Strategic Plan Progress Report

JULY 2013

SAN FRANCISCO, CALIFORNIA

Goal 1

Create a safer transportation experience for everyone

Objective 1.1
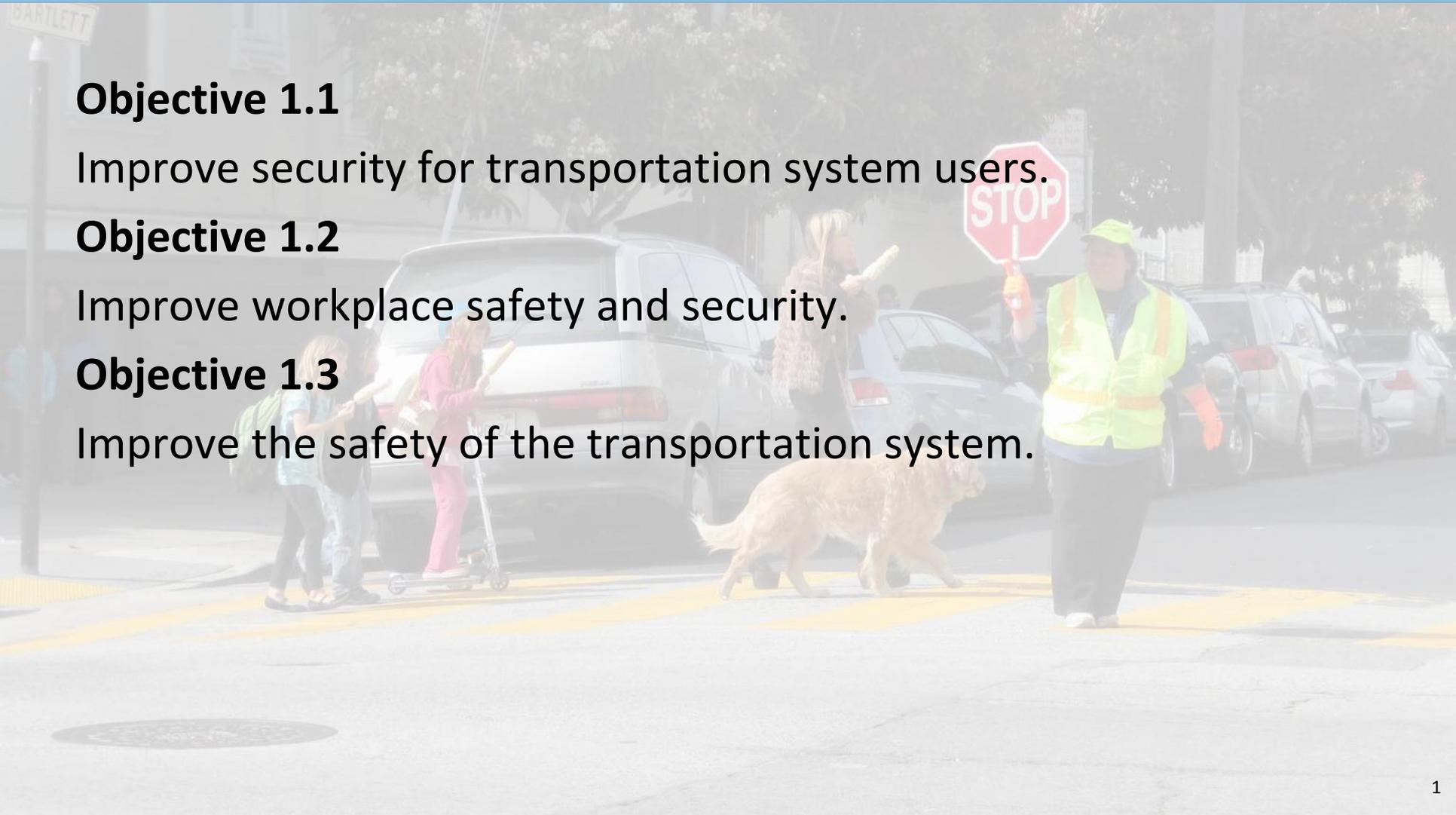
Improve security for transportation system users.

Objective 1.2

Improve workplace safety and security.

Objective 1.3

Improve the safety of the transportation system.

Goal 1 actions

Action	Update
1.3.10 Identify and implement key safety capital actions from upcoming Pedestrian Strategy specific to SFMTA.	On track with deliverables from the first phase including the revised map of streets for investment, the list of projects from prior plans, and the selection of a contractor to assist with public outreach and technical tasks. Locations identified by Sep 30, new pedestrian signals at 10 locations citywide by Dec 31, and SPOT improvements by Mar 31 2014.
1.3.17 Develop written safety-related curriculum for SFMTA training of new drivers; monitor private taxi school curricula and develop Code amendments specifying regulatory standards for driver safety training for private schools to be presented to SFMTA Board.	Standards are being finalized regarding taxi school certification. Staff expects to present to the SFMTA Board in August regarding the authority to create and modify taxi school standards.

Goal 1 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013
1.1.1	**SFPD-reported Muni-related crimes/100,000 miles**	**3.39**	**3.77**	7.56	4.81	7.24	9.44	10.68	9.24	11.37	11.01
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high)			2.95							
1.1.2	Customer rating: Security of transit riding experience (while waiting at a Muni stop or station); scale of 1 (low) to 5 (high)			2.89							
1.1.3	SFPD-reported taxi-related crimes**		3	4	4	2	1	6	2	6	2
1.1.4	Security complaints to 311 (Muni)		46	33	31	44	29	33	25	26	25
1.2.1	**Workplace injuries/200,000 hours**	**14.6**	**16.2**	14.1	13.7	13.7	12.8	11.3	12.0	13.9	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		14	12	11	21	12	19	11	13	*
1.2.3	Lost work days due to injury		3,764	3,912	3,773	*	*	*	*	*	*
1.3.1	**Muni collisions/100,000 miles**	**4.53**	**5.03**	5.22	5.00	4.27	5.76	5.05	5.99	5.45	*
1.3.2a	Collisions involving motorists, pedestrians, and bicyclists										
1.3.2b	Collisions involving taxis										
1.3.3	Muni falls on board/100,000 miles		4.65	4.17	4.26	4.36	3.87	2.92	4.25	3.70	*
1.3.4	"Unsafe operation" Muni complaints to 311		179	147	123	155	147	137	145	126	124
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high)			3.40							

*Data forthcoming.
**Available reporting includes incidents reported by SFPD as defrauding a taxi driver; operating a taxi without a permit; or overcharging taxi fare.

Color Legend

Outperforms FY12 Avg	Underperforms FY12 Avg	Equal to FY12 Avg

Goal 2

Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel

Objective 2.1

Improve customer service and communications.

Objective 2.2

Improve transit performance.

Objective 2.3

Increase use of all non-private auto modes.

Objective 2.4

Improve parking utilization and manage parking demand.

Goal 2 actions

Action	Update
2.1.11 Enhance NextBus software.	Testing of message priority to allow preempting for service-critical messages on the on-street displays. Awaiting implementation of software functionality for alerting customers of switchbacks via NextBus by late summer.
2.2.2 Develop and Implement measures to improve reliability and reduce transit travel times.	Installation of transit only lane cameras on track for 300 buses and will be expanded to remaining rubber tire fleet starting in Fall 2013. Schedule changes to rail on hold. Summer schedule adjustments for rubber tire services implemented on June 30. Transit Engineering moving forward on purchasing upgraded GPS based Transit Signal Priority devices for entire Flynn and Potrero fleets.
2.2.7 Maintain vehicles, equipment, and facilities in a state of good repair.	20 of 62 new buses on property. Most maintenance hires completed by end of fiscal year.
2.3.7 Implement comprehensive bicycle sharing program and expand scope.	The first 26 stations passed public hearing. SFMTA Bike Share and Accessible Services staff along with representatives from the Department of Public Works and the Mayor's Office on Disability met with volunteers from the Lighthouse for the Blind and Visually Impaired and the Independent Living Resource Center to conduct a test on the detectability of bike sharing stations placed in the furniture zone of sidewalks. The results were positive with volunteers having the ability to detect and get around the station. The Bay Area Bike Share website went live on June 25 with pricing information and maps. Memberships sales will be added on July 15. The terms of Alta's contract call for an August launch.

Goal 2 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013
2.1.1	**Customer rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)**			**2.48**							
2.1.2	Customer rating: Overall customer satisfaction with taxi availability; scale of 1 (low) to 5 (high)			2.48							
2.1.3	Customer rating: Overall customer satisfaction with bicycle network; scale of 1 (low) to 5 (high)			2.81							
2.1.4	Customer rating: Overall customer satisfaction with pedestrian environment; scale of 1 (low) to 5 (high)			3.54							
2.1.5	Average time to communicate Muni service advisories to customers										
2.1.6	Percentage of color curb requests addressed within 30 days		87%	93%	95%	96%	97%	97%	92%	99%	*
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		99%	100%	100%	100%	100%	100%	100%	100%	100%
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		85%	82%	79%	80%	82%	87%	86%	87%	84%
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		81%	79%	76%	82%			89%		
2.1.6	Percentage of traffic signal requests addressed within 2 hours		97%	97%	97%	95%	99%	97%	93%	98%	98%
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 14 days (60 days for ADA violations)		87%	90%	82%	82%	87%	94%	97%	96%	*
2.1.8	Customer rating: cleanliness of Muni vehicles; scale of 1 (low) to 5 (high)			2.39							
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators); scale of 1 (low) to 5 (high)			2.47							

*Data forthcoming.

Goal 2 metrics *continued*

ID	Metric	Goal	FY12 Avg	FY13 Avg	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013
2.2.1	**Percentage of transit trips with <2 min bunching on Rapid Network***	**5.3%**	**7.1%**	7.0%	6.5%	6.3%	6.5%	6.6%	6.9%	7.1%	7.3%
2.2.1	**Percentage of transit trips with + 5 min gaps on Rapid Network***	**13.9%**	**18.5%**	17.6%	18.6%	16.6%	17.0%	15.7%	15.2%	16.8%	16.9%
2.2.2	Percentage of on-time performance for non-Rapid Network routes*	85%	61.0%	59.5%	59.2%	60.0%	59.2%	60.4%	62.0%	61.6%	61.3%
2.2.3	Percentage of service pulled out at scheduled time *(Percentage of scheduled service hours delivered**)*	98.5%	96.6%	96.8%	96.0%	97.8%	96.7%	98.4%	99.2%	97.9%	97.6%
2.2.4	Percentage of on-time departures from terminals*	85%	76.9%	73.5%	72.8%	74.5%	73.6%	75.0%	76.1%	75.0%	74.4%
2.2.5	Average Muni system speed	Reporting forthcoming in FY14 Q1.									
2.2.6	Percentage of on-time performance*	85%	60.1%	58.9%	59.0%	60.5%	59.8%	60.7%	61.3%	60.4%	59.6%
2.2.7	Percentage of trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points		6.4%	7.5%	7.1%	6.6%	7.6%	7.4%	7.0%	6.7%	5.4%
2.2.7	Percentage of trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points		7.1%	7.7%	8.0%	6.4%	5.9%	7.0%	7.6%	7.3%	7.1%
2.2.8	Mean distance between failure (Bus)		3,300	3,310	3,197	3,631	3,723	4,170	3,712	3,427	3,771
2.2.8	Mean distance between failure (LRV)		3,137	3,673	3,167	3,927	4,440	3,984	3,655	2,806	***
2.2.8	Mean distance between failure (Historic)		2,055	2,224	1,891	1,958	2,316	1,620	2,530	2,025	***
2.2.8	Mean distance between failure (Cable)		2,936	3,735	2,624	2,649	2,811	4,814	5,488	4,979	***
2.2.9	Percentage of scheduled service hours delivered	Please see 2.2.3.									
2.2.10	Percentage of scheduled trips completed	Measure in development.									
2.2.11	Ridership (rubber tire, average weekday)		490,514	496,839	500,121	467,267	488,616	493,484	501,281	504,740	***
2.2.12	Percentage of time that elevators are available		93.6%	96.3%	91.7%	96.5%	95.8%	98.4%	96.7%	96.8%	93.7%
2.2.13	Percentage of time that escalators are available		94.2%	88.1%	84.1%	85.7%	87.0%	93.0%	88.2%	88.0%	95.7%

*Historical monthly results may change as we continue to work with and refine reporting based upon Nextbus data.
**This reflects % of service pulled out of divisions (as in past reports).
***Data forthcoming.

Goal 2 metrics *continued*

ID	Metric	Goal	FY12 Avg	FY13 Avg	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013
2.3.1	**Non-private auto mode share (all trips)**	**50%**	**45% (2011 Mode Share Survey)**								
2.4.1	**Parking reliability rate of SFpark spaces (Marina District)**		**48.8%***	58.3%	51.2%	64.8%	58.3%	58.3%	60.6%	59.4%	63.0%
2.4.2	Parking reliability of SFMTA garage spaces (median garage rate)		99.7%*	99.7%	98.2%	99.5%	99.5%	99.8%	100.0%	99.8%	100.0%
2.4.3	# of secure on-street bicycle parking spaces			6,804**							
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking)			888**							
2.4.4	On-street payment compliance (median district rate)			56.6%*	57.0%	57.2%	57.9%	57.8%	56.3%	54.7%	56.5%

*Median rate.
**Running total to-date.

Goal 3

Improve the environment and quality of life in San Francisco

Objective 3.1

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

Objective 3.2

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

Objective 3.3

Allocate capital resources effectively.

Objective 3.4

Deliver services efficiently.

Objective 3.5

Reduce capital and operating structural deficits.

Goal 3 actions

Action	Update
3.2.1 Actively involve external stakeholders with the Agency to forge ongoing partnerships through concerted, continuing outreach and gauge what is and is not working through periodic surveys.	Completed public participation training week of June 24 and using new training to implement outreach task team. Will have final best practices to be reviewed this month for new agency-wide outreach structure.
3.3.13 Review project portfolio and propose corrective action(s) for projects exceeding baseline budget and schedule.	All approved schedules finalized and assigned to the projects in Primavera 6, where they will remain locked until schedule revision is requested and approved. Integration of P6 schedule & resource data and FAMIS financials into EcoSys is nearly complete. Update of key financial data (forecast labor cost and accruals) continues.
3.4.1 Evaluate and implement schedule deployment efficiencies.	Seasonal schedule adjustments implemented on June 30 until school returns. Continuing to address training program with respect to operator needs and part-time assignments. Provided assignments to new part-time class for new June cohort. Net number of part time operators has not increased due to full time operator attrition and training pace. Will consider converting part time operators to full time in July.

Goal 3 financials

Expenditures (FY13 as of May 2013)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year	Saving/(Overage)
SFMTA Agency Wide	$106,148,815	$31,826,484	$49,331,317	$105,488,136	$660,679
Board of Directors	$733,131	$484,001	$3,839	$558,143	$174,988
Capital Programs and Construction	$864,706	($5,562,642)	$1,745,213	$864,706	$0
Communications	$4,901,233	$3,060,563	$279,341	$4,345,772	$555,461
Director of Transportation	$1,322,016	$829,553	$85,396	$1,005,234	$316,782
Finance and Information Technology	$75,791,941	$53,303,223	$10,737,373	$73,519,874	$2,272,067
Government Affairs	$657,807	$470,619	$140,890	$664,804	($6,997)
Human Resources	$42,440,845	$33,584,915	$5,436,396	$41,209,176	$1,231,669
Safety	$4,092,603	$2,802,135	$458,005	$3,597,413	$495,190
Sustainable Streets	$149,528,781	$100,604,054	$21,851,276	$138,393,787	$11,134,994
Transit Services	$470,628,169	$403,998,191	$34,891,891	$486,452,872	($15,824,703)
Taxi and Accessible Services	$19,959,165	$13,791,931	$2,696,693	$19,346,141	$613,024
TOTAL	**$877,069,212**	**$639,193,027**	**$127,657,630**	**$875,446,058**	**$1,623,154**

Goal 3 financials

Revenue (FY13 as of May 2013)

REVENUE	Revised Budget	Actuals: Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	$25,054,000	$23,918,995	$26,399,743	$1,345,743
Cash Fares	$71,328,000	$75,547,095	$78,013,190	$6,685,190
Other Fares	$5,910,200	$7,137,793	$7,812,794	$1,902,594
Passes	$96,032,140	$84,548,183	$91,804,304	($4,227,836)
TRANSIT FARES Total	**$198,324,340**	**$191,152,066**	**$204,030,031**	**$5,705,691**
PARKING FEES & FINES				
General Fund Baseline Transfer	$64,016,000	$64,016,000	$64,016,000	$0
Citations and Fines	$109,283,000	$98,445,786	$103,281,587	($6,001,413)
Garage Revenue	$51,756,174	$50,022,871	$52,786,003	$1,029,829
Meter Revenue	$43,428,400	$48,965,550	$49,416,964	$5,988,564
Permit Revenue	$9,727,900	$9,359,778	$10,431,796	$703,896
PARKING FEES & FINES Total	**$278,211,474**	**$270,809,985**	**$279,932,350**	**$1,720,876**
Operating Grants	$110,000,000	$112,264,680	$111,295,956	$1,295,956
Taxi Service	$10,157,739	$7,431,389	$7,764,489	($2,393,250)
Other Revenues	$12,129,349	$13,517,731	$13,980,190	$1,850,841
General Fund Transfer	$218,539,000	$218,539,000	$218,539,000	$0
Fund Balance CFWD budget	$49,695,309	$49,695,309	$49,695,309	$0
TOTAL	**$877,057,211**	**$863,410,160**	**$885,237,325**	**$8,180,114**

Goal 3 financials

Overtime Report (FY13 as of May 2013)

FUND/DIVISION	Annual Revised Budget	Actuals Fiscal Year to Date*	Projection for Remaining Months**	End of Year Projection	Surplus (Deficit)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	$22,602,261	$21,850,901	$2,417,547	$24,268,448	($1,666,187)
Transit Vehicle Maintenance	$11,051,845	$8,931,048	$988,115	$9,919,163	$1,132,682
Transit – All Others	$6,095,171	$7,509,896	$830,882	$8,340,778	($2,245,607)
Subtotal Transit Services Division	**$39,749,277**	**$38,291,845**	**$4,236,544**	**$42,528,389**	**($2,779,112)**
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	$835,365	$1,464,443	$162,023	$1,626,466	($791,101)
Sustainable Streets – All Others	$567,981	$368,726	$40,795	$409,521	$158,460
Subtotal Sustainable Streets Division	**$1,403,346**	**$1,833,169**	**$202,818**	**$2,035,987**	**($632,641)**
SFMTA AGENCY WIDE*	$0	$384,106	$0	$384,106	($384,106)
ALL OTHER DIVISIONS	$841,968	$965,601	$106,832	$1,042,433	($200,465)
TOTAL OPERATING FUND	**$41,994,591**	**$41,474,721**	**$4,546,194**	**$45,990,915**	**($3,996,324)**
NON OPERATING FUND					
Capital Programs & Construction	$0	$1,398,785	$154,759	$1,553,544	($1,553,544)
Sustainable Streets Engineering Programs	$0	$99,933	$11,056	$110,990	($110,990)
Total Non-Operating Fund	**$0**	**$1,498,718**	**$165,816**	**$1,664,533**	**($1,664,534)**
TOTAL	**$41,994,591**	**$42,973,439**	**$4,712,010**	**$47,655,449**	**($5,660,858)**

*Figures include cost recovery for events or services totaling $3.1M as of the most recent closed month-end (May 2013). The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.
**Projection for remaining months is calculated average of actuals year-to-date (year-to-date actual overtime labor cost divided by the numbers of pay periods as of the reporting period multiplied by the remaining pay periods).
*** Charges are all related to America's Cup.

Goal 3 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013
3.1.1	**Metric tons of C02e for the transportation system**	**1,515,000**									**2,155,000 (2010)**
3.1.2	% of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions										94% (Taxi)
3.1.3	% biodiesel to diesel used by SFMTA										2% (FY11)
3.1.4	Number of electric vehicle charging stations										31
3.1.5	Citywide gasoline consumption rate										149,156,104 (2009)
3.1.6	Agency electricity consumption (kWh)										123,746,104 (FY11)
3.1.6	Agency gas consumption (therms)										579,043 (FY11)
3.1.6	Agency water production (gallons)										21,301,010 (FY11)
3.1.7	Agency compost production (tonnes)										13 (CY09)
3.1.7	Agency recycling production (tonnes)										534 (CY09)
3.1.7	Agency waste production (tonnes)										592 (CY09)
3.2.1	**Customer rating: Business satisfaction with transportation network; scale of 1 (low) to 5 (high)**	**Survey will be conducted in FY14.**									
3.3.1	**% of all capital projects delivered on-budget by phase**	Results reporting to begin in FY14.									
3.3.2	% of all capital projects delivered on-time by phase	Results reporting to begin in FY14.									
3.3.3	% of all capital projects delivered in-scope by phase	This is proving challenging to quantify. We are evaluating alternative metrics.									
3.4.1	**Average annual transit cost per revenue hour**	**$184**	**$195**								
3.4.2	Passengers per revenue hour for buses		70								
3.4.3	Cost per unlinked trip		$2.77								
3.4.4	Pay hours: platform hours ratio		1.12	1.12	1.13	1.12	1.11	1.11	1.11	1.11	1.10
3.4.5	Farebox recovery ratio		30.8%								
3.5.1	**Operating and capital structural deficit**	**$70M additional needed for operations, $260M additional needed for State-of-Good Repair (SOGR) and $1.7B 5-Year shortfall for bike, pedestrian, facilities and transit (FY12)**									

Goal 4

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications.

Objective 4.2

Create a collaborative and innovative work environment.

Objective 4.3

Improve employee accountability.

Objective 4.4

Improve relationships and partnerships with our stakeholders.

Goal 4 actions

Action	Update
4.1.7 Proactively communicate with front line staff.	Preparing for next DOT quarterly meeting on July 24 at 700 Pennsylvania. Drafted outline for production of Agency's Annual Report. Exploring venues and options based on focus group feedback and meetings with Transport Workers Union Local 250A to produce Safe Driver Awards event.
4.1.19 Implement survey instruments to develop baseline and monitor progress.	Employee engagement survey period closed on July 10. Over 1,800 employees responded, which represents a 28% increase over the prior survey. Results will be tabulated and available by the end of the month. Action planning to address key survey findings will follow shortly thereafter.
4.4.4 Increase the visibility of the SFMTA at public events.	SFMTA participation in SF Pride gained much exposure for the Agency and promoting all modes. Over 40 Agency staff marched in parade and included the motorized cable car, parking enforcement vehicles, and bikes.
4.4.9 Create advocacy partnership with key business groups on regional transportation issues.	As part of this ongoing initiative we are now meeting regularly with the Silicon Valley Leadership Group CEO and California Transportation Commission Commissioner member Carl Guardino. Meetings have also occurred with the SF Chamber and the Transportation Management Association of San Francisco (TMASF).

Goal 4 metrics

ID	Metric	Goal	FY12 Avg	FY13 Avg	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013
4.1.1	**Employee rating: Information needed to do the job? Informed about agency issues, challenges and current events?; scale of 1 (low) to 5 (high)**										
4.1.2	% of employees that complete the survey										
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success										
4.1.4	Employee rating: I have received praise for my work in the last month										
4.1.5	Employee rating: Communication between leadership and employees has improved										
4.1.6	Employee rating: My concerns, questions, and suggestions are acted upon quickly and appropriately										
4.1.7	Employee rating: Discussions with my supervisor about my performance are worthwhile	Reporting forthcoming in August.									
4.2.1	**Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)**										
4.2.2	Employee rating: My opinions seem to matter to my manager										
4.2.3	Employee rating: Conflicts are resolved collaboratively										
4.2.4	Employee rating: Employees in my division consistently look for more efficient/effective ways of getting the job done										
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively										
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'										
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment										

Goal 4 metrics *continued*

ID	Metric	Goal	FY12 Avg	FY13 Avg	Dec 2012	Jan 2012	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013
4.3.1	**% of employees with performance completed/appraisals conducted**	**Reporting forthcoming in September.**									
4.3.2	% of employees with performance plans prepared by start of fiscal year	Reporting forthcoming in September.									
4.3.3	% of employees who have received feedback on their work	Reporting forthcoming in August.									
4.3.4	% of divisions/units that report metrics	Reporting forthcoming in August.									
4.3.5	Unscheduled absence rate by employee group (Transit operators)		12.2%	8.6%	9.0%	8.9%	10.3%	8.5%	6.9%	8.3%	9.0%
4.3.6	Employee rating: My manager holds me accountable to achieve my written objectives	Reporting forthcoming in August.									
4.4.1	**Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)**	**Survey will be conducted in FY14.**									

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