



SFMTA

Strategic Plan Progress Report

SFMTA Board of Directors

Policy and Governance Committee Meeting

November 27, 2018



SFMTA

Goal 1: Create a safer transportation experience for everyone.

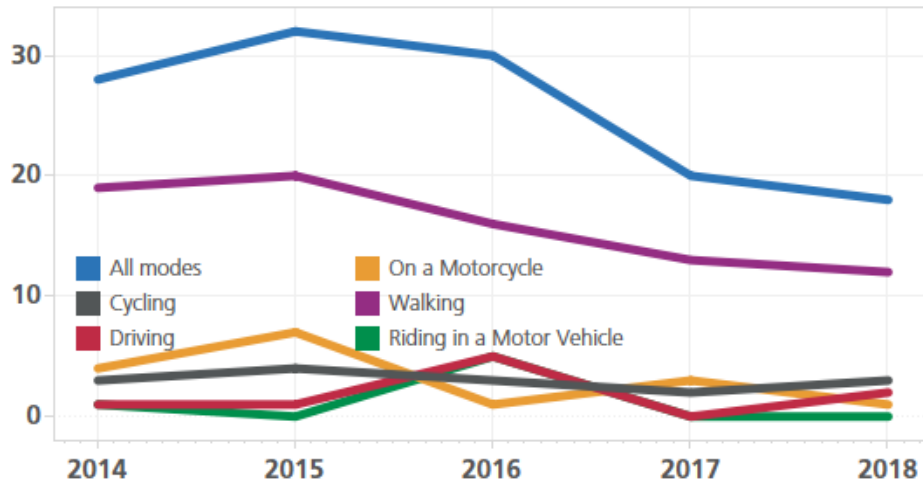
Objective 1.1: Achieve Vision Zero by eliminating all traffic deaths.

Objective 1.2: Improve the safety of the transit system.

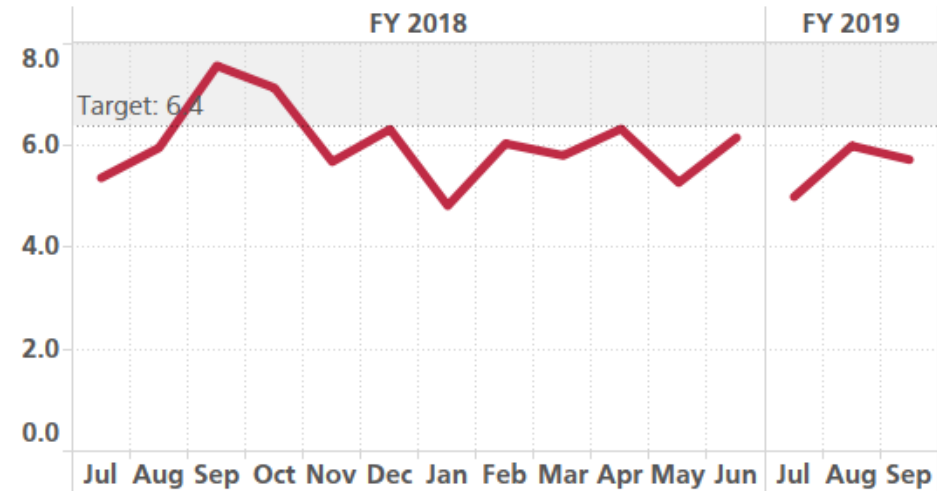
Objective 1.3: Improve security for transportation system users.

Goal 1 Metrics

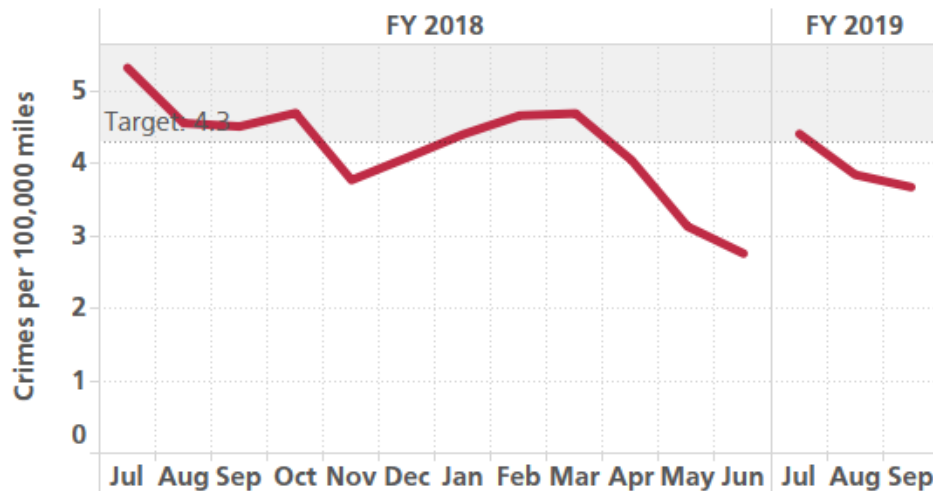
1.1.1 Traffic fatalities



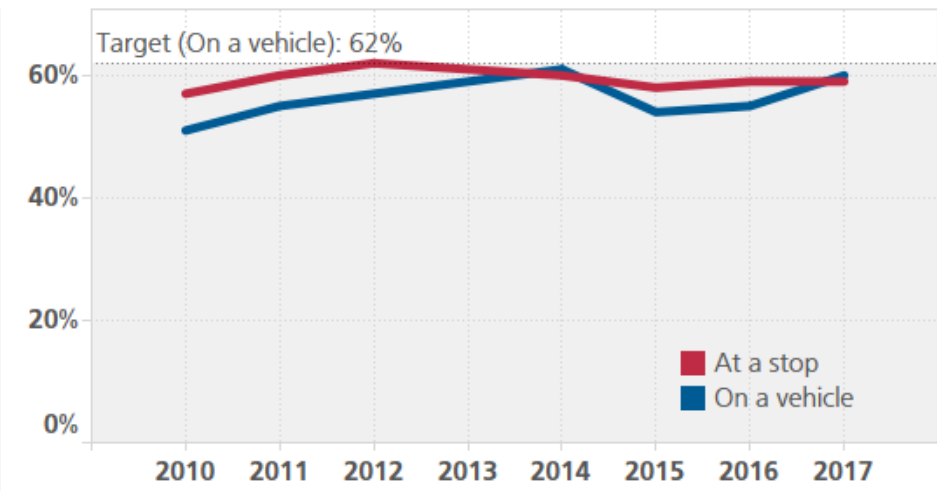
1.2.1 Muni collisions per 100,000 miles



1.3.1 SFPD-reported Muni-related crimes per 100,000 miles



1.3.2 Customer rating: Feeling safe and secure on Muni



Objective 1.1: Achieve Vision Zero by eliminating all traffic deaths.

Action 1.1.1: Develop 2019 Vision Zero Action Strategy.

Policy Platform - Bold Ideas to Achieve Vision Zero

Completed:

- Held Community Workshop (70 people, 300+ new ideas)
- Held 11 Coffee Chats Citywide (250+ attendees)
- Held 3 City Workshops
- Developed draft 2 and 5 year S-M-A-R-T Actions
- Met with advocates and community groups on drafts

Upcoming:

- Iterative development of draft actions
- Presenting to Agency Leadership and City Hall
- Release in March 2019

Objective 1.2: Improve the safety of the transit system.

Action 1.2.2: Implement SmartDrive LRV Camera Pilot.

- Installed the SmartDrive Program on two Breda light rail vehicles. SmartDrive is collecting base data and validating the Geofences provided by SFMTA.
- Working with SmartDrive to install equipment on a Siemens light rail vehicle.

Objective 1.2: Improve the safety of the transit system.

Action 1.2.4: Reduce right and left sideswipe collisions.

October 2018 - Completed an assessment of covering the prior five years plus 7 months of 2018:

- All sideswipes, avoidable and unavoidable;
- Analysis on operators involved in sideswipes.
- Assessment resulted in the development of eleven short-term recommendations and four long-term recommendations to reduce sideswipes.
- Convened committee of Transit, Sustainable Streets, Safety, Maintenance, and Communications to review assessment and act on the recommendations.

November 2018 - Completed implementation of the eleven short-term recommendations and are monitoring the impact these recommendations have on the sideswipe reduction.

Objective 1.3: Improve security for transportation system users.

Action 1.3.1: Update employee badge system.

- Board approved the contract in June 2018 to upgrade the access control software platform across 22 Agency facilities.
- Initiated updates to access control software and update employee badges in October 2018.



SFMTA

Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

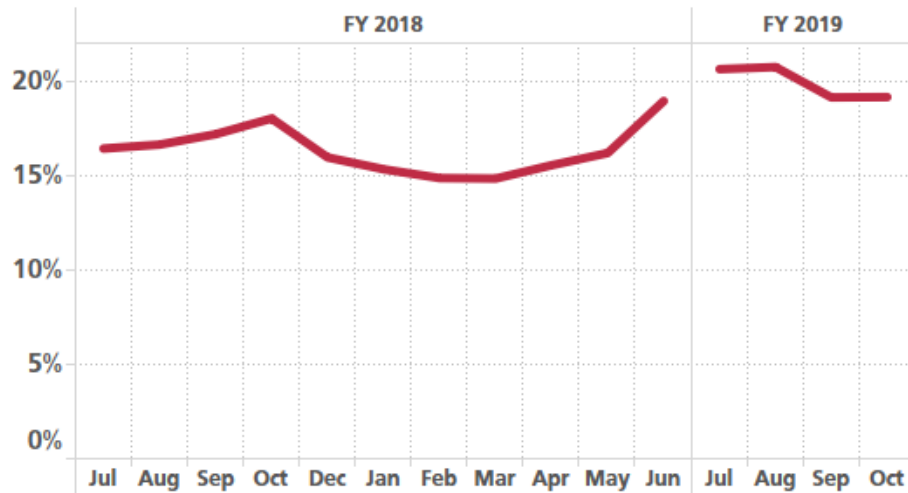
Objective 2.1: Improve transit service.

Objective 2.2: Enhance and expand use of the city's sustainable modes of transportation.

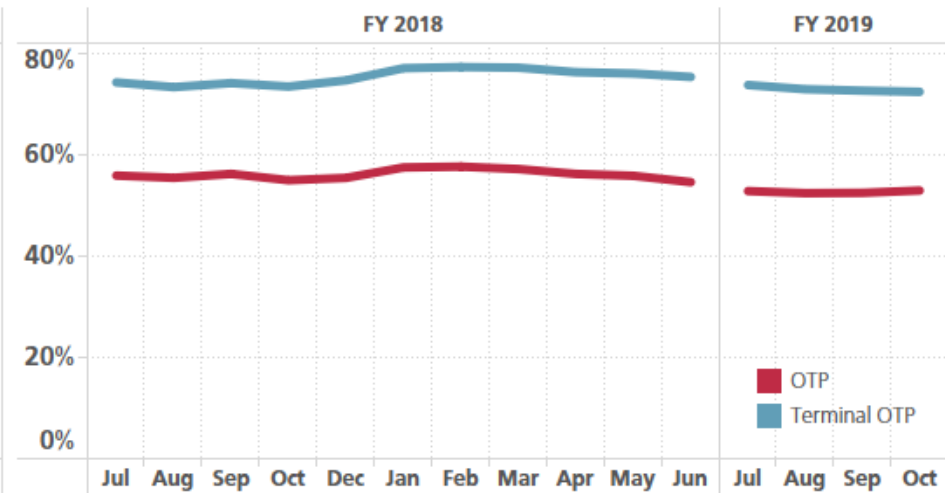
Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

Goal 2 Metrics

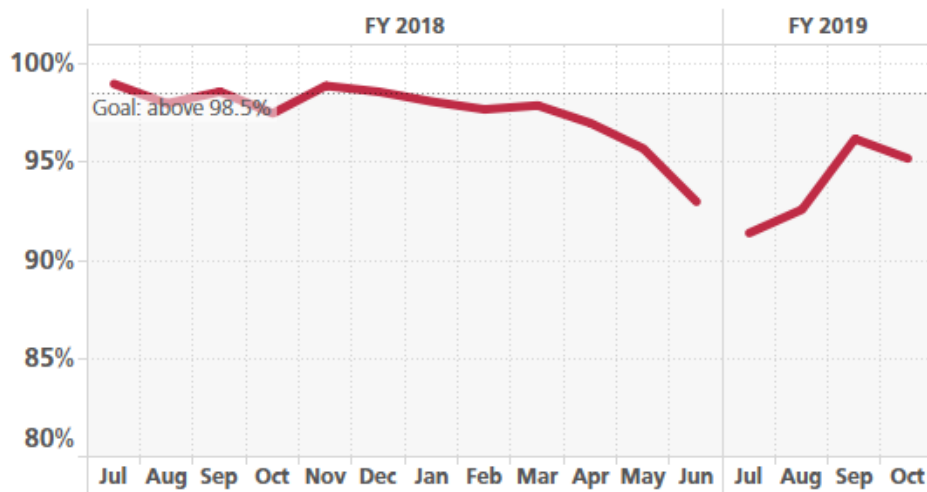
2.1.1 % of Muni trips with service gaps



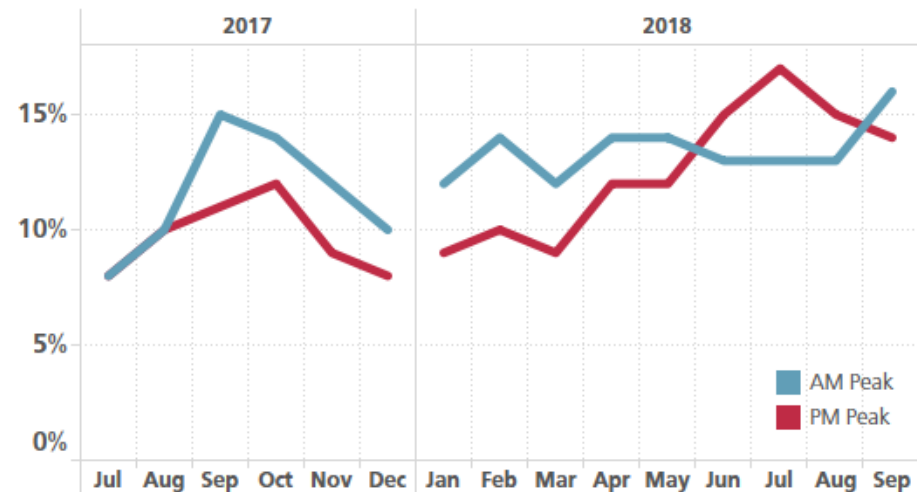
2.1.2 Muni on-time performance



2.1.3 % of scheduled Muni service hours delivered

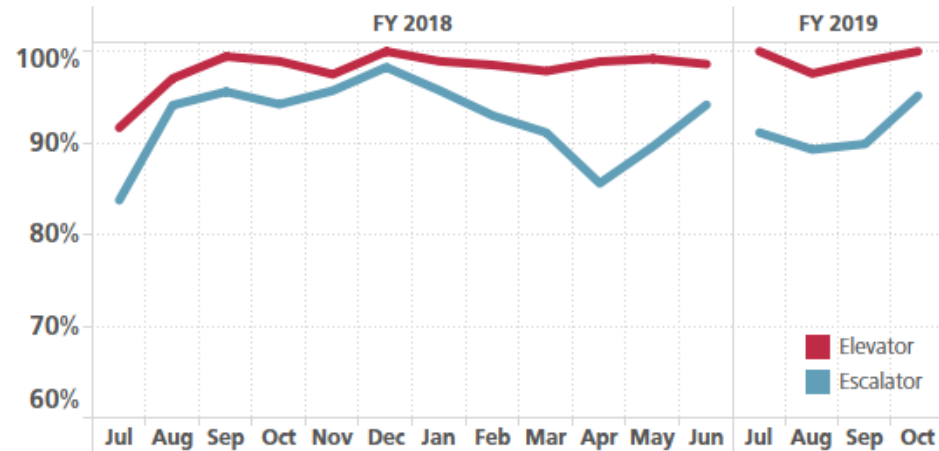


2.1.4 % of Muni bus trips over capacity

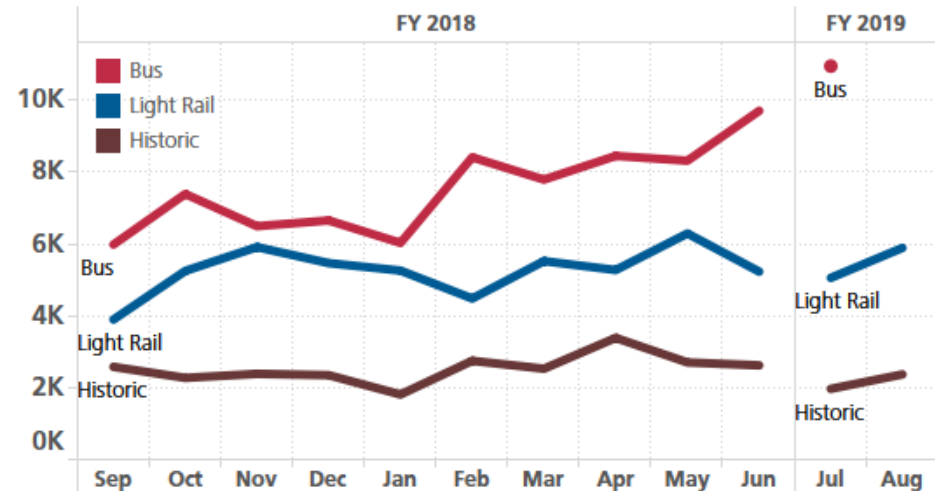


Goal 2 Metrics

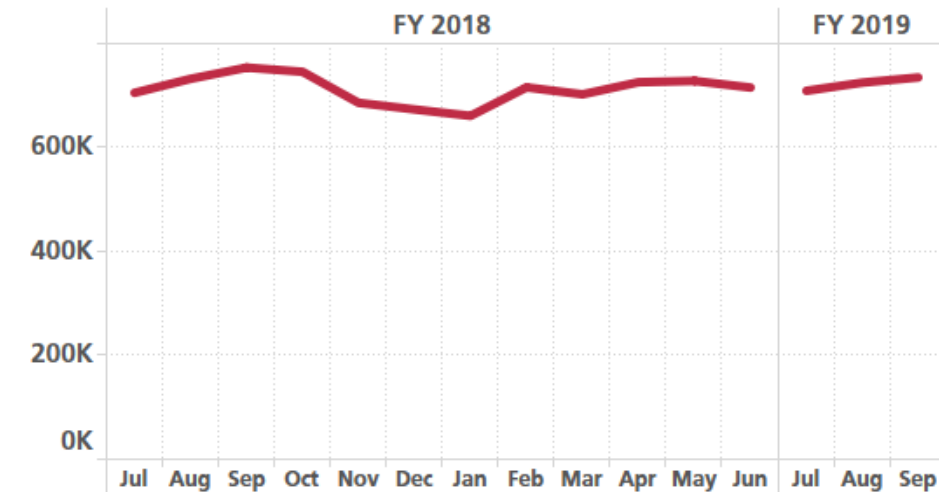
2.1.5 Operational availability of elevators & escalators at Muni stations



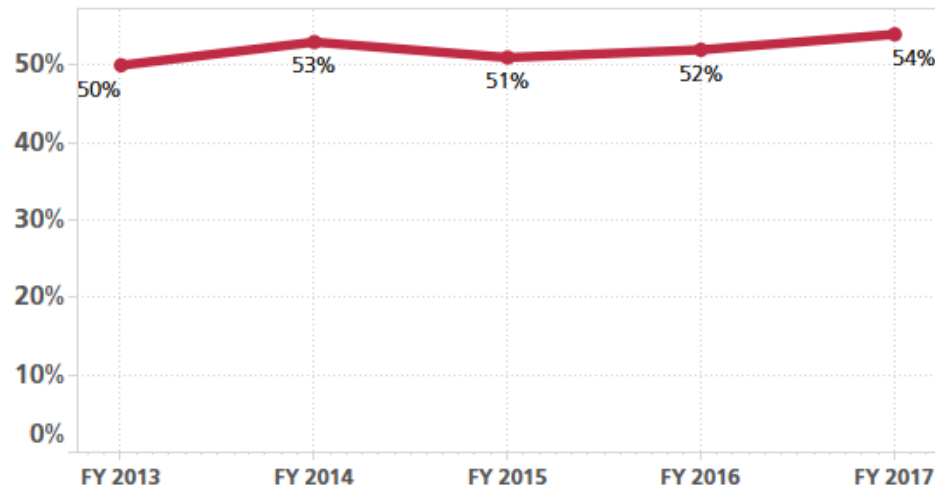
2.1.7 Muni mean distance between failure



2.2.1 Muni average weekday boardings

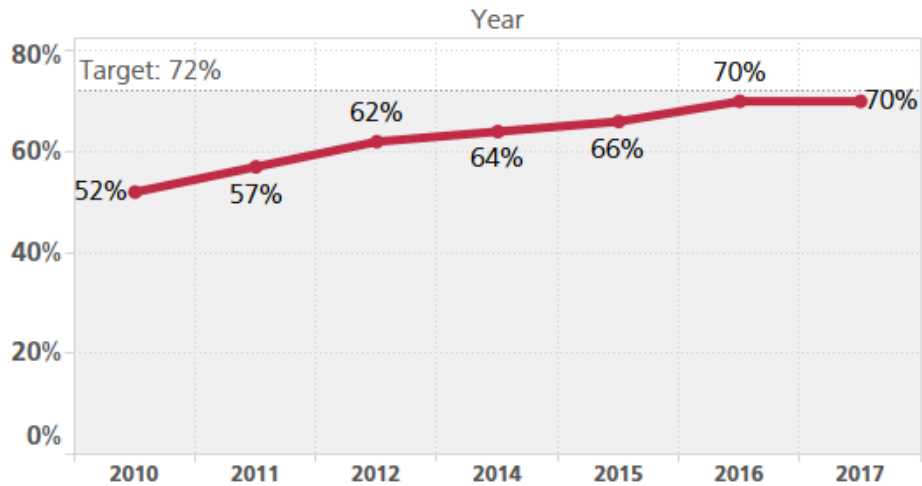


2.2.2 Sustainable transportation mode share



Goal 2 Metrics

2.2.5 Customer rating: Overall customer satisfaction with Muni



Metrics under development:

In support of Objective 2.2:

- Average weekday taxi trips
- Average weekday bicycle trips

In support of Objective 2.3:

- Muni travel time on key transit segments, including:
 - KT: Embarcadero to 3rd/Oakdale/Palou
 - 9R: Bayshore/Arleta to 11th/Market
 - 38R: Geary/Park Presidio to Mission Fremont
 - 49: Van Ness/Market to Van Ness/North Point
- Percentage of metered hours that meet parking occupancy targets

Objective 2.1: Improve transit service.

Action 2.1.4: Implement State of Good Repair programs for Maintenance of Way.

Two new switch machines were replaced and the D1 and D7 locations. This is expected to minimize delays attributable to switch machine issues in and out of the subway and is necessary as replacement parts for the old machine are obsolete.

- D1: Allows the J & N line trains to pull out to the subway at the surface at Church and Duboce (outbound track via the Duboce Portal).
- D7: Allows the J & N line trains to enter the subway at the surface at Church and Duboce (inbound track via the Duboce Portal).

As of Labor Day, MOW completed the replacement of approximately 470 track ties and 500 tons of ballast with on 19th avenue between Crespi and Junipero Sierra to improve the ride quality of the LRVs and system reliability at this location.

Objective 2.2: Enhance and expand use of the city's sustainable modes of transportation.

Action 2.2.3: Improve bikeway network mileage and quality.

- Installed 9 miles of new and upgraded bike lanes in 2018, with a focus on protected bike lanes.
- Focused on internal process improvements to improve project delivery:
 - Improved bicycle network tracking tools.
 - Implemented Salesforce and other process improvements to reduce the average time to fulfill bike rack requests to 4 months.

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

Action 2.3.1: Complete the NoMa-SoMa Signal Retiming project.

This project includes retiming the traffic signals for 251 intersections in the North of Market (NoMa) neighborhood and 94 intersections in the South of Market (SoMa) neighborhood to improve pedestrian safety and manage congestion.

- Initiated the optimization of signal timing models.
- Completed the timing cards for the first 39 intersections.
- Submitted request for construction funding from a Caltrans grant; anticipated construction spring/summer 2019.



SFMTA

Goal 3: Improve the quality of life and environment in San Francisco and the region.

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

Objective 3.2: Advance policies and decisions in support of sustainable transportation and land use principles.

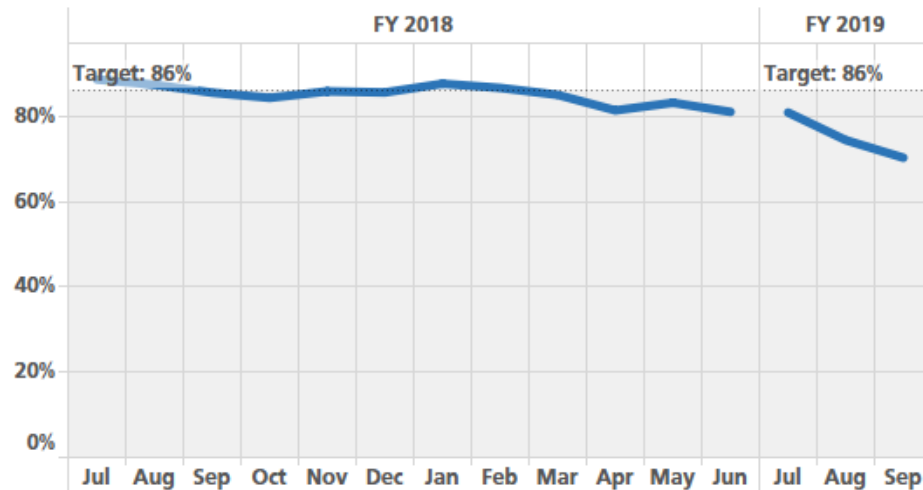
Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

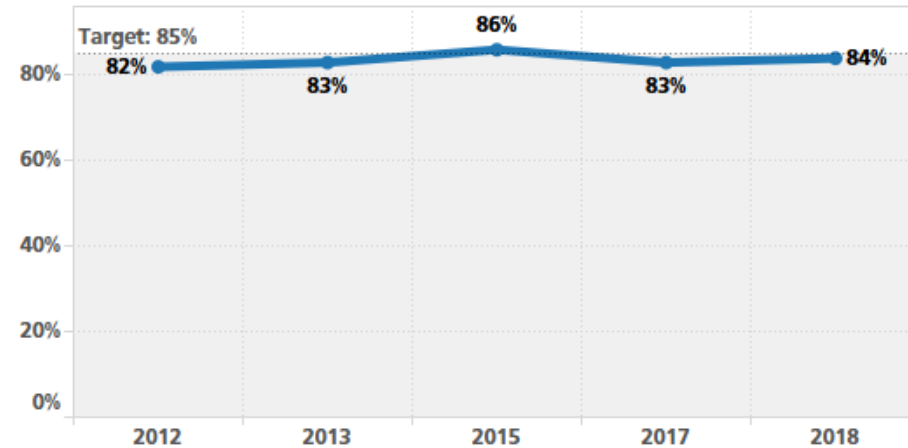
Objective 3.5: Achieve financial stability for the agency.

Goal 3 Metrics

3.1.4 Paratransit on-time performance



3.1.5 Customer rating: Overall customer satisfaction with paratransit services



Metrics in support of Objective 3.1 under development:

- Percent of eligible population utilizing free or discounted Muni fare programs
- Traffic fatalities in Communities of Concern
- Muni service gap percent differential on Equity Strategy routes
- Percent of contract dollars awarded to DBEs/LBEs

Goal 3 Metrics

Metrics under development:

In support of Objective 3.2:

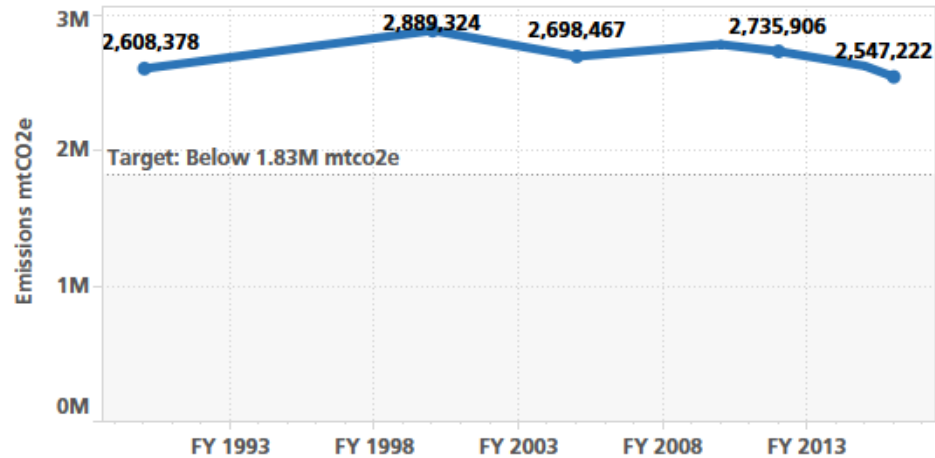
- Ratio of parking spaces to units for newly entitled projects

In support of Objective 3.3:

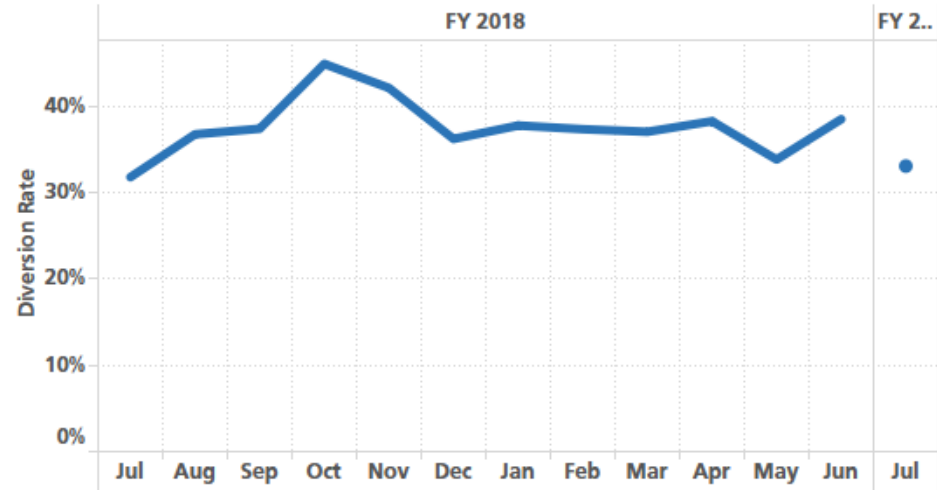
- Number of trips using Emerging Mobility Services (EMS)
- EMS collisions per 100,000 miles
- Percent of EMS trips provided to and from Communities of Concern
- Number of EMS trips provided to people with disabilities

Goal 3 Metrics

3.4.1 Transportation sector carbon footprint (metric tons CO2e)

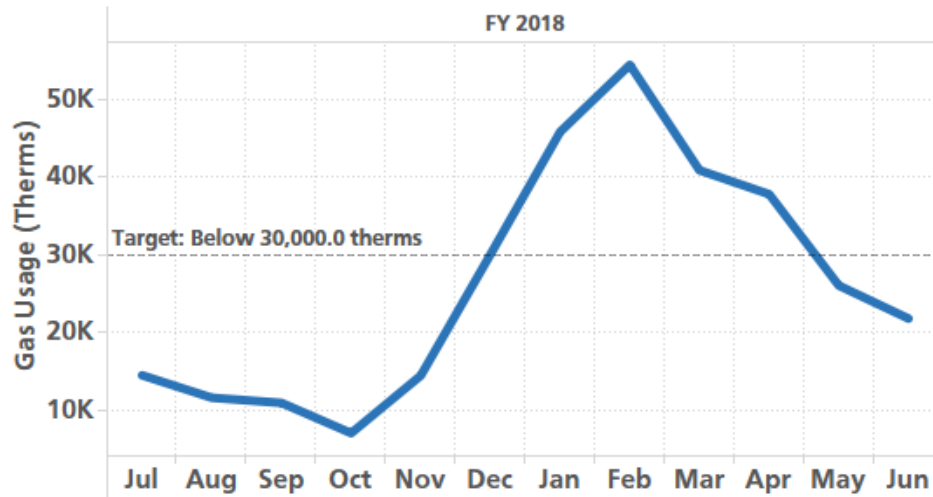


3.4.3 Agency waste diversion rate

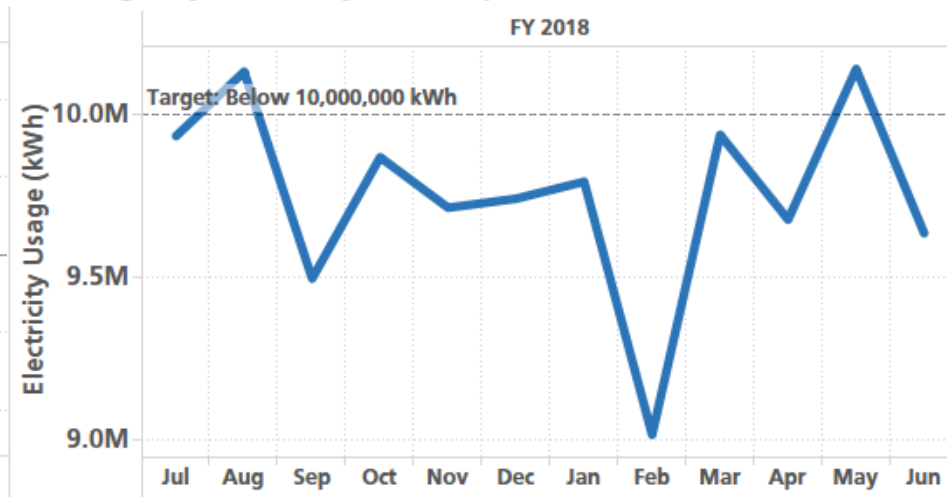


Goal 3 Metrics

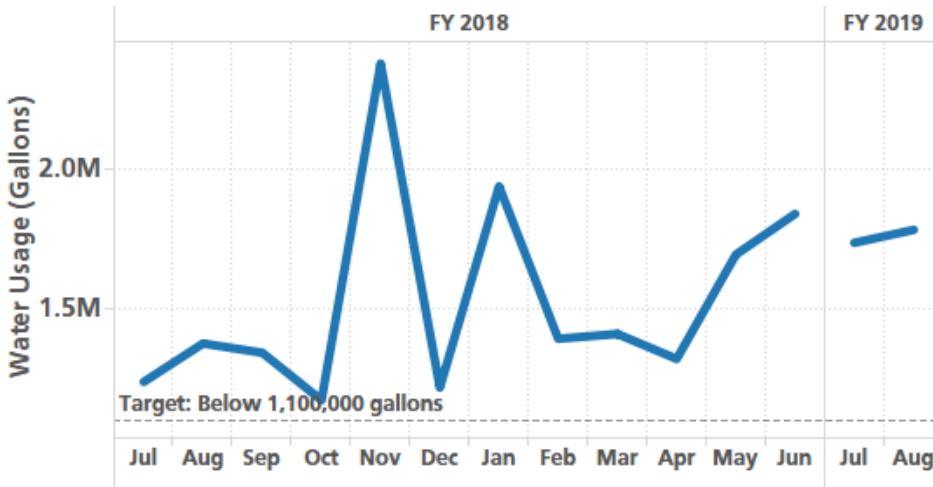
3.4.3 Agency natural gas consumption



3.4.3 Agency electricity consumption

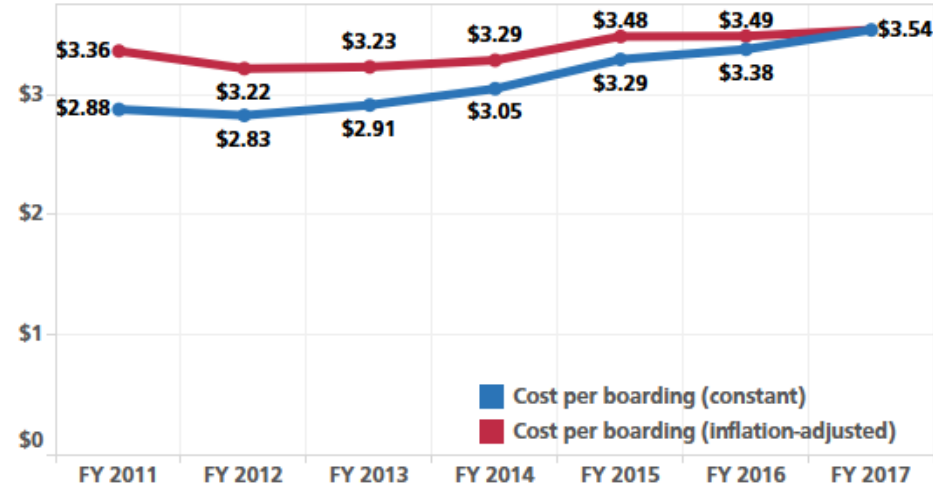


3.4.3 Agency water consumption

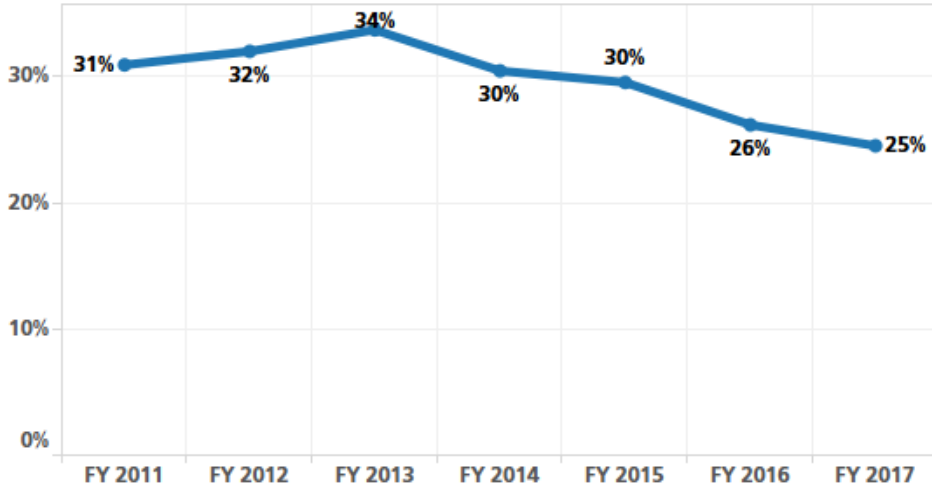


Goal 3 Metrics

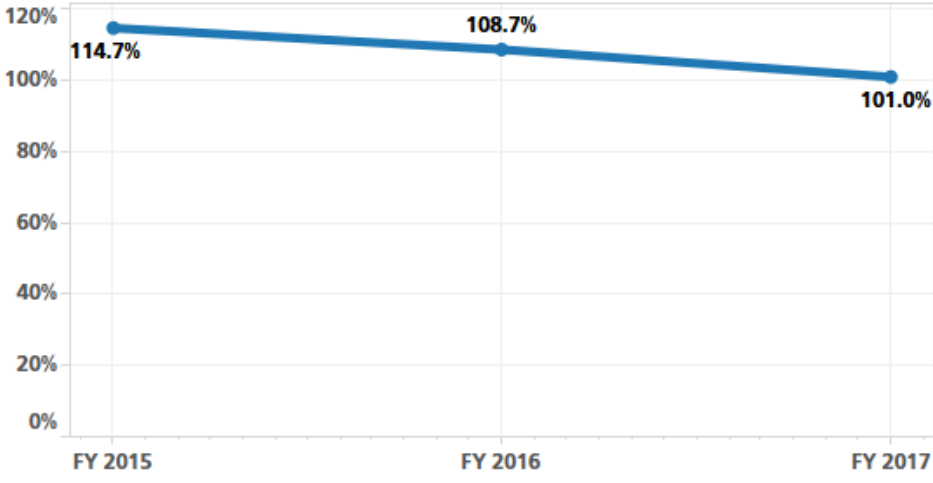
3.5.4 Muni cost per boarding



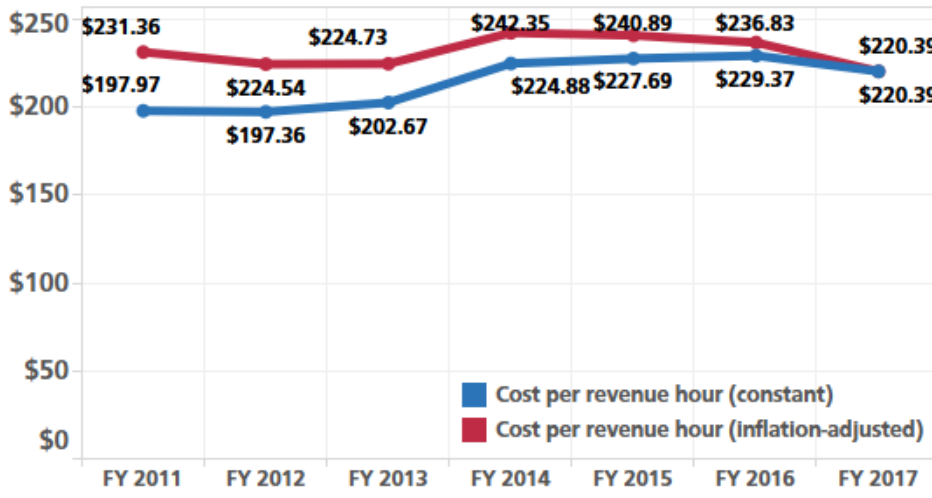
3.5.5 Muni farebox recovery ratio



3.5.6 Muni cost recovery ratio

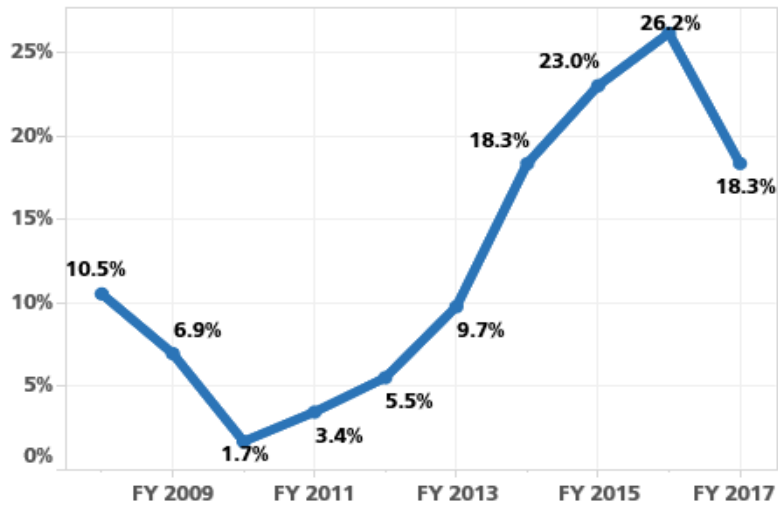


3.5.3 Muni cost per revenue hour



Goal 3 Metrics

Agency fund balance ratio



Metric under development in support of Objective 3.5:

- Year-end investment toward State of Good Repair.

Goal 3 Financials

Expenditures (FY19 as of September 2018)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals Year to Date	Carry Forward	Total Actuals and Carry Forward ⁽²⁾	Saving/ (Overage)
SFMTA Agency Wide	\$151,956,100	\$27,704,578	\$4,176,185	\$150,479,206	\$1,476,894
Board of Directors	\$728,533	\$146,719	\$17	\$680,865	\$47,668
Capital Programs and Construction	\$3,359,664	(\$866,349)	\$213,070	\$3,359,664	\$0
Communications	\$8,955,664	\$1,548,807	\$1,572,394	\$8,089,646	\$866,018
Director of Transportation	\$843,236	\$287,016	\$7,044	\$836,960	\$6,276
Finance and Information Technology	\$118,559,336	\$18,970,566	\$34,251,428	\$113,902,186	\$4,657,150
Government Affairs	\$1,317,578	\$257,360	\$0	\$1,344,654	(\$27,076)
Human Resources	\$39,834,564	\$5,826,008	\$2,859,786	\$38,490,198	\$1,344,366
Safety	\$5,746,893	\$1,228,339	\$2,179,465	\$6,461,950	(\$715,057)
Sustainable Streets	\$161,004,654	\$27,686,908	\$43,990,867	\$166,053,317	(\$5,048,663)
Transit Services	\$679,065,977	\$139,138,257	\$50,359,242	\$682,052,504	(\$2,986,527)
Taxi and Accessible Services	\$39,045,082	\$4,927,143	\$26,905,233	\$38,192,131	\$852,951
TOTAL	\$1,210,417,281	\$226,855,352	\$166,514,731	\$1,209,943,281	\$474,000

⁽¹⁾ Revised budget includes encumbrance and manual carry forward from FY18 of \$73.9 million.

⁽²⁾ Expenditures projection is based on all encumbrance spent in FY2018, without carry forward to next fiscal year.

Goal 3 Financials

Revenues (FY19 as of September 2018)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/ (Deficit)
TRANSIT FARES				
Cable Car Fares	\$27,851,989	\$8,739,496	\$27,851,989	\$0
Cash Fares	\$4,638,394	\$835,153	\$4,638,394	\$0
Other Fares	\$90,054,604	\$20,868,774	\$90,054,604	\$0
Passes	\$81,338,312	\$19,021,407	\$81,338,312	\$0
TRANSIT FARES Total	\$203,883,299	\$49,464,830	\$203,883,299	\$0
PARKING FEES & FINES				
General Fund Baseline Transfer	\$68,430,000	\$17,107,500	\$68,430,000	\$0
Citations and Fines	\$122,924,970	\$30,273,389	\$122,924,970	\$0
Garage Revenue	\$73,231,655	\$17,561,566	\$73,231,655	\$0
Meter Revenue	\$69,481,987	\$15,205,805	\$69,481,987	\$0
Permit Revenue	\$22,378,320	\$4,541,079	\$22,378,320	\$0
PARKING FEES & FINES Total	\$356,446,932	\$84,689,339	\$356,446,932	\$0
Operating Grants	\$161,239,588	\$14,140,838	\$161,239,588	\$0
Taxi Service	\$2,399,331	\$787,865	\$2,399,331	\$0
Other Revenues	\$34,150,468	\$8,165,793	\$34,150,468	\$0
General Fund Transfer	\$336,320,000	\$84,080,000	\$336,320,000	\$0
Fund Balance for Current Year Budget	\$33,200,000	\$0	\$33,200,000	\$0
Transfer from Non-operating Fund	\$14,832,616	\$3,650,000	\$14,832,616	\$0
Fund Balance from Prior Year				
Encumbrance Carry Forward	\$73,935,046	\$73,935,046	\$73,935,046	\$0
TOTAL	\$1,216,407,280	\$318,913,711	\$1,216,407,280	\$0

Goal 3 Financials

Overtime Report (FY19 as of PPE 09.21.18)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE ⁽¹⁾	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS/ (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators ⁽²⁾		\$8,011,968	\$27,295,010	\$35,306,978	(\$35,306,978)
Transit Vehicle Maintenance	\$6,718,500	\$3,407,718	\$9,250,616	\$12,658,333	(\$5,939,833)
Transit – All Others	\$27,680,651	\$2,919,369	\$5,262,719	\$8,182,088	\$19,498,563
Subtotal Transit Services Division	\$34,399,151	\$14,339,055	\$41,808,345	\$56,147,399	(\$21,748,248)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$615,325	(\$442,326)	\$172,999	\$821,985
Sustainable Streets – All Others	\$629,714	\$195,515	(\$1,716,662)	(\$1,521,147)	\$2,150,861
Subtotal Sustainable Streets Division	\$1,624,698	\$810,840	(\$2,158,988)	(\$1,348,148)	\$2,972,846
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$838,164	\$450,603	\$1,003,311	\$1,453,915	(\$615,751)
TOTAL OPERATING FUND	\$36,862,013	\$15,600,498	\$40,652,668	\$56,253,166	(\$19,391,153)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$2,063,931	\$7,487,799	\$9,551,730	(\$9,551,730)
Sustainable Streets Engineering Programs	\$0	\$365,554.98	\$377,949	\$743,504	(\$743,504)
Total Non-Operating Fund	\$0	\$2,429,486	\$7,865,749	\$10,295,234	(\$10,295,234)
TOTAL	\$36,862,013	\$18,029,984	\$48,518,417	\$66,548,400	(\$29,686,387)

⁽¹⁾ 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 \$647K.

⁽²⁾ Transit Operators budget is included in Transit - All Others budget.

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

Action 3.1.5: Ensure Local Business Enterprise (LBE) and Disadvantaged Business Enterprise (DBE) program participation.

DBE/LBE Participation

- Locally- Funded Contracts: 40% LBE Goal/24.4% LBE Participation (last 4 quarters)
- FTA-Funded Contracts: 15% DBE Goal (9% Race-Neutral/6% Race-Conscious)/34.6% DBE Participation (last 3 semi-annual reports)
- Carl 11 Divide Feeder Circuit Project: 100% SBE Set-Aside (awarded to African American DBE Prime) in July 2018

Additional Resources/Technical Assistance

- April 2018: Consultant outreach to LBEs not yet DBE certified
- October 2018: L-Taraval Project match-making session – 6 primes and 13 DBE subs

Objective 3.2: Advance policies and decisions in support of sustainable transportation and land use principles.

Action 3.2.6: Implement Executive Directive 17-02 to accelerate the approval and construction of housing.

Executive Directive 17-02 calls for the acceleration of the approval and construction of housing, with a goal of constructing 5,000 units annually.

- The SFMTA has assigned a liaison to the established citywide Housing Action Plan Working Group responsible for interagency efforts.
- The agency is complying with reporting requirements regarding specified large and/or affordable housing projects.

Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

Actions in development:

- Develop the Autonomous Vehicle (AV) Vision and Policy Playbook.
- Establish mobility permit harmonization.
- Develop the SFMTA Emerging Mobility Engagement Strategy.
- Study opportunities for Mobility-as-a-Service.

Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Action 3.4.2: Increase the climate resiliency of San Francisco's multimodal transportation system.

SFMTA Transit and Planning teams are working with three citywide planning projects to evaluate the risk of flooding to the transit system, coordinate research methodologies, share data, and leverage staff resources:

1. **BART Sea Level Rise Vulnerability Assessment:** a regional assessment, the first phase of the project aims to identify flood protection strategies for targeted protection to the subway system, with a focus on Embarcadero Station.
2. **Army Corps of Engineers General Investigation “New Start”:** In partnership with the Port, the Corps is conducting a flood study along the Bay shoreline that will analyze flood risk and develop alternatives to address flood risk.
3. **Southeast Mobility Adaptation Study:** The Southeast Mobility Adaptation Strategy is a two-year community planning process in the Islais Creek area that will develop actionable strategies that address sea level rise and coastal flood risk through a robust public engagement process

Objective 3.5: Achieve financial stability for the agency.

Action 3.5.4: Advance and implement real estate transactions that can augment the financial stability of the agency.

Strategic Real Estate has negotiated and completed 20 transactions from July 2018 to date.

- 6 Commercial Retail Leases & MOUs have been completed at fair market value producing \$174,955 annually in revenue.
- 2 commercial retail lease amendments completed.
- 6 new wireless antenna Pole License agreements completed; 2 commercial outdoor distributed antenna system (ODAS) macro site lease amendments completed.
- The wireless/communications program realized \$265,455 in Pole License rent and fees and the ODAS site lease agreements completed to date will realize \$307,870 in fees and rent.
- License agreement with Golden Gate Transit for use of SFMTA space at the Salesforce Transit Center completed producing \$159,000 annually to offset TJPA Lease cost.
- 3 new Operator Restroom Licenses/Permits completed.

Total Annual Income from Transactions: \$907,280.

Objective 3.5: Achieve financial stability for the agency.

Action 3.5.6: Implement an SFMTA Asset Management Program.

Development of Asset Management Program is on-schedule:

- Updated the MTC Regional Transit Capital Inventory (RTCI).
- Completed and certified the FTA Transit Asset Management Plan.
- Established new asset management and State of Good Repair Policies for the Agency.
- Completed an agency asset hierarchy currently working to integrate it into existing systems (F\$P + Infor/EAM).

Next steps include a full revision of the 2017 Capital Asset Inventory and the development of the Agency's 2018 State of Good Repair Report.



SFMTA

Goal 4: Create a workplace that delivers outstanding service.

Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Objective 4.3: Enhance customer service, public outreach, and engagement.

Objective 4.4: Create a more diverse and inclusive workforce.

Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

Goal 4 Metrics

Metrics under development:

In support of Objective 4.1:

- Employee unscheduled absence rate
- Employee rating: Overall employee satisfaction
- Employee wellness program utilization rate

In support of Objective 4.2:

- Security incidents involving SFMTA employees
- Workplace injuries per 200,000 hours

In support of Objective 4.3:

- Muni employee commendations to 311
- Muni customer complaints per 100,000 miles
- Percentage of Muni customers responded to within timeliness standards
- Percentage of Muni Passenger Service Reports addressed within timeliness standards
- Percentage of streets-related customer requests addressed within timeliness standards
- Community rating: Feeling of being informed about SFMTA projects Establish baseline and improve community rating Establishing baseline (FY19)
- Customer rating: Muni communication with riders

In support of Objective 4.4:

- Employee rating: I feel that the Agency values workplace diversity
- Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately

In support of Objective 4.5:

- Percentage of capital projects initiated/completed on time
- Percentage of capital projects completed within budget
- Service critical operations and maintenance staff vacancy rate
- Percentage of sign and meter work orders completed within timeliness standards

Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

Action 4.1.2: Develop and implement training services.

Initiated the new Emotional Intelligence training with several agency divisions.

Coordinating with the City and County of San Francisco Department of Human Resources to:

- Learn about the valuable work of other City departments;
- Share MTA's innovative approaches to problem-solving for learning and development challenges;
- Identify existing citywide staff training opportunities; and
- Partner on developing specific agency-wide training programs for all SFMTA employees.

Continuing the development of several new agency-specific training programs: Effective Meeting Facilitation; Leading and Building Effective Teams; and Decision-Making. Pilots of these programs are scheduled for 1st quarter 2019.

Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Action 4.2.3: Implement the Repair, Safety, Security, and Function Campaigns.

Flynn: Worked with Public Works/Bureau Building Repair (PW/BBR) staff to obtain cost estimate on restroom, gilley room, and kitchen upgrades; PW/BBR working with City Purchasing to procure material and will develop schedule once confirmed bid dates on the procurement. Replaced the 40+ year old trash compactor.

Woods: continuing the HVAC improvement work including: Restored heating by replacing the control panel and burners and installed gas regulators to the CoRayVac radiant heating system at the Heavy Duty, Light Duty and Machine Shop area; initiated abatement of hazardous material inside boiler room in the Carpentry Shop and Operations Building as part of the task to replace the boilers and heating system at the two area; and gathering material to replace the Trane unit heaters at the Fueling Station area. Also, working with PW/BBR & Purchasing to procure additional needed equipment such as air compressors and fan coil units for this location.

Metro Green: Furnished and installed Carbon Monoxide Detection System inside Metro Green Garage; working with Public Works to procure needed equipment such as air compressors for the tools and air handling unit as the first step to improve heating at this location.

Islais: Procured trash compactor for the new facility

Objective 4.3: Enhance customer service, public outreach, and engagement.

Action 4.3.1: Implement the Public Outreach and Engagement Strategy.

- Public Outreach & Engagement Requirements Adopted
- Developed Public Outreach & Engagement Plan Template and Guide
- Updating POETS internal web pages to include new requirements, templates and resources
- Attending division monthly Division staff meetings to provide update/overview on new requirements
- Closing the feedback loop on input sessions with key stakeholders – providing final overview or Requirements and how their input shaped the final product
- Developed & implementing POETS Requirements Launch Plan – Support & resources for staff:
 - Additional resources provided - Division Leads to assist staff within their respective Divisions
 - Two additional 5-day trainings on Public Participation (milestone: trained over 100 staff thus far)
 - Regular POETS Requirements classes established
 - Weekly office hours to support staff on their outreach planning
 - Monthly newsletter with important POETS updates
 - Monthly Webinars & Blogs

Objective 4.3: Enhance customer service, public outreach, and engagement.

Action 4.3.3: Develop a volunteer ambassador strategy.

- Service planning to provide usual scenarios that we can experiment processes using the LEAN process
- Start testing communications tools: Slack, WhatsApp, GroupMe and others
- Continue to interview cross divisional directors for what keeps them up at night

Objective 4.4: Create a more diverse and inclusive workforce.

Action 4.4.5: Establish guidelines for the SFMTA Internship Program recruitment process.

- Reviewing current recruitment processes and best practices.
- Working with the agency divisions to coordinate and expand the outreach process.

Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

Action 4.5.3: Implement the Project Delivery Framework.

- Completed seven of the 14 recommendations in the 2016 Project Delivery Framework, most recently:
 - Establishment of a new Project Management Training Program
 - Inclusion of all active Transit Division Projects in the centralized project management system for the Agency's new Quarterly Capital Report.
- Developed new key performance indicators for project delivery. Developed technical requirements for updates to the budget revision electronic system.
- Set new standards on cost estimating with the development of a new cost estimating tool.



SFMTA

Next Strategic Plan Progress Update in February 2019.