



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 3 Focus

April 2015

San Francisco, California

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

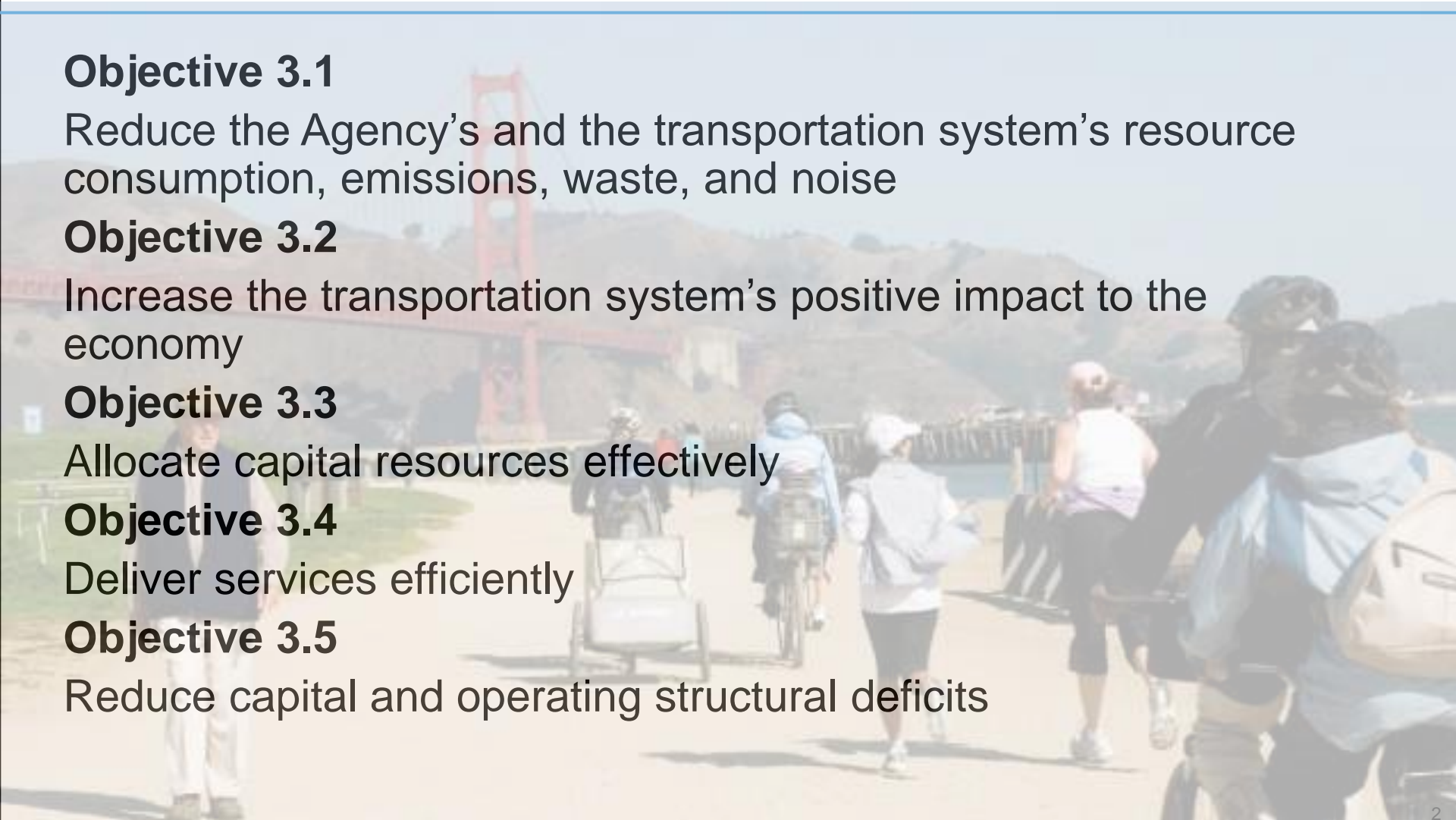
Allocate capital resources effectively

Objective 3.4

Deliver services efficiently

Objective 3.5

Reduce capital and operating structural deficits



Objective 3.1

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

Key performance indicator

3.1.1 SFMTA carbon footprint (metric tons CO2e)

45,455
(FY13)

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

ID	Metric	Target	FY12 Avg	FY13 Avg	FY14 Avg	FY15 Avg
3.1.1	SFMTA carbon footprint (metric tons CO2e)		48,556	45,455	*	
3.1.2	% of SFMTA non-revenue fleet that is alternative fuel/zero emissions			37.0%	*	
	% of SFMTA taxi fleet that is alternative fuel/zero emissions		94.0%	94.0%	98.0%	
3.1.3	% biodiesel to diesel used by SFMTA		14.0%	19.3%	*	
3.1.4	Number of electric vehicle charging stations		33	63	63	
3.1.6	Agency electricity consumption (kWh)		124,120,362	122,809,359	*	
3.1.6	Agency gas consumption (therms)		436,707	415,308	*	
3.1.6	Agency water consumption (gallons)		20,201,299	20,116,592	*	
3.1.7	Agency waste diversion rate		*	*	*	

* Data forthcoming

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

Objective 3.1 action items

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

Key action item updates

3.1.4 Reduce fuel related Agency and lifecycle emissions, energy use, and cost through the use of higher blends of non-petroleum diesel fuel.

Past year under new contract delivered unprecedented emissions reduction and cost savings. Continuing to ensure fuel quality control and Master Fuel Contract oversight.

3.1.9 Reduce SFMTA non-revenue passenger car fleet

Anticipate a fleet reduction of 46 vehicles for FY15 and a total of 93 vehicles under the HACTO requirements. Expect completion of GPS implementation on non-revenue vehicles by end of April. Implementing Vehicle on Demand (carpool reservation system) this summer.

Action item status

0% encountering issues

17% at risk

83% on track

0% on hold



0% completed

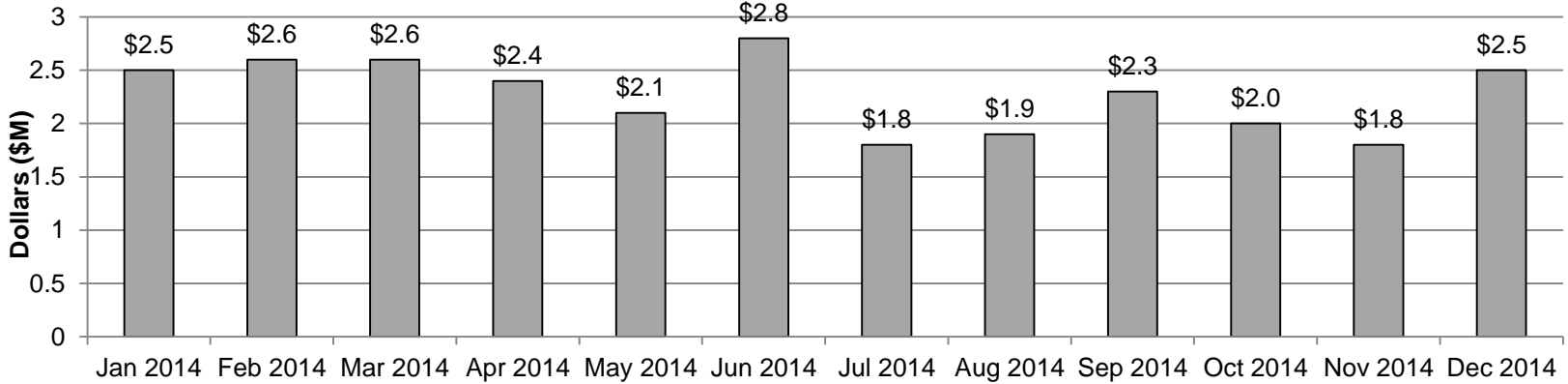


Objective 3.2

Increase the transportation system's positive impact to the economy

Key performance indicator

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



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

ID	Metric	Target	FY14 Avg	FY15 Avg	Mar 2014	Feb 2015	Mar 2015
3.2.1	Estimated economic impact of Muni service delays (Monthly \$M)		\$2.8	\$2.0	\$2.6	*	*

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

Objective 3.2 action items

Increase the transportation system's positive impact to the economy

Key action item updates

3.2.7 Implementation plan for innovative fare products

Staff is participating in the Clipper regional fare coordination sub-committee to evaluate options for new fare products in the next generation of Clipper. Research will inform the next steps for the SFMTA process. Project may be delayed due to reassignment of staff to the Free Muni expansion program.

3.2.8 Innovative fare payment technology

Received final designs for Muni mobile ticketing application from vendor. Reviewing with key internal stakeholders. Application development phase will follow shortly. On track for late summer launch.

3.2.9 Assess the transportation system's economic impact and make policy recommendations to increase its benefits to San Francisco and the region.

FIT circulated the draft Transit Economic Benefits Study to the Planning Department, SFCTA and Controller's Office and has incorporated their feedback. The consultant is finalizing the report with expected completion in April.

Action item status

0% encountering issues

0% at risk

83% on track

17% on hold



0% completed



Objective 3.3

Allocate capital resources effectively

Key performance indicator

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



**Measure in
development**

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

ID	Metric	Target	FY14 Avg	FY15 Avg	Mar 2014	Feb 2015	Mar 2015
3.3.1	Percentage of all capital projects delivered on-budget by phase	Results reporting to begin in FY15.					
3.3.2	Percentage of all capital projects delivered on-time by phase	Results reporting to begin in FY15.					

Objective 3.3 action items

Allocate capital resources effectively

Key action item updates

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

SFMTA's Project Delivery Improvement Group (PDIG) continued development of draft Project Management Standard Operating Procedures and Guidelines. Next step is review and adoption by the Agency's Transportation Capital Committee.

3.3.8 Develop robust project work plans that include detailed activities and resource-loaded schedules by phase

In preparation for the 4/13/15 roll-out of SFMTA's new timekeeping system, Sustainable Street's entire project portfolio has been set up and resource-loaded to match the Division's current project labor distribution. Going forward, with every new project established under SSD, detailed workplans with specific resource assignments and remaining hours will be developed by the PM and maintained / monitored by Capital Project Controls from initiation to closeout. Encouraging and adopting this new business practice will provide PMs, Program Managers, and staff alike with the ability to maintain a standardized work breakdown structures, forecast project costs versus project budgets, readily identify areas of concern, and report on project progress / performance.

Action item status

0% encountering issues

6% at risk

75% on track

0% on hold

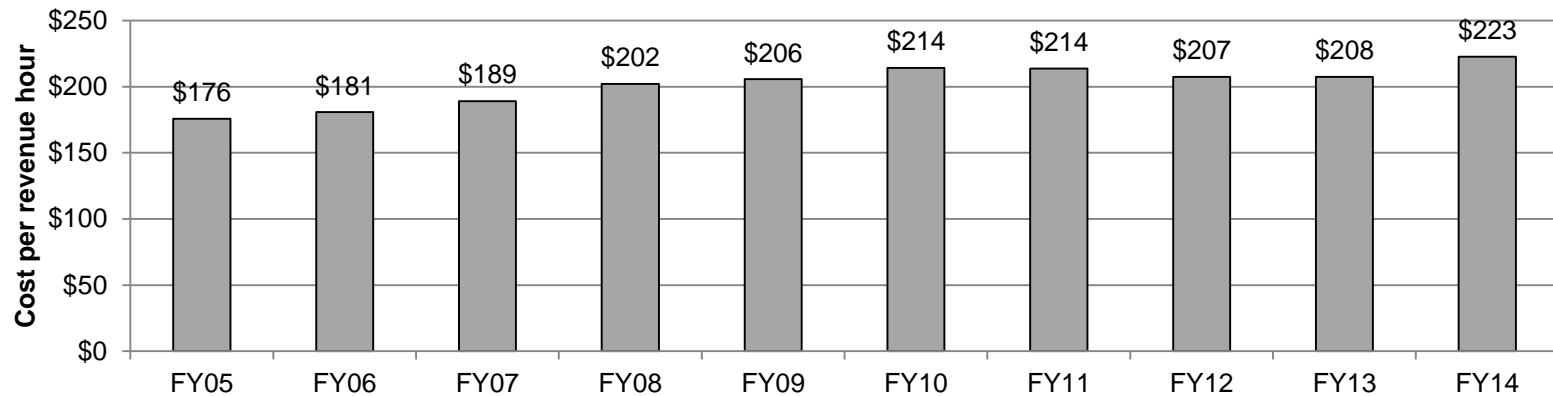
★ 19% completed ★

Objective 3.4

Deliver services efficiently

Key performance indicator

3.4.1 Average annual transit cost per revenue hour¹



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

ID	Metric	Target	FY13 Avg	FY14 Avg	FY15 Avg	Mar 2014	Mar 2015
3.4.1	Average annual transit cost per revenue hour ¹	\$187	\$207.50	\$222.68 ²			
3.4.2	Passengers per revenue hour for buses		67	67 ²			
3.4.3	Cost per unlinked trip ¹		\$2.91	\$3.06 ²			
3.4.5	Farebox recovery ratio		34%	30% ²			
3.4.7	Number of individuals entering Transit Operator training per month		158 ³	147 ³	328 ³	28	80

¹Figures are adjusted for inflation to reflect FY14 dollars.

²Based on preliminary unaudited financials.

³Fiscal year total.

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

Objective 3.4 action items

Deliver services efficiently

Key action item updates

3.4.1 Evaluate and implement schedule deployment efficiencies

Our ability to improve schedule efficiency is contingent on our ability to hire part-time operators. We currently have more part-time runs than part-time operators and are removing part-time operators from the schedule. HR is developing a part-time hiring plan, but we do not expect part-time operators in the immediate term.

3.4.14 Develop the Continuity of Operations Plan (COOP)

Completed the COOP. The SFMTA's COOP was completed on time and was the first among all City departments to meet the Mayor's deadline.

3.4.25 Modify schedules to reinvest travel time savings from transit signal priority (TSP) and other transit priority investments into additional service.

Transit signal priority has been implemented on Mission, Geary, and the 8X corridors. Potrero is in process and the downtown core is the next priority. Schedules have been updated for the 14/14L. New schedules with adjusted running times will be implemented April 25 for the 14L, 38, 38L, and 8X/8AX/8BX.

Action item status

4% encountering issues

8% at risk

71% on track

0% on hold

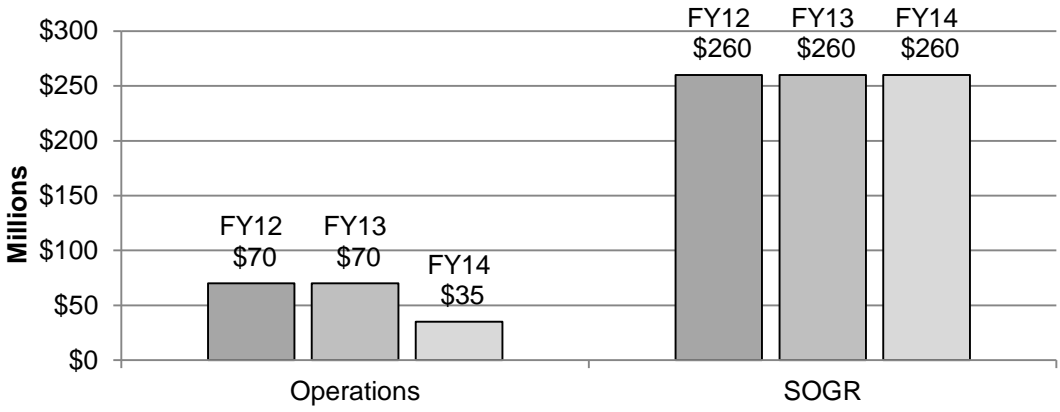
★ 17% completed ★

Objective 3.5

Reduce capital and operating structural deficits

Key performance indicator

3.5.1 Operating and capital structural deficit



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

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

ID	Metric	Target	FY14 Avg
3.5.1	Operating and capital structural deficit	Make progress towards closing operating and mission critical capital structural deficit	\$35M 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 (FY14)

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

Objective 3.5 action items

Reduce capital and operating structural deficits

Key action item updates

3.5.18 Capital structural deficit

The SFMTA State of Good Repair (SGR) Report has been completed with a calculated capital structural deficit at \$316 million annually to FY19. With the City' Capital Plan now completed including all needs (SGR and Expansion) the unmet need through FY 2025 is calculated at \$4.85 billion. We are developing a dashboard for the next FTA Quarterly in May to demonstrate level of SGR spending within the fiscal year, and plan for SGR implementation.

3.5.21 Support T2030 as needed including oversight of new revenues

Finalized list of projects for \$26M of FY 16 Prop B funding and started the budget supplemental process to add \$26M of Prop B funds and projects to the SFMTA FY16 Capital Budget. Working to finalize list of projects and amounts to include in the first issuance of the Prop A General Obligation (GO) bond (planned for May).

Action item status

0% encountering issues

0% at risk

76% on track

6% on hold

★ 18% completed ★

Goal 3 financials

Expenditures (FY15 as of February 2015)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year ⁽¹⁾	Saving/(Overage)
SFMTA Agency Wide	\$99,895,953	\$44,289,446	\$22,226,174	\$92,611,934	\$7,284,018
Board of Directors	\$609,825	\$332,511	\$5,710	\$529,544	\$80,281
Capital Programs and Construction	\$173,771	(\$2,811,605)	\$1,266,519	\$173,771	\$0
Communications	\$5,946,077	\$1,889,597	\$655,574	\$5,093,440	\$852,637
Director of Transportation	\$2,670,049	\$1,542,144	\$297,418	\$2,463,358	\$206,691
Finance and Information Technology	\$83,428,332	\$44,432,260	\$16,875,291	\$79,124,001	\$4,304,331
Government Affairs	\$1,035,951	\$501,683	\$208,627	\$1,029,227	\$6,724
Human Resources	\$32,248,702	\$18,289,736	\$4,809,245	\$32,718,740	(\$470,038)
Safety	\$4,097,506	\$2,108,429	\$1,264,937	\$4,537,231	(\$439,725)
Sustainable Streets	\$152,352,932	\$85,626,870	\$25,440,391	\$150,589,293	\$1,763,639
Transit Services	\$568,820,889	\$332,909,064	\$57,031,407	\$582,334,553	(\$13,513,664)
Taxi and Accessible Services	\$29,851,599	\$15,478,939	\$11,248,044	\$29,879,915	(\$28,315)
TOTAL	\$981,131,587	\$544,589,073	\$141,329,337	\$981,085,009	\$46,578

(1) Expenditures projection is based on all encumbrance spent in FY2015.

Goal 3 financials

Revenues (FY15 as of February 2015)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$25,809,060	\$18,141,241	\$25,809,060	\$0
Cash Fares	\$77,900,551	\$57,909,599	\$84,418,418	\$6,517,867
Other Fares	\$7,280,441	\$2,646,945	\$3,811,839	(\$3,468,602)
Passes	\$93,103,795	\$62,233,570	\$93,440,825	\$337,030
TRANSIT FARES Total	\$204,093,847	\$140,931,356	\$207,480,141	\$3,386,294
PARKING FEES & FINES				
General Fund Baseline Transfer ⁽²⁾	\$67,900,000	\$50,925,000	\$68,610,000	\$710,000
Citations and Fines	\$96,426,440	\$67,693,094	\$98,672,037	\$2,245,597
Garage Revenue	\$62,655,325	\$45,217,029	\$65,454,270	\$2,798,945
Meter Revenue	\$44,594,452	\$36,230,956	\$49,602,996	\$5,008,544
Permit Revenue	\$13,200,818	\$8,550,411	\$14,733,204	\$1,532,386
PARKING FEES & FINES Total	\$284,777,035	\$208,616,490	\$297,072,506	\$12,295,471
Operating Grants	\$128,590,739	\$86,424,398	\$134,590,739	\$6,000,000
Taxi Service	\$14,244,560	\$7,332,737	\$9,244,560	(\$5,000,000)
Other Revenues	\$28,853,509	\$22,553,499	\$29,996,508	\$1,142,999
General Fund Transfer ⁽²⁾	\$247,860,000	\$185,895,000	\$253,120,000	\$5,260,000
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
TOTAL	\$990,285,034	\$733,618,822	\$1,013,369,798	\$23,084,764

⁽²⁾ The General Fund Transfer baseline and Parking General Fund tax transfer are projected at \$6 million more than AAO budget according to the information provided by the Controller's Office.

Goal 3 financials

Overtime Report (FY15 as of February 2015)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE ⁽³⁾	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$23,586,620	\$17,164,085	\$10,151,928	\$27,316,013	(\$3,729,393)
Transit Vehicle Maintenance	\$7,037,296	\$8,359,714	\$4,944,465	\$13,304,179	(\$6,266,883)
Transit – All Others	\$4,066,867	\$6,069,603	\$3,589,948	\$9,659,551	(\$5,592,684)
Subtotal Transit Services Division	\$34,690,783	\$31,593,402	\$18,686,341	\$50,279,743	(\$15,588,960)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$1,425,667	\$843,230	\$2,268,897	(\$1,273,913)
Sustainable Streets – All Others	\$794,714	\$448,672	\$265,373	\$714,046	\$80,668
Subtotal Sustainable Streets Division	\$1,789,698	\$1,874,340	\$1,108,603	\$2,982,943	(\$1,193,245)
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$889,774	\$696,263	\$411,814	\$1,108,077	(\$218,303)
TOTAL OPERATING FUND	\$37,370,255	\$34,164,005	\$20,206,759	\$54,370,763	(\$17,000,508)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$775,758	\$458,832	\$1,234,590	(\$1,234,590)
Sustainable Streets Engineering Programs	\$0	\$204,733	\$121,092	\$325,825	(\$325,825)
Total Non-Operating Fund	\$0	\$980,491	\$579,924	\$1,560,415	(\$1,560,415)
TOTAL	\$37,370,255	\$35,144,495	\$20,786,683	\$55,931,179	(\$18,560,924)

³ Figures include cost recovery for events or services totaling \$1.7 million as of month-end (February 2015) for FY2015, including \$900,000 for Parking Control Officers. The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

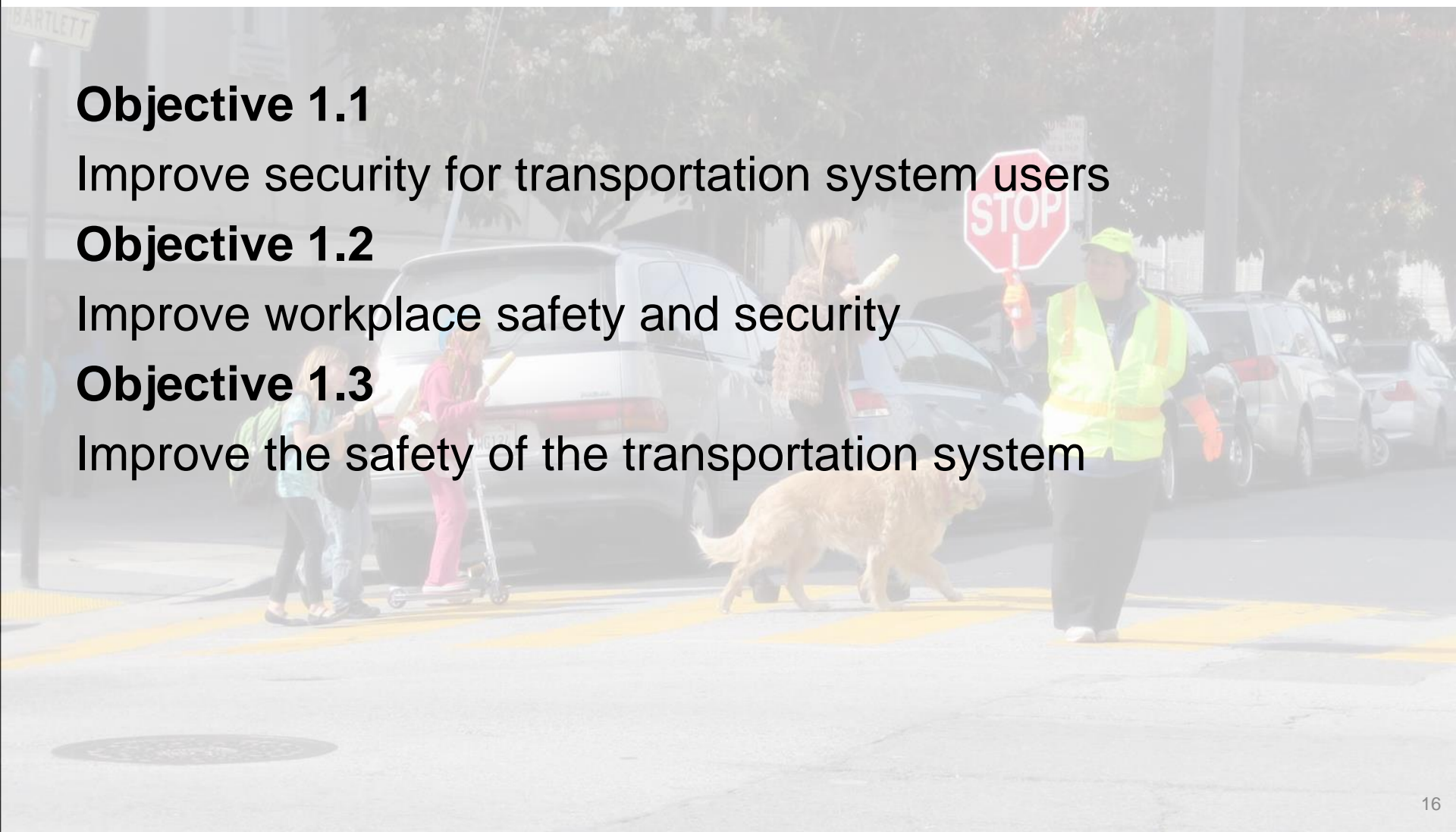
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

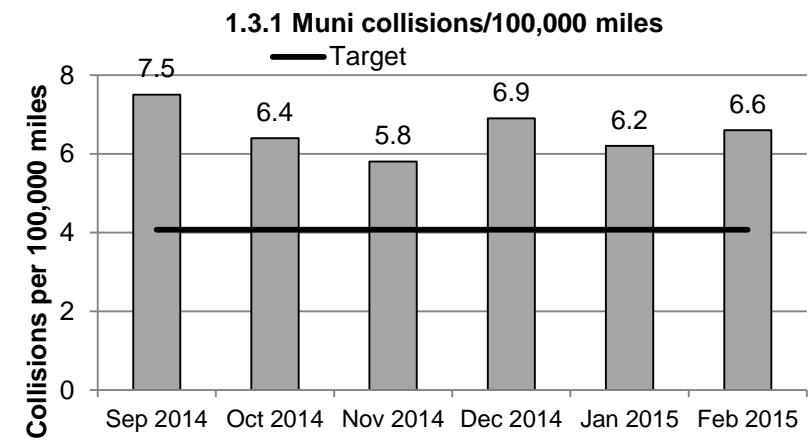
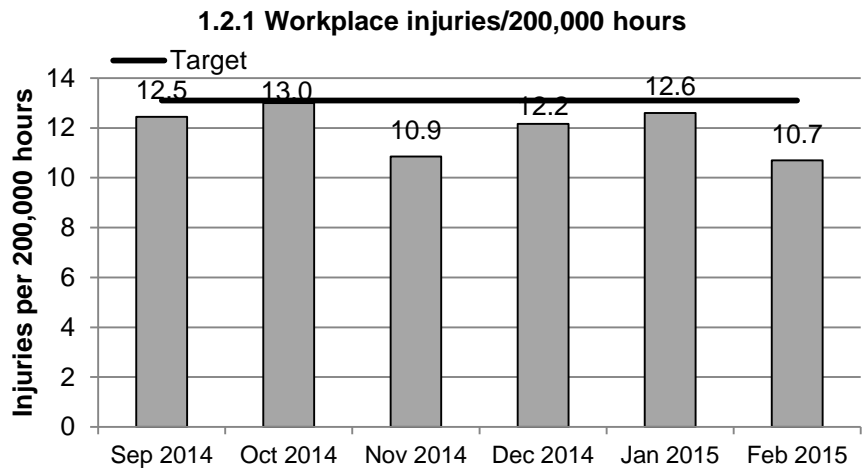
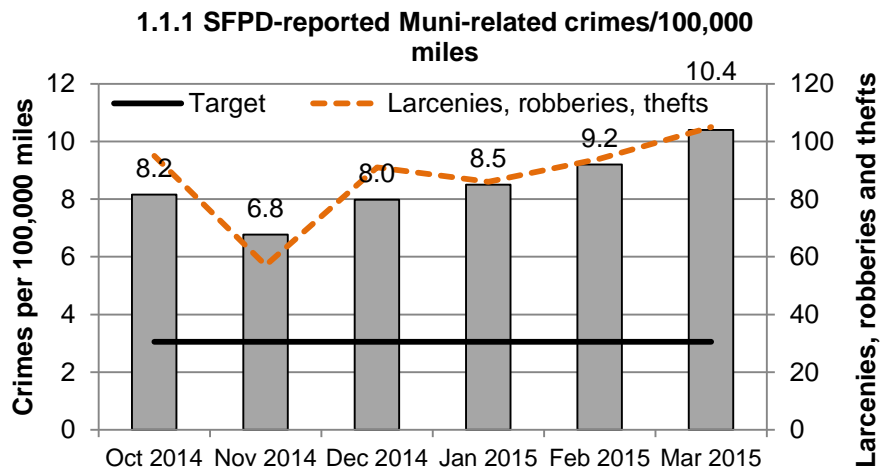
Objective 1.3

Improve the safety of the transportation system



Goal 1 metrics

Key performance indicators



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

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

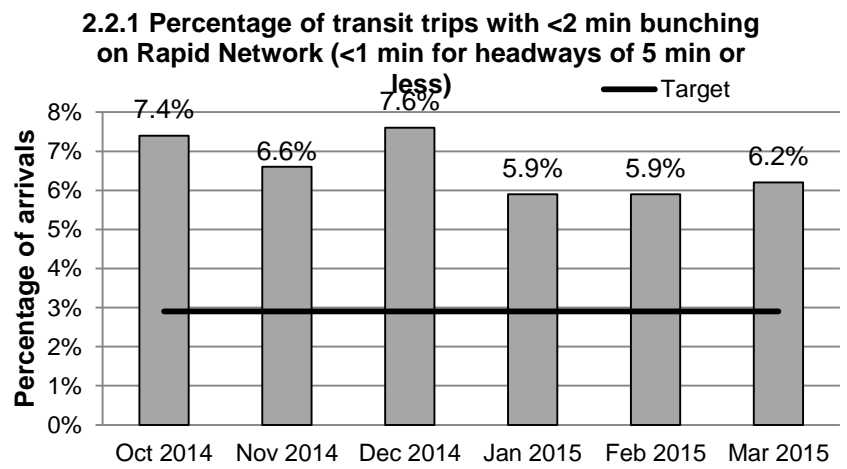
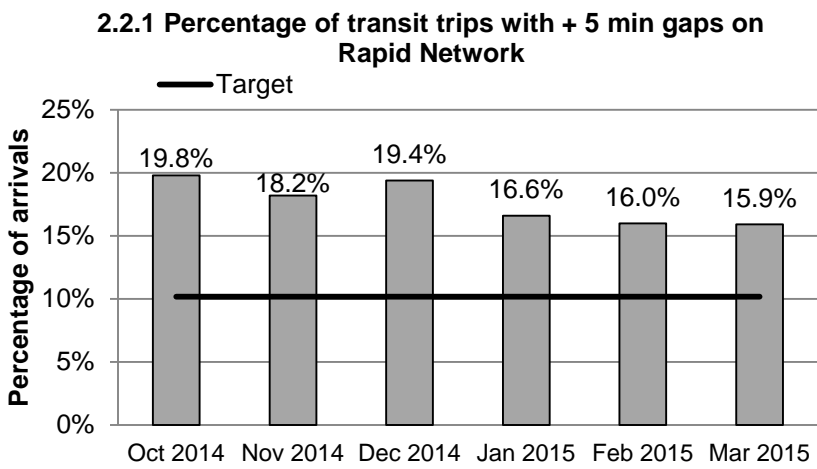
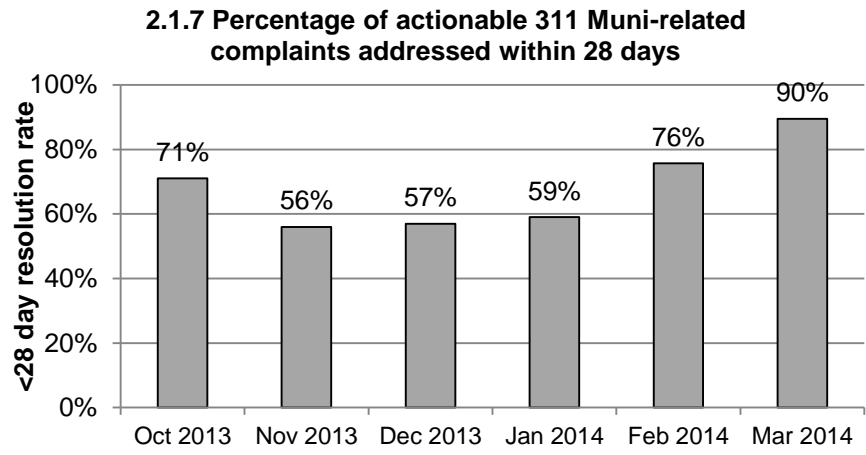
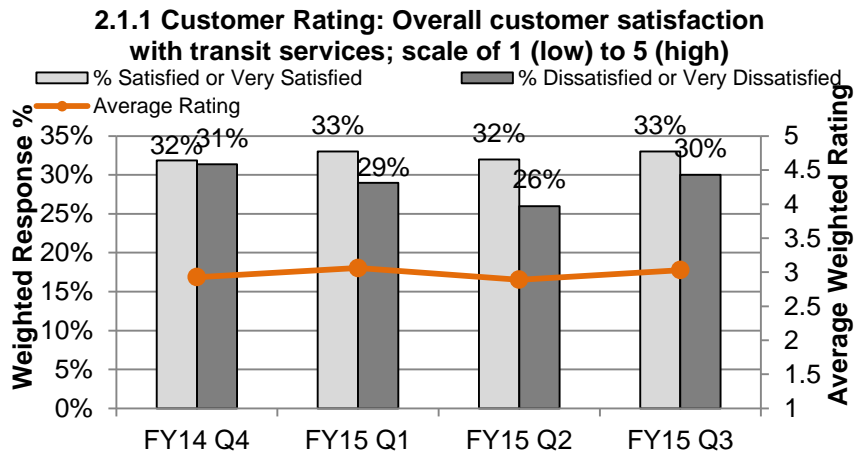
Increase use of all non-private auto modes

Objective 2.4

Improve parking utilization and manage parking demand

Goal 2 metrics

Key performance indicators



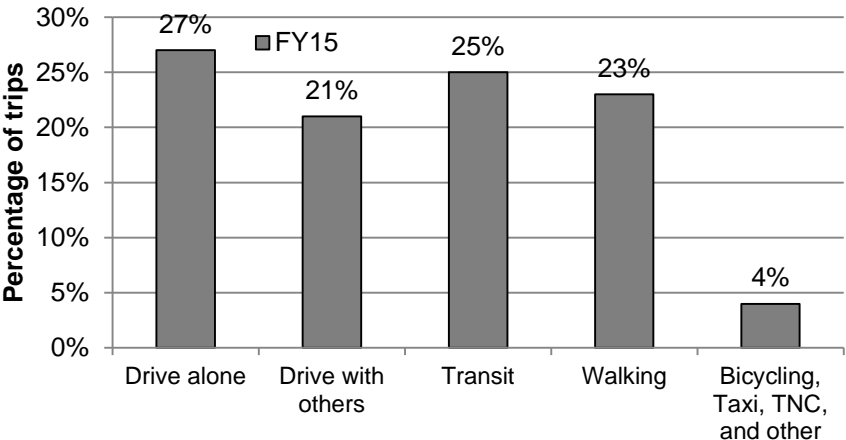
¹Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.

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

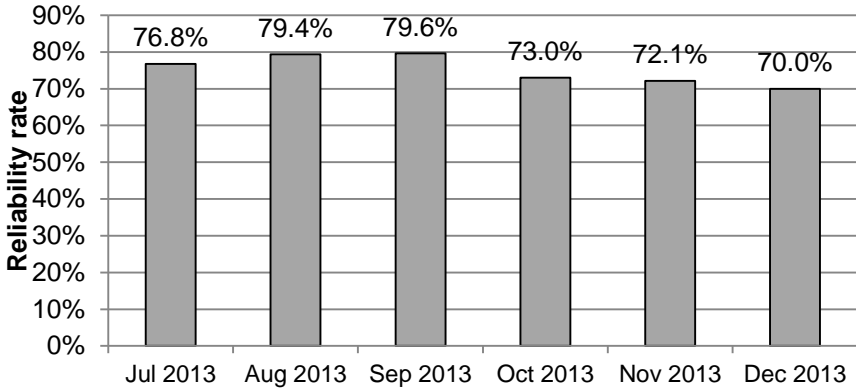
Goal 2 metrics

Key performance indicators **continued**

2.3.1 Non-private auto mode share (all trips)



2.4.1 Parking reliability rate of SFpark spaces¹



¹Due 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 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

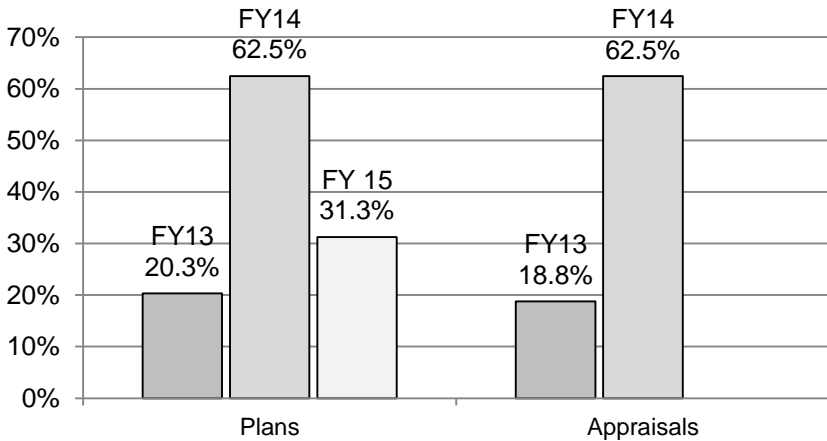
4.1.1 Employee rating: I have the info and tools I need to do my job; I have access to info about Agency accomplishments, current events, issues and challenges; scale of 1 (high) to 5 (low)

3.5, 3.4 (FY13)
3.5, 3.5 (FY14)

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

3.4 (FY13)
3.4 (FY14)

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



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



Survey will be conducted in 2015.

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 will be
conducted in 2014.**