



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 2 Focus

October 2016

San Francisco, California

Goal 2 focus

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

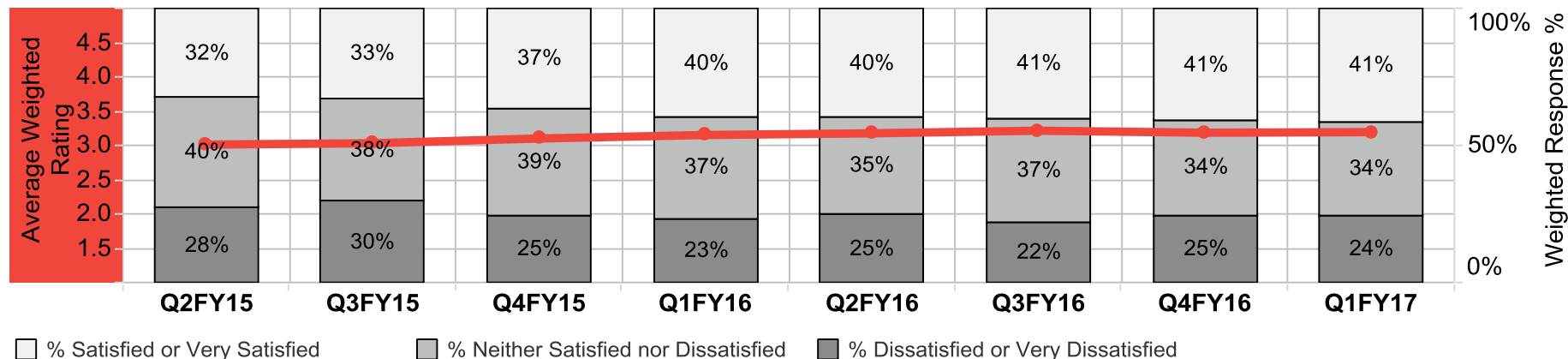
Improve parking utilization and manage parking demand

Objective 2.1 metrics

Improve customer service and communications

Key performance indicator

2.1.1 Customer rating: Overall 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	Target	FY16 Avg	FY17 Avg	Q1 FY16	Q4 FY16	Q1 FY17
2.1.1	Customer rating: Overall satisfaction with transit services	3.4	3.2	3.2	3.2	3.2	3.2
2.1.2	Customer rating: Overall satisfaction with taxi availability		3.0	3.0	2.9	3.0	3.0
2.1.3	Customer rating: Overall satisfaction with bicycle network		2.9	2.9	2.9	3.1	2.9
2.1.4	Customer rating: Overall satisfaction with pedestrian environment		3.2	3.1	3.2	3.3	3.1
2.1.5	Customer rating: Satisfaction with communications to passengers		2.9	2.9	2.9	2.9	2.9
2.1.8	Customer rating: cleanliness of Muni vehicles		2.9	3.0	2.8	2.9	3.0
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators)		2.5	2.5	2.5	2.5	2.5

2.1.1–2.1.9 Results are based on a non-probability sample from opt-in SFMTA online panel surveys and are weighted to reflect the geographic distribution of San Francisco's population.

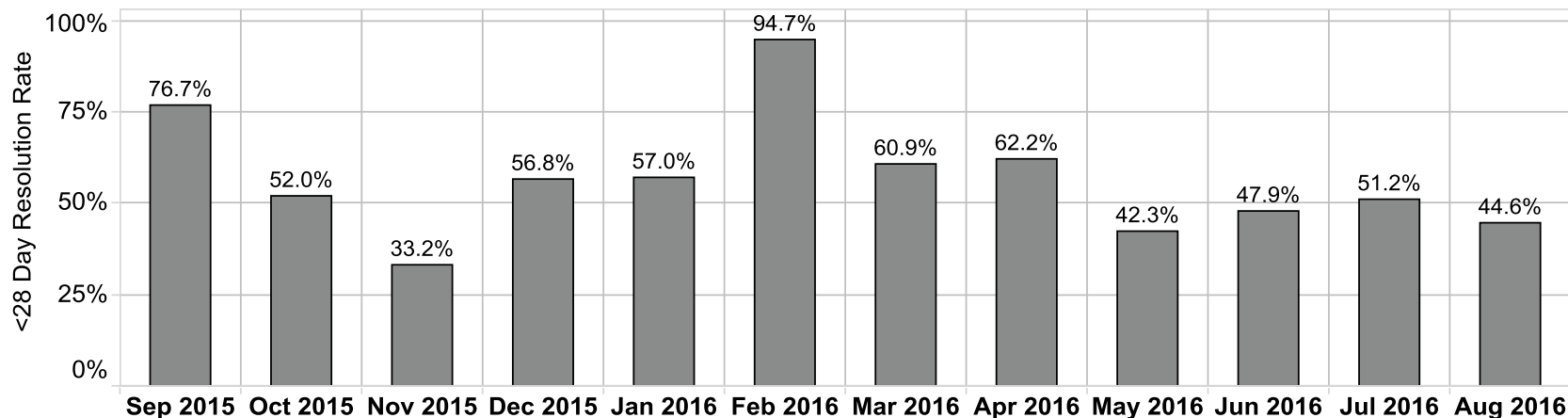
Note: Reported results are subject to change as data quality improves or new data become available.

Objective 2.1 *continued*

Improve customer service and communications

Metric of note

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



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Sep 2015	Aug 2016	Sep 2016
2.1.6	Percentage of color curb requests addressed within 30 days		96.6%	95.7%	94.4%	93.9%	*
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		98.4%	100.0%	96.2%	100.0%	*
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		82.5%	94.6%	84.4%	94.6%	94.6%
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		54.7%	75.3%	49.7%	75.3%	
2.1.6	Percentage of traffic signal requests addressed within 2 hours		97.5%	98.6%	94.0%	100.0%	97.1%
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 28 business days		56.7%	47.9%	76.7%	44.6%	*

*Data forthcoming.

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 action items

Improve customer service and communications

Key action item updates

2.1.A Build SFMTA reputation with Muni riders and the city as a whole through developing and improving tools to deliver customer-facing communications

All digital communications projects are moving forward. As part of the Mayor's Office of Innovation Civic Bridge initiative, Adobe has come on board pro bono to assist in developing a digital communications strategy. Staff are in the process of implementing software that will allow for better understanding of public sentiment and more effective communication with social media audiences. Website refresh project is on track on track for a launch in summer/fall 2017. SFMTA TV, a digital signage project that will provide communication with frontline employees, has been installed at two locations. Hiring of staff to lead the digital communications projects is underway.

2.1.D Improve citywide navigation and customer information for all modes

The work plan to identify to develop long-term staffing plans for current and future customer information signage projects has been completed. Pedestrian Way finding Program partnership with SF Planning Dept. has been initiated. Seed funding was identified for draft design standards development, while grant and other funding discussions for planning and final design standards are on-going. New LRV decal package drafts have been developed and a draft of revised Muni Metro maps has been completed. Staff are now reviewing drafts for Title VI compliance.

Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

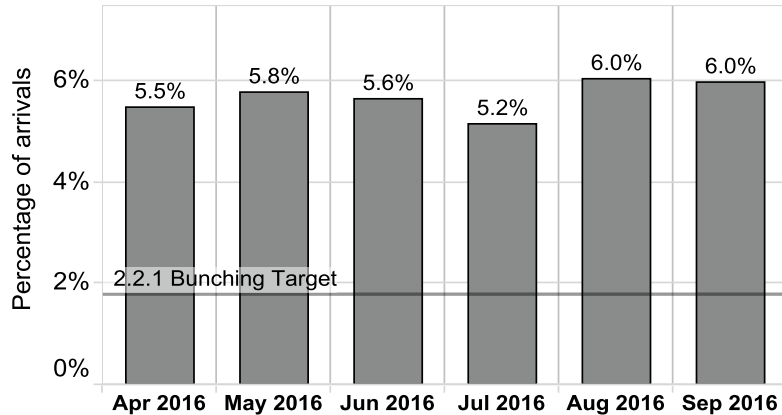


Objective 2.2 metrics

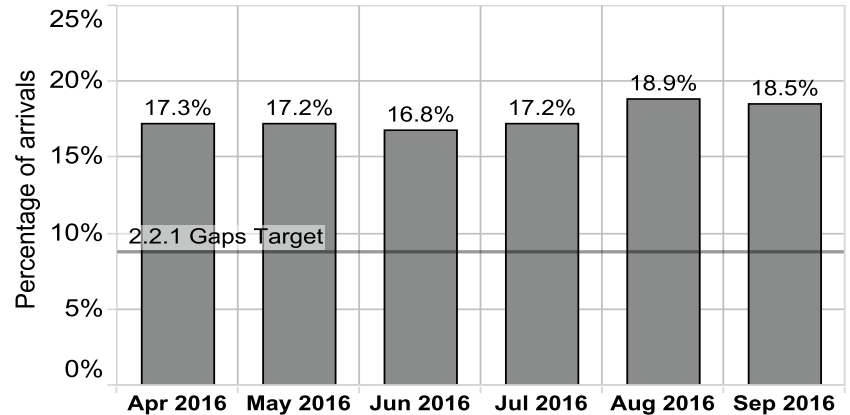
Improve transit performance

Key performance indicator

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



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



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Sep 2015	Aug 2016	Sep 2016
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network	1.8%	5.4%	5.7%	6.4%	6.0%	6.0%
2.2.1	Percentage of transit trips with headway +5 min gaps on Rapid Network	8.8%	16.9%	18.2%	16.1%	18.9%	18.5%
2.2.2	Percentage of on-time performance for non-Rapid Network routes ²	85%	60.5%	59.6%	58.6%	59.7%	59.1%
2.2.3	Percentage of scheduled trips delivered	98.5%	98.9%	98.6%	99.7%	98.6%	98.6%
2.2.4	Percentage of on-time departures from terminals	85%	75.3%	75.6%	73.6%	75.5%	74.6%
2.2.6	Percentage of on-time performance ²	85%	59.8%	57.8%	58.2%	57.6%	56.6%
2.2.7	Percentage of bus trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points		3.4%	2.2%	4.8%	1.8%	2.7%
2.2.7	Percentage of bus trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points		4.1%	3.5%	5.1%	3.7%	3.4%

²2.2.1 <1 min for headways of 5 minutes or less. Due to a NextBus/schedule data syncing issue, results are not available for 8/22/16, 8/23/16, 8/25/16, and 8/29/16;

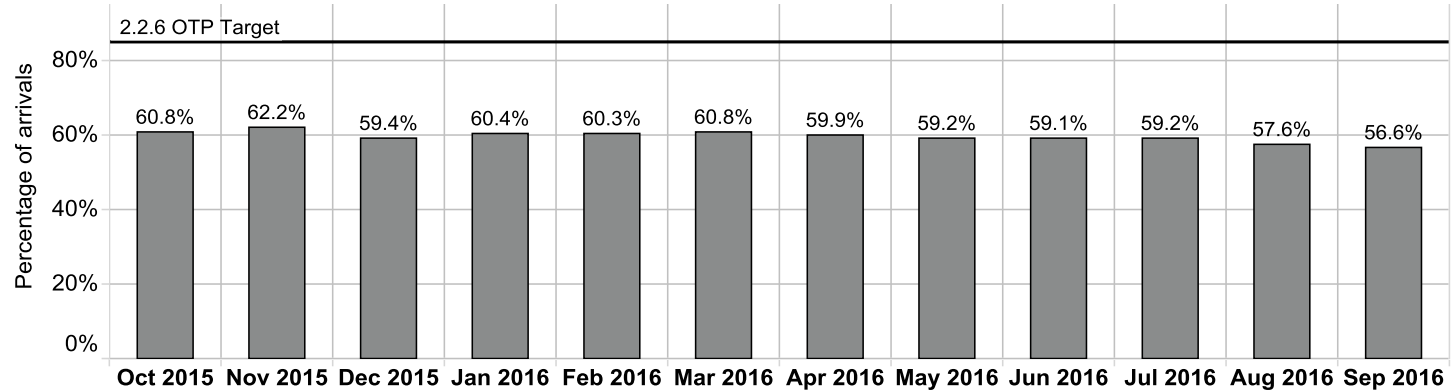
Note: Reported results are subject to change as data quality improves or new data become available.

Objective 2.2 *continued*

Improve transit performance

Metric of note

2.2.6 Percentage of on-time performance



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Sep 2015	Aug 2016	Sep 2016
2.2.8	Mean distance between failure (Bus)		5,436	5,822	6,202	6,158	*
2.2.8	Mean distance between failure (LRV)		5,547	5,086	5,235	5,474	*
2.2.8	Mean distance between failure (Historic)		1,971	2,049	1,523	2,050	*
2.2.8	Mean distance between failure (Cable)		4,412	*	22,541	*	*
2.2.9	Percentage of scheduled service hours delivered		99.0%	98.5%	99.7%	98.5%	98.5%
2.2.11	Ridership (Bus, average weekday)		520,065	*	540,130	527,950	*
2.2.11	Ridership (LRV, average weekday)		171,530	*			
2.2.11	Ridership (Historic, average weekday)		21,070	*			
2.2.11	Ridership (Cable, average weekday)		19,070	*			
2.2.11	Ridership (faregate entries, average weekday)		69,646	69,276	67,954	66,929	71,449
2.2.12	Percentage of days that elevators are in full operation		94.4%	96.5%	94.3%	96.2%	96.7%
2.2.13	Percentage of days that escalators are in full operation		86.5%	86.1%	94.6%	88.4%	85.6%

*Data forthcoming.

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

Objective 2.2 action items

Improve transit performance

Key action item updates

2.2.D Consolidate operations functions into the Transportation Management Center (TMC) and update business practices

Twenty-five TMC-specific Standard Operating Procedures (SOPs) have been completed. Three SOPs are currently in development, including those for Computer-aided dispatch/automatic vehicle location (CAD/AVL) system, radio system failure, and TMC evacuation procedures. TMC Concept of Operations draft is on track for final completion by November 5th.

2.2.I Develop rail service plan options for new LRVs

Hillway shuttle was launched and is an example of a cost effective way to address rail crowding within the current constrained vehicle fleet. A 125 vehicle LRV service plan was also drafted. Capital position approval for surface rail capital program has been completed and the hiring process will begin this month.

Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

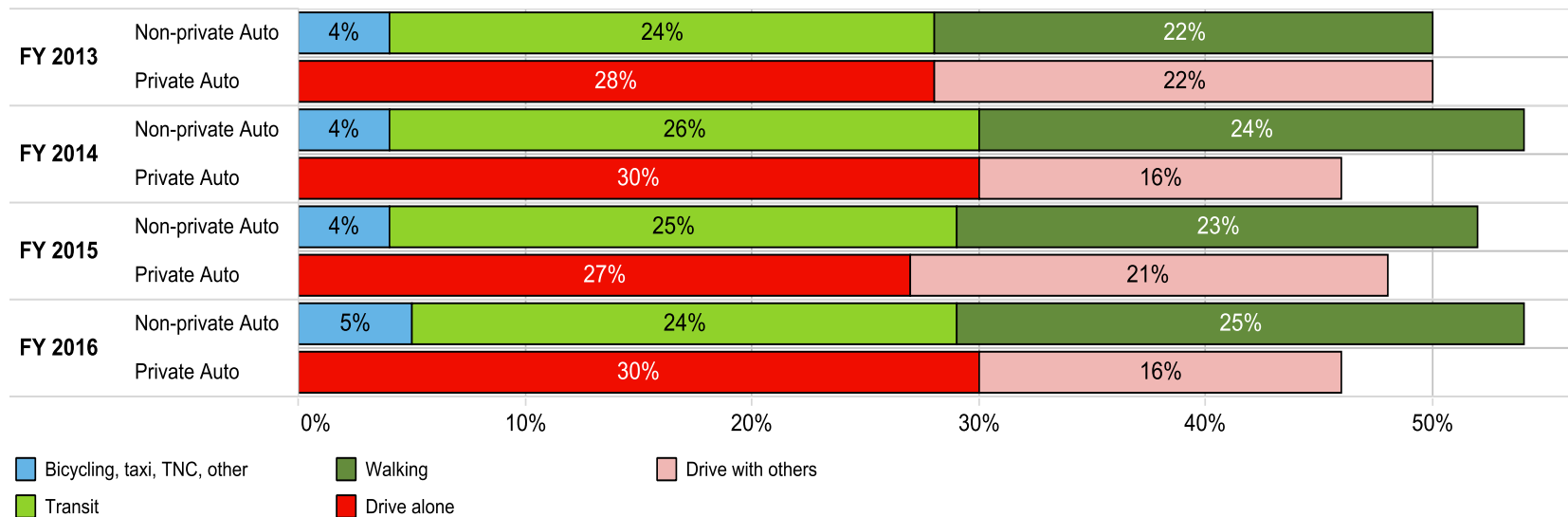


Objective 2.3 metrics

Improve use of all non-private auto modes

Key performance indicator

2.3.1 Percentage of non-private auto mode share



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Sep 2015	Aug 2016	Sep 2016
2.3.1	Non-private auto mode share (all trips)	50%	54%				
2.3.2	Average daily bikeshare trips (Weekday)		1,023		1,139	*	*
2.3.3	Average daily taxi trips	Measure in development.					

*Data forthcoming.

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

Objective 2.3 action items

Increase use of all non-private auto modes.

Key action item updates

2.3.C Implement and evaluate a comprehensive Transportation Demand Management (TDM) Strategy

SFMTA director level approval of TDM Plan is targeted for an upcoming SFMTA Director meeting in October and the funding plan will be finalized in November.

2.3.D Develop and implement a curb management program

The SFMTA legislated two new stops in September, bringing the citywide total of commuter shuttle zones to 109. Staff completed an analysis of the current shuttle program data and prepared a draft mid-term status report to be presented to SFMTA Board of Directors and Board of Supervisors in November.

Action item status

0% encountering issues

0% at risk

75% on track

25% on hold



0% completed

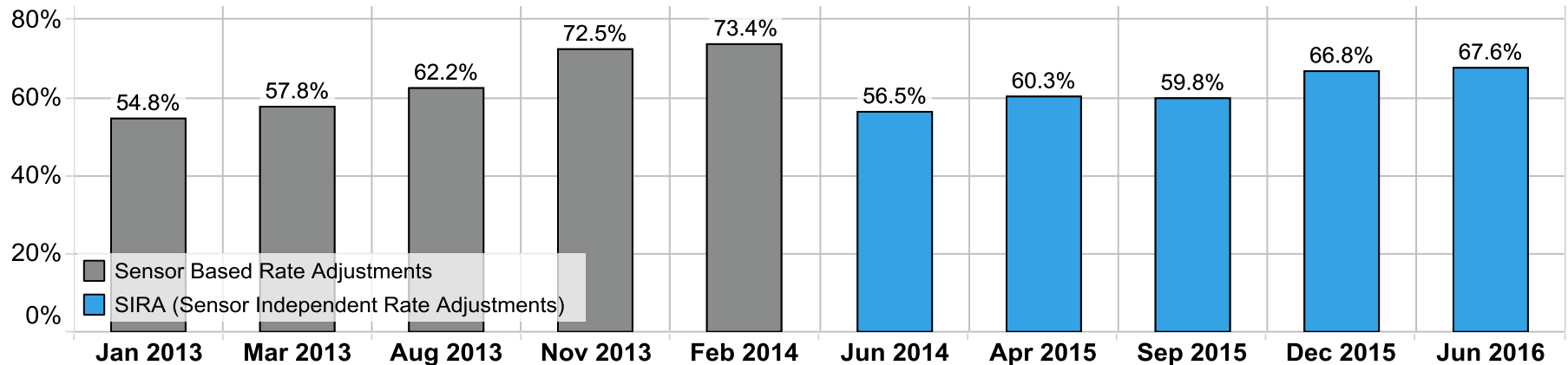


Objective 2.4 metrics

Improve parking utilization and manage parking demand

Key performance indicator

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



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Sep 2015	Aug 2016	Sep 2016
2.4.1	Percentage of metered hours with no rate change in SFpark pilot areas		64.7%		59.8%		
2.4.2	Off-peak share of SFMTA garage entries (before 7:00a/after 9:59a)		80.6%	80.4%	79.2%	80.1%	79.3%
2.4.2	Hourly share of SFMTA garage entries (vs. monthly & early bird)		84.7%	82.6%	84.0%	81.5%	82.2%
2.4.3	# of secure on-street bicycle parking spaces ⁴						
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking) ⁴						

^{2.4.1}Increase in percent of metered hours with no rate change indicates achievement of price point and parking availability goals. Note: sensor based rate adjustments were limited to SFpark pilot blocks with 50% or more parking sensor coverage through February 2014. ^{2.4.2}Shift in utilization from peak to off-peak indicates successful mitigation of congestion on city streets. Shift utilization to hourly from early bird and monthly indicates garages are used more for short trips that benefit nearby businesses and less for commute trips by auto. ^{2.4.3}Running total.

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

Key action item updates

2.4.B Procure and install the new Parking Access and Revenue Control Systems (PARCS)

Construction bids for the first five (of 29) garages were received last week. Polk & Bush will be the first garage to be submitted for permit by October 15. Installation is targeted at first garage for December 2016.

2.4.D Improve Enforcement Productivity and Coverage

Staff reviewed the results of the first productivity pilot and determined the initial results were positive but warranted continuation within the defined pilot area. Staff established a second test area and testing is currently underway. Results for both areas will be evaluated in October 2016.

Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed



Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

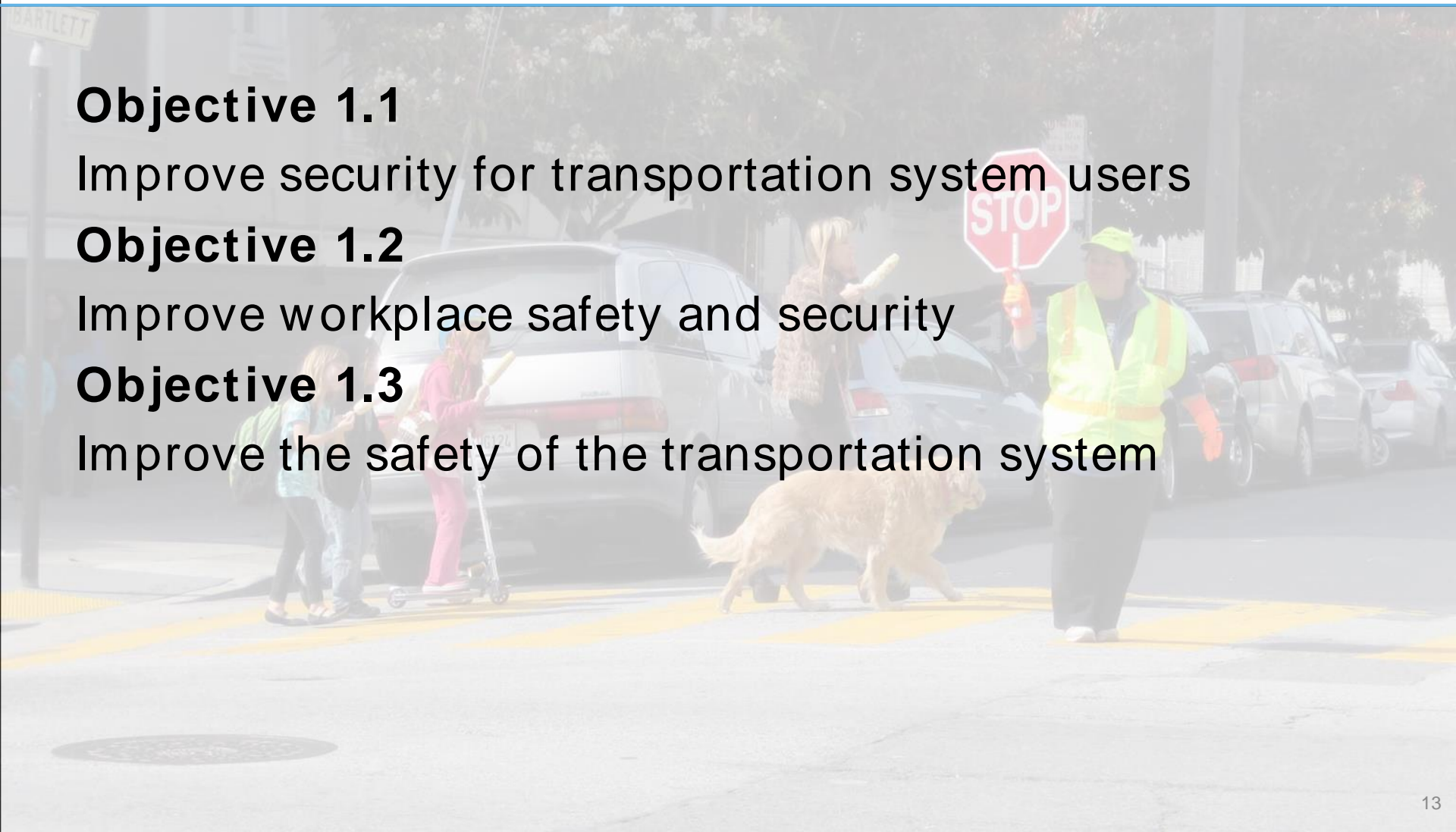
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

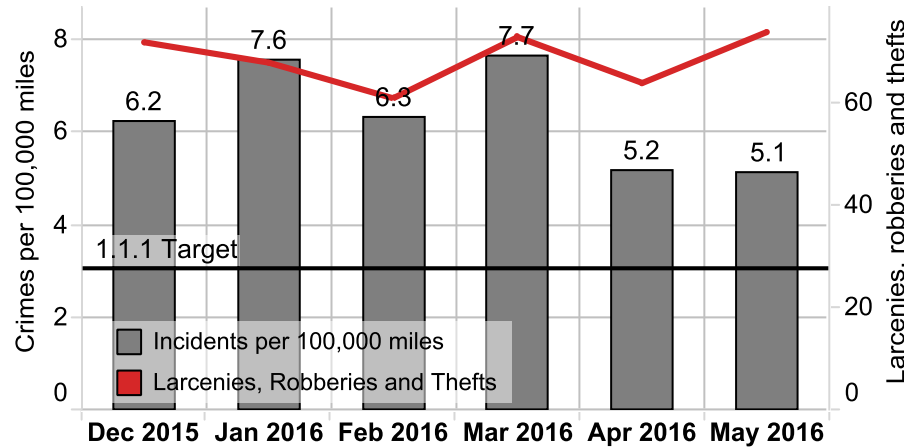
Improve the safety of the transportation system



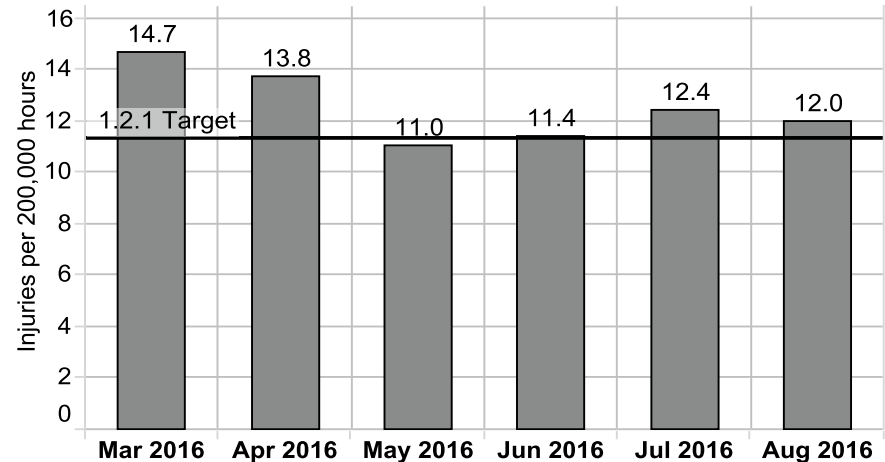
Goal 1 metrics

Key performance indicators

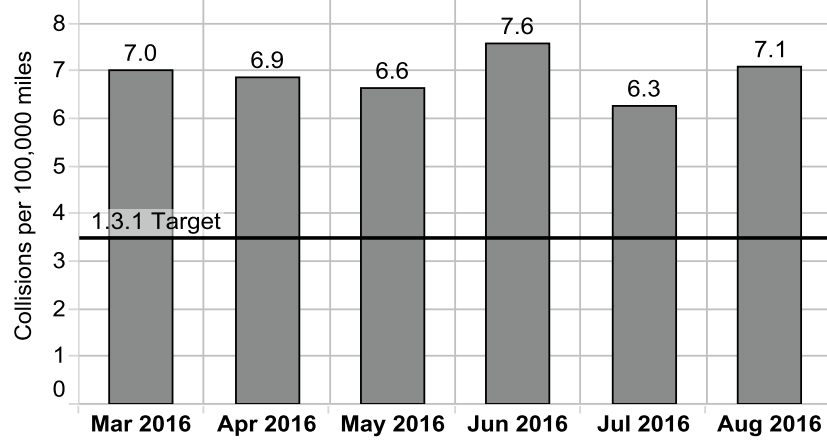
1.1.1 SFPD incidents per 100,000 miles



1.2.1 Workplace injuries per 200,000 hours



1.3.1 Collisions per 100,000 miles



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

Goal 3 metrics

Improve the environment and quality of life in San Francisco

Objective 3.1

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

Objective 3.2

Increase the transportation system's positive impact to the economy

Objective 3.3

Allocate capital resources effectively

Objective 3.4

Deliver services efficiently

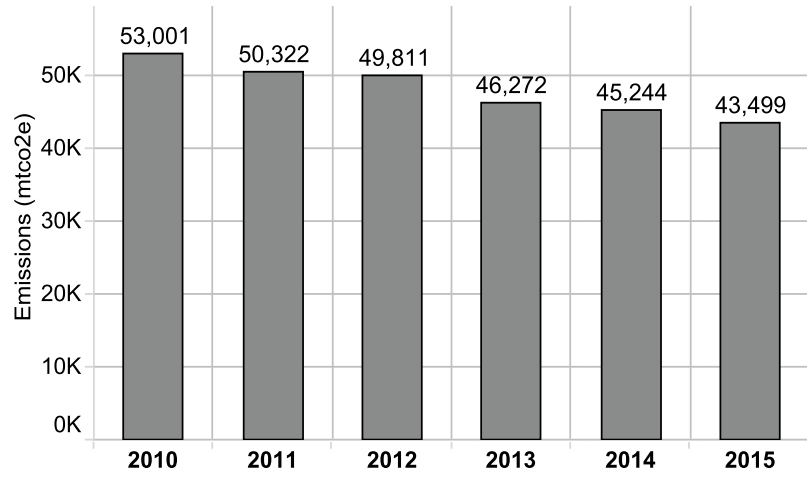
Objective 3.5

Reduce capital and operating structural deficits

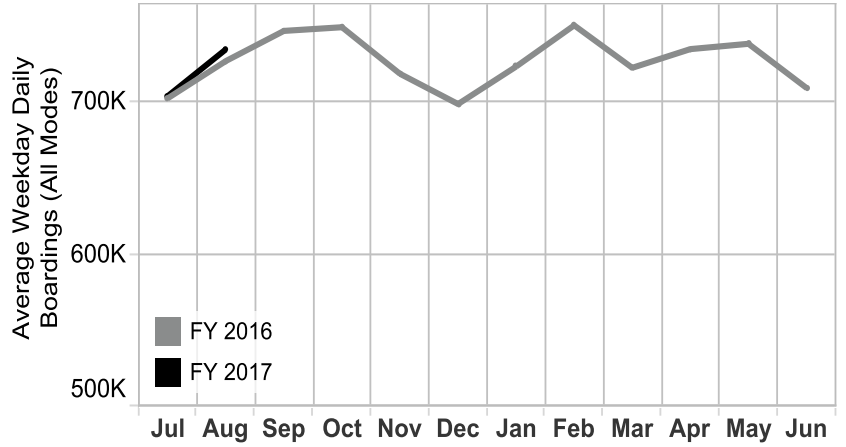
Goal 3 metrics

Key performance indicators

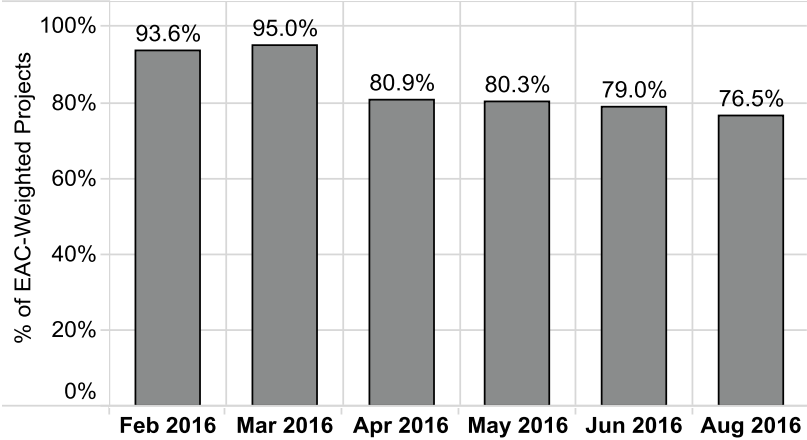
3.1.1 SFMTA carbon footprint (metric tons CO2e)



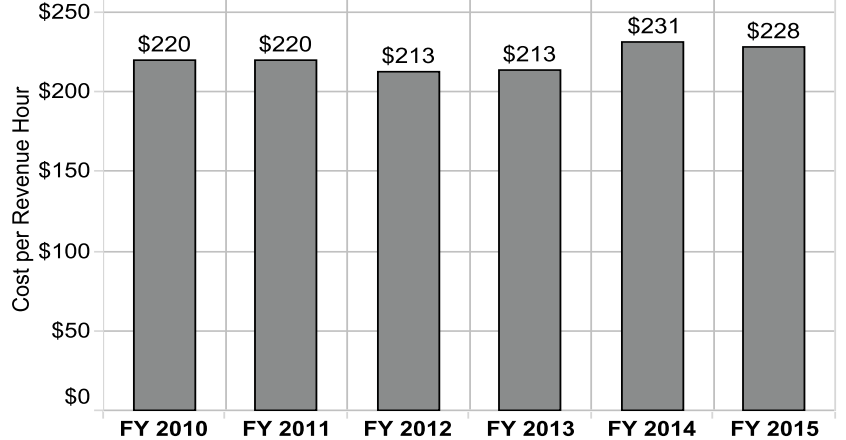
3.2.1 Muni average weekday boardings



3.3.1 Percentage of all capital projects delivered on-budget



3.4.1 Transit cost per revenue hour



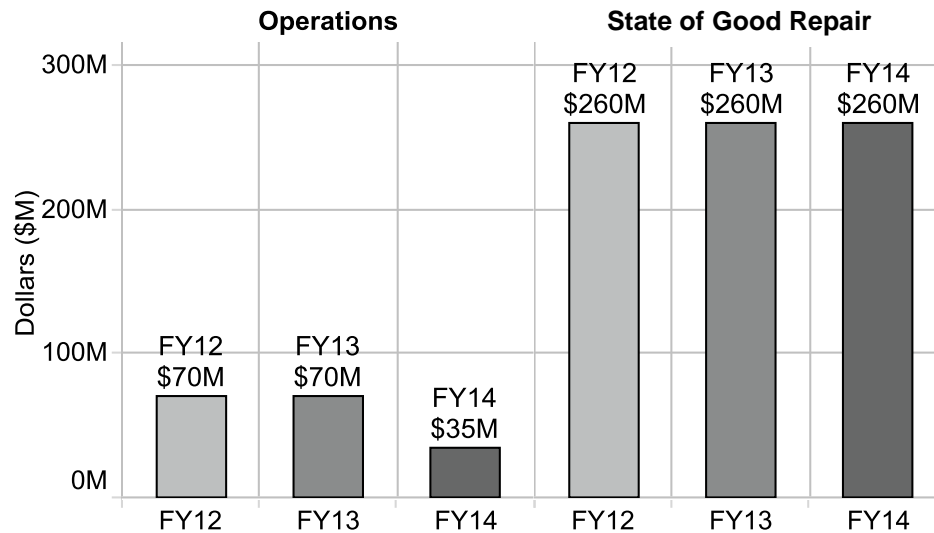
3.3.1 Reported results currently exclude projects in the Sustainable Streets Division portfolio. No data for reporting project delivery budget performance is available for July 2016.

3.4.1 Figures are adjusted for inflation to reflect FY15 dollars.
 Note: Reported results are subject to change as data quality improves or new data become available.

Goal 3 metrics

Key performance indicators **continued**

3.5.1 Operating and capital structural deficit



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

Goal 3 financials

Expenditures (FY17 as of August 2016)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals Year to Date	Encumbrances	Total Projection for the Year ⁽²⁾	Saving/(Overage)
SFMTA Agency Wide	\$140,685,216	\$12,027,708	\$38,609,964	\$139,725,382	\$959,834
Board of Directors	\$634,238	\$91,411	\$361	\$581,113	\$53,125
Capital Programs and Construction	\$25,868	\$3,908,527	\$3,388,416	\$25,868	\$0
Communications	\$8,360,287	\$807,444	\$1,338,300	\$6,868,317	\$1,491,970
Director of Transportation	\$1,979,882	\$236,242	\$533,222	\$1,899,786	\$80,096
Finance and Information Technology	\$120,265,113	\$8,364,615	\$45,589,187	\$118,488,752	\$1,776,361
Government Affairs	\$1,332,093	\$161,794	\$221,333	\$1,280,363	\$51,730
Human Resources	\$34,214,873	\$3,683,984	\$7,441,918	\$33,810,639	\$404,234
Safety	\$6,183,802	\$556,973	\$2,642,885	\$6,283,229	(\$99,427)
Sustainable Streets	\$147,464,286	\$12,753,322	\$50,908,913	\$142,323,681	\$5,140,605
Transit Services	\$606,456,188	\$83,882,455	\$71,293,608	\$616,673,610	(\$10,217,422)
Taxi and Accessible Services	\$33,772,056	\$2,417,666	\$27,193,834	\$33,271,803	\$500,253
TOTAL	\$1,101,373,902	\$128,892,141	\$249,161,941	\$1,101,232,543	\$141,359

(1) Revised budget includes encumbrance and equipment carry forward from FY16 of \$59.2 million.

(2) Expenditures projection is based on all encumbrance spent in FY2017.

Goal 3 financials

Revenues (FY17 as of August 2016)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$27,725,000	\$7,093,362	\$27,725,000	\$0
Cash Fares	\$84,550,000	\$13,759,015	\$84,550,000	\$0
Other Fares	\$4,240,000	\$653,821	\$4,240,000	\$0
Passes	\$89,365,000	\$14,692,617	\$89,365,000	\$0
TRANSIT FARES Total	\$205,880,000	\$36,198,815	\$205,880,000	\$0
PARKING FEES & FINES				
General Fund Baseline Transfer	\$74,260,000	\$18,565,000	\$74,260,000	\$0
Citations and Fines	\$104,998,892	\$18,694,624	\$104,998,892	\$0
Garage Revenue	\$70,577,578	\$11,407,187	\$70,577,578	\$0
Meter Revenue	\$58,411,840	\$10,948,672	\$58,411,840	\$0
Permit Revenue	\$16,282,000	\$2,521,375	\$16,282,000	\$0
PARKING FEES & FINES Total	\$324,530,310	\$62,136,858	\$324,530,310	\$0
Operating Grants	\$135,349,506	\$0	\$135,349,506	\$0
Taxi Service	\$8,375,682	\$1,287,173	\$8,375,682	\$0
Other Revenues	\$29,729,000	\$4,789,492	\$29,729,000	\$0
General Fund Transfer ⁽²⁾	\$291,540,000	\$72,885,000	\$291,540,000	\$0
Fund Balance for Current Year Budget	\$45,000,000	\$45,000,000	\$45,000,000	\$0
Transfer from Non-operating Fund	\$13,494,244	\$0	\$13,494,244	\$0
Fund Balance from Prior Year				
Encumbrance Carry Forward	\$59,217,156	\$59,217,156	\$59,217,156	\$0
TOTAL	\$1,113,115,898	\$281,514,494	\$1,113,115,898	\$0

Goal 3 financials

Overtime Report (FY17 as of September 2016)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE ⁽³⁾	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$23,586,620	\$5,547,097	\$22,840,986	\$28,388,083	(\$4,801,463)
Transit Vehicle Maintenance	\$6,718,500	\$2,509,417	\$10,325,006	\$12,834,424	(\$6,115,924)
Transit – All Others	\$4,544,031	\$1,974,074	\$4,827,660	\$6,801,734	(\$2,257,703)
Subtotal Transit Services Division	\$34,849,151	\$10,030,588	\$37,993,652	\$48,024,241	(\$13,175,090)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$407,845	(\$407,845)	\$0	\$994,984
Sustainable Streets – All Others	\$794,714	\$130,073	(\$133,755)	(\$3,682)	\$798,396
Subtotal Sustainable Streets Division	\$1,789,698	\$537,918	(\$541,600)	(\$3,682)	\$1,793,380
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$709,466	\$200,604	\$826,017	\$1,026,621	(\$317,155)
TOTAL OPERATING FUND	\$37,348,315	\$10,769,110	\$38,278,069	\$49,047,180	(\$11,698,865)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$260,097	\$1,070,987	\$1,331,083	(\$1,331,083)
Sustainable Streets Engineering Programs	\$0	\$126,907	\$522,558	\$649,465	(\$649,465)
Total Non-Operating Fund	\$0	\$387,004	\$1,593,545	\$1,980,548	(\$1,980,548)
TOTAL	\$37,348,315	\$11,156,114	\$39,871,614	\$51,027,728	(\$13,679,413)

⁽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 total actual cost recoveries is \$ 402K as of PPE September 09, 2016 (low because early in the fiscal year)..

Goal 4 metrics

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

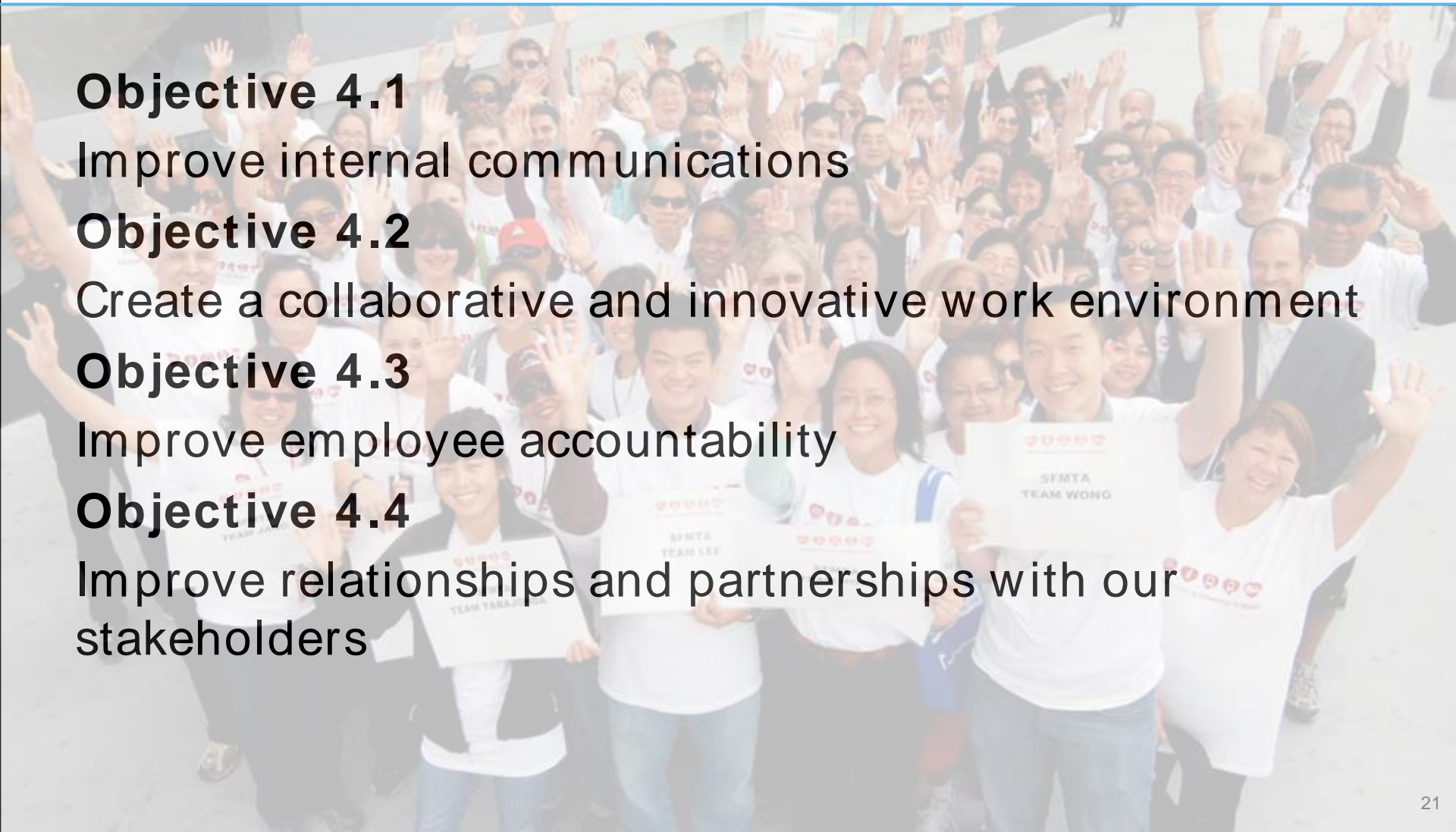
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

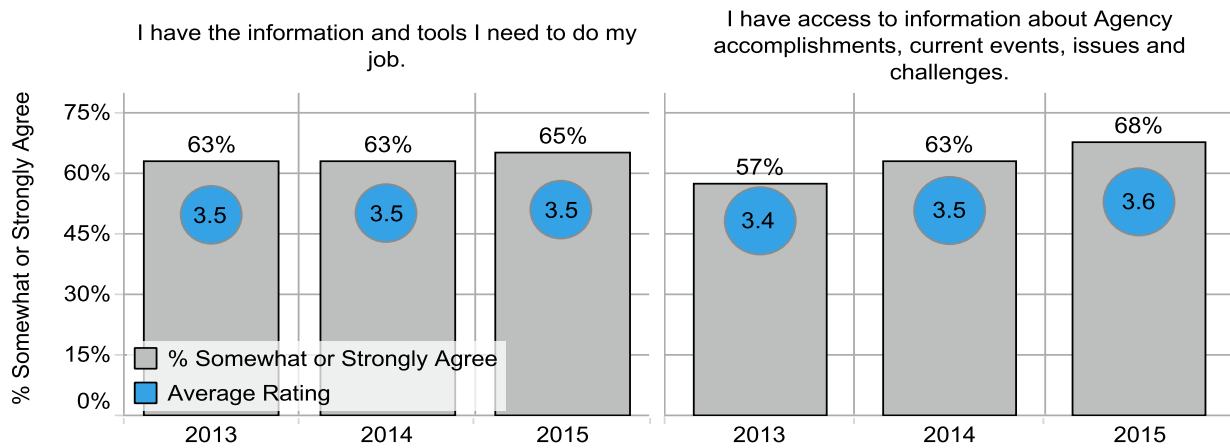
Improve relationships and partnerships with our stakeholders



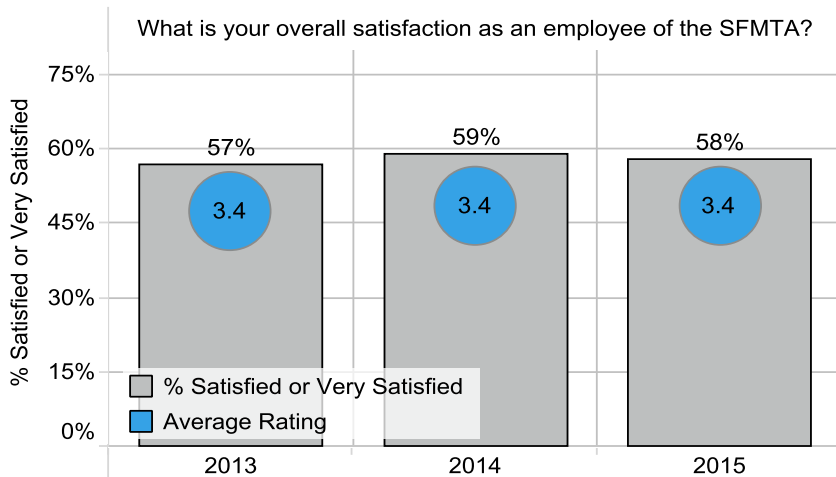
Goal 4 metrics

Key performance indicators

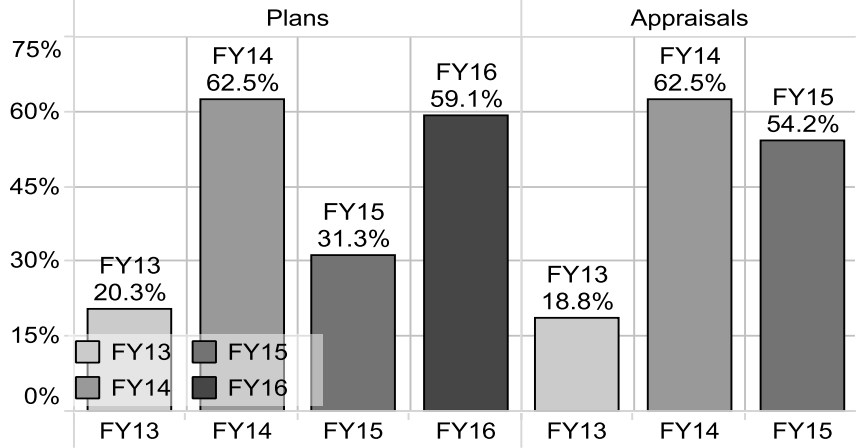
4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



4.2.1 Employee Rating: Overall employee satisfaction



4.3.1 Percentage of employees with performance plans/appraisals by start/end of fiscal year



4.1.12016 employee survey will be completed in October.
 Note: Reported results are subject to change as data quality improves or new data become available.

Goal 4 metrics

Key performance indicators *continued*

4.4.1 Stakeholder rating: satisfaction with SFMTA management of transportation in San Francisco

