



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report *Metric and Action Updates*

August 2016

San Francisco, California

Agenda

- Review of the Key Performance Indicators and proposed modifications.
- Development of the Strategic Action Plan.
- Key Actions for the FY 2017 – FY 2018 Budget Cycle.



REVIEW OF THE KEY PERFORMANCE INDICATORS AND PROPOSED MODIFICATIONS

Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

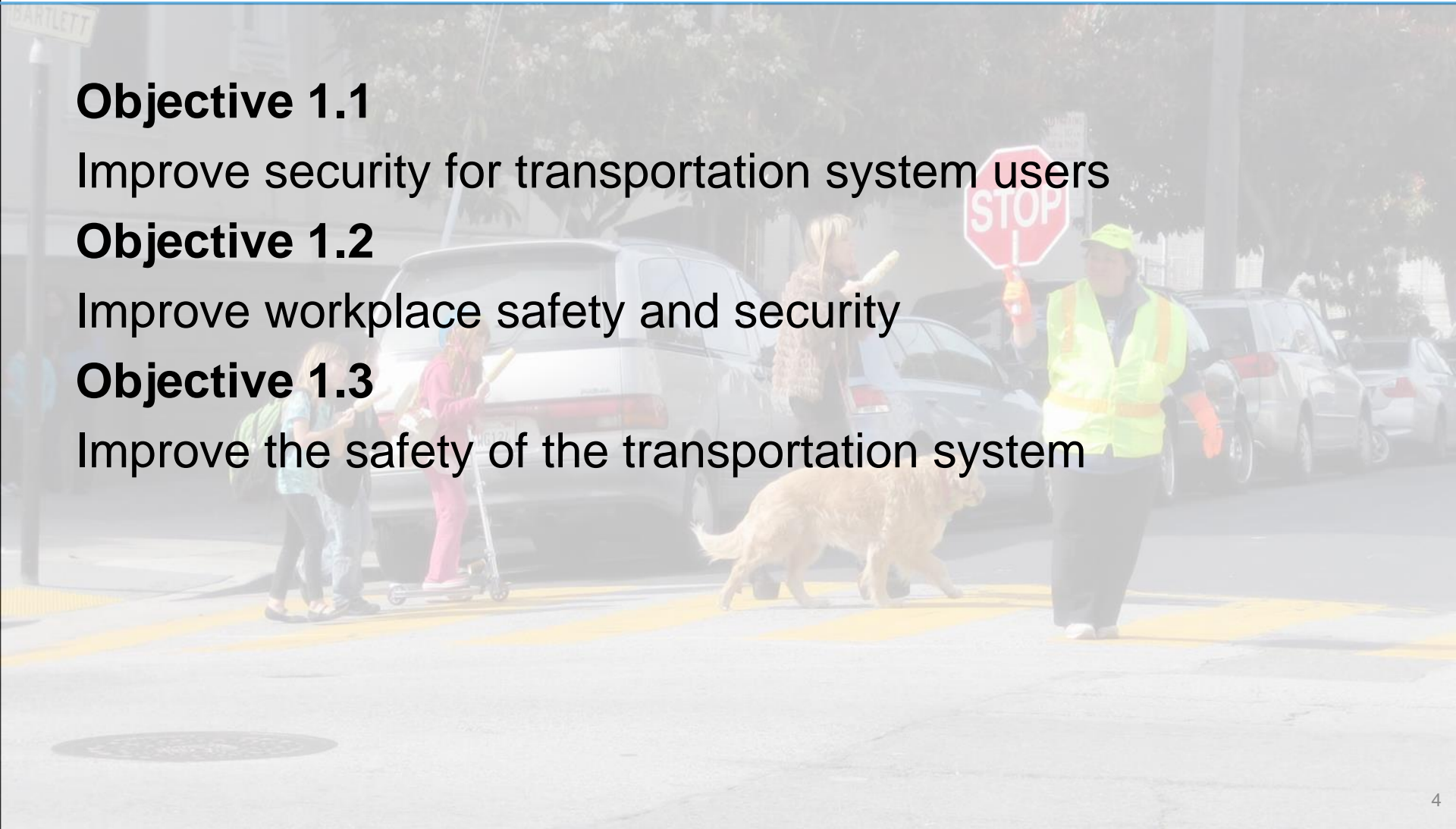
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

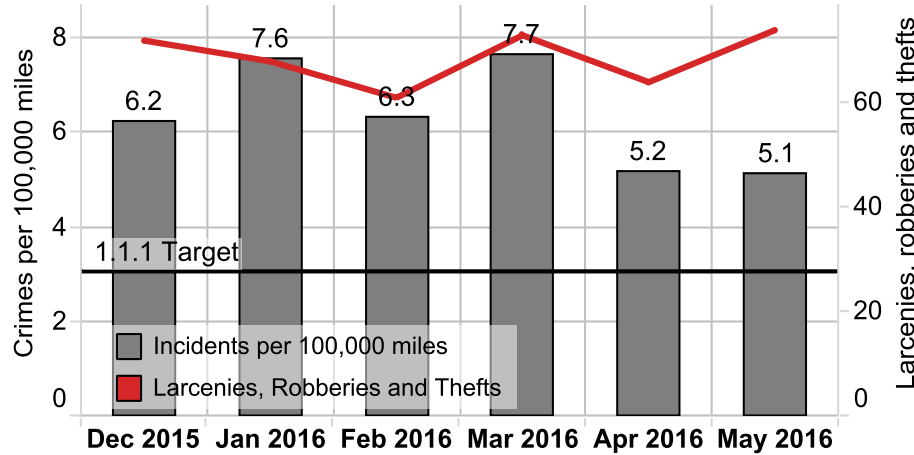
Improve the safety of the transportation system



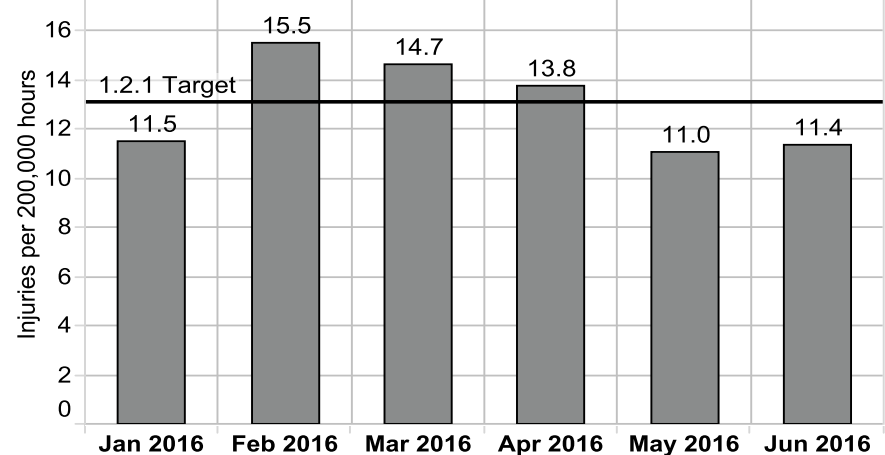
Goal 1 metrics

Key performance indicators

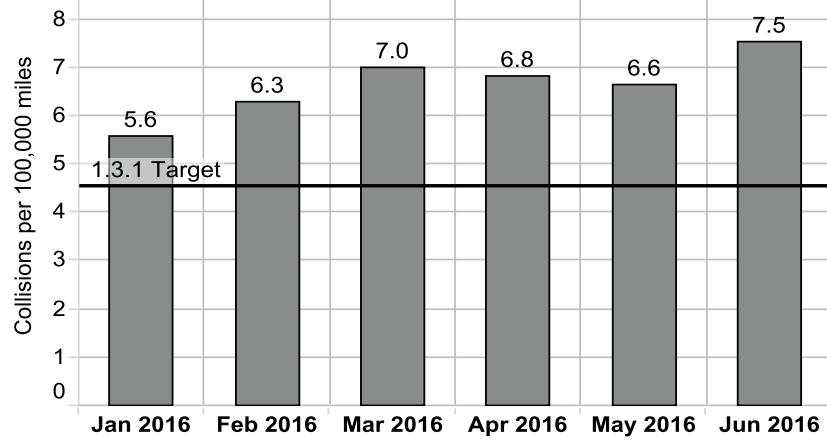
1.1.1 SFPD incidents per 100,000 miles



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 1 metric modifications

Objective 1.1

Improve security for transportation system users

Metric	SFPD-reported Muni-related crimes per 100,000 miles
Type of Change	New target
New Target	Achieve 10% reduction in incidents over FY13 baseline by end of budget cycle
Description of Change	FY13 replaces FY12 as baseline to account for previously unreported crimes at Muni stops or stations.
Updated Reporting to Begin	FY17 Q3

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

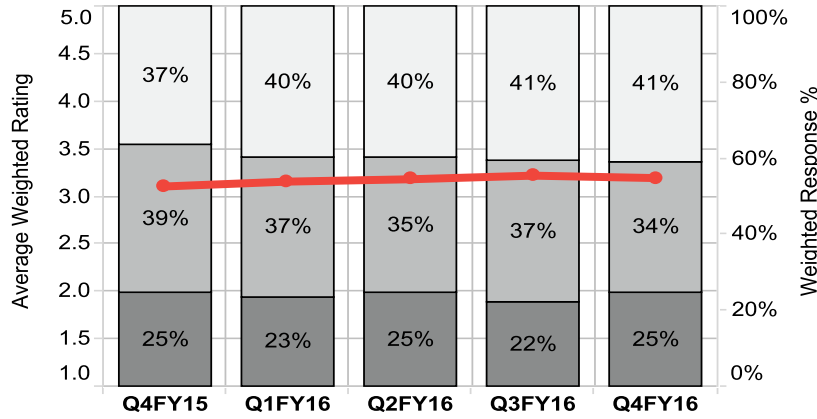
Objective 2.4

Improve parking utilization and manage parking demand

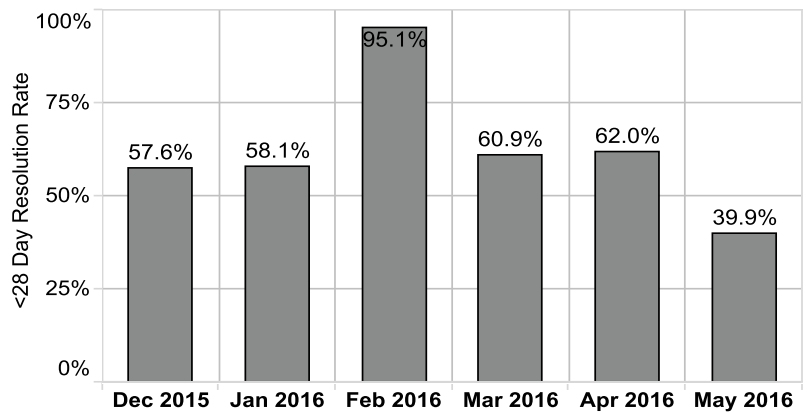
Goal 2 metrics

Key performance indicators

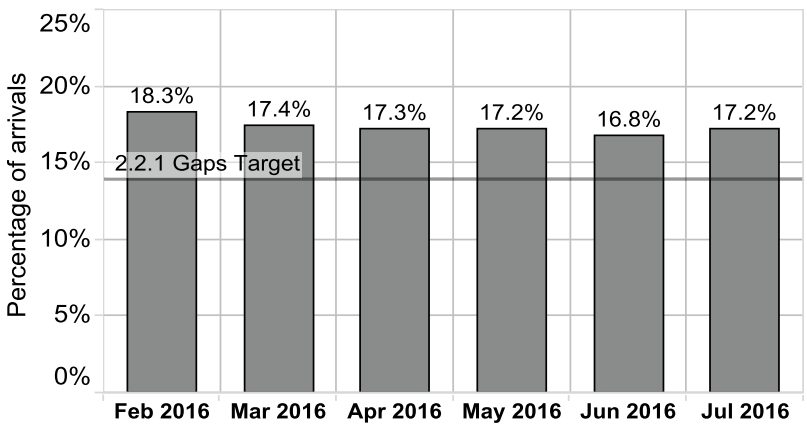
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



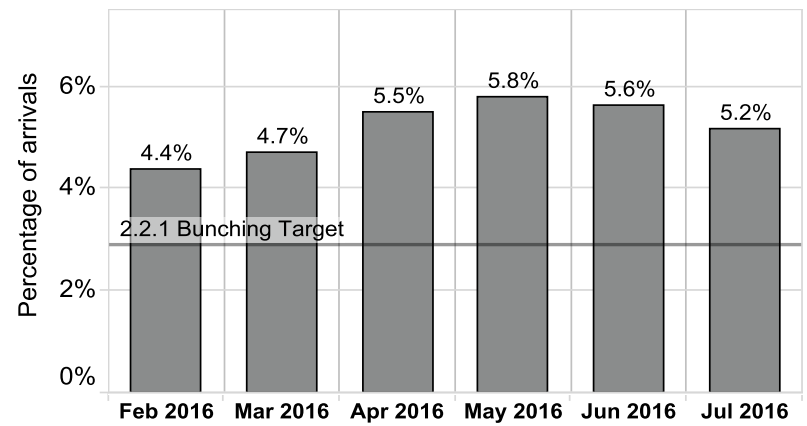
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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



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



2.1.1 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.

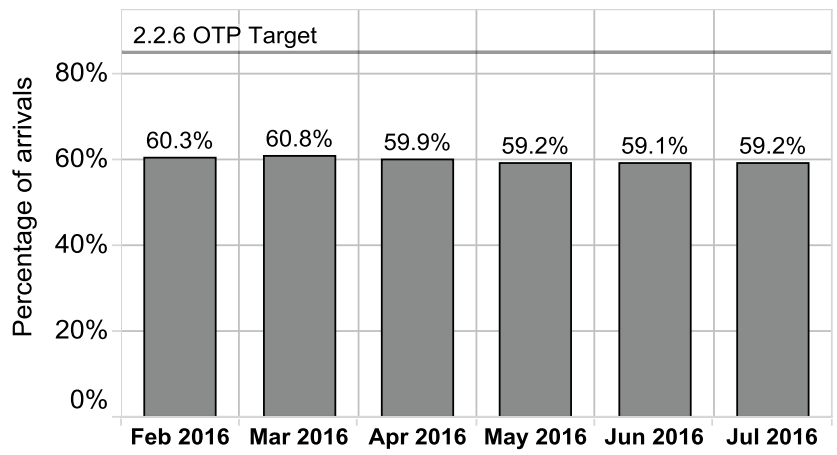
2.1.7 Previously reported "Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days" results have been revised to reflect updated figures.

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

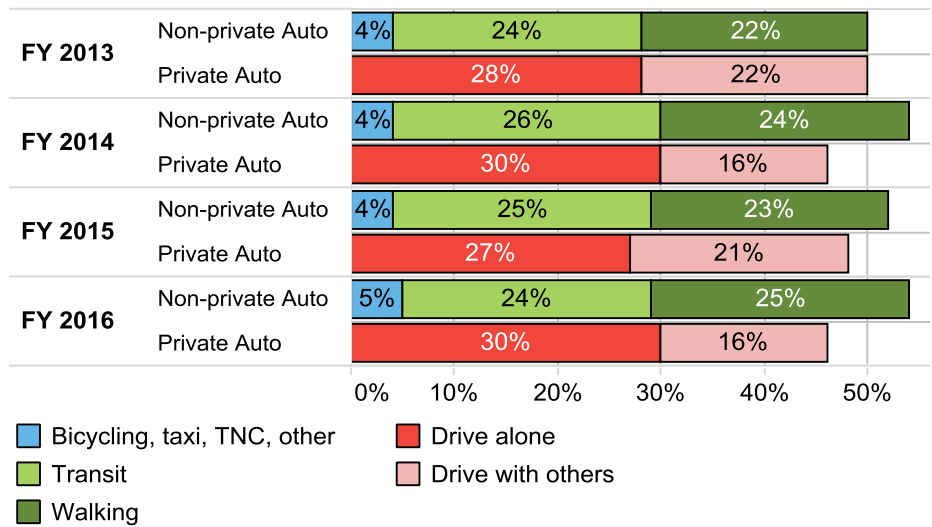
Goal 2 metrics

Key performance indicators continued

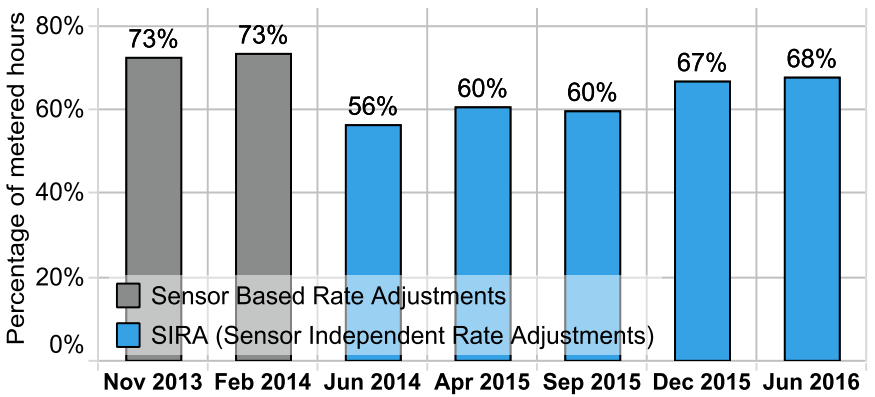
2.2.6 Percentage of on-time performance



2.3.1 Percentage of non-private auto mode share



2.4.1 Percentage of metered hours with no rate change in SFpark pilot areas⁽¹⁾



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

Goal 2 metric modifications

Objective 2.1

Improve customer service and communications

Metric	Customer rating: Overall customer satisfaction; Scale of 1 (low) to 5 (high)
Type of Change	New target
New Target	Improve satisfaction rating by 0.2 points over baseline by end of budget cycle
Description of Change	Change of previous improvement target of 0.5 points to 0.2 points on a five point scale to establish an ambitious, yet attainable goal.
Updated Reporting to Begin	FY17 Q1

Goal 2 metric modifications

Objective 2.4

Improve parking utilization and manage parking demand

Metric	Percentage of metered hours with no rate change in SF <i>park</i> pilot areas
Type of Change	Establish target
New Target	Achieve 65% of metered hours with no rate change by end of budget cycle
Description of Change	Target is established to accompany rate change metric that was adopted in May 2015 to replace Parking reliability rate metric after parking sensors were decommissioned.
Updated Reporting to Begin	Reporting underway

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

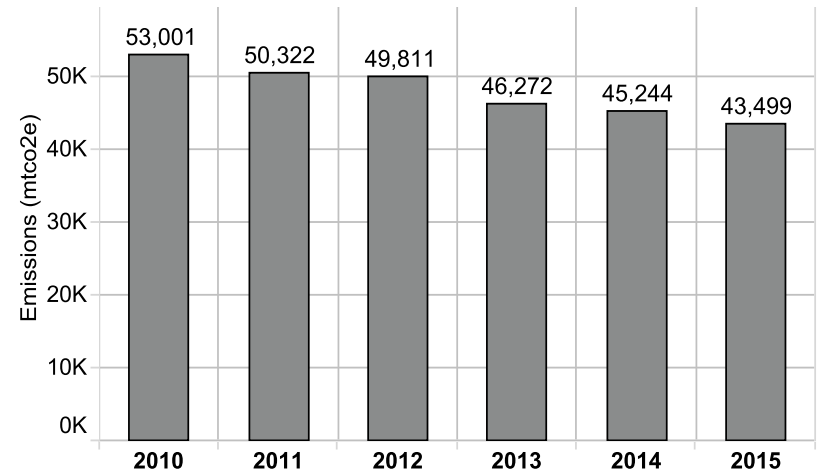
Objective 3.5

Reduce capital and operating structural deficits

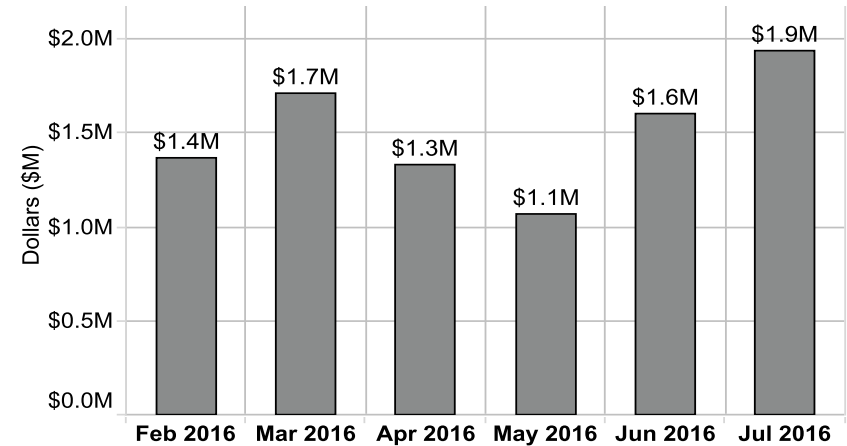
Goal 3 metrics

Key performance indicators

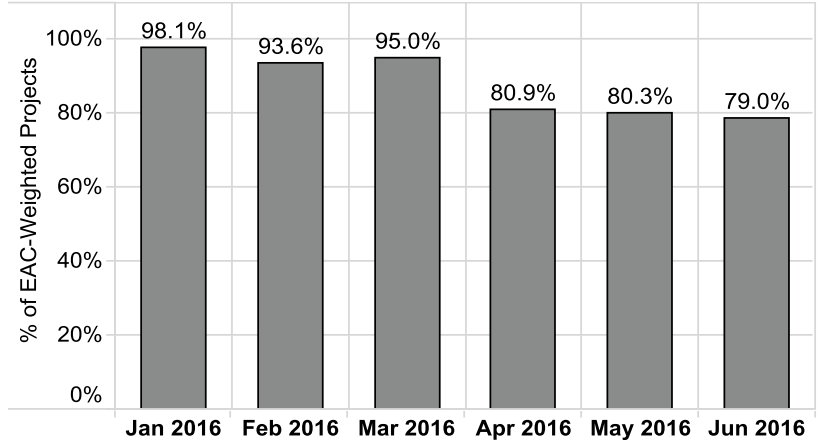
3.1.1 SFMTA carbon footprint (metric tons CO2e)



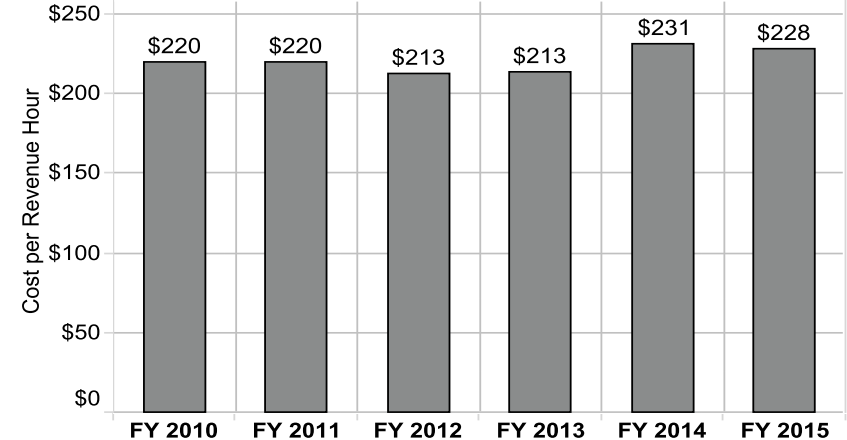
3.2.1 Estimated economic impact of Muni service delays (Monthly \$M)



3.3.1 Percentage of all capital projects delivered on-budget



3.4.1 Transit cost per revenue hour



3.3.1 Reported results currently exclude projects in the Sustainable Streets Division portfolio.

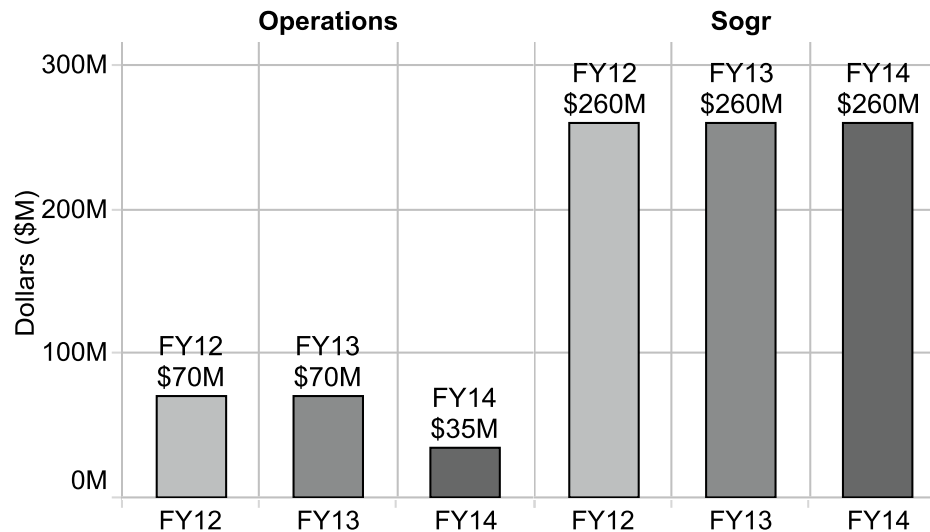
3.4.1 Figures are adjusted for inflation to reflect FY15 dollars.

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-shortfall for bike, pedestrian, facilities transit

^{3.5.1}Operating and capital structural deficit figures are being recalculated and will be reported at the September 2016 Policy and Governance meeting. Note: Reported results are subject to change as data quality improves or new data become available.

Goal 3 financials

Overtime Report (FY17 as of July 2016)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$23,586,620	\$1,146,547	26,162,106.73	\$27,308,653	(3,722,033)
Transit Vehicle Maintenance	\$6,718,500	\$537,172	\$13,426,207	\$13,963,378	(7,244,878)
Transit – All Others	\$4,544,031	\$397,835	\$8,945,182	\$9,343,017	(4,798,986)
Subtotal Transit Services Division	\$34,849,151	\$2,081,554	\$48,533,495	\$50,615,049	(15,765,898)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$116,814	\$636,143	\$752,956	242,028
Sustainable Streets – All Others	\$794,714	\$17,354	\$423,712	\$441,066	353,648
Subtotal Sustainable Streets Division	\$1,789,698	\$134,168	\$1,059,855	\$1,194,022	595,676
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	0
ALL OTHER DIVISIONS	\$709,466	\$44,511	\$1,112,780	\$1,157,291	(447,825)
TOTAL OPERATING FUND	\$37,348,315	\$2,260,232	\$50,706,130	\$52,966,362	(15,618,047)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$32,402	\$810,054	\$842,456	(842,456)
Sustainable Streets Engineering Programs	\$0	\$17,252	\$431,290	\$448,541	(448,541)
Total Non-Operating Fund	\$0	\$49,654	\$1,241,343	\$1,290,997	(1,290,997)
TOTAL	\$37,348,315	\$2,309,886	\$51,947,473	\$54,257,359	(16,909,044)

- (a) 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 \$16K as of July 2016. The actual cost recovery is minimal given it's early in the fiscal year, the recovery amounts incorporated on the projections assumes same level as FY16.

Goal 3 metric modifications

Objective 3.1

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

Metric	SFMTA carbon footprint (metric tons CO ₂ e)
Type of Change	Establish target
New Target	Reduce SFMTA greenhouse gas emissions 80% below 1990 level by end of budget cycle
Description of Change	Target reflects new and anticipated advancements in fleet and fuel technologies to achieve 80% reduction below 1990 level.
Updated Reporting to Begin	Reporting underway

Goal 3 metric modifications

Objective 3.2

Increase the transportation system's positive impact to the economy

Metric	Muni Ridership
Type of Change	New metric
New Target	Increase Muni ridership
Description of Change	Ridership replaces impact of Muni delays as key indicator of the SFMTA's positive economic benefit to the City. Growing ridership is both a significant correlate and contributor to urban economic growth.
Updated Reporting to Begin	FY17 Q1

Goal 3 metric modifications

Objective 3.4

Deliver services efficiently

Metric	Passengers per Revenue Hour
Type of Change	New metric
New Target	Achieve 3% growth in passengers per revenue hour by end of budget cycle
Description of Change	Passengers per revenue hour replaces cost per revenue hour as key indicator for efficient delivery of services to enable more current and frequent monthly reporting.
Updated Reporting to Begin	FY17 Q3

Goal 3 metric modifications

Objective 3.5

Reduce capital and operating structural deficits

Metric	Structural operating budget deficit
Type of Change	New methodology and new target
New Target	Make progress towards closing operating structural deficit
Description of Change	New methodology reflects unmet funding needs identified by SFMTA divisions to deliver mission critical services
Updated Reporting to Begin	FY17 Q1

Goal 3 metric modifications

Objective 3.5

Reduce capital and operating structural deficits *continued*

Metric	Structural capital budget deficit (State of Good Repair)
Type of Change	New methodology and new target
New Target	Make progress towards closing State of Good Repair structural deficit
Description of Change	New methodology defines capital budget deficit as the difference between annual full asset replacement need for State of Good Repair and funds secured to enable more current and frequent quarterly reporting.
Updated Reporting to Begin	FY17 Q1

Goal 4 metrics

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

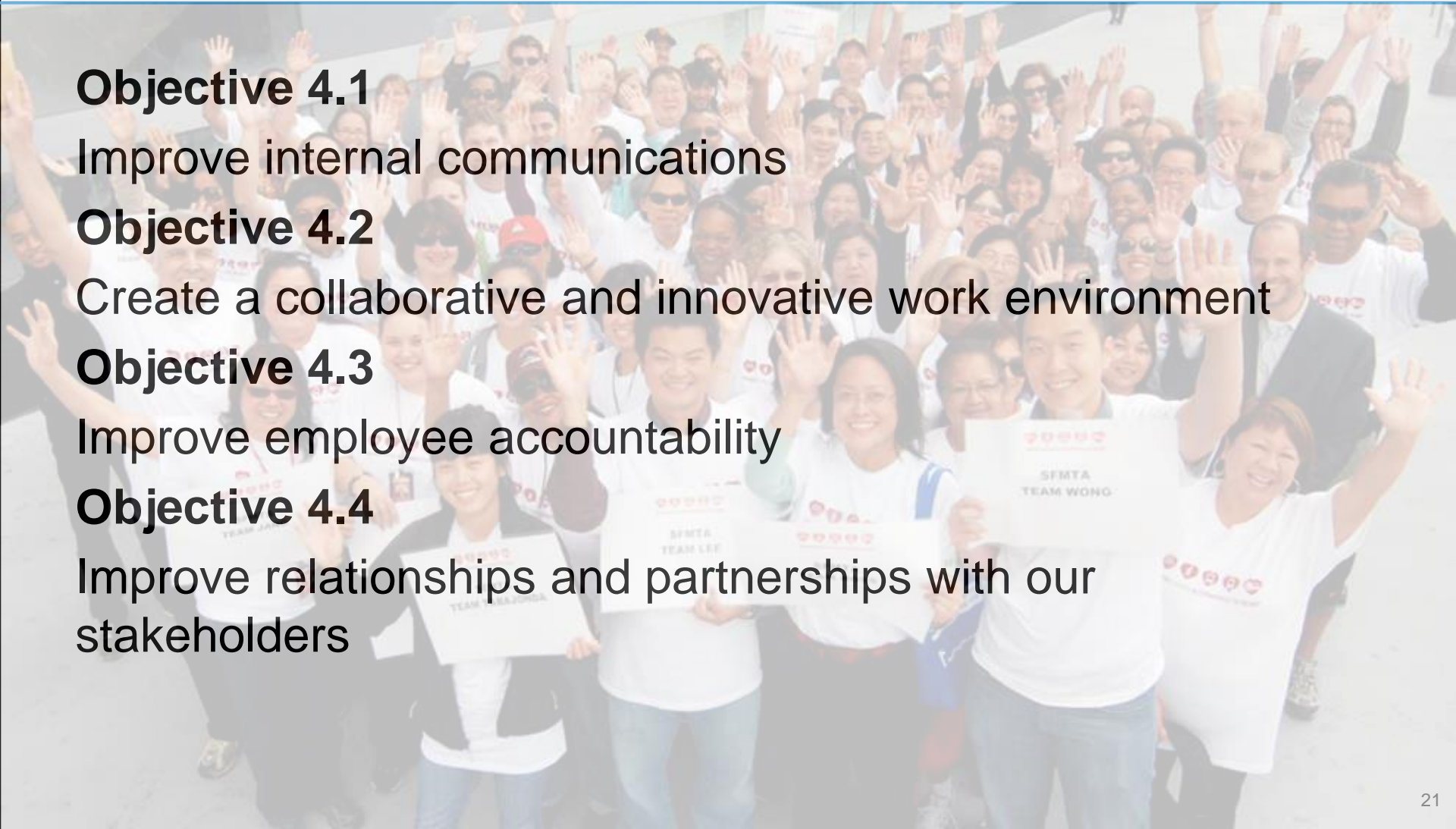
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

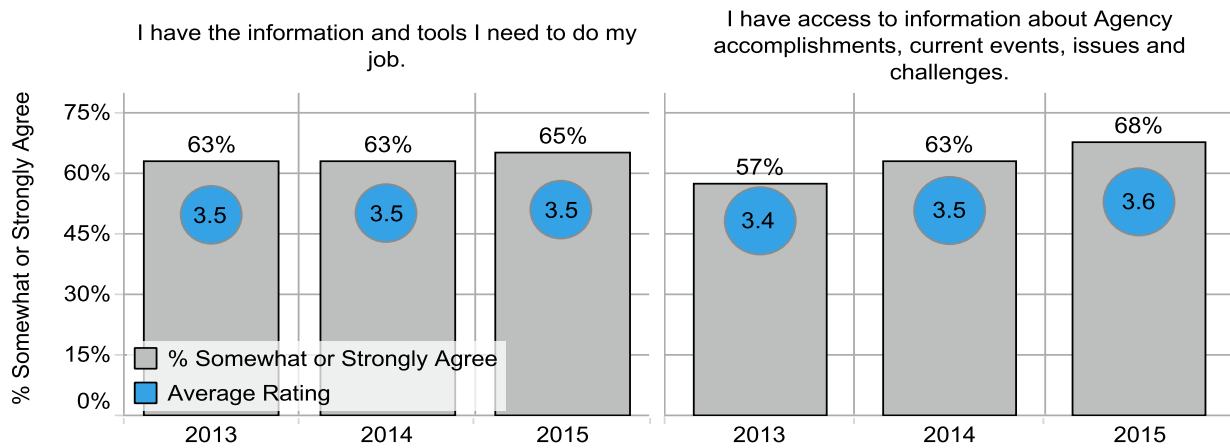
Improve relationships and partnerships with our stakeholders



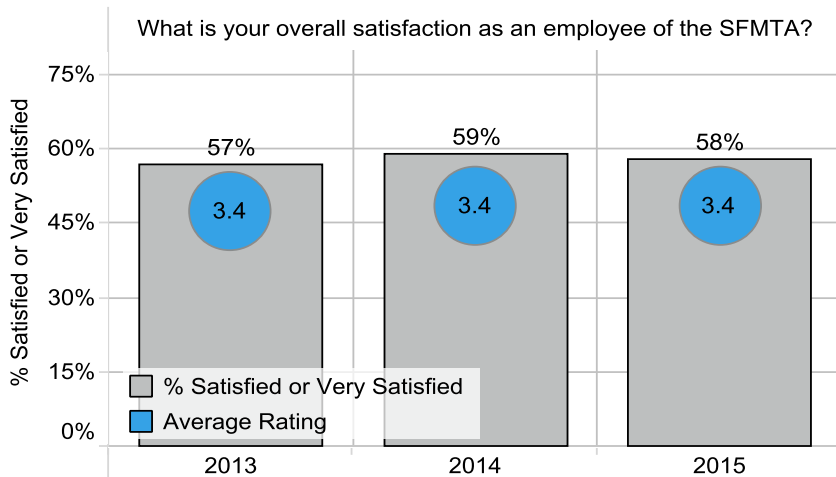
Goal 4 metrics

Key performance indicators

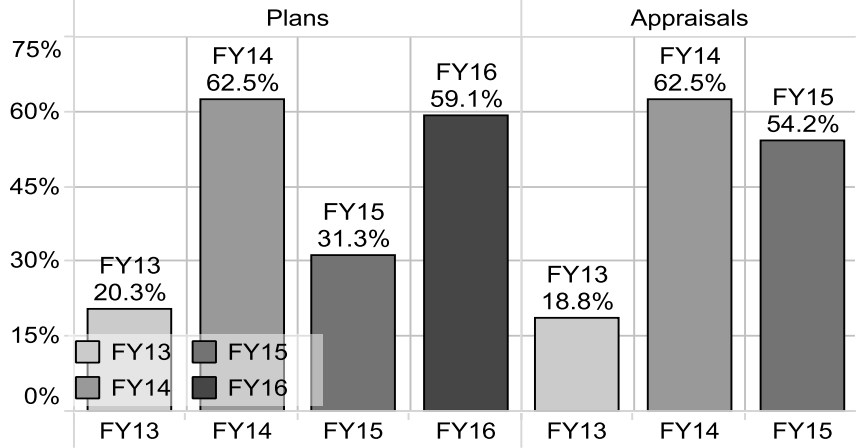
4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



4.2.1 Employee Rating: Overall employee satisfaction



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

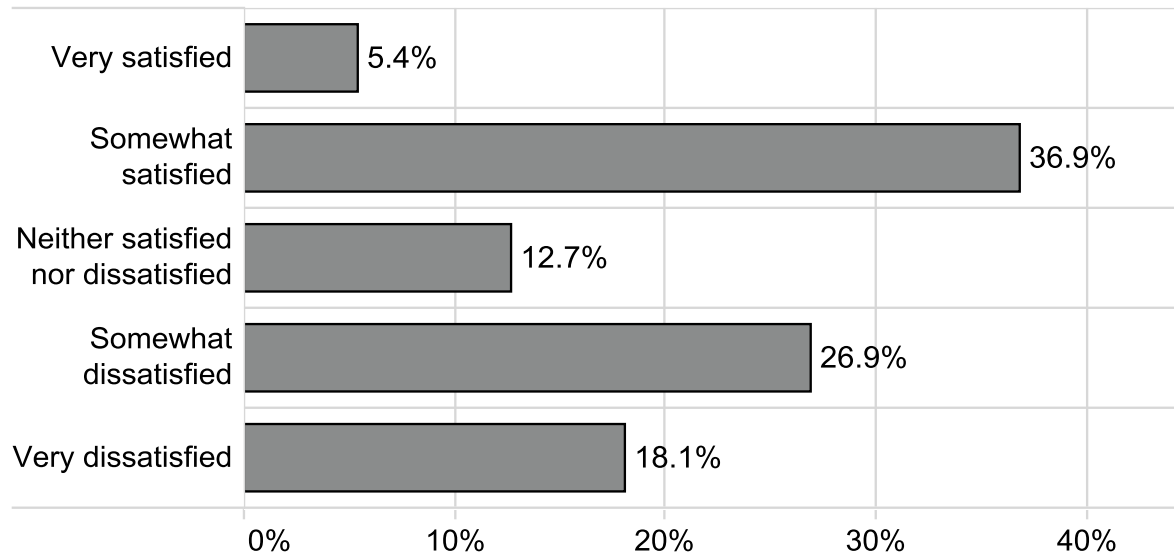


4.1.1 2016 employee survey will be completed in October.
 Note: Reported results are subject to change as data quality improves or new data become available.

Goal 4 metrics

Key performance indicators *continued*

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



Goal 4 metric modifications

Objective 4.4

Improve relationships and partnerships with our stakeholders

Metric	Stakeholder rating: satisfaction with SFMTA's management of transportation in San Francisco; scale of 1 (low) to 5 (high)
Type of Change	New metric and establish target
New Target	Improve satisfaction rating by 0.2 points over baseline by end of budget cycle
Description of Change	New metric replaces <i>satisfaction with SFMTA decision-making process/communications</i> to reflect question from SFMTA Awareness & Perception Survey that was conducted in 2015. The next survey is anticipated to be deployed in 2017.
Updated Reporting to Begin	Reporting underway



DEVELOPMENT OF THE NEXT ACTION PLAN

Goals for this cycle of the Strategic Plan

- Encourage the development of new initiatives, programs, and processes.
 - Include critical work and organizational process improvements.
 - Migrate tracking of former actions to staff performance plans.
- Develop prioritized list of focused, more impactful, and achievable Actions.
- Focus on Actions that will positively impact on the Key Performance Indicators (KPIs).

Proposed definition of a Strategic Action

A Strategic Action is a new project or process initiative that contributes to the overall achievement of the Agency's Strategic Objectives and will positively impact the Strategic Plan metrics.

- The scope and milestones of an Action Item should be trackable in the monthly Transtat meetings and clearly demonstrate when the Item is complete.
- Actions will likely involve and impact more than one of the Agency's Divisions.
- Resources required (staffing, materials and supplies, personal services, etc.) should be identified in detail early in the process.

Where did these Actions come from?

Each Objective Owner established the list of Actions for their Objective, informed by:

- Brainstorming Sessions with the Executive Team, Senior Management Team, FY 2015 – FY 2016 Action Leads and other key staff.
- 2015 Employee Survey Results and suggestions.
- Feedback on Cycle Two Actions from the FY 2015 – FY 2016 Action Leads.
- Objective Owners' expertise and other suggestions from their team.
- A survey of all staff to identify some of the most important items for the agency to take on.



KEY ACTIONS FOR THE FY 2017 – FY 2018 BUDGET CYCLE

Overview of the FY 2017 – FY 2018 Actions

- **77 Strategic Actions to be implemented in the next two years:**
 - Represents substantial initiatives for the agency.
 - Sets up the agency for the development of the next Strategic Plan.
 - Establishes a list of Highlighted Actions that SFMTA Staff identified as the most important Actions to implement in the next two years.
- Reporting and discussion process with the SFMTA Board's Policy & Governance Committee to remain the same.

Goal 1: Safety

Highlighted Actions

Work with SFPD to deploy police officers more effectively across the transit system.

Identify causes of preventable transit collisions and assign resources to reduce them.

Implement the SFMTA Facilities Upgrades including: workplace safety-related upgrades, ergonomics, communications programs, and space efficiency projects.

Update communications systems and programs in subway, stations, in vehicles, and on street.

Implement the Vision Zero Enforcement Program.

Goal 2: Travel Choices

Highlighted Actions

Implement strategic short-term and long-term initiatives to raise systemwide Muni on-time performance.

Use parking and/or traffic management initiatives to address key locations where traffic delays Muni service.

Implement improvements to NextBus and other on-vehicle communications.

Improve citywide wayfinding for all modes of transportation and general navigation around the city.

Implement customer service standards for all parts of the agency, including training for customer-facing staff in Transit, Planning, and Security & Enforcement.

Goal 3: Livability

Highlighted Actions

Research and advance innovative fare products like the monthly fare accumulator and non-peak discount fares.

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

Implement Rate My Ride, Transit Fare Inspector capabilities, and other improvements in next phase of MuniMobile project.

Consolidate transit service management into a cross-functional group to manage service as a system.

Develop SFMTA Properties.

Identify and secure additional operating fund sources.

Goal 4: Service

Highlighted Actions

Improve the efficiency and effectiveness of the hiring process.

Establish an agencywide Staff Mentoring Program.

Establish a new employee orientation program to support adoption of Agency standards and culture.

Reboot SFMTA Intranet, including format, processes, staff/team specific portals, knowledge-sharing, and collaboration tools.

Improve recruitment for SFMTA positions.