



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 1 Focus*

March 2016

San Francisco, California

# Goal 1 focus

Create a safer transportation experience for everyone

## Objective 1.1

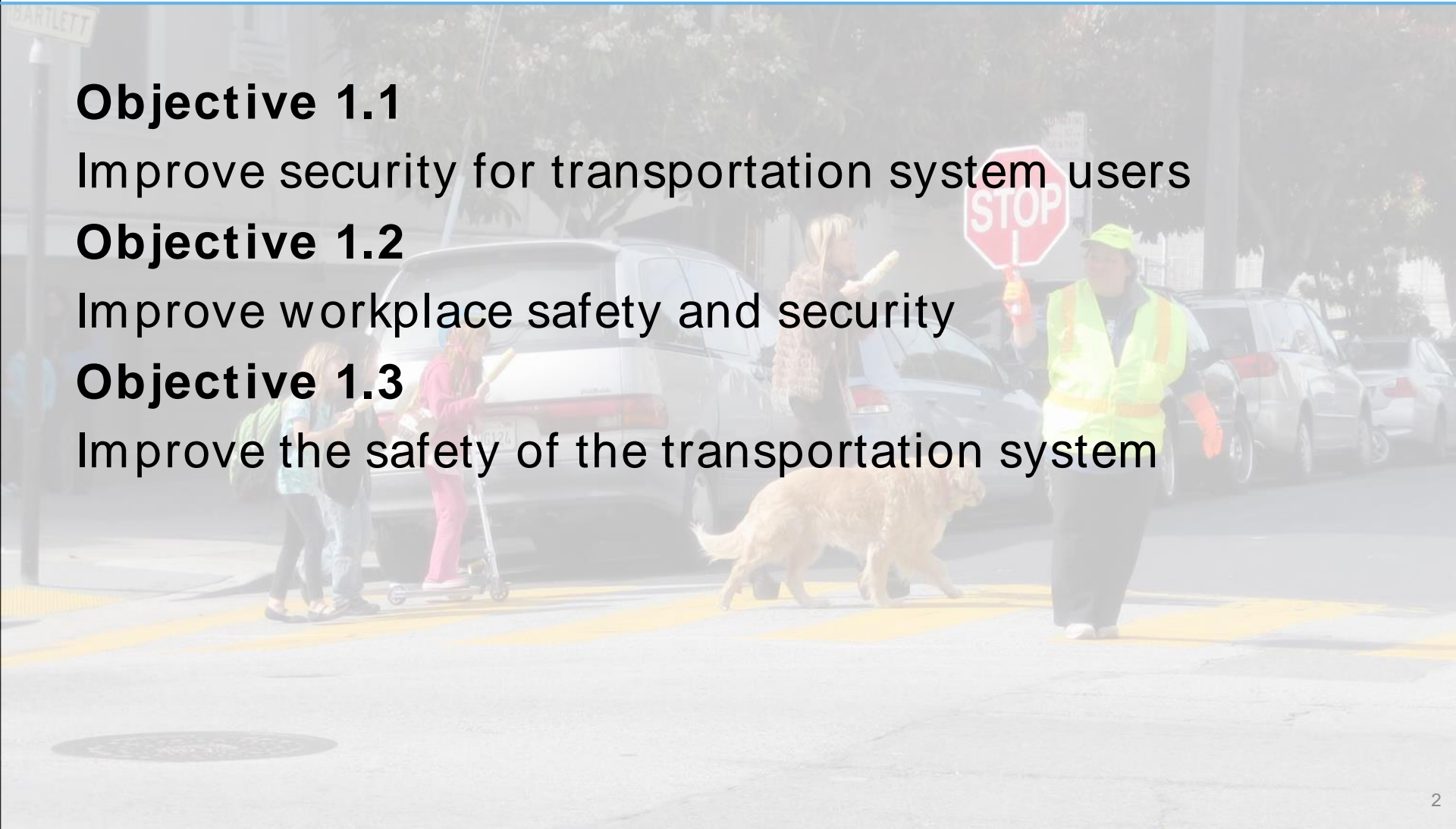
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

Improve the safety of the transportation system

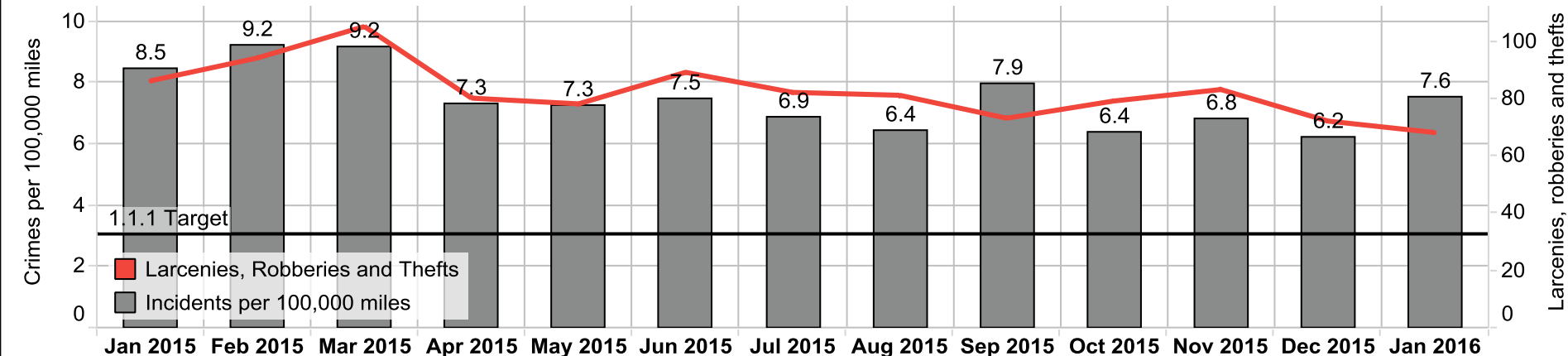


# Objective 1.1 metrics

## Improve security for transportation system users

### Key performance indicator

1.1.1 SFPD incidents per 100,000 miles



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

ID	Metric	Target	FY15 Avg	FY16 Avg	Jan 2015	Dec 2015	Jan 2016
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.1	8.2	6.9	8.5	6.2	7.6
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high) <sup>1</sup>		3.3	3.4	3.3 (FY15Q3)	3.4 (FY16Q2)	
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) <sup>1</sup>		3.2	3.2	3.2 (FY15Q3)	3.2 (FY16Q2)	
1.1.3	SFPD-reported taxi-related crimes <sup>2</sup>		37	41	36	36	*
1.1.4	Security complaints to 311 (Muni)		37	28	40	33	30

\*Data forthcoming.

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

<sup>2</sup>Beginning with FY2015, includes all taxi, TNC, and black car service-related incidents reported to SFPD.

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

#### Color

Outperforms Previous FY Average (Green) Underperforms Previous FY Average (Red) Equal to Previous FY Average (Yellow)

# Objective 1.1 action items

## Improve security for transportation system users

### Key action item updates

#### 1.1.14 Prioritize enforcement of operator assaults

Continuing data driven police deployment. SFMTA staff have formed a committee comprised of Transit, Security, Safety, Human Resources and union representatives to study and formulate possible solutions to operator and employee assaults.

#### 1.1.15 Work with SFPD to deploy police officers more effectively

Continued deploying Surge officers on the top crime-affected lines.

#### 1.1.17 Conduct risk and vulnerability assessment study of all SFMTA properties and systems

Risk & vulnerability assessment has been completed. Potential improvements will be made upon availability of awarded grant funding from the California Office of Emergency Services.

### Action item status

0% encountering issues

67% at risk

16% on track

0% on hold



17% completed

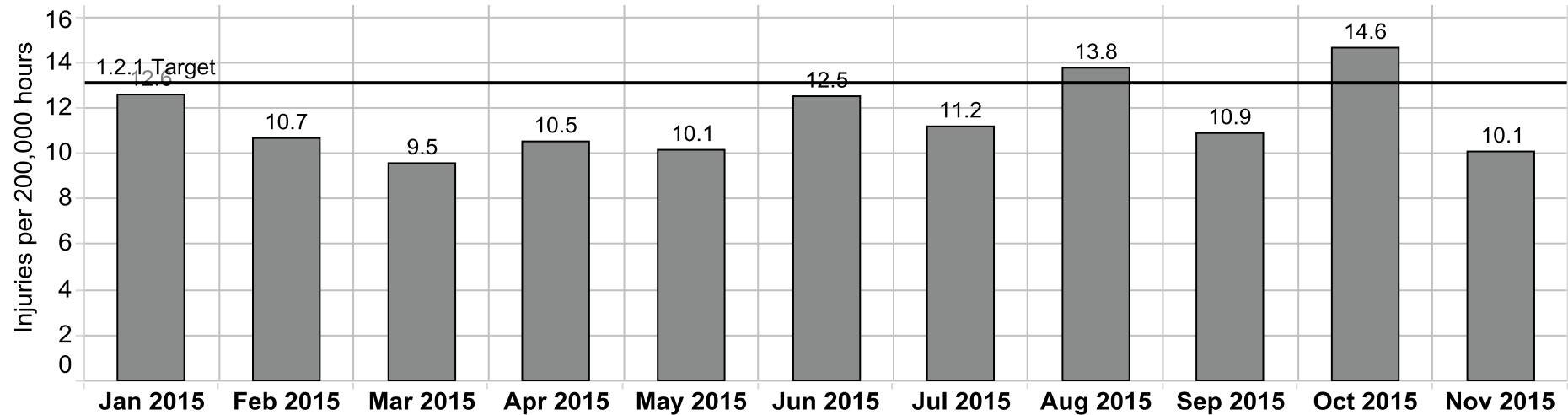


# Objective 1.2 metrics

## Improve workplace safety and security

### Key performance indicator

#### 1.2.1 Workplace injuries per 200,000 hours



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

ID	Metric	Target	FY15 Avg	FY16 Avg	Jan 2015	Dec 2015	Jan 2016
1.2.1	Workplace injuries/200,000 hours	13.1	11.0	12.2	12.6	*	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		8	12	5	12	25
1.2.3	Lost work days due to injury		15,221 (CY14)				
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.3 (CY14)	*			

\*Data forthcoming.

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

# Objective 1.2 action items

## Improve workplace safety and security

### Key action item updates

1.2.5 Institute an annual safety training requirement for staff and supervisors to improve workplace safety

First training scheduled for Friday, March 4th. Rollout on a monthly basis to follow.

1.2.10 Review and modify post-employment offer physicals to match essential functions of job classifications.

Draft policy approved by committee, currently pending City Attorney review and approval.

### Action item status

0% encountering issues

29% at risk

14% on track

14% on hold



43% completed

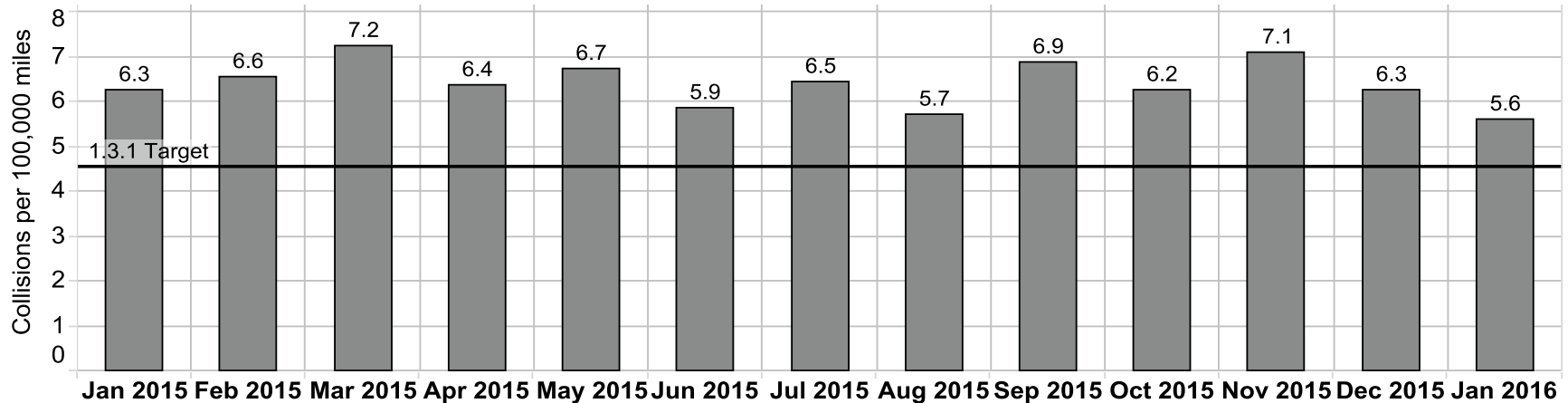


# Objective 1.3 metrics

## Improve the safety of the transportation system

### Key performance indicator

1.3.1 Collisions per 100,000 miles



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

ID	Metric	Target	FY15 Avg	FY16 Avg	Jan 2015	Dec 2015	Jan 2016
1.3.1	Muni collisions/100,000 miles	4.1	6.5	6.3	6.3	6.3	5.6
1.3.2	Collisions involving motorists, pedestrians, and bicyclists <sup>1</sup>		3,235 (CY12)				
1.3.2	Collisions involving taxis		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.3	4.3	4.4	4.1	4.1
1.3.4	"Unsafe operation" Muni complaints to 311		178.9	180.3	161	200	167
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high) <sup>2</sup>		3.7	3.8	3.8 (FY15Q3)	3.9 (FY16Q2)	

<sup>1</sup>Injury collisions.

<sup>2</sup>Results are based on a non-probability sample from opt-in SFMTA online panel surveys and are weighted to reflect the geographic distribution of San Francisco's population.

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

# Objective 1.3 action items

## Improve the safety of the transportation system

### Key action item updates

1.3.15 Replace the existing Safety Management System and software (TransitSafe) with a customized Safety Management System and software

Software vendor Intalex and SFMTA agreed on a detailed project schedule for implementation of the new system. Intalex updated the design and functional requirements documents for all modules except Training to reflect changes identified in the January design workshops. Approval of the design and training design requirements are in process. Requirements for the System field lists and look-up tables are complete and distributed to SFMTA subject matter experts for review and approval.

### Action item status

0% encountering issues

11% at risk

56% on track

0% on hold



33% completed





# Goal 2 metrics

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

## **Objective 2.1**

Improve customer service and communications

## **Objective 2.2**

Improve transit performance

## **Objective 2.3**

Increase use of all non-private auto modes

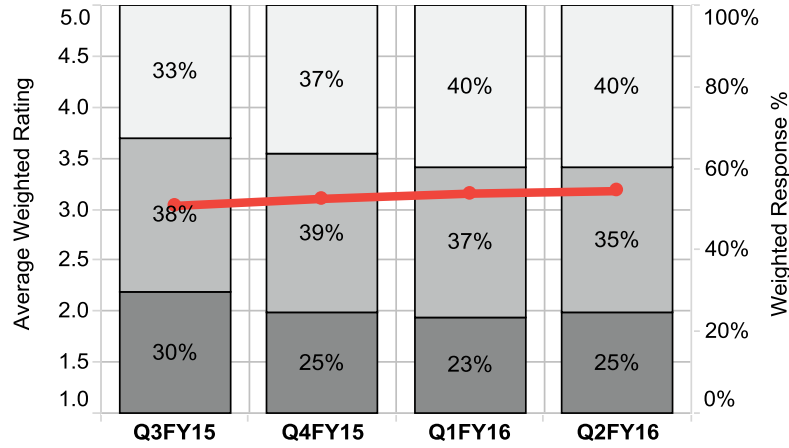
## **Objective 2.4**

Improve parking utilization and manage parking demand

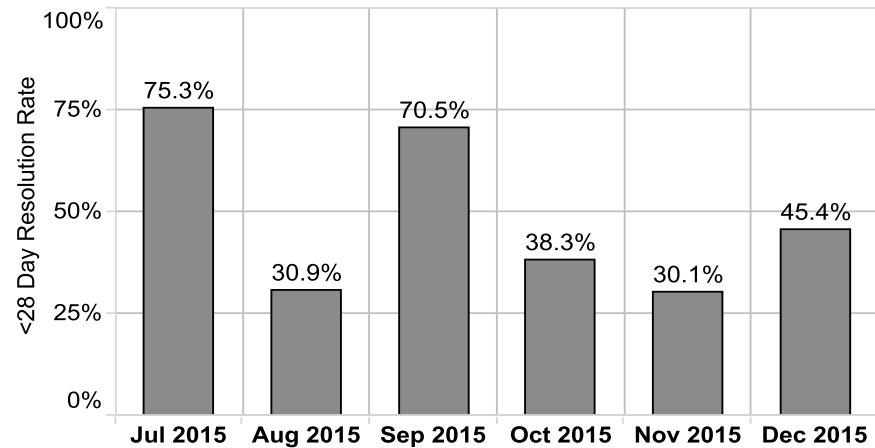
# Goal 2 metrics

## Key performance indicators

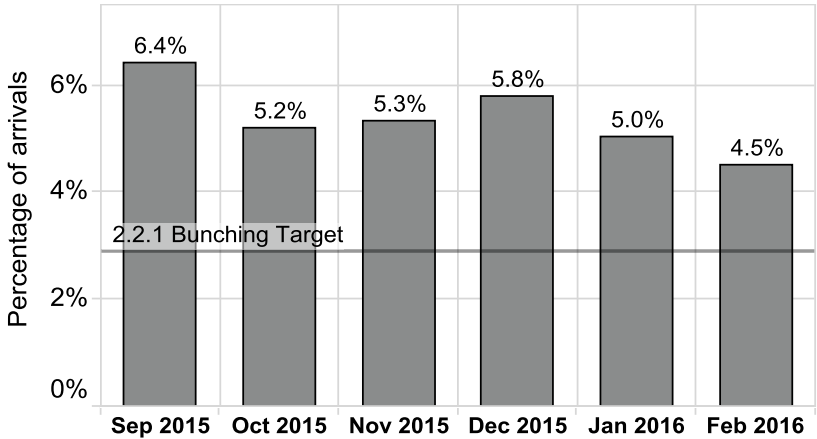
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



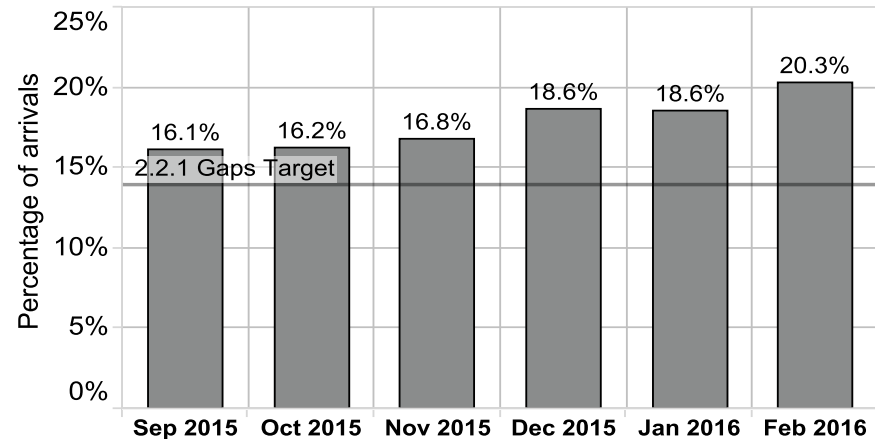
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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



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

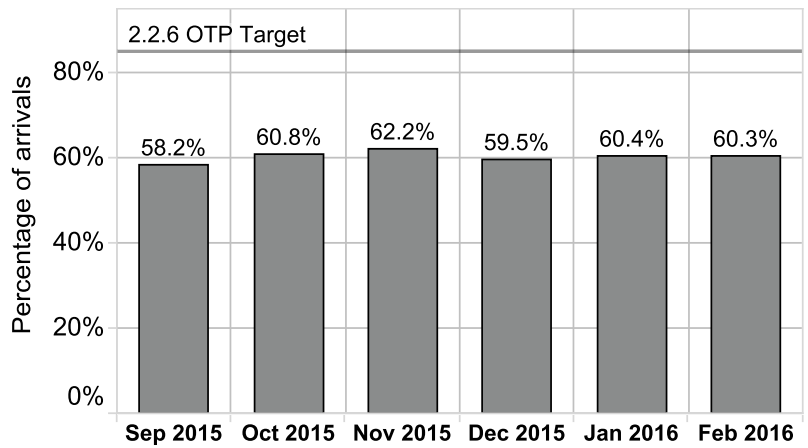


<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.  
<sup>2</sup>Due to a new automated reporting process that accurately reflects the current Transit Operator MOU-based performance standard for timeliness of complaint resolution, the reported percentage of Muni related 311 complaints resolved within 28 business days slightly differs from previously published figures.  
 Note: Reported results are subject to change as data quality improves or new data become available.

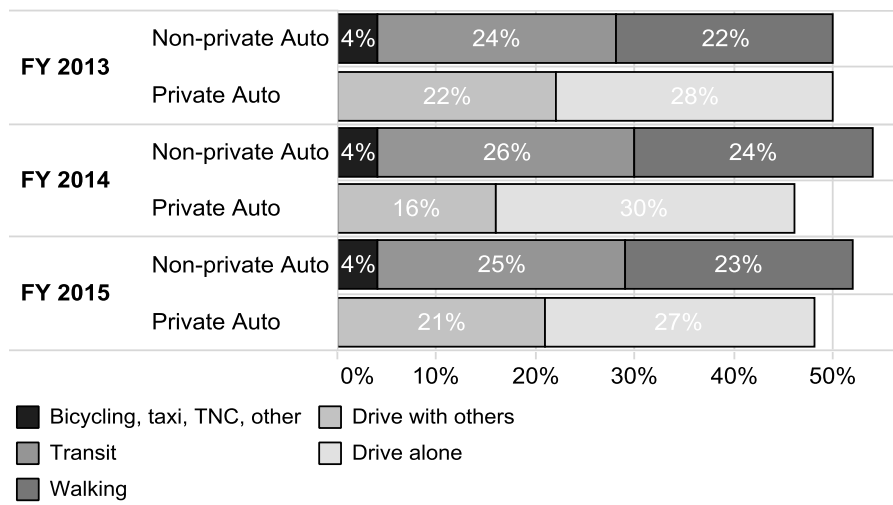
# Goal 2 metrics

## Key performance indicators continued

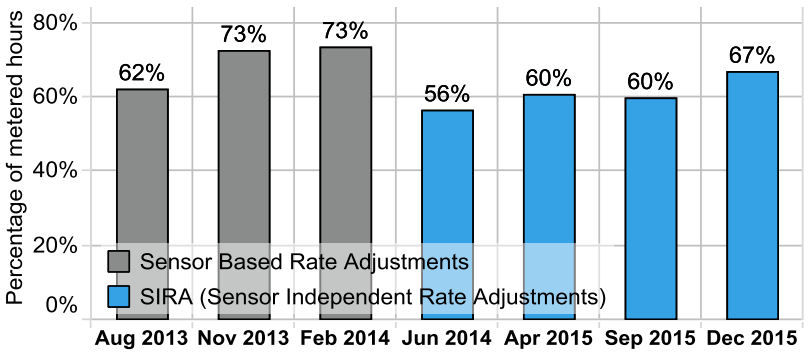
2.2.6 Percentage of on-time performance



2.3.1 Percentage of non-private auto mode share



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



<sup>1</sup>Increase in percent of metered hours with no rate change indicates achievement of price point and parking availability goals. Sensor based rate adjustments were limited to SFpark pilot blocks with 50% or more parking sensor coverage through February 2014. Sensor Independent Rate Adjustments (SIRA) based on meter payment data started in June 2014 and include all SFpark pilot area blocks including those that fell below the 50% parking sensor threshold. These blocks have not approached their price point yet, which lowers the baseline for this metric. Moving forward, June 2014 will be considered the new baseline for SIRA.  
 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

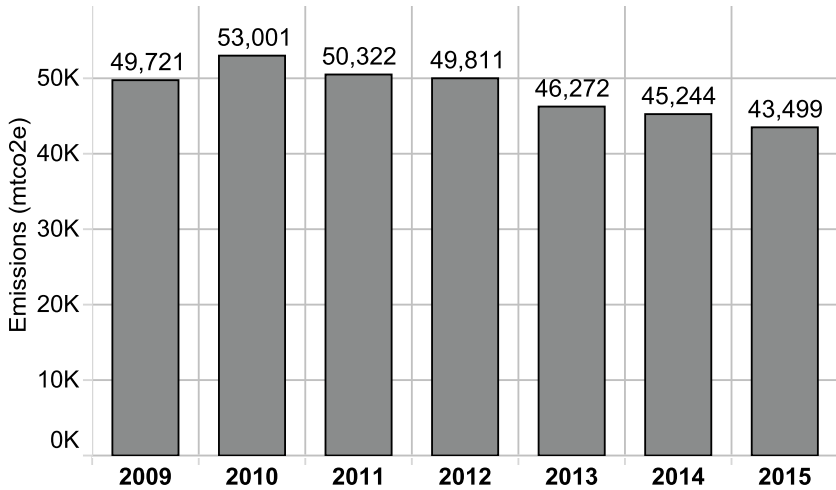
### **Objective 3.5**

Reduce capital and operating structural deficits

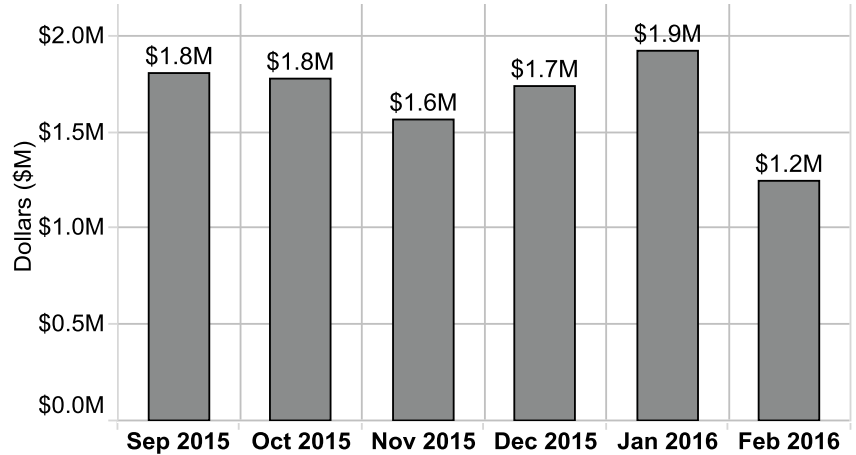
# Goal 3 metrics

## Key performance indicators

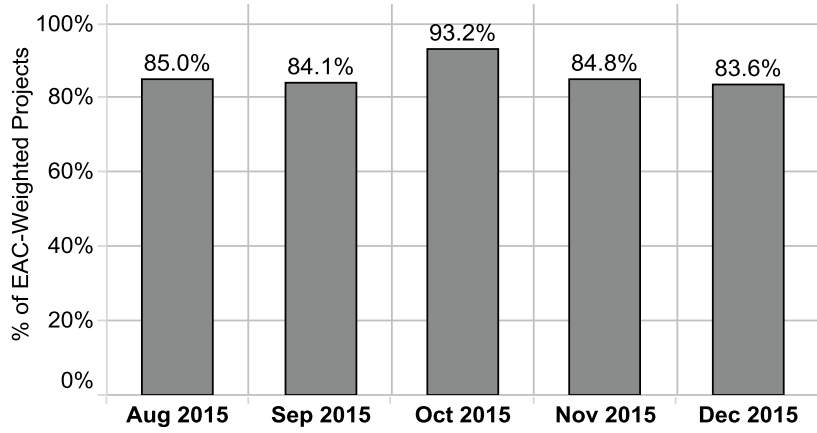
3.1.1 SFMTA carbon footprint (metric tons CO2e)



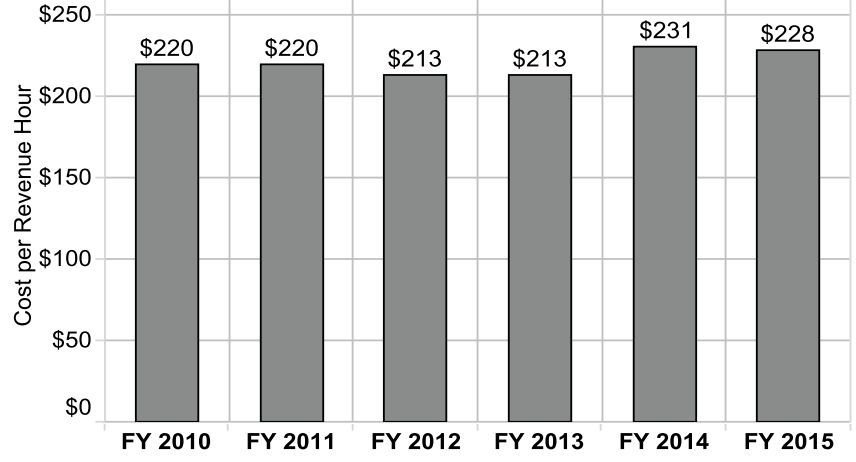
3.2.1 Estimated economic impact of Muni service delays (Monthly \$M)



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



3.4.1 Transit cost per revenue hour

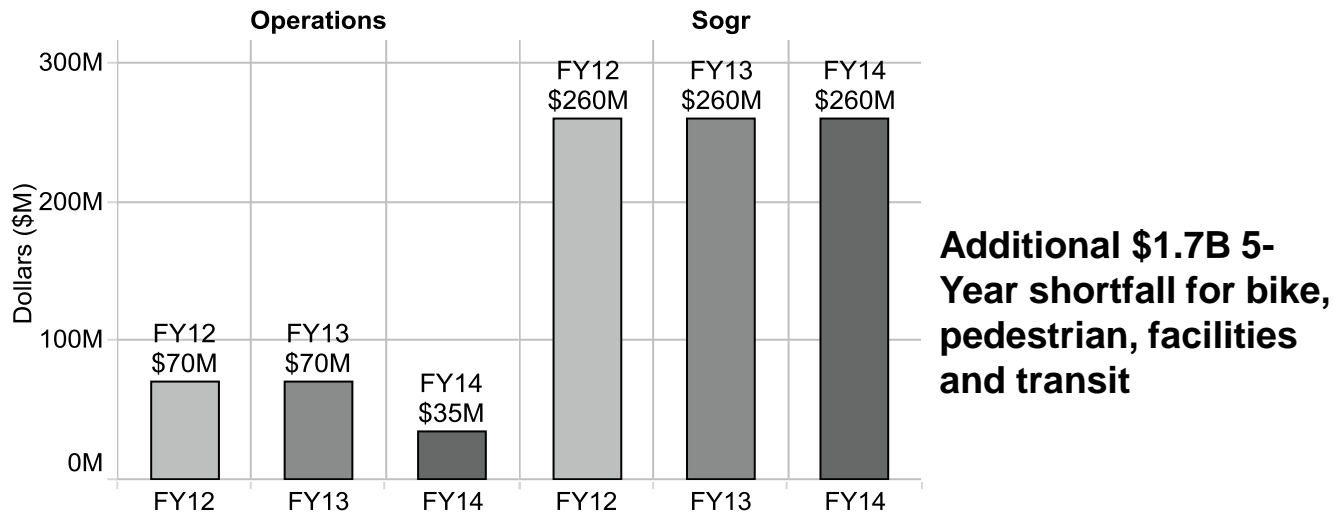


<sup>1</sup>Based on preliminary unaudited financials. Figures are adjusted for inflation to reflect FY15 dollars. Note: Reported results are subject to change as data quality improves or new data become available.

# Goal 3 metrics

## Key performance indicators **continued**

### 3.5.1 Operating and capital structural deficit



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

# Goal 3 financials

## Expenditures (FY16 as of January 2016)

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals: Year to Date	Encumbrances	Total Projection for the Year <sup>(2)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$88,063,273	\$43,213,199	\$27,000,306	\$89,534,870	(\$1,471,596)
Board of Directors	\$607,449	\$307,785	\$4,871	\$574,013	\$33,436
Capital Programs and Construction	\$545,255	\$2,161,476	\$1,718,903	\$545,255	\$0
Communications	\$6,425,892	\$2,087,636	\$952,100	\$5,778,400	\$647,491
Director of Transportation	\$2,496,656	\$1,010,499	\$376,479	\$2,464,926	\$31,730
Finance and Information Technology	\$92,682,759	\$32,518,489	\$26,097,577	\$89,353,320	\$3,329,439
Government Affairs	\$1,111,098	\$513,701	\$216,899	\$1,156,674	(\$45,576)
Human Resources	\$34,435,841	\$16,908,217	\$6,127,554	\$37,545,205	(\$3,109,363)
Safety	\$4,907,792	\$1,514,172	\$1,371,038	\$5,589,890	(\$682,098)
Sustainable Streets	\$161,370,548	\$74,184,139	\$33,601,421	\$154,210,008	\$7,160,540
Transit Services	\$604,876,777	\$321,659,319	\$57,946,025	\$611,446,211	(\$6,569,434)
Taxi and Accessible Services	\$29,708,519	\$13,317,507	\$5,427,152	\$28,976,839	\$731,680
<b>TOTAL</b>	<b>\$1,027,231,859</b>	<b>\$509,396,138</b>	<b>\$160,840,326</b>	<b>\$1,027,175,612</b>	<b>\$56,247</b>

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

(2) Expenditures projection is based on all encumbrance spent in FY2016.

# Goal 3 financials

## Revenues (FY16 as of January 2016)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$26,580,000	\$17,526,913	\$27,464,677	\$884,677
Cash Fares	\$81,636,000	\$48,688,113	\$82,544,819	\$908,819
Other Fares	\$4,570,000	\$2,395,972	\$4,140,439	(\$429,561)
Passes	\$88,255,000	\$51,342,672	\$87,961,327	(\$293,673)
<b>TRANSIT FARES Total</b>	<b>\$201,041,000</b>	<b>\$119,953,669</b>	<b>\$202,111,262</b>	<b>\$1,070,262</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$71,803,075	\$53,853,075	\$73,203,075	\$1,400,000
Citations and Fines	\$97,040,000	\$58,457,010	\$101,217,682	\$4,177,682
Garage Revenue	\$64,464,191	\$39,408,708	\$65,998,902	\$1,534,711
Meter Revenue	\$45,337,319	\$34,891,594	\$56,670,404	\$11,333,085
Permit Revenue	\$13,420,000	\$8,095,145	\$14,732,572	\$1,312,572
<b>PARKING FEES &amp; FINES Total</b>	<b>\$292,064,585</b>	<b>\$194,705,532</b>	<b>\$311,822,635</b>	<b>\$19,758,050</b>
Operating Grants	\$132,080,682	\$52,764,074	\$134,143,375	\$2,062,693
Taxi Service	\$14,310,000	\$2,409,788	\$4,131,065	(\$10,178,935)
Other Revenues	\$28,536,000	\$20,378,749	\$31,240,389	\$2,704,389
General Fund Transfer <sup>(2)</sup>	\$272,000,000	\$204,000,000	\$277,100,000	\$5,100,000
Fund Balance for Current Year Budget	\$20,009,965	\$20,009,965	\$20,009,965	\$0
Transfer from Non-operating Fund	\$9,459,969	\$9,459,969	\$9,459,969	\$0
Fund Balance for Prior Year				
Encumbrance Carry Forward	\$58,257,733	\$58,257,733	\$58,257,733	\$0
<b>TOTAL</b>	<b>\$1,027,759,934</b>	<b>\$681,939,479</b>	<b>\$1,048,276,393</b>	<b>\$20,516,460</b>



# Goal 3 financials

## Overtime Report (FY16 as of January 2016)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE <sup>(3)</sup>	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
<b>OPERATING FUND</b>					
<b>TRANSIT SERVICES DIVISION</b>					
Transit Operators	\$23,586,620	\$13,673,470	10,472,153	\$24,145,624	(\$559,004)
Transit Vehicle Maintenance	\$6,468,689	\$6,743,234	\$5,373,430	\$12,116,663	(\$5,647,974)
Transit – All Others	\$4,664,203	\$5,318,864	\$5,802,820	\$11,121,684	(\$6,457,481)
<b>Subtotal Transit Services Division</b>	<b>\$34,719,512</b>	<b>\$25,735,568</b>	<b>\$21,648,403</b>	<b>\$47,383,971</b>	<b>(\$12,664,459)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$174,937	\$0	\$174,937	\$820,047
Sustainable Streets – All Others	\$794,714	\$389,698	\$6,597	\$396,295	\$398,419
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$564,635</b>	<b>\$6,597</b>	<b>\$571,232</b>	<b>\$1,218,466</b>
<b>SFMTA AGENCY WIDE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$681,682</b>	<b>\$560,983</b>	<b>\$1,242,665</b>	<b>(\$352,891)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,398,984</b>	<b>\$26,981,886</b>	<b>\$22,215,983</b>	<b>\$49,197,868</b>	<b>(\$11,798,884)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$1,462,619	\$1,217,145	\$2,679,764	(\$2,679,764)
Sustainable Streets Engineering Programs	\$0	\$463,308	\$385,550	\$848,858	(\$848,858)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$1,925,927</b>	<b>\$1,602,695</b>	<b>\$3,528,622</b>	<b>(\$3,528,622)</b>
<b>TOTAL</b>	<b>\$37,398,984</b>	<b>\$28,907,813</b>	<b>\$23,818,677</b>	<b>\$52,726,490</b>	<b>(\$15,327,506)</b>

<sup>(3)</sup> Reported overtime actuals and resulting deficit are net of cost recovery for events or services that includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable. The total actual cost recoveries is \$ 2,711,000 as of January 2016.

# Goal 4 metrics

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

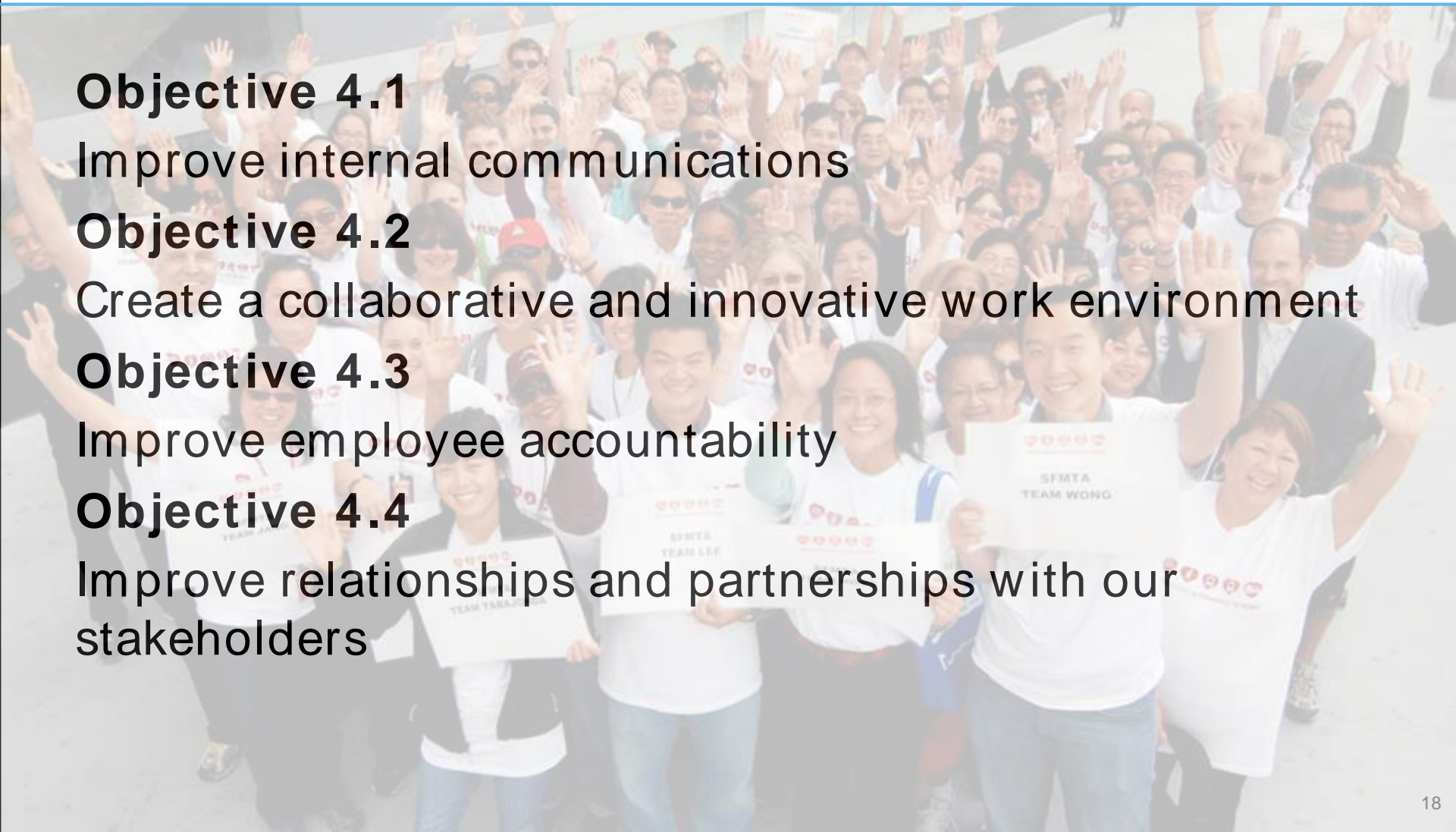
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

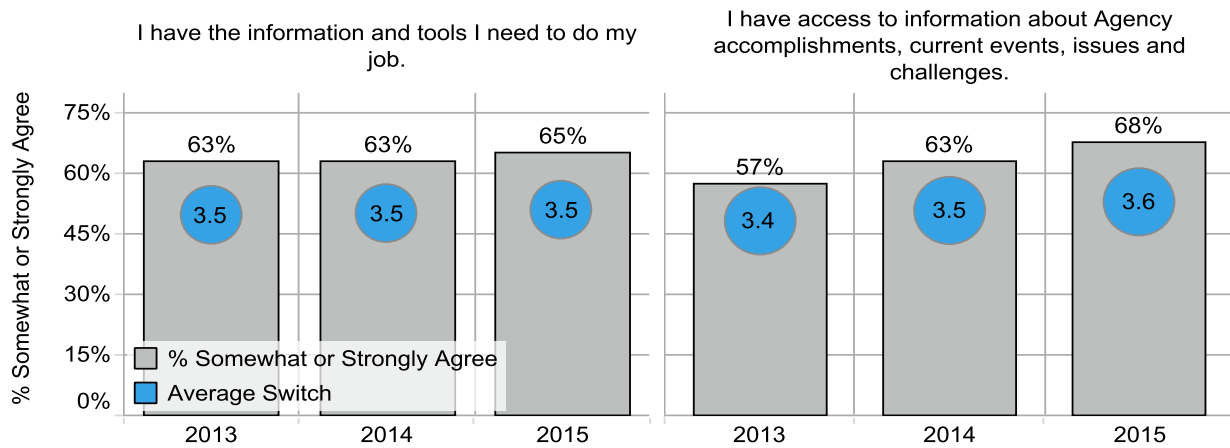
Improve relationships and partnerships with our stakeholders



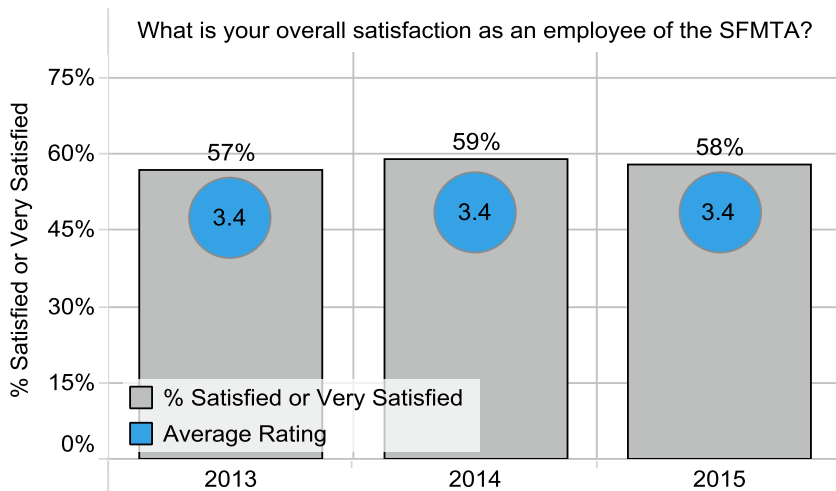
# Goal 4 metrics

## Key performance indicators

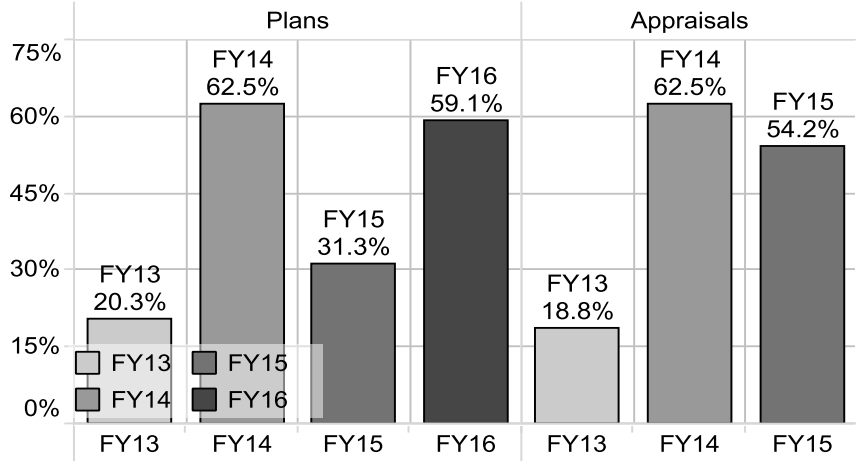
### 4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



### 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

