



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report *FY 2014 Year End Review*

August 2014

San Francisco, California

# Goal 1

Create a safer transportation experience for everyone

## Objective 1.1

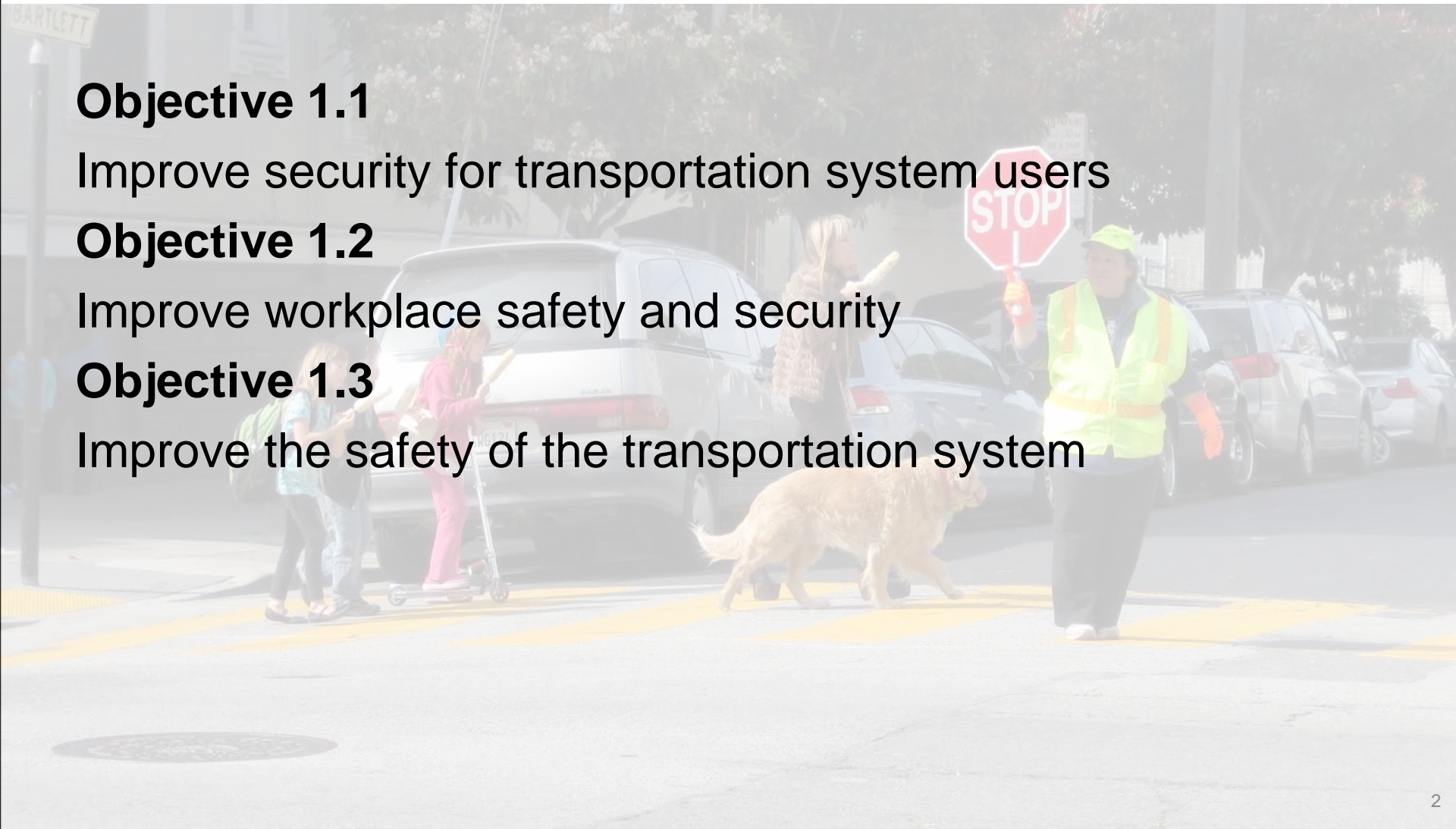
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

Improve the safety of the transportation system

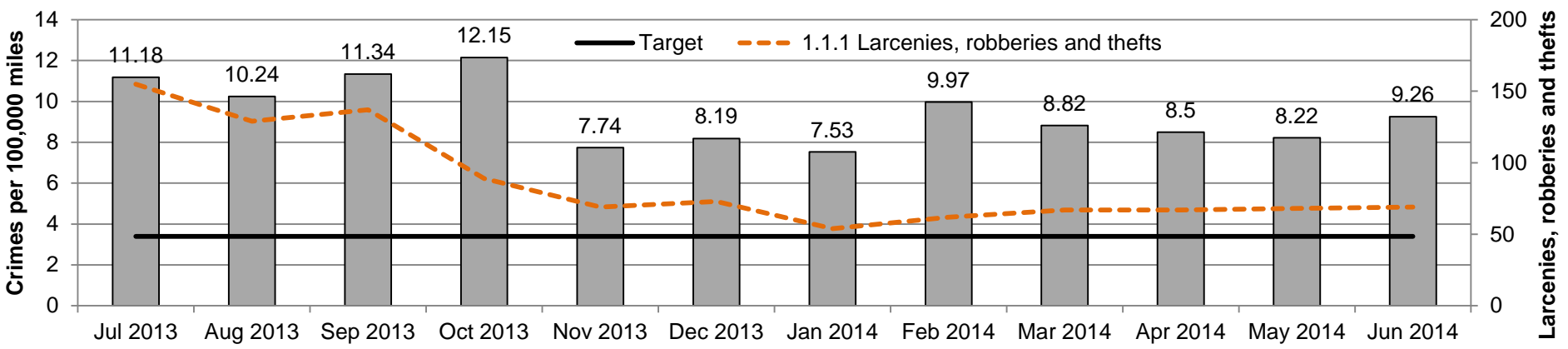


# Objective 1.1 metrics

## Improve security for transportation system users

### Key performance indicator

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



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.39	7.55	9.45	11.01	8.22	9.26
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>			3.25			3.30
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>			3.13			3.16
1.1.3	SFPD-reported taxi-related crimes <sup>2</sup>		3.9	4.3	2	3	8
1.1.4	Security complaints to 311 (Muni)		37.8	28.6	47	23	36

<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online surveys conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.  
<sup>2</sup>Available data include incidents reported by SFPD as defrauding a taxi driver; operating a taxi without a permit; or overcharging taxi fare.

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

**Color Legend**

Outperforms Previous	Underperforms Previous	Equal to Previous
FY Average	FY Average	FY Average

# Objective 1.1 action items

Improve security for transportation system users

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## New action item highlights

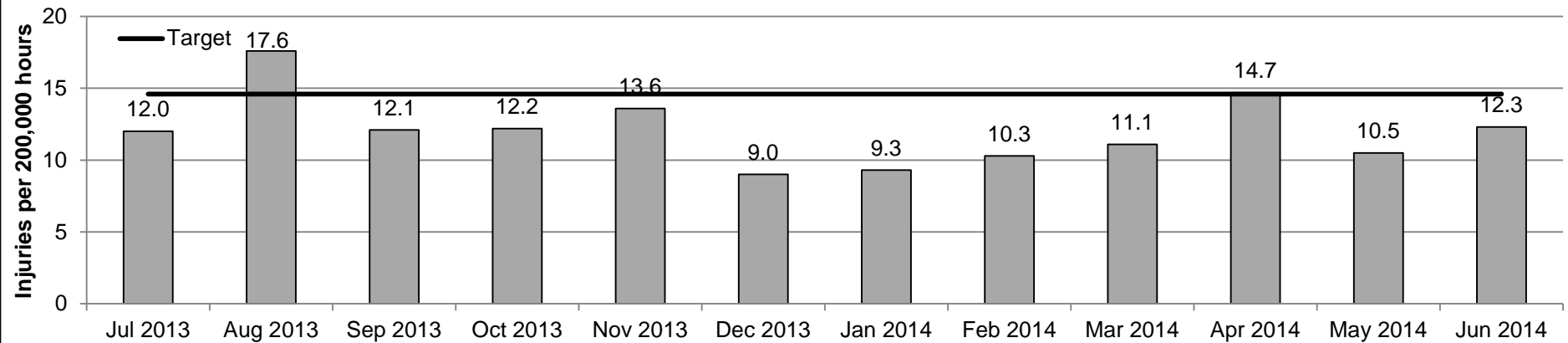
- Identify specific times and lines to be monitored for student safety on transit
- Work with SFPD to deploy Police Officers more effectively
- Conduct risk and vulnerability assessment study of all SFMTA properties and systems

# Objective 1.2 metrics

## Improve workplace safety and security

### Key performance indicator

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



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
1.2.1	Workplace injuries/200,000 hours	14.6	13.8	12.1	10.3	10.5	12.3
1.2.2	Security incidents involving SFMTA personnel (Muni only)		12.1	9.9	13	8	11
1.2.3	Lost work days due to injury <sup>1</sup>		16,445				
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.23				

<sup>1</sup>Calendar year 2013.

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

#### Color Legend

Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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# Objective 1.2 action items

Improve workplace safety and security

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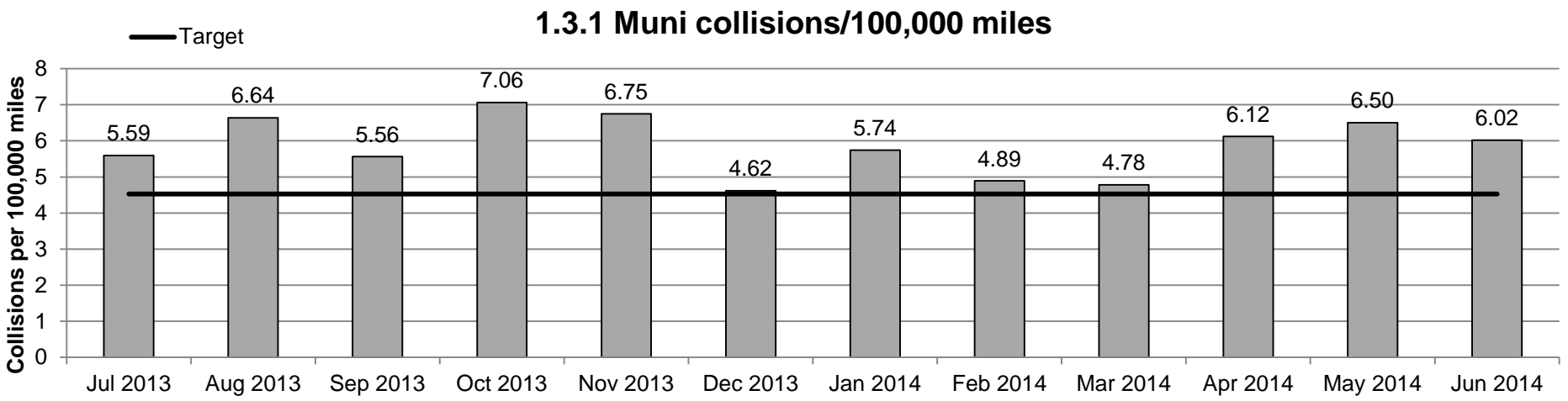
## New action item highlights

- Institute an annual safety training requirement, as well as monthly safety meetings for staff and supervisors to improve workplace safety
- Initiate the new Injury and Illness Prevention Program (IIPP)
- Implement and maintain an agency-wide Wellness Program in coordination with the City's Wellness Program

# Objective 1.3 metrics

## Improve the safety of the transportation system

### Key performance indicator



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
1.3.1	Muni collisions/100,000 miles	4.53	5.85	5.88	5.01	6.50	6.02
1.3.2	Collisions involving motorists, pedestrians, and bicyclists <sup>1</sup>		3,111 (CY11)				
1.3.2	Collisions involving taxis		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.23	4.48	4.78	4.77	4.51
1.3.4	"Unsafe operation" Muni complaints to 311		159.3	179.6	148	155	144
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high) <sup>2</sup>			3.73		3.69	

<sup>1</sup>Injury collisions.

<sup>2</sup>Results are based on a non-probability sample from opt-in SFMTA online surveys 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.

#### Color Legend

Outperforms Previous	Underperforms Previous	Equal to Previous
FY Average	FY Average	FY Average

# Objective 1.3 action items

Improve the safety of the transportation system

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## New action item highlights

- Collaborate with key staff to review incident data and trend analysis, to provide corrective actions that will reduce or prevent the repeat of the occurrence
- Evaluate and make recommendations to track safety monitoring devices
- Develop a long-term educational strategy for bike, pedestrian and roadway safety



# 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**

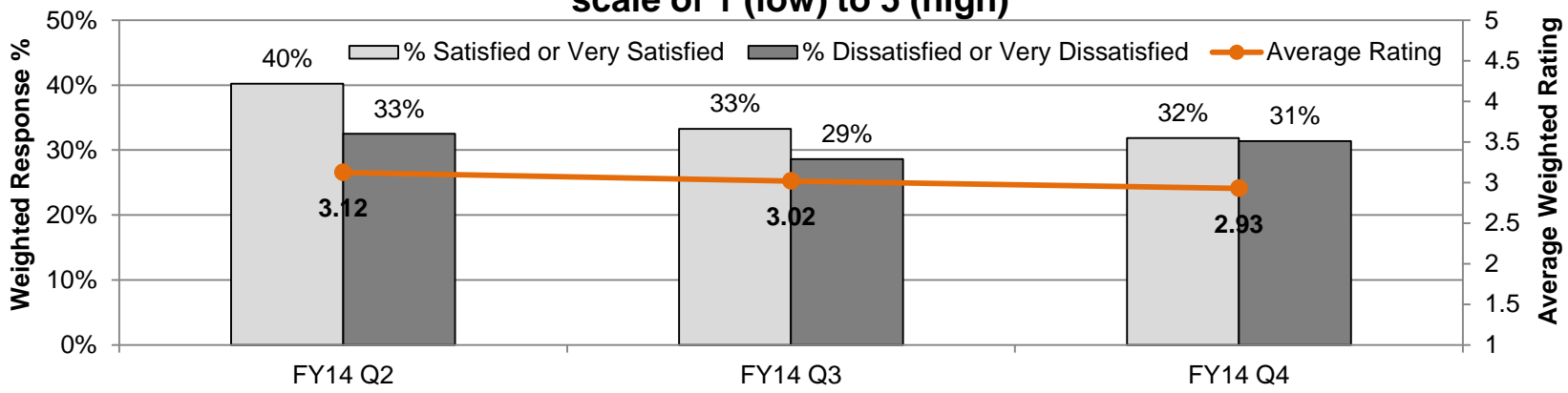
Improve parking utilization and manage parking demand

# Objective 2.1 metrics

## Improve customer service and communications

### Key performance indicator

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



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

ID	Metric	FY13 Avg	FY14 Avg	Q2 2014	Q3 2014	Q4 2014
2.1.1	Customer rating: Overall satisfaction with transit services <sup>1</sup>		3.02	3.12	3.02	2.93
2.1.2	Customer rating: Overall satisfaction with taxi availability <sup>1</sup>		2.49	2.54	2.47	2.46
2.1.3	Customer rating: Overall satisfaction with bicycle network <sup>1</sup>		2.76	2.73	2.74	2.80
2.1.4	Customer rating: Overall satisfaction with pedestrian environment <sup>1</sup>		3.50	3.64	3.52	3.33
2.1.5	City Survey rating: Communications to passengers	3.20				
2.1.8	Customer rating: cleanliness of Muni vehicles <sup>1</sup>		2.70	2.80	2.62	2.69
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators) <sup>1</sup>		2.64	2.75	2.61	2.57

<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online panel surveys 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.

**Color Legend**

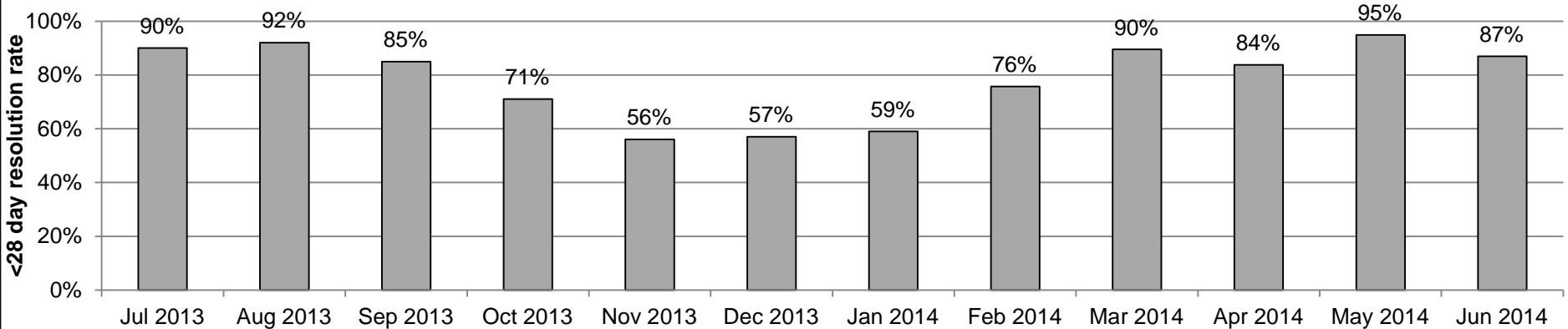
Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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# Objective 2.1 *continued*

## Improve customer service and communications

### Metric of note

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



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
2.1.6	Percentage of color curb requests addressed within 30 days		93.3%	93.7%	91%	99%	93%
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		100%	99%	100%	100%	94%
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		82.4%	75.6%	84%	73%	45%
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		79.1%	53.8%	89%	32%	
2.1.6	Percentage of traffic signal requests addressed within 2 hours		96.9%	96.8%	98%	98%	95%
<b>2.1.7</b>	<b>Percentage of actionable 311 Muni-related complaints addressed within 28 days</b>		90.0%	78.6%	92%	95%	87%

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

#### Color Legend

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

# Objective 2.1 action items

Improve customer service and communications

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## New action item highlights

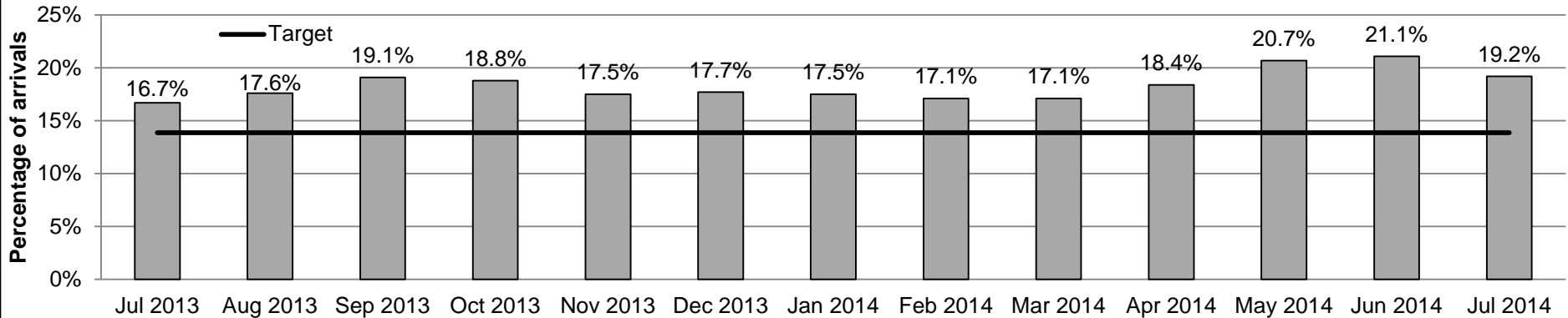
- Create and launch new online and printed maps that capture all modes and highlight the most frequent, convenient and best connections, such as Muni Forward Rapid network and bikeways.
- Develop a citywide communications plan that defines, builds awareness for and of Vision Zero
- Define customer service standards, and provide supporting tools and training to staff at all levels of the organization including customer-facing employees

# Objective 2.2 metrics

## Improve transit performance

### Key performance indicator

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



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network <sup>1,2</sup>	4.0%	5.6%	5.6%	6.7%	5.6%	5.5%
2.2.1	Percentage of transit trips with headway +5 min gaps on Rapid Network <sup>2</sup>	13.9%	18.0%	18.2%	16.8%	20.7%	21.1%
2.2.2	Percentage of on-time performance for non-Rapid Network routes <sup>2</sup>	85%	59.6%	59.0%	61.5%	57.0%	57.8%
2.2.3	Percentage of scheduled service delivered	98.5%	97.0%	96.4%	98.0%	94.6%	91.0%
2.2.4	Percentage of on-time departures from terminals <sup>2</sup>	85%	73.7%	73.9%	74.5%	72.1%	72.3%

<sup>1</sup><1 min for headways of 5 minutes or less

<sup>2</sup>Due to a NextBus/schedule data syncing issue, data are not available for 6/21/14-6/30/14; June 2014 averages reflect data from 6/1/14-6/20/14 only.

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

#### Color Legend

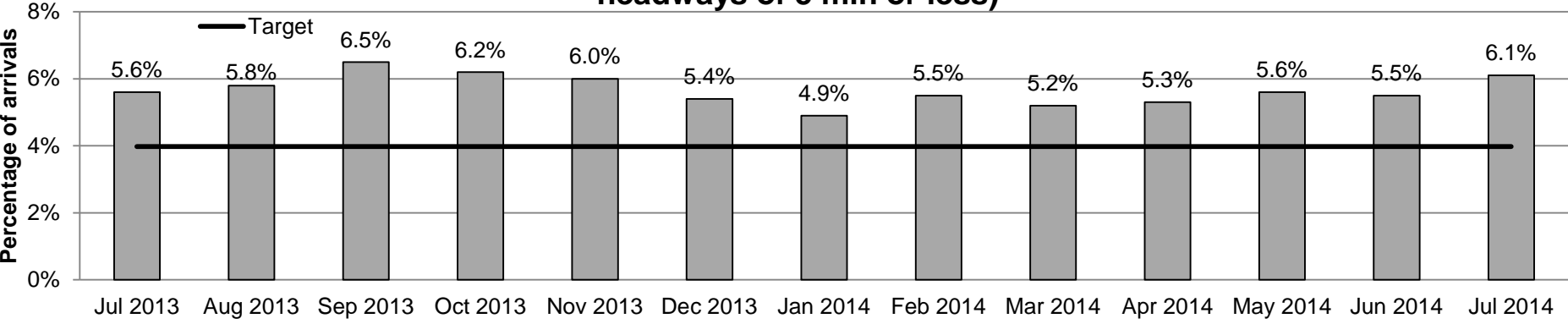
Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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# Objective 2.2 *continued*

## Improve transit performance

### Key performance indicator

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



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014	
2.2.8	Mean distance between failure (Bus)		3,310	4,632	3,771	5,881	5,707	
2.2.8	Mean distance between failure (LRV)		3,571	3,164	2,682	5,450	4,061	
2.2.8	Mean distance between failure (Historic)		2,179	2,045	1,765	1,795	1,758	
2.2.8	Mean distance between failure (Cable)		3,835	4,734	5,336	9,076	5,770	
2.2.9	Percentage of scheduled service hours delivered		96.8%	96.3%	98.0%	93.9%	90.7%	
2.2.10	Percentage of scheduled mileage delivered	Measure in development.						
2.2.11	Ridership (rubber tire, average weekday)		495,311	504,667	478,503	515,109	498,616	
2.2.11	Ridership (faregate entries, average weekday)		59,809	60,746	61,054	59,378	60,615	
2.2.12	Percentage of days that elevators are in full operation		96.3%	94.4%	93.7%	90.3%	91.4%	
2.2.13	Percentage of days that escalators are in full operation		88.1%	93.8%	95.7%	95.4%	93.0%	

**Color Legend**

Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.2 action items

Improve transit performance

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## New action item highlights

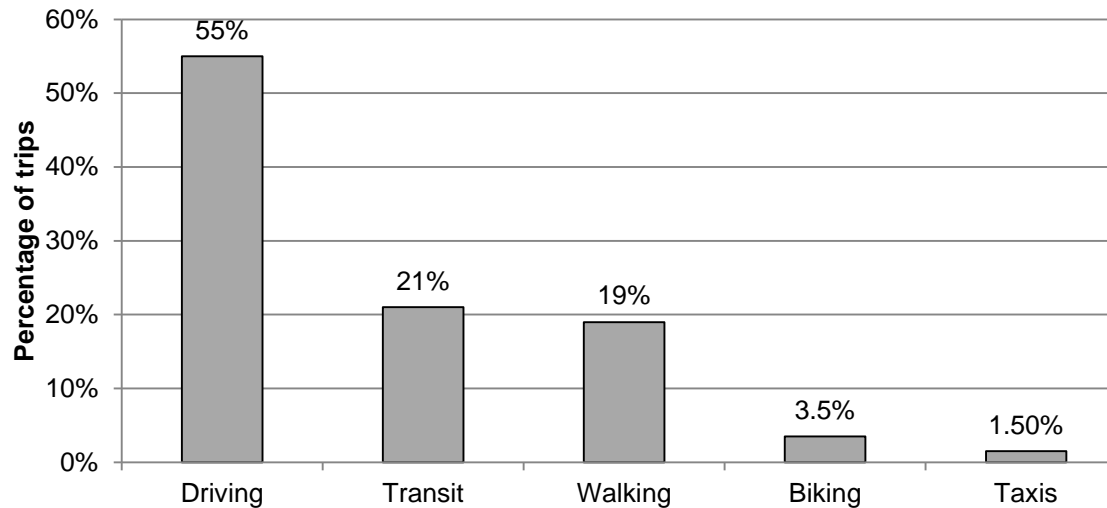
- Fully staff the transit operator workforce
- Reduce the average delay time, improve response time, decrease system wide recovery time
- Increase traffic control and transit priority throughout City

# Objective 2.3 metrics

## Improve use of all non-private auto modes

### Key performance indicator

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



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Dec 2012	Nov 2013	Dec 2013
2.3.1	Non-private auto mode share (all trips)	50%	45% (2011 CCG Mode Share Survey)				



# Objective 2.3 action items

Improve use of all non-private auto modes

## New action item highlights

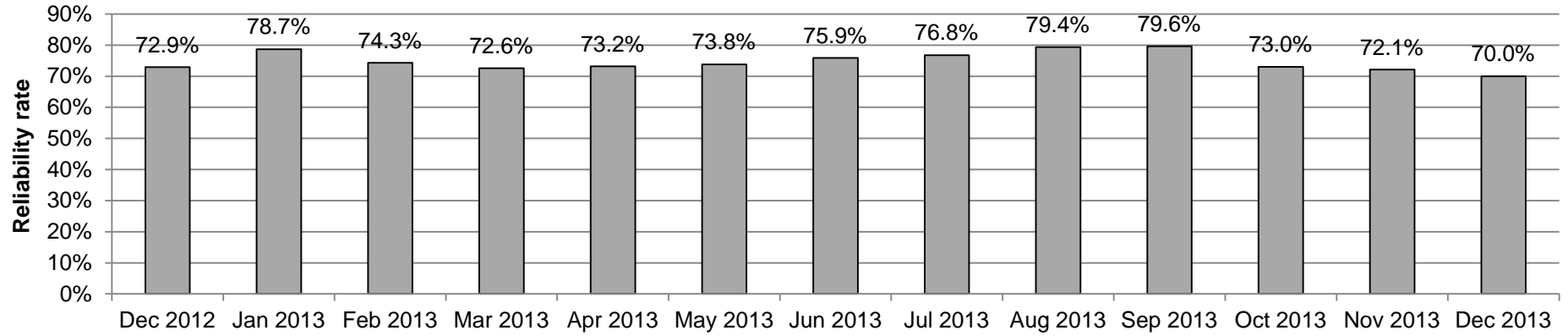
- Quantify the efficacy of Transportation Demand Management (TDM) measures, develop TDM framework for development and formal policies and processes.
- Better Market Street: Support DPW in completing the environmental review phase of the project (CEQA and NEPA) with final EIR (CEQA) anticipated by late summer 2016
- Implement or enhance 6 lane miles of new bicycle facilities each year

# Objective 2.4 metrics

## Improve parking utilization and manage parking demand

### Key performance indicator

2.4.1 Parking reliability rate of SFpark spaces



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
2.4.1	Parking reliability rate of SFpark spaces <sup>1</sup>		71.9%	75.2%	75.9%		
2.4.2	Parking reliability of SFMTA garage spaces		97.7%	97.8%	98.6%	98.4%	98.9%
2.4.3	# of secure on-street bicycle parking spaces <sup>2</sup>		5,768	6,546	6,208	6,736	6,736
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking) <sup>2</sup>		32	71	32	120	120
2.4.4	On-street payment compliance (SFpark pilot areas only) <sup>1</sup>		53.3%	53.5%	53.4%		

<sup>1</sup>Due to street sensor removal, occupancy-based parking measures will not be reported after Dec 2013.  
<sup>2</sup>Running total, including only spaces installed by the SFMTA.  
 Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.4 action items

Improve parking utilization and manage parking demand

## New action item highlights

- Develop and implement parking policies to improve access for the disabled and reduce placard abuse
- Develop a plan to improve enforcement effectiveness, enhance customer outreach
- Implement an 18-month commuter shuttle pilot program

# 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**

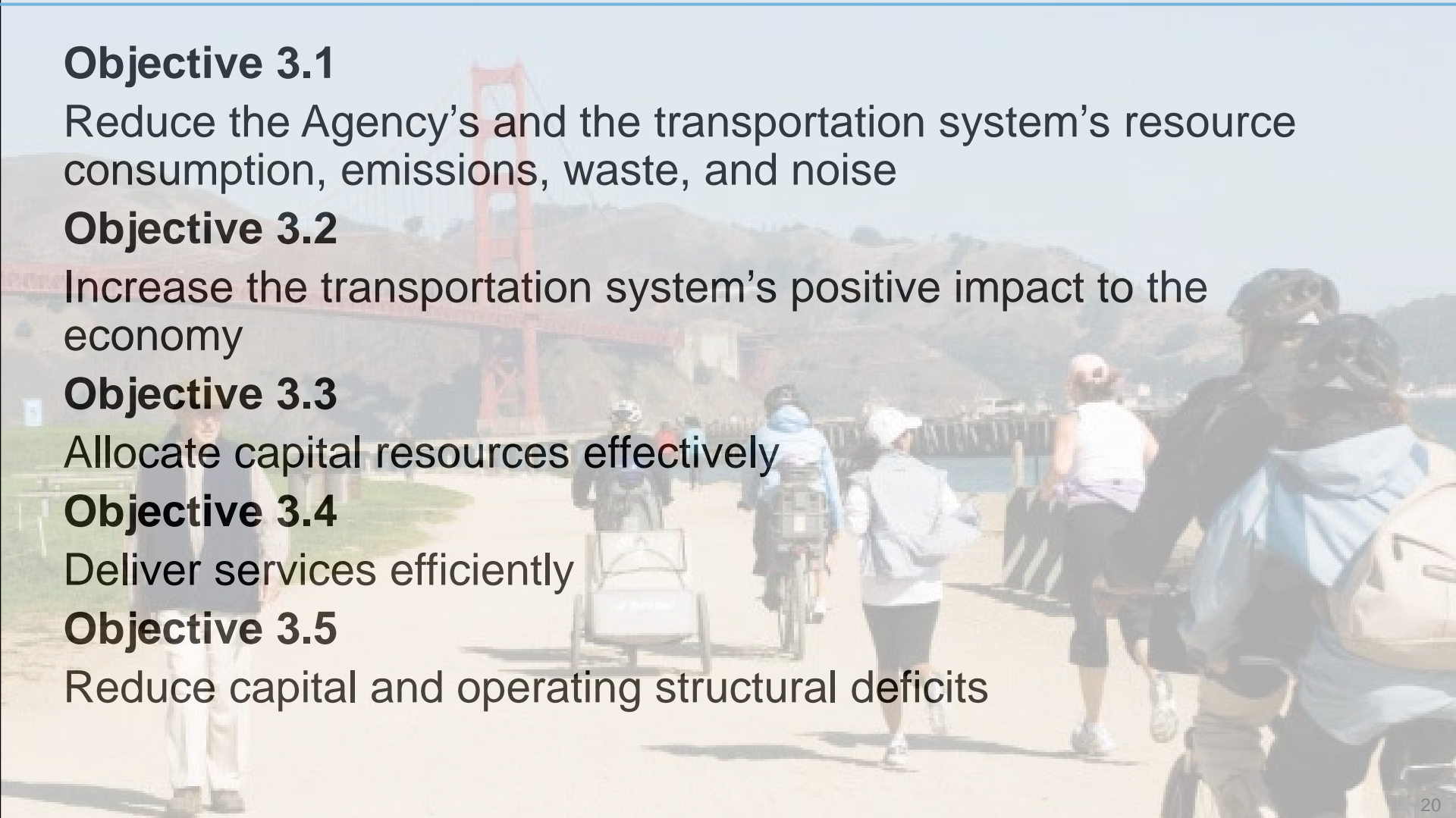
Allocate capital resources effectively

### **Objective 3.4**

Deliver services efficiently

### **Objective 3.5**

Reduce capital and operating structural deficits



# Objective 3.1 metrics

Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise

## Key performance indicator

3.1.1 Metric tons of CO<sub>2</sub>e for the transportation system

**2,266,322**  
(2010)

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Nov 2012	Oct 2013	Nov 2013
3.1.1	Metric tons of CO <sub>2</sub> e for the transportation system	1,515,000	2,266,322 (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		19.3%				
3.1.4	Number of electric vehicle charging stations		33				
3.1.5	Citywide gasoline consumption rate		149,156,104 (2009)				
3.1.6	Agency electricity consumption (kWh)		122,809,359				
3.1.6	Agency gas consumption (therms)		415,308				
3.1.6	Agency water consumption (gallons)		20,116,592				
3.1.7	Agency compost production (tons)		14 (CY09)				
3.1.7	Agency recycling production (tons)		535 (CY09)				
3.1.7	Agency waste production (tons)		593 (CY09)				

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

# Objective 3.1 action items

Reduce the Agency and transportation system's resource consumption, emissions, waste, and noise

## New action item highlights

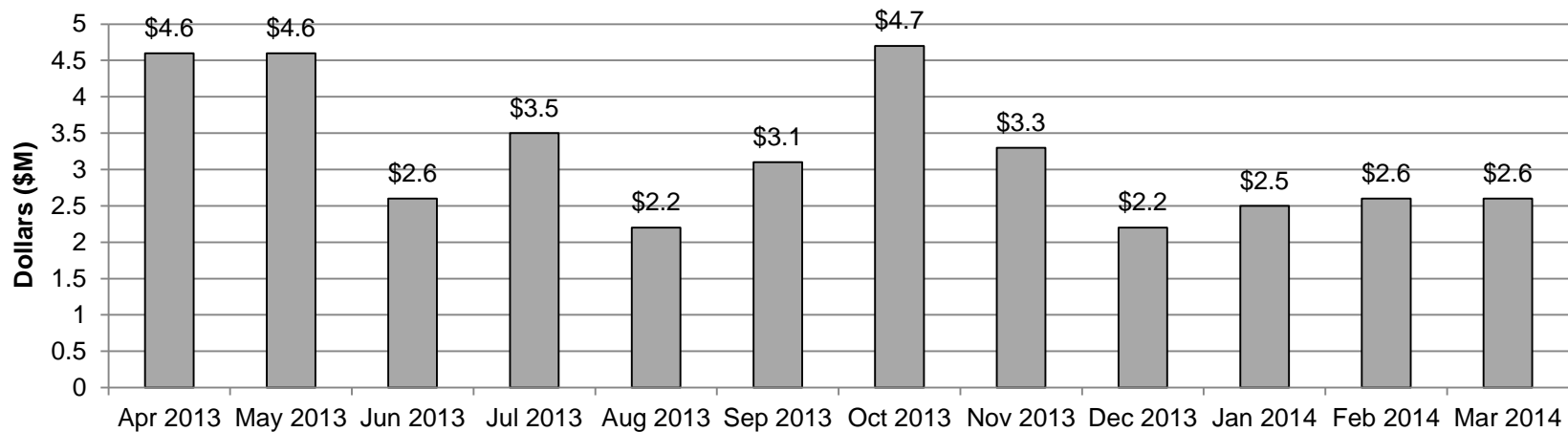
- Assess all Agency facilities to prioritize waste reduction improvements and maximize related cost savings to meet the city's Zero Waste 2020 goal
- Assess viable alternative fuel vehicle products to inform fleet turnover options that reduce emissions and operating costs
- Increase access to bicycle and carshare fleets for SFMTA staff business use

# Objective 3.2 metrics

Increase the transportation system's positive impact to the economy

## Key performance indicator

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



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
3.2.1	Estimated economic impact of Muni service delays (Monthly \$M)		\$3.7	\$3.0	\$2.6	*	*

\*Data forthcoming.

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

# Objective 3.2 action items

Increase the transportation system's positive impact to the economy

## New action item highlights

- Assess the transportation system's economic impact and make policy recommendations to increase its benefits to San Francisco and the region.
- Develop and innovative fare products to take advantage of customer demand.
- Develop and implement technology required to advance innovative fare payment systems



# Objective 3.3 metrics

## Allocate capital resources effectively

### Key performance indicator

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



**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	May 2013	Apr 2014	May 2014
3.3.1	Percentage of all capital projects delivered on-budget by phase	Results reporting to begin in FY14.					
3.3.2	Percentage of all capital projects delivered on-time by phase	Results reporting to begin in FY14.					

# Objective 3.3 action items

Allocate capital resources effectively

## New action item highlights

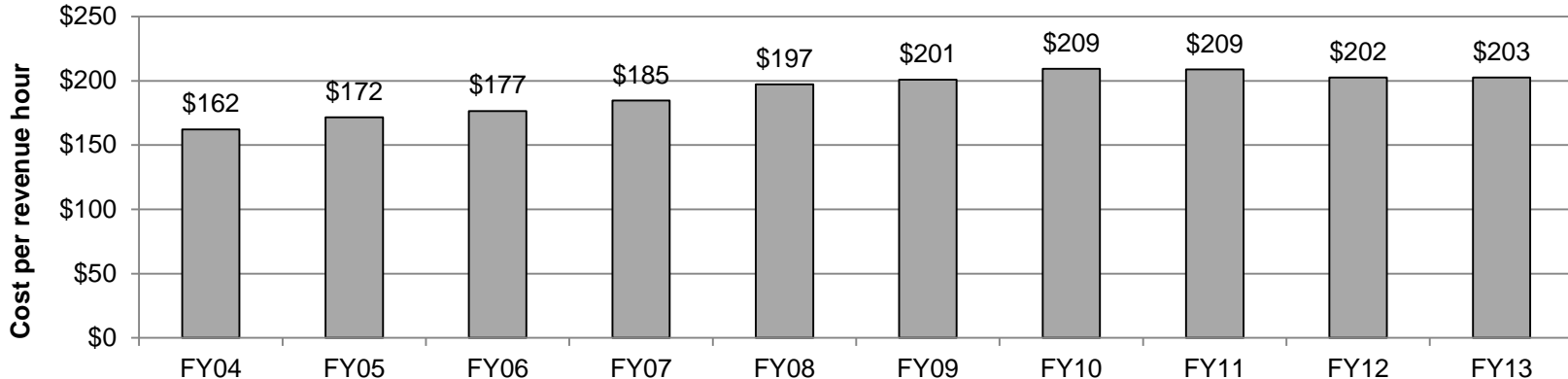
- Develop and implement a clear project development process for all project managers and re-align functions within the agency to improve project delivery
- Develop robust project work plans that include detailed activities and resource-loaded schedules by phase
- Review current cost and schedule estimating practices and develop standardized estimating process

# Objective 3.4 metrics

## Deliver services efficiently

### Key performance indicator

**3.4.1 Average annual transit cost per revenue hour**



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Jun 2013	May 2014	Jun 2014
3.4.1	Average annual transit cost per revenue hour	\$192	\$202.67 <sup>1</sup>				
3.4.2	Passengers per revenue hour for buses		67				
3.4.3	Cost per unlinked trip		\$2.91 <sup>1</sup>				
3.4.4	Pay hours: platform hours ratio		1.12	1.11	1.10	1.12	1.12
3.4.5	Farebox recovery ratio		34% <sup>1</sup>				

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

**Color Legend**

Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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# Objective 3.4 action items

Deliver services efficiently

## New action item highlights

- Assess operations & maintenance staffing levels needed to support the level of service and minimize overtime
- Strengthen and formalize scheduled preventative maintenance throughout SSD's Sign and Paint Shop operations
- Modify schedules to reinvest travel time savings from TSP and other transit priority investments into additional service

# Goal 3 financials

## Expenditures (FY14 as of June 2014, preliminary pending year-end close )

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals: Year to Date	Encumbrances & Manual Carry forward	Total Projection for the Year <sup>(2)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$93,646,211	\$83,152,190	\$2,879,834	\$88,216,740	\$5,429,472
Board of Directors	\$753,855	\$511,840	\$4,803	\$516,642	\$237,213
Capital Programs and Construction	\$136,617	(\$7,978,117)	\$146,008	\$95,952	\$40,666
Communications	\$4,035,024	\$3,179,417	\$696,648	\$3,879,579	\$155,445
Director of Transportation	\$2,134,215	\$1,562,488	\$331,982	\$1,956,490	\$177,725
Finance and Information Technology	\$68,357,430	\$62,116,607	\$6,501,988	\$68,755,757	(\$398,327)
Government Affairs	\$683,204	\$536,131	\$0	\$677,021	\$6,183
Human Resources	\$19,873,737	\$16,833,041	\$1,363,703	\$19,228,532	\$645,205
Safety	\$11,768,740	\$10,375,594	\$1,868,700	\$12,270,990	(\$502,250)
Sustainable Streets	\$157,921,838	\$132,381,090	\$9,826,613	\$145,463,296	\$12,458,542
Transit Services	\$535,529,932	\$513,964,567	\$36,289,803	\$553,814,311	(\$18,284,380)
Taxi and Accessible Services	\$26,736,804	\$22,146,774	\$2,199,157	\$26,693,782	\$43,022
<b>TOTAL</b>	<b>\$921,577,607</b>	<b>\$838,781,621</b>	<b>\$62,109,060</b>	<b>\$921,569,092</b>	<b>\$8,515</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 balances & equipment budget spent in FY2014 or carry forward to next fiscal year.

# Goal 3 financials

## Revenues (FY14 as of June 2014, preliminary pending year-end close)

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	\$28,093,850	\$28,093,850	\$2,790,850
Cash Fares	\$72,520,900	\$84,755,362	\$84,755,362	\$12,234,462
Other Fares	\$5,968,200	\$6,176,136	\$6,181,812	\$213,612
Passes	\$92,612,434	\$93,705,884	\$93,705,884	\$1,093,450
<b>TRANSIT FARES Total</b>	<b>\$196,404,534</b>	<b>\$212,731,232</b>	<b>\$212,736,908</b>	<b>\$16,332,374</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$66,601,300	\$65,969,300	\$66,601,300	\$0
Citations and Fines	\$102,441,800	\$104,359,312	\$104,653,872	\$2,212,071
Garage Revenue	\$61,190,575	\$66,573,718	\$68,463,460	\$7,272,885
Meter Revenue	\$46,188,400	\$59,933,488	\$59,938,096	\$13,749,696
Permit Revenue	\$12,631,900	\$15,670,381	\$15,889,749	\$3,257,849
<b>PARKING FEES &amp; FINES Total</b>	<b>\$289,053,975</b>	<b>\$312,506,199</b>	<b>\$315,546,476</b>	<b>\$26,492,501</b>
Operating Grants	\$115,702,102	\$125,217,140	\$140,612,067	\$24,909,965
Taxi Service	\$10,225,913	\$15,291,590	\$15,309,724	\$5,083,811
Other Revenues	\$23,991,672	\$29,898,324	\$30,140,064	\$6,148,392
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>\$927,273,475</b>	<b>\$987,539,763</b>	<b>\$1,010,440,517</b>	<b>\$83,167,042</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 June 2014, preliminary pending year-end close)

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	\$26,969,330	\$0	\$26,969,330	(\$3,817,761)
Transit Vehicle Maintenance	\$6,786,456	\$11,828,258	\$0	\$11,828,258	(\$5,041,802)
Transit – All Others	\$4,516,632	\$10,849,008	\$0	\$10,849,008	(\$6,332,376)
<b>Subtotal Transit Services Division</b>	<b>\$34,454,657</b>	<b>\$49,646,595</b>	<b>\$0</b>	<b>\$49,646,595</b>	<b>(\$15,191,938)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$928,043	\$1,748,789	\$0	\$1,748,789	(\$820,746)
Sustainable Streets – All Others	\$762,576	\$588,539	\$0	\$588,539	\$174,037
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,690,619</b>	<b>\$2,337,328</b>	<b>\$0</b>	<b>\$2,337,328</b>	<b>(\$646,709)</b>
<b>SFMTA AGENCY WIDE**</b>	<b>\$0</b>	<b>\$260,539</b>	<b>\$0</b>	<b>\$260,539</b>	<b>(\$260,539)</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$1,091,043</b>	<b>\$0</b>	<b>\$1,091,043</b>	<b>(\$201,269)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,035,050</b>	<b>\$53,335,505</b>	<b>\$0</b>	<b>\$53,335,505</b>	<b>(\$16,300,455)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$1,352,033	\$0	\$1,352,033	(\$1,352,033)
Sustainable Streets Engineering Programs	\$0	\$271,617	\$0	\$271,617	(\$271,617)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$1,623,650</b>	<b>\$0</b>	<b>\$1,623,650</b>	<b>(\$1,623,650)</b>
<b>TOTAL</b>	<b>\$37,035,050</b>	<b>\$54,959,155</b>	<b>\$0</b>	<b>\$54,959,155</b>	<b>(\$17,924,105)</b>

\*Figures include cost recovery for events or services totaling \$2.1 million as of month-end (June 2014). The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable. Cost recovery amount will be updated next period after the year end entries are posted.

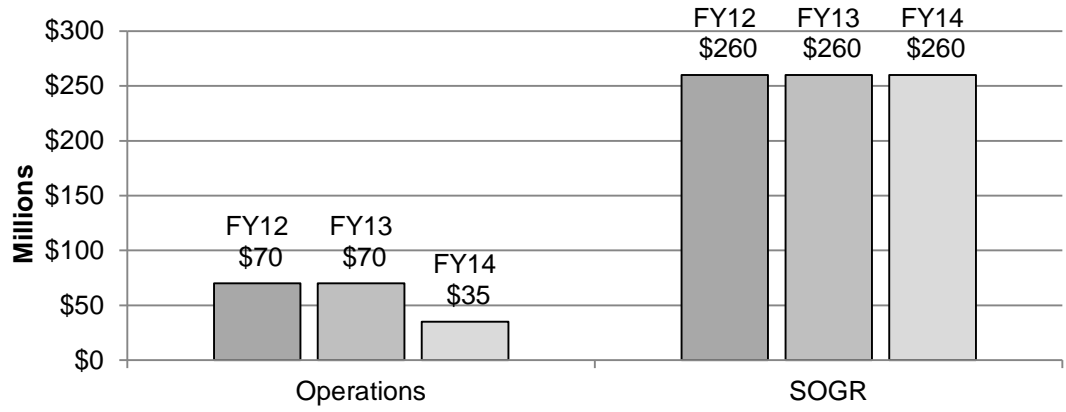
\*\* Charges are all related to America's Cup.

# Objective 3.5 metrics

## Reduce capital and operating structural deficits

### Key performance indicator

**3.5.1 Operating and capital structural deficit**



**Additional \$1.7B 5-year shortfall for bike, pedestrian, facilities and transit**

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

ID	Metric	Target	FY14 Avg
3.5.1	Operating and capital structural deficit	Make progress towards closing operating and mission critical capital structural deficit	\$35M 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 (FY14)

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



# Objective 3.5 action items

Reduce capital and operating structural deficits

## New action item highlights

- Develop a revised capital structural deficit based on current state of good repair needs and projected capital needs
- Disseminate monthly claims data and work proactively with divisions to reduce workers' compensation claims by 5% each year
- Disseminate monthly legal claims data and work proactively with divisions to reduce legal claims by 5% each year

# Goal 4 metrics

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

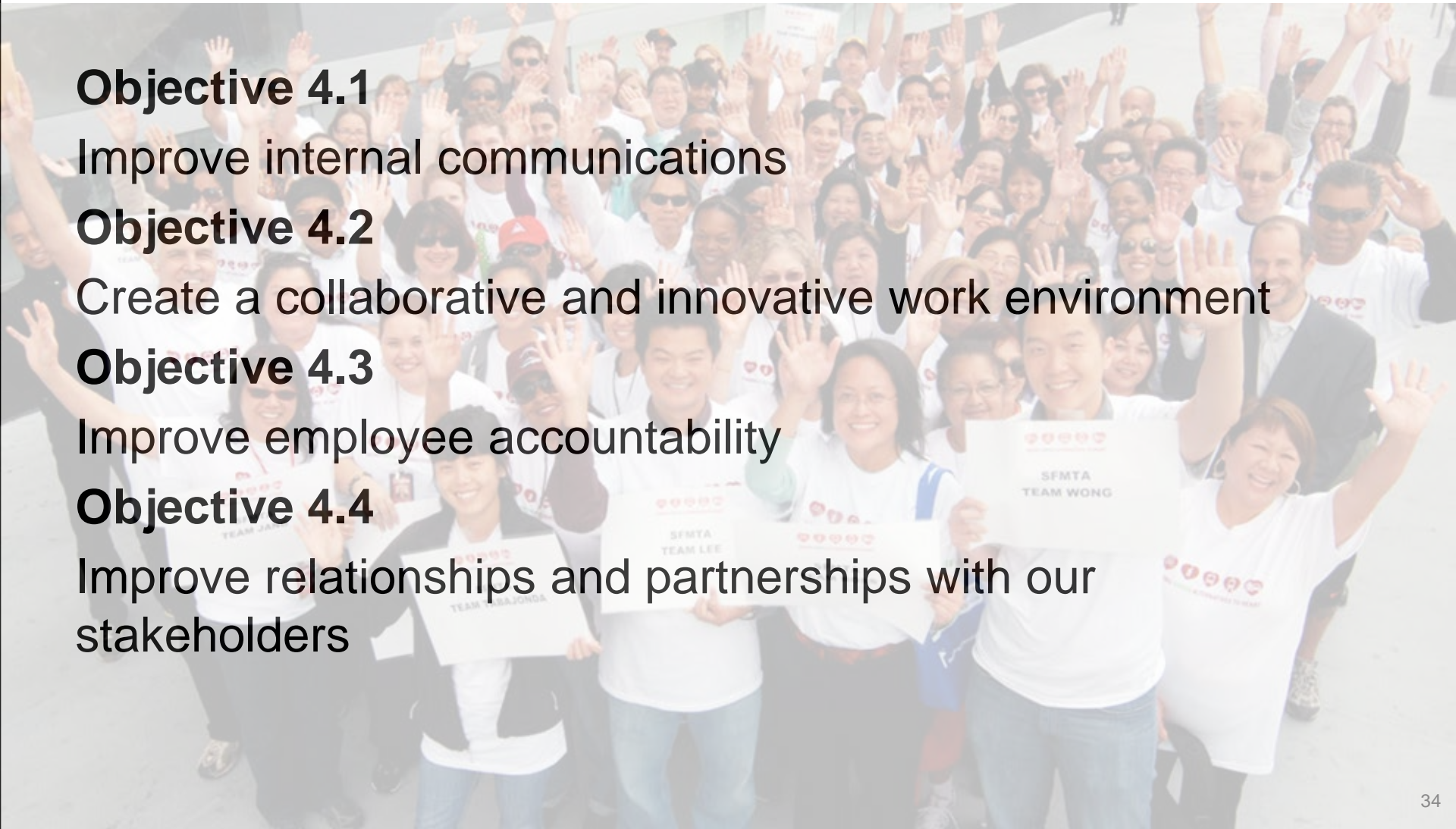
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

Improve relationships and partnerships with our stakeholders

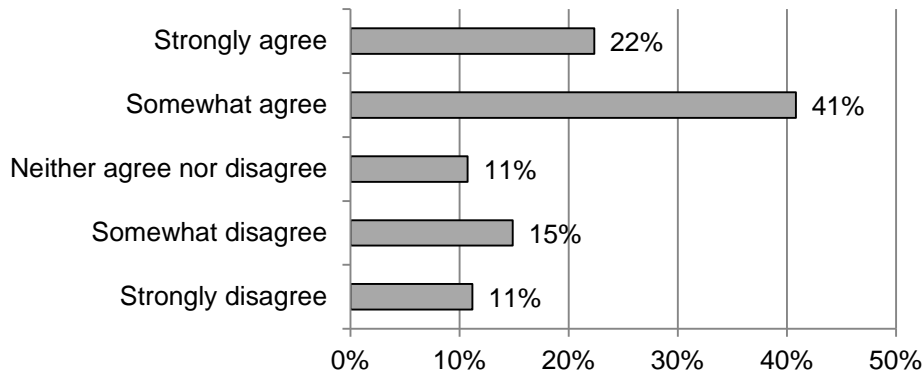


# Objective 4.1 metrics

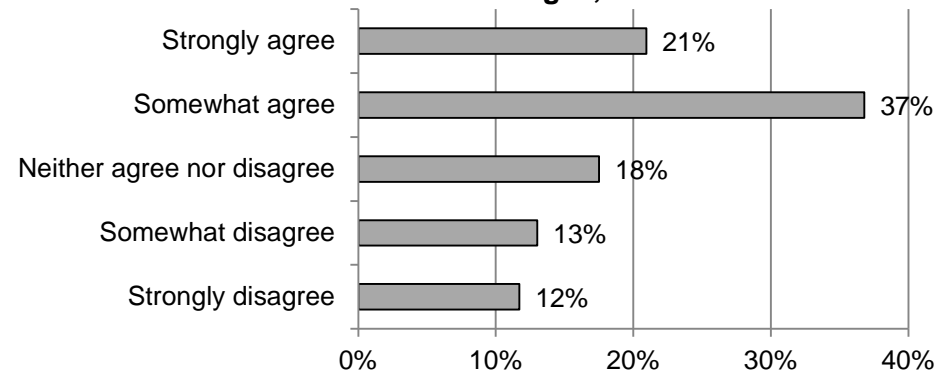
## Improve internal communications

### 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 4.1 action items

Improve internal communications

## New action item highlights

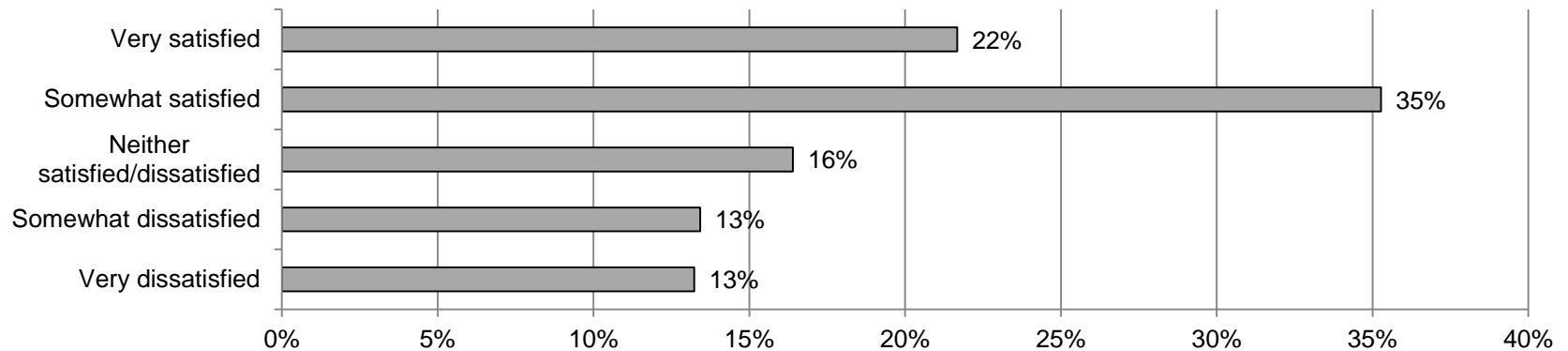
- Develop a best practice internal resource for communications protocols defining use of tone, graphics, policies and procedures. Ensure all staff and city family are aware of protocols and how to access information
- Improve the usability of the *InsideSFMTA* intranet site
- Develop communications vehicles that allow for improved communications with operators and frontline staff

# Objective 4.2 metrics

## 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 4.2 action items

Create a collaborative and innovative work environment

## New action item highlights

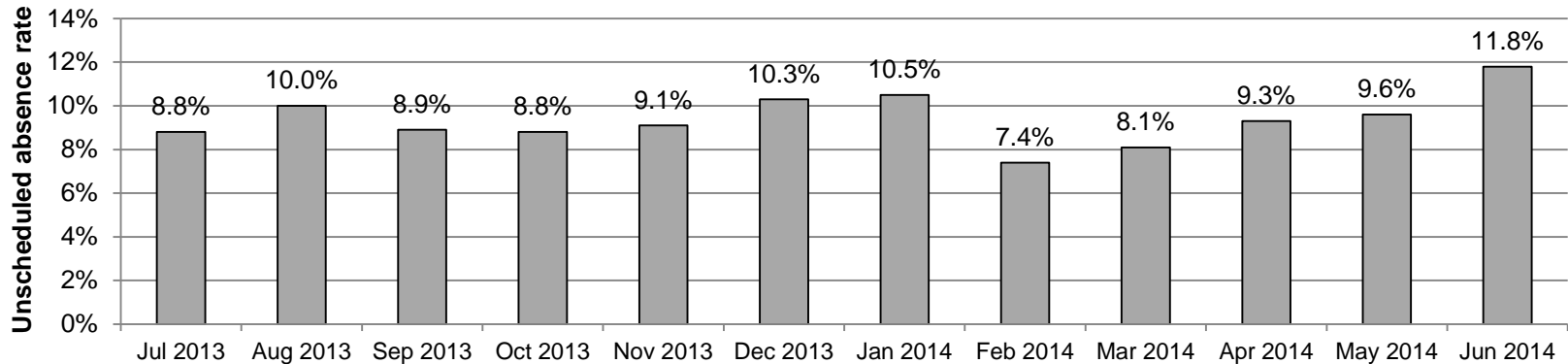
- Improve the efficiency and effectiveness of the hiring process
- Innovate Office Space & Facilities for all SFMTA locations
- Develop a planning process and framework to determine Agency policy priorities

# Objective 4.3 metrics

## 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%	9.4%	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.

#### Color Legend

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

# Objective 4.3 action items

Improve employee accountability

## New action item highlights

- Establish staff development programs, including mentorship, leadership training, and supervisory training, to support employee development and to meet Agency staffing needs
- Establish an employee recognition program to encourage accountability and strong performance
- Develop an Agency-wide performance management program to support employee accountability and a strong workforce



# Objective 4.4 metrics

## 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

## New action item highlights

- Create an advocacy partnership roundtable with key stakeholder groups on local and regional transportation issues
- Improve the SFMTA's relationship, communications and cooperation with Unions
- Implement the first phase of the agency's Public Outreach and Engagement Team Strategy (POETS)

# All FY15-16 Action Items

## Overview

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- 144 Action Items for FY 15-16
  - 50% of the Action Items are new
  - 50% are carried over or revised from the previous two-year cycle
  - Approximately 100 staff members leading Strategic Plan Action Items throughout the agency
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