



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 1 Focus*

April 2014

San Francisco, California

# Goal 1 focus

Create a safer transportation experience for everyone

## Objective 1.1

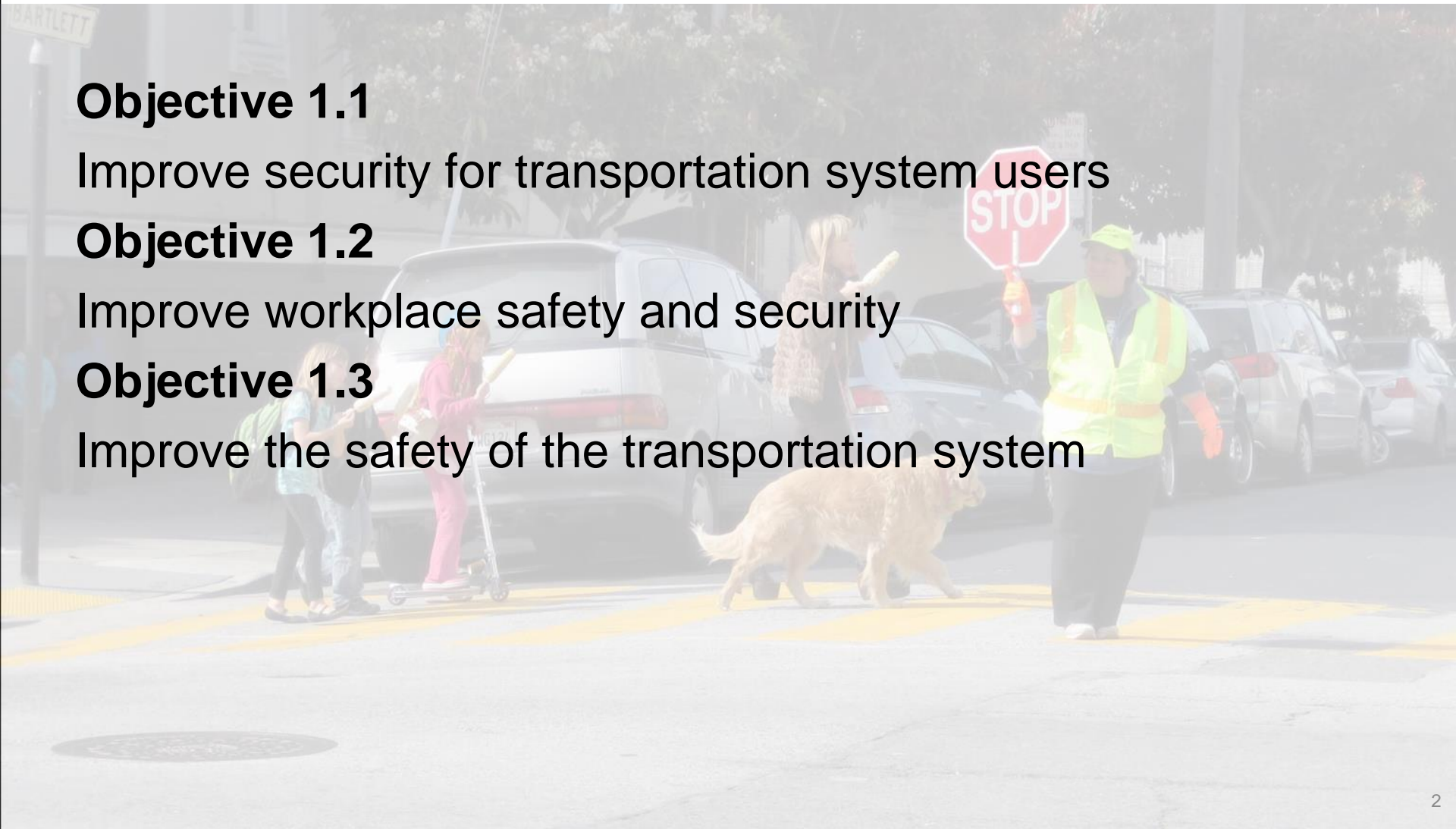
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

Improve the safety of the transportation system

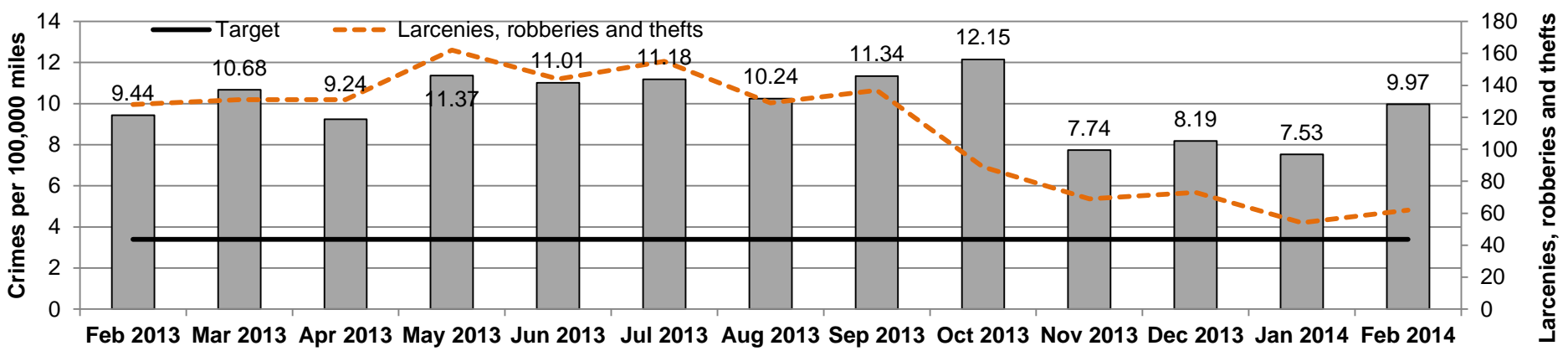


# Objective 1.1 metrics

## Improve security for transportation system users

### Key performance indicator

1.1.1 SFPD-reported Muni-related crimes/100,000 miles



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Mar 2013	Feb 2014	Mar 2014
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.39	7.56	8.21	10.68	9.97	*
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high) <sup>1</sup>			3.17			
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) <sup>1</sup>			3.08			
1.1.3	SFPD-reported taxi-related crimes <sup>2</sup>		3.9	3.8	6	10	8
1.1.4	Security complaints to 311 (Muni)		37.1	28.2	35	20	20

\*Data forthcoming.

<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted in 11/13 and 12/13 and are weighted to reflect the geographic distribution of San Francisco's population.

<sup>2</sup>Available data include incidents reported by SFPD as defrauding a taxi driver; operating a taxi without a permit; or overcharging taxi fare.

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

**Color Legend**

Outperforms Previous	Underperforms Previous	Equal to Previous
FY Average	FY Average	FY Average

# Objective 1.1 action items

## Improve security for transportation system users

### Key action item updates

1.1.3 Conduct SFPD/SFMTA operations to address crime trends

All crime has declined 30 percent since SFPD/Muni Surge was put in place in Oct 2013.

1.1.8 Implement expanded education campaign re theft on Muni. Launch Safety Outreach Program.

“Eyes Up, Phone Down” campaign launched in August 2013. Customized web page developed. TFIs handed out anti crime tip card with cell phone digicleaners to customers. Second campaign to launch in May 2014.

1.1.9 Continue to develop awareness program with SFUSD to address student safety on transit while providing safe rides for all our regular passengers.

Monitoring the T, 14, 19, 38, 48, 54 and 108 lines. Focusing on KIPP Academy and Visitacion Valley schools.

### Action item status

0% encountering issues

8% at risk

31% on track

0% on hold



62% completed



# Objective 1.1 other key updates

## Improve security for transportation system users

- **Key achievements**

- Robberies have decreased by 75 percent since Jul 2013
- Larcenies have decreased by 59 percent since May 2013
- Cell phone thefts have decreased by 88 percent since May 2013
- Crime on the ten lines with the highest incidents of crime has decreased by 36 percent since Oct 2013 (due to “the surge”)
- A procedure for reporting garage crime was created and introduced to garage managers with a tracking process maintained by Security, Investigations, and Enforcement
- Enforcement dispatch, Video Surveillance Unit, and Security Operations Center moved to the new Transportation Management Center

- **Forthcoming developments**

- Increasing Muni Transit Assistance Program staffing

- **Challenges**

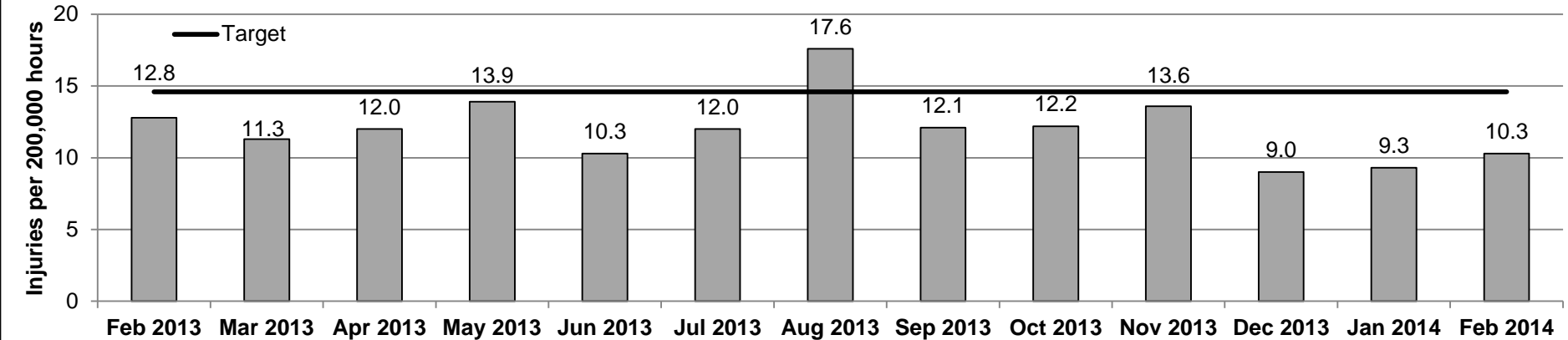
- No active program to install cameras in some of the historic streetcars
- Obtaining data to create a bicycle-related crime database

# Objective 1.2 metrics

## Improve workplace safety and security

### Key performance indicator

#### 1.2.1 Workplace injuries/200,000 hours



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Mar 2013	Feb 2014	Mar 2014
1.2.1	Workplace injuries/200,000 hours	14.6	13.8	12.0	11.3	10.3	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		12.1	10.4	10	6	*
1.2.3	Lost work days due to injury <sup>1</sup>		3,912	*	*	*	*
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.23				

\*Data forthcoming.

<sup>1</sup>Reporting paid total temporary disability (TTD) days as a proxy until 3<sup>rd</sup> party claims administrator develops lost days reporting capabilities.

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

# Objective 1.2 action items

## Improve workplace safety and security

### Key action item updates

1.2.2 - Develop a new safety policy letter and new Injury Illness Prevention Program (IIPP)

Safety policy letter completed and posted throughout the Agency. IIPP will be completed and distributed by April 30<sup>th</sup>.

1.2.3 – Develop an SOP on workplace violence

SOP and Policy drafted and final review. Workplace Violence Committee established. Finalized Committee member's roles and responsibilities. Developed a workplace violence response matrix.

### Action item status

0% encountering issues

14% at risk

86% on track

0% on hold



0% completed



# Objective 1.2 other key updates

## Improve workplace safety and security

- **Key achievements**
  - Establishing a Workplace Violence Committee
  - Reduction in Workers' Compensation claims frequency and cost
- **Forthcoming developments**
  - Safety Analysts certified to provide safe driver training for non-revenue vehicles drivers
  - Defibrillator purchases complete for the Agency
  - Workplace Violence Committee to access and develop strategies for employee safety in the area of 1 South Van Ness
- **Challenges**
  - Developing and implementing a consistent, agency-wide system for reporting and tracking injuries
  - Providing and coordinating training for management and supervisory employees

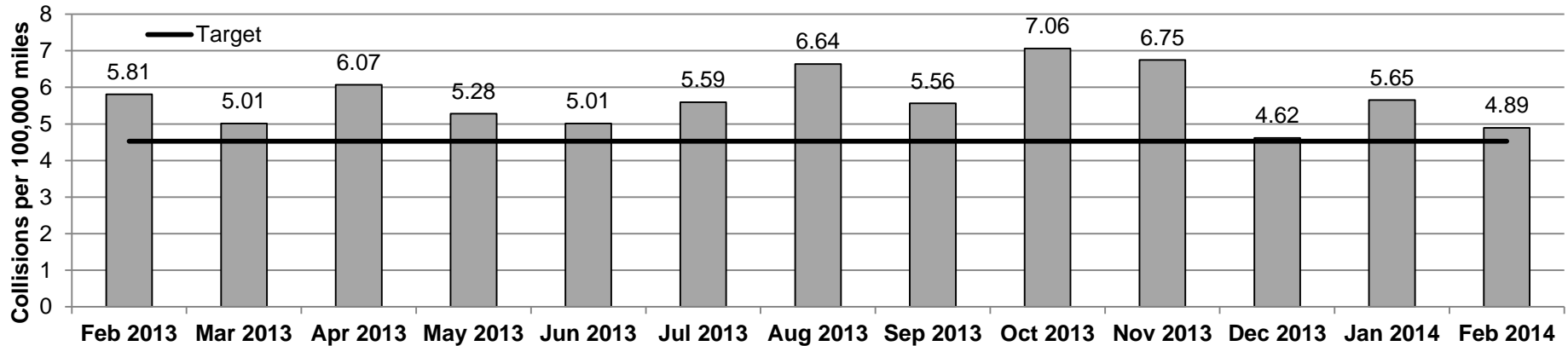


# Objective 1.3 metrics

## Improve the safety of the transportation system

### Key performance indicator

1.3.1 Muni collisions/100,000 miles



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

ID	Metric	Target	FY13 Avg	FY14 Avg	Mar 2013	Feb 2014	Mar 2014
1.3.1	Muni collisions/100,000 miles	4.53	5.18	5.86	5.01	4.89	*
1.3.2	Collisions involving motorists, pedestrians, and bicyclists <sup>1</sup>		3,111 (CY11)				
1.3.2	Collisions involving taxis		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.23	4.38	4.34	5.28	*
1.3.4	"Unsafe operation" Muni complaints to 311		157.8	184.6	152	173	152
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high) <sup>2</sup>			3.68			

\*Data forthcoming

<sup>1</sup>Injury collisions.

<sup>2</sup>Results are based on a non-probability sample from opt-in SFMTA online conducted in 11/13 and 12/13 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 1.3 action items

## Improve the safety of the transportation system

### Key action item updates

#### 1.3.1 Ensure all operating staff safety training is completed on schedule

Development of the Roadway Worker Protection (RWP) Training Program is complete. Weekly RWP training classes of 25 persons per class commenced on Apr 14 using in-house staff. Longer-term we are seeking a vendor to enable us to conduct the RWP training on a larger scale so all essential employees are trained including other city departments.

#### 1.3.8 Research vehicle simulation tools for training and procure product

A contract with the LTK Engineering vendor is targeted to be executed early Apr. The vendor will assist the Agency to develop the scope for a Rail Training Simulator. The scope will accommodate both existing vehicles and new vehicle specifications. Safety will participate in the scope development to ensure the rail training addresses common safety issues.

#### 1.3.10 Identify and implement key safety capital actions from Pedestrian Strategy

Prioritization of pedestrian improvements is complete. Development of a list of 24 safety treatments to be installed by January 2016 is under way as part of the "Vision Zero" resolution. The list of 24 safety treatments was presented to the Vision Zero Steering Committee (staff) and the Vision Zero sub-committee of the SFCTA, as well as other stakeholders in Apr.

### Action item status

7% encountering issues

14% at risk

57% on track

7% on hold



14% completed



# Objective 1.3 other key updates

## Improve the safety of the transportation system

- **Key achievements**

- Rail Rulebook and Rail Training Manual completed
- Roadway Worker Training Program Manual completed
- Certification and decertification standards for new taxi driver training schools
- Finalized WalkFirst capital improvement program

- **Forthcoming developments**

- Regulation to require taxi drivers to pass annual training; online training site will facilitate training these 8,500 taxi drivers
- Roadway Worker Training roll-out begins in April to comply with the GO 175 Roadway Worker protection mandate

- **Challenges**

- Citation Diversion Program in lieu of citations stalled
- Roadway Worker Training Program - current resources are adequate to begin but long-term we will require either an ongoing vendor or a dedicated in-house Training Unit

# 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**

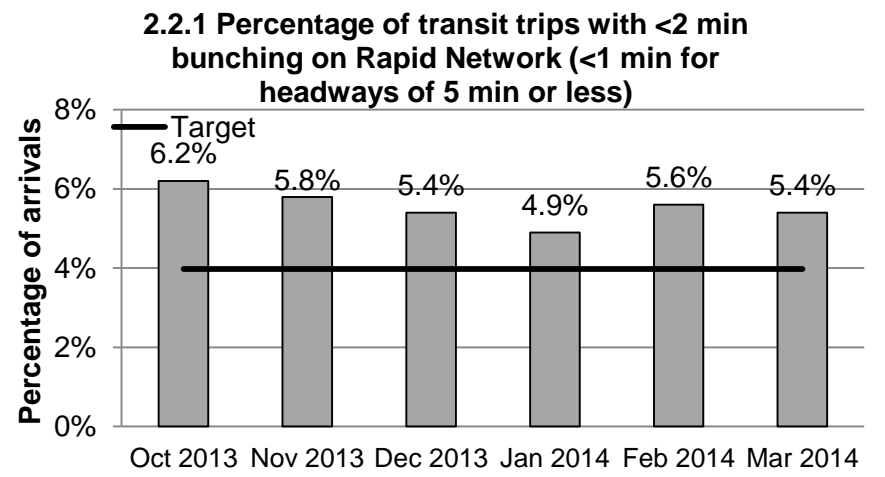
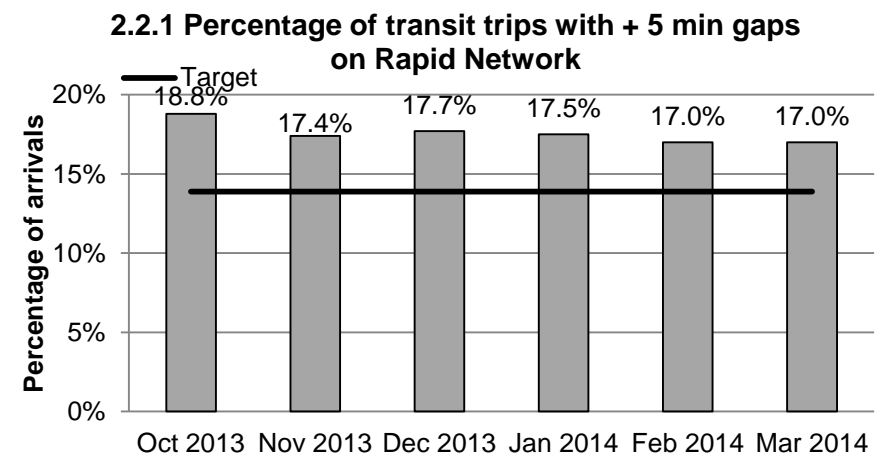
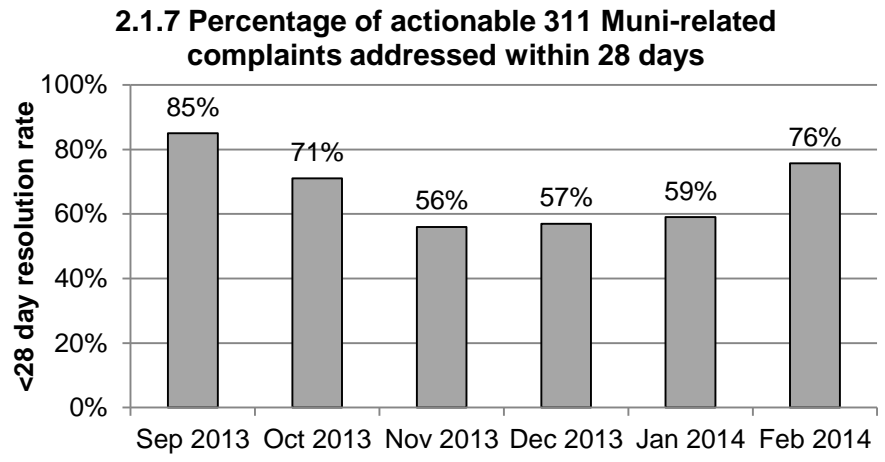
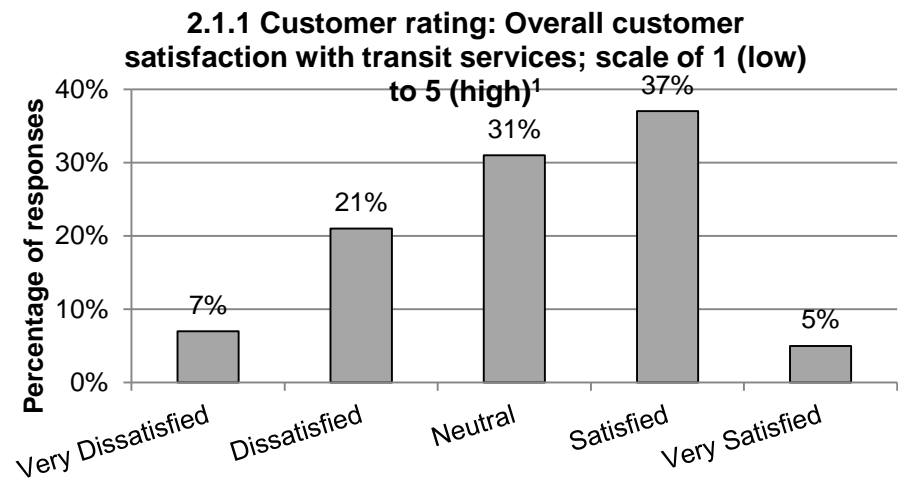
Increase use of all non-private auto modes

## **Objective 2.4**

Improve parking utilization and manage parking demand

# Goal 2 metrics

## Key performance indicators

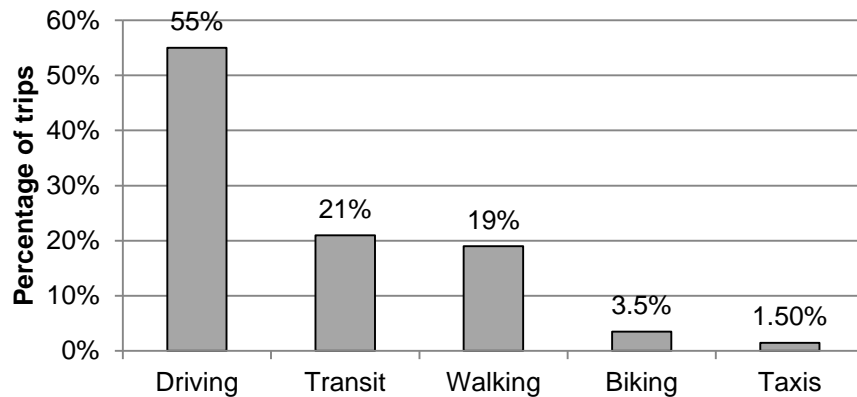


<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted in 11/13 and 12/13 and are weighted to reflect the geographic distribution of San Francisco's population.  
 Note: Reported results are subject to change as data quality improves or new data become available.

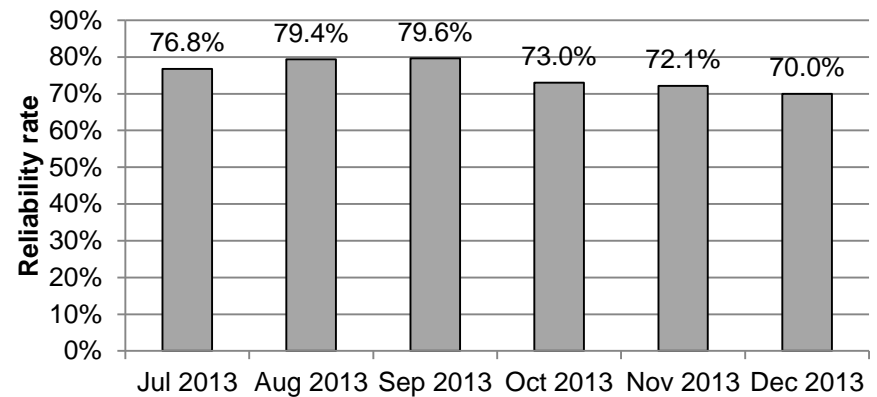
# Goal 2 metrics

## Key performance indicators **continued**

### 2.3.1 Non-private auto mode share (all trips)



### 2.4.1 Parking reliability rate of SFpark spaces<sup>1</sup>



<sup>1</sup>Due to street sensor removal, occupancy-based parking measures will not be reported after Dec 2013.  
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

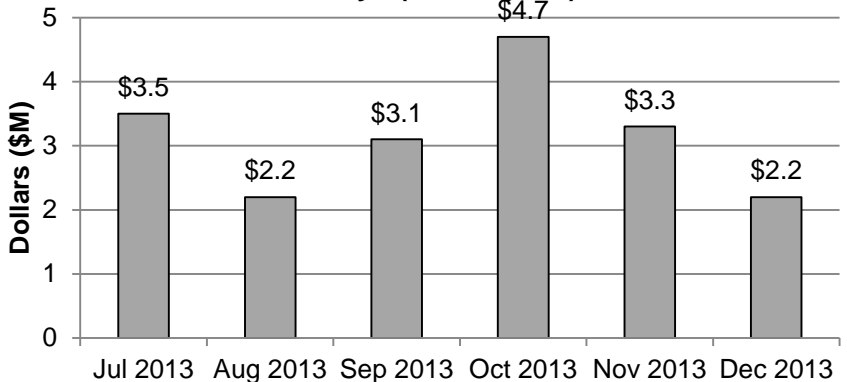
# Goal 3 metrics

## Key performance indicators

3.1.1 Metric tons of CO2e for the transportation system

**2,155,000**  
(2010)

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

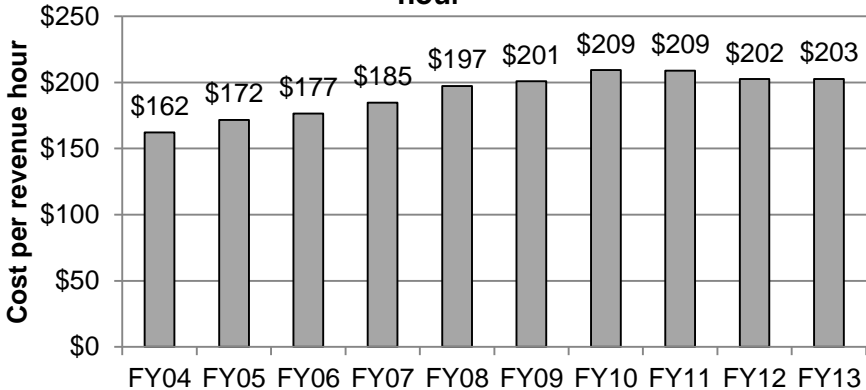


3.3.1 Percentage of all capital projects delivered on-budget by phase



Measure in development

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



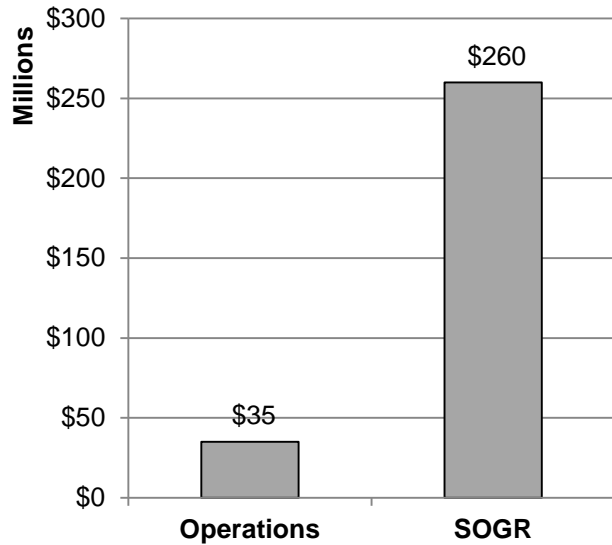
<sup>1</sup>Based on preliminary unaudited financials.  
Note: Reported FY13 results are subject to change as data quality improves or new data become available.



# 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 (FY14 as of February 2014)

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals: Year to Date	Encumbrances	Total Projection for the Year <sup>(2)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$91,781,116	\$37,752,054	\$34,560,493	\$88,766,706	\$3,014,410
Board of Directors	\$753,855	\$332,269	\$8,223	\$539,499	\$214,356
Capital Programs and Construction	\$549,776	(\$5,534,483)	\$2,421,618	\$549,777	\$0
Communications	\$4,242,321	\$2,067,682	\$212,770	\$4,175,330	\$66,990
Director of Transportation	\$1,532,921	\$694,584	\$371,493	\$1,383,943	\$148,978
Finance and Information Technology	\$82,978,702	\$38,767,747	\$17,033,239	\$81,826,033	\$1,152,670
Government Affairs	\$683,204	\$329,183	\$140,890	\$664,943	\$18,261
Human Resources	\$27,987,155	\$14,795,632	\$5,147,080	\$26,900,790	\$1,086,365
Safety	\$5,151,056	\$1,883,141	\$304,792	\$4,055,766	\$1,095,290
Sustainable Streets <sup>(3)</sup>	\$161,686,980	\$81,319,934	\$28,308,079	\$151,122,963	\$10,564,017
Transit Services <sup>(3)</sup>	\$523,787,267	\$319,101,886	\$57,739,696	\$539,589,892	(\$15,802,625)
Taxi and Accessible Services	\$28,422,321	\$12,717,989	\$11,972,352	\$28,313,531	\$108,789
<b>TOTAL</b>	<b>\$929,556,674</b>	<b>\$504,227,617</b>	<b>\$158,220,725</b>	<b>\$927,889,174</b>	<b>\$1,667,500</b>

Note:

- (1) The revised budget includes supplemental for the 2 non-profit garages, 5<sup>th</sup> & Mission and Ellis O'Farrell, whose ownership is now with SFMTA.
- (2) Expenditures projection is based on all encumbrance spent in FY2014, without carry forward to next fiscal year.

# Goal 3 financials

## Revenues (FY14 as of February 2014)

REVENUE	Revised Budget <sup>(1)</sup>	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$25,303,000	\$18,680,587	\$27,495,540	\$2,192,540
Cash Fares	\$72,520,900	\$55,252,325	\$84,820,044	\$12,299,144
Other Fares	\$5,968,200	\$4,701,676	\$7,343,032	\$1,374,832
Passes	\$92,612,434	\$64,230,987	\$92,297,144	(\$315,290)
<b>TRANSIT FARES Total</b>	<b>\$196,404,534</b>	<b>\$142,865,575</b>	<b>\$211,955,760</b>	<b>\$15,551,226</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$66,600,000	\$49,950,000	\$66,600,000	\$0
Citations and Fines	\$102,441,800	\$69,083,305	\$102,441,800	\$0
Garage Revenue	\$61,190,575	\$44,954,976	\$61,190,575	\$0
Meter Revenue	\$46,188,400	\$39,739,849	\$55,009,773	\$8,821,373
Permit Revenue	\$12,631,900	\$7,865,791	\$12,631,900	(\$0)
<b>PARKING FEES &amp; FINES Total</b>	<b>\$289,052,675</b>	<b>\$211,593,920</b>	<b>\$297,874,048</b>	<b>\$8,821,373</b>
Operating Grants	\$115,702,102	\$78,420,907	\$131,302,190	\$15,600,088
Taxi Service	\$10,225,913	\$28,529,093	\$33,406,140	\$23,180,227
Other Revenues	\$21,491,672	\$18,506,812	\$21,491,672	\$0
General Fund Transfer	\$232,000,000	\$174,000,000	\$236,200,000	\$4,200,000
Prior Year Fund Balance Carry Forward	\$59,895,279	\$59,895,279	\$59,895,279	\$0
<b>TOTAL</b>	<b>\$924,772,175</b>	<b>\$713,811,586</b>	<b>\$992,125,090</b>	<b>\$67,352,915</b>

Note:

(1) The revised budget includes supplemental for the 2 non-profit garages, 5<sup>th</sup> & Mission and Ellis O'Farrell, whose ownership is now with SFMTA.

# Goal 3 financials

## Overtime Report (FY14 as of February 2014)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE*	PROJECTION FOR REMAINING MONTHS **	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
<b>OPERATING FUND</b>					
<b>TRANSIT SERVICES DIVISION</b>					
Transit Operators	\$23,151,569	\$16,614,704	\$9,826,990	\$26,441,694	(\$3,290,125)
Transit Vehicle Maintenance	\$6,786,456	\$7,097,136	\$4,197,696	\$11,294,832	(\$4,508,376)
Transit – All Others	\$4,516,632	\$6,588,166	\$3,896,659	\$10,484,825	(\$5,968,193)
<b>Subtotal Transit Services Division</b>	<b>\$34,454,657</b>	<b>\$30,300,006</b>	<b>\$17,921,345</b>	<b>\$48,221,352</b>	<b>(\$13,766,695)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$928,043	\$1,061,035	\$627,564	\$1,688,599	(\$760,556)
Sustainable Streets – All Others	\$762,576	\$378,295	\$223,748	\$602,043	\$160,533
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,690,619</b>	<b>\$1,439,330</b>	<b>\$851,311</b>	<b>\$2,290,642</b>	<b>(\$600,023)</b>
<b>SFMTA AGENCY WIDE***</b>	<b>\$0</b>	<b>\$260,275</b>	<b>\$0</b>	<b>\$260,275</b>	<b>(\$260,275)</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$561,243</b>	<b>\$331,955</b>	<b>\$893,198</b>	<b>(\$3,424)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,035,050</b>	<b>\$32,560,856</b>	<b>\$19,104,612</b>	<b>\$51,665,467</b>	<b>(\$14,630,417)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$633,128	\$374,472	\$1,007,600	(\$1,007,600)
Sustainable Streets Engineering Programs	\$0	\$116,816	\$69,092	\$185,908	(\$185,908)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$749,944</b>	<b>\$443,564</b>	<b>\$1,193,508</b>	<b>(\$1,193,508)</b>
<b>TOTAL</b>	<b>\$37,035,050</b>	<b>\$33,310,799</b>	<b>\$19,548,176</b>	<b>\$52,858,975</b>	<b>(\$15,823,925)</b>

\*Figures include cost recovery for events or services totaling \$1.43 million as of month-end (February 2014). 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 periods.

\*\*\* Charges are all related to America's Cup.

# 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: I have the info and tools I need to do my job; I have access to info about Agency accomplishments, current events, issues and challenges;**

scale of 1 (high) to 5 (low)

**3.45, 3.40**  
**(FY13)**

**4.2.1 Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)**

**3.36**  
**(FY13)**

**4.3.1 Percentage of employees with performance plans prepared by start of fiscal year**

**62.5%**  
**(FY14)**

**4.3.1 Percentage of employees with annual appraisals based on their performance plans**

**18.8%**  
**(FY13)**

# Goal 4 metrics

## Key performance indicators **continued**

4.4.1 Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)



**Survey will be  
conducted in 2014.**