



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 1 Focus*

February 2017

San Francisco, California

# Goal 1 focus

Create a safer transportation experience for everyone

## Objective 1.1

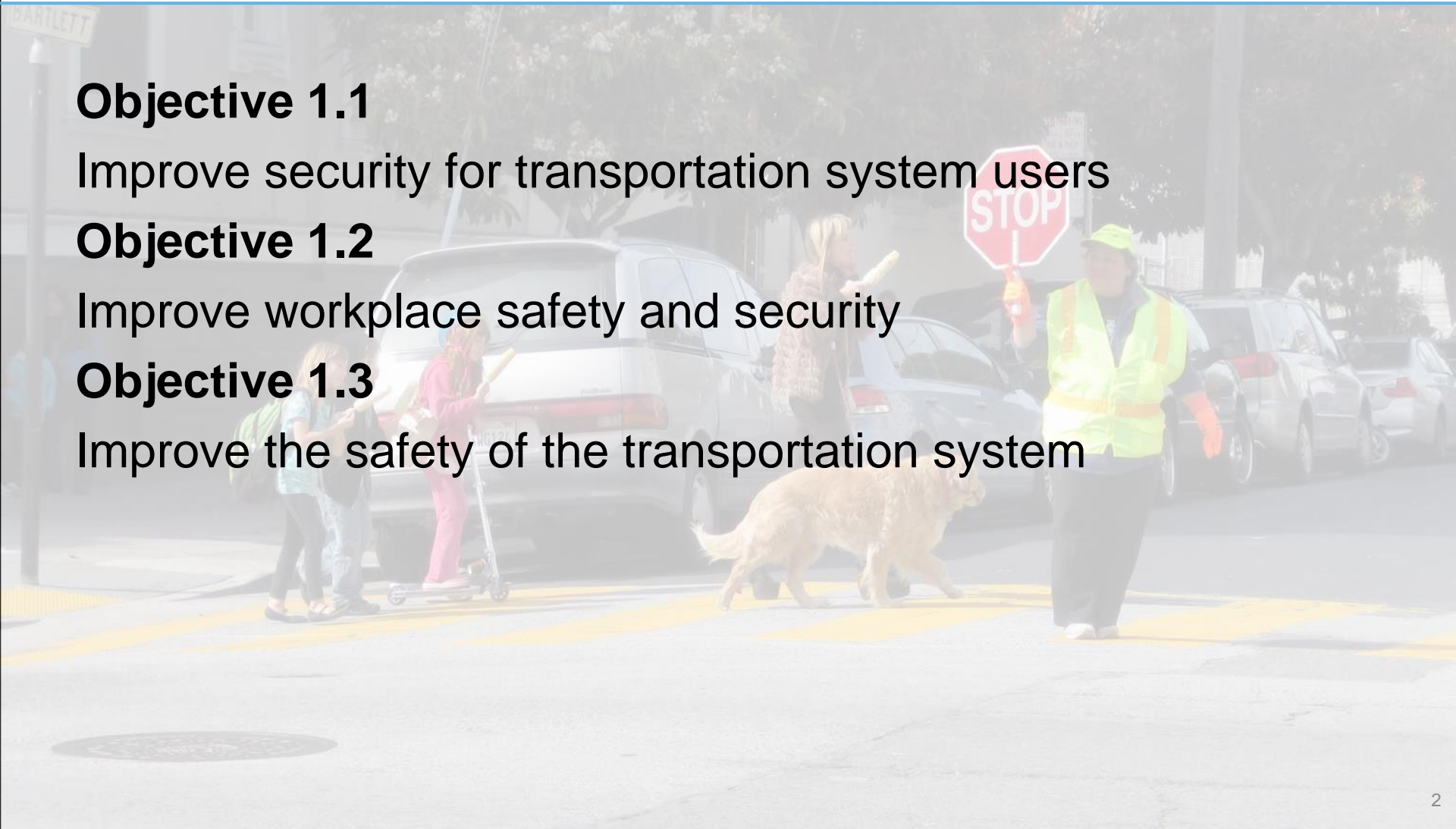
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

Improve the safety of the transportation system

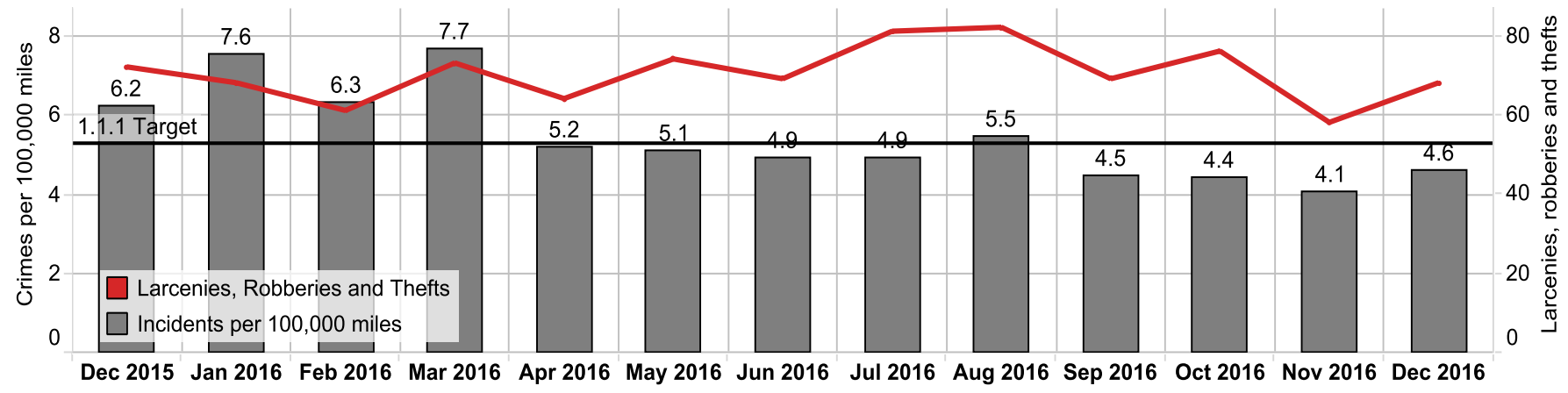


# Objective 1.1 metrics

## Improve security for transportation system users

### Key performance indicator

1.1.1 SFPD incidents per 100,000 miles



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Jan 2016	Dec 2016	Jan 2017
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	5.3	6.4	4.7	7.6	4.6	*
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high)		3.4	3.4	3.4(Q3FY16)	3.5(Q2FY17)	
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)		3.2	3.2	3.2(Q3FY16)	3.2(Q2FY17)	
1.1.3	SFPD-reported taxi-related crimes		41	*	43	*	*
1.1.4	Security complaints to 311 (Muni)		29	35	32	31	29

\*Data forthcoming.

1.1.2 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.

1.1.3 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.B Improve Internal Investigations Capability.

A new Internal Investigator was hired as a dedicated resource to address security-related issues and act as a liaison with the SFPD and District Attorney. An outline of the investigative process and follow-up has been initiated.

#### 1.1.C Improve Video Surveillance Capability at Bus & LRV Divisions

All SFMTA Divisions were assessed and specific locations needing replacements were identified. SFMTA Security, Video, and IT groups are coordinating to ensure the technical specifications are consistent with agency needs. A funding source has been identified and the purchasing and installation process has begun.

### Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

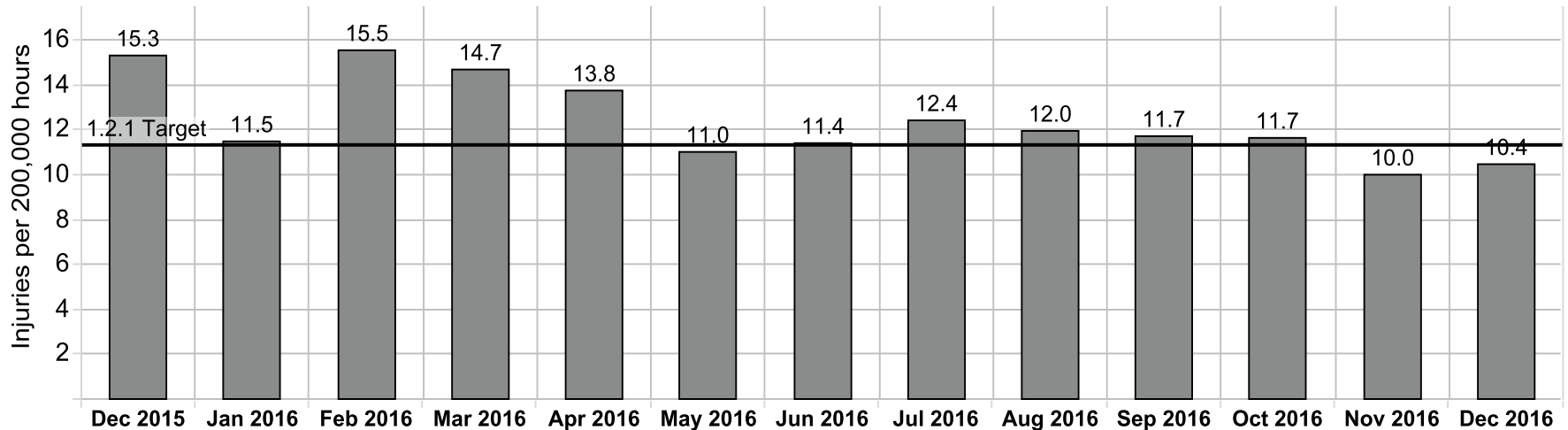


# Objective 1.2 metrics

## 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	FY16 Avg	FY17 Avg	Jan 2016	Dec 2016	Jan 2017
1.2.1	Workplace injuries/200,000 hours	11.3	12.8	11.4	11.5	10.4	*
1.2.2	Security incidents involving SFMTA personnel (Muni only)		13	11	25	6	*
1.2.3	Lost work days due to injury		13,625 (CY15)	15,992 (CY16)			
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.2 (CY15)	3.3 (CY16)			

\*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.B Implement SFMTA Facility Upgrades (Facility Improvement Program)

Current milestones are on-target, with accomplishments including design, approval, and implementation plan development across facilities. Multiple ongoing efforts include security improvements, underground storage, and resiliency assessments.

#### 1.2.C Establish an assessment program to track and analyze all injuries

Committee has been established and is in onboarding phase, including quality management and user testing software, prior to assessment program launch; Coordination with Unions in progress.

### Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

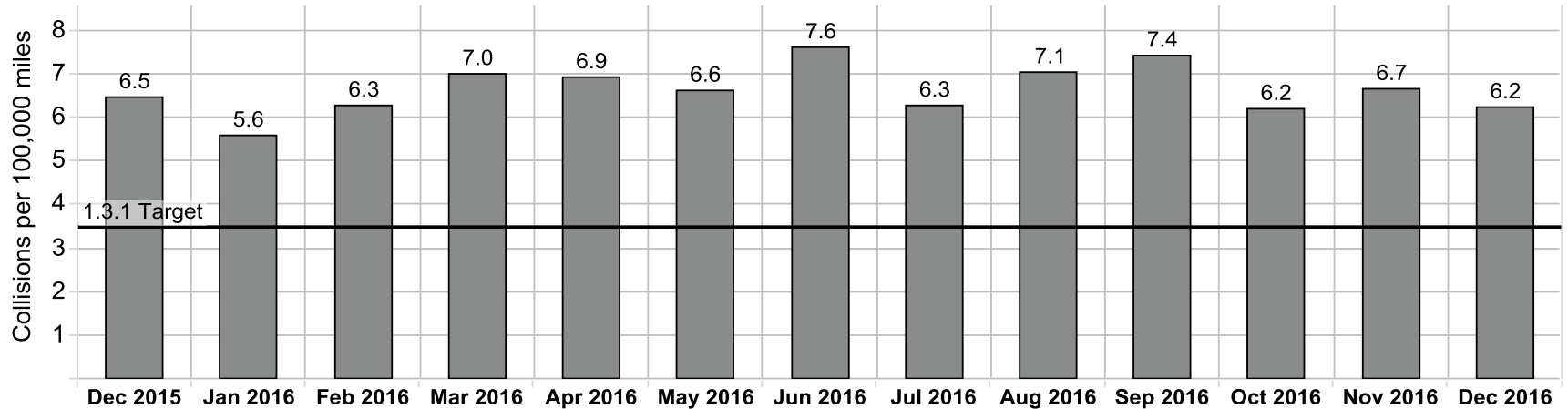


# Objective 1.3 metrics

## 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	FY16 Avg	FY17 Avg	Jan 2016	Dec 2016	Jan 2017
1.3.1	Muni collisions/100,000 miles	3.5	6.6	6.6	5.6	6.2	*
1.3.2	Collisions involving motorists, pedestrians, and bicyclists		3,235 (CY12)				
1.3.2	Collisions involving taxis		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.3	3.7	4.0	4.5	*
1.3.4	"Unsafe operation" Muni complaints to 311		183	178	169	183	157
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high)		3.8	3.9	3.8(Q3FY16)	3.9(Q2FY17)	

<sup>1.3.2</sup>Injury collisions.

<sup>1.3.5</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.B Design, configure, and implement an Agency-wide Safety Management Database System

Design and configuration phases of the database system nearing completion; currently working on integration with the new Radio System, developing staff training, procuring necessary equipment and establishing data migration services.

#### 1.3.C Implement the Vision Zero Safety Engineering Program

15 of 42 engineering project milestones have been achieved, including: the Mansell Streetscape Project; Tenderloin Safe Routes to School project; and the 9th/Division Protected Intersection & Parking Protected Bikeway. Inter- and intra-agency protocols have been established for improved tracking of safety improvements and Vision Zero implementation.

#### 1.3.D Implement the Vision Zero Enforcement Program

Maintaining the Focus on the Five approach. Per the Vision Zero Action Strategy, the Controller's Office is leading an analysis that will inform the future enforcement approach; recommendations from the analysis will be available in March 2017.

#### 1.3.E Implement the Vision Zero Citywide Safety Education and Communications Program

Finalizing the anti-speeding messaging on city variable message signs; messages to be paired with enforcement corridors each week. VZ Communications outreach, trainings, etc. continue. SFMTA non-revenue vehicle training requirements updated.

### Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% 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

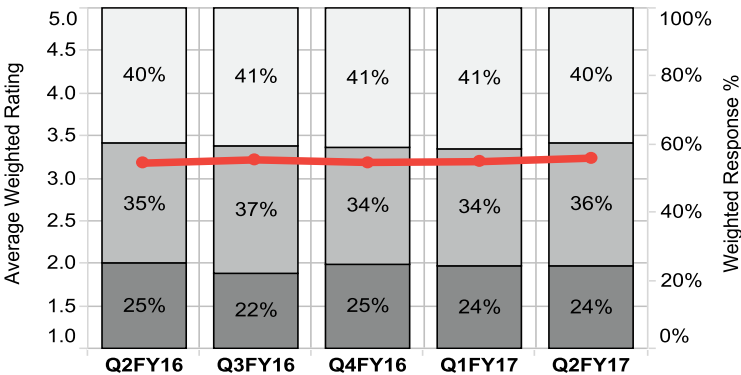
## **Objective 2.4**

Improve parking utilization and manage parking demand

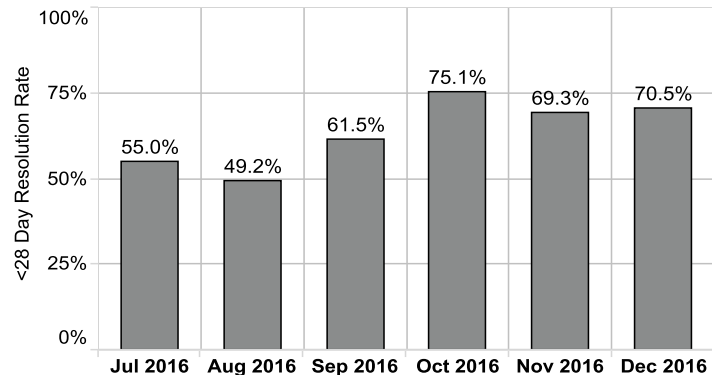
# Goal 2 metrics

## Key performance indicators

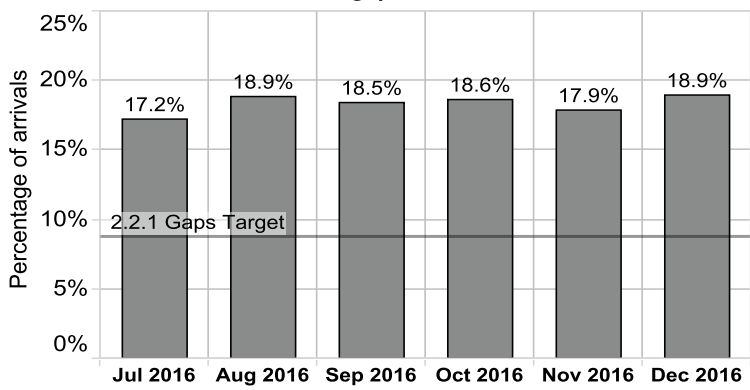
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



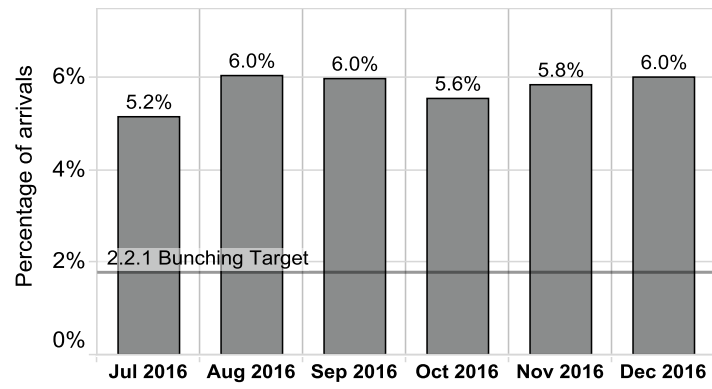
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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



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



2.1.1 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.

2.1.7 Previously reported "Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days" results have been revised to reflect updated figures. November and December 2016 figures are adjusted to account for a moratorium on all hearings and disciplinary grievance timelines between 12/12/16 and 1/2/17.

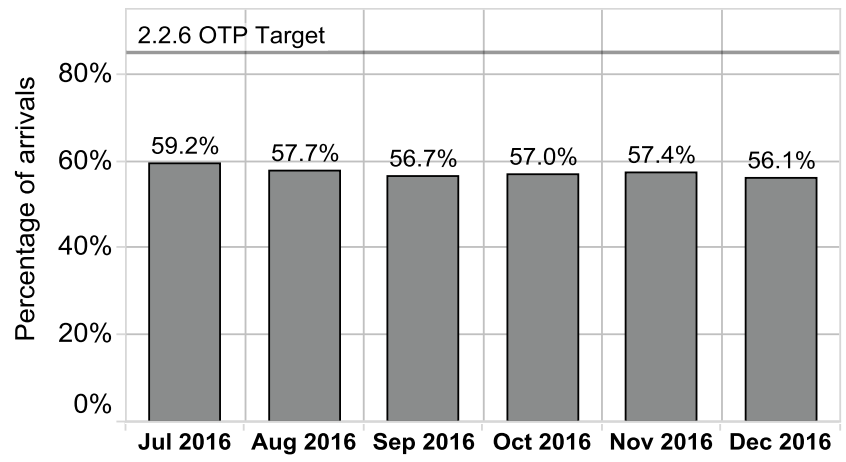
2.2.1. January 2017 gaps and bunching performance cannot be reported due to a network issue that limited NextBus predictions and prevented systemwide on-time performance data from being collected.

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

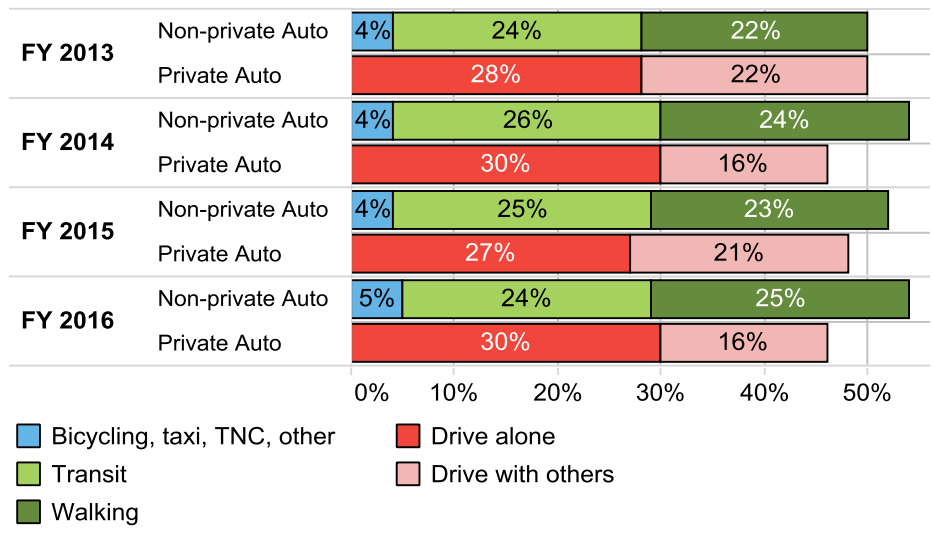
# Goal 2 metrics

## Key performance indicators **continued**

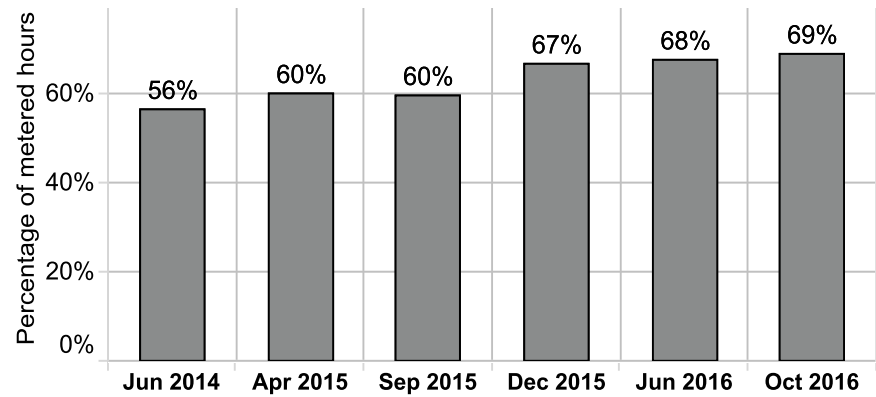
**2.2.6 Percentage of on-time performance**



**2.3.1 Percentage of non-private auto mode share**



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



<sup>2.2.6</sup> January 2017 on-time performance cannot be reported due to a network issue that limited NextBus predictions and prevented systemwide on-time performance data from being collected.

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

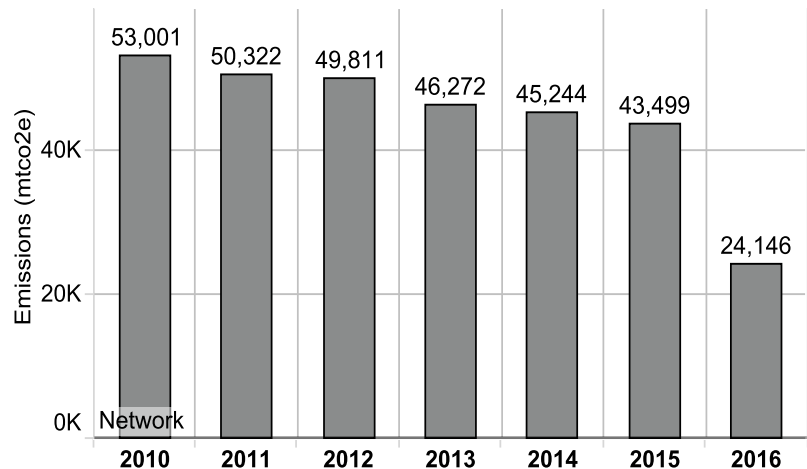
### **Objective 3.5**

Reduce capital and operating structural deficits

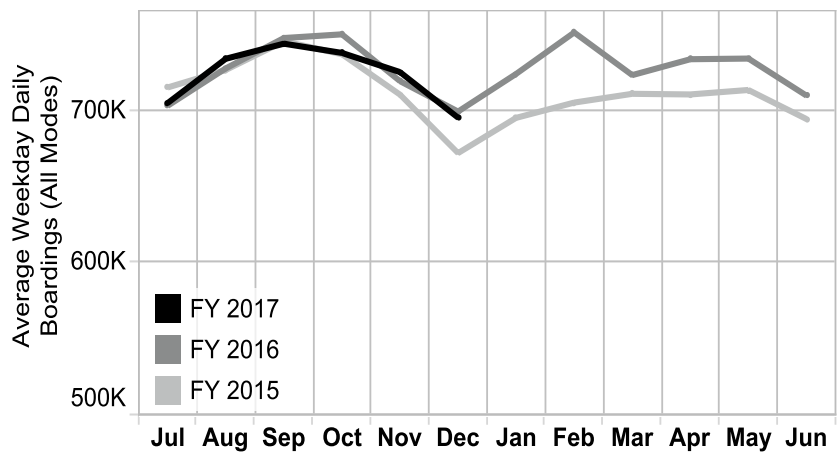
# Goal 3 metrics

## Key performance indicators

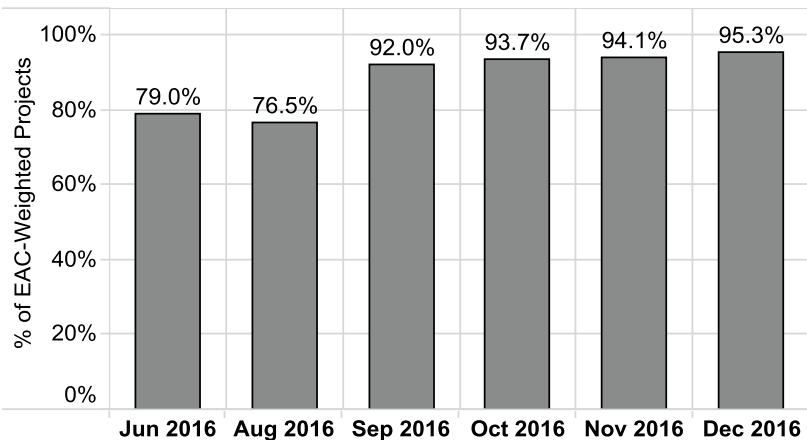
3.1.1 SFMTA carbon footprint (metric tons CO2e)



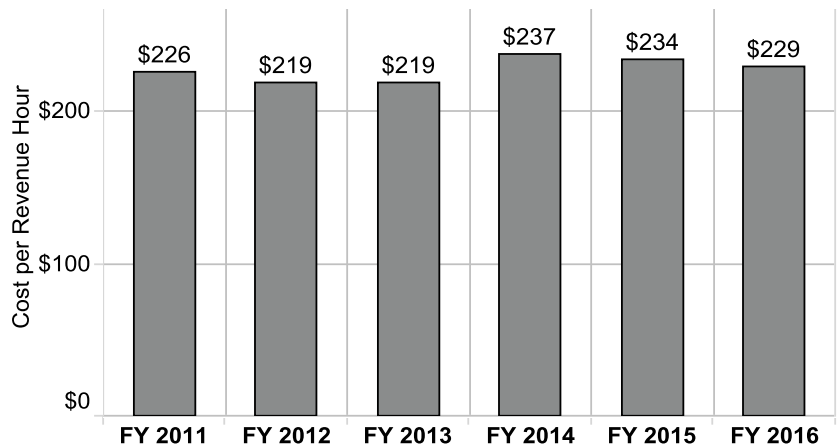
3.2.1 Muni average weekday boardings



3.3.1 Percentage of all capital projects delivered on-budget



3.4.1 Transit cost per revenue hour



3.3.1 Reported results currently exclude projects in the Sustainable Streets Division portfolio. No data for reporting project delivery budget performance is available for July 2016.

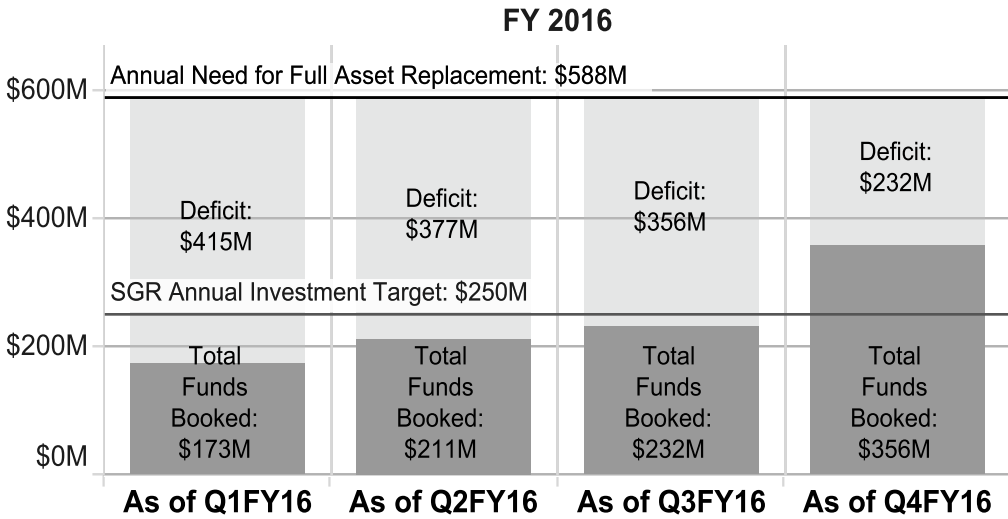
3.4.1 Figures are adjusted for inflation to reflect FY16 dollars. FY16 figures are based on preliminary unaudited financials.

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

# Goal 3 metrics

## Key performance indicators **continued**

### 3.5.1 Structural capital budget deficit (SGR)



# Goal 3 financials

## Expenditures (FY17 as of December 2016)

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals Year to Date	Encumbrances	Total Projection for the Year <sup>(2)</sup>	Saving /(Overage)
SFMTA Agency Wide	\$139,251,344	\$71,012,860	\$29,932,442	\$137,507,163	\$1,744,181
Board of Directors	\$684,238	\$321,878	\$35,484	\$687,045	(\$2,807)
Capital Programs and Construction	\$25,868	\$4,336,240	\$2,159,142	\$25,868	\$0
Communications	\$8,460,911	\$2,216,299	\$1,301,792	\$6,753,519	\$1,707,392
Director of Transportation	\$1,979,882	\$498,731	\$514,018	\$1,871,528	\$108,354
Finance and Information Technology	\$121,495,424	\$36,362,386	\$39,604,837	\$119,054,500	\$2,440,924
Government Affairs	\$1,332,093	\$457,486	\$221,333	\$1,295,033	\$37,060
Human Resources	\$38,467,972	\$13,424,221	\$6,297,460	\$38,448,919	\$19,053
Safety	\$6,133,801	\$1,704,509	\$2,501,231	\$6,291,978	(\$158,177)
Sustainable Streets	\$149,805,036	\$58,998,146	\$32,416,359	\$144,134,580	\$5,670,456
Transit Services	\$610,607,644	\$265,023,999	\$66,010,546	\$622,598,038	(\$11,990,394)
Taxi and Accessible Services	\$33,798,606	\$11,724,941	\$19,014,780	\$33,326,885	\$471,721
<b>TOTAL</b>	<b>\$1,112,042,819</b>	<b>\$466,081,696</b>	<b>\$200,009,424</b>	<b>\$1,111,995,056</b>	<b>\$47,763</b>

(1) Revised budget includes encumbrance and equipment carry forward from FY16 of \$59.2 million.

(2) Expenditures projection is based on all encumbrance spent in FY2017, without carry forward to next fiscal year.

# Goal 3 financials

## Revenues (FY17 as of December 2016)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$27,725,000	\$15,472,481	\$27,725,000	\$0
Cash Fares	\$84,550,000	\$41,322,225	\$84,550,000	\$0
Other Fares	\$4,240,000	\$2,122,360	\$4,240,000	\$0
Passes	\$89,365,000	\$44,105,327	\$86,409,055	(\$2,955,945)
<b>TRANSIT FARES Total</b>	<b>\$205,880,000</b>	<b>\$103,022,393</b>	<b>\$202,924,055</b>	<b>(\$2,955,945)</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$74,260,000	\$37,130,000	\$69,500,000	(\$4,760,000)
Citations and Fines	\$104,998,892	\$56,490,567	\$110,396,244	\$5,397,352
Garage Revenue	\$70,577,578	\$33,033,695	\$65,815,199	(\$4,762,379)
Meter Revenue	\$58,411,840	\$32,844,386	\$62,892,291	\$4,480,451
Permit Revenue	\$16,282,000	\$8,097,196	\$17,233,003	\$951,003
<b>PARKING FEES &amp; FINES Total</b>	<b>\$324,530,310</b>	<b>\$167,595,844</b>	<b>\$325,836,737</b>	<b>\$1,306,427</b>
Operating Grants	\$134,650,662	\$49,674,009	\$133,042,198	(\$1,608,464)
Taxi Service	\$8,375,682	\$1,816,312	\$4,262,700	(\$4,112,982)
Other Revenues	\$29,729,000	\$15,266,221	\$32,439,964	\$2,710,964
General Fund Transfer	\$291,540,000	\$145,770,000	\$296,200,000	\$4,660,000
Fund Balance for Current Year Budget	\$45,000,000	\$45,000,000	\$45,000,000	\$0
Transfer from Non-operating Fund	\$13,521,286	\$5,027,042	\$13,521,286	\$0
Fund Balance from Prior Year Encumbrance Carry Forward	\$59,217,156	\$59,217,156	\$59,217,156	\$0
<b>TOTAL</b>	<b>\$1,112,444,096</b>	<b>\$592,388,977</b>	<b>\$1,112,444,096</b>	<b>\$0</b>



# Goal 3 financials

## Overtime Report (FY17 as of December 2016)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL 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	\$13,645,800	\$15,788,528.95	\$29,434,329	(\$5,847,709)
Transit Vehicle Maintenance	\$6,718,500	\$6,001,013	\$6,935,433	\$12,936,446	(\$6,217,946)
Transit – All Others	\$4,544,031	\$4,545,684	\$1,925,045	\$6,470,729	(\$1,926,698)
<b>Subtotal Transit Services Division</b>	<b>\$34,849,151</b>	<b>\$24,192,497</b>	<b>\$24,649,007</b>	<b>\$48,841,504</b>	<b>(\$13,992,353)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$95,177	(\$444,749)	(\$349,572)	\$1,344,556
Sustainable Streets – All Others	\$794,714	\$322,473	(\$1,108,683)	(\$786,210)	\$1,580,924
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$417,650</b>	<b>(\$1,553,432)</b>	<b>(\$1,135,782)</b>	<b>\$2,925,480</b>
<b>SFMTA AGENCY WIDE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$709,466</b>	<b>\$456,386</b>	<b>\$524,654</b>	<b>\$981,040</b>	<b>(\$271,574)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,348,315</b>	<b>\$25,066,533</b>	<b>\$23,620,229</b>	<b>\$48,686,762</b>	<b>(\$11,338,447)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$851,003	\$984,632	\$1,835,635	(\$1,835,635)
Sustainable Streets Engineering Programs	\$0	\$302,724	\$350,260	\$652,984	(\$652,984)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$1,153,727</b>	<b>\$1,334,892</b>	<b>\$2,488,619</b>	<b>(\$2,488,619)</b>
<b>TOTAL</b>	<b>\$37,348,315</b>	<b>\$26,220,260</b>	<b>\$24,955,121</b>	<b>\$51,175,381</b>	<b>(\$13,827,066)</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. The total actual cost recoveries is \$2,025K.

# Goal 4 metrics

Create a workplace that delivers outstanding service

## Objective 4.1

Improve internal communications

## Objective 4.2

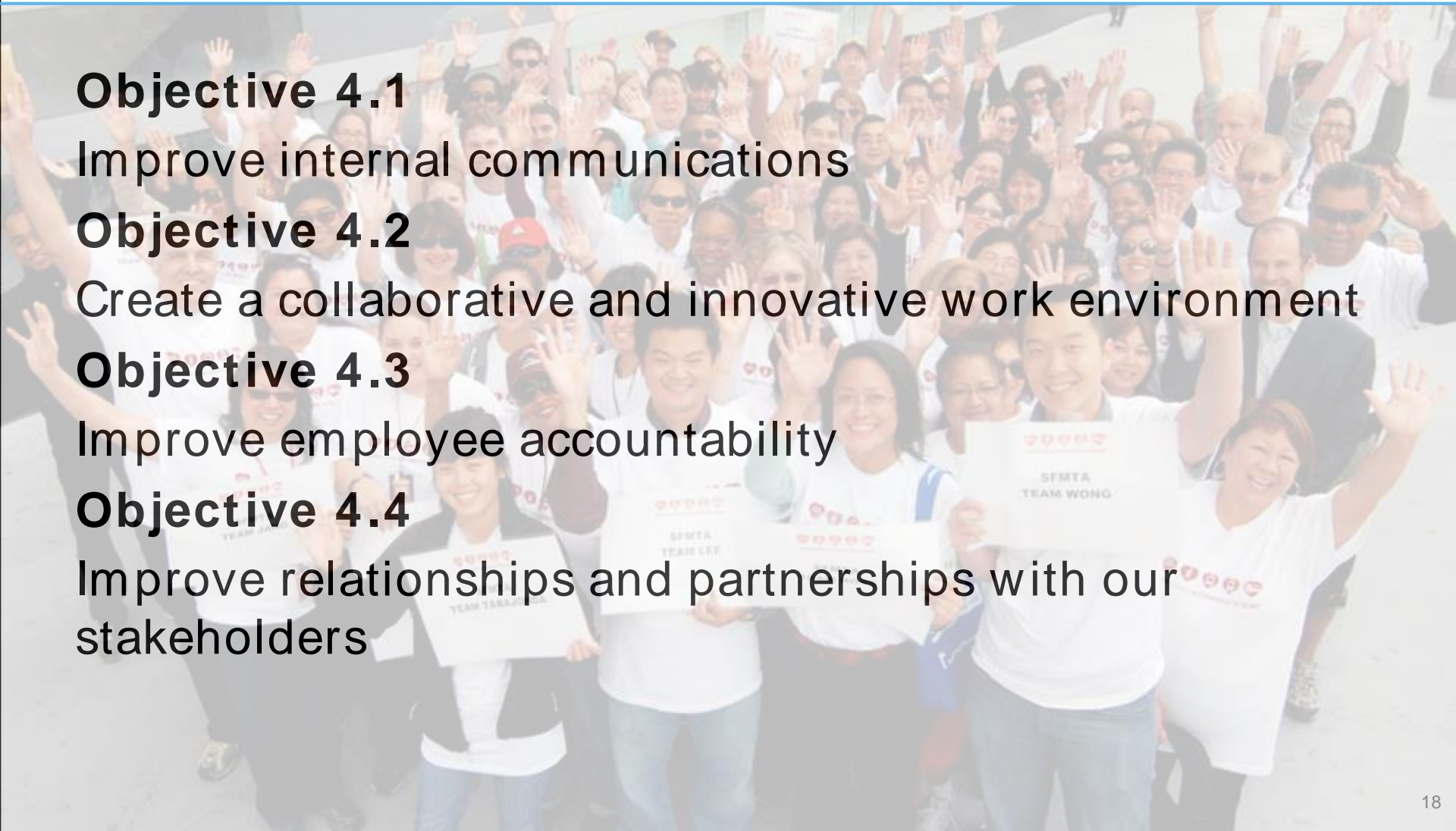
Create a collaborative and innovative work environment

## Objective 4.3

Improve employee accountability

## Objective 4.4

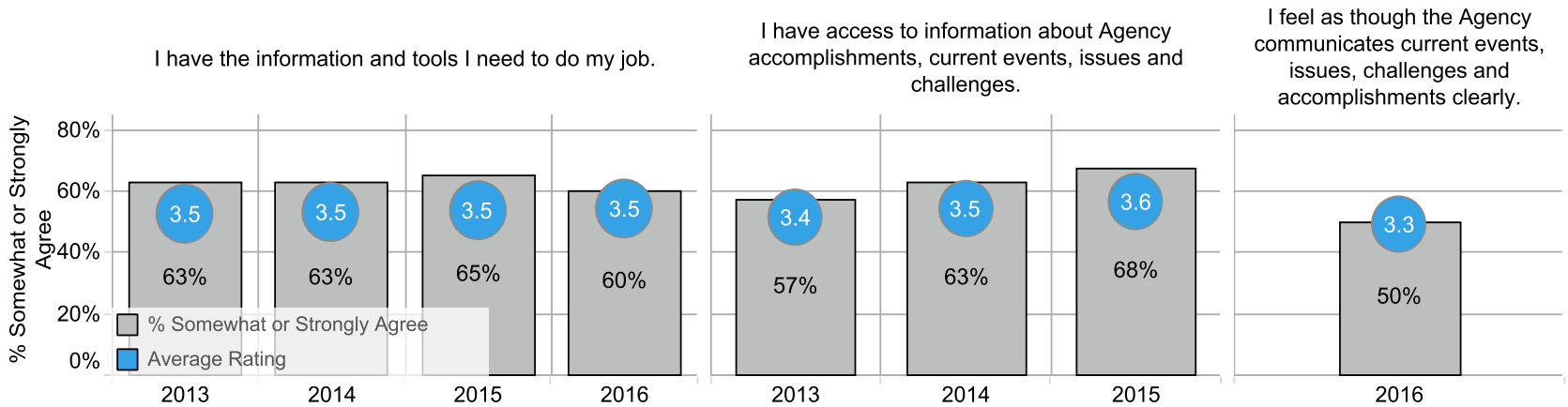
Improve relationships and partnerships with our stakeholders



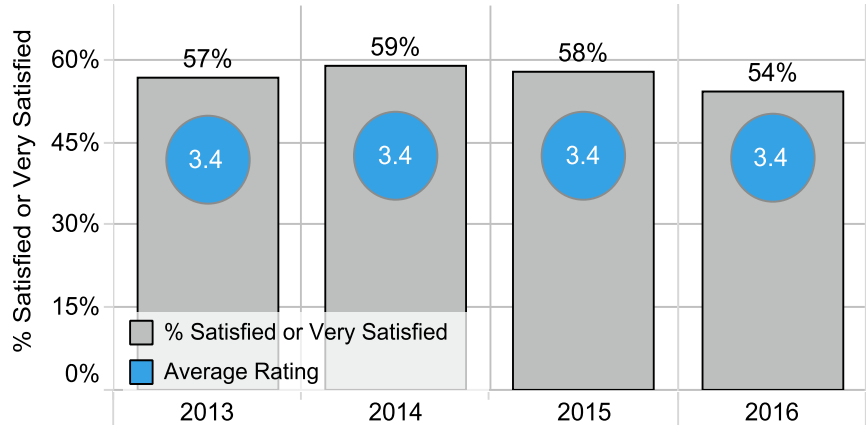
# Goal 4 metrics

## Key performance indicators

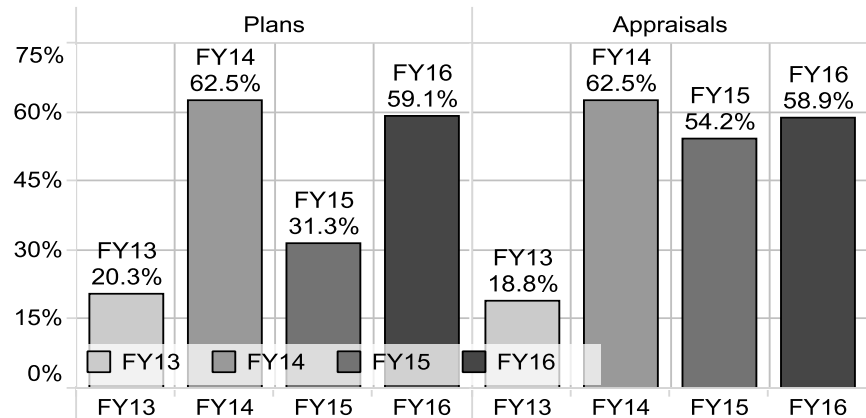
### 4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



### 4.2.1 Employee Rating: Overall employee satisfaction



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



4.1.1 2016 employee survey results will be reported in January 2017. Employee rating of "I have access to information about Agency accomplishments, current events, issues and challenges" has been reworded to "I feel as though the Agency communicates current events, issues, challenges and accomplishments clearly"

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 management of transportation in San Francisco

