



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 4 Action Item Highlights*

January 2015

San Francisco, California

# Goal 1 metrics

Create a safer transportation experience for everyone

## Objective 1.1

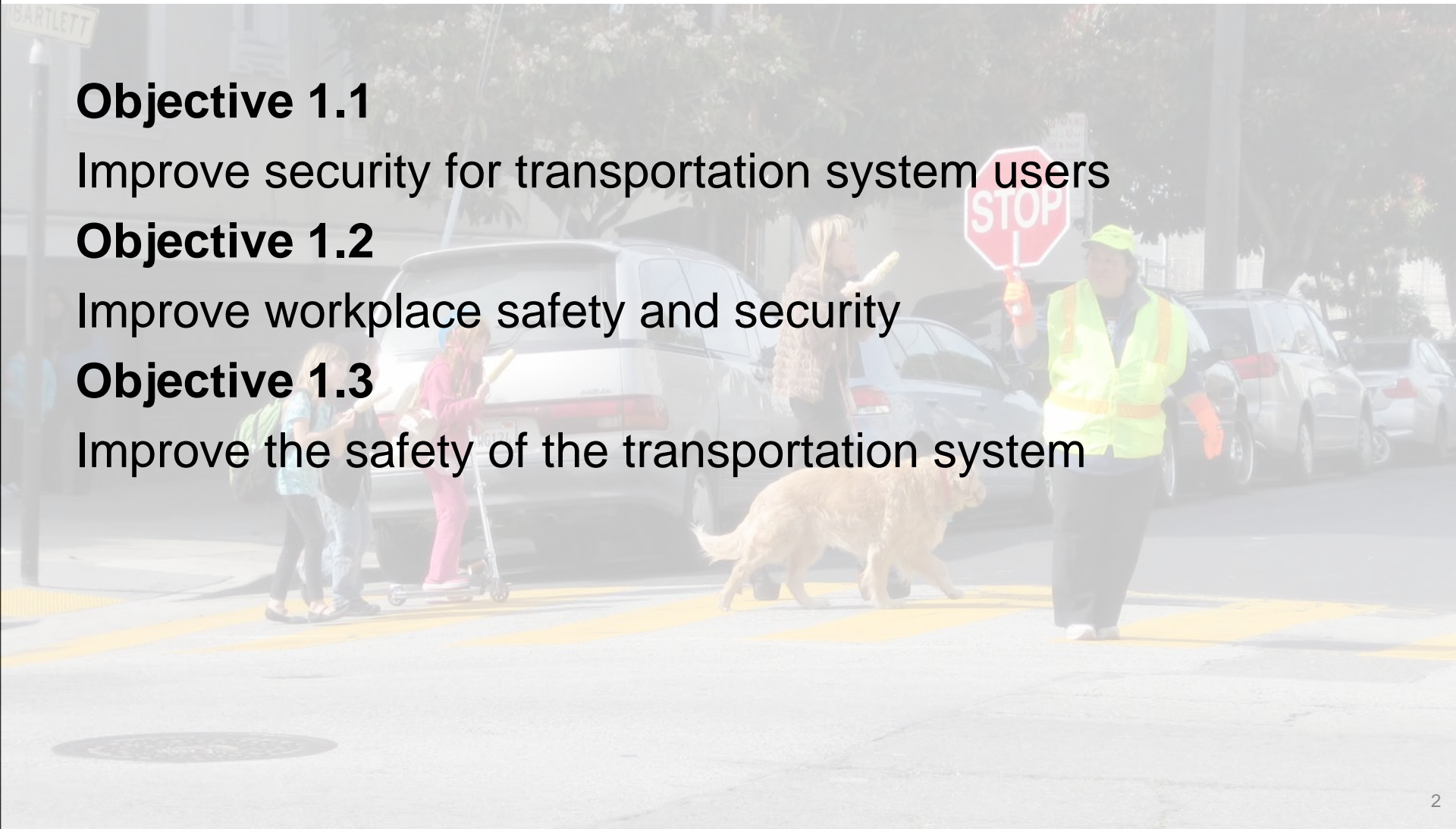
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

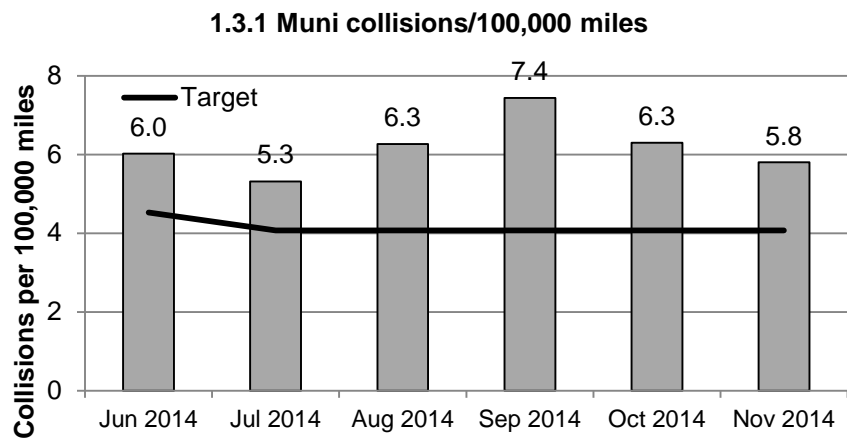
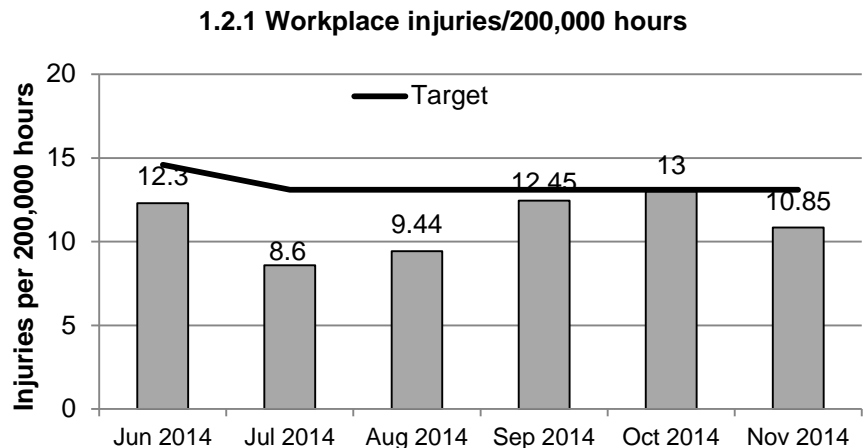
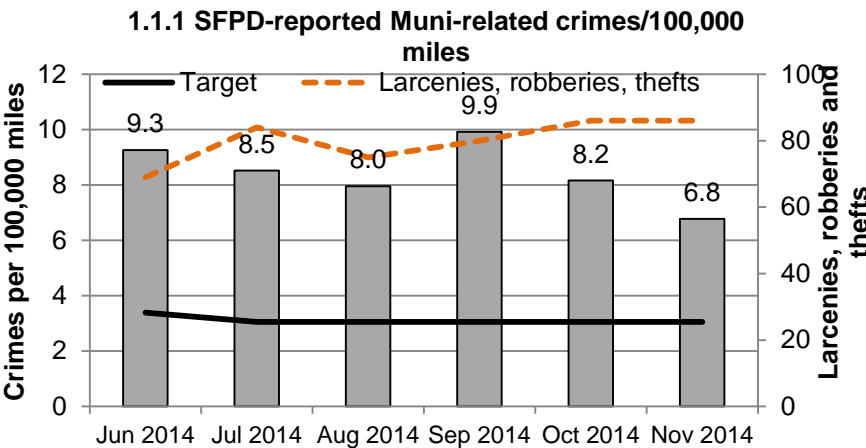
## Objective 1.3

Improve the safety of the transportation system



# Goal 1 metrics

## Key performance indicators



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

# Goal 2 metrics

Make transit, walking, bicycling, taxi, ridesharing, and carsharing the preferred means of travel.

## **Objective 2.1**

Improve customer service and communications

## **Objective 2.2**

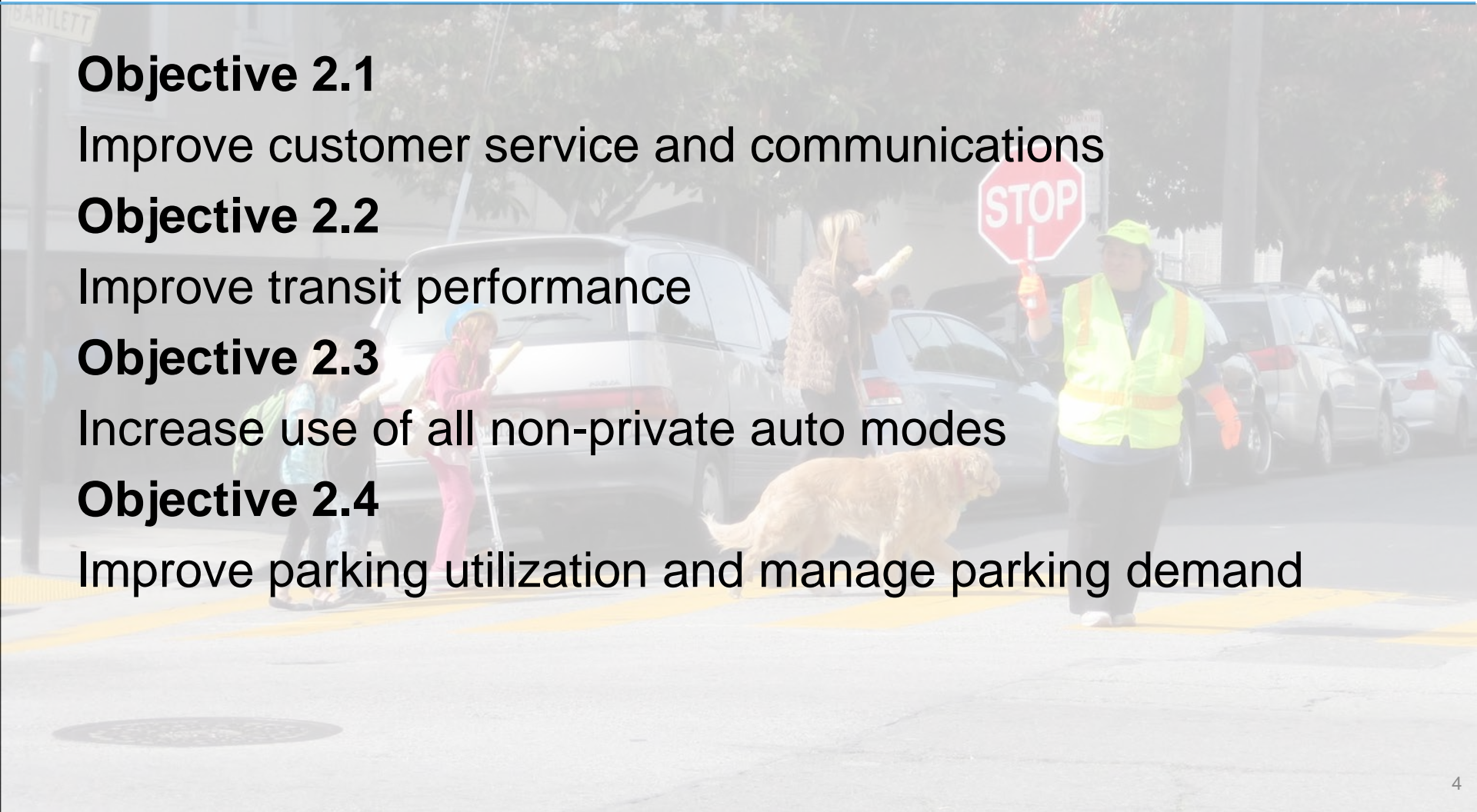
Improve transit performance

## **Objective 2.3**

Increase use of all non-private auto modes

## **Objective 2.4**

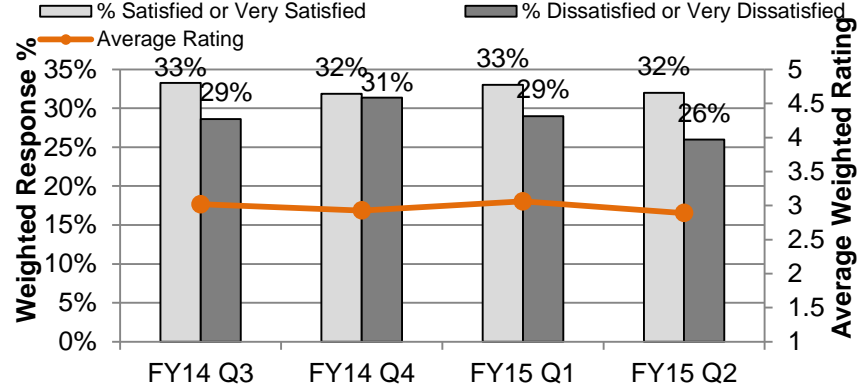
Improve parking utilization and manage parking demand



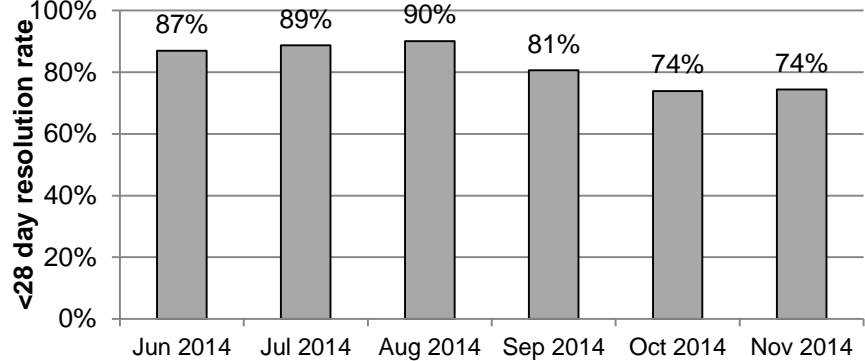
# Goal 2 metrics

## Key performance indicators

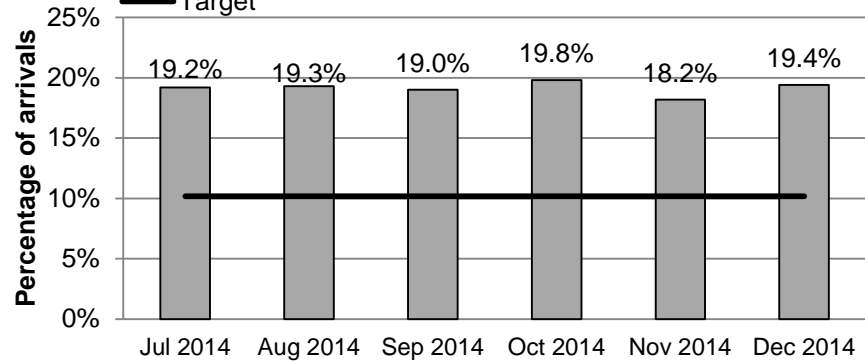
**2.1.1 Customer Rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)**



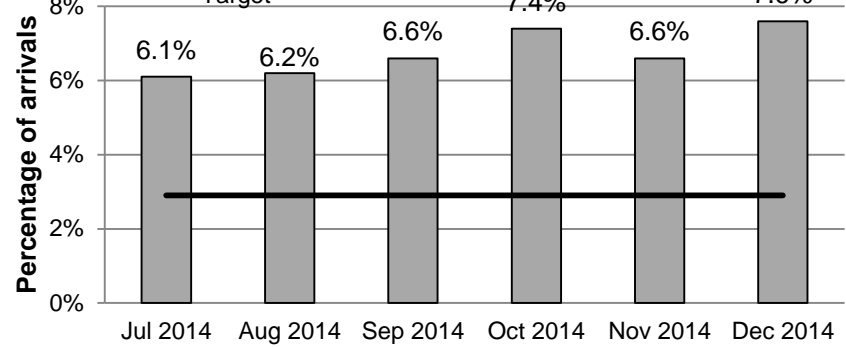
**2.1.7 Percentage of actionable 311 Muni-related complaints addressed within 28 days**



**2.2.1 Percentage of 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)**



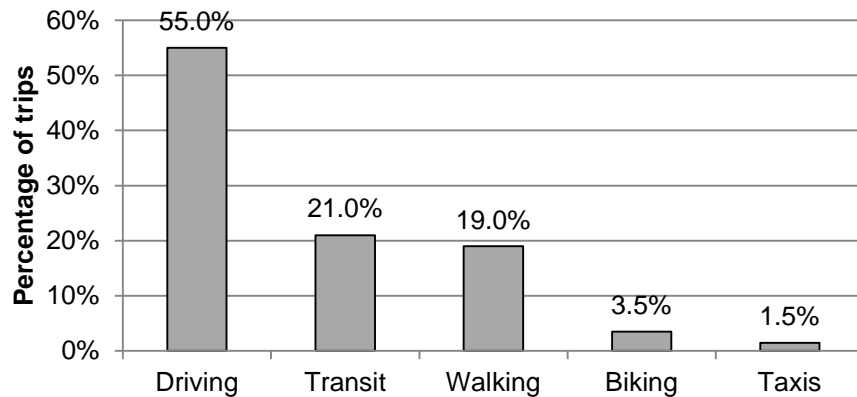
<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.

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

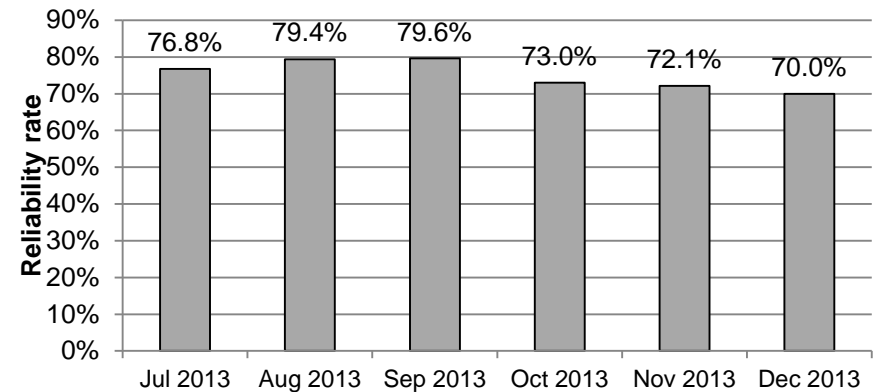
# Goal 2 metrics

## Key performance indicators **continued**

2.3.1 Non-private auto mode share (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. Parking program staff are currently developing an alternative metric.

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**

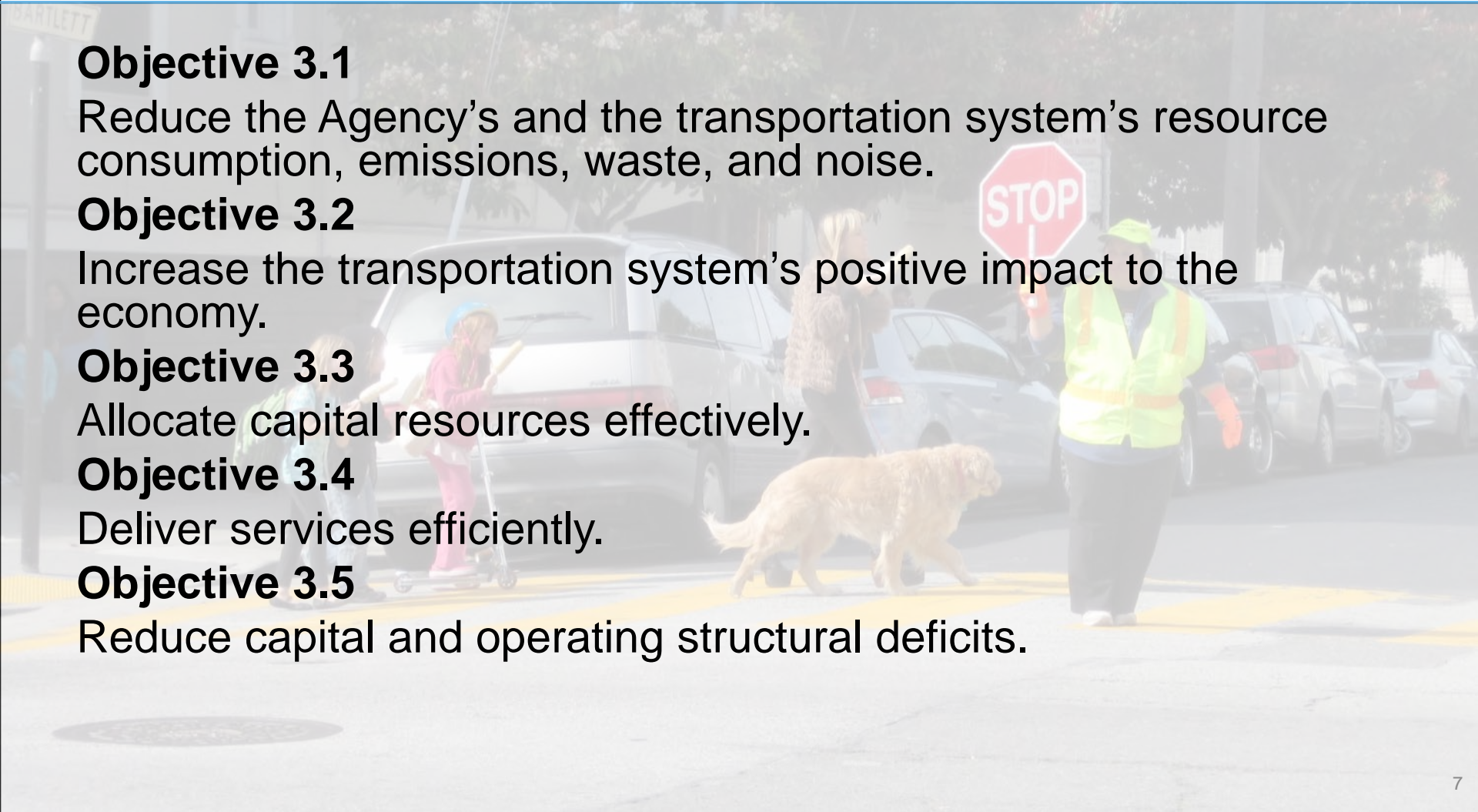
Allocate capital resources effectively.

## **Objective 3.4**

Deliver services efficiently.

## **Objective 3.5**

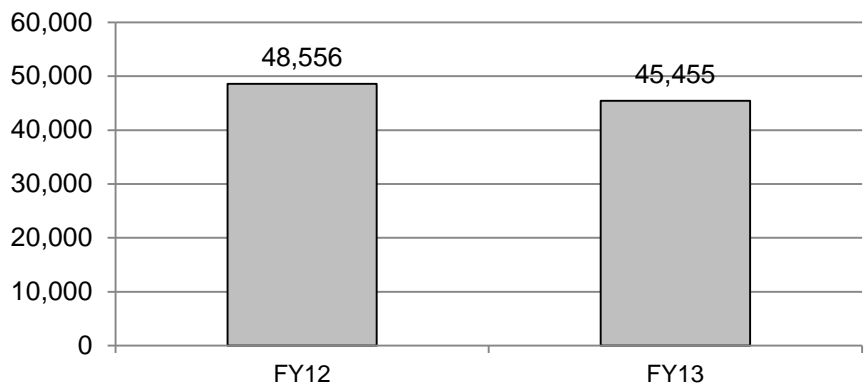
Reduce capital and operating structural deficits.



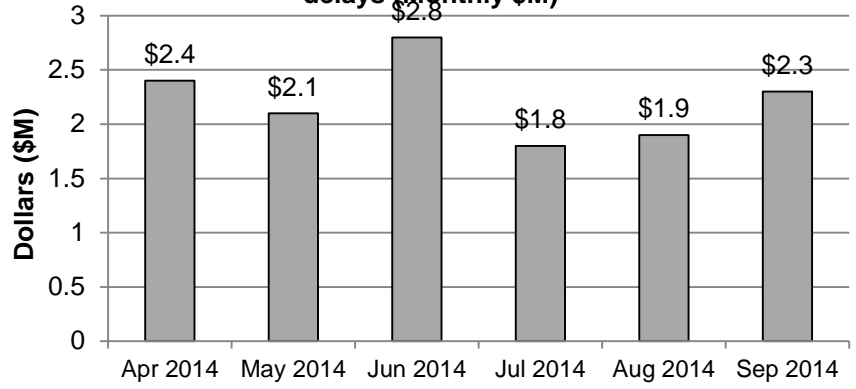
# Goal 3 metrics

## Key performance indicators

3.1.1 SFMTA carbon footprint (metric tons CO2e)



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

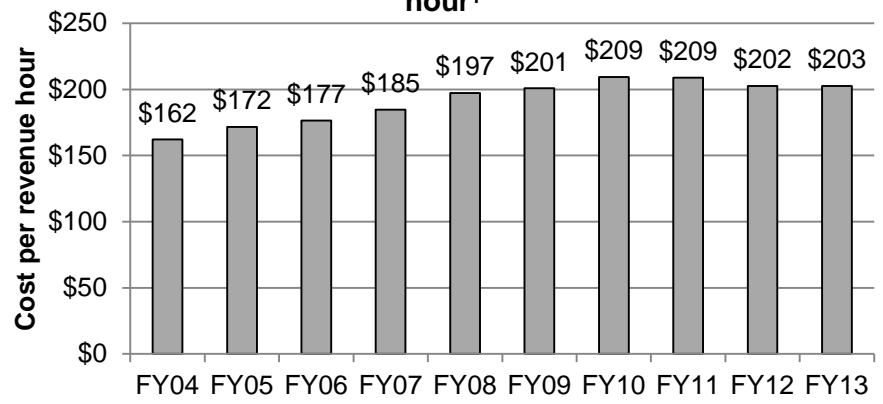


3.3.1 Percentage of all capital projects delivered on-budget by phase



Measure in development

3.4.1 Average annual transit cost per revenue hour<sup>1</sup>



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



# Goal 3 financials

## Expenditures (FY15 as of November 2014)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year <sup>(1)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$102,980,540	\$21,779,583	\$36,324,532	\$107,210,244	(\$4,229,704)
Board of Directors	\$606,325	\$212,433	\$3,334	\$526,422	\$79,903
Capital Programs and Construction	\$190,088	(\$1,016,266)	\$2,528,711	\$190,088	(\$0)
Communications	\$5,960,822	\$1,051,690	\$697,090	\$5,096,825	\$863,997
Director of Transportation	\$2,677,049	\$1,023,046	\$501,585	\$2,525,813	\$151,236
Finance and Information Technology	\$88,477,303	\$24,513,443	\$26,781,090	\$85,985,563	\$2,491,740
Government Affairs	\$1,032,451	\$311,808	\$208,627	\$1,026,045	\$6,406
Human Resources	\$32,009,702	\$9,544,565	\$6,381,639	\$30,669,332	\$1,340,370
Safety	\$4,097,506	\$1,362,872	\$1,267,935	\$4,880,798	(\$783,292)
Sustainable Streets	\$150,523,724	\$47,978,242	\$26,986,995	\$145,929,096	\$4,594,628
Transit Services	\$569,250,362	\$200,753,463	\$60,605,941	\$574,058,572	(\$4,808,210)
Taxi and Accessible Services	\$29,851,599	\$6,136,938	\$19,856,137	\$29,360,891	\$490,708
<b>TOTAL</b>	<b>\$987,657,471</b>	<b>\$313,651,817</b>	<b>\$182,143,616</b>	<b>\$987,459,689</b>	<b>\$197,782</b>

Note:

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

# Goal 3 financials

## Revenues (FY15 as of November 2014)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$25,809,060	\$13,431,348	\$25,809,060	\$0
Cash Fares	\$77,900,551	\$37,337,341	\$80,900,551	\$3,000,000
Other Fares	\$7,280,441	\$1,536,902	\$5,330,441	(\$1,950,000)
Passes	\$93,103,795	\$39,300,721	\$94,053,795	\$950,000
<b>TRANSIT FARES Total</b>	<b>\$204,093,847</b>	<b>\$91,606,312</b>	<b>\$206,093,847</b>	<b>\$2,000,000</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$67,900,000	\$16,975,000	\$67,900,000	\$0
Citations and Fines	\$96,426,440	\$41,933,721	\$96,426,440	\$0
Garage Revenue	\$62,655,325	\$27,803,763	\$63,755,325	\$1,100,000
Meter Revenue	\$44,594,452	\$22,527,865	\$47,094,452	\$2,500,000
Permit Revenue	\$13,200,818	\$5,369,950	\$13,200,818	\$0
<b>PARKING FEES &amp; FINES Total</b>	<b>\$284,777,035</b>	<b>\$114,610,299</b>	<b>\$288,377,035</b>	<b>\$3,600,000</b>
Operating Grants	\$128,590,739	\$30,318,425	\$131,590,739	\$3,000,000
Taxi Service	\$14,244,560	\$5,751,005	\$9,244,560	(\$5,000,000)
Other Revenues	\$28,853,509	\$15,988,759	\$29,853,509	\$1,000,000
General Fund Transfer	\$247,860,000	\$61,965,000	\$247,860,000	\$0
Fund Balance for Current Year Budget	\$20,000,000	\$20,000,000	\$20,000,000	\$0
Fund Balance for Prior Year				
Encumbrance Carry Forward	\$61,865,344	\$61,865,344	\$61,865,344	\$0
<b>TOTAL</b>	<b>\$990,285,034</b>	<b>\$402,105,144</b>	<b>\$994,885,034</b>	<b>\$4,600,000</b>

# Goal 3 financials

## Overtime Report (FY15 as of November 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	\$11,253,365	\$16,988,254	\$28,241,619	(4,654,999)
Transit Vehicle Maintenance	\$7,037,296	\$5,494,267	\$8,294,230	\$13,788,496	(6,751,200)
Transit – All Others	\$4,066,867	\$4,148,259	\$6,262,276	\$10,410,535	(6,343,668)
<b>Subtotal Transit Services Division</b>	<b>\$34,690,783</b>	<b>\$20,895,891</b>	<b>\$31,544,760</b>	<b>\$52,440,650</b>	<b>(17,749,867)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$1,104,902	\$1,667,977	\$2,772,879	(1,777,895)
Sustainable Streets – All Others	\$794,714	\$307,710	\$464,524	\$772,234	22,480
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$1,412,612</b>	<b>\$2,132,501</b>	<b>\$3,545,113</b>	<b>(1,755,415)</b>
<b>SFMTA AGENCY WIDE</b>	\$0	\$0	\$0	\$0	0
<b>ALL OTHER DIVISIONS</b>	<b>\$889,774</b>	<b>\$376,318</b>	<b>\$568,096</b>	<b>\$944,414</b>	<b>(\$54,640)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,370,255</b>	<b>\$22,684,822</b>	<b>\$34,245,356</b>	<b>\$56,930,177</b>	<b>(19,559,922)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$593,080	\$895,323	\$1,488,403	(1,488,403)
Sustainable Streets Engineering Programs	\$0	\$181,906	\$274,608	\$456,514	(456,514)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$774,986</b>	<b>\$1,169,931</b>	<b>\$1,944,917</b>	<b>(1,944,917)</b>
<b>TOTAL</b>	<b>\$37,370,255</b>	<b>\$23,459,808</b>	<b>\$35,415,287</b>	<b>\$58,875,094</b>	<b>(21,504,839)</b>

\*Figures include cost recovery for events or services totaling \$602K as of month-end (November 2014) for FY2015. The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

# Goal 4 action item highlights

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

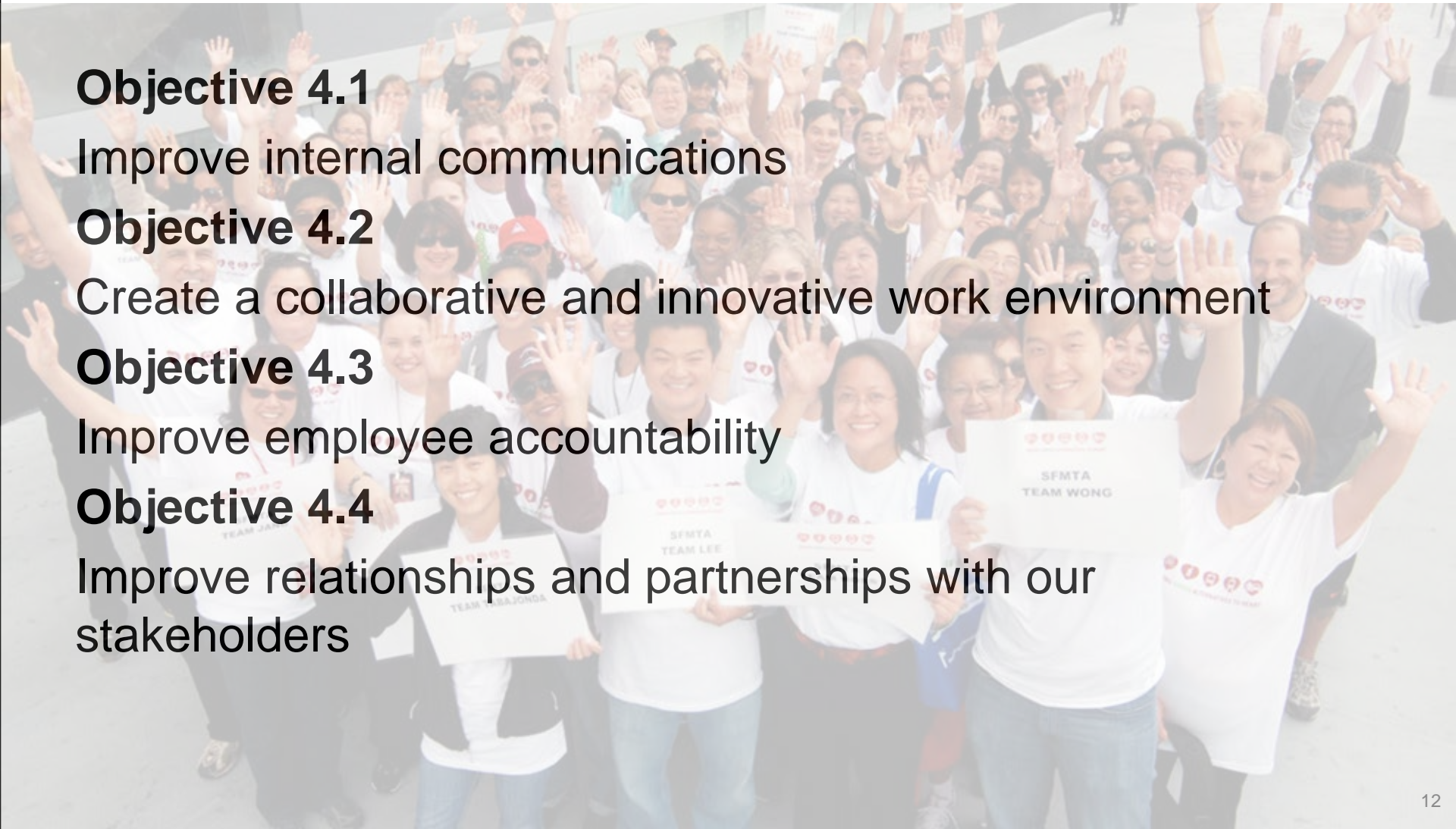
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

Improve relationships and partnerships with our stakeholders



# Objective 4.1 action items

## Improve internal communications

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### New action item highlights

4.1.16 Ensure all Agency Standard Operating Procedures (SOPs) meet the definition of an “SOP,” follow the appropriate format, and are posted on InsideSFMTA intranet portal in a central repository

- System Safety, Transit, Industrial Safety and Environmental Compliance, Emergency Management, Security and Procurement SOPs are located on the intranet and identified by Division and Responsibility Unit.
- Relevant SOPs are in the process of being updated in anticipation of 2015 CPUC audit, scheduled tentatively for October 2015.
- A central repository will be created Agency Policies and Procedures, categorized by Division and Responsibility Unit.

4.1.23 Improve the usability of the InsideSFMTA intranet site

- Migrated InsideSFMTA intranet to the newest version of Sharepoint. Improved look and feel of landing page. Provided new framework for Communications staff to update and maintain content for the landing page.
-

# Objective 4.1 action items

## Improve internal communications

SFMTA Municipal Transportation Agency

Staff Resources | About Us | Projects & Programs | Quick Links | How Are We Doing? | POETS

Search...



**Combined Charities Contributions Show SFMTA's Heart**  
Agency easily beats \$110,000 pledge goal

1 2 3 4 5 6 7 8 9

**EMPLOYEE WELLNESS**

**PAPERLESS PAY**

**MUNI FORWARD**

**SHARE YOUR FEEDBACK**

### AGENCY NEWS

- Model Citizen: SFMTA Crossing Guard...
- Golden Gate Bridge Schedules Historic...
- New Year's Eve Muni Service Rides into...
- In San Francisco, Winter is a Walking... Praise
- [More Agency News...](#)

### ANNOUNCEMENTS

- Dec. 13 SFMTA Weekend Traffic and...
- Nov. 27 SFMTA Weekend Traffic and...
- SFMTA Offers Tips for Safe, Convenien...
- SFMTA Launches Online Protest
- SFMTA Board Approves Rapid Project for...
- [More Announcements...](#)

### PRESS

- Service restored after strong winds...
- A guide to SF transit on New Year's
- Wind Creates Difficult BART Commute
- Preparations for New Year's Eve...
- San Francisco New Year's Eve
- [More Press...](#)

[Agency Calendar](#)

# Objective 4.1 action items

## Improve internal communications

### New action item highlights

4.1.24 Develop communications vehicles that allow for improved communications with operators and frontline staff

- Developing technology platforms that allow frontline and other staff easy access to agency news and information. Tools include digital signage and the potential for cloud-based Microsoft Office with email. Currently defining system requirements for RFI for digital signage.



# Objective 4.2 action items

## Create a collaborative and innovative work environment

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### New action item highlights

#### 4.2.1 Implement Culture Change Initiative

- Initiative kicked off Spring 2014, motivated by FY2013 employee survey results
- Initial focus on Senior Leadership Team to collectively identify needed changes
- FY15-16 focus on three tracks: frontline engagement, collaborative problem solving, leadership skill development
- Efforts based on ownership, collaboration, and respect

#### 4.2.4 Improve recruitment for SFMTA positions

- Starting in October of 2014, SFMTA HR began attending, recruiting, and increasing SFMTA presence in the local communities through various local job fairs such as those at City College and Goodwill Industries/Mission Economic Development Agency.
  - As of October 2014, SFMTA postings appear both on LinkedIn (transportation industry groups) and are sent to all active employee emails.
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# Objective 4.3 action items

## Improve employee accountability

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### **New action item highlights**

4.3.2 Establish an employee recognition program to encourage accountability and strong performance

- Preparing to launch an agency wide recognition program based on years of service. Developing further options for peer-to-peer and other merit based recognition that can be implemented by year end.

4.3.5 Establish staff development programs, including mentorship, leadership training, and supervisory training, to support employee development and to meet Agency staffing needs

- Gap analysis to identify SFMTA workforce needs begins data collection this month. The study will include forecasts for staff shortfalls as a result of demographic trends, along with evaluating professional development needs.
- We will gather quantitative and qualitative samples to assess the organization at a macro level. A report will be produced highlighting key findings and presenting recommendations towards professional development and succession planning efforts.

# Objective 4.3 action items

## Improve employee accountability

### New action item highlights

#### 4.3.8 Establish an Agency-wide attendance management program

- A multi-division taskforce has been established and has identified work needed to gather information about the SFMTA and comparable agencies, and create a workplace to address issues of Employee Morale and Wellness, Management Support and Process Improvements
- Early accomplishments include launching Attendance Management Guidelines and Toolkits for Transit Operations, development of an Attendance Monitoring Tool for all Managers and Management Support for Parking Enforcement, as well as IT solutions for Return to Work Unit coordination.



# Objective 4.4 action items

## Improve relationships and partnerships with our stakeholders

### New action item highlights

#### 4.4.21 Implement the first phase of the agency's Public Outreach and Engagement Team Strategy (POETS)

- POETS enables Project Managers and Project Leads to develop and implement an effective communications plan by defining outreach and engagement standards required for every project, delivering assessment and planning tools, as well as the relevant training, recognition and support.
- The Agency goals are to more fully and effectively engage and inform stakeholders about agency projects, build cooperative and positive relationships with our community and be a model of concern for and commitment to our customers' experience and meeting community needs.



# Objective 4.4 action items

## Improve relationships and partnerships with our stakeholders

### New action item highlights

4.4.22 Improve SFMTA's Customer Service Experience for Taxi Drivers; Implement a monthly electronic Taxi Services newsletter (SFMTA Taxi News) for the taxi industry

- Taxi Task Force established by the DOT at the Dec. 2 MTAB meeting. The Task Force will act as an advisory body on taxi-related matters. First meeting scheduled for mid-February.
- The first quarterly driver appreciation event was held in December. It featured live music, food, and awards for outstanding performance.
- Communications will occur via frequent blog posts over email and on SFMTA.com.
- Finalized workplace agreements (right)



### WORKPLACE AGREEMENTS

Goal 4 in the SFMTA Strategic Plan is to create a workplace that delivers outstanding service. In order to achieve this goal, we make the following agreements and we support the workplace agreements of other SFMTA Divisions:

- We operate from the context of togetherness and teamwork to create a culture of appreciation and support.
- We are honest and authentic with each other.
- We are constructive and positive when giving and receiving feedback; we avoid verbal negativity.
- We choose not to assign blame and we help colleagues eliminate blame.
- We choose to practice accountability. If we have an issue with a colleague, we are free to take it directly to the person in order to resolve it promptly and constructively.
- We assume positive intent and commitment to the success of each other and the SFMTA.
- We ensure that we are prepared to represent the views of our team at meetings and understand our role in the decision-making process.
- We are responsive and honor our commitments.

As TAS staff, we promise to do everything we can to help ourselves and each other honor these agreements. If we slip up (and we understand that nobody is perfect), we will constructively and compassionately advise each other.

# Goal 4 metrics

## Key performance indicators

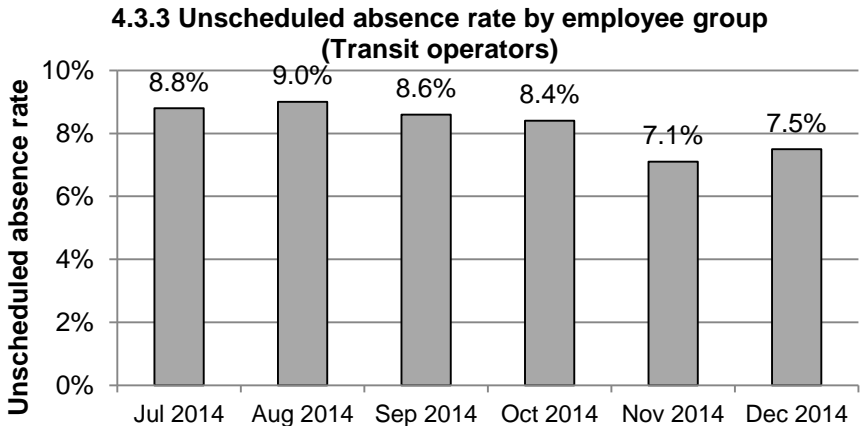
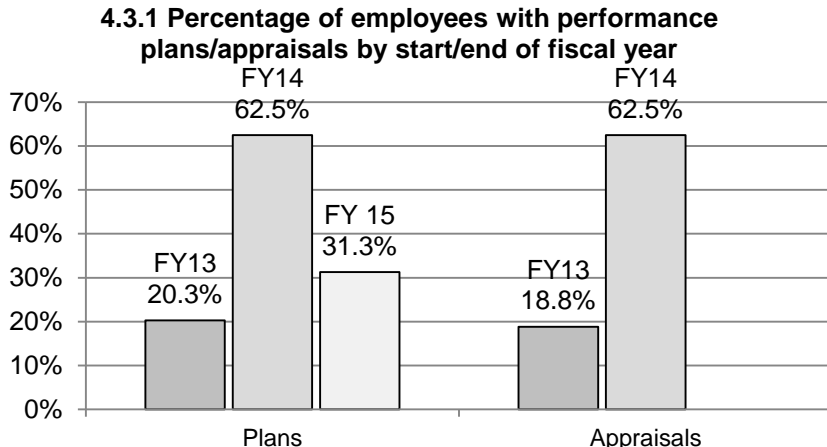
**4.1.1 Employee rating: I have the info and tools I need to do my job; I have access to info about Agency accomplishments, current events, issues and challenges;**

scale of 1 (high) to 5 (low)

**3.5, 3.5**  
**(FY14)**

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

**3.4**  
**(FY14)**



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

# Goal 4 metrics

## Key performance indicators **continued**

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



**Survey will be  
conducted in FY15.**