



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

August 2017

San Francisco, California

# Goal 1 focus

Create a safer transportation experience for everyone

## Objective 1.1

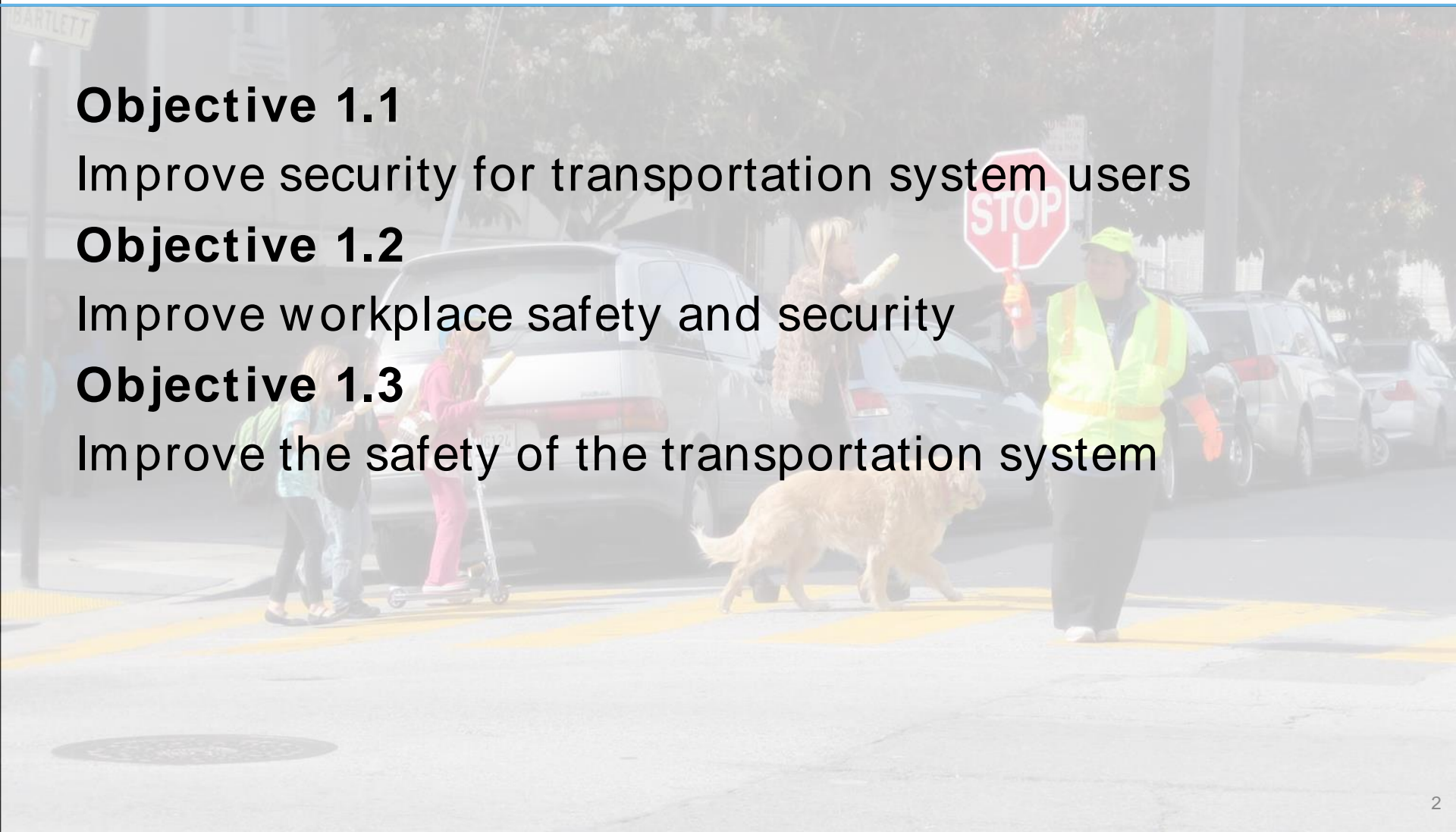
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

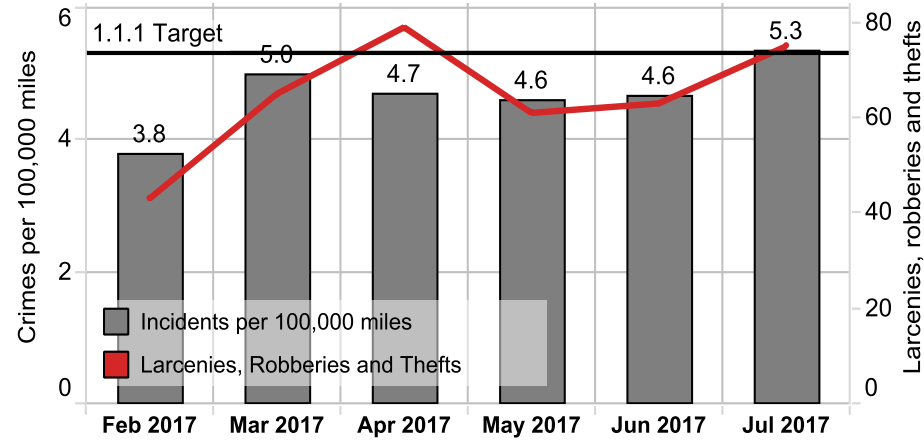
Improve the safety of the transportation system



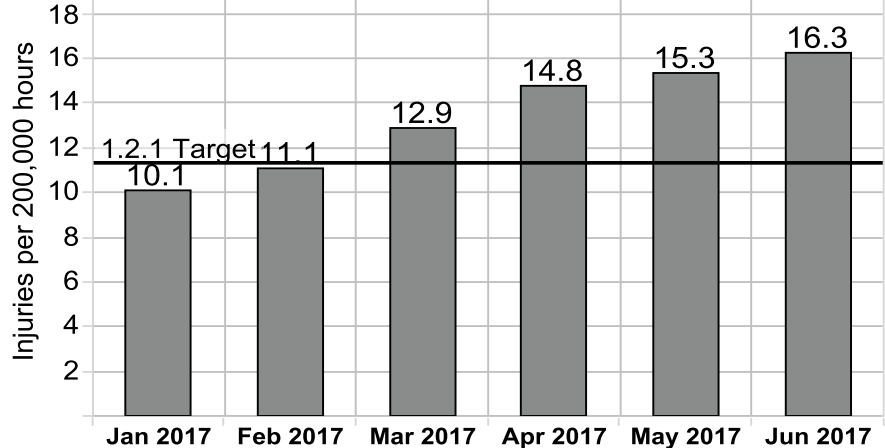
# Goal 1 metrics

## Key performance indicators

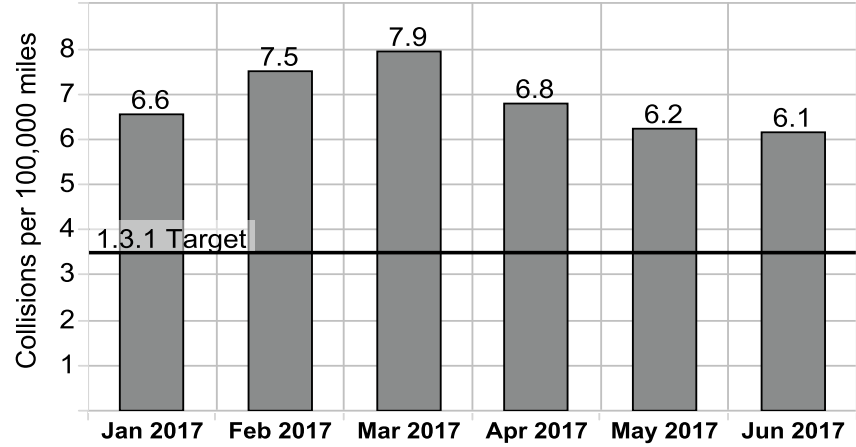
1.1.1 SFPD incidents per 100,000 miles



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.

# Objective 1.1: Improve security for transportation system users

## Action 1.1.B: Improve Internal Investigations Capability

Hired a dedicated investigator and established a new investigative process to track the status of criminal investigations and legal proceedings with the SF Police Department and the District Attorney.

## **Objective 1.2:** Improve workplace safety and security.

### **Action 1.2.D: Establish a program to prevent assaults on SFMTA staff.**

Established an Assault Review Committee last fall and reviewed three years of data on previous assaults, assault types, and injuries. The committee has also compiled and reviewed all trainings currently offered to front-line employees, and has met with the Unions (TWU 250A, SEIU, and Local 6) on the content to address these issues. They are also reviewing services provided by the CCSF in preparation for an issuance of a Request for Proposal for a potential outside trainer.

Completed draft signage for the Parking Control Officers' GO-4s.

# Objective 1.3: Improve the safety of the transportation system.

## **Action 1.3.B: Design, configure and implement an agency-wide Safety Management Database System**

Conducting the following training this month:

- Release 1: Hazard, Non-Conformance, Audit Modules.
- Release 2: Training Management Module, is currently testing the workflow in the system, and
- Release 3: Incident Management Module with OrbCAD integration, is under review by the project team and Transit Division subject-matter experts.

## **Action 1.3.D: Implement the Vision Zero Enforcement Program**

Initiated quarterly reporting on citations issued - total citations in both quarters of 2017 have been higher than all quarters in 2016, with increased citations for blocking the bike lane and double parking.

However, blocking the box citations have decreased and blocking the sidewalk citations remain fairly constant. Next steps include full deployment of e-citations and a full evaluation of collision factors.

# 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

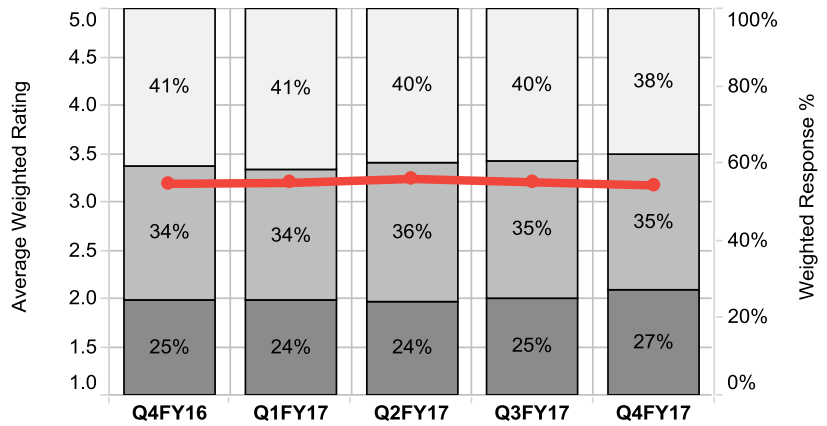
## **Objective 2.4**

Improve parking utilization and manage parking demand

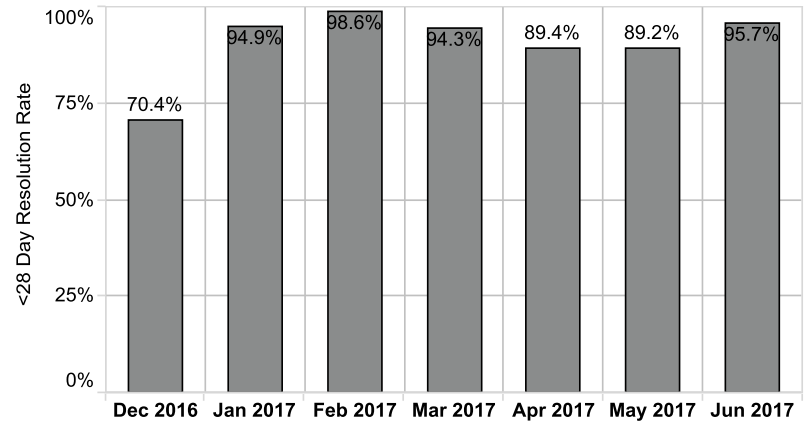
# Goal 2 metrics

## Key performance indicators

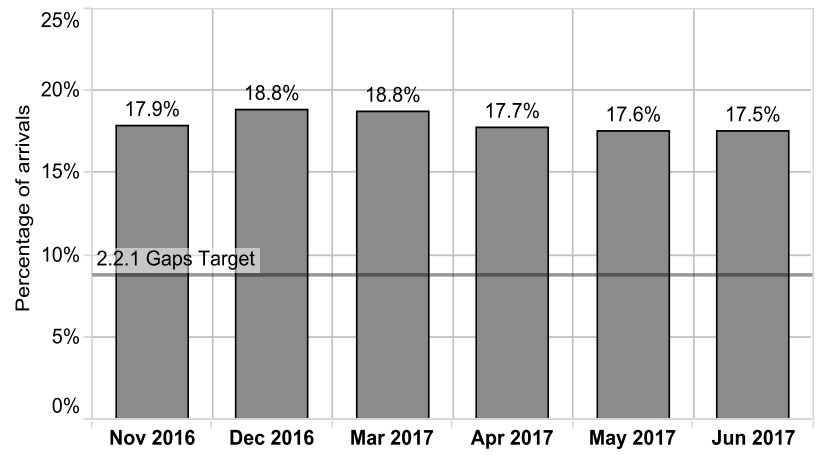
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



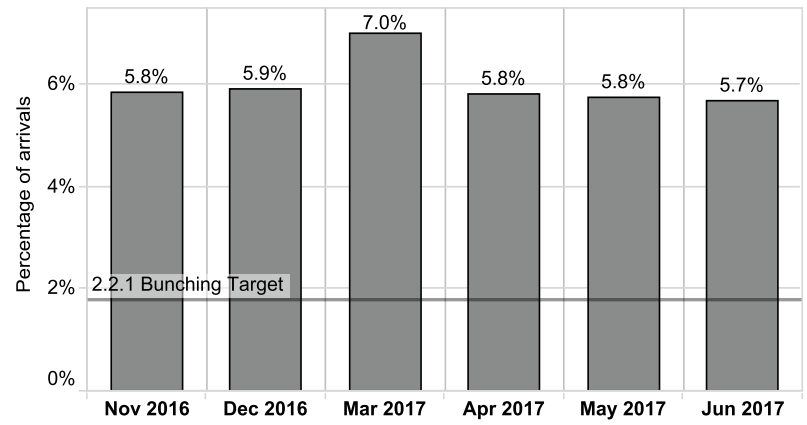
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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)



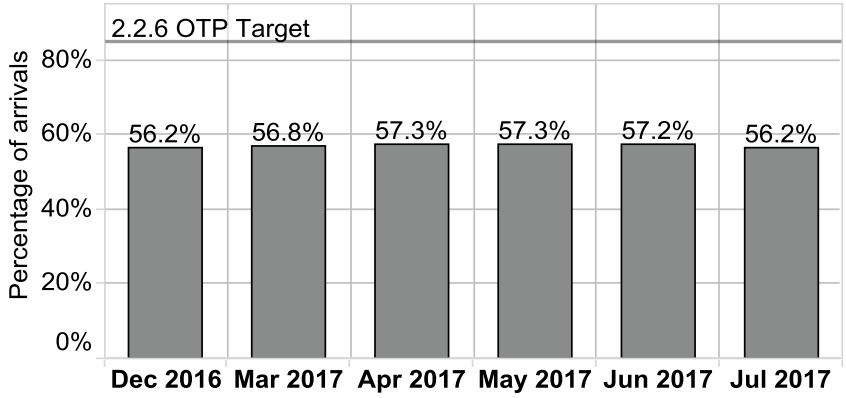
2.1.1 Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.  
 Note: Reported results are subject to change as data quality improves or new data become available.



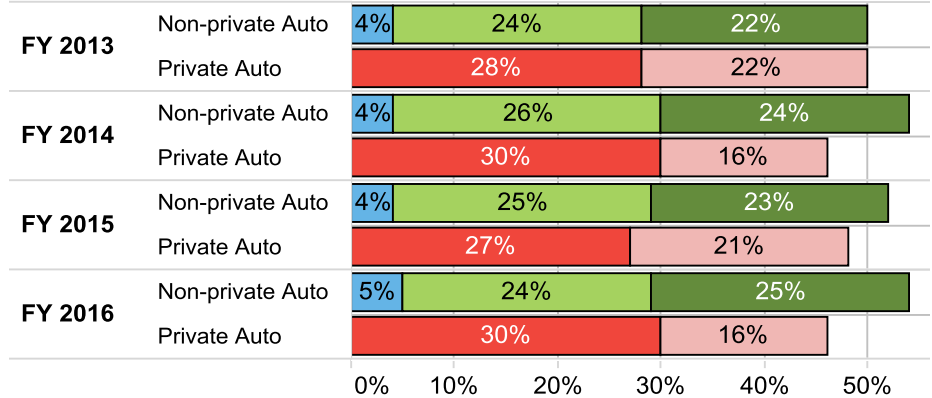
# Goal 2 metrics

## Key performance indicators **continued**

### 2.2.6 Percentage of on-time performance

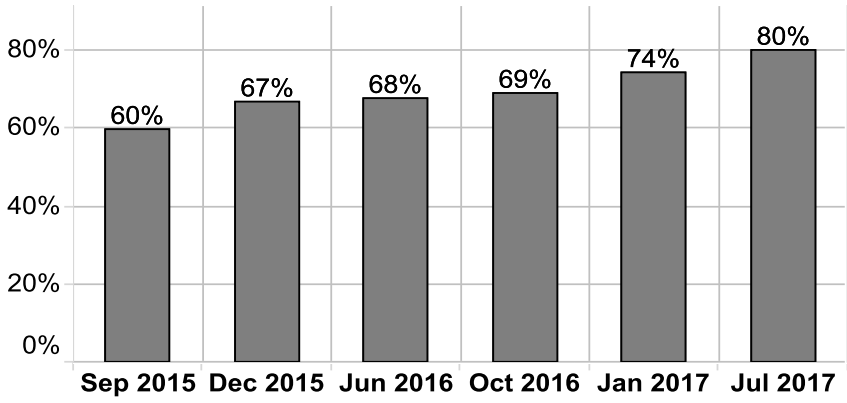


### 2.3.1 Percentage of non-private auto mode share



- Bicycling, taxi, TNC, other
- Transit
- Walking
- Drive alone
- Drive with others

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



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

## Objective 2.1: Improve customer service & communications


### **Action 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**

Made substantial progress on multiple customer-facing digital communications projects:

- Website refresh is on track for a fall launch - Staff are currently entering content into the back-end in preparation for the launch.
- Salesforce expansion is underway - Government Affairs and Director of Transportation communications have moved into Salesforce case management, and all Outreach members have been trained on the customer relationship management tool.
- Agency branding project is underway - focus groups have been scheduled for August 2017.

# Objective 2.1: Improve customer service & communications

## Website refresh:



Home / Projects / Unity Plaza

**Unity Plaza**

A landscaped, fully-accessible public open space with features including: benches, pedestrian lighting, artistic pavement, a domed play structure and photography displays depicting the history of the area. The space serves as an attractive pedestrian link between Muni's K Ingleside stop on Ocean Ave, the expanded City College campus and the City College bus terminal, in addition to the front door to the adjacent residential building.

**Project Timeline:**  
 July 2013      Dec 2015      Oct 2016

Detail Design: July 2013 - August 2015  Construction: Dec 2015 - Sept 2016  Completed: Oct 2016

**Current Phase or Stage:** Completed  
**Predicted Completion:** October 2016


**Project Status:**  Completed **Project Success:**  On budget  On schedule

**Improvements:**

- A pedestrian connector linking City College and residents with nearby Muni stops
- Improvements include landscaping, benches, art, and a climbing structure
- A fully accessible plaza

**Neighborhoods:**      **Streets:**

**MORE IN THIS SECTION**




**UPCOMING MEETINGS & EVENTS**

**12 OCT** **New Taxi Meeting**  
This is my test taxi meeting details

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**SFMTA Services**

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From parking permits and street improvements to chartered cable cars, here's where you can find the full range of transportation services the SFMTA provides to customers upon request.

For in-person customer service regarding parking cards, transit passes and citations, please visit the SFMTA Customer Service Center. For other city services not listed here, please visit the San Francisco 311 Customer Service Center website or call 311 (415-701-2311 outside SF).

**Permits**  
Apply for various permits for parking and street closures for events

**Color Curbs**  
Apply for our full range of color curbs here

**Maintenance Requests**

**Enforcement Requests**

**PLACEHOLDER**

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## **Objective 2.2:** Improve transit performance.

### **Action 2.2.1: Develop rail service plan options for new LRVs.**

Anticipating California Public Utilities Commission (CPUC) certification of the new light rail vehicles (LRV) by mid-September. As previously identified in the LRV service plan presented at the Board retreat in February, the first 3 cars will be put into service as a 3-car train shortly after certification has been completed.

After the first 3-car train is in service, we plan to implement more subway shuttles and then 2-car service on the T Third.

## Objective 2.3: Increase use of all non-private auto modes.

### Action 2.3.B: Develop and implement a shared use mobility strategy.

SFMTA and SFCTA Boards approved the Emerging Mobility Services and Technologies Guiding Principles in July. On August 4, the SFCTA and SFMTA hosted a workshop to begin drafting evaluation questions and metrics for each of the Guiding Principles.

These will serve as the basis for the Emerging Mobility Strategy, for which the SFMTA Sustainable Streets Division Office of Innovation is developing a draft outline.



## **Objective 2.4:** Improve parking utilization and manage parking demand.

### **Action 2.4.C: Implement *SFpark* Citywide.**

Completed the outreach to merchants in existing *SFpark* areas.

Drafted a policy document and revisions to the Transportation Code, and are aiming to present this information to the SFMTA Board this fall for approval.

# Goal 3 focus

## 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

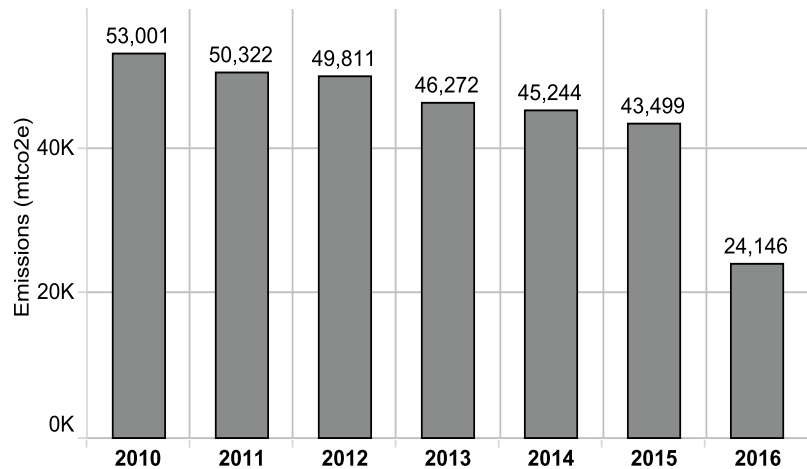
### **Objective 3.5**

Reduce capital and operating structural deficits

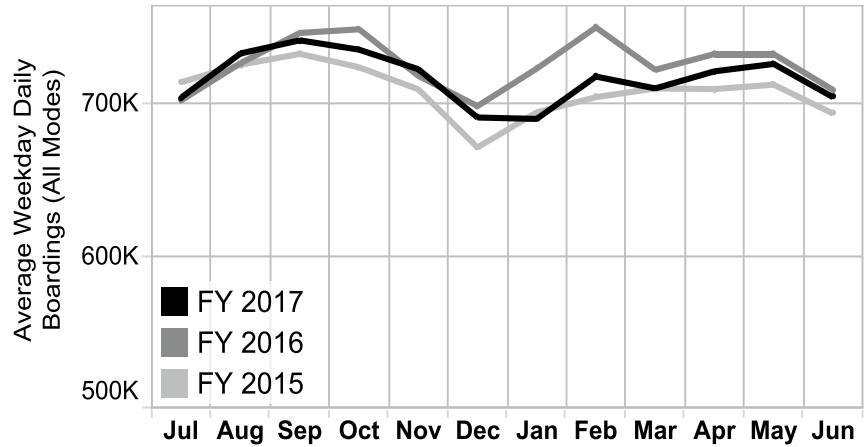
# Goal 3 metrics

## Key performance indicators

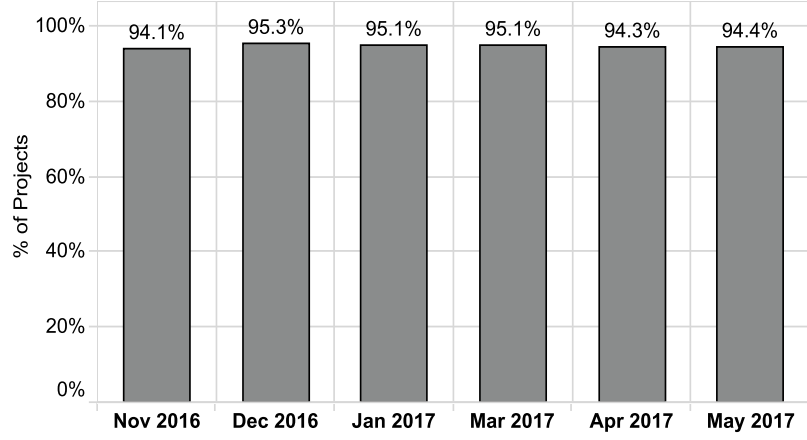
3.1.1 SFMTA carbon footprint (metric tons CO2e)



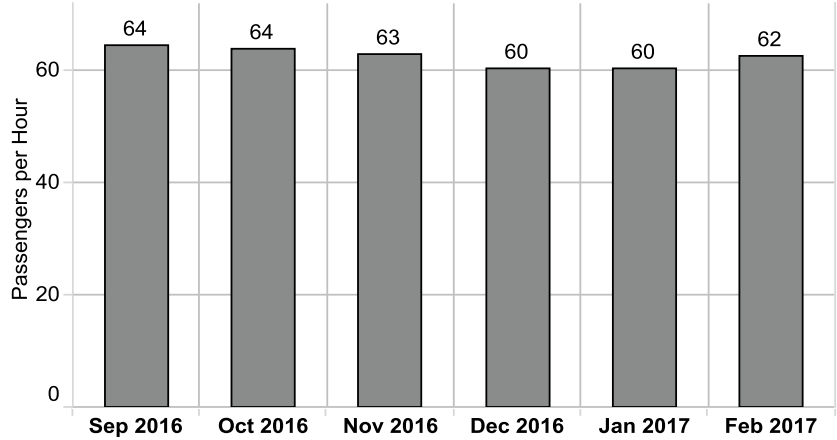
3.2.1 Muni average weekday boardings



3.3.1 Percentage of all capital projects delivered on-budget



3.4.1 Transit passengers per 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 February 2017.

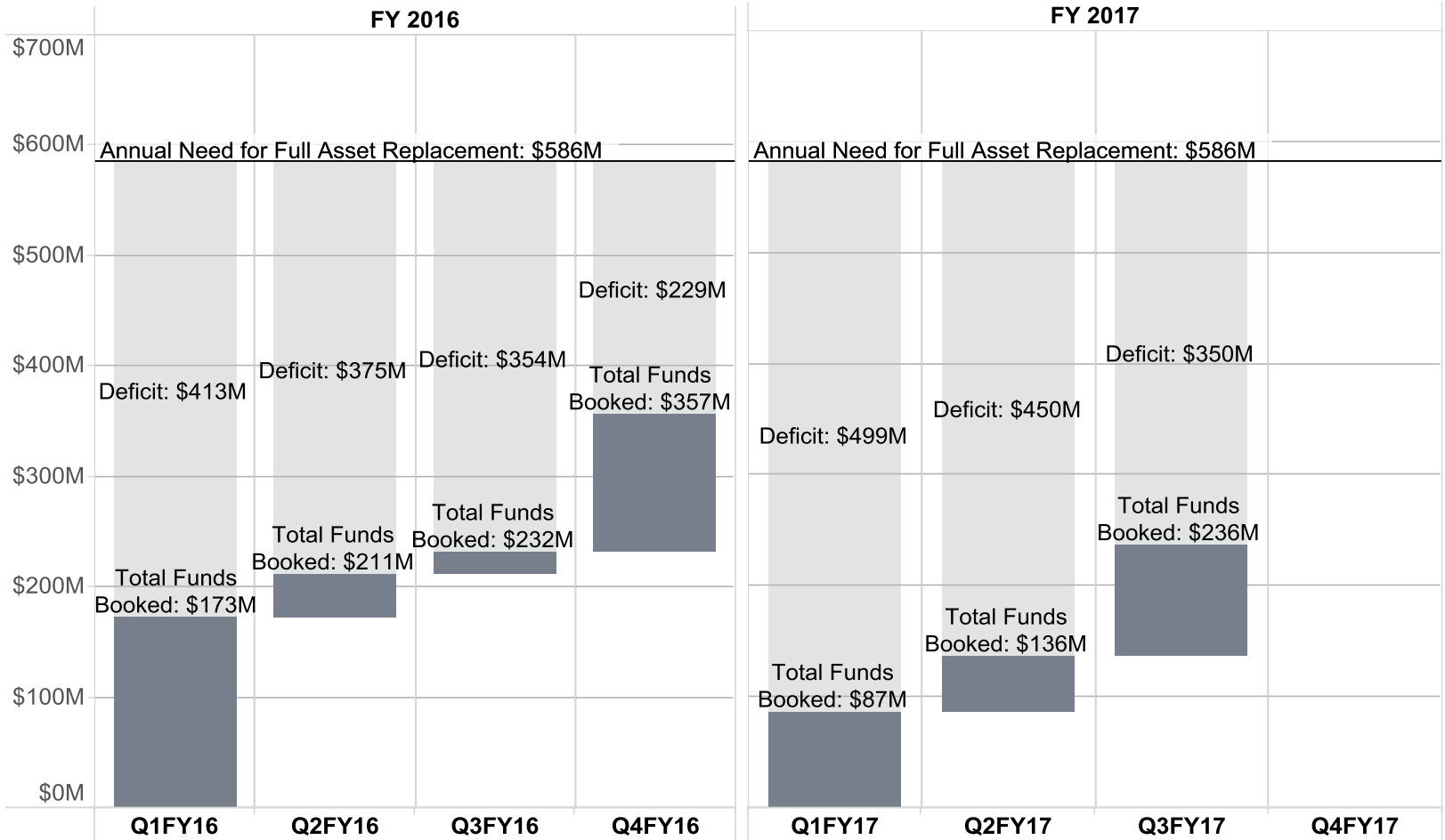
Note: Reported results are subject to change as data quality improves or new data become available.



# Goal 3 metrics

## Key performance indicators continued

### 3.5.1 Structural capital budget deficit (SOGR)



# Goal 3 financials

## Expenditures (FY17 as of May 2017)

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals Year to Date	Encumbrances	Total Projection for the Year <sup>(2)</sup>	Saving /(Overage)
SFMTA Agency Wide	\$131,971,071	\$127,806,387	\$9,185,893	\$134,718,680	(\$2,747,609)
Board of Directors	\$704,541	\$600,613	\$35,307	\$713,208	(\$8,667)
Capital Programs and Construction	\$44,818	\$3,561,289	\$1,283,166	\$44,818	\$0
Communications	\$7,660,911	\$4,313,749	\$743,591	\$5,584,083	\$2,076,828
Director of Transportation	\$1,959,579	\$970,118	\$317,238	\$1,368,895	\$590,684
Finance and Information Technology	\$112,322,445	\$84,653,640	\$17,109,133	\$108,900,207	\$3,422,238
Government Affairs	\$1,332,093	\$830,234	\$221,333	\$1,180,832	\$151,261
Human Resources	\$38,260,779	\$27,848,980	\$2,064,986	\$36,712,091	\$1,548,688
Safety	\$5,914,416	\$3,566,796	\$2,089,101	\$6,076,258	(\$161,842)
Sustainable Streets	\$154,615,085	\$118,316,766	\$16,400,739	\$152,502,424	\$2,112,661
Transit Services	\$630,686,470	\$522,997,218	\$51,159,932	\$638,504,560	(\$7,818,090)
Taxi and Accessible Services	\$34,061,120	\$23,744,000	\$8,147,638	\$33,180,135	\$880,985
<b>TOTAL</b>	<b>\$1,119,533,328</b>	<b>\$919,209,790</b>	<b>\$108,758,057</b>	<b>\$1,119,486,191</b>	<b>\$47,137</b>

(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, without carry forward to next fiscal year.

# Goal 3 financials

## Revenues (FY17 as of May 2017)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$27,725,000	\$24,178,659	\$27,226,773	(\$498,227)
Cash Fares	\$84,550,000	\$73,705,297	\$82,384,845	(\$2,165,155)
Other Fares	\$4,240,000	\$4,135,036	\$4,116,660	(\$123,340)
Passes	\$89,365,000	\$78,065,776	\$84,896,949	(\$4,468,051)
<b>TRANSIT FARES Total</b>	<b>\$205,880,000</b>	<b>\$180,084,768</b>	<b>\$198,625,227</b>	<b>(\$7,254,773)</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$67,760,000	\$67,760,000	\$61,260,000	(\$6,500,000)
Citations and Fines	\$104,998,892	\$108,377,238	\$115,751,619	\$10,752,727
Garage Revenue	\$70,577,578	\$59,113,277	\$65,024,680	(\$5,552,898)
Meter Revenue	\$58,411,840	\$60,665,993	\$66,181,083	\$7,769,243
Permit Revenue	\$16,282,000	\$20,003,193	\$17,743,558	\$1,461,558
<b>PARKING FEES &amp; FINES Total</b>	<b>\$318,030,310</b>	<b>\$315,919,701</b>	<b>\$325,960,940</b>	<b>\$7,930,630</b>
Operating Grants	\$134,502,152	\$103,288,015	\$132,906,187	(\$1,595,965)
Taxi Service	\$8,375,682	\$1,904,379	\$2,142,322	(\$6,233,360)
Other Revenues	\$32,827,525	\$30,062,723	\$32,928,007	\$100,482
General Fund Transfer	\$304,810,000	\$304,810,000	\$318,460,000	\$13,650,000
Fund Balance for Current Year Budget	\$45,000,000	\$45,000,000	\$45,000,000	\$0
Transfer from Non-operating Fund	\$18,033,781	\$18,033,781	\$18,033,781	\$0
Fund Balance from Prior Year Encumbrance Carry Forward	\$58,849,432	\$58,849,432	\$58,849,432	\$0
<b>TOTAL</b>	<b>\$1,126,308,882</b>	<b>\$1,057,952,799</b>	<b>\$1,132,905,896</b>	<b>\$6,597,014</b>

# Goal 3 financials

## Overtime Report (FY17 as of PPE 06.30.2017)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE <sup>(3)</sup>	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
<b>OPERATING FUND</b>					
<b>TRANSIT SERVICES DIVISION</b>					
Transit Operators	\$23,586,620	\$30,026,324	\$0	\$30,026,324	(\$6,439,704)
Transit Vehicle Maintenance	\$6,718,500	\$13,671,931	\$0	\$13,671,931	(\$6,953,431)
Transit – All Others	\$4,544,031	\$7,972,625	\$0	\$7,972,625	(\$3,428,594)
<b>Subtotal Transit Services Division</b>	<b>\$34,849,151</b>	<b>\$51,670,880</b>	<b>\$0</b>	<b>\$51,670,880</b>	<b>(16,821,729)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	(\$737,907)	\$0	(\$737,907)	\$1,732,891
Sustainable Streets – All Others	\$794,714	\$589,273	(\$245,000)	\$344,273	\$450,441
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>(\$148,634)</b>	<b>(\$245,000)</b>	<b>(\$393,634)</b>	<b>\$2,183,332</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>\$709,466</b>	<b>\$1,000,637</b>	<b>\$0</b>	<b>\$1,000,637</b>	<b>(\$291,171)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,348,315</b>	<b>\$52,522,883</b>	<b>(\$245,000)</b>	<b>\$52,277,883</b>	<b>(\$14,929,568)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$2,159,231	\$0	\$2,159,231	(\$2,159,231)
Sustainable Streets Engineering Programs	\$0	\$688,258	\$0	\$688,258	(\$688,258)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$2,847,489</b>	<b>\$0</b>	<b>\$2,847,489</b>	<b>(\$2,847,489)</b>
<b>TOTAL</b>	<b>\$37,348,315</b>	<b>\$55,370,372</b>	<b>(\$245,000)</b>	<b>\$55,125,372</b>	<b>(\$17,777,057)</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. The total actual cost recoveries is \$6,959K.

**Objective 3.1:** Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise.

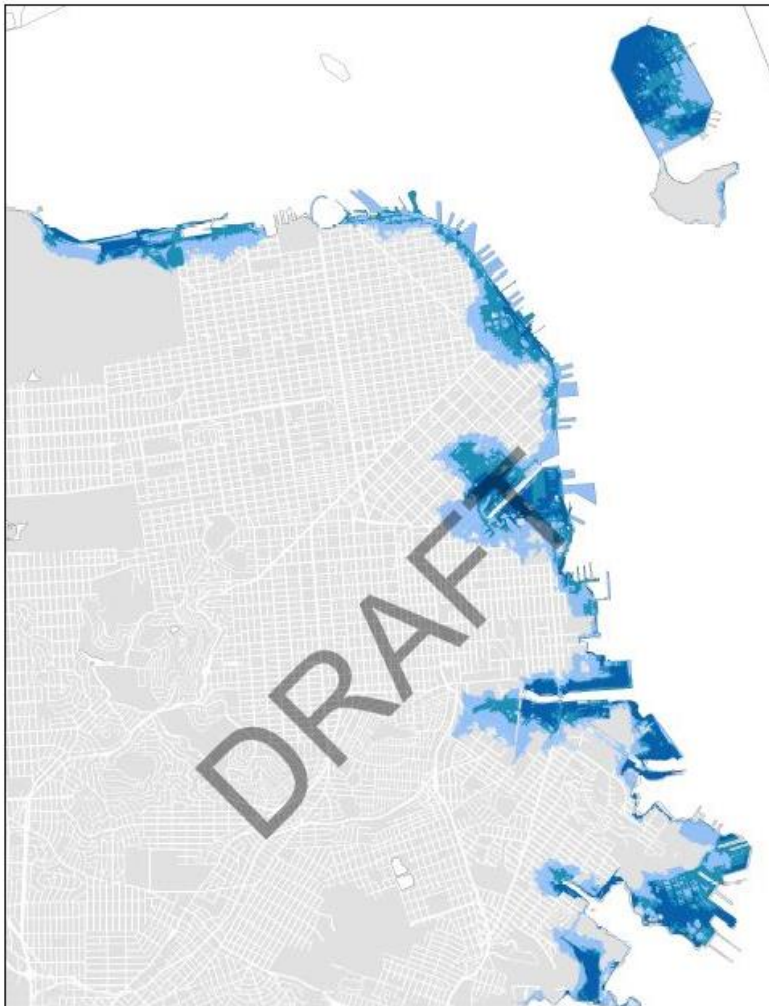
### **Action 3.1.C: Conduct a Sea Level Rise Vulnerability Assessment for San Francisco's Transportation System.**

Implementing the SF Sea Level Rise Action Plan which calls for each agency to conduct a sea level rise vulnerability assessment of their respective systems and assets.

- Staff working with colleagues from across the city to assess the vulnerability of the city's multimodal transportation system.
- Initial findings indicate that there are significant vulnerabilities along the shoreline at: Mission Bay, Islais Creek and the Embarcadero.

Conducting an assessment of the BART/Muni subway station at Embarcadero and the subway portal located at Howard Street. This assessment is being coordinated with BART, and findings from the assessment will inform citywide adaptation strategy development.

# Objective 3.1: Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise.



## SEA LEVEL RISE MAXIMUM EXTENT COASTAL FLOODING

BAYSIDE, SAN FRANCISCO  
2030, 2050, AND 2100  
HIGH END SEA LEVEL RISE PROJECTIONS  
WITH A 1% COASTAL FLOOD EVENT

- 2030 HIGH END SEA LEVEL RISE PROJECTION WITH A 1% COASTAL FLOOD EVENT, 52" INUNDATION SCENARIO
- 2050 HIGH END SEA LEVEL RISE PROJECTION WITH A 1% COASTAL FLOOD EVENT, 66" INUNDATION SCENARIO
- 2100 HIGH END SEA LEVEL RISE PROJECTION WITH A 1% COASTAL FLOOD EVENT, 108" INUNDATION SCENARIO



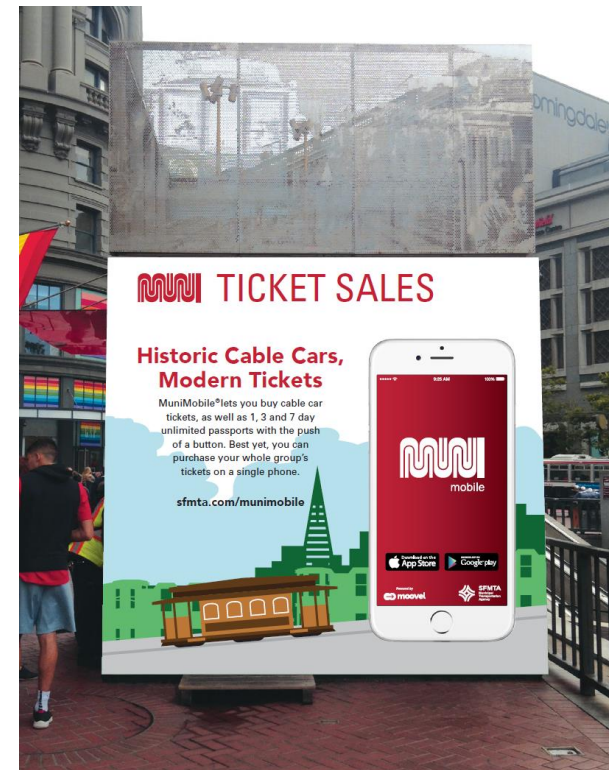
# Objective 3.2: Increase the transportation system's positive impact to the economy

## Action 3.2.B: Implement an enhanced mobile ticketing solution.

Monthly sales in July reached over \$420,000, an increase of over 25% on a month over month basis. Over 100,000 transactions were conducted during the month.

Extended the contract until October 2018. Request for Proposal in development.

Finalized design for prominent promotional signage on cable car kiosks and in process of obtaining the purchase order for production and installation.



## **Objective 3.3:** Allocate capital resources effectively.

### **Action 3.3.A: Develop a clear project development process for all project managers and re-align functions within the agency to improve project delivery**

Completed Project Delivery Improvement Group (PDIG) Framework and formalized the SFMTA Project Management Office (PMO) last April. The PMO is now tasked with supporting efficient project delivery across the Agency through changes to project delivery process and procedures.

Next step is to adopt CP&C Project Operation Manual (POM) as agency project management manual which will detail instructions on the delivery of capital projects by phase.



## Objective 3.4: Deliver services efficiently.

### **Action 3.4.C: Improve Parts Availability on motor and trolley coaches**

Developing a plan to contract with a supplier to automatically replenish parts for the New Flyer Fleet. Benefits include:

- Improved parts availability and tracking through a bar coding system.
- Reduction of stockpiling of parts.
- Increased availability of facility space.
- Reduction of holding costs.
- Reduction of administrative costs for the Contracting & Procurement and Storeroom teams.
- Reinvestment of savings from this program into fleet maintenance.

The Request for Proposal for this contract is expected to be finalized in September, with the contract awarded in January 2018 and an expected completion by June 2018.

# Objective 3.5: Reduce capital and operating structural deficits.

## Action 3.5.D: Advance and support T2030, including oversight of new revenue.

- State transportation funding package (SB1) was enacted, representing the biggest new state commitment to public transit in more than 40 years. The bill contains both competitive funding opportunities and formula funds for SF. We are tracking and participating in development of state transportation funding package (SB1) rollout of program guidelines. In August we submitted applications to compete for the State's Active Transportation Program SB1 augmentation funding.
- SFMTA's fourth revenue bond issuance, Series 2017, was issued in June providing \$190M for new light rail vehicles, Mission Bay transportation capital improvements, and the Van Ness Improvement Project.
- A bill to place Regional Measure 3 on the ballot to fund regional transportation projects by raising the toll on Bay Area bridges is now being considered by the State legislature.
- The second issuance of the 2014 Transportation and Road Improvement GO Bond is planned for Fall 2017 and partial redistribution of the first issuance funding (supplemental appropriation) was approved by the Board of Supervisors and Mayor in July.
- The second T2045 Transportation Task Force meeting was held in July, working toward a SF transportation revenue measure for the 2018 ballot.

# Goal 4 metrics

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

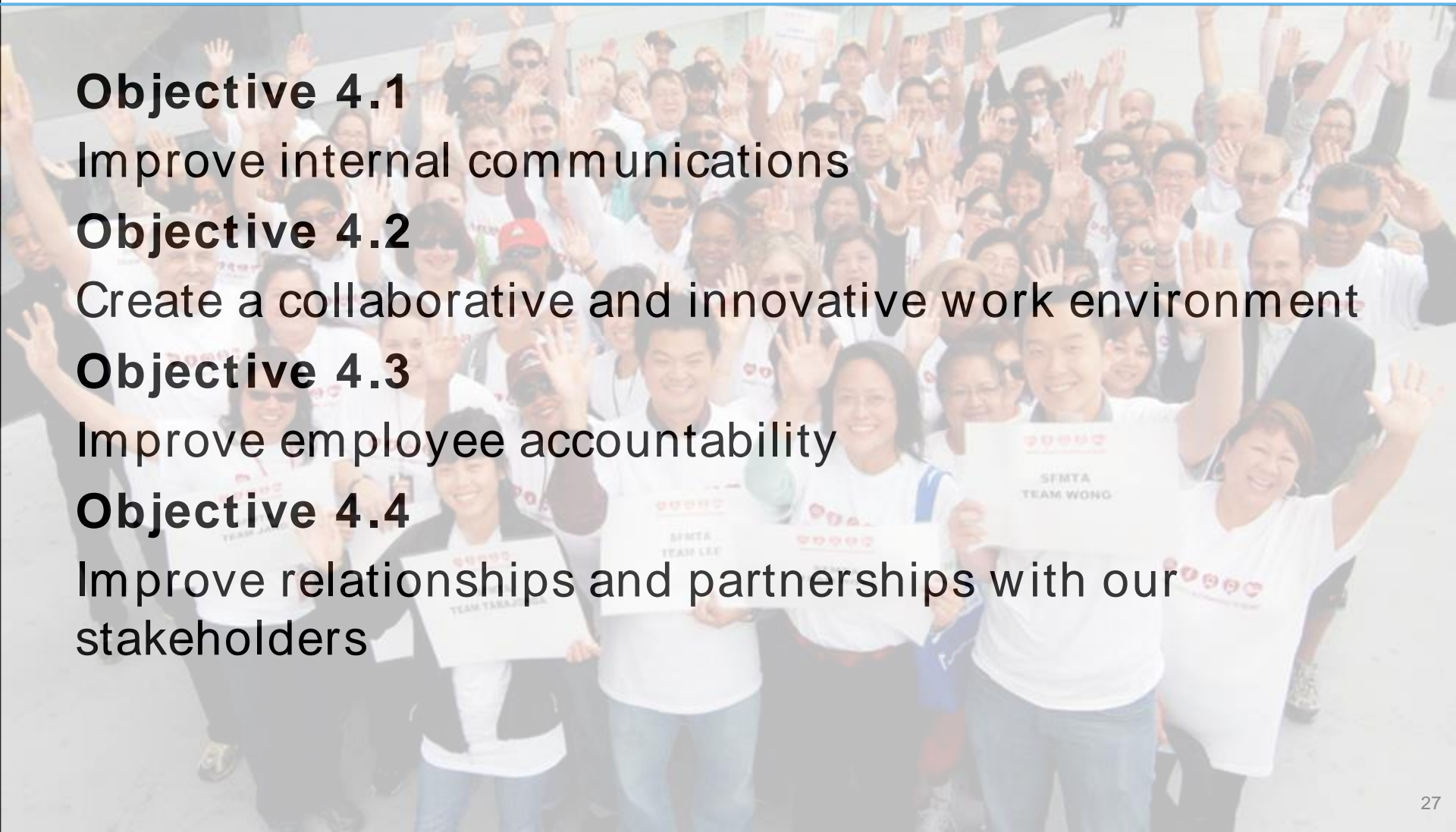
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

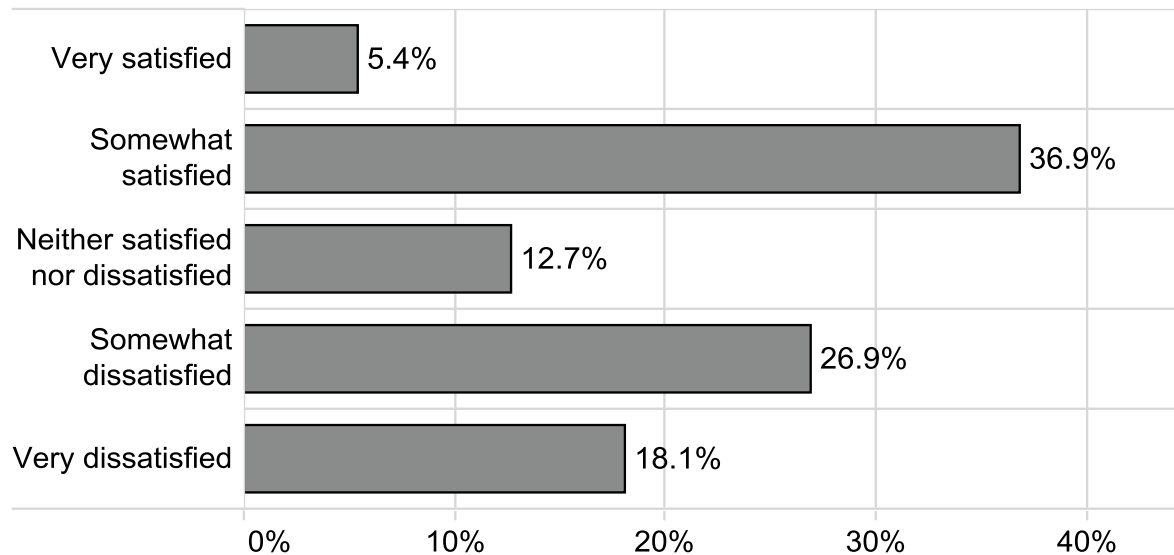
Improve relationships and partnerships with our stakeholders



# Goal 4 metrics

## Key performance indicators *continued*

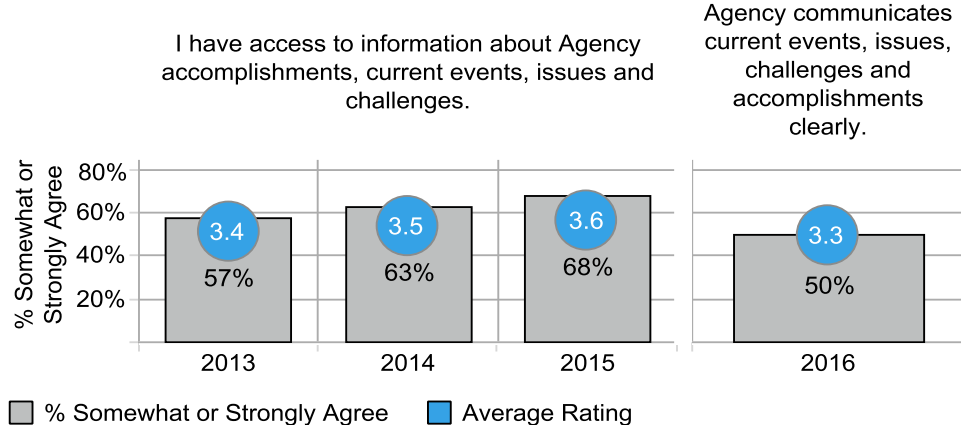
### 4.4.1 Stakeholder rating: satisfaction with SFMTA management of transportation in San Francisco



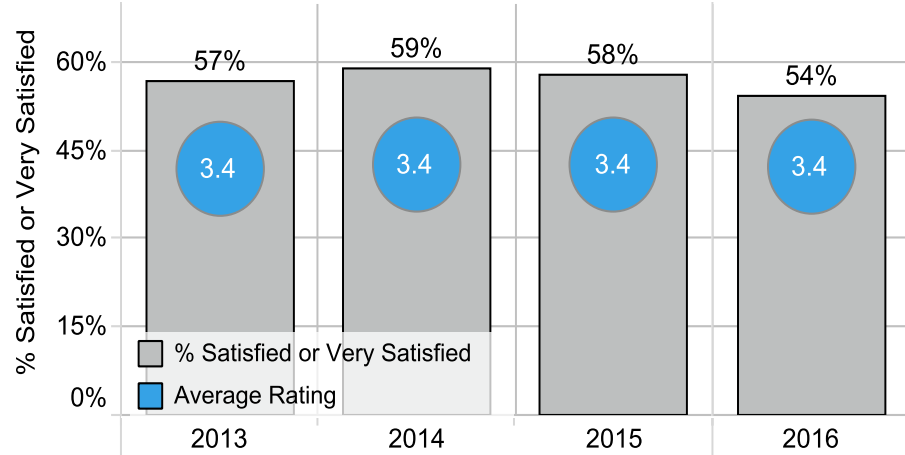
# Goal 4 metrics

## Key performance indicators

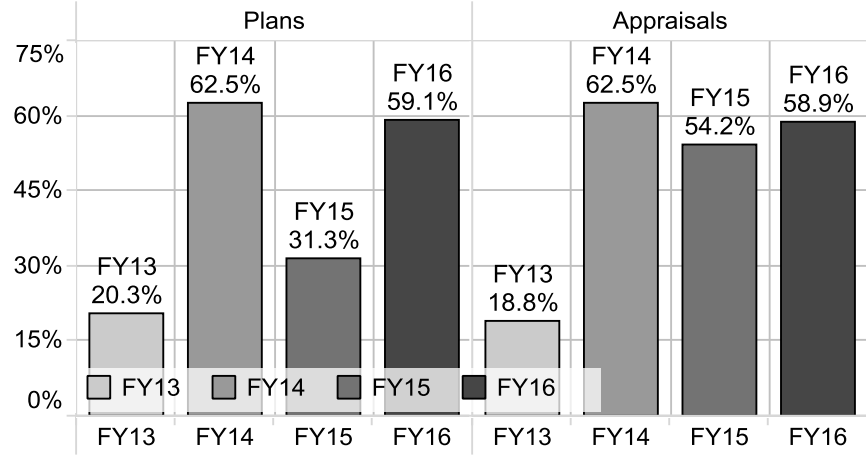
### 4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



### 4.2.1 Employee Rating: Overall employee satisfaction



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



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

# Objective 4.1: Improve internal communications.

## Action 4.1.A: Develop and implement a Digital Internal Communications Strategy.

Based on the success of the pilot, the project is doubling in size and expanding to another 10 locations between now and June 2018.

Continuing to streamline processes and add additional features such as the ability to create screen-specific content and create in-house closed captioning abilities for video.



Close-up of digital sign in 1 South Van Ness Lobby



Placement of digital sign in the Flynn Division Gilley Room

## Objective 4.2: Create a collaborative and innovative work environment.

### Action 4.2.A: Implement the Create an Outstanding Workplace Initiative

Completed the 360 Project for the Senior Management Team, including individual coaching and teambuilding and training for over 70 senior managers. Additionally, the Executive and Senior Management Teams have also participated in the city's Department of Human Resources' *Creating and Inclusive Environment, an Introduction to Managing Implicit Bias* training and will reexamine and reestablish the agency's Leadership Commitments.

Expanded the agency's cross-divisional Outstanding Workplace Committee (OWC) to include the agency's Organizational Development Team and is now working to partner with the citywide Government Alliance on Race & Equity program (GARE) to develop a specific work plan that will focus on diversity and inclusion.

## **Objective 4.3:** Improve employee accountability.

### **Action 4.3.A: Establish a new employee orientation program to support adoption of Agency standards and culture.**

Conducted a soft-launch of the New Employee Orientation program to support adoption of Agency standards and culture. The framework of this program was developed with input from Division leaders, current staff, and recent hires to identify the necessary modules for the training.

Next step is to operationalize the orientation program and integrate it into the greater employee lifecycle competence framework.



## **Objective 4.4:** Improve relationships and partnerships with our stakeholders.

### **Action 4.4.D: Implement Phase II of the Public Outreach & Engagement Team Strategy (POETS).**

Continuing the POETS education program for SFMTA staff, including both the one week intensive International Association of Public Participation "Foundations" training course and the half-day introductory POETS 101 Onboarding class. The latter is for new staff who will be tasked with handling project outreach. New staff workshops focused on "Designing for Diversity", where staff gains additional training on how to ensure they capture the correct stakeholders for projects are in development.

Establishing an internal, cross-divisional working group to update and refresh the POETS Public Outreach Notification Standards and Communications Plan - soon to be Participation Plan.

Working to refine the established metrics to more effectively measure success and determine areas for improvement for the POETS program.