



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 3 Focus

August 2015

San Francisco, California

Goal 3 focus

Improve the environment and quality of life in San Francisco

Objective 3.1

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

Objective 3.2

Increase the transportation system's positive impact to the economy

Objective 3.3

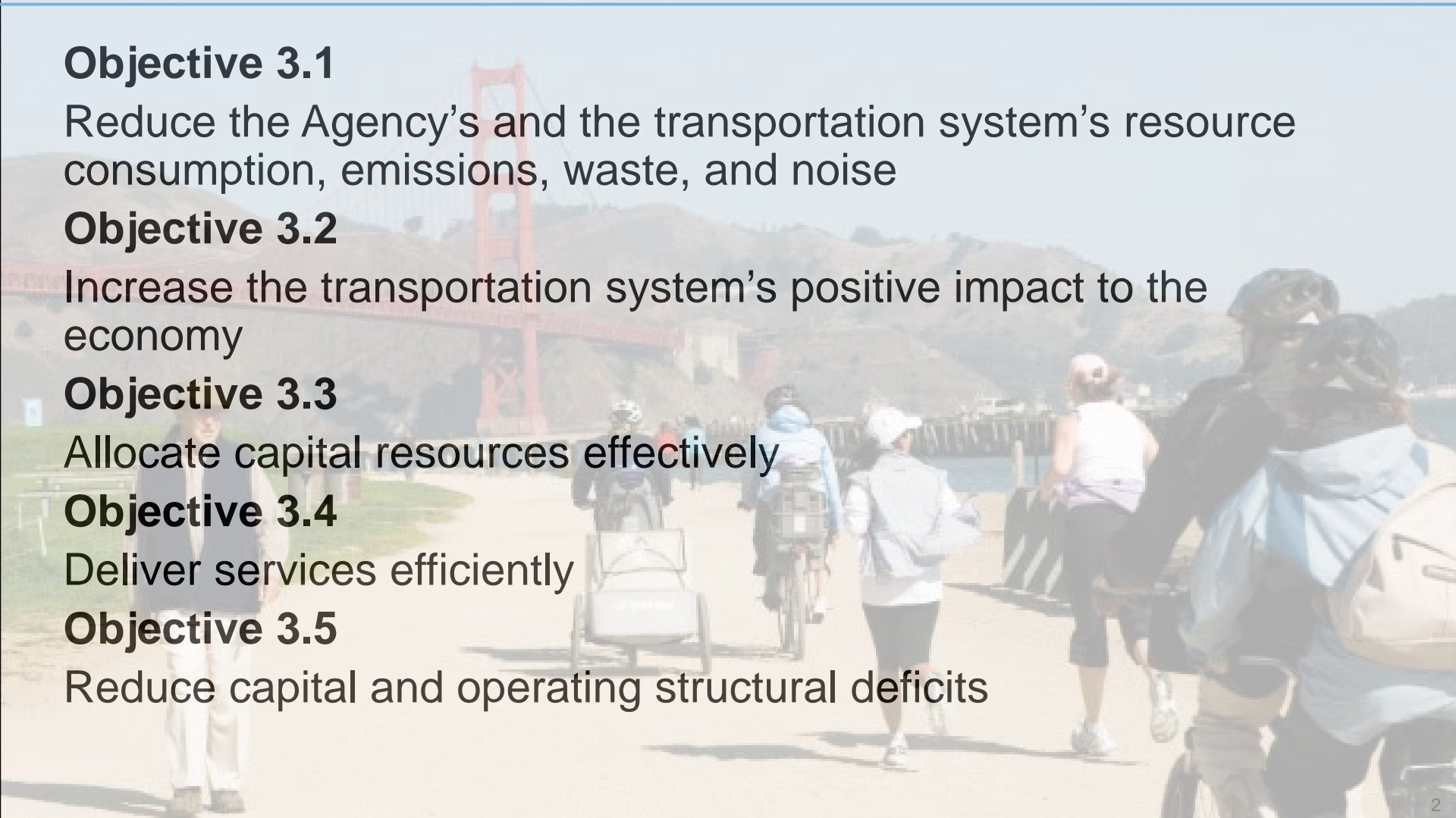
Allocate capital resources effectively

Objective 3.4

Deliver services efficiently

Objective 3.5

Reduce capital and operating structural deficits



Objective 3.1

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

Key performance indicator

3.1.1 SFMTA carbon footprint (metric tons CO2e)

45,455
(FY13)

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

ID	Metric	Target	FY12 Avg	FY13 Avg	FY14 Avg	FY15 Avg
3.1.1	SFMTA carbon footprint (metric tons CO2e)		48,556	45,455	*	
3.1.2	% of SFMTA non-revenue fleet that is alternative fuel/zero emissions			37.0%	*	
	% of SFMTA taxi fleet that is alternative fuel/zero emissions		94.0%	94.0%	98.0%	
3.1.3	% biodiesel to diesel used by SFMTA		14.0%	19.3%	*	
3.1.4	Number of electric vehicle charging stations		33	63	63	
3.1.6	Agency electricity consumption (kWh)		124,120,362	122,809,359	*	
3.1.6	Agency gas consumption (therms)		436,707	415,308	*	
3.1.6	Agency water consumption (gallons)		20,201,299	20,116,592	*	
3.1.7	Agency waste diversion rate		36.4%	38.1%	37.1%	

* Data forthcoming

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

Key action item updates

3.1.9 – Reduce SFMTA non-revenue passenger car fleet

Installation of GPS devices on non-revenue vehicles is complete. Generating reports to better understand fleet needs. City Administrator (CA) is in the process of awarding a carshare software contract that will allow for implementation of an SFMTA carsharing system. CA will work the SFMTA to develop a Healthy Air and Clean Transportation Ordinance (HACTO) compliant vehicle reduction plan.

3.1.5 - Assess all Agency facilities to prioritize waste reduction improvements and maximize related cost savings to meet the city's Zero Waste 2020 goal

Creating a waste diversion "dashboard" for each facility, including disaggregating vehicle vs facility contributions at each location as appropriate. Dashboard will measure 1) Total waste diversion rate at each location, and 2) Optimization of collection systems. Both items directly contribute the cost, with ideal cost realized when collection bins are full upon pick up, and waste diversion is 100 percent

Action item status

0% encountering issues

20% at risk

80% on track

0% on hold



0% completed

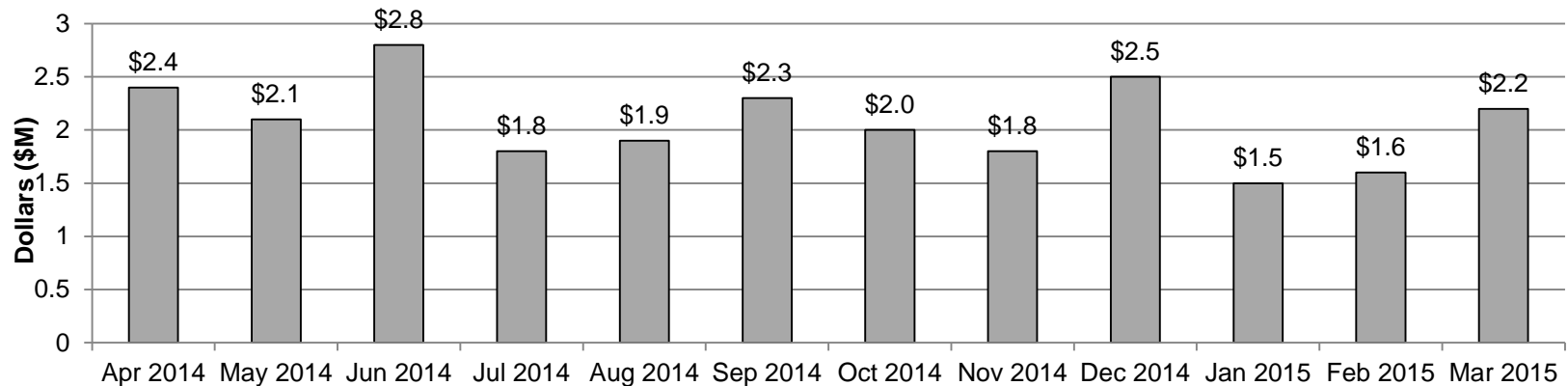


Objective 3.2

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	FY14 Avg	FY15 Avg	Mar 2014	Feb 2015	Mar 2015
3.2.1	Estimated economic impact of Muni service delays (Monthly \$M)		\$2.8	\$2.0	\$2.6	\$1.6	\$2.2

*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

Key action item updates

3.2.7 - Implementation plan for innovative fare products

Staff is participating in several regional studies and planning efforts to evaluate technical, financial and administrative feasibility of new fare products, such as accumulator and weekly passes, time-based fares and implementation of low-income fare categories on Clipper.

3.2.8 - Innovative fare payment technology

Mobile ticketing pilot is being deferred until fall to accommodate vendor's desire to include the SFMTA on a more robust back-end system than the original one rolled out for Portland's Tri-Met and others. Internal communications and training sessions with operators, station agents, fare inspectors and others have commenced. Implementation of the marketing plan is underway.

3.2.9 - Assess the transportation system's economic impact and make policy recommendations to increase its benefits to San Francisco and the region.

The Transit Economic Benefits Study has been completed. Further actions include defining the scope of Phase II efforts.

Action item status

0% encountering issues

33% at risk

67% on track

0% on hold



0% completed

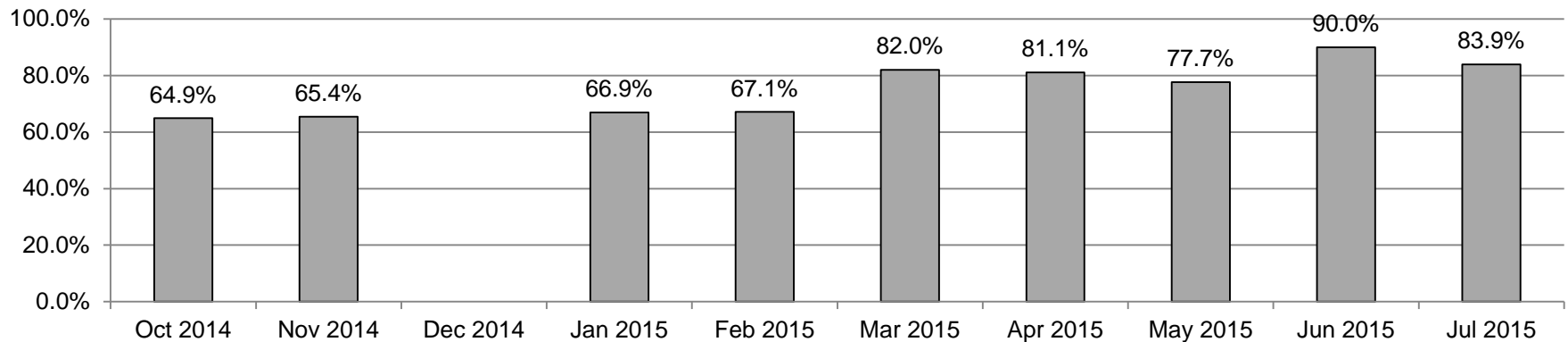


Objective 3.3

Allocate capital resources effectively

Key performance indicator

3.3.1 Percentage of all capital projects delivered on-budget



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

ID	Metric	Target	FY14 Avg	FY15 Avg	Jul 2014	Jun 2015	Jul 2015
3.3.1	Percentage of all capital projects delivered on-budget by phase			78.2%		90.0%	83.9%
3.3.2	Percentage of all capital projects delivered on-time by phase					39.3%	39.3%

Objective 3.3 action items

Allocate capital resources effectively

Key action item updates

3.3.1 - Develop a clear project development process for all project managers and re-align functions within the agency to improve project delivery

Received approval from the Executive Team regarding the reformation of the SFMTA Project Delivery Working Group (PDIG) with a workplan for the PDIG over the next six-months. Core Function: Create common language, operating procedures, and institutional support for project delivery at the SFMTA. Six-month Workplan: Guided by the Technical Advisory Committee, develop general procedures for the initiation, design, implementation, and closeout of all capital projects.

3.3.8 - Develop robust project work plans that include detailed activities and resource-loaded schedules by phase

Continued establishing and maintaining project workplans loaded with Sustainable Streets resources for all new and existing projects, as required by SFMTA's new timekeeping system - driven by Oracle's Primavera P6. Through this process, Project Controls continues to work with PMs to promote best practices such as standardized work breakdown structures, labor forecasting & workplans, and activity-level scheduling.

Action item status

0% encountering issues

0% at risk

89% on track

0% on hold

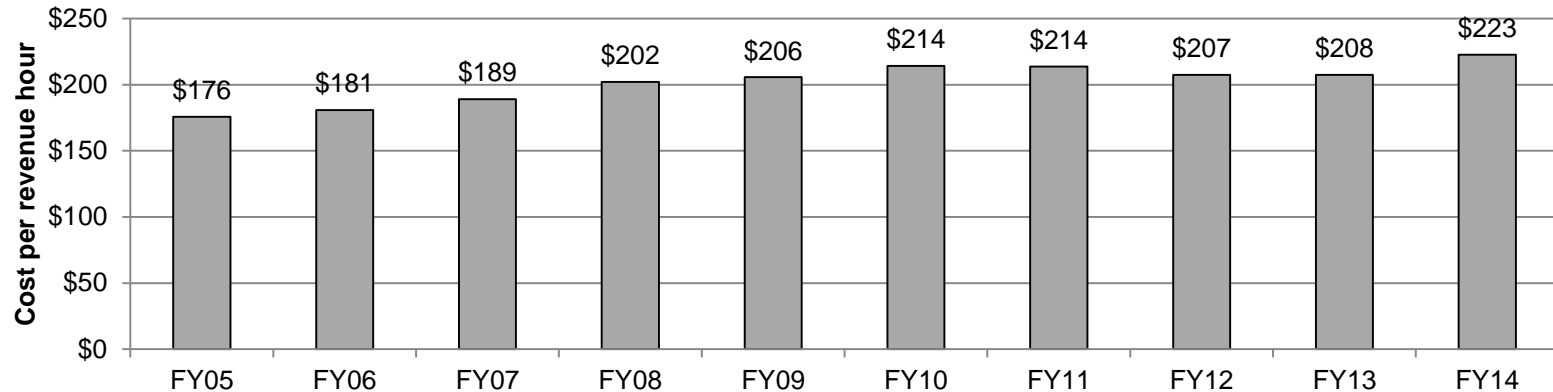
★ 11% completed ★

Objective 3.4

Deliver services efficiently

Key performance indicator

3.4.1 Average annual transit cost per revenue hour¹



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

ID	Metric	Target	FY13 Avg	FY14 Avg	FY15 Avg	Jul 2014	Jul 2015
3.4.1	Average annual transit cost per revenue hour ¹	\$187	\$207.50	\$222.68 ²			
3.4.2	Passengers per revenue hour for buses		67	67 ²			
3.4.3	Cost per unlinked trip ¹		\$2.91	\$3.13 ²			
3.4.5	Farebox recovery ratio		34%	30% ²			
3.4.7	Number of individuals entering Transit Operator training per month		158 ³	147 ³	594 ³	31	48

¹Figures are adjusted for inflation to reflect FY14 dollars.

²Based on preliminary unaudited financials.

³Fiscal year total.

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

Objective 3.4 action items

Deliver services efficiently

Key action item updates

3.4.1 Evaluate and implement schedule deployment efficiencies

Beginning in August, training will start for the first part-time class in over 18 months. In anticipation of that class's graduation in late October, the fall schedules increase the number of part-time runs by 10. If HR can continue to recruit part time classes for all operator hiring for the next 12 months, we should be able to get this strategic action back on track.

3.4.15 Establish web-based taxi company reporting

Taxi Services elected to bring the Ride Integrity 3rd party software program in-house to be administered by SFMTA's IT department. This is more cost effective for SFMTA to produce reports using the Tableau report creation software. Staff will be trained on use of report creation software.

Action item status

0% encountering issues

10% at risk

80% on track

0% on hold

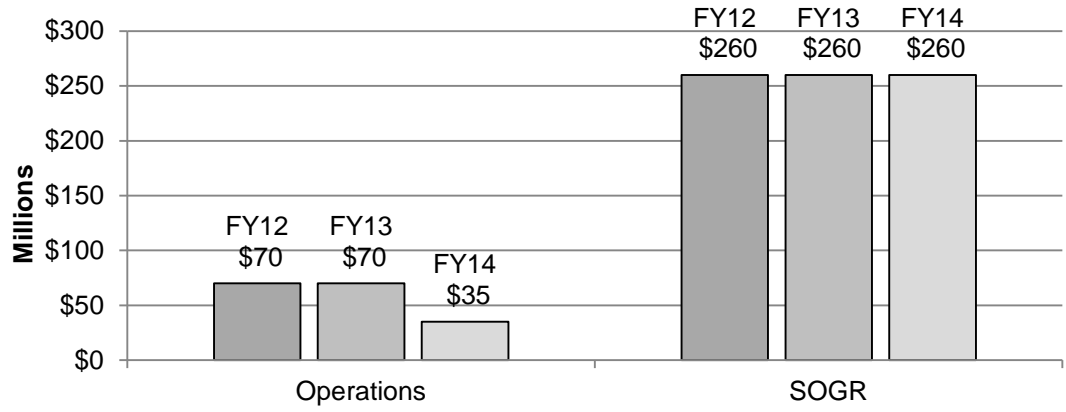
★ 10% completed ★

Objective 3.5

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

Key action item updates

3.5.11 Reduce claims and workers compensation by 5% each year

Total injuries through June 2014 totaled 546 vs. 533 in June 2015. When taken in consideration along with the increase in the number of employees this remains on target.

3.5.14 Develop SFMTA Properties

Selection committee has completed initial analysis of six consultant proposals for the development concepts on 5 parking lots. Immediate next steps following selection include scope refinement and contract negotiation. A Project Plan is being developed to detail the development process and timetable for 4th and Folsom in conjunction with other City departments. Project Plan should be completed in August. 1000 Ocean Ave. Affordable Housing Grand Opening took place on 7/30.

Action item status

0% encountering issues

0% at risk

67% on track

0% on hold

★ 33% completed ★

Goal 3 financials

Expenditures (FY15 as of June 2015, preliminary pending year-end close)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year ⁽¹⁾	Saving/(Overage)
SFMTA Agency Wide	\$86,768,572	\$81,822,115	\$7,763,159	\$92,258,743	(\$5,490,172)
Board of Directors	\$611,825	\$574,183	\$1,047	\$575,230	\$36,595
Capital Programs and Construction	(\$0)	(\$6,697,685)	\$858,197	(\$0)	(\$0)
Communications	\$5,143,677	\$3,360,635	\$974,228	\$4,452,163	\$691,514
Director of Transportation	\$2,721,049	\$2,177,882	\$300,816	\$2,478,699	\$242,350
Finance and Information Technology	\$79,559,036	\$70,340,254	\$7,580,592	\$76,250,075	\$3,308,961
Government Affairs	\$1,036,551	\$827,692	\$208,627	\$1,036,319	\$232
Human Resources	\$32,757,449	\$29,775,121	\$2,423,785	\$32,953,042	(\$195,593)
Safety	\$4,390,270	\$3,456,724	\$1,397,624	\$4,936,985	(\$546,715)
Sustainable Streets	\$155,015,949	\$136,944,882	\$12,258,207	\$150,315,342	\$4,700,607
Transit Services	\$576,635,715	\$544,725,238	\$29,593,426	\$579,577,982	(\$2,942,267)
Taxi and Accessible Services	\$30,358,570	\$24,059,893	\$4,972,304	\$30,135,587	\$222,983
TOTAL	\$974,998,664	\$891,366,935	\$68,332,011	\$974,970,168	\$28,495

(1) Expenditures projection is based on all encumbrance balances & equipment budget spent in FY2015 or carry forward to next fiscal year.

Goal 3 financials

Revenues (FY15 as of June 2015, preliminary pending year-end close)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$25,809,060	\$28,351,914	\$28,207,555	\$2,398,495
Cash Fares	\$77,900,551	\$86,831,028	\$87,934,848	\$10,034,297
Other Fares	\$7,280,441	\$4,417,220	\$4,428,085	(\$2,852,356)
Passes	\$93,103,795	\$94,014,423	\$93,691,938	\$588,143
TRANSIT FARES Total	\$204,093,847	\$213,614,585	\$214,262,426	\$10,168,579
PARKING FEES & FINES				
General Fund Baseline Transfer ⁽²⁾	\$67,900,000	\$67,900,000	\$68,500,000	\$600,000
Citations and Fines	\$96,426,440	\$102,794,335	\$103,658,141	\$7,231,701
Garage Revenue	\$62,655,325	\$68,453,641	\$68,453,641	\$5,798,316
Meter Revenue	\$44,594,452	\$56,864,566	\$56,864,566	\$12,270,114
Permit Revenue	\$13,200,818	\$16,684,578	\$17,032,999	\$3,832,181
PARKING FEES & FINES Total	\$284,777,035	\$312,697,120	\$314,509,347	\$29,732,312
Operating Grants	\$128,590,739	\$130,613,961	\$142,557,111	\$13,966,372
Taxi Service	\$14,244,560	\$9,450,087	\$9,450,087	(\$4,794,473)
Other Revenues	\$28,853,509	\$31,821,763	\$31,990,512	\$3,137,003
General Fund Transfer ⁽²⁾	\$247,860,000	\$247,860,000	\$259,860,000	\$12,000,000
Fund Balance for Current Year Budget	\$20,000,000	\$20,000,000	\$20,000,000	\$0
Fund Balance for Prior Year				
Encumbrance Carry Forward	\$61,865,344	\$61,865,344	\$61,865,344	\$0
TOTAL	\$990,285,034	\$1,027,922,860	\$1,054,494,826	\$64,209,793

⁽²⁾ The General fund baseline and parking tax transfer is projected \$12.6 million more than AAO budget according to the information provided by the Controller's Office.

Goal 3 financials

Overtime Report (FY15 as of June 2015, preliminary pending year-end close)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE ⁽³⁾	SURPLUS (DEFICIT)
OPERATING FUND			
TRANSIT SERVICES DIVISION			
Transit Operators	\$23,586,620	\$26,249,624	(2,663,004)
Transit Vehicle Maintenance	\$6,439,960	\$11,409,816	(4,969,856)
Transit – All Others	\$4,664,203	\$10,221,790	(5,557,587)
Subtotal Transit Services Division	\$34,690,783	\$47,881,231	(13,190,448)
SUSTAINABLE STREETS DIVISION			
Parking Control Officers	\$994,984	646,089	348,895
Sustainable Streets – All Others	\$794,714	\$638,774	155,940
Subtotal Sustainable Streets Division	\$1,789,698	\$1,284,863	504,835
SFMTA AGENCY WIDE	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$889,774	\$1,373,812	(484,038)
TOTAL OPERATING FUND	\$37,370,255	\$50,539,905	(13,169,650)
NON OPERATING FUND			
Capital Programs & Construction	\$0	\$1,342,732	(1,342,732)
Sustainable Streets Engineering Programs	\$0	\$360,848	(360,848)
Total Non-Operating Fund	\$0	\$1,703,580	(1,703,580)
TOTAL	\$37,370,255	\$52,243,485	(14,873,230)

⁽³⁾ 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 preliminary total actual cost recoveries is \$3.5 million as of June 2015.

Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

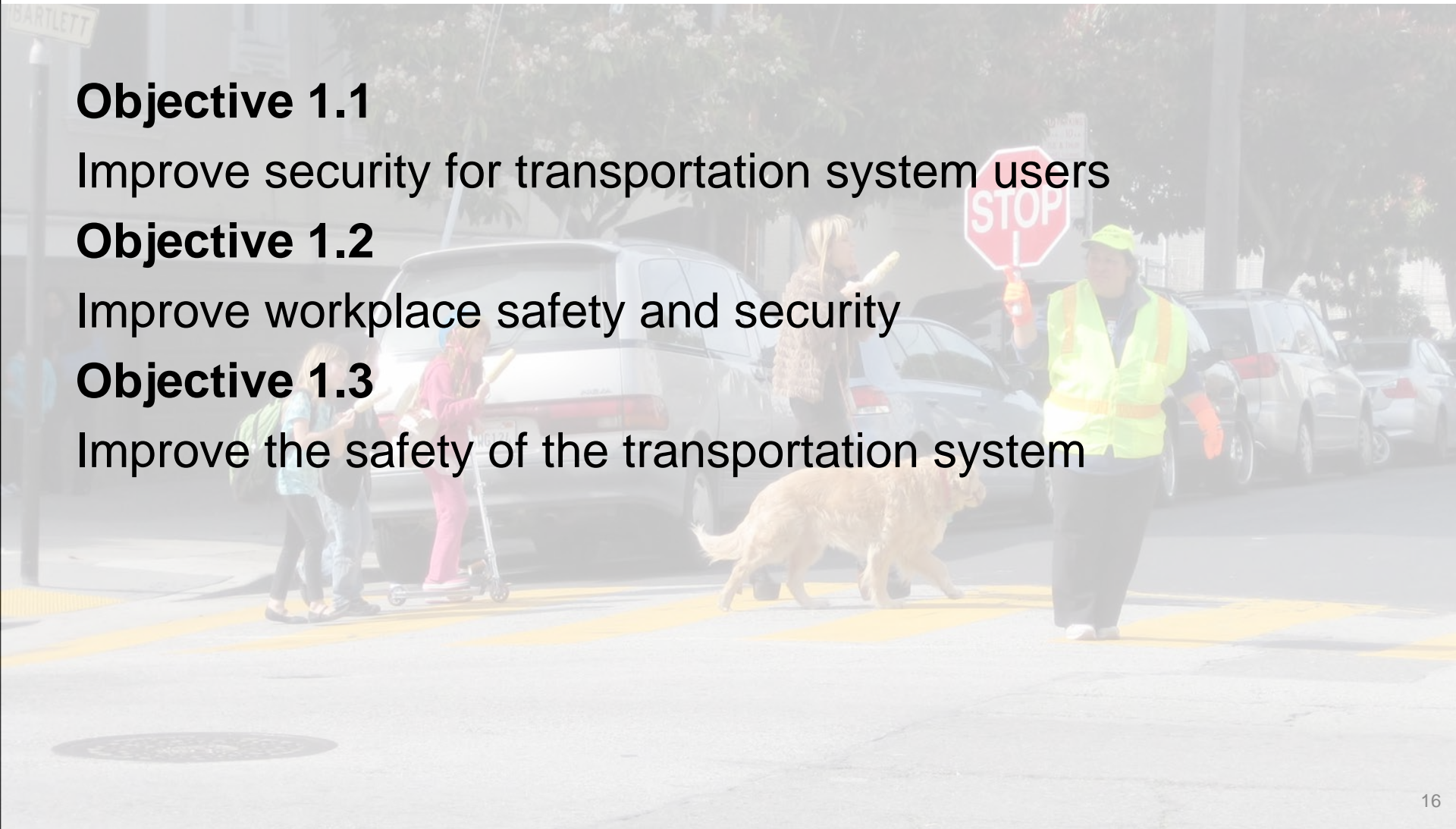
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

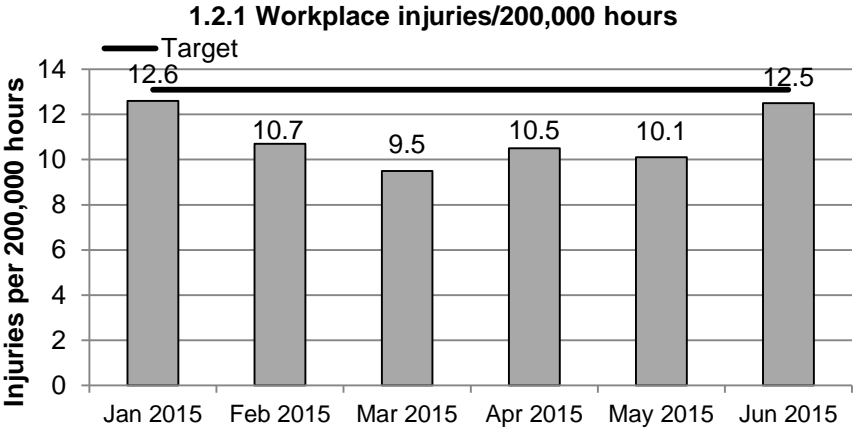
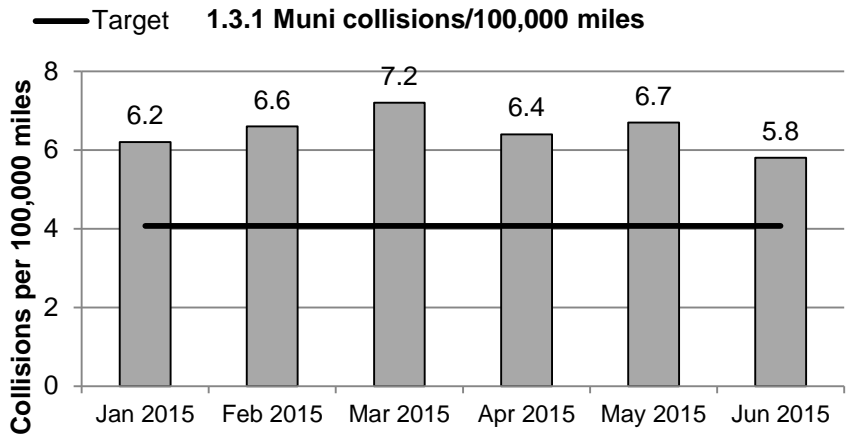
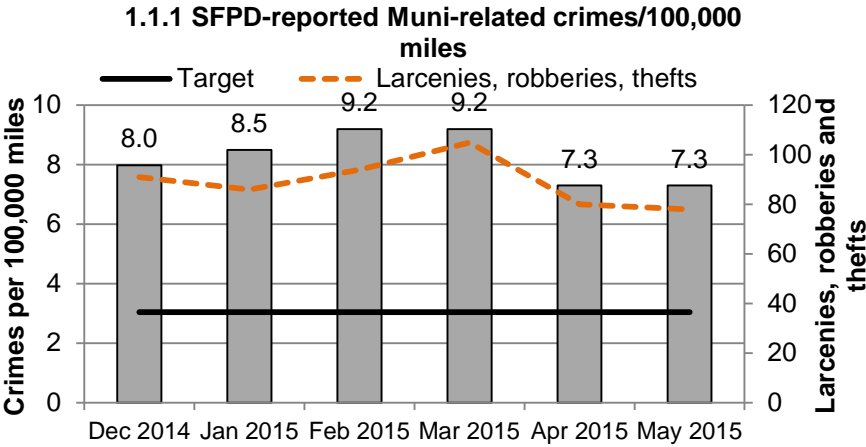
Objective 1.3

Improve the safety of the transportation system



Goal 1 metrics

Key performance indicators



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

Goal 2 metrics

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

Objective 2.1

Improve customer service and communications

Objective 2.2

Improve transit performance

Objective 2.3

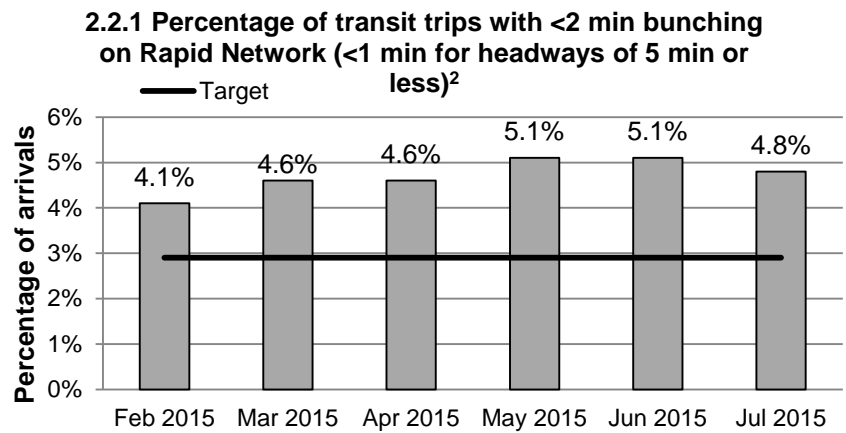
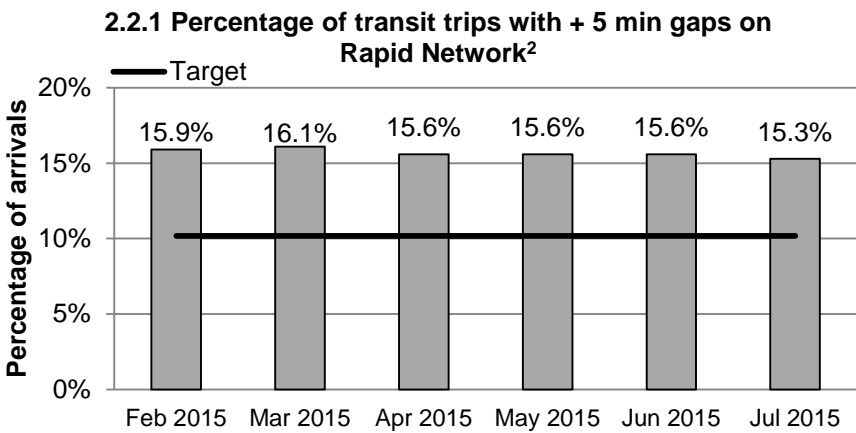
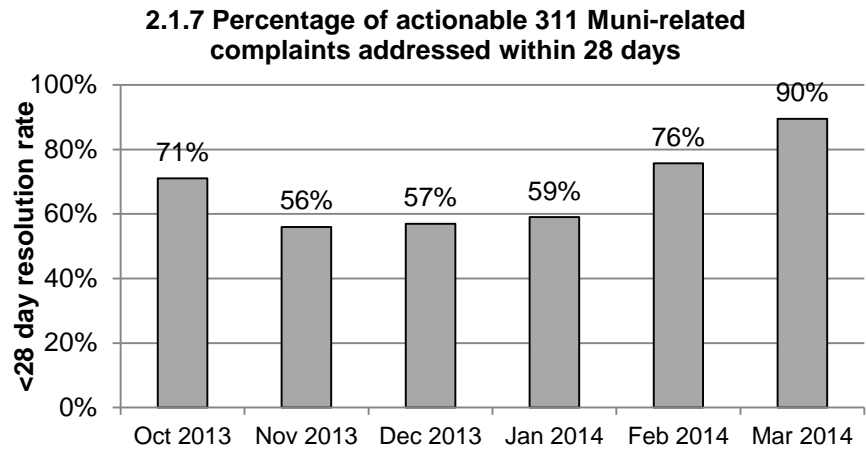
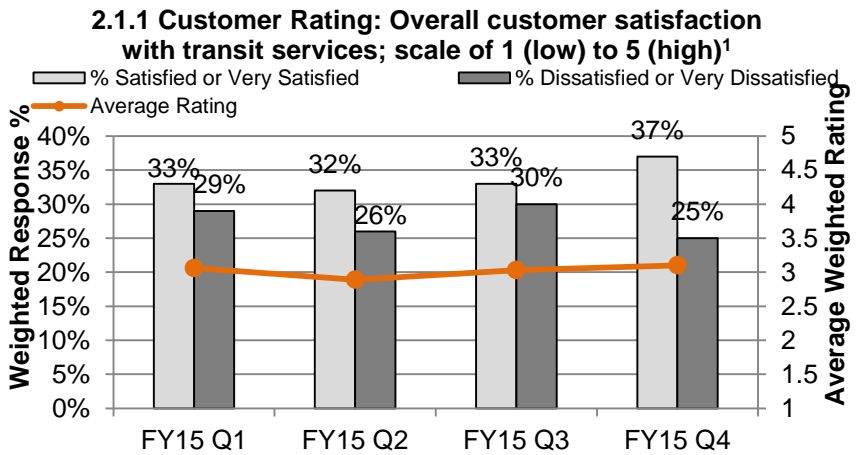
Increase use of all non-private auto modes

Objective 2.4

Improve parking utilization and manage parking demand

Goal 2 metrics

Key performance indicators



¹Results 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.

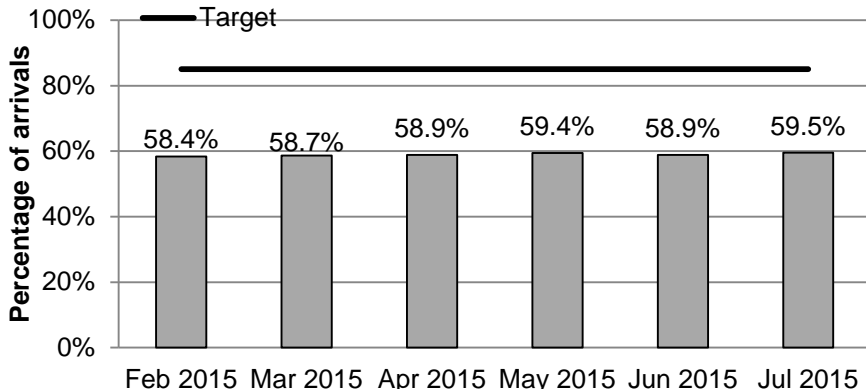
²Effective April 2015, the Muni Rapid Network is defined as routes/lines J, K, L, M, N, 5R, 7R, 9R, 14R, 28R, and 38R. This report reflects the updated Rapid Network.

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

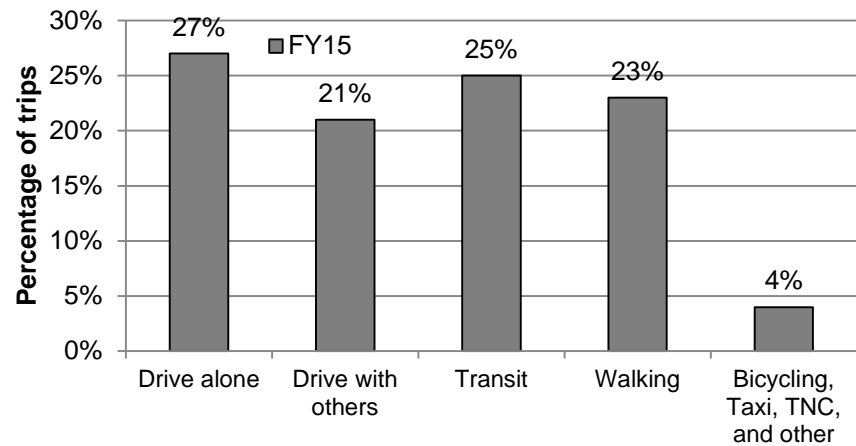
Goal 2 metrics

Key performance indicators **continued**

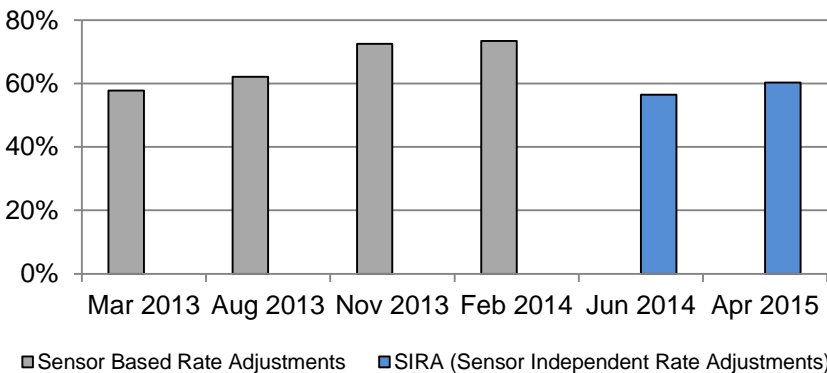
2.2.6 Percentage of on-time performance



2.3.1 Non-private auto mode share (all trips)



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



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

Goal 4 metrics

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

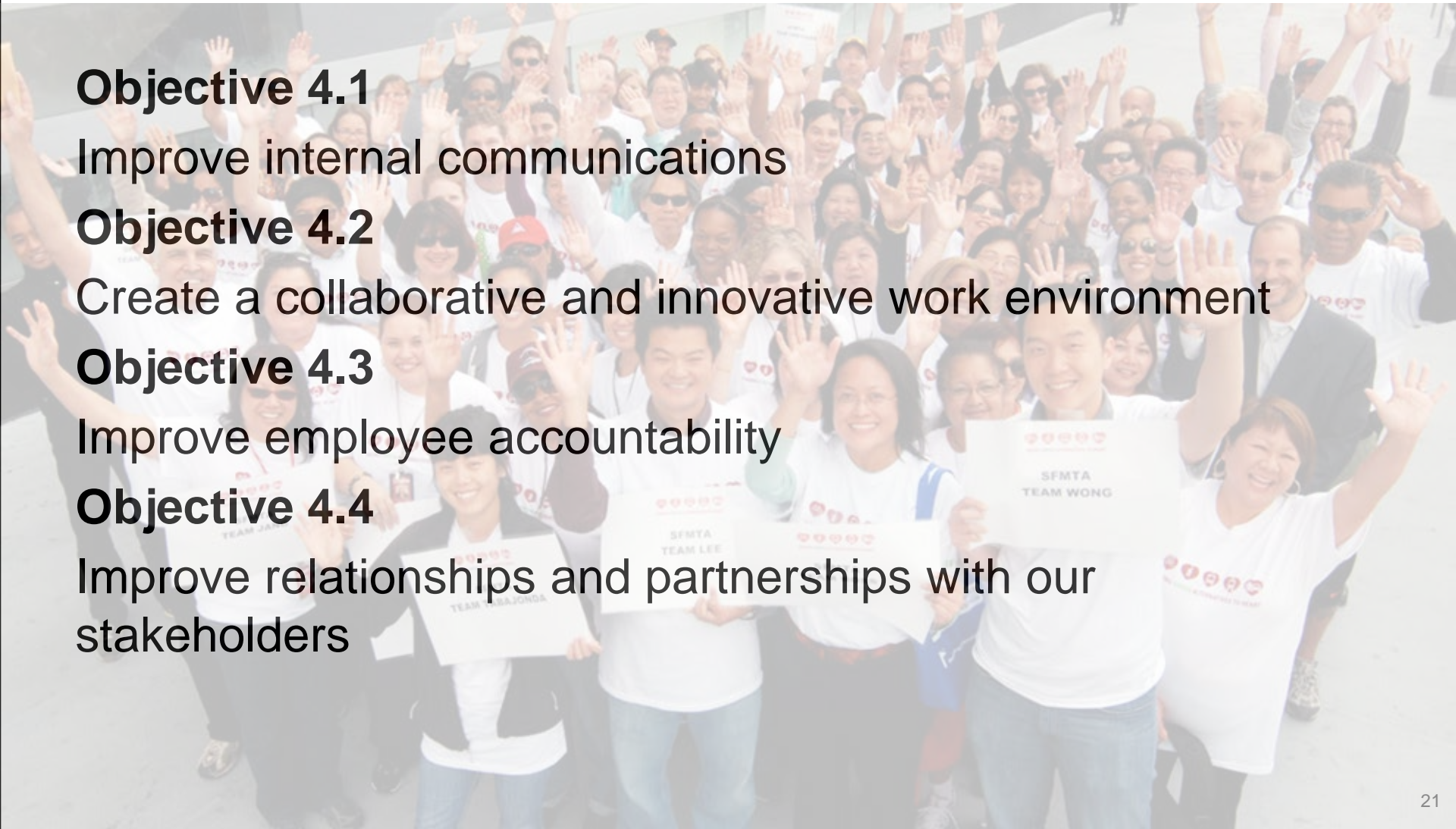
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

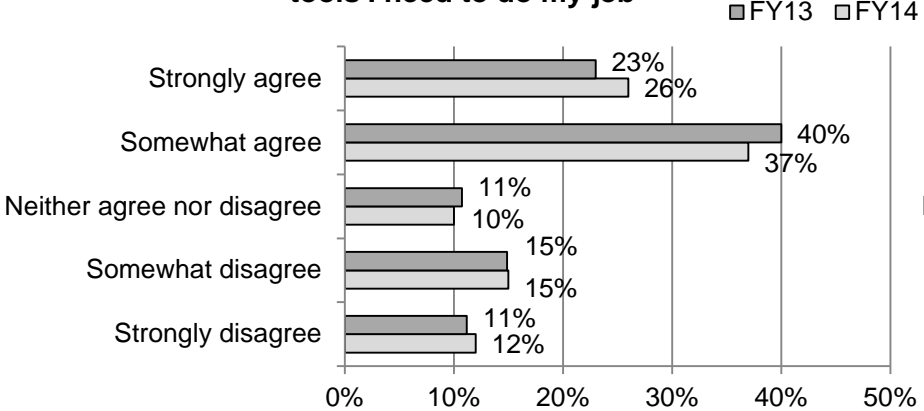
Improve relationships and partnerships with our stakeholders



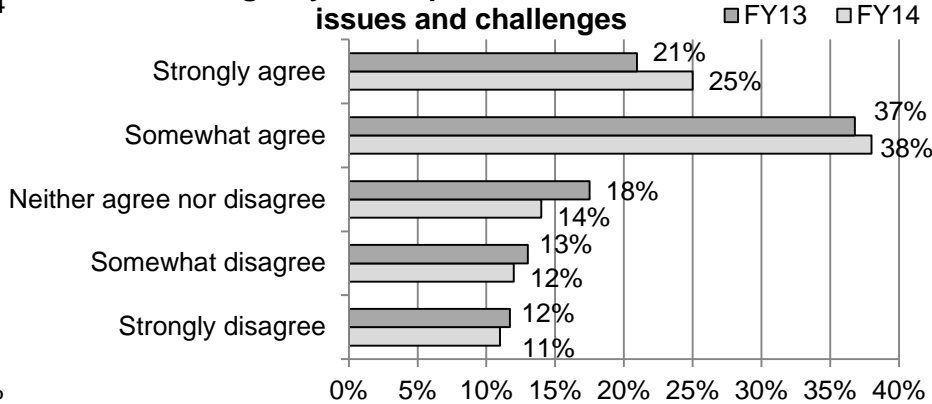
Goal 4 metrics

Key performance indicators

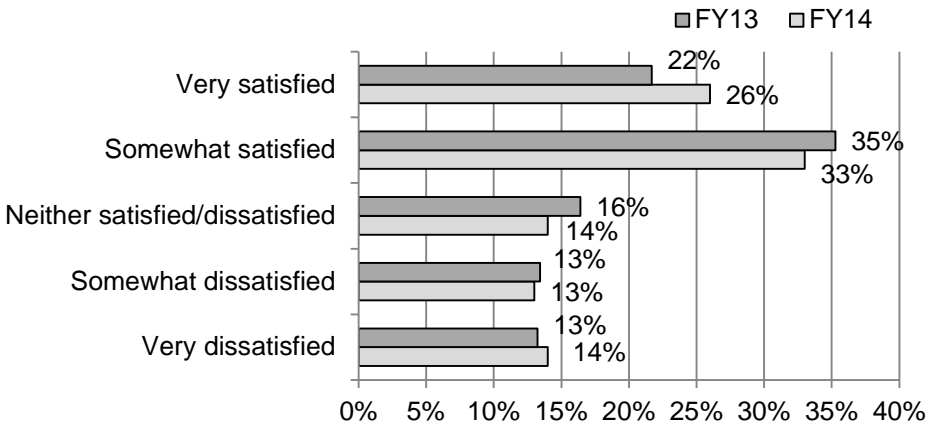
4.1.1 Employee rating: I have the Information and tools I need to do my job



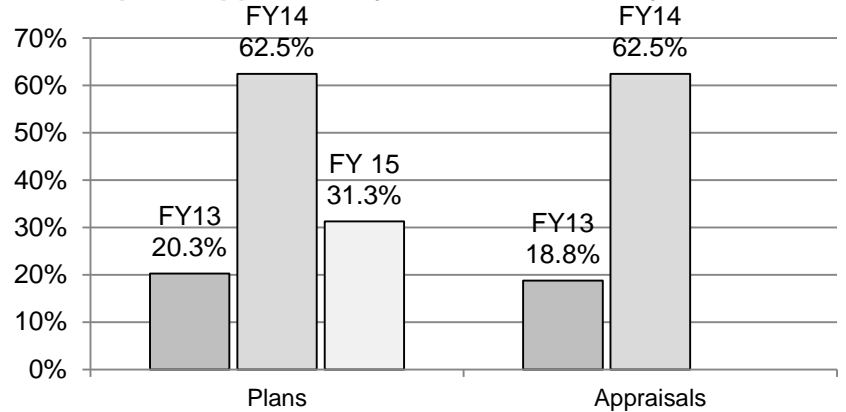
4.1.1 Employee rating: I have access to information about Agency accomplishments, current events, issues and challenges



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 decision-making process/communications; scale of 1 (low) to 5 (high)



Survey results analysis in progress.