



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 4 Focus*

May 2015

San Francisco, California

# Goal 4 focus

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

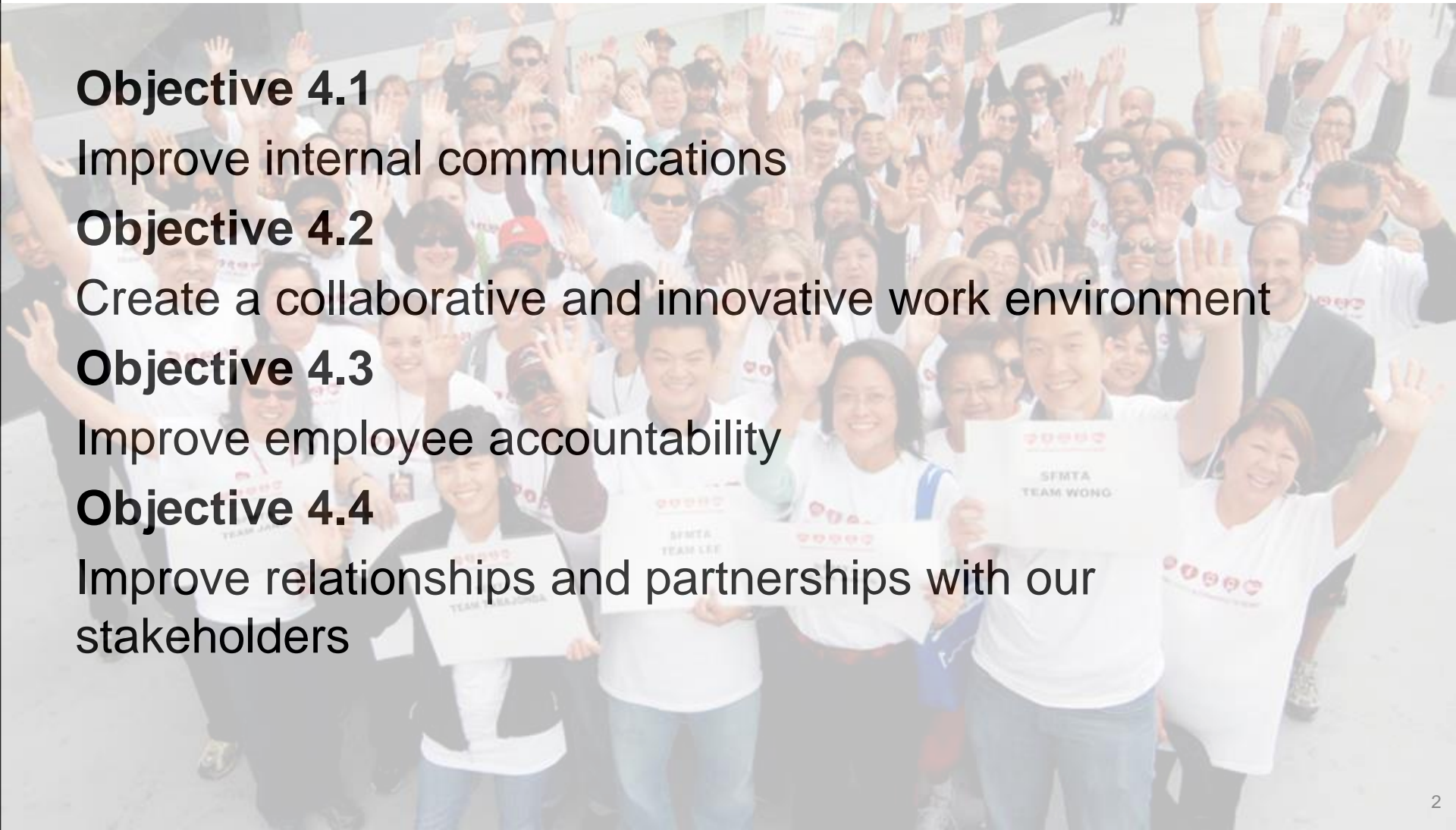
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

Improve relationships and partnerships with our stakeholders

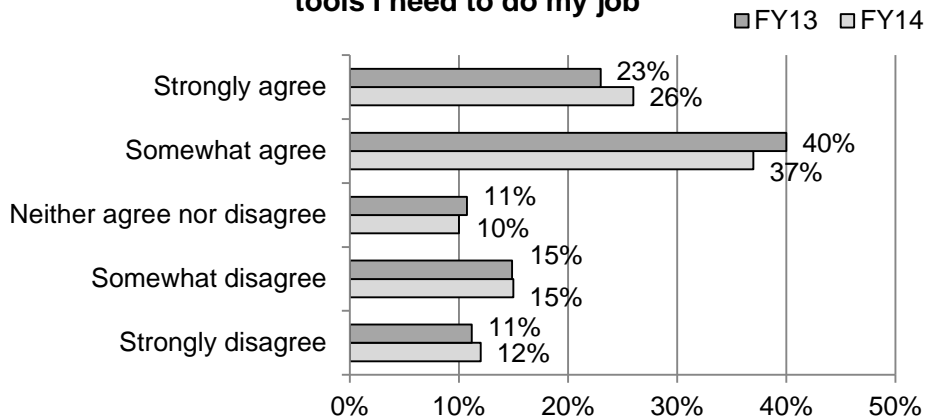


# Objective 4.1

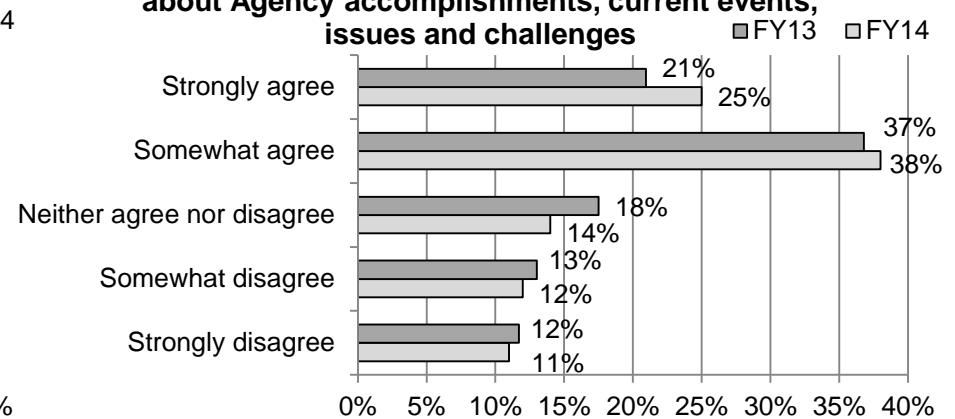
## Improve internal communications

### Key performance indicator

**4.1.1 Employee rating: I have the 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**



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

ID	Metric	FY13 Avg	FY14 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)	3.5	3.5
4.1.1	Employee rating: I have access to info about Agency accomplishments, current events, issues and challenges.	3.4	3.5
4.1.2	Percentage of employees that complete the survey	34.6%	28.3%
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success.	3.4	3.5
4.1.4	Employee rating: I have received feedback on my work in the last 30 days.	3.1	3.1
4.1.5	Employee rating: I have noticed that communication between leadership and employees has improved.	2.9	3.0
4.1.6	Employee rating: Discussions with my supervisor about my performance are worthwhile.	3.4	3.5

# Objective 4.1

## Improve internal communications

### Key action item updates

4.1.24 Develop communications vehicles that allow for improved communications with operators and frontline staff

Reviewing system specifications for content management system/digital signs to be deployed in SFMTA facilities. Next steps include defining the system design, continuing field visits, and finalizing scope. Efforts to improve online collaboration via SharePoint are pending further discussions with the City's Department of Technology to ensure the Agency's business needs are met.

### Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

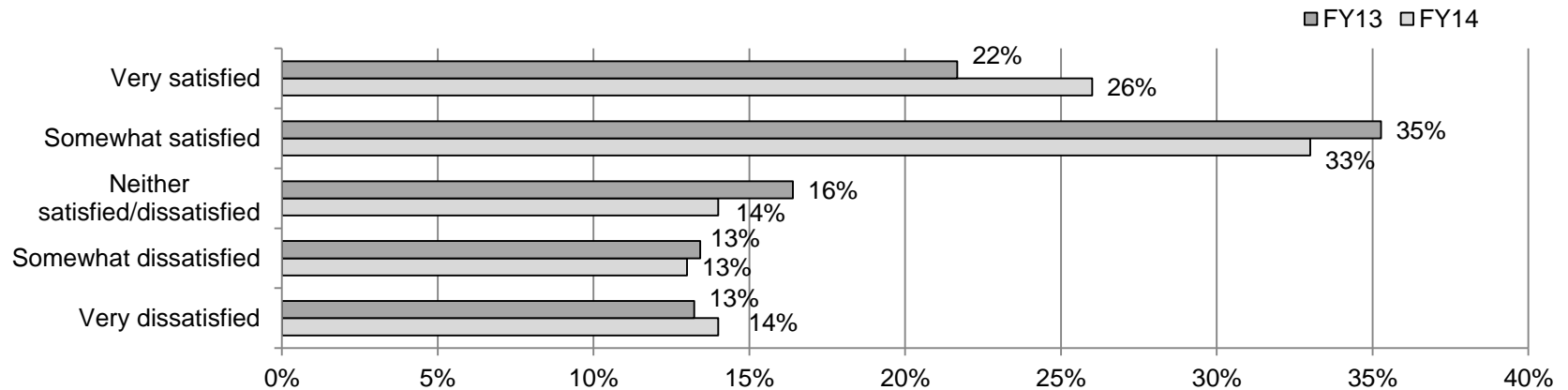


# Objective 4.2

## Create a collaborative and innovative work environment

### Key performance indicator

#### 4.2.1 Employee rating: Overall employee satisfaction



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

ID	Metric	FY13 Avg	FY14 Avg
4.2.1	Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)	3.4	3.4
4.2.2	Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately.	2.9	3.0
4.2.3	Employee rating: I find ways to resolve conflicts by working collaboratively with others.	3.9	3.9
4.2.4	Employee rating: I am encouraged to use innovative approaches to achieve goals.	3.3	3.4
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively	3.7	3.8
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'.	3.6	3.7
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment.	3.7	3.8

# Objective 4.2

## Create a collaborative and innovative work environment

### Key action item updates

#### 4.2.3 Improve the efficiency and effectiveness of the hiring process

A pilot competency based interview process has been implemented in selected recruitments with positive feedback from process participants. We're continuing to offer this process on a select basis. Methods of expediting the pre-employment verification and background process are being explored.

#### 4.2.5 Real Estate for SFMTA office space and facilities locations

Advancing the Agency's first shared workspace pilot in an effort to provide employees with collaborative environments and better utilize our limited space. In further efforts to maximize the Agency's footprint, the Facilities Task Force has conducted visits to 25 work sites and will be reporting recommendations to the Executive Team later this month.

#### 4.2.6 Performance Coaching is provided to all employees twice a year

Performance plan coaching has been offered and class sessions are being arranged upon request. Facilitators will be hired in June or July.

### Action item status

11% encountering issues

0% at risk

44% on track

33% on hold



11% completed

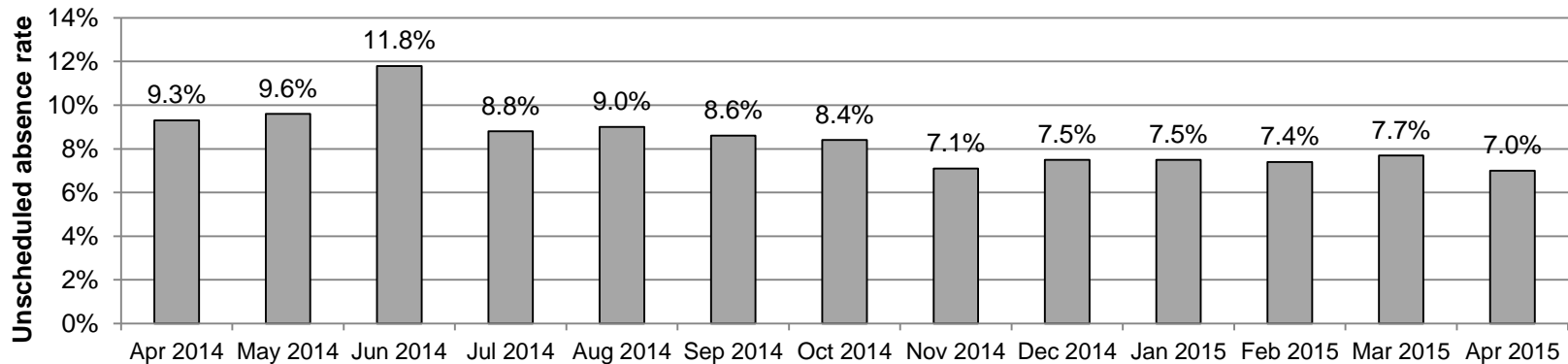


# Objective 4.3

## Improve employee accountability

### Metric of note

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



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

ID	Metric	Target	FY14 Avg	FY15 Avg	April 2014	March 2015	April 2015
4.3.1	Percentage of employees with performance plans prepared by start of fiscal year		62.5%	31.3%			
4.3.1	Percentage of employees with annual appraisals based on their performance plans		62.5%	*			
4.3.2	Percentage of strategic plan metrics reported		93.2%	94.6%			
4.3.3	Unscheduled absence rate by employee group (Transit operators)		9.4%	7.9%	9.3%	7.7%	7.0%
4.3.4	Employee rating: My manager holds me accountable to achieve my written objectives		3.6	3.6			
4.3.5	Employee commendations to 311		105.4	97.5	86	118	100

\*Data forthcoming.

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

# Objective 4.3

## Improve employee accountability

### Key action item updates

#### 4.3.8 Agency-wide attendance management program

Completed data gathering phase. Worked with Parking Enforcement and Transit Operations to implement a guidelines toolkit and in the process of launching multi-union pilot with Finance and Information Technology. Dashboards are now available for all the above groups. Electronic routing for Return-to-Work processing is on deck.

### Action item status

0% encountering issues

12.5% at risk

75% on track

12.5% on hold



0% completed





# 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 recently concluded. Results pending.**

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

ID	Metric	FY15 Avg
4.4.1	Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)	Survey recently concluded. Results pending.

# Objective 4.4

## Improve relationships and partnerships with our stakeholders

### Key action item updates

4.4.17 Increase awareness and visibility of the SFMTA to improve reputation

Completed eight focus groups on travel behaviors, as well as an internal and external perceptions survey on the SFMTA. Initiated brand audit of external communications.

### Action item status

0% encountering issues

17% at risk

66% on track

17% on hold

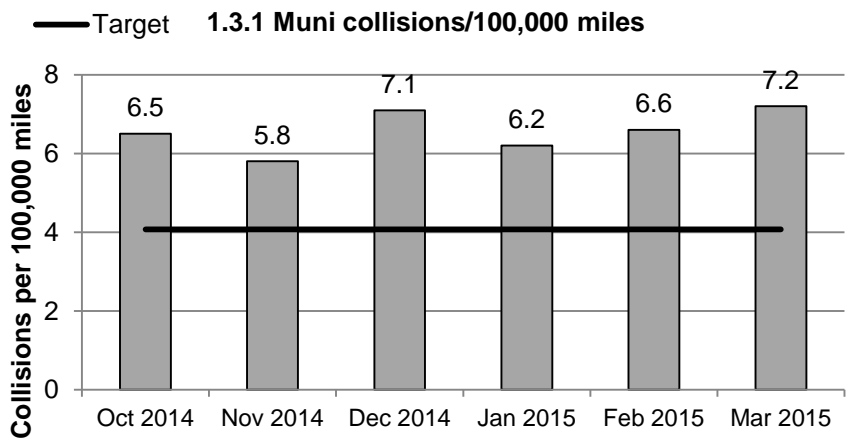
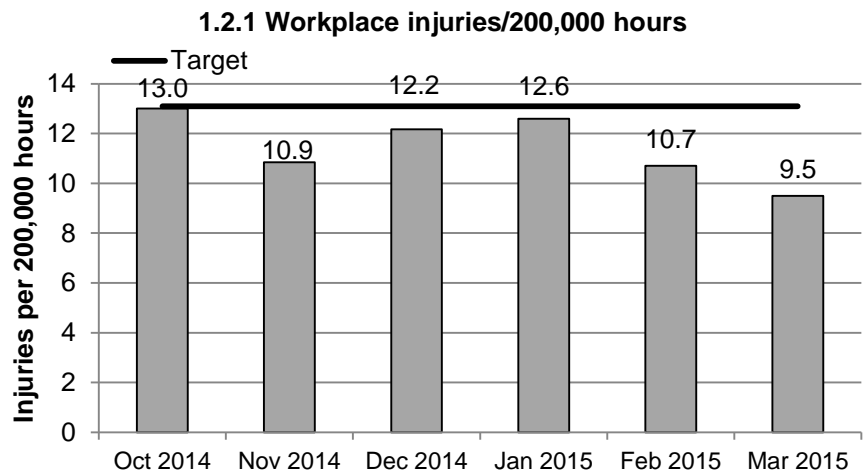
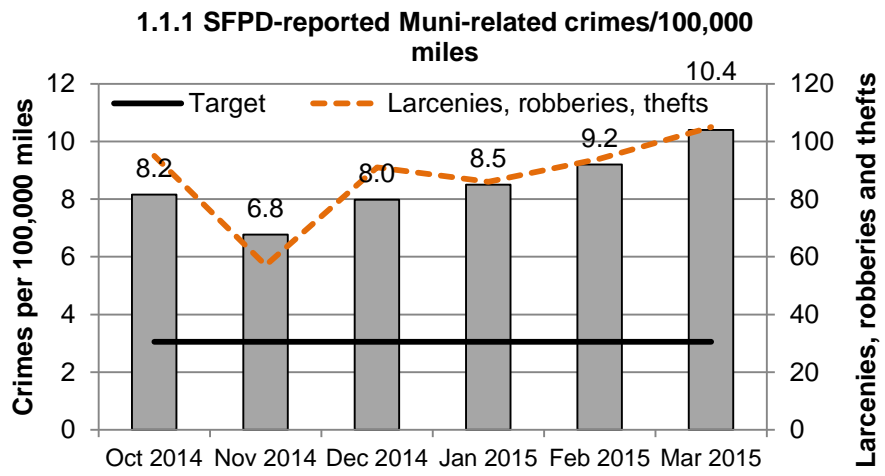


0% completed



# 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**

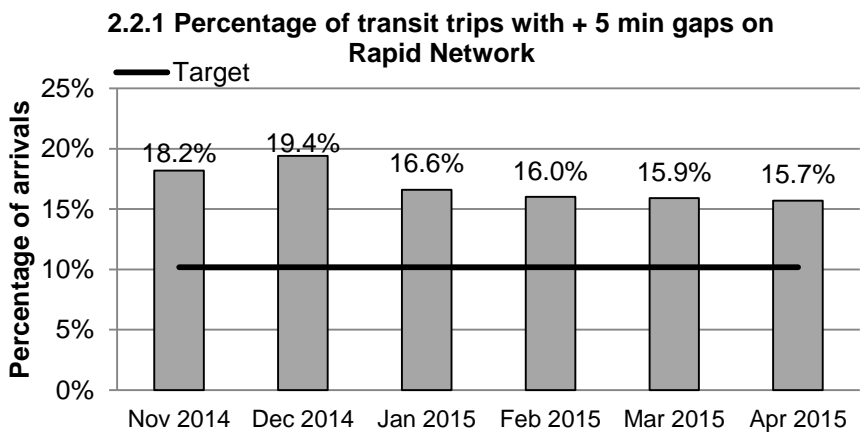
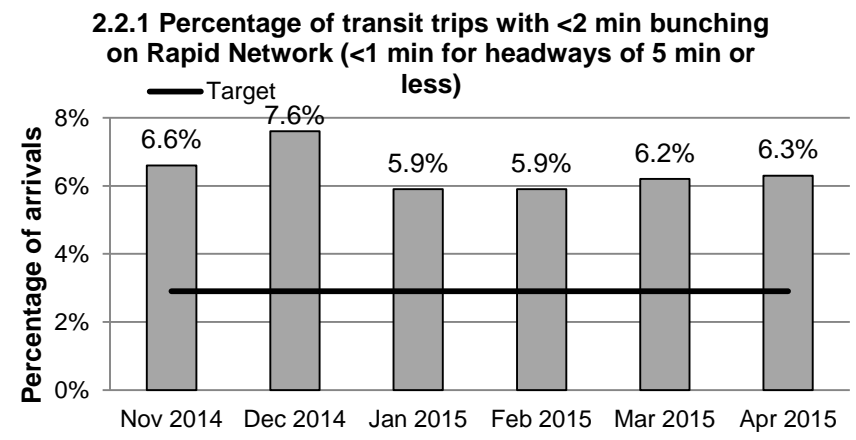
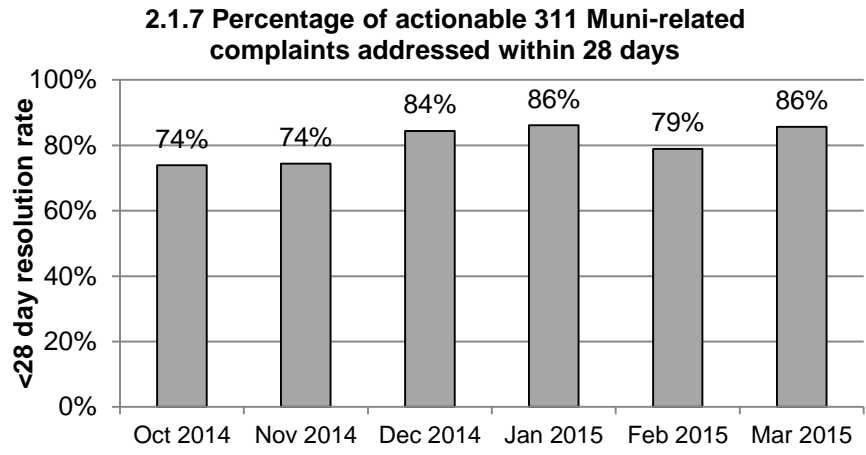
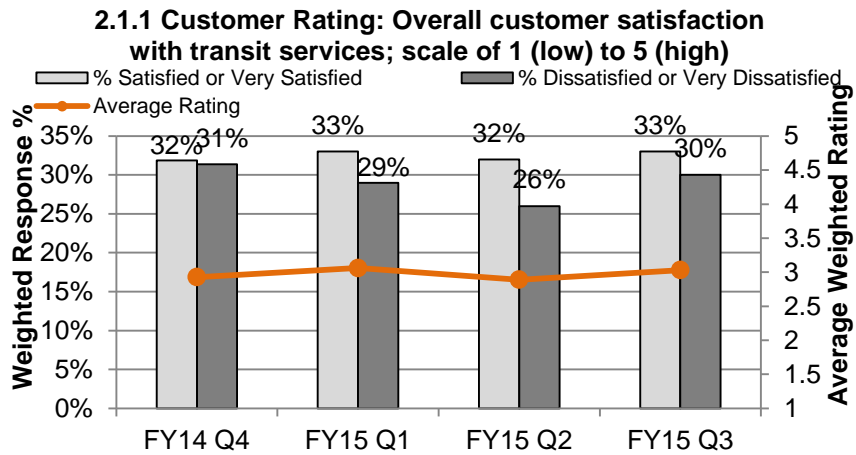
Increase use of all non-private auto modes

## **Objective 2.4**

Improve parking utilization and manage parking demand

# Goal 2 metrics

## Key performance indicators



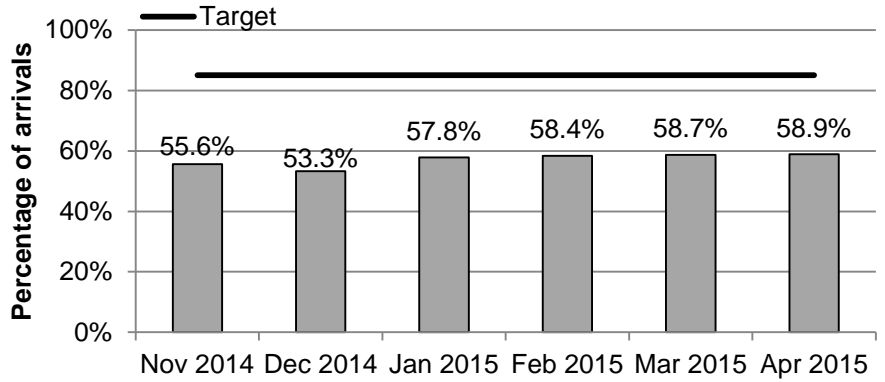
<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.

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

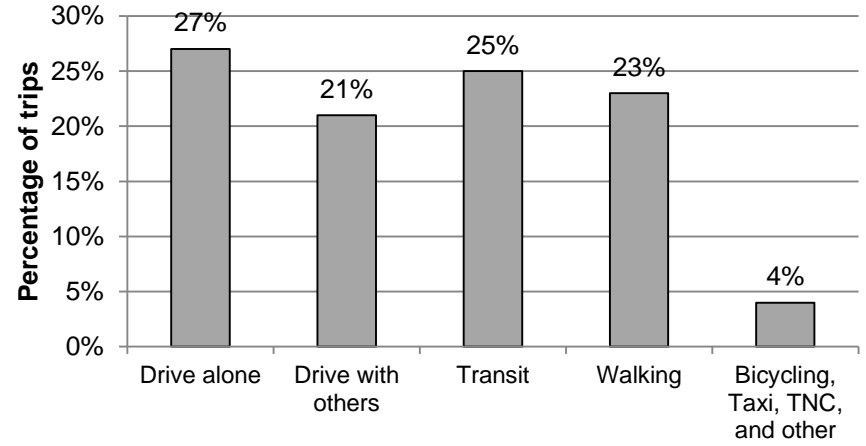
# Goal 2 metrics

## Key performance indicators **continued**

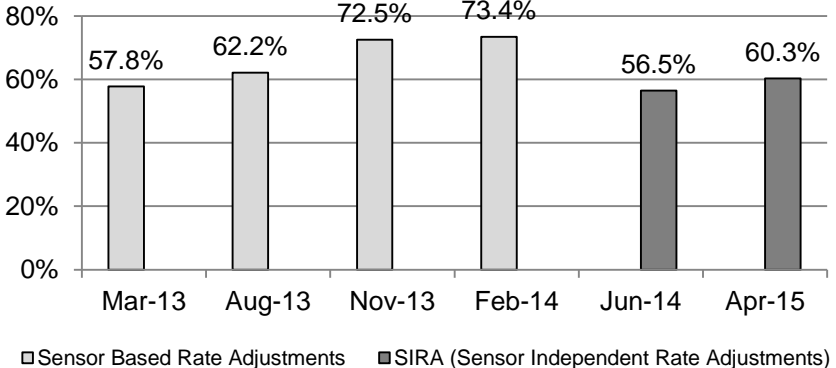
2.2.6 Percentage of on-time performance



2.3.1 Non-private auto mode share, FY15 (all trips)



2.4.1 Percentage of metered hours with no rate change in SFpark pilot areas<sup>1</sup>



<sup>1</sup>Increase in percent of metered hours with no rate change indicates achievement of price point and parking availability goals. Sensor based rate adjustments were limited to SFpark pilot blocks with 50% or more parking sensor coverage through February 2014. Sensor Independent Rate Adjustments (SIRA) based on meter payment data started in June 2014 and include all SFpark pilot area blocks including those that fell below the 50% parking sensor threshold. These blocks have not approached their price point yet, which lowers the baseline for this metric. Moving forward, June 2014 will be considered the new baseline for SIRA.  
 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

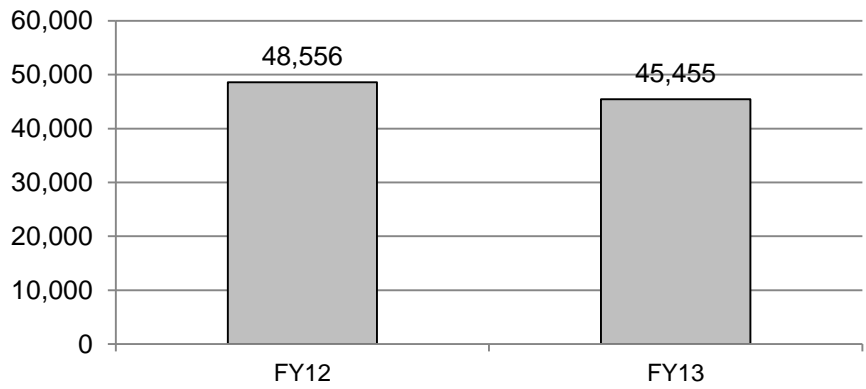
### **Objective 3.5**

Reduce capital and operating structural deficits

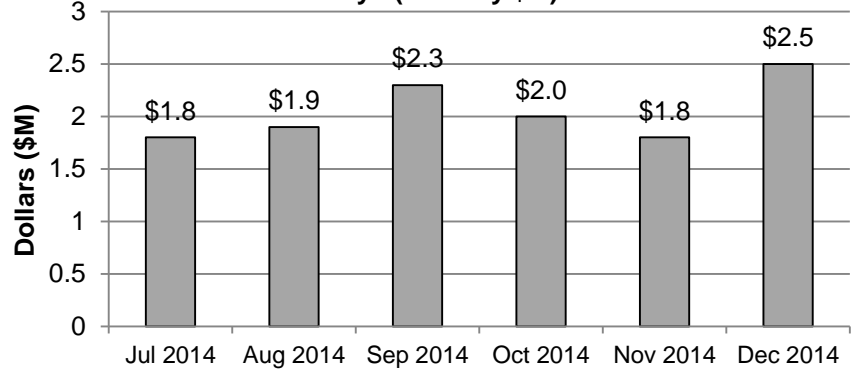
# Goal 3 metrics

## Key performance indicators

3.1.1 SFMTA carbon footprint (metric tons CO2e)



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

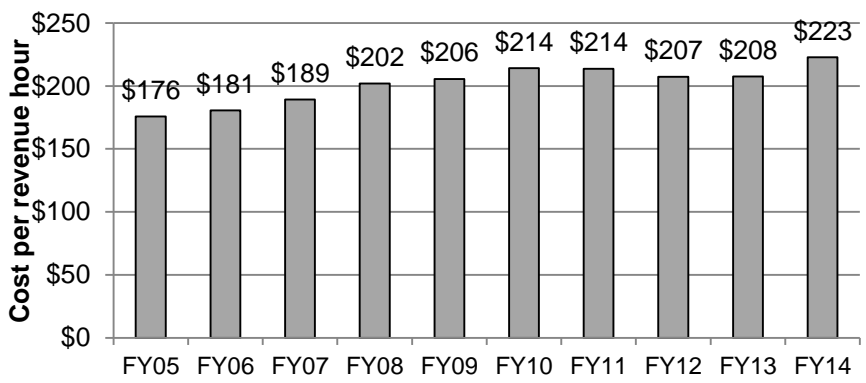


3.3.1 Percentage of all capital projects delivered on-budget by phase



**Measure to be reported by end of FY15.**

3.4.1 Average annual transit cost per revenue hour<sup>1</sup>



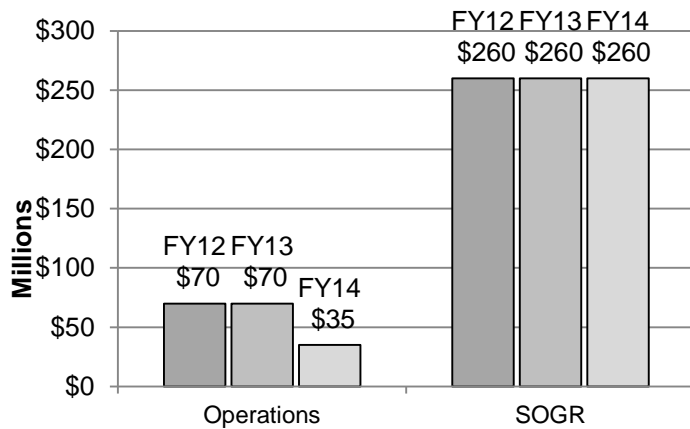
<sup>1</sup>Based on preliminary unaudited financials. Figures are adjusted for inflation to reflect FY14 dollars.  
 Note: Reported FY13 results are subject to change as data quality improves or new data become available.



# Goal 3 metrics

## Key performance indicators **continued**

### 3.5.1 Operating and capital structural deficit (FY14)



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

# Goal 3 financials

## Expenditures (FY15 as of March 2015)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year <sup>(1)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$99,844,953	\$50,179,722	\$16,995,931	\$92,659,270	\$7,185,683
Board of Directors	\$609,825	\$383,946	\$2,138	\$542,414	\$67,411
Capital Programs and Construction	\$573,771	(\$3,409,719)	\$946,817	\$573,772	\$0
Communications	\$5,950,277	\$2,186,876	\$606,531	\$5,132,964	\$817,313
Director of Transportation	\$2,670,049	\$1,644,945	\$292,614	\$2,450,055	\$219,995
Finance and Information Technology	\$82,928,333	\$48,678,598	\$16,117,866	\$78,148,691	\$4,779,642
Government Affairs	\$1,035,951	\$563,369	\$208,627	\$1,023,788	\$12,163
Human Resources	\$32,348,702	\$20,647,251	\$4,329,070	\$32,775,303	(\$426,601)
Safety	\$4,097,506	\$2,357,360	\$1,211,476	\$4,507,351	(\$409,845)
Sustainable Streets	\$152,348,732	\$97,279,601	\$22,123,245	\$151,420,121	\$928,611
Transit Services	\$569,046,322	\$376,780,175	\$50,520,069	\$583,240,842	(\$14,194,520)
Taxi and Accessible Services	\$29,851,599	\$15,738,782	\$11,060,796	\$28,796,942	\$1,054,658
<b>TOTAL</b>	<b>\$981,306,021</b>	<b>\$613,030,906</b>	<b>\$124,415,180</b>	<b>\$981,271,512</b>	<b>\$34,508</b>

<sup>(1)</sup> Expenditures projection is based on all encumbrances spent in FY2015.

# Goal 3 financials

## Revenues (FY15 as of March 2015)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$25,809,060	\$20,502,631	\$26,962,888	\$1,153,828
Cash Fares	\$77,900,551	\$65,173,636	\$84,418,418	\$6,517,867
Other Fares	\$7,280,441	\$3,119,002	\$3,811,839	(\$3,468,602)
Passes	\$93,103,795	\$72,715,680	\$93,213,778	\$109,983
<b>TRANSIT FARES Total</b>	<b>\$204,093,847</b>	<b>\$161,510,949</b>	<b>\$208,406,923</b>	<b>\$4,313,076</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer <sup>(2)</sup>	\$67,900,000	\$50,925,000	\$68,610,000	\$710,000
Citations and Fines	\$96,426,440	\$77,723,539	\$99,672,037	\$3,245,597
Garage Revenue	\$62,655,325	\$50,987,704	\$66,454,270	\$3,798,945
Meter Revenue	\$44,594,452	\$41,367,446	\$52,102,996	\$7,508,544
Permit Revenue	\$13,200,818	\$10,077,132	\$15,233,204	\$2,032,386
<b>PARKING FEES &amp; FINES Total</b>	<b>\$284,777,035</b>	<b>\$231,080,821</b>	<b>\$302,072,506</b>	<b>\$17,295,471</b>
Operating Grants	\$128,590,739	\$94,135,766	\$136,590,739	\$8,000,000
Taxi Service	\$14,244,560	\$7,792,016	\$9,186,021	(\$5,058,539)
Other Revenues	\$28,853,509	\$24,664,506	\$29,996,508	\$1,142,999
General Fund Transfer <sup>(2)</sup>	\$247,860,000	\$185,895,000	\$253,120,000	\$5,260,000
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
<b>TOTAL</b>	<b>\$990,285,034</b>	<b>\$786,944,401</b>	<b>\$1,021,238,041</b>	<b>\$30,953,007</b>

<sup>(2)</sup> The General fund baseline and parking tax transfers are projected at \$5.9 million more than AAO budget according to the information provided by the Controller's Office.

# Goal 3 financials

## Overtime Report (FY15 as of March 2015)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE <sup>(3)</sup>	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT) <sup>(4)</sup>
<b>OPERATING FUND</b>					
<b>TRANSIT SERVICES DIVISION</b>					
Transit Operators	\$23,586,620	\$18,806,945	\$7,870,298	\$26,677,243	(\$3,090,623)
Transit Vehicle Maintenance	\$7,037,296	\$9,240,303	\$3,866,866	\$13,107,169	(\$6,069,873)
Transit – All Others	\$4,066,867	\$6,342,189	\$2,654,068	\$8,996,258	(\$4,929,391)
<b>Subtotal Transit Services Division</b>	<b>\$34,690,783</b>	<b>\$34,389,437</b>	<b>\$14,391,232</b>	<b>\$48,780,669</b>	<b>(\$14,089,886)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$663,914	\$277,834	\$941,747	\$53,237
Sustainable Streets – All Others	\$794,714	\$423,571	\$177,255	\$600,826	\$193,888
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$1,087,485</b>	<b>\$455,089</b>	<b>\$1,542,574</b>	<b>\$247,124</b>
<b>SFMTA AGENCY WIDE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$847,404</b>	<b>\$354,620</b>	<b>\$1,202,024</b>	<b>(\$312,250)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,370,255</b>	<b>\$36,324,326</b>	<b>\$15,200,941</b>	<b>\$51,525,267</b>	<b>(\$14,155,012)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$824,123	\$344,878	\$1,169,001	(\$1,169,001)
Sustainable Streets Engineering Programs	\$0	\$250,762	\$104,938	\$355,700	(\$355,700)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$1,074,885</b>	<b>\$449,816</b>	<b>\$1,524,700</b>	<b>(\$1,524,700)</b>
<b>TOTAL</b>	<b>\$37,370,255</b>	<b>\$37,399,211</b>	<b>\$15,650,757</b>	<b>\$53,049,968</b>	<b>(\$15,679,713)</b>

<sup>(3)</sup> 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. Actual cost recoveries total \$1.8 million as of March 2015 and projection for FY15 is at \$2.5 million.