



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

November 2013

San Francisco, California

# GOAL 1

Create a safer transportation experience for everyone

## Objective 1.1

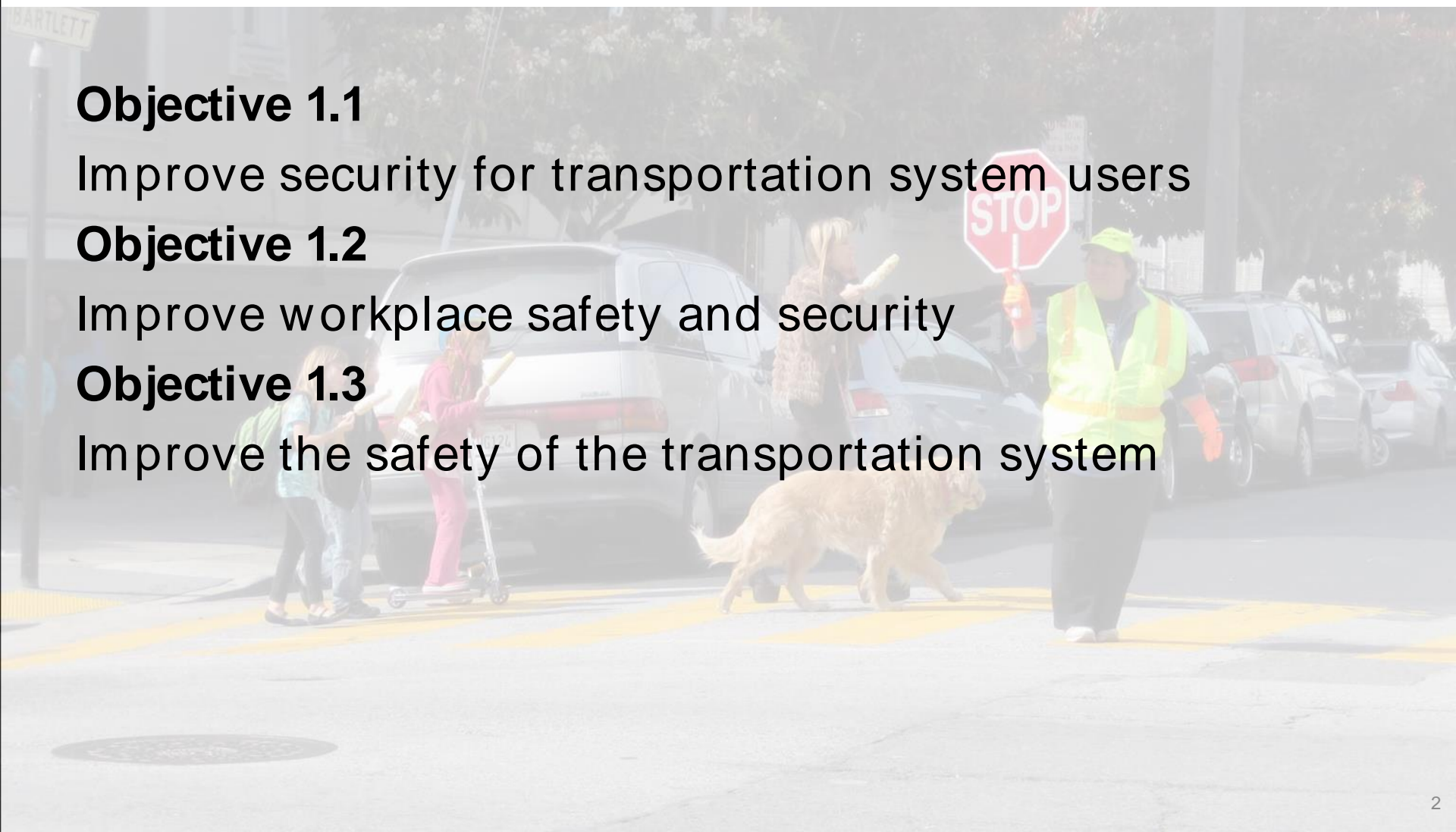
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

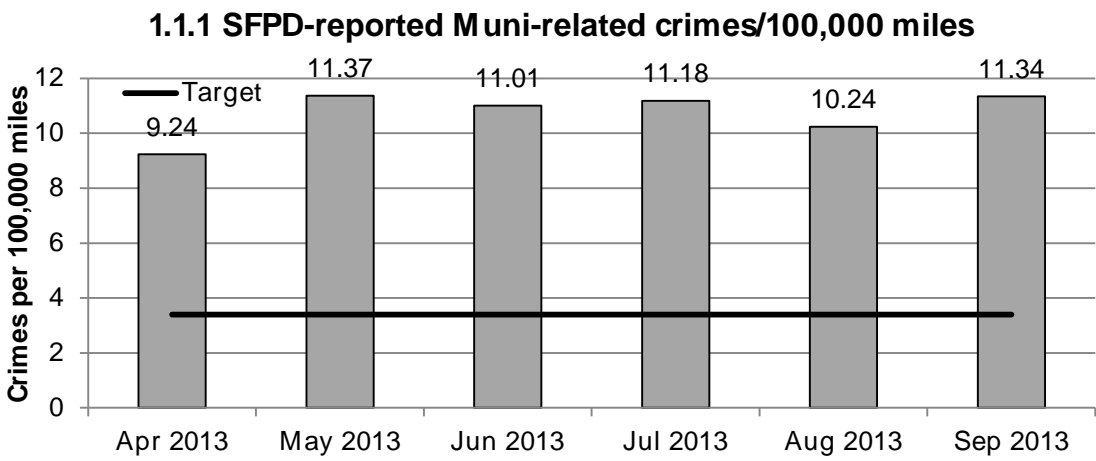
Improve the safety of the transportation system



# Objective 1.1

## Improve security for transportation system users

### Key performance indicator



### Action item update

#### 1.1.8 Implement expanded educational campaign re: theft on Muni

Program launched Nov 7 with a press event. Stakeholders included the Mayor, District Attorney, SFPD and the SFMTA. The campaign utilizes Transit Fare Inspectors to better educate customers and hand out collateral on the danger of using personal devices on Muni. A collateral piece will be handed out by TFIs that has a smart phone cleaner attached and safety tips. In addition, sfmta.com will feature a page containing crime stats, tips on theft prevention, and videos.

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.39	7.56	10.92	5.65	11.34	*
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high)		3.00				
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)		2.90				
1.1.3	SFPD-reported taxi-related crimes**		3.9	3.3	6	5	1
1.1.4	Security complaints to 311 (Muni)		36.3	32.8	27	39	26

\* 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

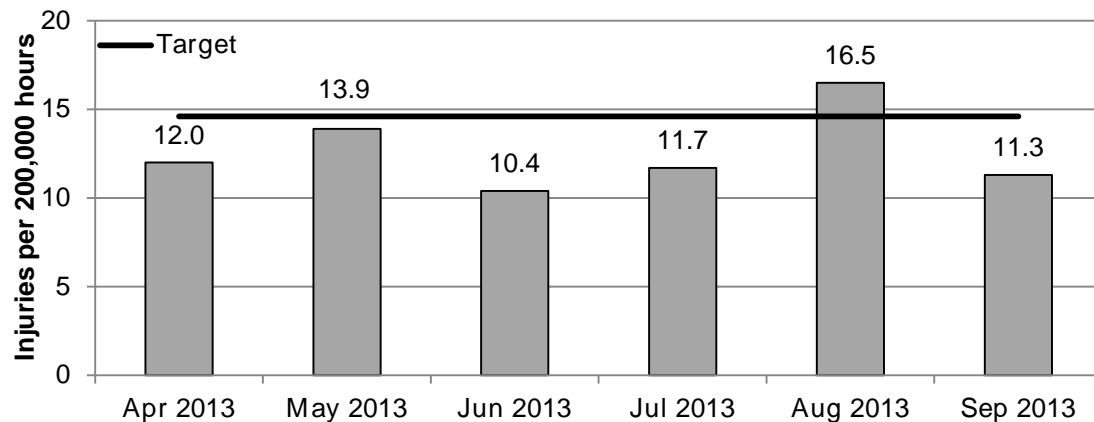
Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average
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# Objective 1.2

## Improve workplace safety and security

### Key performance indicator

1.2.1 Workplace injuries/200,000 hours



### Action item update

No action item updates at this time.

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Sep 2012	Sep 2013	Oct 2013
1.2.1	Workplace injuries/200,000 hours	14.6	13.8	13.2	15.0	11.3	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		11.7	10	6	15	*
1.2.3	Lost work days due to injury		3,912	*	3,779	*	*
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.23				

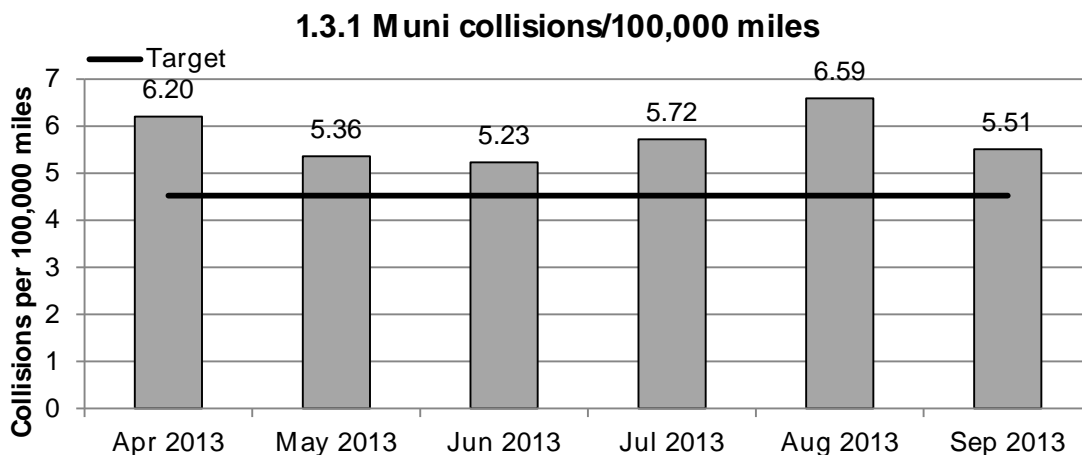
\* Data forthcoming.

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

# Objective 1.3

## Improve the safety of the transportation system

### Key performance indicator



### Action item update

#### 1.3.1 Ensure all operating staff safety training is completed on schedule

Efforts to update the rail rulebook and rail training manual are on track.

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Sep 2012	Sep 2013	Oct 2013
1.3.1	Muni collisions/100,000 miles	4.53	5.23	5.94	6.42	5.51	*
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		4.25	4.40	4.24	4.59	*
1.3.4	"Unsafe operation" Muni complaints to 311		157.1	188.3	173	212	175
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high)		3.40				

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

# 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

## Improve customer service and communications

### Key performance indicator

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

**2.55**  
**(FY13)**

### Action item update

**2.1.1 Utilize social media tools (Facebook, Twitter, YouTube, Blogging) to communicate SFMTA news and information to our customers**

Muni Alerts providing real-time transit e-mail and SMS (text) alerts are now available to our transit customers so they can obtain the route information they want, when they want it. These alerts are part of a larger engagement effort that will launch later this month.

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

ID	Metric	Target	FY13 Avg	FY14 Avg
2.1.1	Customer rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)		2.55	
2.1.2	Customer rating: Overall customer satisfaction with taxi availability		2.52	
2.1.3	Customer rating: Overall customer satisfaction with bicycle network		2.76	
2.1.4	Customer rating: Overall customer satisfaction with pedestrian environment		3.58	
2.1.5	City Survey rating: Communications to passengers; scale of 1 (low) to 5 (high)		3.20	

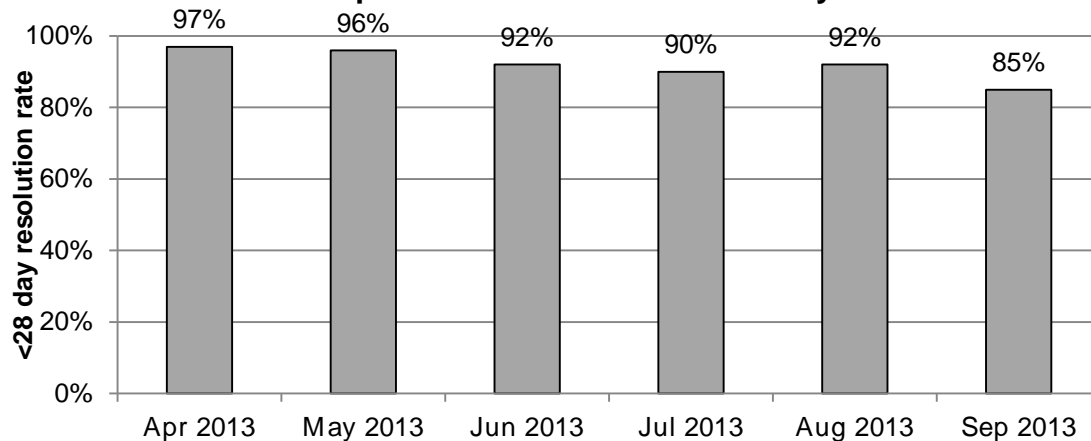
Note: Reported results are subject to change as data quality improves or new data become available.

# 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	Oct 2012	Sep 2013	Oct 2013
2.1.6	Percentage of color curb requests addressed within 30 days		93.3%	91.8%	94%	90%	*
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		100%	100%	100%	100%	100%
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		81.8%	71.1%	86%	87%	*
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		79.1%	79.2%	76%	79%	
2.1.6	Percentage of traffic signal requests addressed within 2 hours		96.8%	98.1%	97%	97%	98%
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 28 days		90%	89%	86%	85%	*
2.1.8	Customer rating: cleanliness of Muni vehicles; scale of 1 (low) to 5 (high)		2.45				
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators)		2.54				

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

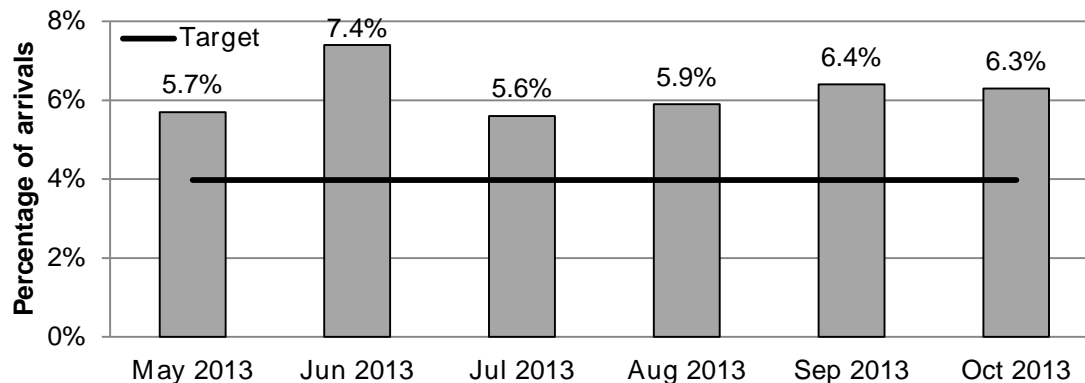


# Objective 2.2

## 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)**



### Action item update

#### 2.2.2 Develop and implement measures to improve reliability and reduce transit travel times

Installation of prototype signal priority devices is underway. 5L service launched on Oct 28 and has received positive feedback from customers. We will be monitoring the line closely during the 12 month pilot program.

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

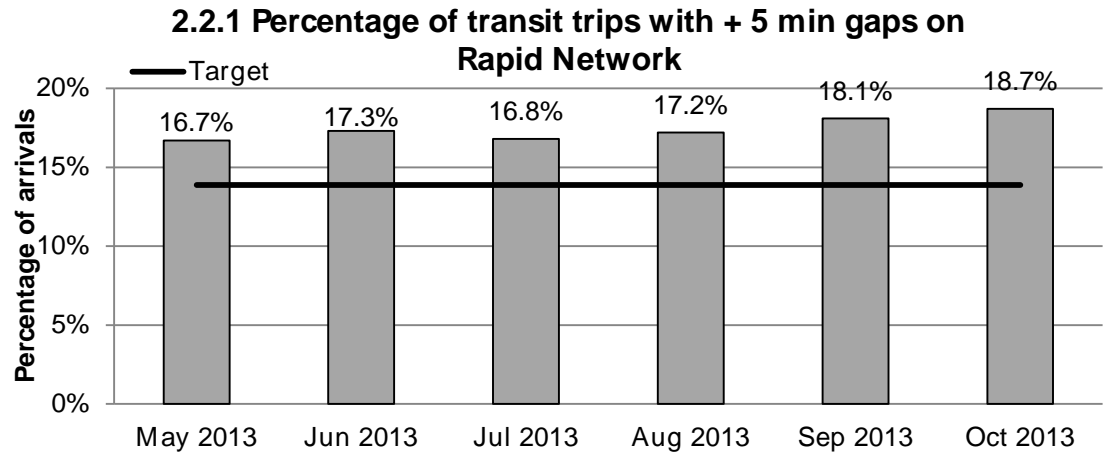
ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
2.2.1	Percentage of transit trips with <2 min** bunching on Rapid Network	4.0%	5.6%	6.0%	6.1%	6.4%	6.3%
2.2.1	Percentage of transit trips with + 5 min gaps on Rapid Network	13.9%	18.2%	17.6%	20.3%	18.1%	18.7%
2.2.2	Percentage of on-time performance for non-Rapid Network routes	85%	59.6%	59.8%	57.7%	58.7%	57.4%
2.2.3	Percentage of scheduled service delivered	98.5%	96.8%	97.7%	96.2%	97.5%	98.2%
2.2.4	Percentage of on-time departures from terminals	85%	73.7%	74.6%	71.3%	74.9%	73.1%
2.2.5	Average Muni system speed	Results will be reported in December.					
2.2.6	Percentage of on-time performance	85%	59.0%	59.5%	56.7%	59.9%	57.9%
2.2.7	Percentage of trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points		7.5%	9.8%	9.4%	12.5%	12.8%
2.2.7	Percentage of trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points		7.7%	10.1%	8.9%	11.5%	12.3%

\* Data forthcoming. \*\* <1 min for headways of 5 min or less. Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.2 *continued*

## Improve customer service and communications

### Key performance indicator



### Action item update

**2.2.3 Facilitate the movement of transit vehicles with consistent enforcement of transit-only lanes and traffic laws through the use of vehicle cameras**

Phase I installation on 340 buses is complete. Phase II installation on up to 600 additional vehicles started in Oct. Prototype equipment has been installed on 14 buses and 2 LRVs and testing is underway.

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
2.2.8	Mean distance between failure (Bus)		3,310	3,890	2,877	3,735	4,040
2.2.8	Mean distance between failure (LRV)		3,571	2,714	3,660	*	*
2.2.8	Mean distance between failure (Historic)		2,224	*	2,144	*	*
2.2.8	Mean distance between failure (Cable)		3,835	4,689	2,386	4,797	*
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	505,030	515,379	527,096	*
2.2.11	Ridership (faregate entries, average weekday)	Measure in development.					
2.2.12	Percentage of days that elevators are in full operation		96.3%	95.9%	96.2%	98.1%	93.9%
2.2.13	Percentage of days that escalators are in full operation		88.1%	92.1%	89.3%	92.6%	90.0%

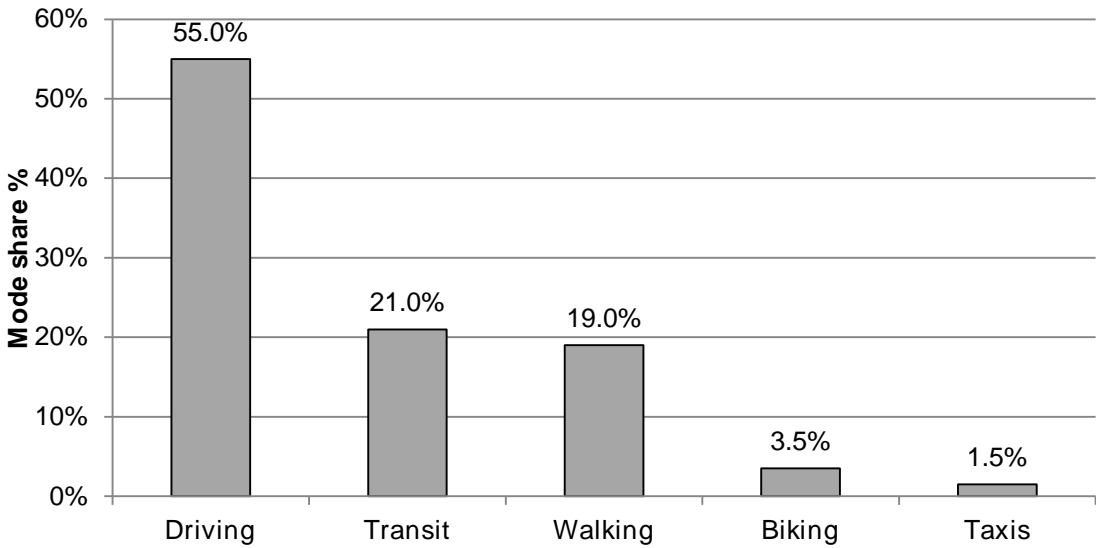
\* Data forthcoming. Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.3

## Increase the use of non-private auto modes

### Key performance indicator

2.3.1 Non-private auto mode share (all trips)



### Action item update

#### 2.3.14 Develop and implement vehicle sharing strategy

Five car share organizations submitted on-street parking space requests and statements of qualification for pilot participation. Review of submissions is underway. Vetted parking space lists will be passed back to car share organizations for outreach in Nov/Dec. Initial outreach meetings with Supervisors, the Small Business Commission, Chamber, and SFCDMA have been scheduled.

#### 2.3.7 Implement comprehensive bicycle sharing program and expand scope

A community open house to discuss build out of the pilot area was conducted on Oct 16. Feedback on station location was entered onto the online crowd sourcing map. Staff are working with DPW on an MOU that will simplify the permitting process for bike share stations.

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

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

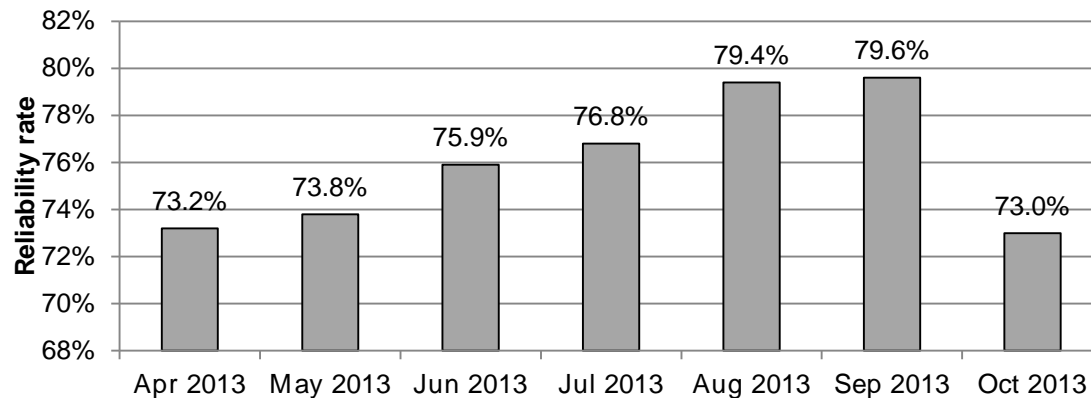
Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.4

## Improve parking utilization and manage parking demand

### Key performance indicator

2.4.1 Parking reliability rate of SFpark spaces



### Action item update

#### 2.4.8 Develop and implement bicycle parking strategy

368 sidewalk racks (with 736 bicycle parking spaces) have been installed this year. Currently, there are 554 additional locations under review (344), on hold (175) or pending installation (35).

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
2.4.1	Parking reliability rate of SFpark spaces		71.9%	77.2%	66.7%	79.6%	73.0%
2.4.2	Parking reliability of SFMTA garage spaces		97.7%	98.6%	98.8%	98.9%	98.5%
2.4.3	# of secure on-street bicycle parking spaces**		6,792	6,820	6,084	6,852	*
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking)**		882	882	846	882	*
2.4.4	On-street payment compliance (SFpark pilot areas only)		53.3%	53.6%	52.9%	53.8%	54.2%

\* Data forthcoming.

\*\* Running total. 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

# Objective 3.1

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

## Key performance indicator

3.1.1 Metric tons of CO2e for the transportation system

**2,155,000**  
(2010)

## Action item update

### 3.1.8 Procure low-carbon or electric shop and service trucks

The B100 pilot program for non-revenue trucks has been expanded from eight to 30 vehicles.

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
3.1.1	Metric tons of CO2e for the transportation system	1,515,000					2,155,000 (2010)
3.1.2	% of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions						94% (taxi)
3.1.3	% biodiesel to diesel used by SFMTA						2% (FY11)
3.1.4	Number of electric vehicle charging stations						33
3.1.5	Citywide gasoline consumption rate						149,156,104 (2009)

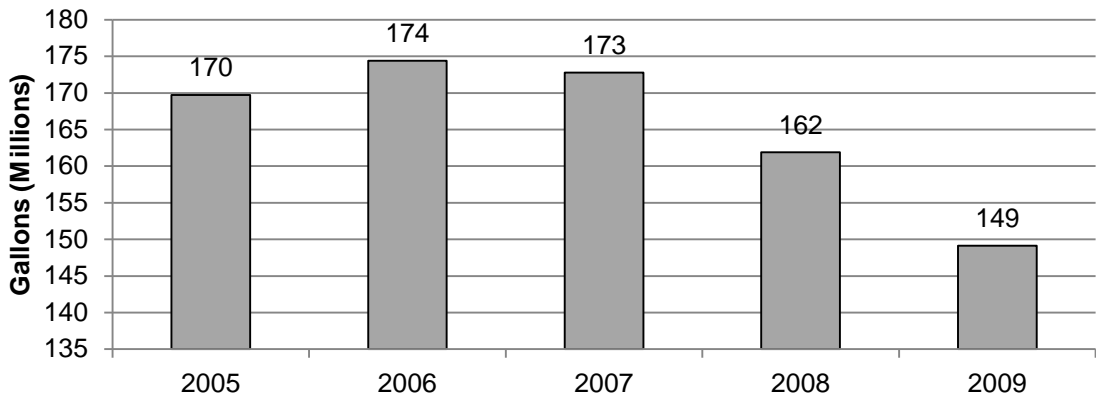
Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 3.1 *continued*

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

**Metric of note**

**3.1.5 Citywide gasoline consumption rate**



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

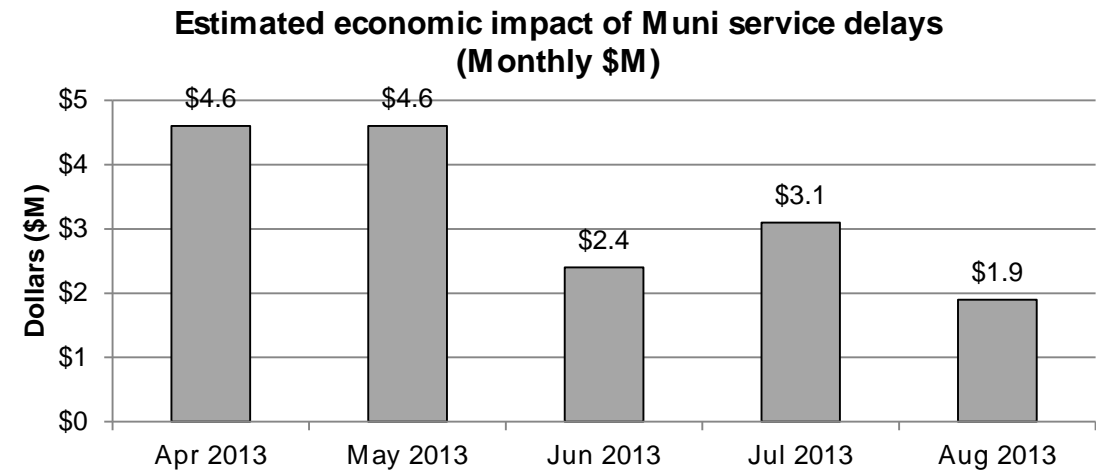
ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
3.1.6	Agency electricity consumption (kWh)					123,746,104 (FY11)	
3.1.6	Agency gas consumption (therms)					579,043 (FY11)	
3.1.6	Agency water consumption (gallons)					21,301,010 (FY11)	
3.1.7	Agency compost production (tons)						14 (CY09)
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 3.2

## Increase the transportation system's positive impact to the economy

### Key performance indicator



### Action item update

**3.2.3 Develop and implement policies for private shuttle loading/unloading to increase mode share**

Staff are finalizing fee basis, data management strategy, and permit terms with relevant divisions and staff.

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
3.2.1	Estimated economic impact of Muni service delays (Monthly \$M)		\$3.9	\$2.5			

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



# Objective 3.3

## Allocate capital resources effectively

### Key performance indicator

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



**Measure in development**

### Action item update

#### 3.3.14 Establish capital program for replacement of small (low-cost) equipment

Procurement of 24 new Go-4 vehicles for parking control officers was completed. Deployment of new computers in the field continues. Nearly 600 have been replaced to date.

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

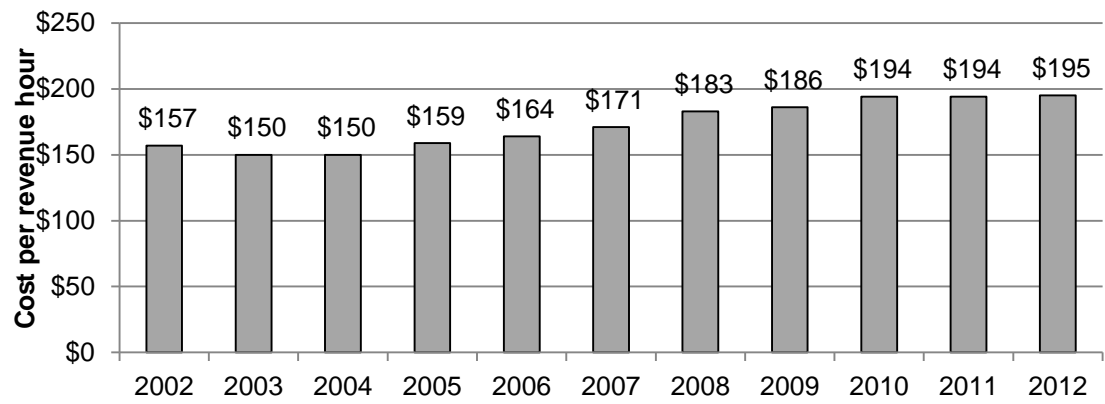
ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
3.3.1	Percentage of all capital projects delivered on-budget by phase	Results reporting to begin in FY14.					
3.3.2	Percentage of all capital projects delivered on-time by phase	Results reporting to begin in FY14.					

# Objective 3.4

## Deliver services efficiently

### Key performance indicator

3.4.1 Average annual transit cost per revenue hour



### Action item update

**3.4.2 Identify incremental opportunities to shift resources from underutilized routes to overcrowded routes and increase schedule efficiency**

Schedule updates have been prepared for lines for the general sign-up effective Feb 1 2014. The three car shuttle pilot is continuing as planned and trial runs for the N-Judah Hillway shuttle have been completed. Staff are assessing operational sustainability and feasibility.

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
3.4.1	Average annual transit cost per revenue hour	\$187					\$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	1.13	1.10	1.12
3.4.5	Farebox recovery ratio						30.8% (FY12)

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

# Goal 3 financials

## Expenditures (FY14 as of September 2013)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year	Saving/(Overage)
SFMTA Agency Wide	\$118,553,165	\$10,721,369	\$67,465,378	\$114,941,049	\$3,612,116
Board of Directors	\$753,855	\$109,975	\$4,300	\$538,750	\$215,105
Capital Programs and Construction	\$549,776	(\$1,114,806)	\$2,428,846	\$549,776	\$0
Communications	\$4,145,032	\$726,419	\$342,471	\$4,128,735	\$16,297
Director of Transportation	\$1,229,336	\$269,525	\$181,471	\$1,100,156	\$129,180
Finance and Information Technology	\$83,641,271	\$9,934,237	\$17,399,258	\$82,954,307	\$686,964
Government Affairs	\$683,204	\$102,151	\$140,890	\$645,482	\$37,722
Human Resources	\$27,987,155	\$4,091,794	\$6,028,562	\$26,678,424	\$1,308,731
Safety	\$4,382,571	\$572,401	\$574,543	\$3,409,294	\$973,277
Sustainable Streets	\$165,038,727	\$23,036,084	\$36,232,251	\$156,565,726	\$8,473,000
Transit Services	\$519,589,008	\$103,428,507	\$76,409,096	\$532,774,522	(\$13,185,514)
Taxi and Accessible Services	\$20,391,393	\$3,652,904	\$18,301,045	\$20,333,001	\$58,392
<b>TOTAL</b>	<b>\$946,944,494</b>	<b>\$155,530,560</b>	<b>\$225,508,112</b>	<b>\$944,619,224</b>	<b>\$2,325,270</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 spent in FY2014, without carry forward to next fiscal year.

# Goal 3 financials

## Revenues (FY14 as of September 2013)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$25,303,000	\$9,175,190	\$25,303,000	\$0
Cash Fares	\$72,520,900	\$22,103,779	\$74,609,478	\$2,088,578
Other Fares	\$5,968,200	\$1,920,398	\$5,968,200	\$0
Passes	\$92,612,434	\$23,214,303	\$92,612,434	\$0
<b>TRANSIT FARES Total</b>	<b>\$196,404,534</b>	<b>\$56,413,671</b>	<b>\$198,493,112</b>	<b>\$2,088,578</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$66,600,000	\$16,650,000	\$66,600,000	\$0
Citations and Fines	\$102,441,800	\$25,953,931	\$102,441,800	\$0
Garage Revenue	\$62,094,673	\$16,245,320	\$62,094,673	\$0
Meter Revenue	\$46,188,400	\$15,093,332	\$50,073,327	\$3,884,927
Permit Revenue	\$9,727,900	\$2,134,725	\$9,727,900	\$0
<b>PARKING FEES &amp; FINES Total</b>	<b>\$287,052,773</b>	<b>\$76,077,308</b>	<b>\$290,937,700</b>	<b>\$3,884,927</b>
Operating Grants	\$111,970,000	\$17,620,994	\$114,970,000	\$3,000,000
Taxi Service	\$10,225,913	\$15,711,215	\$18,010,913	\$7,785,000
Other Revenues	\$24,597,546	\$7,924,201	\$24,597,546	\$0
General Fund Transfer	\$232,000,000	\$58,000,000	\$232,000,000	\$0
Prior Year Fund Balance Carry Forward	\$84,231,578	\$84,231,578	\$84,231,578	\$0
<b>TOTAL</b>	<b>\$946,482,344</b>	<b>\$315,978,966</b>	<b>\$963,240,848</b>	<b>\$16,758,505</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 September 2013)

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	\$5,420,933	\$20,780,244	\$26,201,177	(\$3,049,608)
Transit Vehicle Maintenance	\$6,786,456	\$2,397,379	\$9,189,954	\$11,587,333	(\$4,800,877)
Transit – All Others	\$4,516,632	\$2,111,906	\$8,095,639	\$10,207,544	(\$5,690,912)
<b>Subtotal Transit Services Division</b>	<b>\$34,454,657</b>	<b>\$9,930,218</b>	<b>\$38,065,837</b>	<b>\$47,996,055</b>	<b>(\$13,541,398)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$928,043	\$454,697	\$1,743,006	\$2,197,703	(\$1,269,660)
Sustainable Streets – All Others	\$879,017	\$193,103	\$740,229	\$933,332	(\$54,315)
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,807,060</b>	<b>\$647,800</b>	<b>\$2,483,234</b>	<b>\$3,131,035</b>	<b>(\$1,323,975)</b>
<b>SFMTA AGENCY WIDE***</b>	<b>\$0</b>	<b>\$84,466</b>	<b>\$305,666</b>	<b>\$390,132</b>	<b>(\$390,132)</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$175,451</b>	<b>\$673,447</b>	<b>\$848,898</b>	<b>\$40,876</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,151,491</b>	<b>\$10,837,936</b>	<b>\$41,528,184</b>	<b>\$52,366,119</b>	<b>(\$15,214,628)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$264,757	\$1,014,903	\$1,279,660	(\$1,279,660)
Sustainable Streets Engineering Programs	\$0	\$36,275	\$139,052	\$175,327	(\$175,327)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$301,032</b>	<b>\$1,153,955</b>	<b>\$1,454,987</b>	<b>(\$1,454,987)</b>
<b>TOTAL</b>	<b>\$37,151,491</b>	<b>\$11,138,967</b>	<b>\$42,682,139</b>	<b>\$53,821,106</b>	<b>(\$16,669,615)</b>

\* Figures include cost recovery for events or services totaling \$413K as of month-end (September 2013). The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

\*\* Projection for Remaining Months is calculated average of actuals year-to-date (year-to-date actual overtime labor cost divided by the numbers of pay periods as of the reporting period) multiplied by the remaining periods.

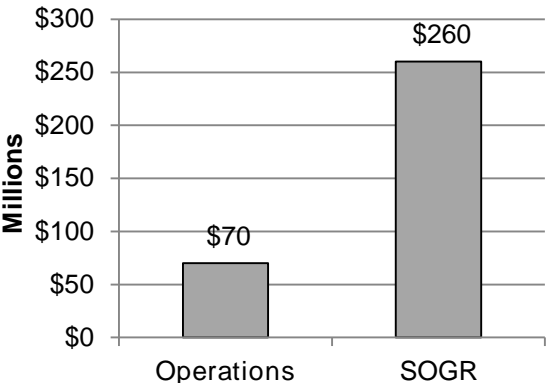
\*\*\* Charges are all related to America's Cup.

# Objective 3.5

## Reduce capital and operating structural deficits

### Key performance indicator

3.5.1 Operating and capital structural deficit (FY12)



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

### Action item update

**3.5.4 Improve the grant application, administration and billing processes**

The deadline for ARRA grant closeout was met. Staff are working with the Controller to close out 31 grants.

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
3.5.1	Operating and capital structural deficit	Make progress towards closing operating and mission critical 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**

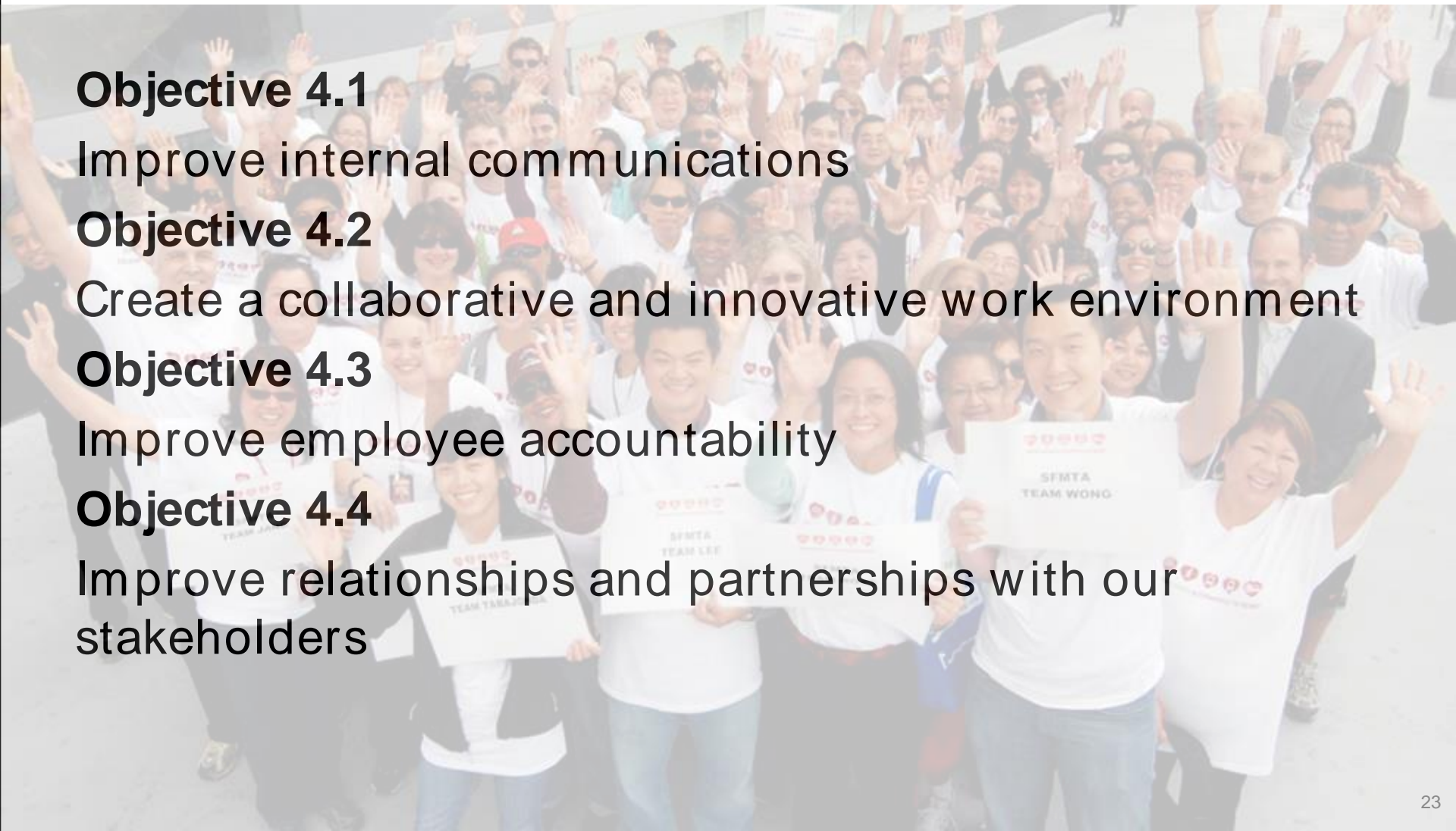
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

Improve relationships and partnerships with our stakeholders



# Objective 4.1

## Improve internal communications

### Key performance indicator

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

4.1.1 I have access to info about Agency accomplishments, current events, issues and challenges;

scale of 1 (high) to 5 (low)

**3.45, 3.40**  
**(FY13)**

### Action item update

#### 4.1.5 Develop Agency communications guide for all staff and post on intranet

The first annual report in over 15 years is complete. This document provides Agency employees and our audiences with information about our responsibilities, goals, and accomplishments over the past year.

#### 4.1.7 Proactively communicate with front line staff

The DOT's quarterly meeting was conducted at Presidio. Leadership met with employees to discuss the Strategic Plan and results of the employee survey and field questions from attendees.

### 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 4.2

## Create a collaborative and innovative work environment

### Key performance indicator

4.2.1 Employee rating: Overall employee satisfaction;  
scale of 1 (low) to 5 (high)

**3.36**  
(FY13)

### Action item update

All Goal 4 actions are associated with Objectives 4.1 and 4.4.

### 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

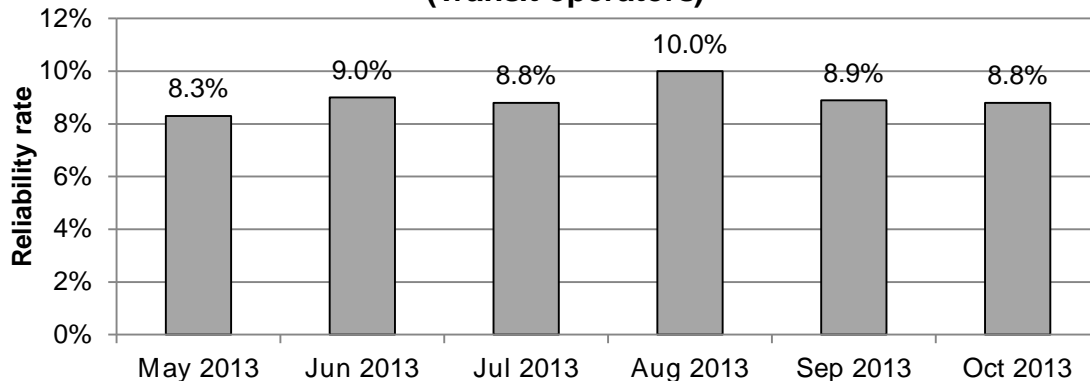
Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 4.3

## Improve employee accountability

### Metric of note

**4.3.3 Unscheduled absence rate by employee group (Transit operators)**



### Action item update

All Goal 4 actions are associated with Objectives 4.1 and 4.4.

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

ID	Metric	Target	FY13 Avg	FY14 Avg	Oct 2012	Sep 2013	Oct 2013
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%	90.5%			
4.3.3	Unscheduled absence rate by employee group (Transit operators)		8.6%	9.1%	6.6%	8.9%	8.8%
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.

# Objective 4.4

## 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)



**Survey will be conducted in FY14.**

### Action item update

#### 4.4.4 Increase visibility of the SFMTA at public events

Staff are finalizing the 2014 line up of events and partnerships. Existing efforts will be expanded to include events and partnerships that will enable the Agency to better engage with the small business community.

### 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)	Survey will be conducted in FY14.		