



SFMTA
Municipal Transportation Agency

Strategic Plan Progress Report

AUGUST 2013

SAN FRANCISCO, CALIFORNIA



Strategic Plan Progress Report

Performance reporting updates for FY14

- Recap of key FY14 metric changes
 - 2.1.5 (Average time to communicate Muni service advisories) has changed to “Communications to passengers” result from City Survey
 - 2.2.1 (Percentage of transit trips with <2 min bunching) methodology has changed to accommodate up to 1 min bunching for trips with headways of 5 min or less
 - 2.4.1, 2.4.2 & 2.4.4 (SFpark and garage reliability/payment compliance) are now reported in aggregate instead of median district/garage rates
 - 3.2.1 (Business satisfaction with transportation network) has changed to “Estimated economic impact of Muni service delays”
- FY13 year-end report will be presented in September



Goal 1

Create a safer transportation experience for everyone

Objective 1.1

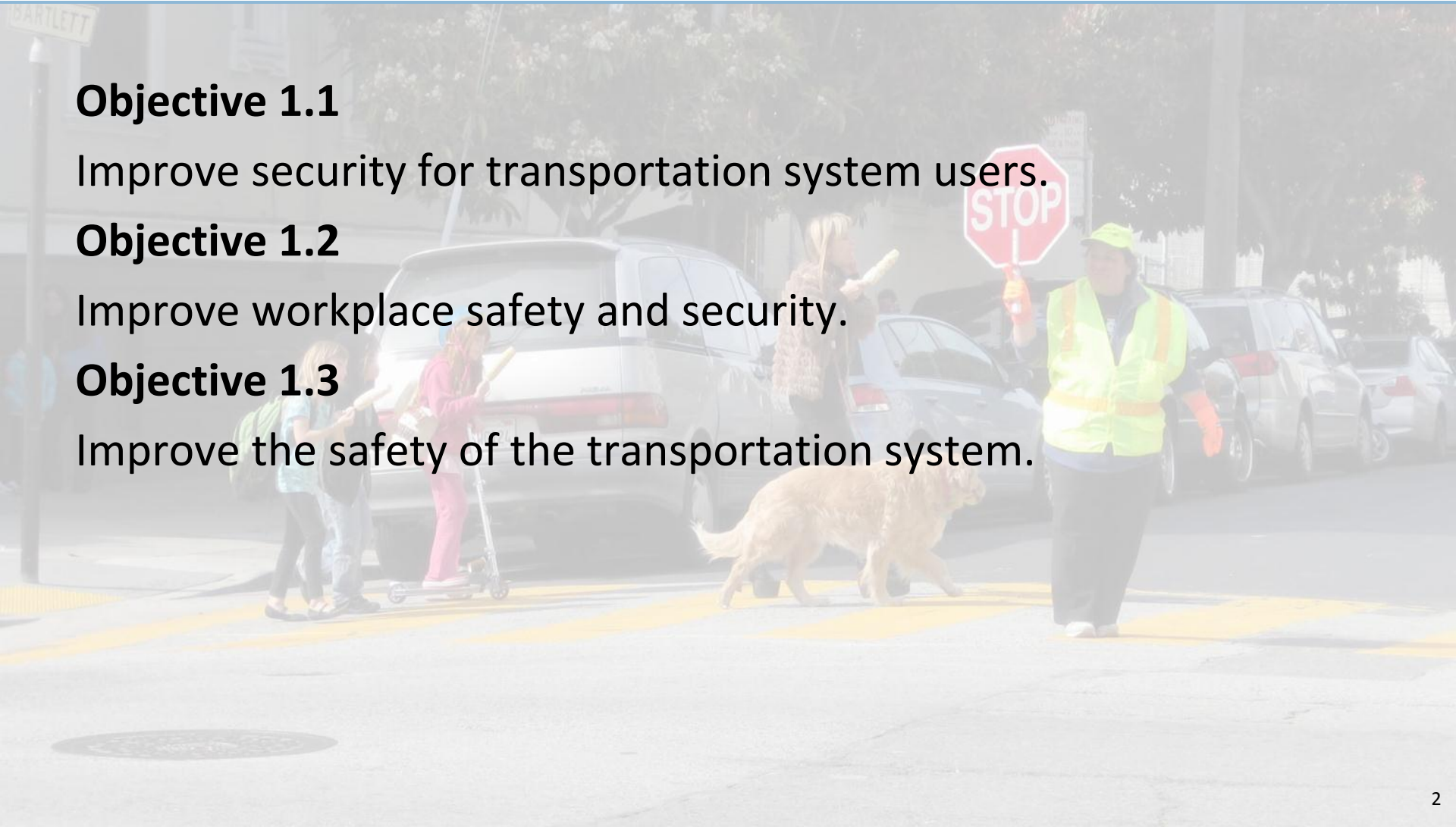
Improve security for transportation system users.

Objective 1.2

Improve workplace safety and security.

Objective 1.3

Improve the safety of the transportation system.





Goal 1 actions

Action	Update
1.1.6 Procure and install cameras on historic streetcars (F-Line).	Advertising RFP for rehabilitation of 16 F-Line streetcars. Camera installation will be included. Bids are due in September and contract award is expected by end of the year.
1.1.8 Implement expanded educational campaign re: theft on Muni.	Campaign will be launched during the week of August 19. Presenting overview of campaign to key stakeholders. Collaborating with SFPD and DA's Office to expand the visibility of the campaign.



Goal 1 metrics

ID	Metric	Goal	FY13 Avg	FY14 Avg	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.05	7.56	11.02	7.24	9.44	10.68	9.24	11.37	11.01	11.02
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**		4	4	2	1	6	2	6	2	4
1.1.4	Security complaints to 311 (Muni)		38	39	44	29	35	40	34	47	39
1.2.1	Workplace injuries/200,000 hours	13.1	13.8		13.7	12.8	11.3	12	13.9	10.4	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		12		21	12	19	11	13	8	*
1.2.3	Lost work days due to injury		3,912		*	*	*	*	*	*	*
1.2.4	Employee rating: Feel safe and secure while working										
1.3.1	Muni collisions/100,000 miles	4.07	5.16		4.23	5.81	5.05	6.16	5.45	4.6	*
1.3.2	Collisions involving motorists, pedestrians, and bicyclists	Awaiting 2012 results.									
1.3.2	Collisions involving taxis	Awaiting 2012 results.									
1.3.3	Muni falls on board/100,000 miles		4.15		4.4	3.92	2.97	4.29	3.7	3.96	*
1.3.4	"Unsafe operation" Muni complaints to 311		159	172	158	152	156	178	172	148	172
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.

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

Color Legend

Outperforms FY13 Avg	Underperforms FY13 Avg	Equal to FY13 Avg
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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
2.1.5 Develop a comprehensive, effective branding and signage program reflecting all modes and encompassing vehicles and facilities including stations, transit stops and other Agency public facilities.	Finalized revisions to SFMTA brand identity guidelines and suite of brand assets for use by agency staff and vendors. Brand guidance to be published in late August-early September.
2.1.0 Develop and implement customer focused program for mezzanine-level customer service interactions with the Muni station agents.	Deployed sandwich board signs and procedures to stations. Established team to train office personnel and support departments to assist with subway disruptions.
2.1.14 Develop tourism-focused transportation demand strategy.	Worked with SF Opera, SF Symphony on visitor and employee strategies for access to events. Continued work with Warriors on visitor transportation demand management. On-going monitoring of America's Cup visitor strategies that are in place continues.
2.2.7 Maintain vehicles, equipment, and facilities in a state of good repair.	52 of 62 new buses on property and are gradually entering service. Hiring 18 new electronic technicians. Awarded Seattle King County Metro contract for new trolley buses. Notice to proceed delivered in July. SFMTA will work with Seattle to move forward as soon as possible on replacing 60 20+ year old articulated trolley coaches.



Goal 2 actions *continued*

Action	Update
2.3.6 Implement 10 miles of new bicycle facilities each year.	Added 5.95 miles of bikeways in FY13. Notable projects include Great Highway & Point Lobos bike lanes and Fell & Oak bikeway improvements.
2.3.7 Implement comprehensive bicycle sharing program and expand scope.	Individual bicycle sharing stations passed public hearings by mid-July. Membership sales went live on July 15 and over 400 annual members had signed up by late July. The terms of the contract called for an August 5 launch, but production delays with the bicycles and stations have pushed the current projected launch date to August 28.
2.3.14 Develop and implement vehicle sharing strategy.	Policy approved at the July 16 SFMTA Board meeting. The pilot participation agreement and implementation plan are being finalized. Agreements should be signed in mid-September or sooner. The first set of pilot car share locations are expected to be operational in January 2014.



Goal 2 metrics

ID	Metric	Goal	FY13 Avg	FY14 Avg	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 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	City Survey rating: Communications to passengers; scale of 1 (low) to 5 (high)		3.20								
2.1.6	Percentage of color curb requests addressed within 30 days		93%		96%	97%	97%	92%	99%	91%	*
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		100%	100%	100%	100%	100%	100%	100%	100%	100%
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		82%	86%	80%	82%	87%	86%	87%	84%	86%
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		79%		82%			89%			*
2.1.6	Percentage of traffic signal requests addressed within 2 hours		97%	99%	95%	99%	97%	93%	98%	98%	99%
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 28 days		90%		82%	87%	94%	97%	96%	92%	*
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.

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



Goal 2 metrics *continued*

ID	Metric	Goal	FY13 Avg	FY14 Avg	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network (<1 min for headways of 5 min or less)	2.9%	5.5%	5.9%	4.8%	5.1%	5.1%	5.4%	5.7%	5.9%	5.9%	
2.2.1	Percentage of transit trips with + 5 min gaps on Rapid Network	10.2%	17.6%	16.9%	16.6%	17.0%	15.7%	15.2%	16.8%	16.9%	16.9%	
2.2.2	Percentage of on-time performance for non-Rapid Network routes	85%	59.5%	62.4%	60.0%	59.2%	60.4%	62.0%	61.6%	61.3%	62.4%	
2.2.3	Percentage of scheduled service delivered	98.5%	96.8%	98.0%	97.8%	96.7%	98.4%	99.2%	97.9%	97.6%	98.0%	
2.2.4	Percentage of on-time departures from terminals	85%	73.5%	75.0%	74.5%	73.6%	75.0%	76.1%	75.0%	74.4%	75.0%	
2.2.5	Average Muni system speed	Results will be reported in September.										
2.2.6	Percentage of on-time performance	85%	58.9%	59.8%	60.5%	59.8%	60.7%	61.3%	60.4%	59.6%	59.8%	
2.2.7	Percentage of trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points		7.5%	6.4%	6.6%	7.6%	7.4%	7.0%	6.7%	5.4%	6.4%	
2.2.7	Percentage of trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points		7.7%	8.1%	6.4%	5.9%	7.0%	7.6%	7.3%	7.1%	8.1%	
2.2.8	Mean distance between failure (Bus)		3,310	3,921	3,631	3,723	4,170	3,712	3,427	3,771	3,921	
2.2.8	Mean distance between failure (LRV)		3,673		3,927	4,440	3,984	3,655	2,806	*	*	
2.2.8	Mean distance between failure (Historic)		2,224		1,958	2,316	1,620	2,530	2,025	*	*	
2.2.8	Mean distance between failure (Cable)		3,735		2,649	2,811	4,814	5,488	4,979	*	*	
2.2.9	Percentage of scheduled service hours delivered	Please see 2.2.3.										
2.2.10	Percentage of scheduled mileage delivered	Measure in development.										
2.2.11	Ridership (rubber tire, average weekday)		495,311		467,267	488,616	493,484	501,281	504,740	478,503	*	
2.2.11	Ridership (faregate entries, average weekday)	Results will be reported in September.										
2.2.12	Percentage of days that elevators are in full operation		96.3%	96.2%	96.5%	95.8%	98.4%	96.7%	96.8%	93.7%	96.2%	
2.2.13	Percentage of days that escalators are in full operation		88.1%	93.6%	85.7%	87.0%	93.0%	88.2%	88.0%	95.7%	93.6%	

*Data forthcoming.

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



Goal 2 metrics *continued*

ID	Metric	Goal	FY13 Avg	FY14 Avg	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 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		71.9%*	76.6%	78.9%	74.5%	72.7%	73.3%	74.0%	76.0%	76.6%
2.4.2	Parking reliability of SFMTA garage spaces		97.7%*	98.0%	97.7%	98.2%	98.4%	96.8%	96.8%	98.6%	98.0%
2.4.3	# of secure on-street bicycle parking spaces		6,822								
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking)		896**								
2.4.4	On-street payment compliance (SFpark pilot areas only)		53.3%*	53.6%	53.2%	54.4%	54.7%	53.3%	52.9%	53.4%	53.6%

*Unweighted average

**Running total to-date.

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



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
3.1.4 Develop and approve new citywide fuel contract.	The Board of Supervisors has approved the \$92M multi-year master fuel contract award to new vendor Golden Gate Petroleum. New contract will help the SFMTA move toward a targeted 25% reduction in annual fuel costs.
3.4.5 Assess operations & maintenance staffing levels needed to support the level of service and minimize overtime.	Transit decreased overtime by 15% in FY13. Monitoring biweekly in order to improve results over FY13. Transit is developing a zero based budget for FY15 and FY16.
3.5.11 Reduce claims and workers' compensation by 5% each year.	Workers' compensation claims dropped by 10% in FY13 from 620 in FY12 to 561 in FY13.



Goal 3 financials

Expenditures (FY13 same as of May 2013 report, as of June 2013 pending year-end closing)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year	Saving/(Overage)
SFMTA Agency Wide	\$106,148,815	\$31,826,484	\$49,331,317	\$105,488,136	\$660,679
Board of Directors	\$733,131	\$484,001	\$3,839	\$558,143	\$174,988
Capital Programs and Construction	\$864,706	(\$5,562,642)	\$1,745,213	\$864,706	\$0
Communications	\$4,901,233	\$3,060,563	\$279,341	\$4,345,772	\$555,461
Director of Transportation	\$1,322,016	\$829,553	\$85,396	\$1,005,234	\$316,782
Finance and Information Technology	\$75,791,941	\$53,303,223	\$10,737,373	\$73,519,874	\$2,272,067
Government Affairs	\$657,807	\$470,619	\$140,890	\$664,804	(\$6,997)
Human Resources	\$42,440,845	\$33,584,915	\$5,436,396	\$41,209,176	\$1,231,669
Safety	\$4,092,603	\$2,802,135	\$458,005	\$3,597,413	\$495,190
Sustainable Streets	\$149,528,781	\$100,604,054	\$21,851,276	\$138,393,787	\$11,134,994
Transit Services	\$470,628,169	\$403,998,191	\$34,891,891	\$486,452,872	(\$15,824,703)
Taxi and Accessible Services	\$19,959,165	\$13,791,931	\$2,696,693	\$19,346,141	\$613,024
TOTAL	\$877,069,212	\$639,193,027	\$127,657,630	\$875,446,058	\$1,623,154



Goal 3 financials

Revenues (FY13 same as of May 2013 report, as of June 2013 pending year-end closing)

REVENUE	Revised Budget	Actuals: Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$25,054,000	\$23,918,995	\$26,399,743	\$1,345,743
Cash Fares	\$71,328,000	\$75,547,095	\$78,013,190	\$6,685,190
Other Fares	\$5,910,200	\$7,137,793	\$7,812,794	\$1,902,594
Passes	\$96,032,140	\$84,548,183	\$91,804,304	(\$4,227,836)
TRANSIT FARES Total	\$198,324,340	\$191,152,066	\$204,030,031	\$5,705,691
PARKING FEES & FINES				
General Fund Baseline Transfer	\$64,016,000	\$64,016,000	\$64,016,000	\$0
Citations and Fines	\$109,283,000	\$98,445,786	\$103,281,587	(\$6,001,413)
Garage Revenue	\$51,756,174	\$50,022,871	\$52,786,003	\$1,029,829
Meter Revenue	\$43,428,400	\$48,965,550	\$49,416,964	\$5,988,564
Permit Revenue	\$9,727,900	\$9,359,778	\$10,431,796	\$703,896
PARKING FEES & FINES Total	\$278,211,474	\$270,809,985	\$279,932,350	\$1,720,876
Operating Grants	\$110,000,000	\$112,264,680	\$111,295,956	\$1,295,956
Taxi Service	\$10,157,739	\$7,431,389	\$7,764,489	(\$2,393,250)
Other Revenues	\$12,129,349	\$13,517,731	\$13,980,190	\$1,850,841
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	\$877,057,211	\$863,410,160	\$885,237,325	\$8,180,114



Goal 3 financials

Overtime Report (FY13 as of June 2013)

FUND/DIVISION	Annual Revised Budget	Actuals Fiscal Year to Date*	Surplus (Deficit)
OPERATING FUND			
TRANSIT SERVICES DIVISION			
Transit Operators	\$22,602,261	\$24,322,252	(\$1,719,991)
Transit Vehicle Maintenance	\$11,051,845	\$10,147,620	\$904,225
Transit – All Others	\$6,095,171	\$8,540,607	(\$2,445,436)
Subtotal Transit Services Division	\$39,749,277	\$43,010,479	(\$3,261,202)
SUSTAINABLE STREETS DIVISION			
Parking Control Officers	\$835,365	\$1,736,365	(\$901,000)
Sustainable Streets – All Others	\$567,981	\$435,986	\$131,995
Subtotal Sustainable Streets Division	\$1,403,346	\$2,172,351	(\$769,005)
SFMTA AGENCY WIDE**	\$0	\$390,132	(\$390,132)
ALL OTHER DIVISIONS	\$841,968	\$1,112,294	(\$270,326)
TOTAL OPERATING FUND	\$41,994,591	\$46,685,255	(\$4,690,665)
NON OPERATING FUND			
Capital Programs & Construction	\$0	\$1,483,377	(\$1,483,377)
Sustainable Streets Engineering Programs	\$0	\$99,445	(\$99,445)
Total Non-Operating Fund	\$0	\$1,582,822	(\$1,582,822)
TOTAL	\$41,994,591	\$48,268,078	(\$6,273,487)

*Figures include cost recovery for events or services totaling \$3.4M as of month-end (June 2013). The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

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



Goal 3 metrics

ID	Metric	Goal	FY13 Avg	FY14 Avg	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 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%
3.1.3	% biodiesel to diesel used by SFMTA										2% (FY11)
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)									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)										14 (CY09)
3.1.7	Agency recycling production (tonnes)										535 (CY09)
3.1.7	Agency waste production (tonnes)										593 (CY09)
3.2.1	Estimated economic impact of Muni service delays (annualized)		\$50M								
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.									
3.4.1	Average annual transit cost per revenue hour	\$178									\$195 (FY12)
3.4.2	Passengers per revenue hour for buses										70 (FY12)
3.4.3	Cost per unlinked trip									\$2.77 (FY12)	
3.4.4	Pay hours: platform hours ratio		1.12	1.11	1.12	1.11	1.11	1.11	1.11	1.10	1.11
3.4.5	Farebox recovery ratio									30.8% (FY 12)	
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)						

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



Goal 4

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications.

Objective 4.2

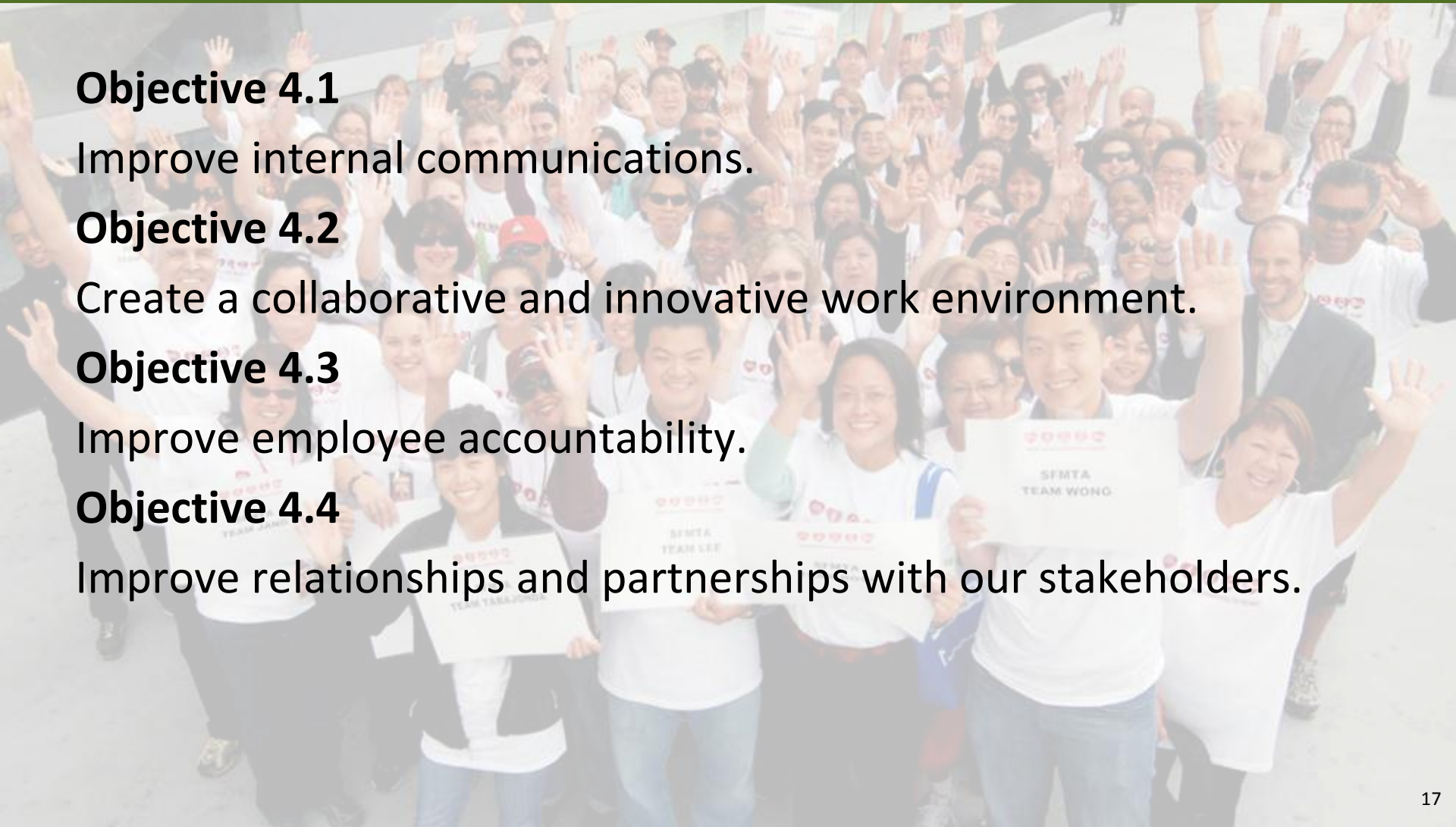
Create a collaborative and innovative work environment.

Objective 4.3

Improve employee accountability.

Objective 4.4

Improve relationships and partnerships with our stakeholders.





Goal 4 actions

Action	Update
4.1.5 Develop Agency communications guide for all staff and post on intranet.	Revised the SFMTA Safety Commitment for all employees that emphasizes the Agency's Safety First focus. The Safety Commitment will become a part of training manuals and disseminated in print and online.
4.1.7 Proactively communicate with front line staff	Continuing to implement ways to communicate with employees who do not have email or computer terminals readily accessible. Started promoting InsideSFMTA on monitors in Gilley Rooms to create awareness in addition to producing the hardcopies of the bi-weekly electronic employee newsletter. The July 24 DOT Quarterly Meeting held at 700 Pennsylvania was a first meeting for that location, and our second informational meeting for the Agency.



Goal 4 metrics

ID	Metric	Goal	FY13 Avg	FY14 Avg	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 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)	Results will be reported in September.									
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: Communication between leadership and employees has improved										
4.1.5	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: Concerns, comments and suggestions are welcomed and acted upon quickly and appropriately										
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										

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



Goal 4 metrics *continued*

ID	Metric	Goal	FY13 Avg	FY14 Avg	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013
4.3.1	% of employees with performance completed/appraisals conducted	Results will be available in FY14.									
4.3.2	% of employees with performance plans prepared by start of fiscal year	Results will be available in FY14.									
4.3.3	Employee rating: I have received feedback on my work in the last 30 days	Results will be reported in September.									
4.3.4	% of divisions/units that report metrics	Results will be reported in September.									
4.3.5	Unscheduled absence rate by employee group (Transit operators)		8.6%	8.8%	8.9%	10.3%	8.5%	6.9%	8.3%	9.0%	8.8%
4.3.6	Employee rating: My manager holds me accountable to achieve my written objectives	Results will be reported in September.									
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.									

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