



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 1 Action Item Highlights & Proposed Metric Modifications*

September 2014

San Francisco, California

# Goal 1 action item highlights

Create a safer transportation experience for everyone

## Objective 1.1

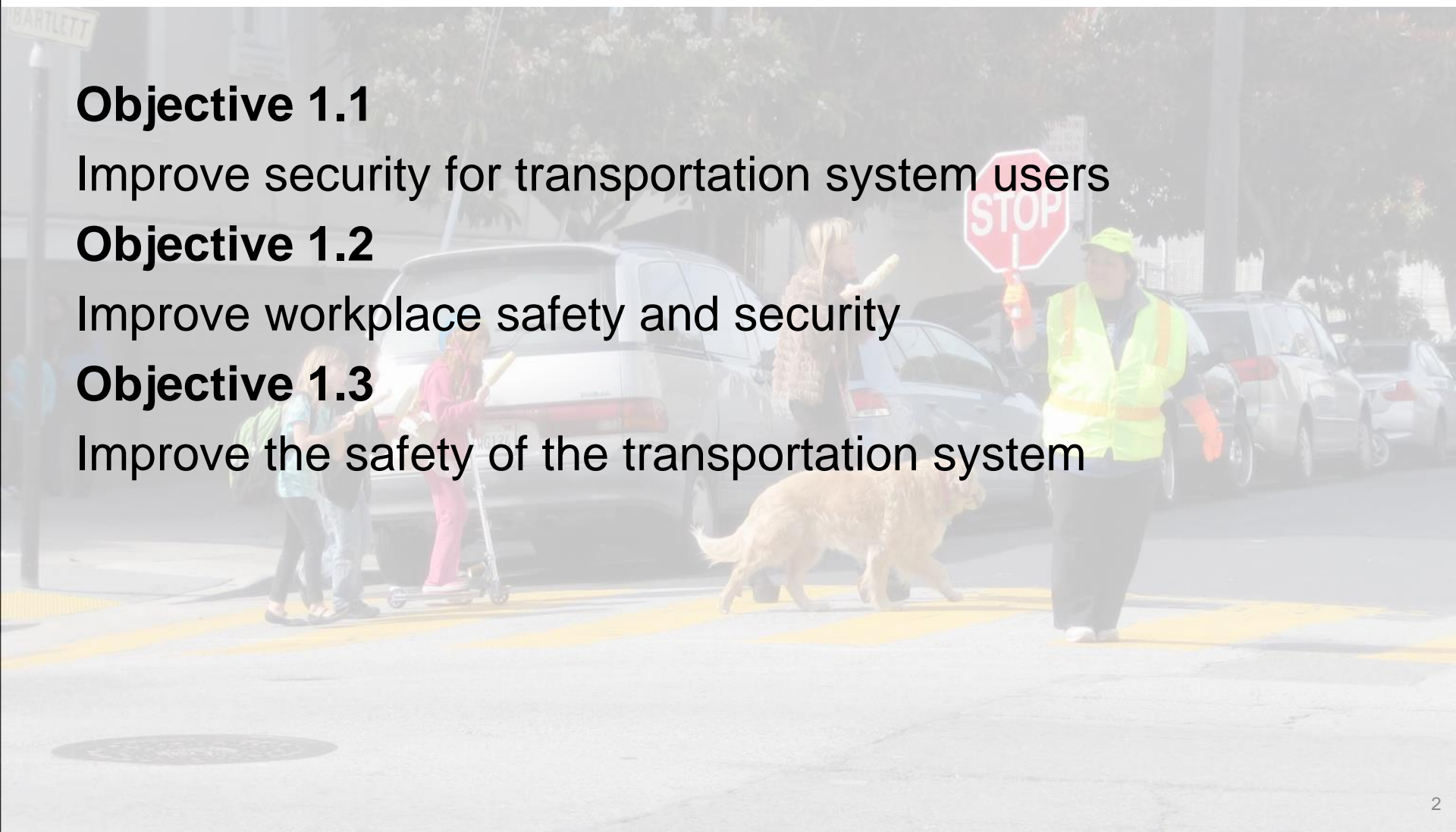
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

Improve the safety of the transportation system



# Objective 1.1 action items

## Improve security for transportation system users

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### New action item highlights

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Procure and install cameras on all historic streetcars.

Projected to be complete October 2014. Staff is currently installing two cameras each day on Historic Street Cars and Cable Cars.

Develop a taskforce to improve safety on Muni by encouraging appropriate behavior.

The Taskforce will be a multi-divisional collaboration launching in Fall 2014, and will assess similar efforts carried out by other agencies.

Conduct a Risk and Vulnerability Assessment study of all SFMTA properties and systems.

This Assessment is nearly complete, and will guide security and emergency-preparedness efforts.

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# Objective 1.2 action items

## Improve workplace safety and security

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### **New action item highlights**

Develop and implement a Standard Operating Procedure and policies for operating non-revenue vehicles.

SFMTA staff is currently developing a Usage Guide to define policies and procedures for drivers of non-revenue vehicles.

Implement and provide training on drug and alcohol policies for non-safety sensitive employees.

A draft of the policy is complete, pending COA review and Labor Union meet & confer. Implementation and training to follow soon after.

Implement and maintain an agency-wide Wellness Program in coordination with the City's Wellness Program.

This program aims to advance and promote health and wellbeing among employees agency-wide. The first coordination effort with the City's Program is to advance and support their goal of 40% participation among our employees agency-wide.

# Objective 1.3 action items

## Improve the safety of the transportation system

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### New action item highlights

Develop best practices for taxi vehicle inspections.

Staff is working to develop a new taxi vehicle inspection program.

Evaluate and make recommendations on rail training systems.

A vendor demonstration was made to SFMTA staff showing a possible application of their video-based driver risk solutions technology on our rail system.

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

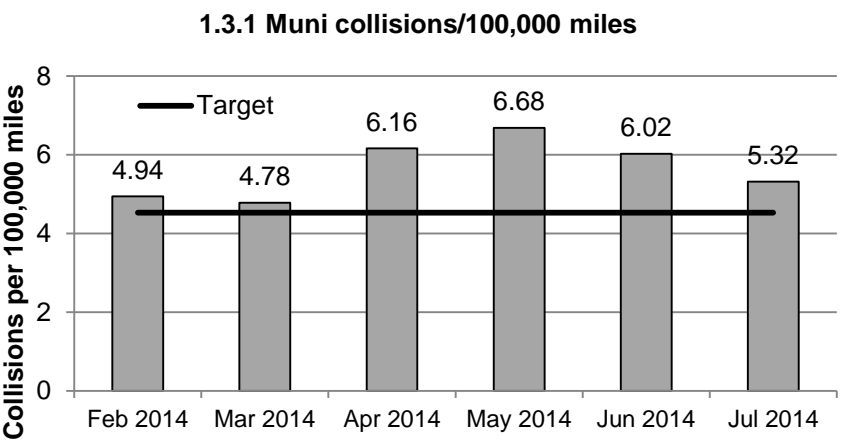
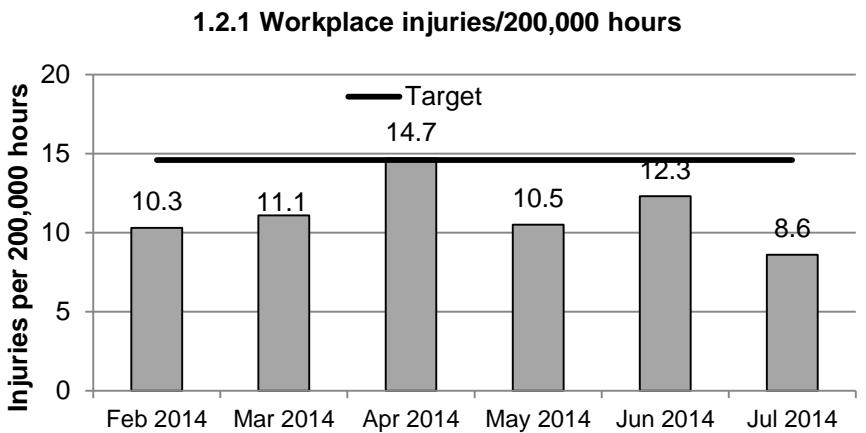
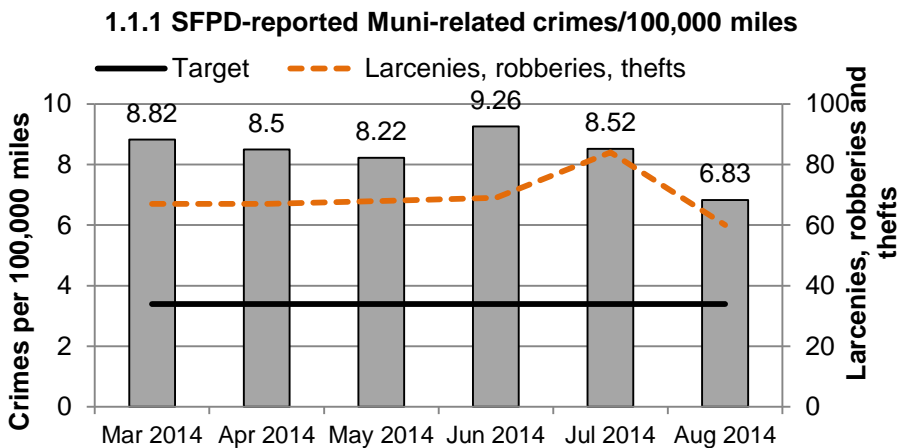
A project charter was recently signed by SFPD, SFDPH, SFCTA, SFUSD, the DA, SFE and SFMTA committing each agency to develop a city-wide safety education strategy by March, 2015; a work plan is underway.

Develop and implement rail field observations program for safety practices and procedures.

Staff is developing a program to establish clear standards and structure continuous communication and feedback between management and line supervisors.

# Goal 1 metrics

## Key performance indicators



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

# Goal 1 proposed metric modifications

ID	Metric	Reporting Status/Proposed Changes
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	Currently reporting. No change proposed.
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.
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)	Currently reporting. No change proposed.
★ 1.1.3	SFPD-reported taxi-related crimes	Currently reporting. Transitioned data source in July 2014 to extensive SFPD data warehouse from limited DataSF data set.
1.1.4	Security complaints to 311 (Muni)	Currently reporting. No change proposed.
1.2.1	Workplace injuries/200,000 hours	Currently reporting. No change proposed.
1.2.2	Security incidents involving SFMTA personnel (Muni only)	Currently reporting. No change proposed.
1.2.3	Lost work days due to injury	Currently reporting. No change proposed.
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.
1.3.1	Muni collisions/100,000 miles	Currently reporting. No change proposed.
1.3.2	Collisions involving motorists, pedestrians, bicyclists and taxis	Currently reporting, although currency of data lags substantially. Future transition of data source to SFPD collision reports from CA Highway Patrol should improve data currency.
1.3.3	Muni falls on board/100,000 miles	Currently reporting. No change proposed.
1.3.4	"Unsafe operation" Muni complaints to 311	Currently reporting. No change proposed.
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.



# 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**

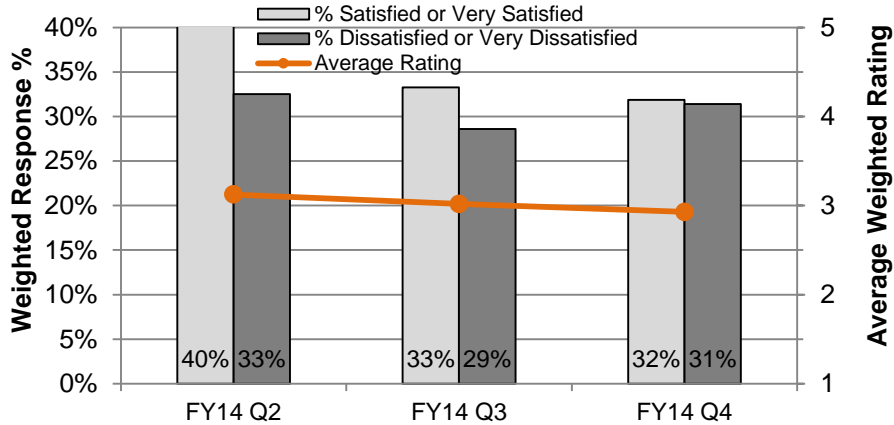
Improve parking utilization and manage parking demand



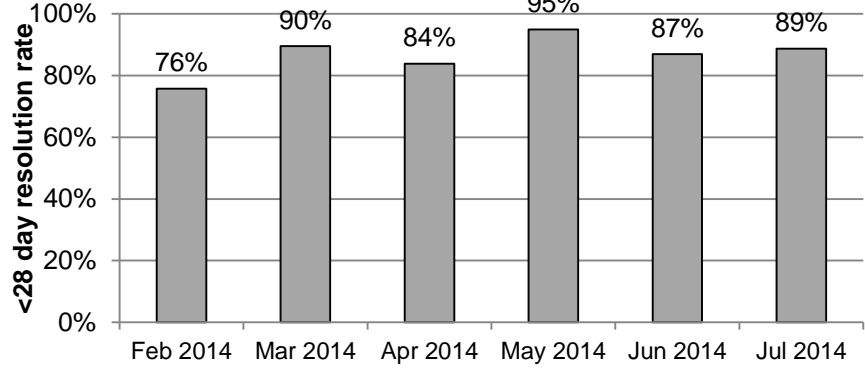
# Goal 2 metrics

## Key performance indicators

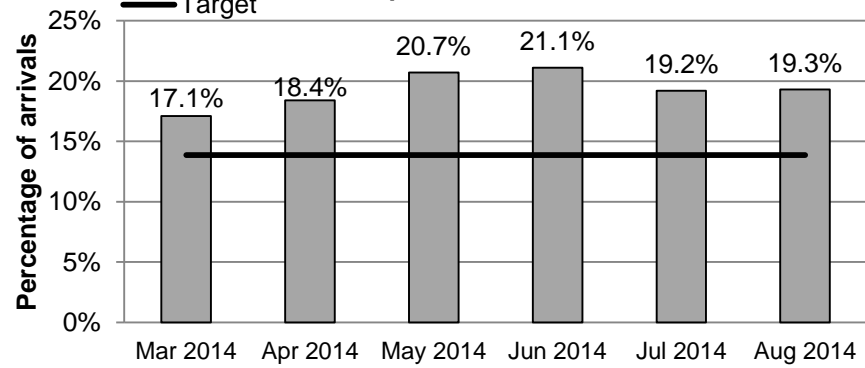
**2.1.1 Customer Rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)<sup>1</sup>**



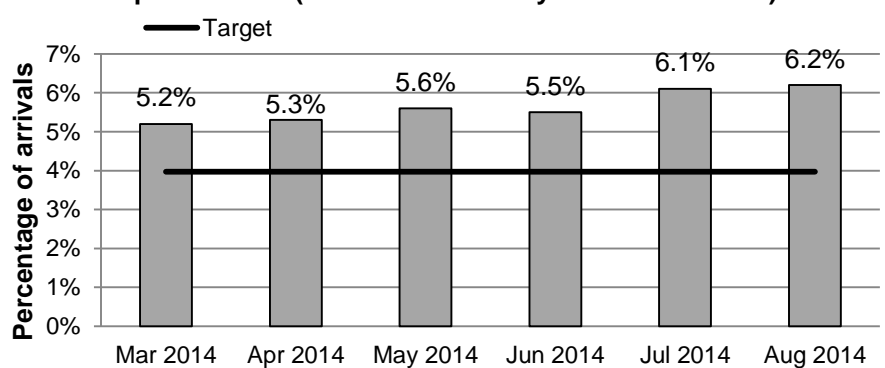
**2.1.7 Percentage of actionable 311 Muni-related complaints addressed within 28 days**



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



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



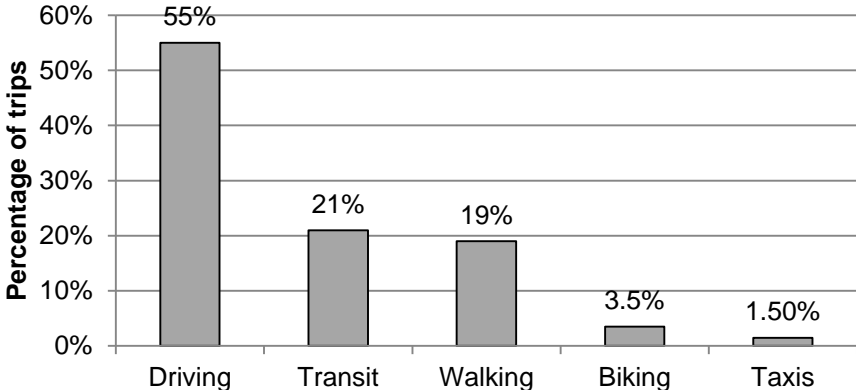
<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted in Nov/Dec 13 and are weighted to reflect the geographic distribution of San Francisco's population.

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

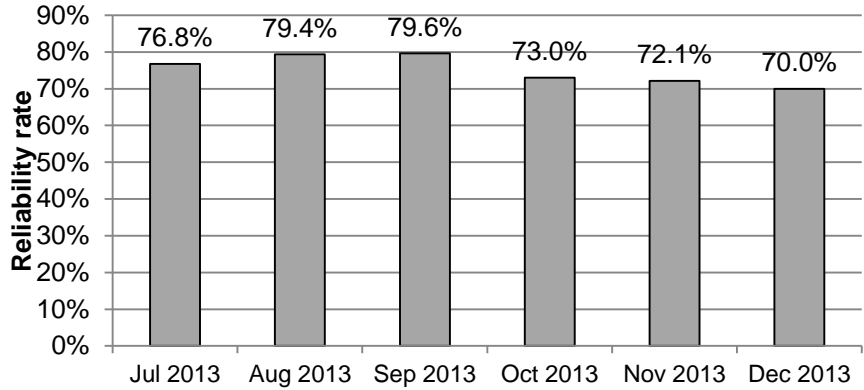
# Goal 2 metrics

## Key performance indicators **continued**

2.3.1 Non-private auto mode share (2011 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 2 proposed metric modifications

ID	Metric	Reporting Status/Proposed Changes
2.1.1	Customer rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.
2.1.2	Customer rating: Overall customer satisfaction with taxi availability; scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.
2.1.3	Customer rating: Overall customer satisfaction with bicycle network; scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.
2.1.4	Customer rating: Overall customer satisfaction with pedestrian environment; scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.
★ 2.1.5	City Survey rating: Communications to passengers; scale of 1 (low) to 5 (high)	Currently reporting. Suggest transitioning data source to Online Quarterly Customer Satisfaction Survey from biennial City Survey to improve frequency of reporting.
2.1.6	Percentage of SSD-related 311 cases resolved within Board-approved standards	Currently reporting. No change proposed.
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 28 days	Currently reporting. No change proposed.
2.1.8	Customer rating: cleanliness of Muni vehicles; scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators); scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.
2.2.1	Percentage of transit trips with <2 min bunching (<1 min for headways of 5 min or less) or + 5 min gaps on Rapid Network	Currently reporting. No change proposed.
2.2.2	Percentage of on-time performance for non-Rapid Network routes	Currently reporting. No change proposed.
★ 2.2.3	Percentage of scheduled service delivered	Suggest changing title to "trips" to reflect current reporting.
2.2.4	Percentage of on-time departures from terminals	Currently reporting. No change proposed.
★ 2.2.5	Average Muni system speed	Not currently reporting. Suggest changing metric to "Running time performance" to reflect actual vs. scheduled running times.

# Goal 2 metric modifications *continued*

ID	Metric	Reporting Status/Proposed Changes
2.2.6	Percentage of on-time performance	Currently reporting. No change proposed.
2.2.7	Percentage of <u>bus</u> trips over capacity during AM/PM peak (8:00a-8:59a inbound/5:00p-5:59p outbound) at max load points	Currently reporting. No change proposed.
2.2.8	Mean distance between failure	Currently reporting. No change proposed.
2.2.9	Percentage of scheduled service hours delivered	Currently reporting. No change proposed.
2.2.10	Percentage of scheduled mileage delivered	Not currently reporting. Measure in development.
2.2.11	Ridership (rubber tire/faregate entries, average weekday)	Currently reporting. No change proposed.
2.2.12	Percentage of days that elevators are in full operation	Currently reporting. No change proposed.
2.2.13	Percentage of days that escalators are in full operation	Currently reporting. No change proposed.
2.3.1	Non-private auto mode share (all trips)	Currently reporting, although currency of data lags substantially. 2014 mode share survey data expected in FY15.
★	New	Average daily bikeshare trips
★	New	Average daily taxi trips
★	2.4.1	Parking reliability rate of SF <i>park</i> spaces
	2.4.2	Parking reliability of SFMTA garage spaces
	2.4.3	# of secure on-street bicycle parking spaces <sup>7</sup>
	2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking) <sup>7</sup>
★	2.4.4	On-street payment compliance (SF <i>park</i> pilot areas only)

# 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

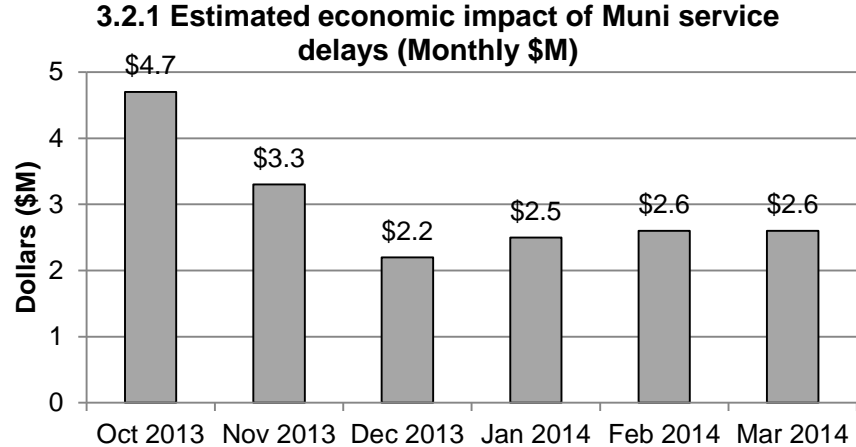
# Goal 3 metrics

## Key performance indicators

3.1.1 Metric tons of CO2e for the transportation system

**2,266,322**

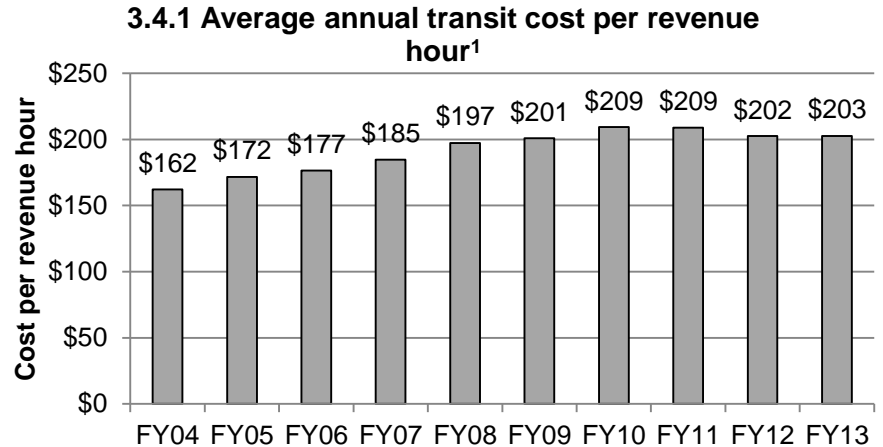
(2010)



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



**Measure in development**



<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 proposed metric modifications

ID	Metric	Reporting Status/Proposed Changes
★ 3.1.1	Metric tons of CO2e for the transportation system	Currently reporting, although currency of data lags substantially. Suggest replacing metric with "SFMTA carbon footprint (metric tons CO2e)" reported on a quarterly basis.
3.1.2	Percentage of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions	Currently reporting. No change proposed.
3.1.3	Percentage biodiesel to diesel used by SFMTA	Currently reporting. No change proposed.
3.1.4	Number of electric vehicle charging stations	Currently reporting. No change proposed.
★ 3.1.5	Citywide gasoline consumption rate	Suggest discontinuing metric due to cancelation of Caltrans MVSTAFF data reporting program.
3.1.6	Agency resource consumption (electricity, water, gas)	Currently reporting. No change proposed.
★ 3.1.7	Agency waste production (tons)	Currently reporting, although currency of data lags substantially. Suggest changing metric to "Agency waste diversion rate".
3.2.1	Estimated economic impact of Muni service delays (Monthly \$M)	Currently reporting. No change proposed.
3.3.1	Percentage of all capital projects delivered on-budget by phase	Not currently reporting. Measure in development.
3.3.2	Percentage of all capital projects delivered on-time by phase	Not currently reporting. Measure in development.
3.4.1	Average annual transit cost per revenue hour	Currently reporting. No change proposed.
3.4.2	Passengers per revenue hour for buses	Currently reporting. No change proposed.
3.4.3	Cost per unlinked trip	Currently reporting. No change proposed.
★ 3.4.4	Pay hours: platform hours ratio	Suggest discontinuing metric due to lack of variation in reported ratio.
3.4.5	Farebox recovery ratio	Currently reporting. No change proposed.
★ New	Average daily Transit Operator surplus or shortfall	Suggest creating new metric
★ New	Number of individuals entering Transit Operator Training	Suggest creating new metric.
3.5.1	Operating and capital structural deficit	Currently reporting. No change proposed.



# Goal 3 financials

## Expenditures (FY14 as of June 2014, preliminary pending year-end close)

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals: Year to Date	Encumbrances & Manual Carry forward	Total Projection for the Year <sup>(2)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$93,646,211	\$83,152,190	\$2,879,834	\$88,216,740	\$5,429,472
Board of Directors	\$753,855	\$511,840	\$4,803	\$516,642	\$237,213
Capital Programs and Construction	\$136,617	(\$7,978,117)	\$146,008	\$95,952	\$40,666
Communications	\$4,035,024	\$3,179,417	\$696,648	\$3,879,579	\$155,445
Director of Transportation	\$2,134,215	\$1,562,488	\$331,982	\$1,956,490	\$177,725
Finance and Information Technology	\$68,357,430	\$62,116,607	\$6,501,988	\$68,755,757	(\$398,327)
Government Affairs	\$683,204	\$536,131	\$0	\$677,021	\$6,183
Human Resources	\$19,873,737	\$16,833,041	\$1,363,703	\$19,228,532	\$645,205
Safety	\$11,768,740	\$10,375,594	\$1,868,700	\$12,270,990	(\$502,250)
Sustainable Streets	\$157,921,838	\$132,381,090	\$9,826,613	\$145,463,296	\$12,458,542
Transit Services	\$535,529,932	\$513,964,567	\$36,289,803	\$553,814,311	(\$18,284,380)
Taxi and Accessible Services	\$26,736,804	\$22,146,774	\$2,199,157	\$26,693,782	\$43,022
<b>TOTAL</b>	<b>\$921,577,607</b>	<b>\$838,781,621</b>	<b>\$62,109,060</b>	<b>\$921,569,092</b>	<b>\$8,515</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, and carry forward to next fiscal year.

# Goal 3 financials

## Revenues (FY14 as of June 2014, preliminary pending year-end close)

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	\$28,093,850	\$28,093,850	\$2,790,850
Cash Fares	\$72,520,900	\$84,755,362	\$84,755,362	\$12,234,462
Other Fares	\$5,968,200	\$6,176,136	\$6,181,812	\$213,612
Passes	\$92,612,434	\$93,705,884	\$93,705,884	\$1,093,450
<b>TRANSIT FARES Total</b>	<b>\$196,404,534</b>	<b>\$212,731,232</b>	<b>\$212,736,908</b>	<b>\$16,332,374</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$66,601,300	\$65,969,300	\$66,601,300	\$0
Citations and Fines	\$102,441,800	\$104,359,312	\$104,653,872	\$2,212,071
Garage Revenue	\$61,190,575	\$66,573,718	\$68,463,460	\$7,272,885
Meter Revenue	\$46,188,400	\$59,933,488	\$59,938,096	\$13,749,696
Permit Revenue	\$12,631,900	\$15,670,381	\$15,889,749	\$3,257,849
<b>PARKING FEES &amp; FINES Total</b>	<b>\$289,053,975</b>	<b>\$312,506,199</b>	<b>\$315,546,476</b>	<b>\$26,492,501</b>
Operating Grants	\$115,702,102	\$125,217,140	\$140,612,067	\$24,909,965
Taxi Service	\$10,225,913	\$15,291,590	\$15,309,724	\$5,083,811
Other Revenues	\$23,991,672	\$29,898,324	\$30,140,064	\$6,148,392
General Fund Transfer	\$232,000,000	\$232,000,000	\$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>\$927,273,475</b>	<b>\$987,539,763</b>	<b>\$1,010,440,517</b>	<b>\$83,167,042</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 (FY15 as of July 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	\$23,586,620	\$1,409,088	\$24,860,336	\$26,269,424	(\$2,682,804)
Transit Vehicle Maintenance	\$7,037,296	\$571,839	\$10,088,876	\$10,660,715	(\$3,623,419)
Transit – All Others	\$4,066,867	\$571,591	\$10,084,507	\$10,656,098	(\$6,589,231)
<b>Subtotal Transit Services Division</b>	<b>\$34,690,783</b>	<b>\$2,552,519</b>	<b>\$45,033,719</b>	<b>\$47,586,238</b>	<b>(\$12,895,455)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$118,486	\$2,090,425	\$2,208,910	(\$1,213,926)
Sustainable Streets – All Others	\$794,714	\$21,720	\$383,195	\$404,915	\$389,799
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$140,205</b>	<b>\$2,473,620</b>	<b>\$2,613,825</b>	<b>(\$824,127)</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$44,381</b>	<b>\$788,470</b>	<b>\$832,851</b>	<b>\$56,923</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,370,255</b>	<b>\$2,737,105</b>	<b>\$48,295,809</b>	<b>\$51,032,913</b>	<b>(\$13,662,658)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$66,158	\$1,167,223	\$1,233,381	(\$1,233,381)
Sustainable Streets Engineering Programs	\$0	\$11,470	\$202,370	\$213,841	(\$213,841)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$77,629</b>	<b>\$1,369,593</b>	<b>\$1,447,222</b>	<b>(\$1,447,222)</b>
<b>TOTAL</b>	<b>\$37,370,255</b>	<b>\$2,814,734</b>	<b>\$49,665,402</b>	<b>\$52,480,135</b>	<b>(\$15,109,880)</b>

\*Figures include cost recovery for events or services totaling \$148K as of month-end (July 2014) for FY2015. The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

# 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 FY15.**

# Goal 4 proposed metric modifications

ID	Metric	Reporting Status/Proposed Changes
4.1.1	Employee rating: I have the Information and tools I need to do my job; I have access to information about Agency accomplishments, current events, issues and challenges scale of 1 (high) to 5 (low)	Currently reporting. No change proposed.
4.1.2	Percentage of employees that complete the survey	Currently reporting. No change proposed.
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success.	Currently reporting. No change proposed.
4.1.4	Employee rating: I have received feedback on my work in the last 30 days.	Currently reporting. No change proposed.
4.1.5	Employee rating: I have noticed that communication between leadership and employees has improved.	Currently reporting. No change proposed.
4.1.6	Employee rating: Discussions with my supervisor about my performance are worthwhile.	Currently reporting. No change proposed.
4.2.1	Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)	Currently reporting. No change proposed.
4.2.2	Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately.	Currently reporting. No change proposed.
4.2.3	Employee rating: I find ways to resolve conflicts by working collaboratively with others.	Currently reporting. No change proposed.



# Goal 4 metric modifications *continued*

ID	Metric	Reporting Status/Proposed Changes
4.2.4	Employee rating: I am encouraged to use innovative approaches to achieve goals.	Currently reporting. No change proposed.
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively	Currently reporting. No change proposed.
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'.	Currently reporting. No change proposed.
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment.	Currently reporting. No change proposed.
4.3.1	Percentage of employees with performance plans prepared by start of fiscal year; annual appraisals based on their performance plans	Currently reporting. No change proposed.
4.3.2	Percentage of strategic plan metrics reported	Currently reporting. No change proposed.
4.3.3	Unscheduled absence rate by employee group (Transit operators)	Currently reporting. No change proposed.
4.3.4	Employee rating: My manager holds me accountable to achieve my written objectives.	Currently reporting. No change proposed.
★ New	Employee commendations to 311	Suggest creating new metric.
4.4.1	Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)	Not currently reporting. Survey to be conducted in FY15.