%		*			
2.1.6	Percentage of traffic signal requests addressed within 2 hours		97%	97%	97%	97%	95%	99%	97%	93%	98%	
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 14 days (60 days for ADA violations)		87%	89%	93%	82%	82%	87%	94%	97%	*	
2.1.8	Customer rating: cleanliness of Muni vehicles; scale of 1 (low) to 5 (high)			2.39								
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators); scale of 1 (low) to 5 (high)			2.47								

*Data forthcoming.



Goal 2 metrics *continued*

ID	Metric	Goal	FY12 Avg	FY13 Avg	Nov 2012	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013	
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network*	5.3%	7.1%	7.0%	6.5%	6.5%	6.3%	6.5%	6.6%	6.9%	7.1%	
2.2.1	Percentage of transit trips with + 5 min gaps on Rapid Network*	13.9%	18.5%	17.7%	17.0%	18.6%	16.6%	17.0%	15.7%	15.2%	16.8%	
2.2.2	Percentage of on-time performance for non-Rapid Network routes*	85%	61.0%	59.3%	59.1%	59.2%	60.0%	59.2%	60.4%	62.0%	61.6%	
2.2.3	Percentage of service pulled out at scheduled time (Percentage of scheduled service hours delivered**)	98.5%	96.6%	96.7%	96.7%	96.0%	97.8%	96.7%	98.4%	99.2%	97.9%	
2.2.4	Percentage of on-time departures from terminals*	85%	76.9%	73.4%	73.1%	72.8%	74.5%	73.6%	75.0%	76.1%	75.0%	
2.2.5	Average Muni system speed	Reporting forthcoming in FY14 Q1.										
2.2.6	Percentage of on-time performance*	85%	60.1%	58.8%	58.9%	59.0%	60.5%	59.8%	60.7%	61.3%	60.4%	
2.2.7	Percentage of trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points		6.4%	7.6%	7.8%	7.1%	6.6%	7.6%	7.4%	7.0%	6.7%	
2.2.7	Percentage of trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points		7.1%	7.7%	6.7%	8.0%	6.4%	5.9%	7.0%	7.6%	7.3%	
2.2.8	Mean distance between failure (Bus)		3,300	3,259	3,071	3,197	3,631	3,723	4,170	3,712	***	
2.2.8	Mean distance between failure (LRV)		3,137	3,796	3,910	3,167	3,927	4,440	3,984	3,655	***	
2.2.8	Mean distance between failure (Historic)		2,055	2,247	1,990	1,891	1,958	2,316	1,620	2,530	***	
2.2.8	Mean distance between failure (Cable)		2,936	3,627	4,244	2,624	2,649	2,811	4,814	5,488	***	
2.2.9	Percentage of scheduled service hours delivered	Please see 2.2.3.										
2.2.10	Percentage of scheduled trips completed	Measure in development.										
2.2.11	Ridership (rubber tire, average weekday)		490,514	496,840	484,545	500,121	467,267	488,616	493,484	501,281	504,742	
2.2.12	Percentage of time that elevators are available		93.6%	96.5%	96.9%	91.7%	96.5%	95.8%	98.4%	96.7%	96.8%	
2.2.13	Percentage of time that escalators are available		94.2%	87.4%	87.3%	84.1%	85.7%	87.0%	93.0%	88.2%	88.0%	

*Historical monthly results may change as we continue to work with and refine reporting based upon Nextbus data.

**This reflects % of service pulled out of divisions (as in past reports).

***Data forthcoming.



Goal 2 metrics *continued*

ID	Metric	Goal	FY12 Avg	FY13 Avg	Nov 2012	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013
2.3.1	Non-private auto mode share (all trips)	50%	45% (2011 Mode Share Survey)								
2.4.1	Parking reliability rate of SFpark spaces (Marina District)		48.8%*	58.3%	45.4%	51.2%	64.8%	58.3%	58.3%	60.6%	59.4%
2.4.2	Parking reliability of SFMTA garage spaces (median garage rate)		99.7%*	99.7%	99.8%	98.2%	99.5%	99.5%	99.8%	100.0%	99.8%
2.4.3	# of secure on-street bicycle parking spaces			6,804**							
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking)			888**							
2.4.4	On-street payment compliance (median district rate)			56.8%*	56.4%	57.0%	57.2%	57.9%	57.8%	56.3%	54.7%

*Median rate.

**Running total to-date.



Goal 2 proposed metrics modifications

ID	Metric	Observations/Proposed changes
2.1.1	Customer rating: Overall customer satisfaction with transit services	Currently reporting. No change proposed, although we are continuing our efforts to expand the sample size.
2.1.2	Customer rating: Overall customer satisfaction with taxi availability	
2.1.3	Customer rating: Overall customer satisfaction with bicycle network	
2.1.4	Customer rating: Overall customer satisfaction with pedestrian environment	
2.1.5	Average time to communicate Muni service advisories to customers	
2.1.6	Percentage of color curb requests addressed within 30 days	Currently reporting. No change proposed.
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours	
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours	
2.1.6	Percentage of traffic and parking control requests addressed within 90 days	
2.1.6	Percentage of traffic signal requests addressed within 2 hours	
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 14 days (60 days for ADA violations)	Currently reporting. Recommend changing to “Percentage of actionable 311 Muni-related complaints addressed within 28 days” to match Local 250-A MOU.
2.1.8	Customer rating: cleanliness of Muni vehicles	Currently reporting. No change proposed, although we are continuing our efforts to expand the sample size.
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators)	



Goal 2 proposed metrics modifications *continued*

ID	Metric	Observations/Proposed changes
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network	Currently reporting. Recommend changing metric to “percentage of transit trips with <1 min bunching when headway is 5 min or less and <2 min for over 5 min. Clarify Objective 2.2 target to state “Reduce bunching by 25% (FY14), 45% (FY16), and 65% (FY18)”. Objective previously stated “Reduce bunching for 25% (FY14), 45% (FY16), and 65% (FY18) of ridership.”
2.2.1	Percentage of transit trips with + 5 min gaps on Rapid Network	Clarify Objective 2.2 target to state “Reduce gaps by 25% (FY14), 45% (FY16), and 65% (FY18)”. Objective previously stated “Reduce gaps for 25% (FY14), 45% (FY16), and 65% (FY18) of ridership.”
2.2.2	Percentage of on-time performance for non-Rapid Network routes	Currently reporting. No change proposed.
2.2.3	Percentage of scheduled service delivered	Currently reporting. No change proposed.
2.2.4	Percentage of on-time departures from terminals	Currently reporting. No change proposed.
2.2.5	Average Muni system speed	Developing reporting. Reporting forthcoming in September.
2.2.6	Percentage of on-time performance	Currently reporting. No change proposed.
2.2.7	Percentage of trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points	
2.2.7	Percentage of trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points	
2.2.8	Mean distance between failure (Bus)	
2.2.8	Mean distance between failure (LRV)	
2.2.8	Mean distance between failure (Historic)	
2.2.8	Mean distance between failure (Cable)	



Goal 2 proposed metrics modifications *continued*

ID	Metric	Observations/Proposed changes
2.2.9	Percentage of scheduled service hours delivered	Agency has historically reported “percentage of scheduled service pulled out at scheduled time” as a proxy for 2.2.9. Continuing to explore means for capturing reporting scheduled service hours delivered.
2.2.10	Percentage of scheduled trips completed	Due to metric calculation challenges recommend changing metric to be “percentage of scheduled mileage delivered.”
2.2.11	Ridership (rubber tire, average weekday)	Currently reporting. No change proposed.
2.2.11	Ridership (faregate entries, average weekday)	Reporting forthcoming in August.
2.2.12	Percentage of time that elevators are available	Currently reporting. Recommend changing metric to “Percentage of days that elevators are in full operation” to clearly reflect current data.
2.2.13	Percentage of time that escalators are available	Currently reporting. Recommend changing metric to “Percentage of days that escalators are in full operation” to clearly reflect current data.
2.3.1	Non-private auto mode share (all trips)	Currently reporting. No change proposed.
2.4.1	% occupancy of SFpark spaces	Currently reporting “on-street parking reliability (SFpark pilot areas only)” which is the percent likelihood one will encounter roughly one or two vacant spaces on a given block. Recommend changing the metric and using a median or aggregate rate.
2.4.2	% occupancy of SFMTA garage spaces	Currently reporting “off-street parking reliability (median rate for SFpark garages only)” which is the percent likelihood one will encounter a vacant space. Recommend changing the metric.
2.4.3	# of secure on-street bicycle parking spaces	
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking)	Currently reporting. No change proposed.
2.4.4	Parking regulation compliance	Currently reporting “on-street payment compliance (SFpark pilot areas only)”. Recommend changing the metric to align with current reporting.



Goal 3

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 actions

Action	Update
3.1.10 Reduce taxi fleet emissions.	<ul style="list-style-type: none">• Reviewing potential sites for electric charger installation including the City-owned parking garage located at 5th and Mission. Nissan has offered to donate a fast charger if we move forward with installation.
3.3.11 Prioritize and assign Communications staff to all SFMTA projects to oversee outreach.	<ul style="list-style-type: none">• Realigned Communications organization into four key areas to better support needs of the full organization. Key functions include Internal/Executive Communications; Media Relations/Social Media; Marketing/Outreach; and Creative Services. In the process of identifying and aligning new resources, tools and techniques to support model.
3.4.1 Evaluate and implement schedule deployment efficiencies.	<ul style="list-style-type: none">• Developed summer schedule adjustments based on seasonal performance data to be implemented in late June/early July.• Continuing to work with Training to discuss operator needs and part-time assignments.• Net number of part-time operators has not increased due to full-time operator attrition and training pace.
3.4.23.2 Strengthen and formalize scheduled preventive maintenance in SSD Signal Shop operations.	<ul style="list-style-type: none">• Completed preventative maintenance on 178 signalized traffic intersections since program inception on January 31, 2012. With the increased participation due to the new position dedicated to this function, the SFMTA can commit to performing preventative maintenance on all 1198 intersections every 1.5 years.



Goal 3 financials *continued*

Expenditures (FY13 as of April 2013)

EXPENDITURES	Revised Budget	Actual FY to Date	Encumbrances	End of FY Projection	Saving/(Overage)
SFMTA Agency Wide	\$106,740,500	\$28,155,776	\$50,496,717	\$107,064,092	(\$323,593)
Board of Directors	\$733,131	\$424,532	\$3,839	\$577,298	\$155,833
Capital Programs and Construction	\$273,021	(\$4,395,128)	\$1,156,018	(\$0)	\$273,022
Communications	\$4,901,233	\$2,689,805	\$328,016	\$4,608,944	\$292,289
Director of Transportation	\$1,322,016	\$745,505	\$78,003	\$970,650	\$351,366
Finance and Information Technology	\$77,791,940	\$47,546,502	\$12,307,307	\$75,114,469	\$2,677,471
Government Affairs	\$657,807	\$409,339	\$140,890	\$656,823	\$984
Human Resources	\$42,457,845	\$30,046,861	\$7,469,299	\$41,493,214	\$964,630
Safety	\$4,075,603	\$2,506,210	\$487,547	\$3,679,544	\$396,059
Sustainable Streets	\$147,579,393	\$86,937,645	\$22,603,260	\$137,361,309	\$10,218,085
Transit Services	\$470,628,169	\$352,920,697	\$36,487,446	\$484,508,864	(\$13,880,696)
Taxi and Accessible Services	\$19,959,165	\$10,387,745	\$5,722,949	\$19,430,017	\$529,148
TOTAL	\$877,119,823	\$558,375,489	\$137,281,291	\$875,465,224	\$1,654,599



Goal 3 financials *continued*

Revenue (FY13 as of April 2013)

REVENUE	Revised Budget	Actual FY to Date	End of FY Projection	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$25,054,000	\$21,317,792	\$26,036,472	\$982,472
Cash Fares	\$71,328,000	\$67,964,816	\$77,770,065	\$6,442,065
Other Fares	\$5,910,200	\$6,428,092	\$7,366,957	\$1,456,757
Passes	\$96,032,140	\$76,947,947	\$91,742,349	(\$4,289,791)
TRANSIT FARES Total	\$198,324,340	\$172,658,647	\$202,915,843	\$4,591,503
PARKING FEES & FINES				
General Fund Baseline Transfer	\$64,016,000	\$64,016,000	\$64,016,000	\$0
Citations and Fines	\$109,283,000	\$87,893,493	\$102,472,191	(\$6,810,809)
Garage Revenue	\$51,756,174	\$45,416,988	\$53,010,814	\$1,254,640
Meter Revenue	\$43,428,400	\$43,760,746	\$50,012,895	\$6,584,495
Permit Revenue	\$9,727,900	\$7,521,308	\$10,330,308	\$602,408
PARKING FEES & FINES Total	\$278,211,474	\$248,608,535	\$279,842,209	\$1,630,735
Operating Grants	\$110,000,000	\$97,312,316	\$110,000,000	\$0
Taxi Service	\$10,157,739	\$6,077,089	\$8,157,739	(\$2,000,000)
Other Revenues	\$18,580,962	\$17,775,326	\$20,958,717	\$2,377,755
General Fund Transfer	\$218,539,000	\$218,539,000	\$218,539,000	\$0
Fund Balance CFWD budget	\$49,695,309	\$49,695,309	\$49,695,309	\$0
TOTAL	\$883,508,824	\$810,666,221	\$890,108,817	\$6,599,993



Goal 3 financials *continued*

Overtime Report (FY13 as of May 2013)

FUND/DIVISION	Annual Revised Budget	Actual FY to Date*	Projection for Remaining Months**	End of FY Projection	Surplus (Deficit)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$22,602,261	\$20,911,991	\$3,345,919	\$24,257,910	(\$1,655,649)
Transit Vehicle Maintenance	\$11,051,845	\$8,489,400	\$1,358,304	\$9,847,704	\$1,204,141
Transit – All Others	\$6,095,171	\$7,112,808	\$1,138,049	\$8,250,857	(\$2,155,686)
Subtotal Transit Services Division	\$39,749,277	\$36,514,199	\$5,842,272	\$42,356,471	(\$2,607,194)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$835,365	\$1,403,288	\$224,526	\$1,627,814	(\$792,449)
Sustainable Streets – All Others	\$567,981	\$348,310	\$55,730	\$404,040	\$163,941
Subtotal Sustainable Streets Division	\$1,403,346	\$1,751,598	\$280,256	\$2,031,854	(\$628,508)
SFMTA AGENCY WIDE***	\$0	\$383,208	\$0	\$383,208	(\$383,208)
ALL OTHER DIVISIONS	\$841,968	\$901,818	\$144,290	\$1,046,108	(\$204,140)
TOTAL OPERATING FUND	\$41,994,591	\$39,550,823	\$6,266,818	\$45,817,641	(\$3,823,050)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$1,382,734	\$221,237	\$1,603,971	(\$1,603,971)
Sustainable Streets Engineering Programs	\$0	\$97,368	\$15,579	\$112,947	(\$112,947)
Total Non-Operating Fund	\$0	\$1,480,102	\$236,816	\$1,716,919	(\$1,716,919)
TOTAL	\$41,994,591	\$41,030,925	\$6,503,635	\$47,534,560	(\$5,539,969)

*Figures include cost recovery for events or services totaling \$3.1M as of the most recent closed month-end (May 2013). 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 pay periods).

*** Charges are all related to America's Cup.



Goal 3 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Nov 2012	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013
3.1.1	Metric tons of CO2e for the transportation system	1,515,000									2,155,000 (2010)
3.1.2	% of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions										94% (Taxi)
3.1.3	% biodiesel to diesel used by SFMTA										2% (FY11)
3.1.4	Number of electric vehicle charging stations										31
3.1.5	Citywide gasoline consumption rate										149,156,104 (2009)
3.1.6	Agency electricity consumption (kWh)										123,746,104 (FY11)
3.1.6	Agency gas consumption (therms)										579,043 (FY11)
3.1.6	Agency water production (gallons)										21,301,010 (FY11)
3.1.7	Agency compost production (tonnes)										13 (CY09)
3.1.7	Agency recycling production (tonnes)										534 (CY09)
3.1.7	Agency waste production (tonnes)										592 (CY09)
3.2.1	Customer rating: Business satisfaction with transportation network; scale of 1 (low) to 5 (high)	Survey will be conducted in FY14.									
3.3.1	% of all capital projects delivered on-budget by phase	Results reporting to begin in FY14.									
3.3.2	% of all capital projects delivered on-time by phase	Results reporting to begin in FY14.									
3.3.3	% of all capital projects delivered in-scope by phase	This is proving challenging to quantify. We are evaluating alternative metrics.									
3.4.1	Average annual transit cost per revenue hour	\$184	\$195								
3.4.2	Passengers per revenue hour for buses		70								
3.4.3	Cost per unlinked trip		\$2.77								
3.4.4	Pay hours: platform hours ratio		1.12	1.12	1.12	1.13	1.12	1.11	1.11	1.11	1.11
3.4.5	Farebox recovery ratio		30.8%								
3.5.1	Operating and capital structural deficit	\$70M additional needed for operations, \$260M additional needed for State-of-Good Repair (SOGR) and \$1.7B 5-Year shortfall for bike, pedestrian, facilities and transit (FY12)									



Goal 3 proposed metrics modifications

ID	Metric	Observations/Proposed changes
3.1.1	Metric tons of CO2e for the transportation system	Currently reporting. No change proposed.
3.1.2	% of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions	Currently reporting for taxis. Non-revenue vehicle reporting forthcoming in September.
3.1.3	% biodiesel to diesel used by SFMTA	
3.1.4	Number of electric vehicle charging stations	
3.1.5	Citywide gasoline consumption rate	
3.1.6	Agency electricity consumption (kWh)	
3.1.6	Agency gas consumption (therms)	
3.1.6	Agency water production (gallons)	
3.1.7	Agency compost production (tonnes)	
3.1.7	Agency recycling production (tonnes)	
3.1.7	Agency waste production (tonnes)	
3.2.1	Customer rating: Business satisfaction with transportation network	Recommend changing metric to “estimated economic impact of Muni service delays” to more clearly measure our progress toward achieving Goal 3.2.
3.3.1	% of all capital projects delivered on-budget by phase	Currently reporting. No change proposed.
3.3.2	% of all capital projects delivered on-time by phase	
3.3.3	% of all capital projects delivered in-scope by phase	Recommend removal. Projects often change in scope as a result of reassessing conditions. This metric discourages amending projects as necessary.
3.4.1	Average annual transit cost per revenue hour	Currently reporting. No change proposed.
3.4.2	Passengers per revenue hour for buses	
3.4.3	Cost per unlinked trip	
3.4.4	Pay hours: platform hours ratio	
3.4.5	Farebox recovery ratio	
3.5.1	Operating and capital structural deficit	



Goal 4

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications.

Objective 4.2

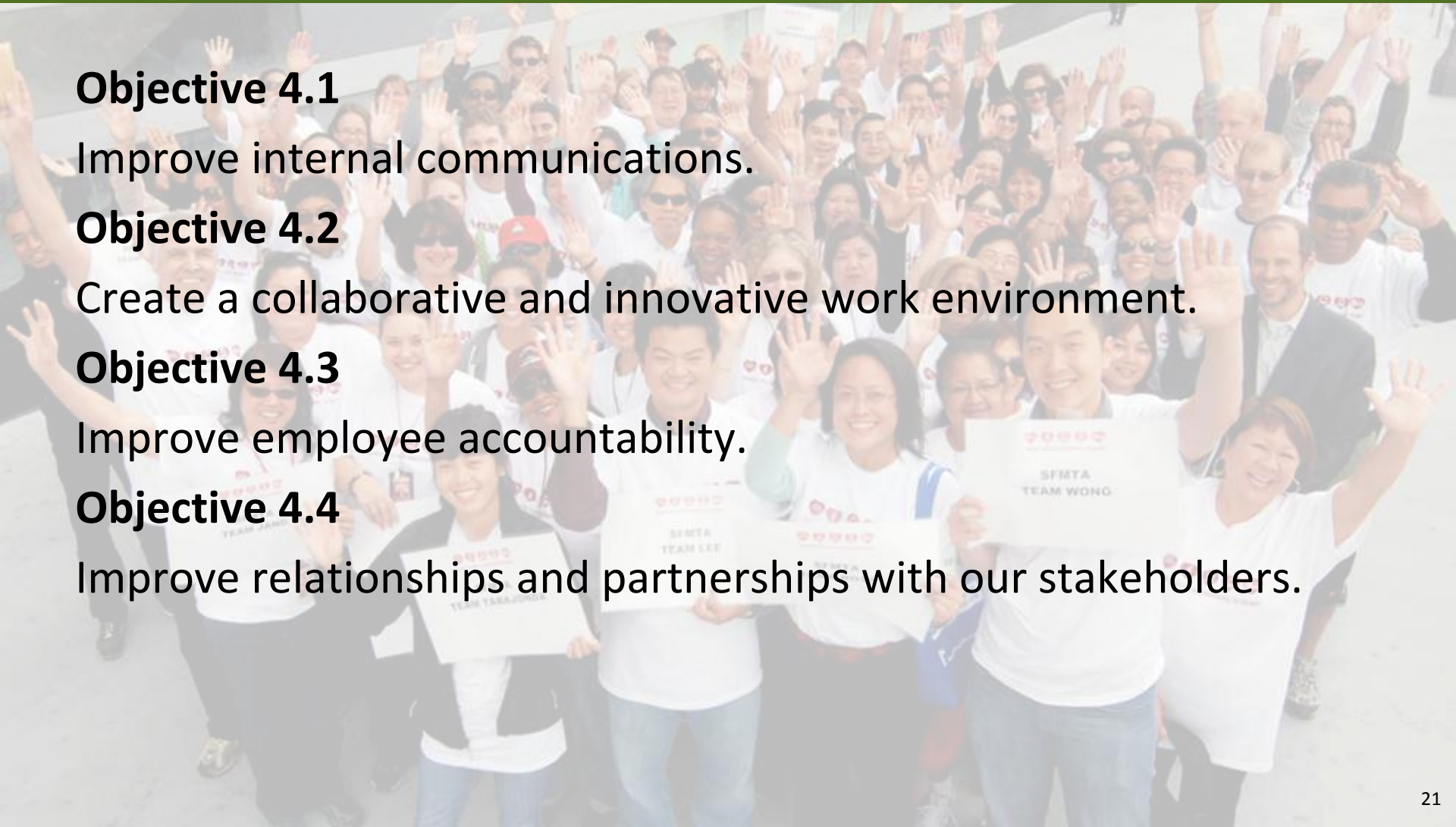
Create a collaborative and innovative work environment.

Objective 4.3

Improve employee accountability.

Objective 4.4

Improve relationships and partnerships with our stakeholders.





Goal 4 actions

Action	Update
4.1.7 Proactively communicate with front line staff.	<ul style="list-style-type: none">• Continuing production and distribution of bi-weekly employee newsletter.• Developing opportunities to present to and interact with staff who work in different locations throughout the Agency. Scheduled next quarterly DOT meeting at Presidio Division.
4.1.19 Implement survey instruments to develop baseline and monitor progress.	<ul style="list-style-type: none">• Launched employee survey on June 12.• Conducting extensive outreach campaign to maximize participation amongst all employee groups.• Launched telephone survey option to provide employees an additional avenue to participate.
4.4.10 Increase operating and capital revenue from development projects.	<ul style="list-style-type: none">• Collected \$3,622,206 of TIDF revenue through May 30, which is 146% of our goal.



Goal 4 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Nov 2012	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013
4.1.1	Employee rating: Information needed to do the job? Informed about agency issues, challenges and current events?; scale of 1 (low) to 5 (high)	Reporting forthcoming in August.									
4.1.2	% of employees that complete the survey										
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success										
4.1.4	Employee rating: I have received praise for my work in the last month										
4.1.5	Employee rating: Communication between leadership and employees has improved										
4.1.6	Employee rating: My concerns, questions, and suggestions are acted upon quickly and appropriately										
4.1.7	Employee rating: Discussions with my supervisor about my performance are worthwhile										
4.2.1	Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)										
4.2.2	Employee rating: My opinions seem to matter to my manager										
4.2.3	Employee rating: Conflicts are resolved collaboratively										
4.2.4	Employee rating: Employees in my division consistently look for more efficient/effective ways of getting the job done										
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively										
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'										
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment										



Goal 4 metrics *continued*

ID	Metric	Goal	FY12 Avg	FY13 Avg	Nov 2012	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013
4.3.1	% of employees with performance completed/appraisals conducted	Reporting forthcoming in September.									
4.3.2	% of employees with performance plans prepared by start of fiscal year	Reporting forthcoming in September.									
4.3.3	% of employees who have received feedback on their work	Reporting forthcoming in August.									
4.3.4	% of divisions/units that report metrics	Reporting forthcoming in August.									
4.3.5	Unscheduled absence rate by employee group (Transit operators)		12.2%	8.6%	7.0%	9.0%	8.9%	10.3%	8.5%	6.9%	8.3%
4.3.6	Employee rating: My manager holds me accountable to achieve my written objectives	Reporting forthcoming in August.									
4.4.1	Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)	Survey will be conducted in FY14.									



Goal 4 proposed metrics modifications

ID	Metric	Observations/Proposed changes
4.1.1	Employee rating: Information needed to do the job? Informed about agency issues, challenges and current events?	Reporting forthcoming in August. Recommend changing metric 4.1.4 to "Received feedback on my work in the last 30 days." Recommend changing metric 4.2.2 to "Concerns, questions, and suggestions are welcomed and acted up quickly and appropriately."
4.1.1	Employee rating: Informed about agency issues, challenges and current events?	
4.1.2	% of employees that complete the survey	
4.1.3	Employee rating: Clear understanding of my division's goals/objectives and how they contribute to Agency success	
4.1.4	Employee rating: Received praise for my work in the last month	
4.1.5	Employee rating: Communication between leadership and employees has improved	
4.1.6	Employee rating: Concerns, questions, and suggestions are acted upon quickly and appropriately	
4.1.7	Employee rating: Discussions with my supervisor about my performance are worthwhile	
4.2.1	Employee rating: Overall employee satisfaction	
4.2.2	Employee rating: Concerns, comments, and suggestions are welcome	
4.2.3	Employee rating: Conflicts are resolved collaboratively	Currently reporting. No change proposed.
4.2.4	Employee rating: Employees in my division consistently look for more efficient/effective ways of getting the job done	
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively	
4.2.6	Employee rating: Comfortable sharing my thoughts and opinions, even if they're different than others'	
4.2.7	Employee rating: Work gives me a feeling of personal accomplishment	



Goal 4 proposed metrics modifications *continued*

ID	Metric	Observations/Proposed changes
4.3.1	% of employees with performance completed/appraisals conducted	Reporting forthcoming in September.
4.3.2	% of employees with performance plans prepared by start of fiscal year	
4.3.3	% of employees who have received feedback on their work	Recommend consolidation with 4.1.4.
4.3.4	% of divisions/units that report metrics	Recommend modifying metric to read "Percentage of strategic plan metrics reported." Reporting forthcoming in FY14 Q1.
4.3.5	Unscheduled absence rate by employee group (Transit operators)	Completed for transit operators. Expanding reporting to additional employee groups in FY14.
4.3.6	Employee rating: My manager holds me accountable to achieve my written objectives	Reporting forthcoming in August.
4.4.1	Stakeholder rating: satisfaction with SFMTA decision-making process/communications	Survey to be conducted in FY14.