



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 1 Focus*

June 2015

San Francisco, California

# Goal 1 focus

Create a safer transportation experience for everyone

## Objective 1.1

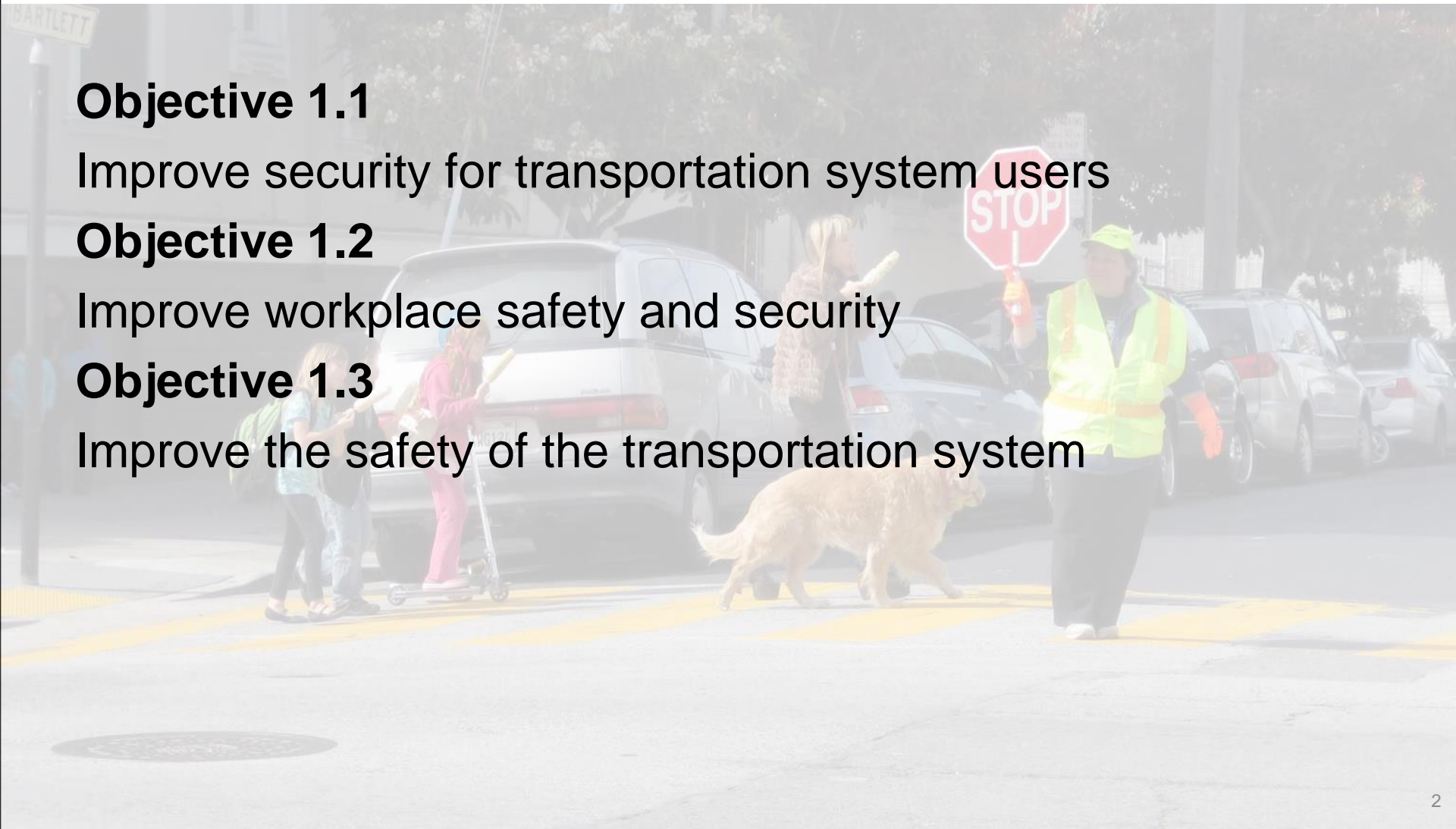
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

Improve the safety of the transportation system

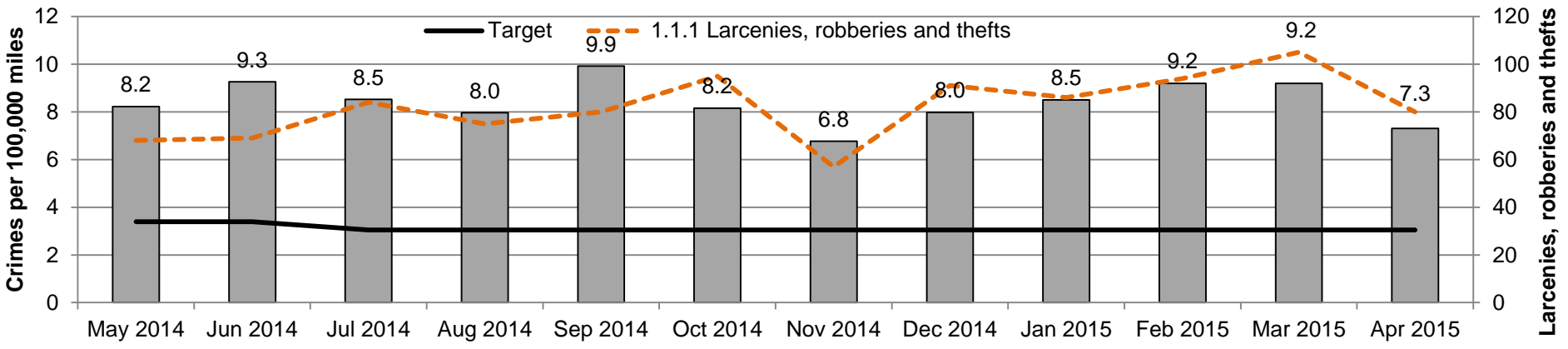


# Objective 1.1 metrics

## 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	FY14 Avg	FY15 Avg	Apr 2014	Mar 2015	Apr 2015
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.05	9.5	8.3	8.5	9.2	7.3
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>		3.2	3.3	3.2 (FY14 Q3)	3.3 (FY15 Q3)	
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>		3.1	3.2	3.1 (FY14 Q3)	3.2 (FY15 Q3)	
1.1.3	SFPD-reported taxi-related crimes <sup>2</sup>		4.3	37.6	2	35	26
1.1.4	Security complaints to 311 (Muni)		28.7	36.4	27	41	27

\*Data forthcoming.

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

<sup>2</sup>Beginning with FY2015, includes all taxi, TNC, and black car service-related incidents reported to SFPD.

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

**Color Legend**

Outperforms Previous FY Average (Green)    Underperforms Previous FY Average (Red)    Equal to Previous FY Average (Yellow)

# Objective 1.1 action items

## Improve security for transportation system users

### Key action item updates

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

Hired total of 16 new Public Service Aides to fill remaining vacancies. Continuing to monitor troubled lines and hot spots. In May, MTAP staff had contact nearly 139,000 passengers in its efforts to provide safe passage and limit violence and vandalism.

1.1.15 Work with SFPD to deploy police officers more effectively

Began production of monthly deployment map based on previous months' security incident trends. Assigning officers to specific lines in an effort to hone in on areas of the system with the greatest concerns. Analyzing ongoing trends on a monthly basis.

### Action item status

0% encountering issues

17% at risk

67% on track

0% on hold



17% completed

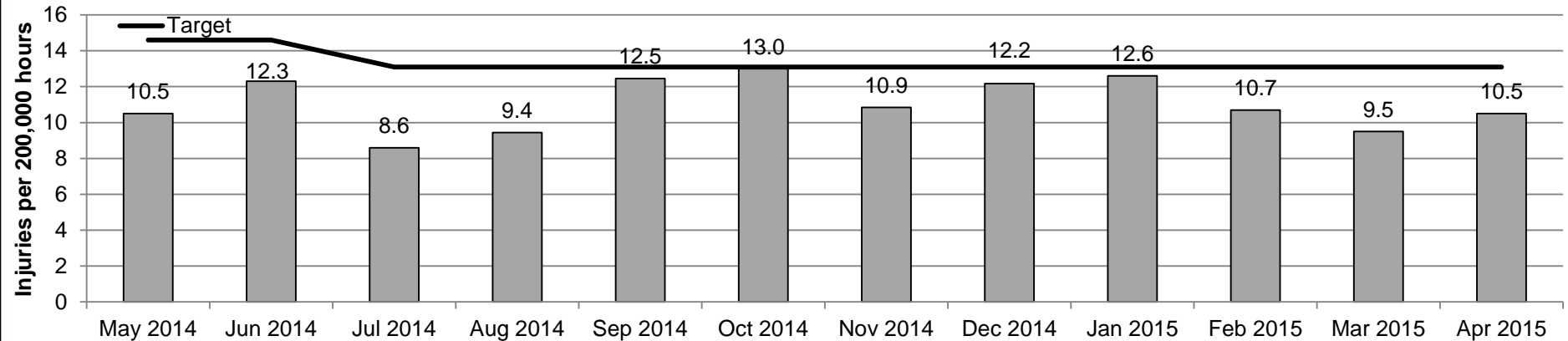


# Objective 1.2 metrics

## 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	FY14 Avg	FY15 Avg	Apr 2014	Mar 2015	Apr 2015
1.2.1	Workplace injuries/200,000 hours	14.6	12.0	11.0	14.7	9.5	10.5
1.2.2	Security incidents involving SFMTA personnel (Muni only)		9.9	7.9	12	8	8
1.2.3	Lost work days due to injury		16,445 (CY 13)		*	*	*
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.2 (CY 13)	3.3 (CY 14)			

\*Data forthcoming.

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

1.2.5 Institute an annual safety training requirement for staff and supervisors to improve workplace safety

Completed training curriculum for workplace violence prevention. Delivering *Supervisor Safety Training* to all SFMTA employees in supervisory or lead roles.

1.2.10 Review and modify post-offer physicals to match essential functions of job classifications

Reviewing peer transit agencies' best practices related to physicals and associated activities in preparation for developing and implement a best-in-class program at the SFMTA.

### Action item status

0% encountering issues

14% at risk

86% on track

0% on hold



0% completed

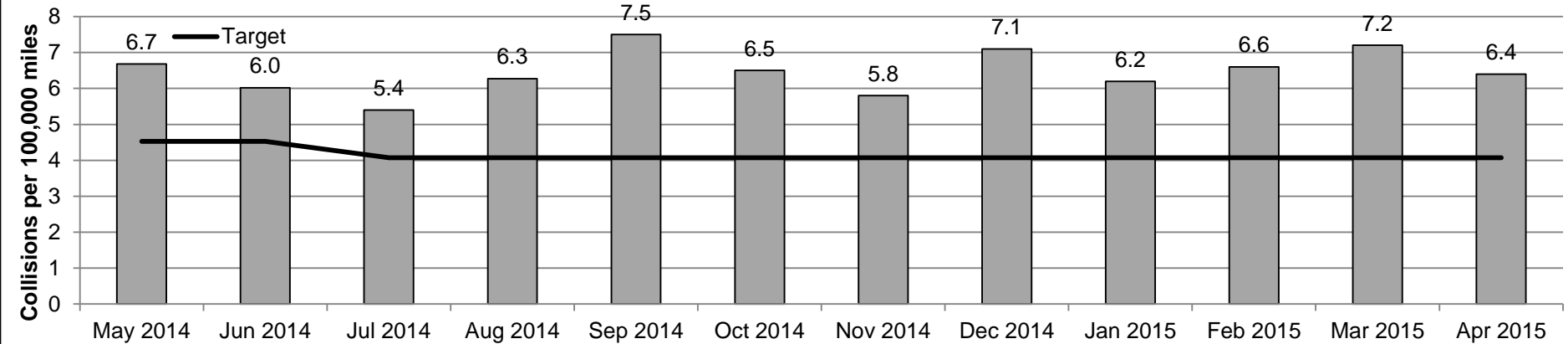


# Objective 1.3 metrics

## 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	FY14 Avg	FY15 Avg	May 2014	Apr 2015	May 2015
1.3.1	Muni collisions/100,000 miles	4.07	5.9	6.5	6.7	6.4	*
1.3.2	Collisions involving motorists, pedestrians, and bicyclists <sup>1</sup>		3,235 (CY12)				
1.3.2	Collisions involving taxis		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.5	4.4	4.8	3.8	*
1.3.4	"Unsafe operation" Muni complaints to 311		179.6	195.7	160	164	168
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high) <sup>2</sup>		3.7	3.7	3.7 (FY14 Q3)	3.8 (FY15 Q3)	

<sup>1</sup>Injury collisions.

<sup>2</sup>Results are based on a non-probability sample from opt-in SFMTA online panel 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

#### 1.3.21 Rail cameras

Evaluating the feasibility of expanding the event recording system currently on the rubber tire fleet to our rail vehicles. Preparing to review findings of a pilot at the Cleveland RTA with an eye toward a similar test on our system.

#### 1.3.25 Develop a long-term educational strategy for bike, pedestrian and roadway safety

Finalized strategy and presented to SFMTA Board of Directors and the SFCTA Vision Zero Committee. Launching implementation planning this month.

### Action item status

0% encountering issues

13% at risk

50% on track

13% on hold

★ 25% completed ★



# Goal 2 metrics

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

## **Objective 2.1**

Improve customer service and communications

## **Objective 2.2**

Improve transit performance

## **Objective 2.3**

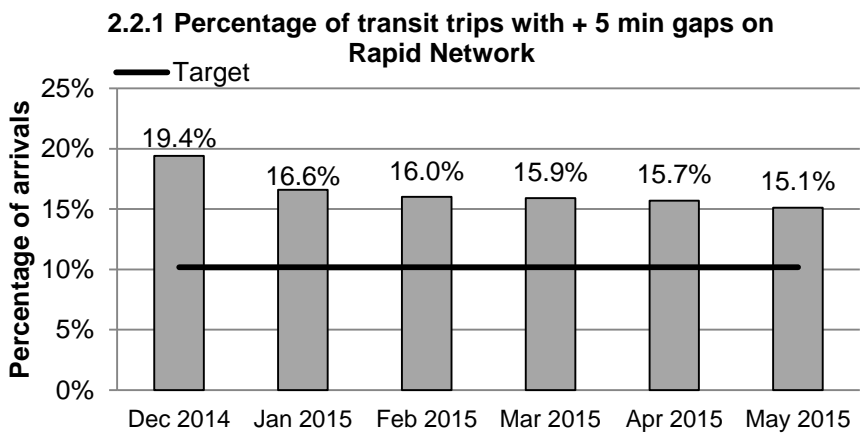
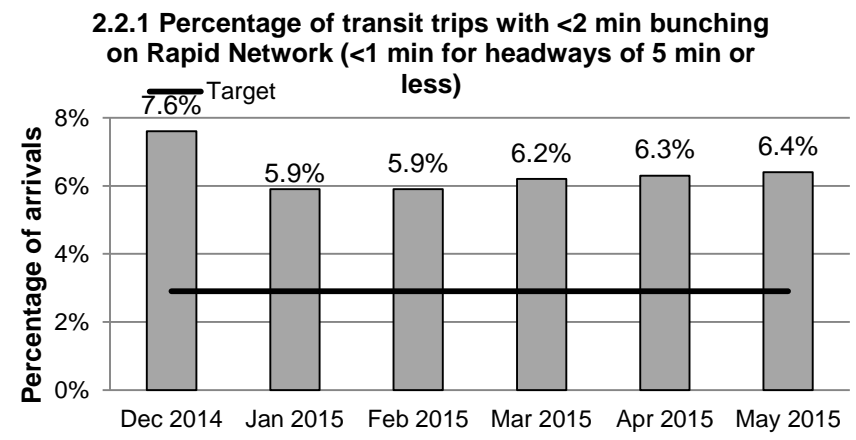
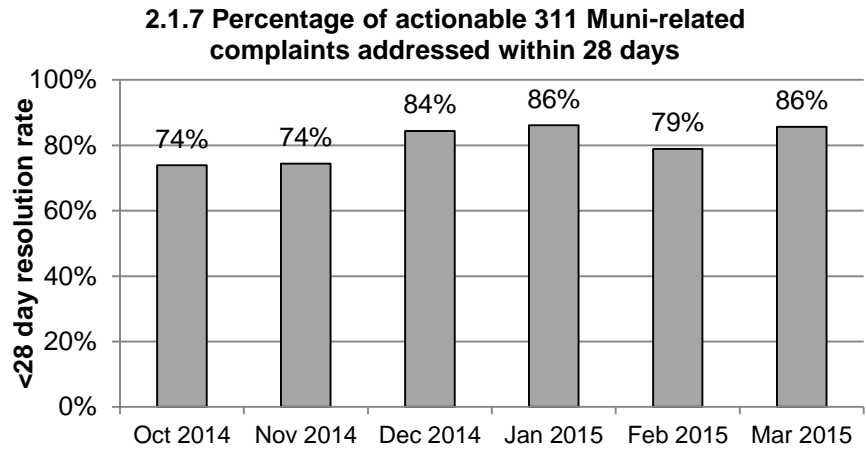
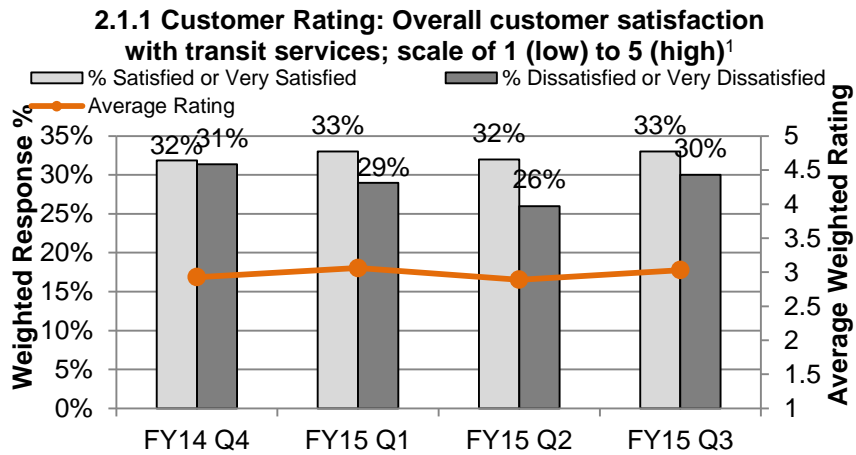
Increase use of all non-private auto modes

## **Objective 2.4**

Improve parking utilization and manage parking demand

# Goal 2 metrics

## Key performance indicators



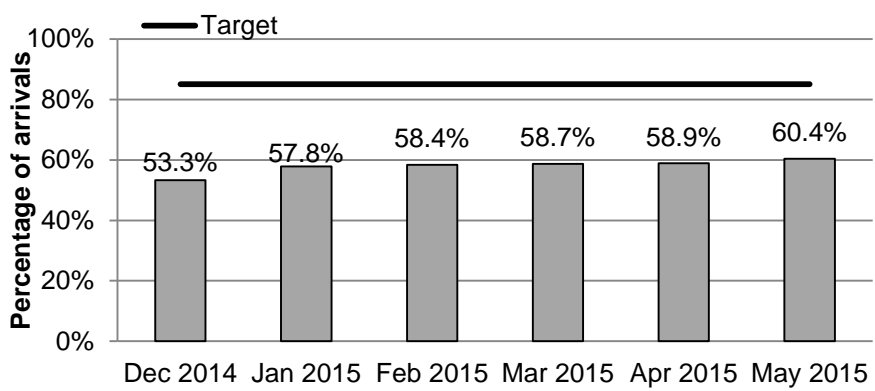
<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.

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

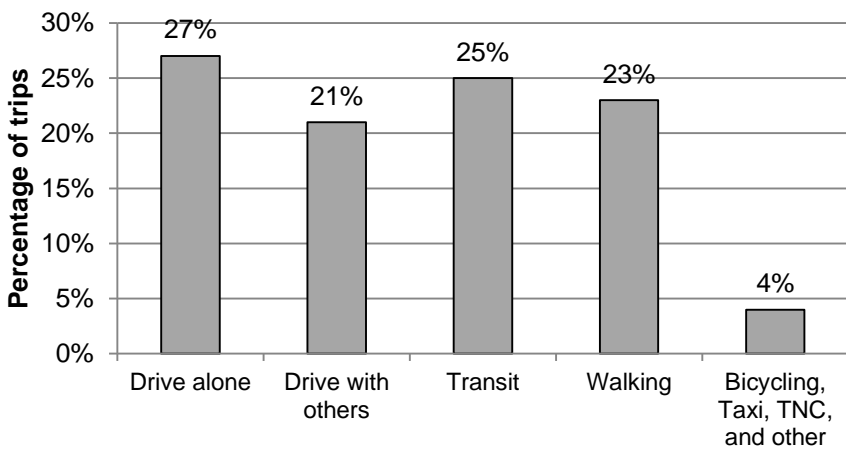
# Goal 2 metrics

## Key performance indicators **continued**

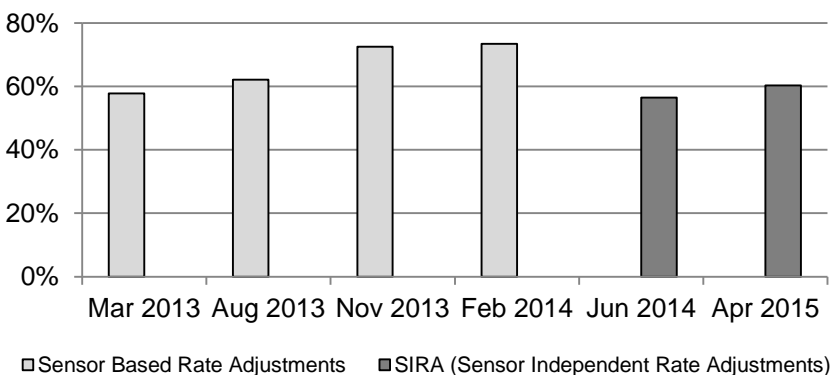
**2.2.6 Percentage of on-time performance**



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



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



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

# Goal 3 metrics

## Improve the environment and quality of life in San Francisco

### **Objective 3.1**

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

### **Objective 3.2**

Increase the transportation system's positive impact to the economy

### **Objective 3.3**

Allocate capital resources effectively

### **Objective 3.4**

Deliver services efficiently

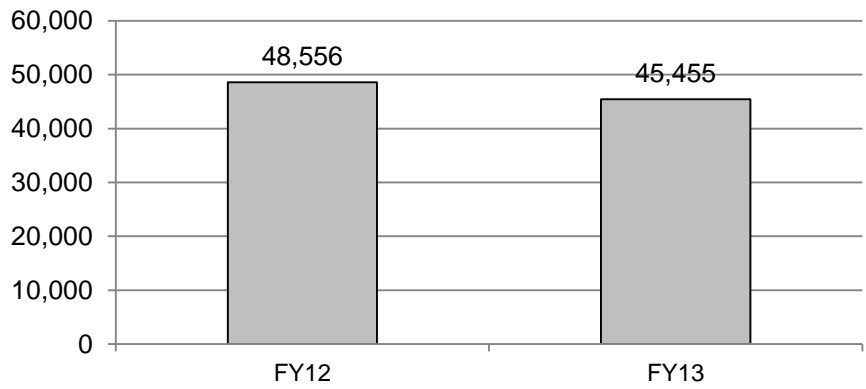
### **Objective 3.5**

Reduce capital and operating structural deficits

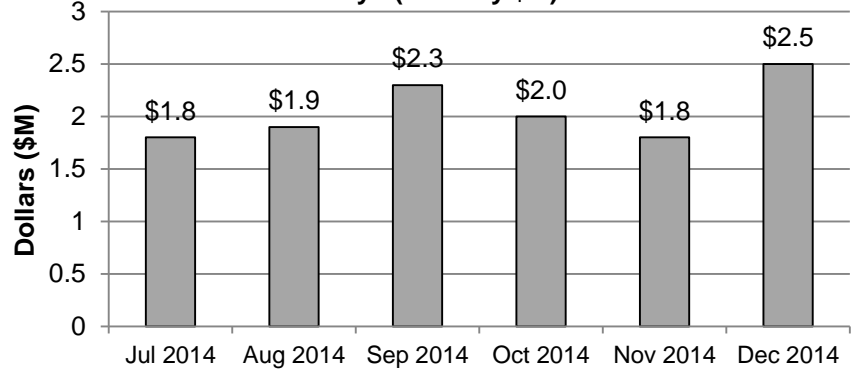
# Goal 3 metrics

## Key performance indicators

3.1.1 SFMTA carbon footprint (metric tons CO2e)



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

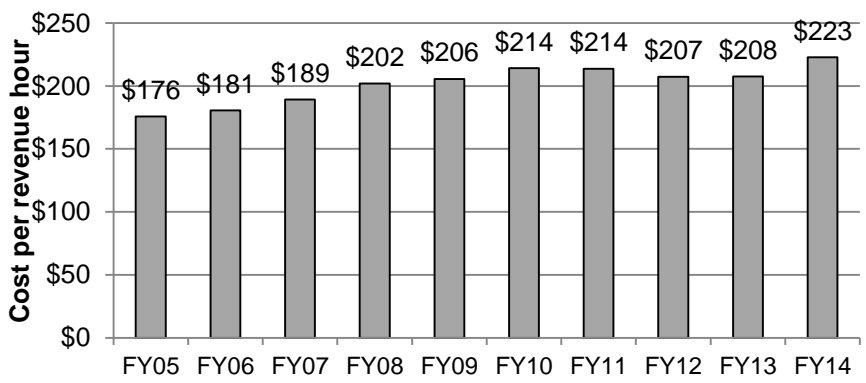


3.3.1 Percentage of all capital projects delivered on-budget by phase



**Measure to be reported in July 2015.**

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

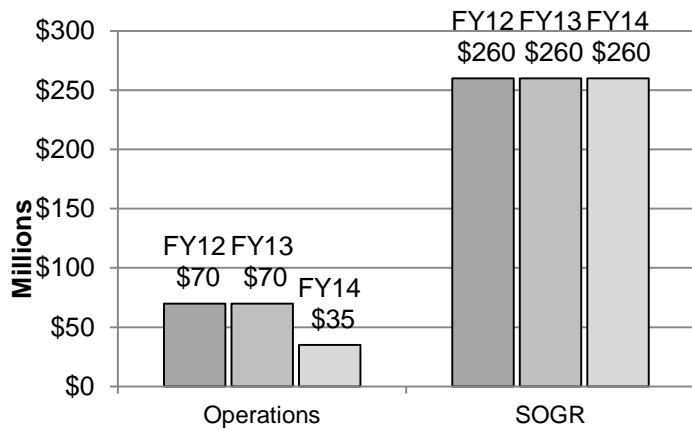


<sup>1</sup>Based on preliminary unaudited financials. Figures are adjusted for inflation to reflect FY14 dollars.  
 Note: Reported FY13 results are subject to change as data quality improves or new data become available.

# Goal 3 metrics

## Key performance indicators **continued**

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



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

# Goal 3 financials

## Expenditures (FY15 as of April 2015)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year <sup>(1)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$94,388,232	\$55,366,161	\$17,149,979	\$94,338,175	\$50,058
Board of Directors	\$609,825	\$458,968	\$2,075	\$558,078	\$51,747
Capital Programs and Construction	\$1,165,456	(\$4,925,149)	\$934,802	\$1,165,456	\$0
Communications	\$5,958,677	\$2,676,159	\$501,737	\$5,130,070	\$828,607
Director of Transportation	\$2,745,049	\$1,809,040	\$334,000	\$2,512,177	\$232,872
Finance and Information Technology	\$81,563,524	\$55,861,269	\$14,248,021	\$77,061,711	\$4,501,813
Government Affairs	\$1,035,951	\$655,891	\$208,627	\$1,014,884	\$21,067
Human Resources	\$32,283,702	\$23,814,077	\$3,684,273	\$32,323,308	(\$39,606)
Safety	\$4,487,506	\$2,744,497	\$1,167,005	\$4,858,200	(\$370,695)
Sustainable Streets	\$155,164,465	\$110,944,651	\$21,542,882	\$151,817,921	\$3,346,544
Transit Services	\$571,908,322	\$436,983,831	\$47,280,602	\$580,869,404	(\$8,961,083)
Taxi and Accessible Services	\$29,851,599	\$19,709,768	\$8,685,536	\$29,467,202	\$384,397
<b>TOTAL</b>	<b>\$981,162,309</b>	<b>\$706,099,163</b>	<b>\$115,739,538</b>	<b>\$981,116,587</b>	<b>\$45,723</b>

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

# Goal 3 financials

## Revenues (FY15 as of April 2015)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$25,809,060	\$22,904,426	\$26,962,888	\$1,153,828
Cash Fares	\$77,900,551	\$72,477,982	\$85,427,284	\$7,526,733
Other Fares	\$7,280,441	\$3,580,742	\$3,811,629	(\$3,468,812)
Passes	\$93,103,795	\$79,979,765	\$93,213,778	\$109,983
<b>TRANSIT FARES Total</b>	<b>\$204,093,847</b>	<b>\$178,942,915</b>	<b>\$209,415,578</b>	<b>\$5,321,731</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer <sup>(2)</sup>	\$67,900,000	\$67,900,000	\$68,500,000	\$600,000
Citations and Fines	\$96,426,440	\$87,189,747	\$101,749,867	\$5,323,427
Garage Revenue	\$62,655,325	\$56,321,915	\$67,541,795	\$4,886,470
Meter Revenue	\$44,594,452	\$46,436,618	\$53,763,469	\$9,169,017
Permit Revenue	\$13,200,818	\$12,030,864	\$15,233,204	\$2,032,386
<b>PARKING FEES &amp; FINES Total</b>	<b>\$284,777,035</b>	<b>\$269,879,144</b>	<b>\$306,788,335</b>	<b>\$22,011,300</b>
Operating Grants	\$128,590,739	\$100,304,378	\$138,590,739	\$10,000,000
Taxi Service	\$14,244,560	\$8,311,504	\$8,942,867	(\$5,301,693)
Other Revenues	\$28,853,509	\$27,199,024	\$29,996,508	\$1,142,999
General Fund Transfer <sup>(2)</sup>	\$247,860,000	\$247,860,000	\$257,860,000	\$10,000,000
Fund Balance for Current Year Budget	\$20,000,000	\$20,000,000	\$20,000,000	\$0
Fund Balance for Prior Year				
Encumbrance Carry Forward	\$61,865,344	\$61,865,344	\$61,865,344	\$0
<b>TOTAL</b>	<b>\$990,285,034</b>	<b>\$914,362,309</b>	<b>\$1,033,459,370</b>	<b>\$43,174,336</b>

<sup>(2)</sup> The General fund baseline and parking tax transfer is projected \$10.6 million more than AAO budget according to the information provided by the Controller's Office.



# Goal 3 financials

## Overtime Report (FY15 as of April 2015)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS 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	\$21,784,294	\$4,784,401	\$26,568,695	(\$2,982,075)
Transit Vehicle Maintenance	\$7,037,296	\$10,935,982	\$2,401,828	\$13,337,810	(\$6,300,514)
Transit – All Others	\$4,066,867	\$6,853,836	\$1,505,282	\$8,359,118	(\$4,292,251)
<b>Subtotal Transit Services Division</b>	<b>\$34,690,783</b>	<b>\$39,574,112</b>	<b>\$8,691,511</b>	<b>\$48,265,623</b>	<b>(\$13,574,840)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$876,736	\$192,554	\$1,069,290	(\$74,306)
Sustainable Streets – All Others	\$794,714	\$490,847	\$107,803	\$598,650	\$196,064
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$1,367,583</b>	<b>\$300,357</b>	<b>\$1,667,940</b>	<b>\$121,758</b>
<b>SFMTA AGENCY WIDE</b>	\$0	\$0	\$0	\$0	\$0
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$1,064,536</b>	<b>\$233,800</b>	<b>\$1,298,336</b>	<b>(\$408,562)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,370,255</b>	<b>\$42,006,232</b>	<b>\$9,225,668</b>	<b>\$51,231,899</b>	<b>(\$13,861,644)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$976,975	\$214,569	\$1,191,544	(\$1,191,544)
Sustainable Streets Engineering Programs	\$0	\$296,619	\$65,145	\$361,764	(\$361,764)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$1,273,594</b>	<b>\$279,715</b>	<b>\$1,553,308</b>	<b>(\$1,553,308)</b>
<b>TOTAL</b>	<b>\$37,370,255</b>	<b>\$43,279,825</b>	<b>\$9,505,382</b>	<b>\$52,785,208</b>	<b>(\$15,414,953)</b>

<sup>(3)</sup> Reported overtime actuals and resulting deficit are net of cost recovery for events or services that includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable. Actual cost recoveries total \$2.0 million as of April 2015 and projection for FY15 is at \$2.5 million.

# Goal 4 metrics

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

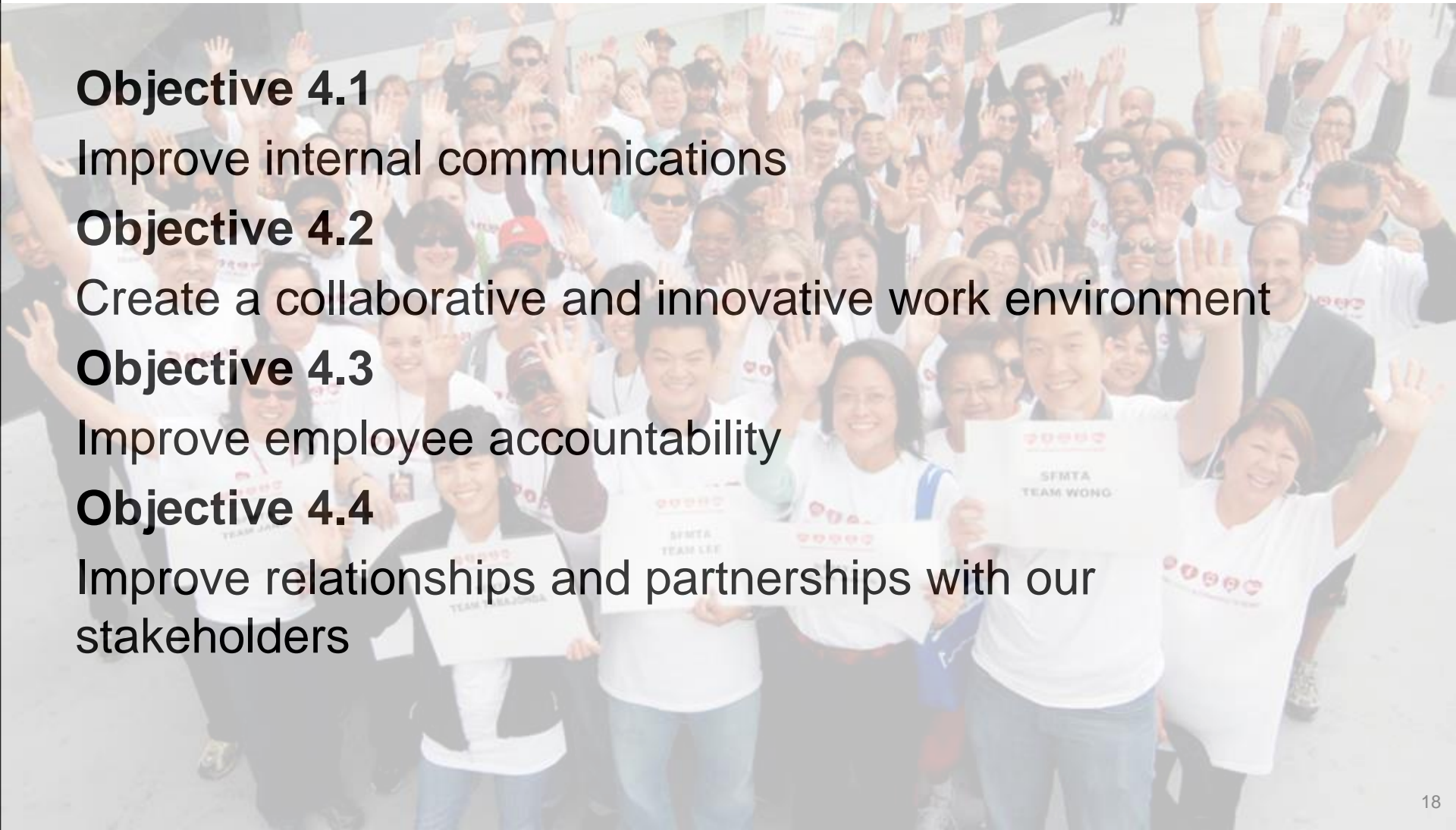
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

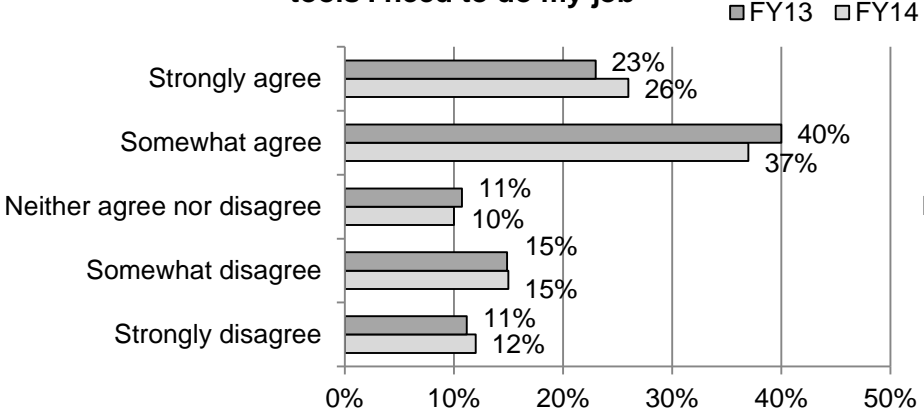
Improve relationships and partnerships with our stakeholders



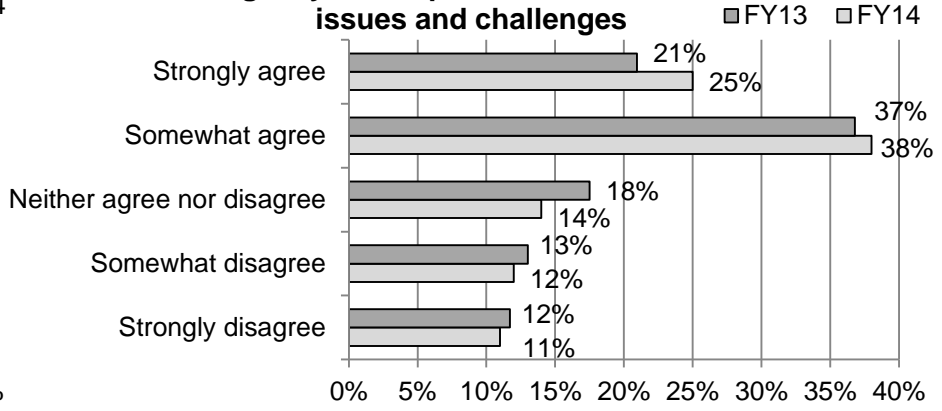
# Goal 4 metrics

## Key performance indicators

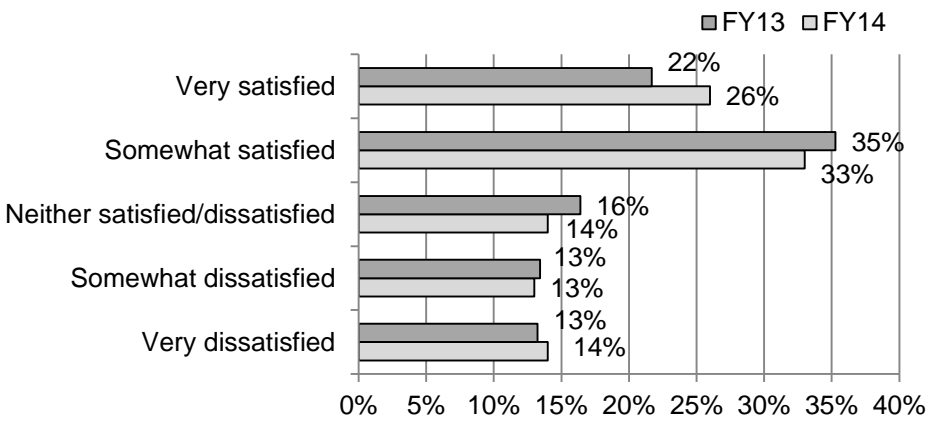
**4.1.1 Employee rating: I have the Information and tools I need to do my job**



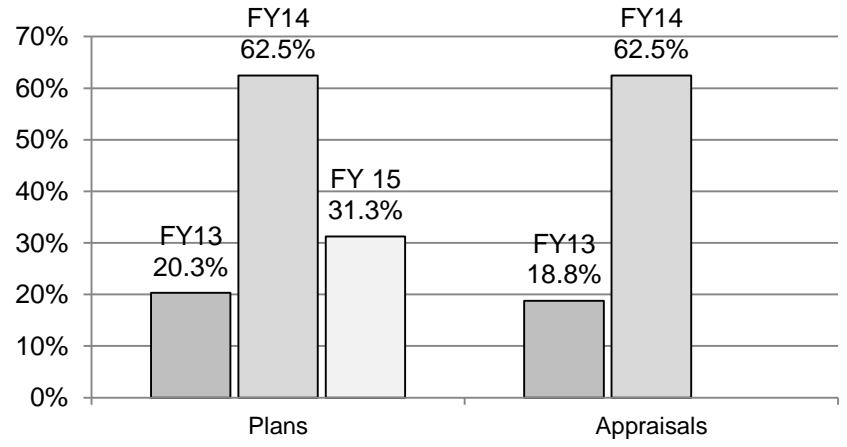
**4.1.1 Employee rating: I have access to information about Agency accomplishments, current events, issues and challenges**



**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.

# 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 results will be reported in July 2015.**