



SFMTA

Strategic Plan Progress Report

SFMTA Board of Directors'
Policy and Governance Committee
May 18, 2018



SFMTA

Goal 1: Create a safer transportation experience for everyone.

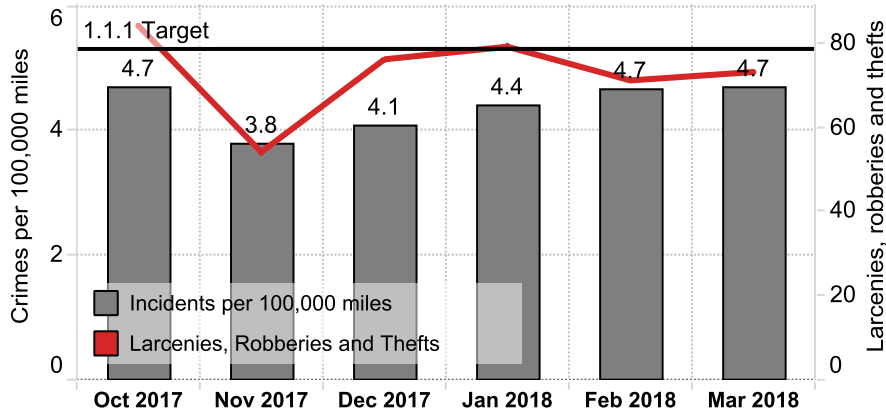
Objective 1.1: Improve security for transportation system users.

Objective 1.2: Improve workplace safety and security.

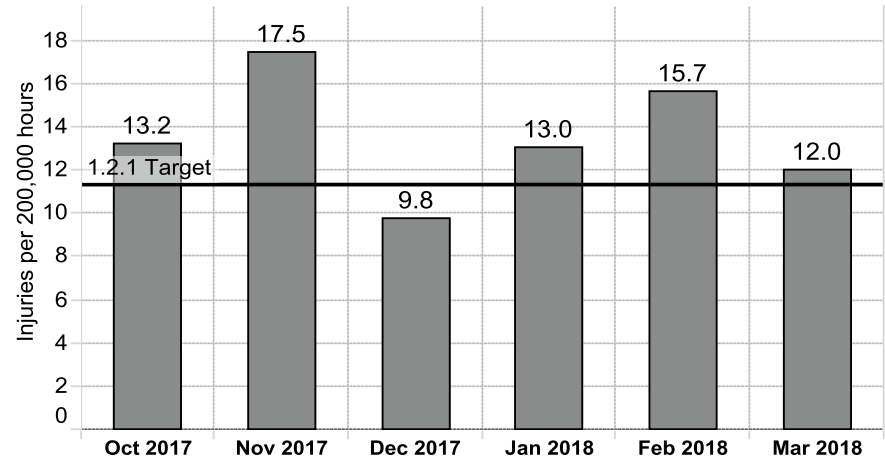
Objective 1.3: Improve the safety of the transportation system.

Goal 1 Metrics

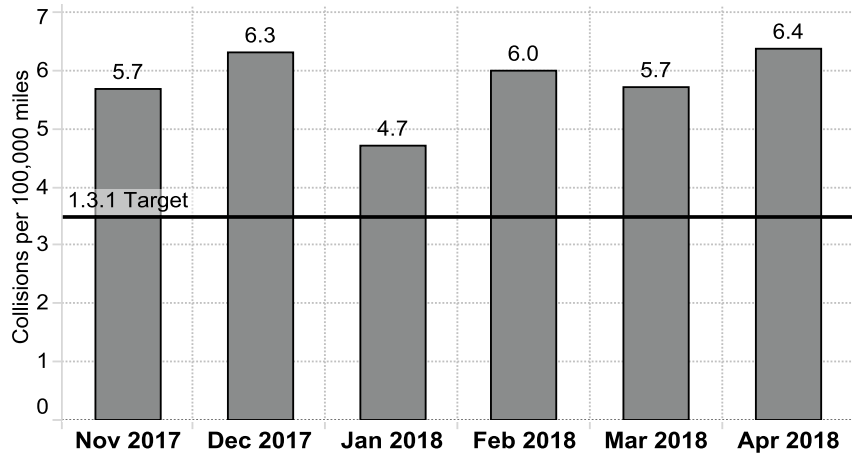
1.1.1 SFPD incidents per 100,000 miles



1.2.1 Workplace injuries per 200,000 hours



1.3.1 Collisions per 100,000 miles



Objective 1.1: Improve security for transportation system users.

Action 1.1.A: Improve Video Surveillance Capability at MTA Headquarters.

Action 1.1.C: Improve Video Surveillance Capability at Bus & Light Rail Vehicle Divisions.

- **Complete:** Assessment of facilities needs is complete and initial project plan has been developed.
- **Ongoing:** Finalizing purchase of software and starting detailed design
 - Software upgrades to the system include new software for streaming and side-by-side comparison.
 - Hardware upgrades include a new router configuration.
- **Next Steps:** kick-off of a test lab installation in June to fully assess the new hardware and software in a test environment prior to full installation.

Objective 1.2: Improve workplace safety and security.

Action 1.2.B: Implement SFMTA Facility Upgrades (Facility Improvement Program).

Completed:

- Launched Building Progress Program.
- Roof repair and pigeon abatement across the SFMTA campus.
- Location specific improvements at: 2323 Cesar Chavez; 700 Pennsylvania; 1 South Van Ness; Potrero Yard (yard and floors).

Tenant Improvements near completion: 1455 Market Street; Islais Creek.

Improvements under construction: 1570 Burke; 1508 Bancroft; replacement of underground storage tanks at Kirkland, Scott and Flynn; fall protection at various locations.

Coming up: Evaluated HVAC systems and restrooms and are currently working toward a renovation campaign. Additional tenant improvements at 505 7th Street and 11 South Van Ness Customer Service Center; Phase I of Fire Life Safety Improvements; Risk and Vulnerability Campaigns.

Objective 1.3: Improve the safety of the transportation system.

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

2018 Highlights:

- **Finalized Communications Strategy**
- **VZ Outreach**
 - 17 events Chinese and Spanish speaking staff at 94% of events
 - Total Interactions: 5,977 people
- **Distracted Driving**
 - 6 Distracted Driving Events
 - About 3,000 English and Spanish interactions with residents
 - Great media coverage
- **Social media**
 - Impressions surpassed 100,000 for April
 - Doubled followers
- **Motorcycle Safety**
 - New video shareables and bus ads
 - Year Three funding approved (OTS)
- **Safe Turns**
 - Funded through ATP-Augmentation



SFMTA

Goal 2: Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel.

Objective 2.1: Improve customer service and communications.

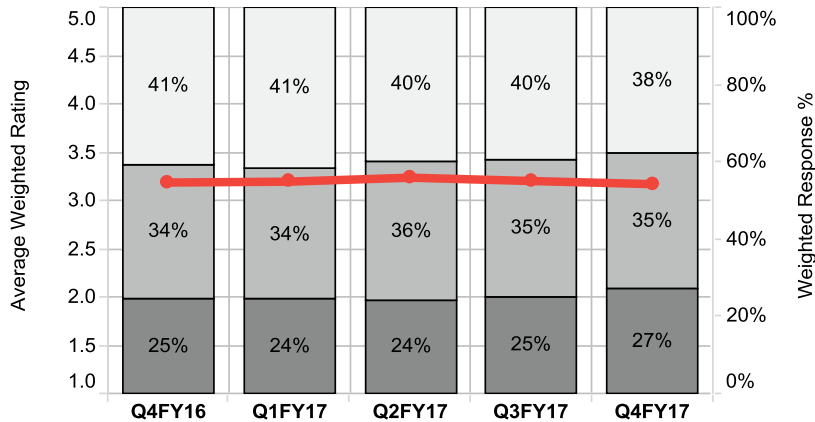
Objective 2.2: Improve transit performance.

Objective 2.3: Increase use of all non-private auto modes.

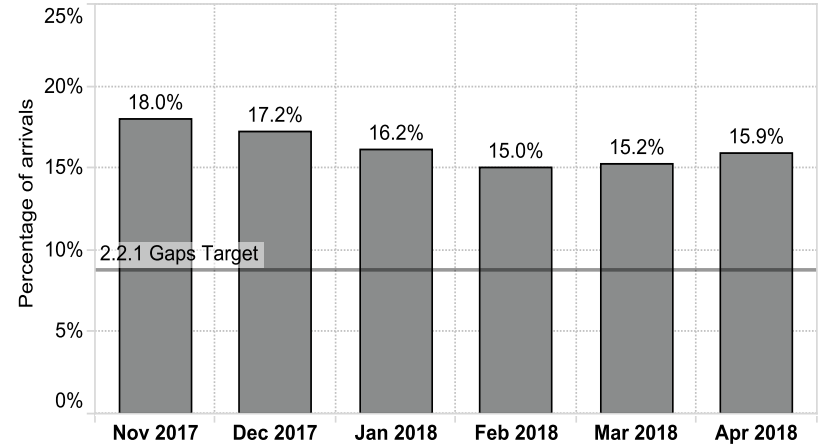
Objective 2.4: Improve parking utilization and manage parking demand.

Goal 2 Metrics

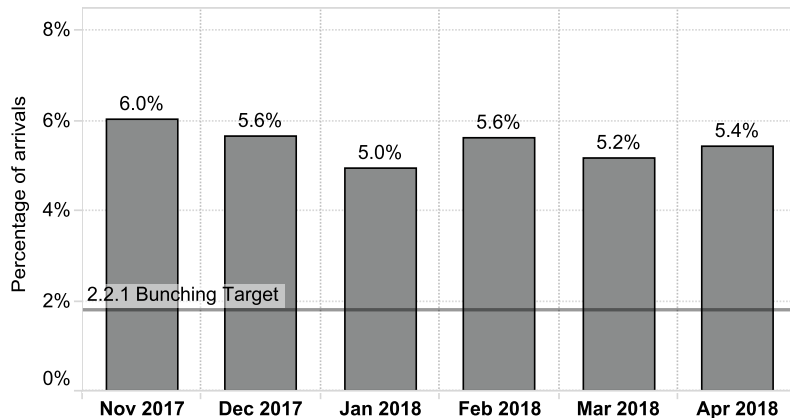
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



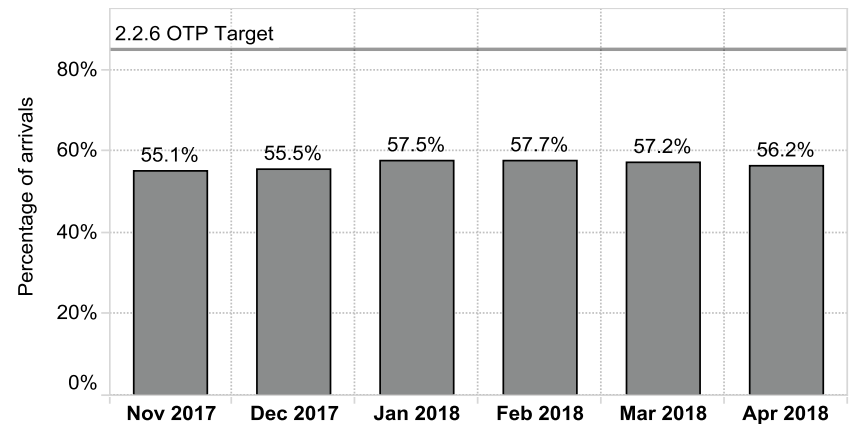
2.2.1 Percentage of Rapid Network transit trips with +5 min gaps



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

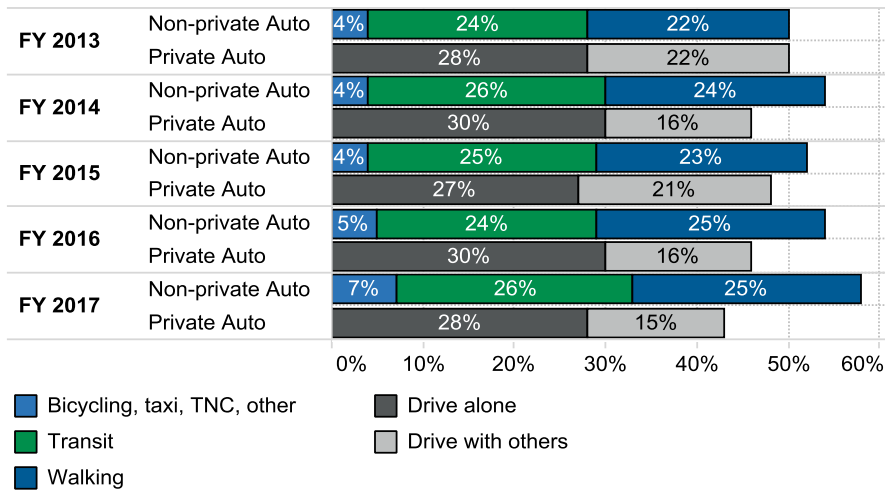


2.2.6 Percentage of on-time performance

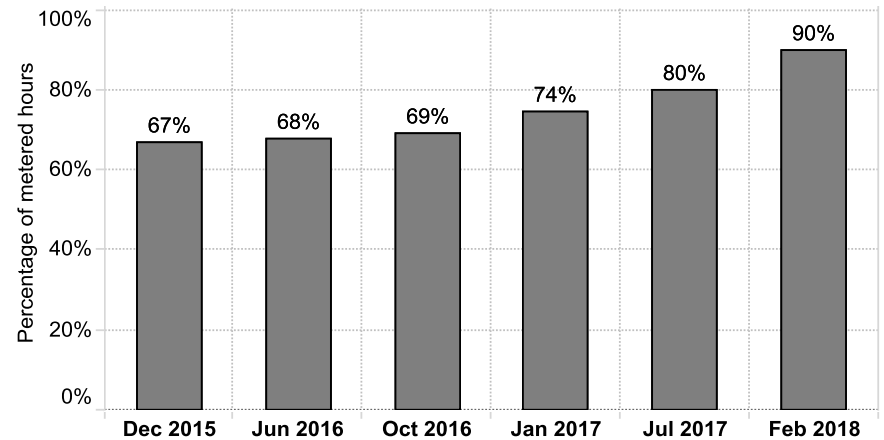


Goal 2 Metrics

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



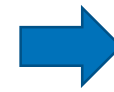
Objective 2.1: Improve customer service & communications.

Action 2.1.A: Build SFMTA reputation with Muni riders and the city as a whole.

- New brand based on extensive quantitative & qualitative research.
- Employee-focused launch with celebrations at Divisions and Units.
- Theme of **One Agency, Connected.**
- Rolled out brand changes May 1 on digital platforms.



SFMTA
Municipal
Transportation
Agency



Objective 2.1: Improve customer service & communications.

Action 2.1.B: Define and implement agencywide customer service standards.

Established the following Customer Service Principles:

When we interact with the public and other employees, we are:

- **Respectful:** Making eye contact and remembering to start and end any customer interaction with “please” and “thank you.”
- **Responsive:** Responding to inquiries quickly and providing information in a timely fashion so that others get what they need.
- **Responsible:** Owning the follow-through to make sure the public and other employees receive complete and accurate information.

Guidelines for putting the principles into practice:

- Put safety first.
- Respectfully acknowledge customer concerns and be open to suggestions.
- Be positive and professional.
- Provide excellent customer service for every individual and be attentive to their needs.
- Assure that information is provided in a way that is accessible and useful to the customer.
- Be accountable and strive to resolve issues transparently.
- Acknowledge interactions in person immediately and by email within 48 hours.

Objective 2.2: Improve transit performance.

Action 2.2.G: Improve door reliability on Breda LRV fleet.

Breda LRV doors:

Rail maintenance continues a campaign to completely realign all of the doors on each Breda LRV. The process is time consuming but we are able to replace worn and failing parts while returning the door systems to the original manufacturer specifications.



Objective 2.3: Increase use of all non-private auto modes.

Action 2.3.C: Implement and evaluate a comprehensive Transportation Demand Management Strategy.

- **In-school bike education:** Finalized elementary pilot in two schools. Third trial in May. ATP grant application to be written to expand.
- **TDM for Tourists:** survey released.
- **Woods TDM program:** Shuttle to begin in time for Islais Creek opening on June 16.
- **Prop K Funding:** TDM Branding and TDM for New/Relocating businesses approved by the SFCTA CAC, going to SFCTA Commission in May.
- **New Residents TDM program:** Our partnership with SF Environment continues.
- **TDM Partners Working Group:** Quarterly meeting held.

Objective 2.4: Improve parking utilization and manage parking demand.

Action 2.4.C: Implement SFpark Citywide.

- **On-street parking:** as of early March 2018, all meters and surface lots now have demand-responsive parking pricing.
- **Off-street parking:** Garages will receive demand-responsive parking pricing as new PARCS systems are installed.





SFMTA

Goal 3: 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.

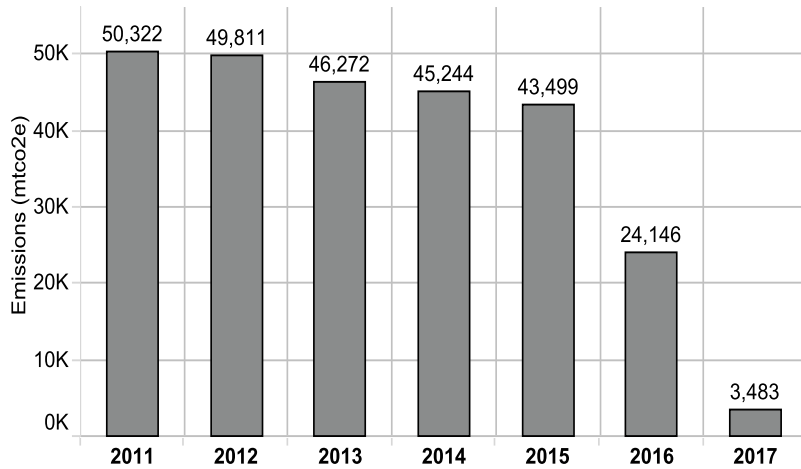
Objective 3.3: Allocate capital resources effectively.

Objective 3.4: Deliver services efficiently.

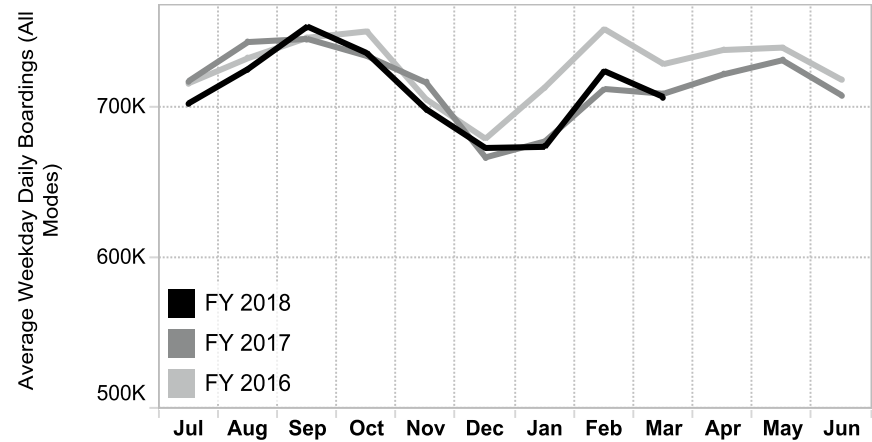
Objective 3.5: Reduce capital and operating structural deficits.

Goal 3 Metrics

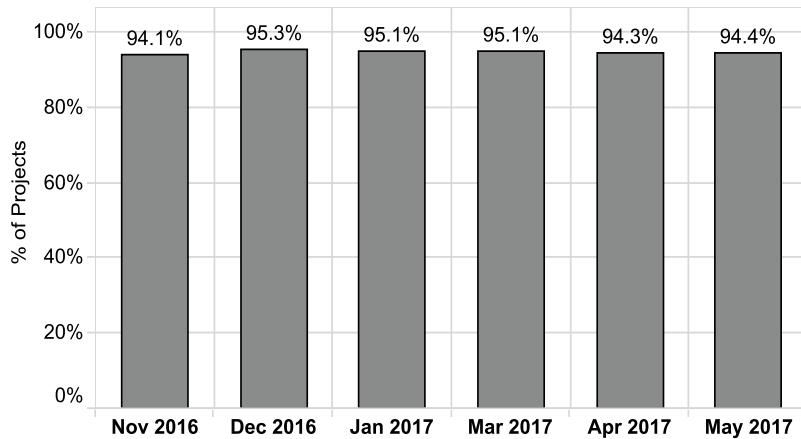
3.1.1 SFMTA carbon footprint (metric tons CO2e)



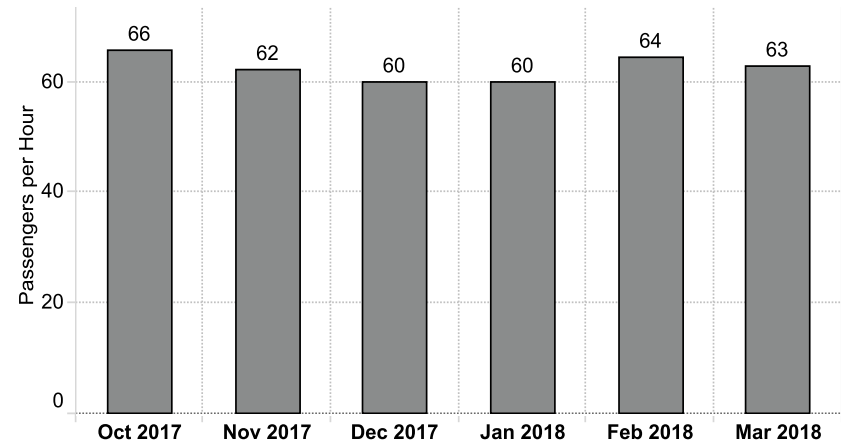
3.2.1 Muni average weekday boardings



3.3.1 Percentage of all capital projects delivered on-budget

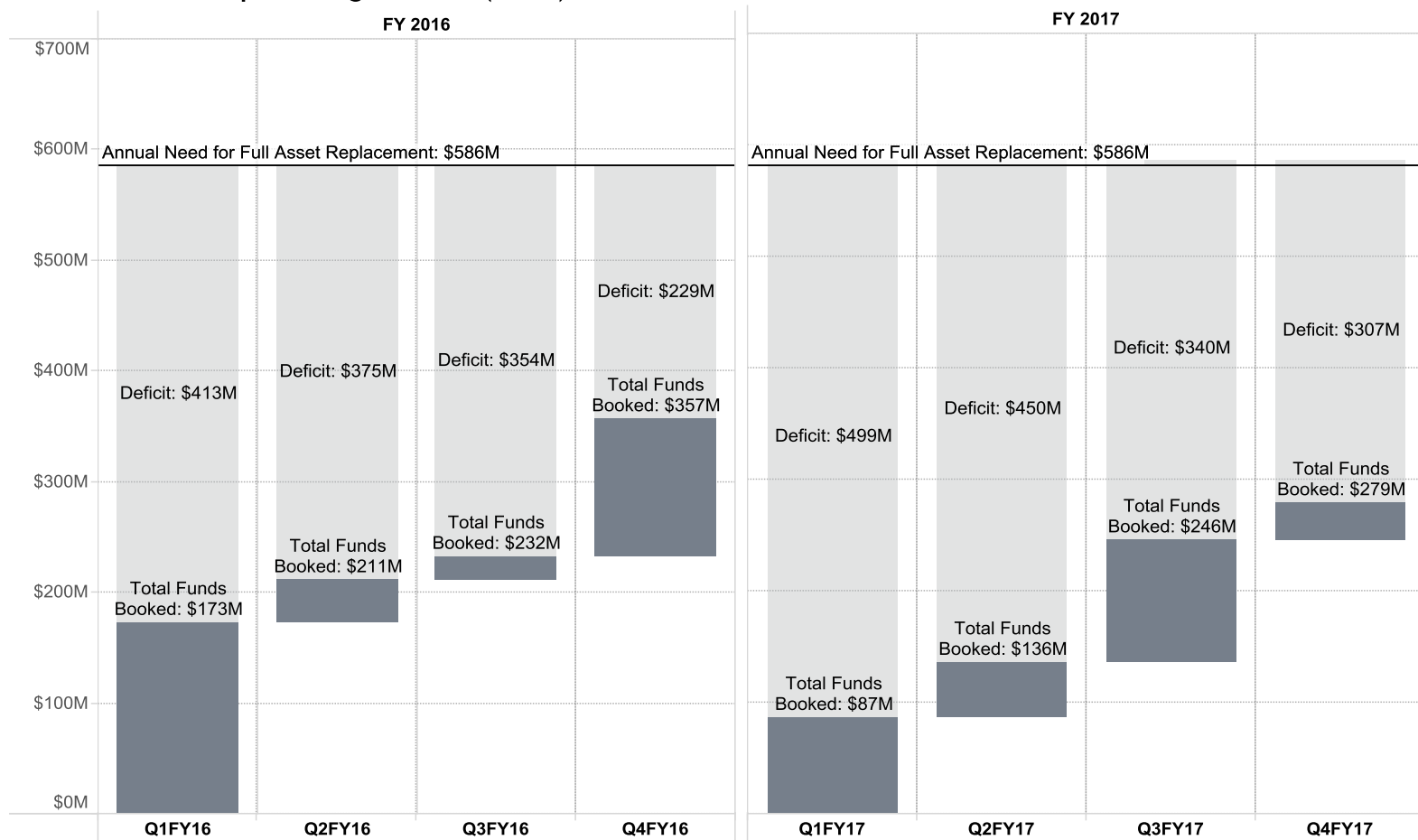


3.4.1 Transit passengers per hour



Goal 3 Metrics

3.5.1 Structural capital budget deficit (SOGR)



Goal 3 Financials

Expenditures (FY18 as of March 2018)

| EXPENDITURES | Revised Budget (1) | Actuals Year to Date | Carry Forward | Total Actuals and Carry Forward(2) | Saving/ (Overage) |
|------------------------------------|------------------------|----------------------|----------------------|------------------------------------|-------------------|
| SFMTA Agency Wide | \$178,480,811 | \$95,007,190 | \$10,414,068 | \$158,182,383 | \$20,298,428 |
| Board of Directors | \$691,328 | \$487,629 | \$11,390 | \$681,874 | \$9,454 |
| Capital Programs and Construction | \$134,763 | \$12,131,535 | \$64,013 | \$135,697 | (\$934) |
| Communications | \$7,955,801 | \$3,963,683 | \$591,712 | \$6,265,158 | \$1,690,643 |
| Director of Transportation | \$1,822,209 | \$788,466 | \$65,846 | \$1,154,004 | \$668,205 |
| Finance and Information Technology | \$121,692,906 | \$81,639,481 | \$31,416,838 | \$120,420,172 | \$1,272,734 |
| Government Affairs | \$1,428,288 | \$899,874 | \$0 | \$1,282,905 | \$145,383 |
| Human Resources | \$29,704,194 | \$21,887,742 | \$2,974,612 | \$37,020,618 | (\$7,316,424) |
| Safety | \$7,032,791 | \$3,393,597 | \$1,593,231 | \$7,264,309 | (\$231,518) |
| Sustainable Streets | \$145,711,376 | \$101,674,605 | \$18,514,657 | \$152,147,414 | (\$6,436,038) |
| Transit Services | \$646,719,344 | \$439,812,414 | \$36,655,394 | \$658,136,770 | (\$11,417,426) |
| Taxi and Accessible Services | \$35,231,225 | \$19,066,531 | \$12,167,568 | \$33,818,982 | \$1,412,243 |
| TOTAL | \$1,176,605,036 | \$780,752,747 | \$114,469,329 | \$1,176,510,286 | \$94,750 |

(1) Revised budget includes encumbrance and manual carry forward from FY17 of \$70.9 million.

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

Goal 3 Financials

Revenues (FY18 as of March 2018)

| REVENUE | Revised Budget | Actuals Year to Date | Total Projection for the Year | Surplus/ (Deficit) |
|---|------------------------|-------------------------|----------------------------------|-----------------------|
| TRANSIT FARES | | | | |
| Cable Car Fares | \$28,002,250 | \$19,469,940 | \$27,395,171 | (\$607,079) |
| Cash Fares | \$3,776,808 | \$3,201,328 | \$3,776,808 | \$0 |
| Other Fares | \$88,255,950 | \$64,599,608 | \$85,935,400 | (\$2,320,550) |
| Passes | \$83,395,500 | \$59,196,469 | \$83,395,500 | \$0 |
| TRANSIT FARES Total | \$203,430,508 | \$146,467,345 | \$200,502,879 | (\$2,927,629) |
| PARKING FEES & FINES | | | | |
| General Fund Baseline Transfer | \$65,740,000 | \$49,305,000 | \$66,740,000 | \$1,000,000 |
| Citations and Fines | \$109,172,020 | \$90,741,667 | \$115,735,233 | \$6,563,213 |
| Garage Revenue | \$72,179,152 | \$50,599,131 | \$70,011,601 | (\$2,167,551) |
| Meter Revenue | \$63,740,076 | \$47,185,794 | \$63,740,076 | \$0 |
| Permit Revenue | \$16,586,000 | \$12,905,144 | \$16,586,000 | \$0 |
| PARKING FEES & FINES Total | \$327,417,248 | \$250,736,736 | \$332,812,910 | \$5,395,662 |
| Operating Grants | \$137,355,576 | \$84,893,546 | \$142,659,163 | \$5,303,587 |
| Taxi Service | \$9,165,639 | \$711,623 | \$2,394,019 | (\$6,771,620) |
| Other Revenues | \$31,391,200 | \$20,581,782 | \$31,391,200 | \$0 |
| General Fund Transfer | \$313,590,000 | \$235,192,500 | \$321,490,000 | \$7,900,000 |
| Fund Balance for Current Year Budget | \$47,088,034 | \$0 | \$47,088,034 | \$0 |
| Transfer from Non-operating Fund | \$38,025,649 | \$38,386,224 | \$38,025,649 | \$0 |
| Fund Balance from Prior Year Encumbrance Carry Forward | \$70,896,077 | \$70,896,077 | \$70,896,077 | \$0 |
| TOTAL | \$1,178,359,931 | \$847,865,833 | \$1,187,259,931 | \$8,900,000 |

Goal 3 Financials

Overtime Report (FY18 as of PPE 03.23.18)

| 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⁾ | 0 | \$24,542,793 | \$9,171,255 | \$33,714,046 | (\$33,714,046) |
| Transit Vehicle Maintenance | \$6,718,500 | \$11,282,774 | \$3,998,155 | \$15,280,930 | (\$8,562,430) |
| Transit – All Others | \$27,680,651 | \$8,579,909 | (\$1,740,130) | \$6,839,780 | \$20,840,871 |
| Subtotal Transit Services Division | \$34,399,151 | \$44,405,476 | \$11,429,280 | \$55,834,756 | (\$21,435,605) |
| SUSTAINABLE STREETS DIVISION | | | | | |
| Parking Control Officers | \$994,984 | \$105,816 | -696,994 | (\$591,178) | \$1,586,162 |
| Sustainable Streets – All Others | \$794,714 | (\$8,696) | (\$2,305,561) | (\$2,314,257) | \$3,108,971 |
| Subtotal Sustainable Streets Division | \$1,789,698 | \$97,120 | (\$3,002,555) | (\$2,905,435) | \$4,695,133 |
| SFMTA AGENCY WIDE | \$0 | \$0 | \$0 | \$0 | \$0 |
| ALL OTHER DIVISIONS | \$709,466 | \$286,507 | \$206,576 | \$493,082 | \$216,384 |
| TOTAL OPERATING FUND | \$36,898,315 | \$44,789,103 | \$8,633,301 | \$53,422,403 | (\$16,524,088) |
| NON OPERATING FUND | | | | | |
| Capital Programs & Construction | \$0 | \$1,051,245 | \$387,300 | \$1,438,546 | (\$1,438,546) |
| Sustainable Streets Engineering Programs | \$0 | \$1,428,609 | \$526,330 | \$1,954,939 | (\$1,954,939) |
| Total Non-Operating Fund | \$0 | \$2,479,854 | \$913,630 | \$3,393,485 | (\$3,393,485) |
| TOTAL | \$36,898,315 | \$47,268,957 | \$9,546,931 | \$56,815,888 | (\$19,917,573) |

⁽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 \$4,000K.

⁽²⁾Transit Operators overtime are not currently reported separately in the new system but are part of Transit – All Others.

Objective 3.1: Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise.

Action 3.1.C: Conduct a Sea Level Rise Vulnerability Assessment for San Francisco's Transportation System.

Vulnerability Assessment: SF Planning Department issued an updated mobility sector vulnerability assessment in April; staff currently reviewing the initial findings.

Related efforts: Sustainability team have been coordinating with SF Port staff regarding the Army Corps of Engineers (ACOE) and seawall study. Alternatives have been developed as part of the ACOE feasibility study, and staff will be issuing comments and establishing next steps with them this month.

Objective 3.2: Increase the transportation system's positive impact to the economy.

Action 3.2.B: Implement an enhanced mobile ticketing solution.

Sales:

- April held steady at just over \$500,000.
- Single ride cable car sales have increased twofold over the past two months.

Working with vendor on enhancements to the app that will offer increased client customization opportunities as a configuration that accommodates the future Customer Information System.

Objective 3.3: Allocate capital resources effectively.

Action 3.3.D: Establish new cost estimate practices and processes for the Sustainable Streets Division.

Developed new cost estimating templates: working with the Executive Team and the project delivery divisions to refine and sign-off on new cost estimating templates.

These templates are a minimum standard and may be supplemented with more detailed tools or supporting documentation as needed.

Objective 3.4: Deliver services efficiently.

Action 3.4.E: Evaluate and implement schedule deployment efficiencies

With over a year of implementation:

- The Incident Response Unit has performed well as a result of cross training. We have seen a higher quality of incident investigation as well as resolution to line delays.
- All new inspectors have been cross-trained upon hiring
- We are currently offering voluntary training for all inspectors for both rail and rubber tire service management
- An area to improve on is enhancing the IRU ability to diagnose and troubleshoot vehicles in the field
- We would like to expand the cross-training concept to our performance units, specifically addressing work assignment expectations. We believe it will improve our staffs flexibility to manage service from a multi-modal stand point which will enhance the TMC's capability to execute management strategy

Objective 3.5: Reduce capital and operating structural deficits.

Action 3.5.A: Develop SFMTA Properties.

4th and Folsom

- Developer was selected in April – Tenderloin Neighborhood Development Corporation (TNDC).
- Project will consist of 85 units of affordable housing with ground floor commercial.

Moscone Garage

- Issued a development RFP in March; responses are due in June.
- Project will consist of a convention hotel and minimum 100 units of affordable housing.

Gough and Grove Parking Lot

- Completed appraisal in March.
- Continue to work with Mayor's Office of Housing on development concept.

Upper Yard

- Project consists of affordable housing and ground floor commercial.
- Developer continues to work on design and community outreach.
- Jurisdictional transfer of property to Mayor's Office of Housing should be initiated in coming weeks.

Bus Yards

- Feasibility study for development above bus yards is underway.
- Consultants will present conclusions and recommendations in summer with RFP to follow.

1200 15th Street

- Examining feasibility of housing above enforcement facility.
- Completed an architectural and hard cost analysis; completing financial analysis.



SFMTA

Goal 4: Create a workplace that delivers outstanding service.

Objective 4.1: Improve internal communications.

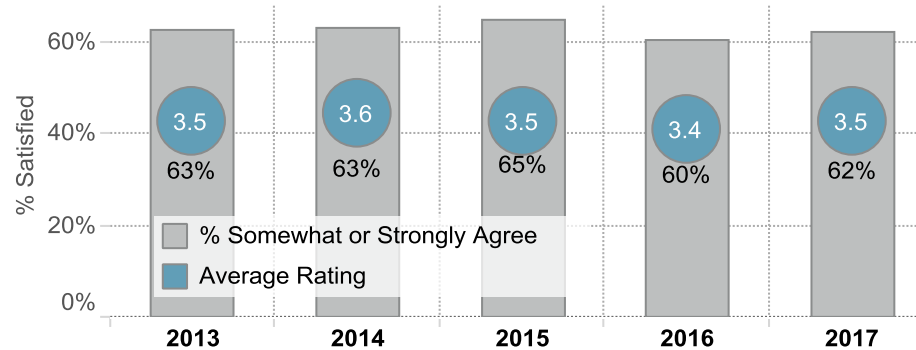
Objective 4.2: Create a collaborative and innovative work environment.

Objective 4.3: Improve employee accountability.

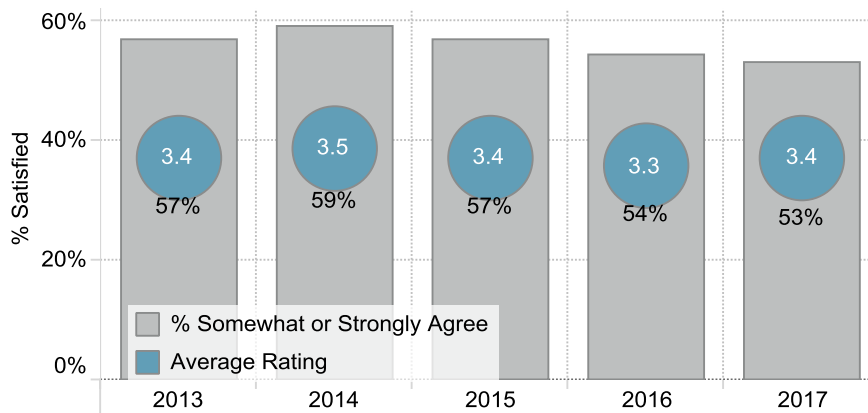
Objective 4.4: Improve relationships and partnerships with our stakeholders.

Goal 4 Metrics

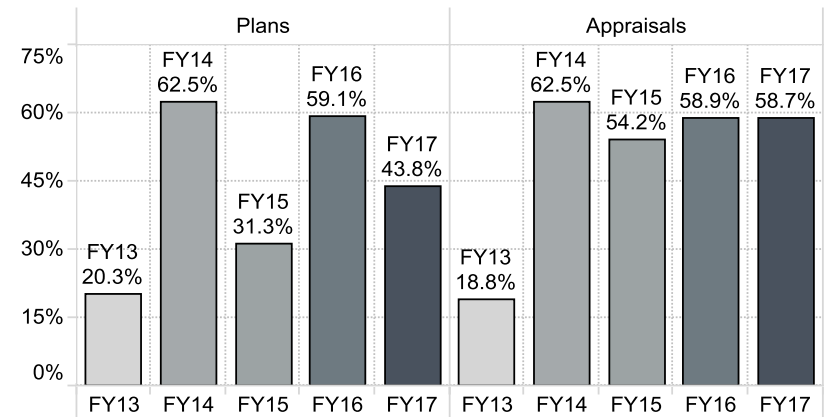
4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



4.2.1 Employee Rating: Overall employee satisfaction

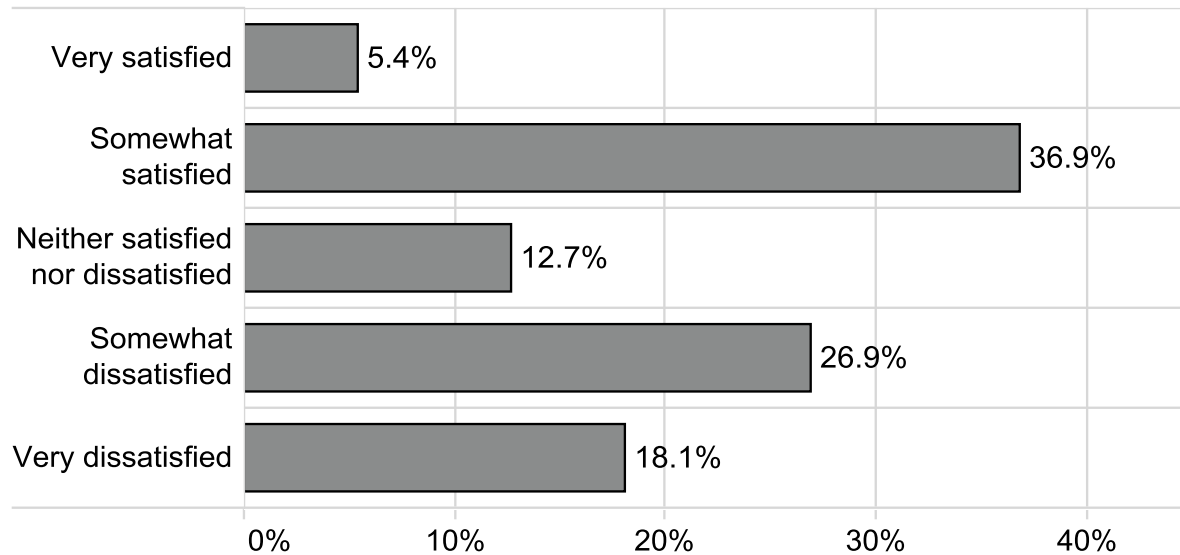


4.3.1 Percentage of employees with performance plans/appraisals by start/end of fiscal year



Goal 4 Metrics

4.4.1 Stakeholder rating: satisfaction with SFMTA management of transportation in San Francisco



Objective 4.1: Improve internal communications.

Action 4.1.A: Develop and implement a Digital Internal Communications Strategy.

Digital Signage: Two additional screens installed in April. Focus on the production and deployment of division-specific content to better inform agency staff based on location and needs.

Intranet Updates:

- Surveyed staff on usage and needs for the Intranet.
- Working with IT to develop and implement new templates.
- New landing page to launch early July with upgrades to each Division-specific page through the end of the calendar year.

Objective 4.1: Improve internal communications.

Action 4.1.A: Develop and implement a Digital Internal Communications Strategy.

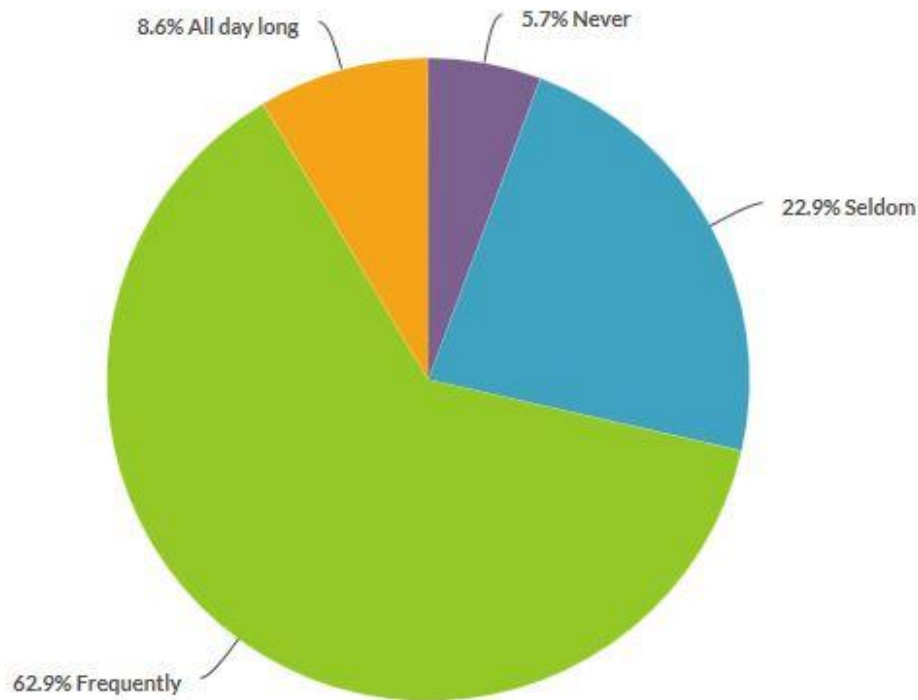
Intranet Survey Results: What staff said was most important.



Objective 4.1: Improve internal communications.

Action 4.1.A: Develop and implement a Digital Internal Communications Strategy.

Intranet Survey Results: Frequency of cross-divisional searches.



Objective 4.2: Create a collaborative and innovative work environment.

Action 4.2.A: Implement the Create an Outstanding Workplace Initiative

- **Outstanding Workplace Committee Charter:** drafted a new charter to better establish the Committee in the agency and encourage participation from all sections.
- **Diversity & Inclusion Strategy:** completed the draft; recommendations will inform the development of actions for the next Strategic Plan (Objective 4.4: Create a more diverse and inclusive workforce). Coordinated Implicit Bias training for Executive Team and Senior Management Team. In conjunction with DHR, developing a pilot plan to deliver training to public facing staff.
- **OWC Presents...Series:** started a lunch and learn discussion series for staff on topics like: the power of introverts, work-life balance, and the Government Alliance for Racial Equity.
- **Employee Engagement Survey Response:** assisted in the development of actions for groups across all divisions in response to the issues raised in the last Employee Engagement Survey.
- **Staff Senior Management Team Meetings:** coordinate agendas, lead Goal 4 discussions and exercises, and hold off-site meetings once per quarter.
- Led process to develop workplace definitions of Diversity, Inclusion, Equity, Cultural Competency, which are now in use in the Implicit Bias training.

Objective 4.3: Improve employee accountability.

Action 4.3.B: Expand the Employee Recognition Program.

GEM Awards – *Going the Extra Mile*

- All 148 GEMs and 207 Honorable Mentions have been sent packages to their home of records containing a letter (GEMs include an invitation to the June 4 award event), personalized certificate, a FAQ, and for GEMs, a printout of the nomination itself with the nominator's name included. All materials have been branded.
- **The June 4 award event:** will be held at the SF Main Library's auditorium followed by a light lunch buffet reception in the adjoining space. GEMs will receive a small token to commemorate the event. Event planning is underway for the event. All SFMTA BOD are invited to attend and Selection Committee members are invited to participate in the ceremony.

Objective 4.4: Improve relationships and partnerships with our stakeholders.

Action 4.4.D: Implement Phase II of the Public Outreach & Engagement Team Strategy (POETS).

- Wrapping up Input Sessions with key external stakeholders to vet Agency's new Public Outreach & Engagement Requirements
- Held Input Session on April 20th for Supervisors, Aides and Interns - well attended and much input provided.
- Met with multiple merchant, neighborhood and advocacy groups to ensure wide range of input gathered across the city.
- Presenting final Public Outreach & Engagement Plan and Requirements to MTA Board on June 19th
- Agency's Public Outreach & Engagement Team Strategy improvements attributed to past year in practice, and extensive input provided internally and externally
- Kick off of new Plan & Requirements is July 2018 accompanied by a launch plan which will include support for staff - Office hours, training, monthly updates, video & webinars, monthly POETS 101 classes, etc.



SFMTA