



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 1 Focus

October 2015

San Francisco, California

Goal 1 focus

Create a safer transportation experience for everyone

Objective 1.1

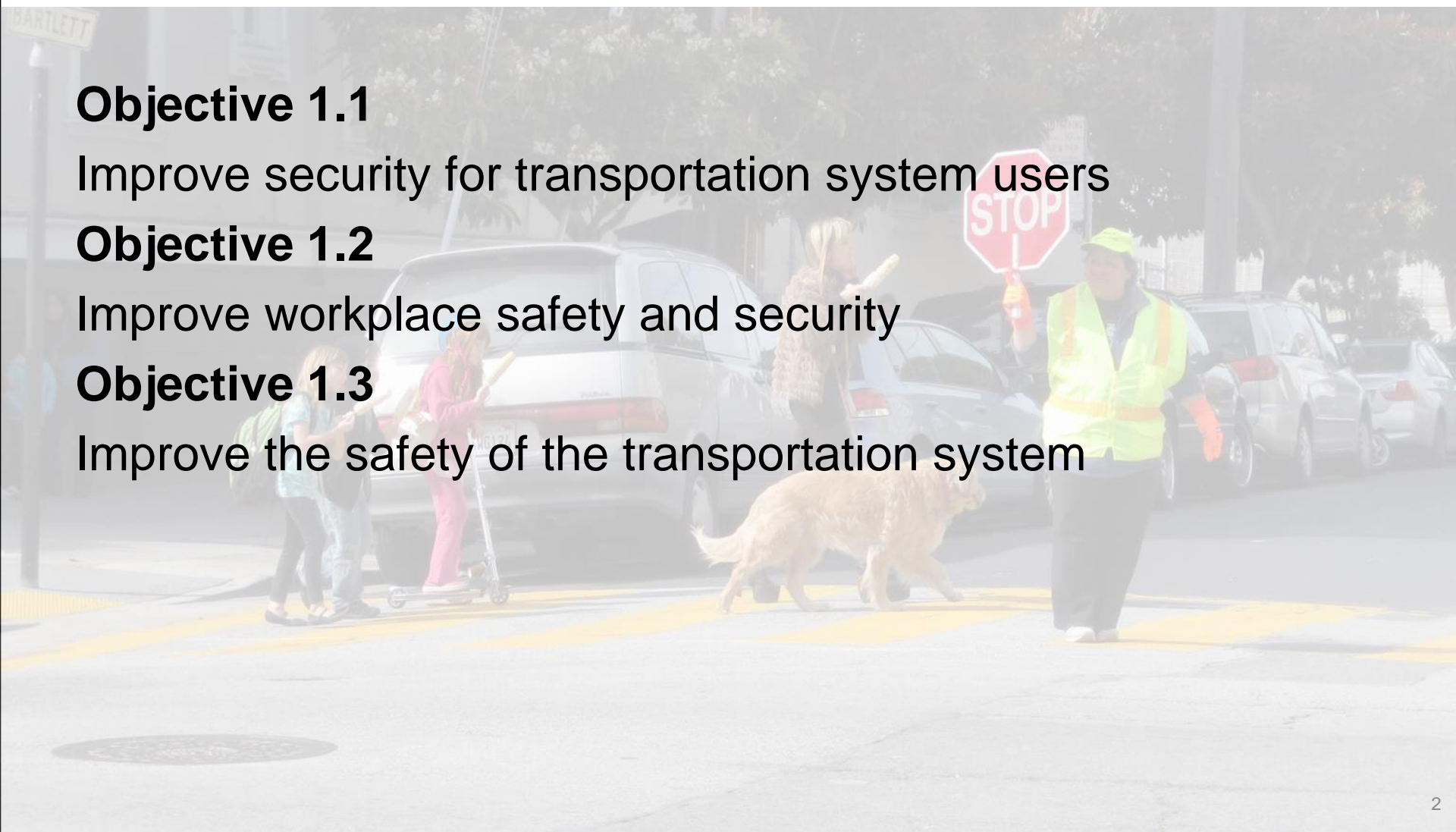
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

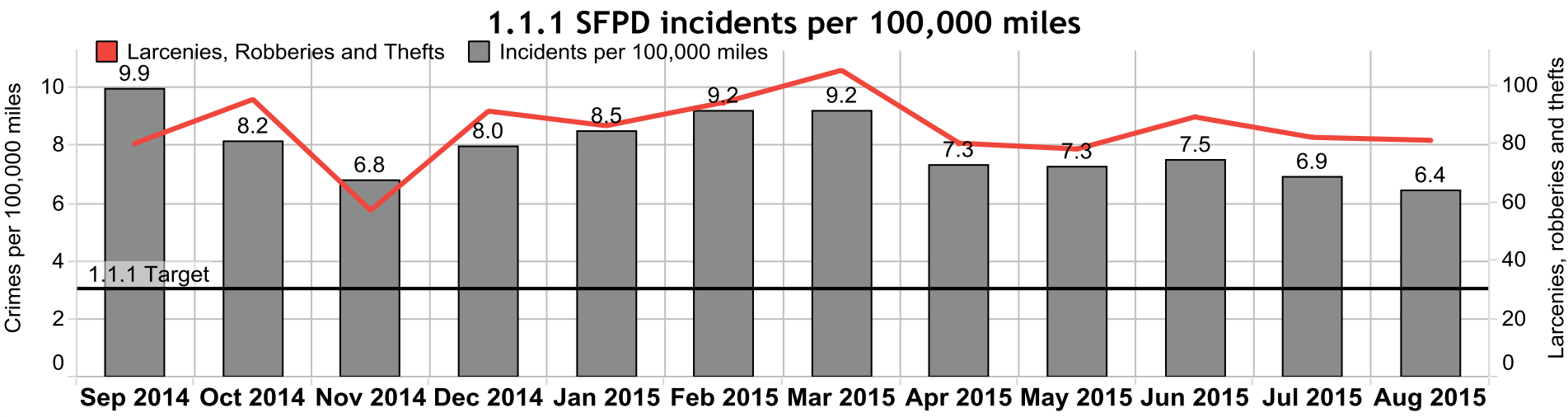
Improve the safety of the transportation system



Objective 1.1 metrics

Improve security for transportation system users

Key performance indicator



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

ID	Metric	Target	FY15 Avg	FY16 Avg	Sep 2014	Aug 2015	Sep 2015
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.1	8.2	6.4	9.9	6.4	*
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high) ¹		3.3		3.3 (FY15Q1)		*
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) ¹		3.2		3.2 (FY15Q1)		*
1.1.3	SFPD-reported taxi-related crimes ²		37	39	39	46	36
1.1.4	Security complaints to 311 (Muni)		37	31	51	36	28

*Data forthcoming.

¹Results 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.

²Beginning 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	Underperforms Previous FY Average	Equal to Previous FY Average
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Objective 1.1 action items

Improve security for transportation system users

Key action item updates

1.1.15 Work with SFPD to deploy police officers more effectively.

Continuing to deploy Surge officers on the top crime-affected lines. Continuing to formalize plans for SFPD deployments on the transit system during the Super Bowl.

1.1.17 Conduct risk and vulnerability assessment study of all SFMTA properties and systems.

Coordinating with staff and consultant to approve physical security enhancements identified in a 2014 threat and vulnerability assessment of the divisions. Working to narrow the scope of work for a lighting threat and vulnerability assessment of the divisions and the subway system. Continuing to engage with the Department of Homeland Security to formalize plans to conduct a threat and vulnerability assessment of SFMTA subways.

Action item status

0% encountering issues

33% at risk

50% on track

0% on hold



17% completed

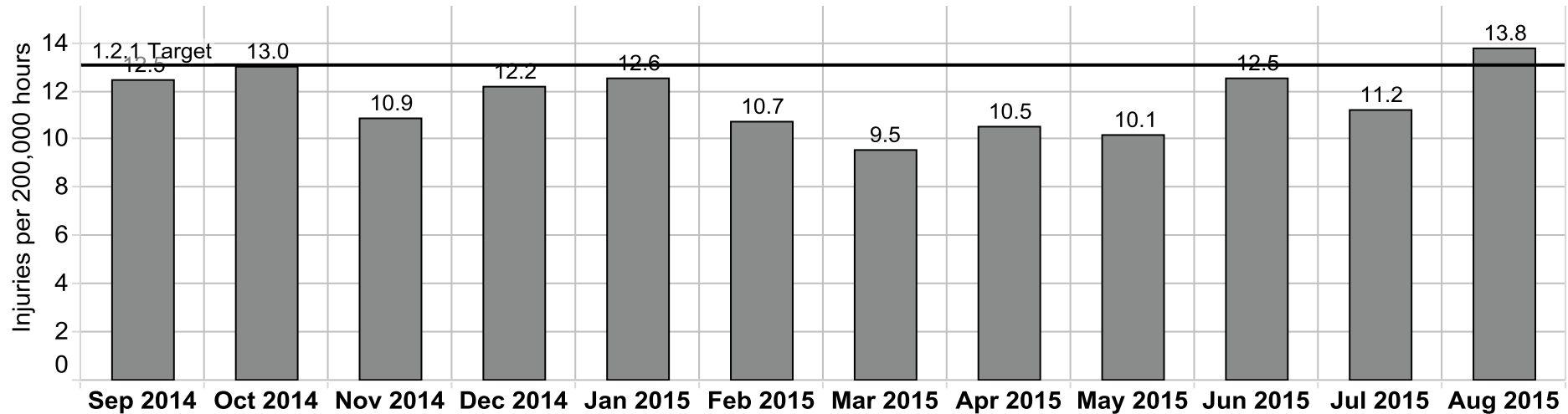


Objective 1.2 metrics

Improve workplace safety and security

Key performance indicator

1.2.1 Workplace injuries per 200,000 hours



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

ID	Metric	Target	FY15 Avg	FY16 Avg	Sep 2014	Aug 2015	Sep 2015
1.2.1	Workplace injuries/200,000 hours	13.1	11.0	12.5	12.5	13.8	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		8	10	11	8	11
1.2.3	Lost work days due to injury		15,221 (CY14)				
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.3 (CY14)	*			

*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

Supervisor Safety Training curriculum has been completed, with the addition of work place violence training. 480 SFMTA employees in supervisory or lead roles have been identified for training to begin 3rd week of November, 2015.

1.2.14 Implement Employee Wellness Program

Coordinating with City on Wellbeing Assessment (WBA) and Diabetes Prevention Program. SFMTA Wellness program survey results were collected on 8/28 with 920 responses. Results are being reviewed by Wellness Council to appraise program and plan future programming and initiatives.

Action item status

0% encountering issues

0% at risk

57% on track

14% on hold



29% completed

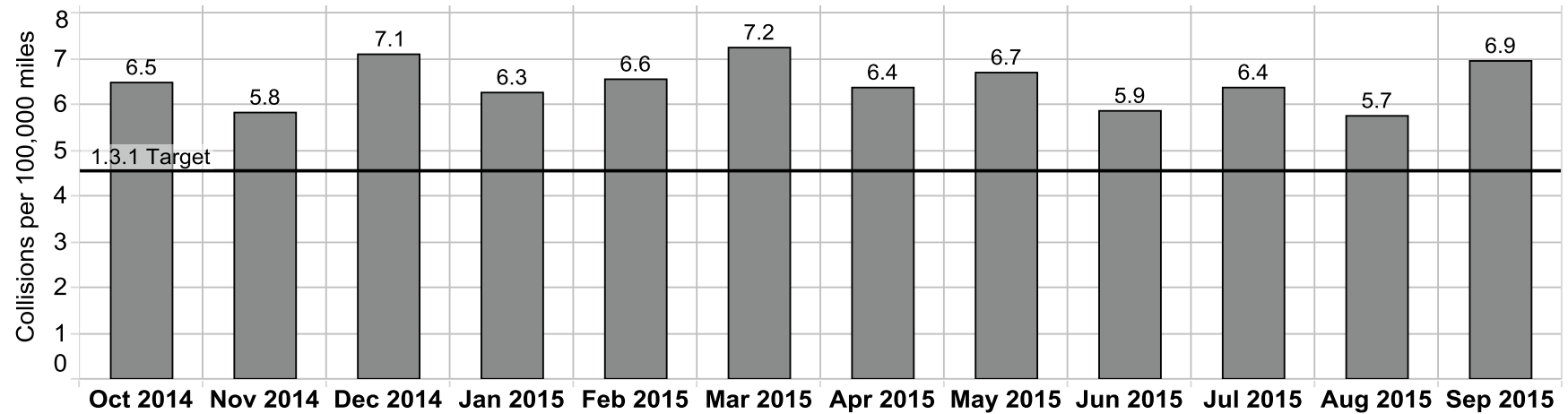


Objective 1.3 metrics

Improve the safety of the transportation system

Key performance indicator

1.3.1 Collisions per 100,000 miles



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

ID	Metric	Target	FY15 Avg	FY16 Avg	Sep 2014	Aug 2015	Sep 2015
1.3.1	Muni collisions/100,000 miles	4.1	6.5	6.3	7.5	5.7	6.9
1.3.2	Collisions involving motorists, pedestrians, and bicyclists ¹		3,235 (CY12)				
1.3.2	Collisions involving taxis		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.3	4.1	4.0	4.2	4.0
1.3.4	"Unsafe operation" Muni complaints to 311		178.8	179.0	214	175	192
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high) ²		3.7		3.7 (FY15Q1)	*	

¹Injury collisions.

²Results 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

1.3.15 Replace the existing Safety Management System and software (TransitSafe) with a customized Safety Management System and software

Completed Phase II proposal negotiations with vendor. Contract is being developed with a target for Board consideration on Nov 17 or Dec 1. Phase II will include implementation of design requirements developed in Phase I for all modules, user acceptance testing, data migration, and training of 2,300 operators, dispatchers, street inspectors, and other staff. Phase II implementation timeline is Jan 1 to Dec 31, 2016.

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

Work on the strategy continues to move forward and it is expected that the new, expanded work scope will be completed by end of December. An RFP for Vision Zero Education and Communications has been released to support developing the work projects associated with the work plan.

Action item status

0% encountering issues

22% at risk

44% on track

11% on hold



22% 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

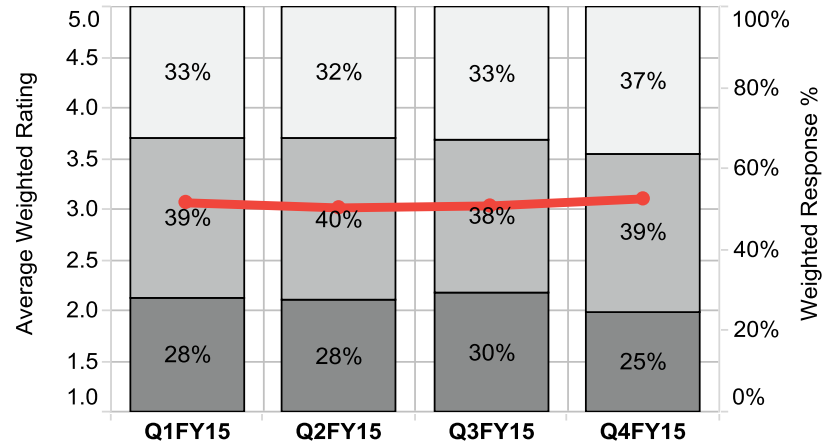
Objective 2.4

Improve parking utilization and manage parking demand

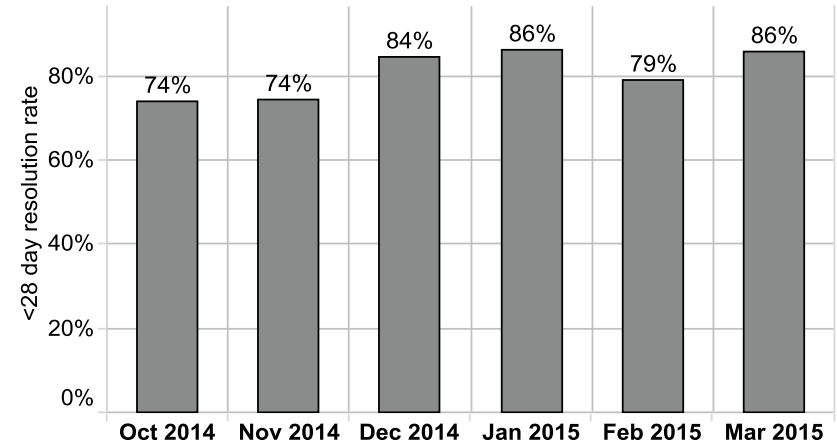
Goal 2 metrics

Key performance indicators

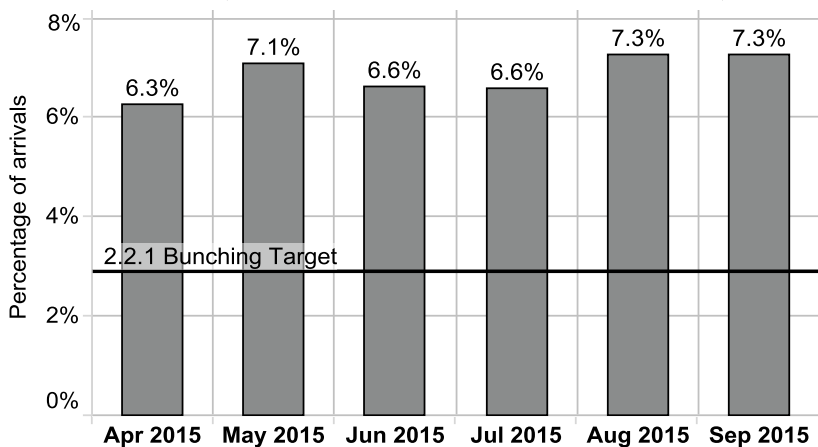
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



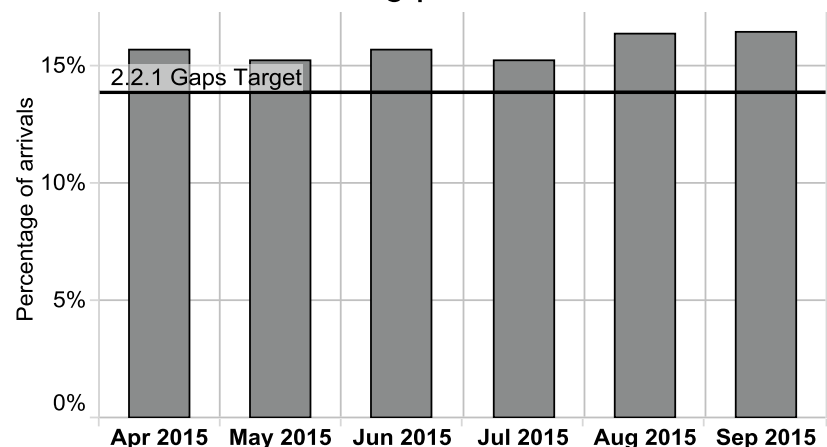
2.1.7 Percentage of actionable 311 Muni-related complaints addressed within 28 days



2.2.1 Percentage of Rapid Network transit trips with <2 min bunching (<1 min for headways of 5 min or less)



2.2.1 Percentage of Rapid Network transit trips with +5 min gaps



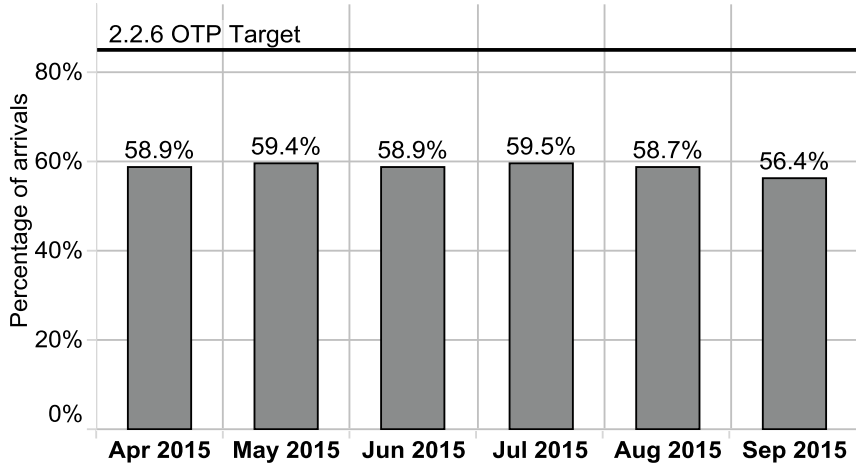
1Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.

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

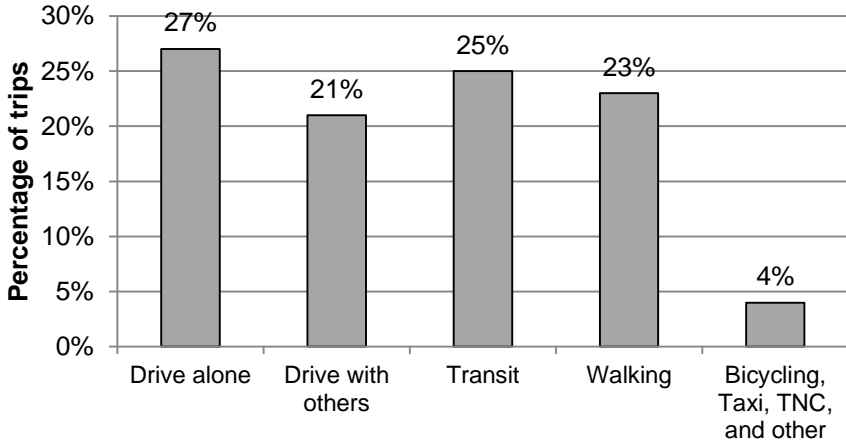
Goal 2 metrics

Key performance indicators **continued**

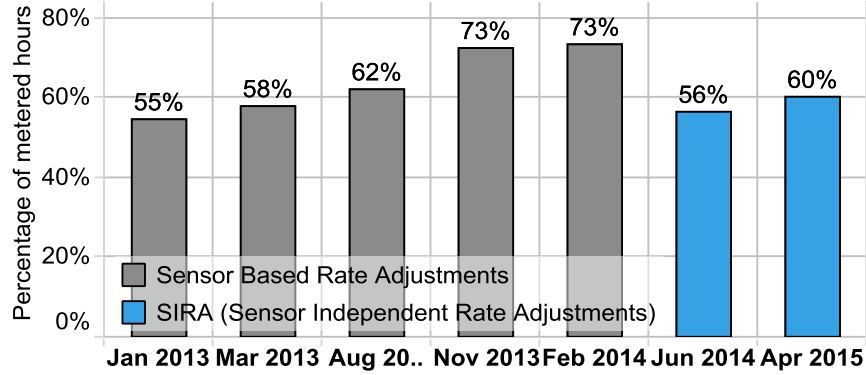
2.2.6 Percentage of on-time performance



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⁽¹⁾



¹Increase 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

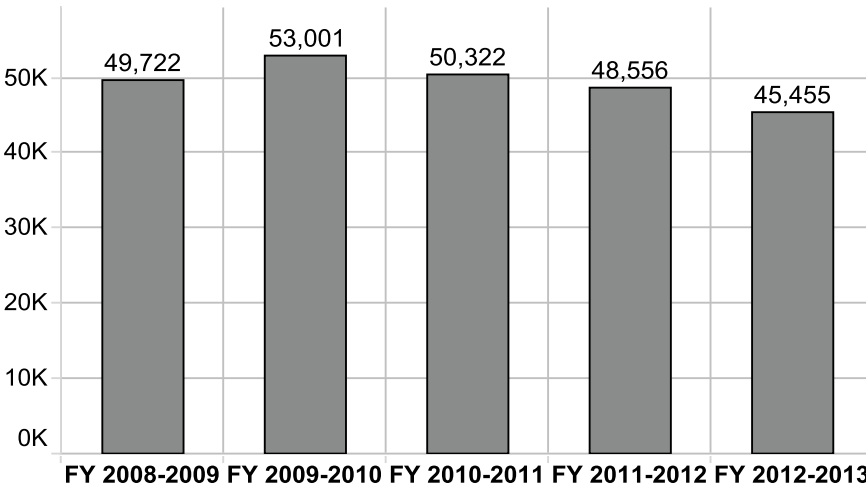
Objective 3.5

Reduce capital and operating structural deficits

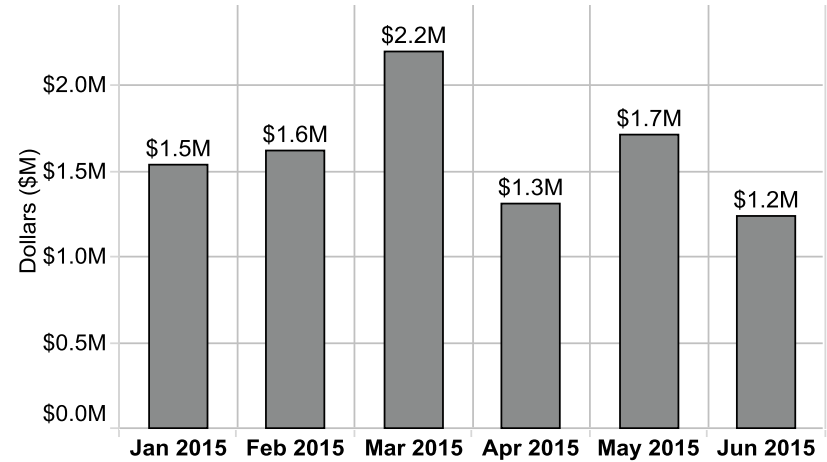
Goal 3 metrics

Key performance indicators

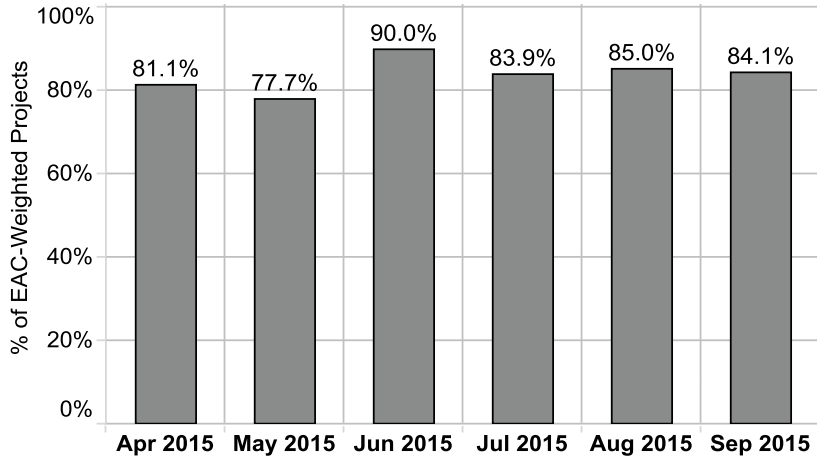
3.1.1 SFMTA carbon footprint (metric tons CO2e)



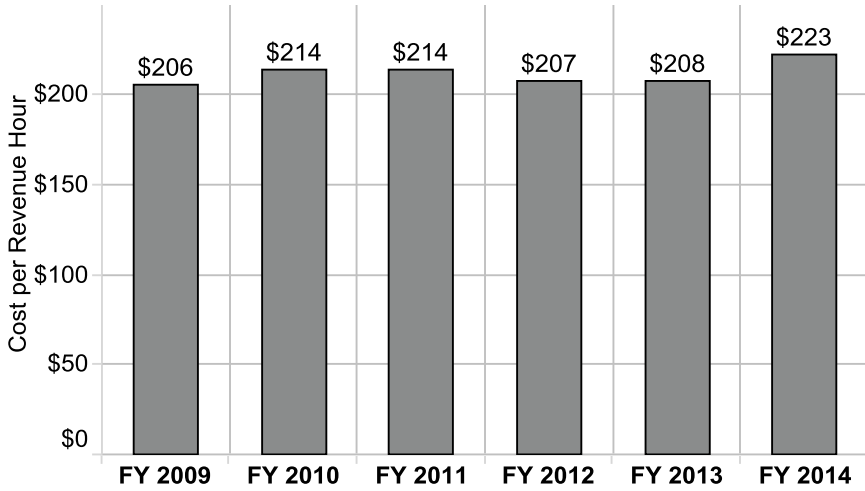
3.2.1 Estimated economic impact of Muni service delays (Monthly \$M)



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



3.4.1 Transit cost per revenue hour

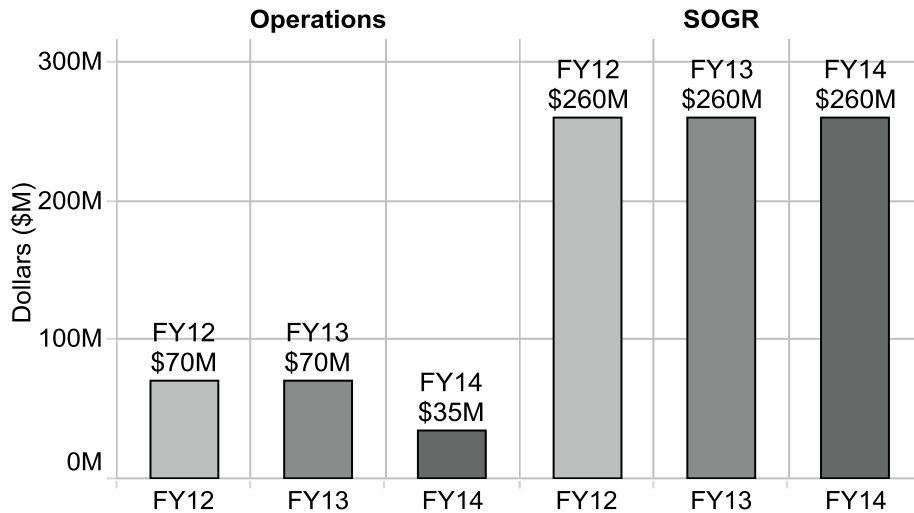


¹Based on preliminary unaudited financials. Figures are adjusted for inflation to reflect FY14 dollars.
 Note: Reported FY13 results are subject to change as data quality improves or new data become available.

Goal 3 metrics

Key performance indicators **continued**

3.5.1 Operating and capital structural deficit



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

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

Goal 3 financials

Expenditures (FY16 as of August 2015)

EXPENDITURES	Revised Budget	Actuals Year to Date	Encumbrances	Total Projection for the Year ⁽¹⁾	Saving/(Overage)
SFMTA Agency Wide	\$94,616,759	\$6,340,081	\$30,056,186	\$98,388,251	(\$3,771,492)
Board of Directors	\$595,549	\$76,297	\$0	\$594,997	\$552
Capital Programs and Construction	\$0	\$2,998,250	\$2,277,887	\$0	\$0
Communications	\$5,348,041	\$371,805	\$90,264	\$4,500,812	\$847,229
Director of Transportation	\$2,207,377	\$262,538	\$151,043	\$2,022,877	\$184,500
Finance and Information Technology	\$87,405,524	\$5,842,428	\$19,454,338	\$84,237,254	\$3,168,270
Government Affairs	\$1,108,148	\$121,273	\$214,886	\$1,107,715	\$433
Human Resources	\$31,567,715	\$2,981,800	\$3,529,750	\$34,779,813	(\$3,212,098)
Safety	\$3,153,478	\$370,535	\$64,269	\$3,880,949	(\$727,471)
Sustainable Streets	\$150,415,727	\$11,506,707	\$55,560,158	\$146,507,974	\$3,907,753
Transit Services	\$565,997,753	\$65,637,687	\$48,366,022	\$565,082,430	\$915,323
Taxi and Accessible Services	\$26,899,204	\$405,158	\$838,025	\$28,125,990	(\$1,226,786)
TOTAL	\$969,315,275	\$96,914,559	\$160,602,827	\$969,229,061	\$86,213

(1) Expenditures projection is based on all encumbrance spent in FY2016.

Goal 3 financials

Revenues (FY16 as of August 2015)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$26,580,000	\$7,286,605	\$26,580,000	\$0
Cash Fares	\$78,706,000	\$14,479,628	\$78,706,000	\$0
Other Fares	\$7,500,000	\$679,522	\$7,500,000	\$0
Passes	\$88,255,000	\$15,443,278	\$88,255,000	\$0
TRANSIT FARES Total	\$201,041,000	\$37,889,033	\$201,041,000	\$0
PARKING FEES & FINES				
General Fund Baseline Transfer ⁽²⁾	\$71,800,000	\$17,950,000	\$71,800,000	\$0
Citations and Fines	\$97,040,000	\$17,149,699	\$97,040,000	\$0
Garage Revenue	\$64,464,191	\$10,783,555	\$64,464,191	\$0
Meter Revenue	\$45,337,319	\$9,939,257	\$45,337,319	\$0
Permit Revenue	\$13,420,000	\$2,383,862	\$13,420,000	\$0
PARKING FEES & FINES Total	\$292,061,510	\$58,206,374	\$292,061,510	\$0
Operating Grants	\$131,980,000	\$7,079,990	\$131,980,000	\$0
Taxi Service	\$14,310,000	\$823,586	\$9,310,000	(\$5,000,000)
Other Revenues	\$28,536,000	\$7,699,282	\$28,536,000	\$0
General Fund Transfer ⁽²⁾	\$272,000,000	\$68,000,000	\$277,000,000	\$5,000,000
Fund Balance for Current Year Budget	\$20,009,965	\$20,009,965	\$20,009,965	\$0
Transfer from Non-operating Fund	\$9,376,800	\$9,376,800	\$9,376,800	\$0
Fund Balance for Prior Year Encumbrance Carry Forward ⁽³⁾	\$0	\$0	\$0	\$0
TOTAL	\$969,315,275	\$209,085,030	\$969,315,275	\$0

⁽²⁾ The General fund baseline and Parking tax transfer is projected at \$5 million more than AAO budget.

⁽³⁾ FY2015 Carry forward was not posted yet by the Controller's Office as of this reporting period.

Goal 3 financials

Overtime Report (FY16 as of August 2015)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE ⁽³⁾	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	Savings/ (Overage)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$23,586,620	\$3,078,688	\$20,479,854	\$23,558,543	\$28,077
Transit Vehicle Maintenance	\$6,468,689	\$1,538,079	\$10,584,588	\$12,122,667	(\$5,653,978)
Transit – All Others	\$4,664,203	\$1,554,535	\$10,414,085	\$11,968,619	(\$7,304,416)
Subtotal Transit Services Division	\$34,719,512	\$6,171,302	\$41,478,527	\$47,649,829	(\$12,930,317)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$321,443	\$486,252	\$807,695	\$187,289
Sustainable Streets – All Others	\$794,714	\$94,351	\$1,067,283	\$1,161,634	(\$366,920)
Subtotal Sustainable Streets Division	\$1,789,698	\$415,794	\$1,553,535	\$1,969,329	(\$179,631)
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$889,774	\$200,169	\$1,389,049	\$1,589,217	(\$699,443)
TOTAL OPERATING FUND	\$37,398,984	\$6,787,265	\$44,421,111	\$51,208,376	(\$13,809,392)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$260,357	\$1,806,718	\$2,067,074	(\$2,067,074)
Sustainable Streets Engineering Programs	\$0	\$123,810	\$859,167	\$982,977	(\$982,977)
Total Non-Operating Fund	\$0	\$384,167	\$2,665,884	\$3,050,051	(\$3,050,051)
TOTAL	\$37,398,984	\$7,171,432	\$47,086,995	\$54,258,427	(\$16,859,443)

⁽³⁾ 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 \$ 116,000 as of August 2015.

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

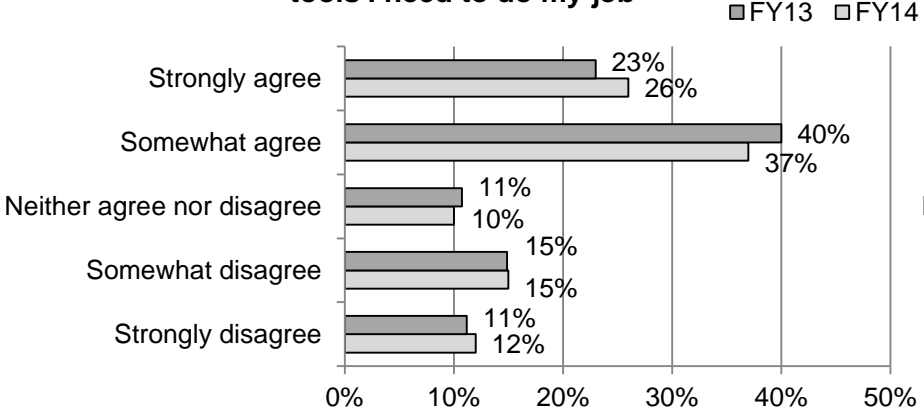
Improve relationships and partnerships with our stakeholders



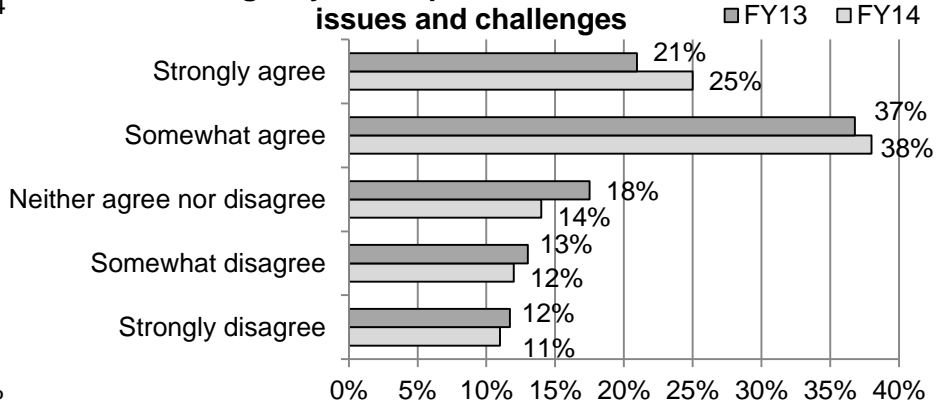
Goal 4 metrics

Key performance indicators

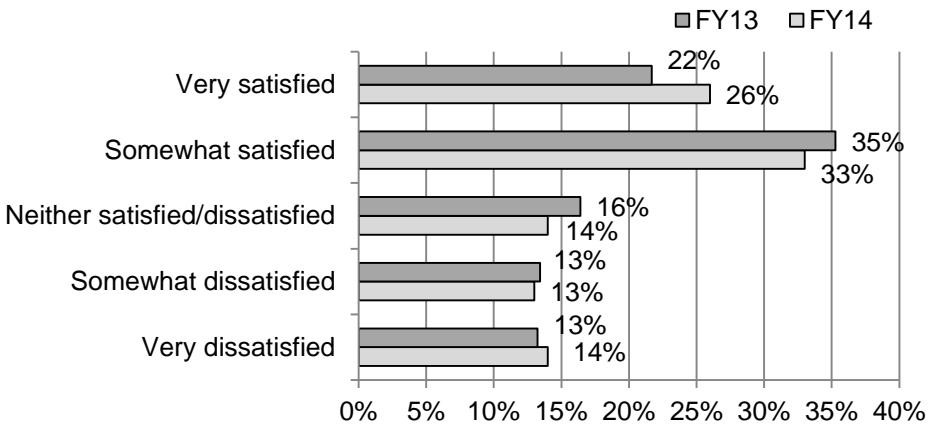
4.1.1 Employee rating: I have the Information and tools I need to do my job



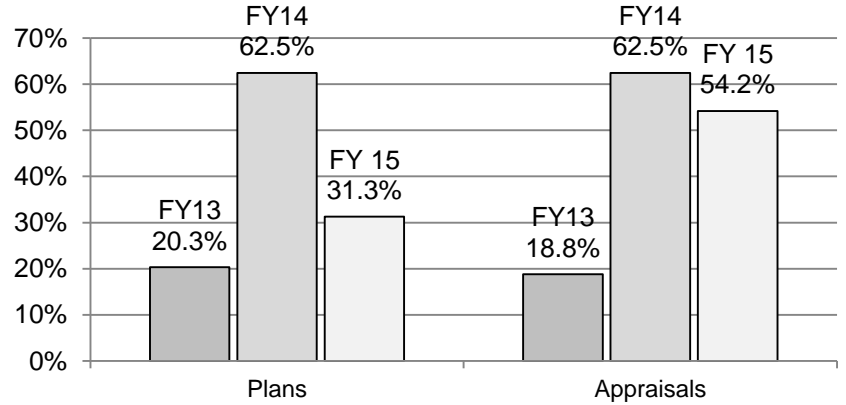
4.1.1 Employee rating: I have access to information about Agency accomplishments, current events, issues and challenges



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 Fall 2015.**