



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 4 Focus

September 2015

San Francisco, California

Goal 4 focus

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

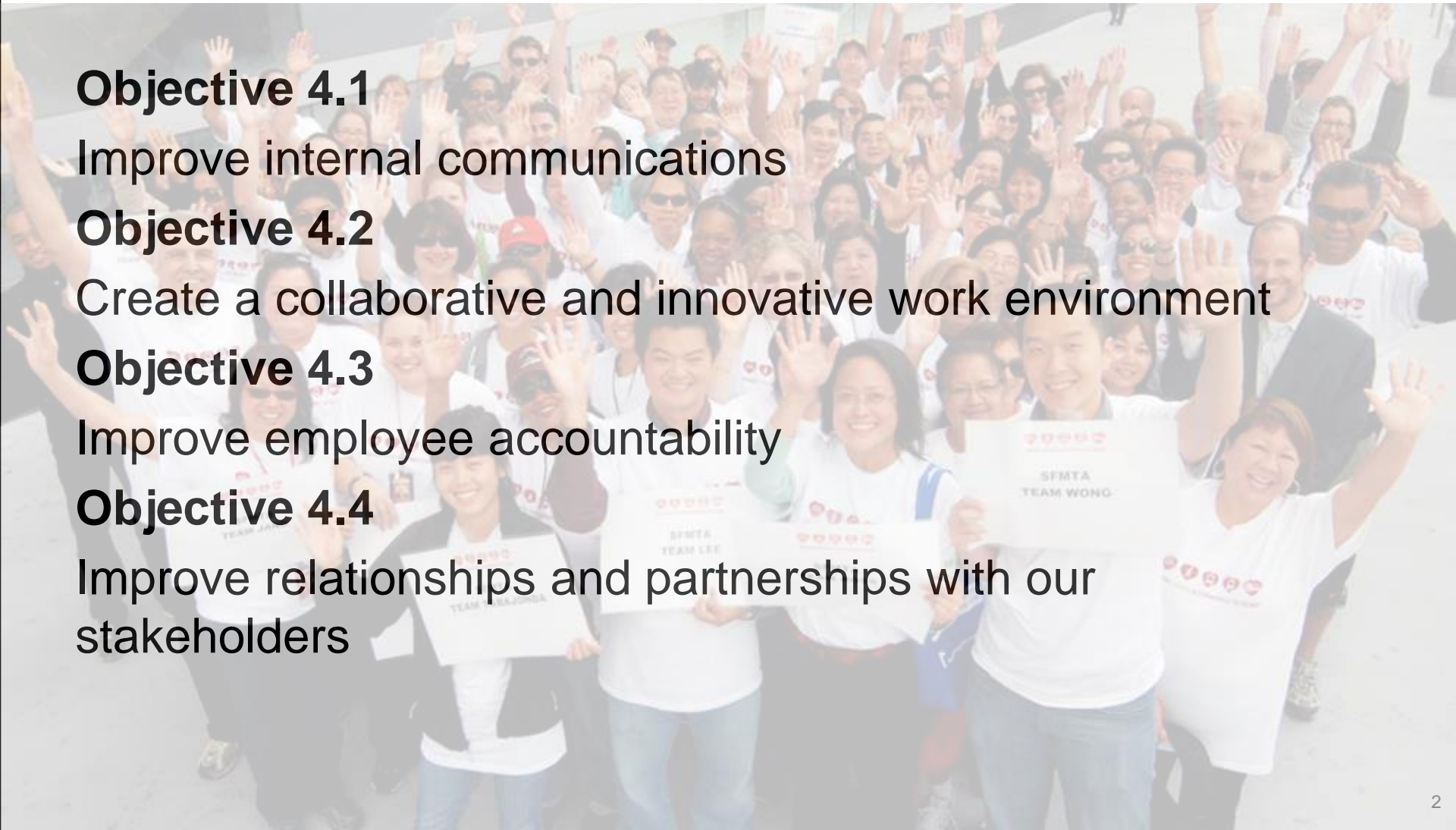
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

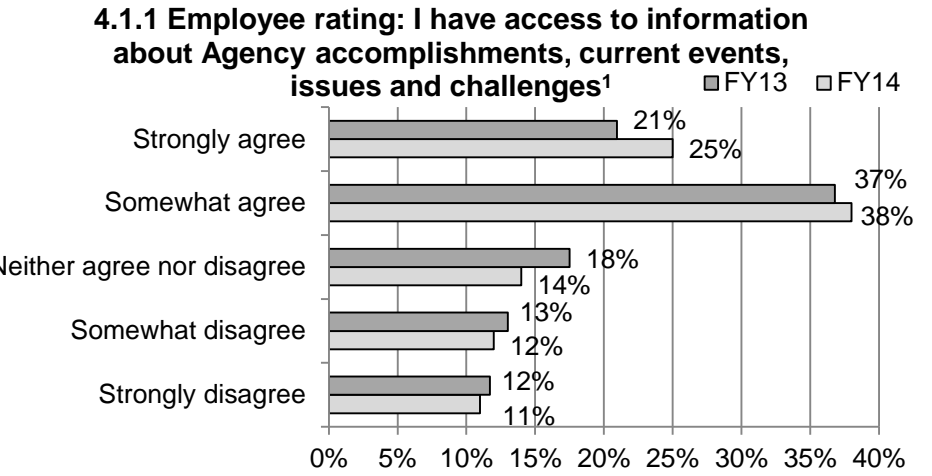
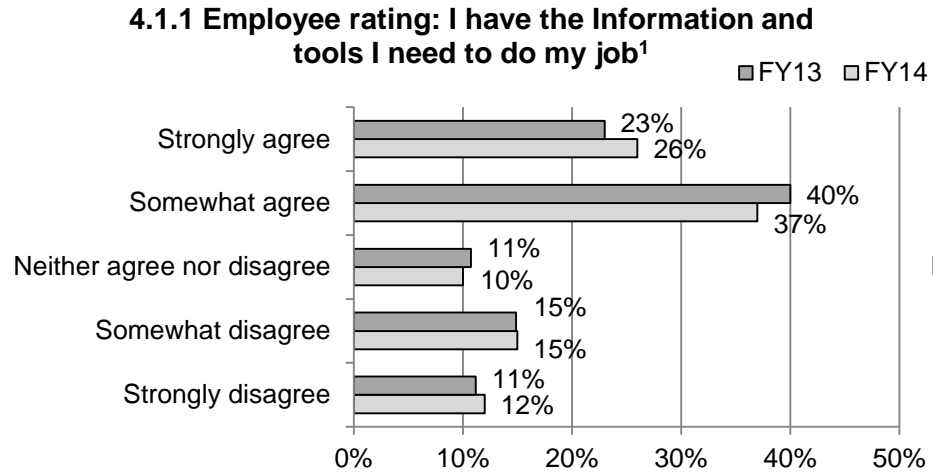
Improve relationships and partnerships with our stakeholders



Objective 4.1

Improve internal communications

Key performance indicator



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

ID	Metric	2013 Avg	2014 Avg
4.1.1	Employee rating: I have the info and tools I need to do my job; scale of 1 (high) to 5 (low)	3.5	3.5
4.1.1	Employee rating: I have access to info about Agency accomplishments, current events, issues and challenges.	3.4	3.5
4.1.2	Percentage of employees that complete the survey	34.6%	28.3%
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success.	3.4	3.5
4.1.4	Employee rating: I have received feedback on my work in the last 30 days.	3.1	3.1
4.1.5	Employee rating: I have noticed that communication between leadership and employees has improved.	2.9	3.0
4.1.6	Employee rating: Discussions with my supervisor about my performance are worthwhile.	3.4	3.5

¹ 2015 employee survey will be completed in September.

Objective 4.1

Improve internal communications

Key action item updates

4.1.21 Develop an internal resource for sharing best practice communications protocols and resources

Drafted content plan for four sub-pages and coordinated with IT staff to plan the development of the pages. IT staff will build the first sample sub-page once the new page layout and content plan are finalized.

4.1.23 Improve SFMTA intranet

Enabled out-of-network intranet access for offsite staff. User analytics engine was rebuilt on 9/3. A site map will be laid out in late September month based on collected user statistics.

Action item status

0% encountering issues

0% at risk

75% on track

0% on hold



25% completed

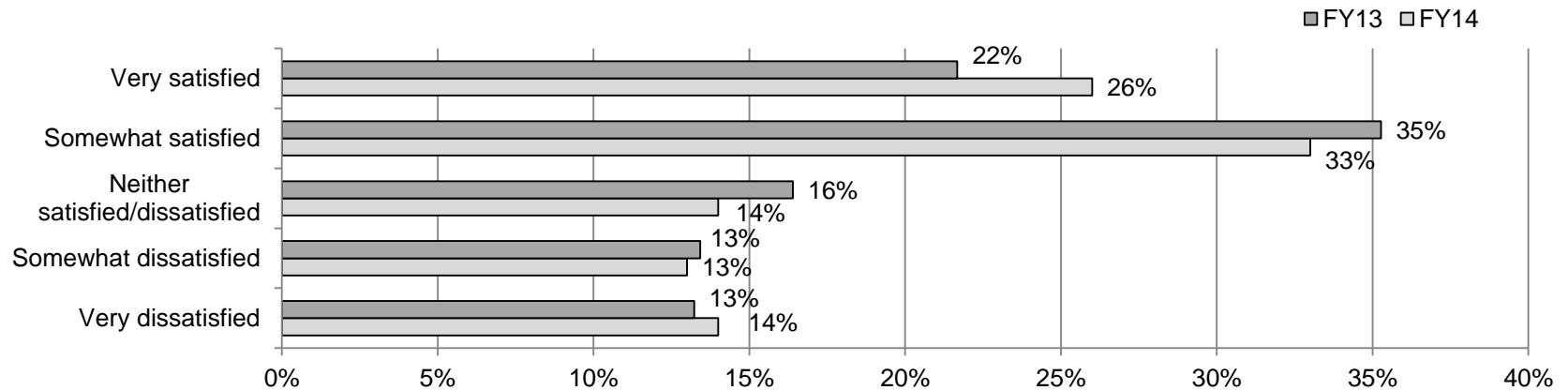


Objective 4.2

Create a collaborative and innovative work environment

Key performance indicator

4.2.1 Employee rating: Overall employee satisfaction¹



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

ID	Metric	2013 Avg	2014 Avg
4.2.1	Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)	3.4	3.4
4.2.2	Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately.	2.9	3.0
4.2.3	Employee rating: I find ways to resolve conflicts by working collaboratively with others.	3.9	3.9
4.2.4	Employee rating: I am encouraged to use innovative approaches to achieve goals.	3.3	3.4
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively	3.7	3.8
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'.	3.6	3.7
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment.	3.7	3.8

¹ 2015 employee survey will be completed in September.

Objective 4.2

Create a collaborative and innovative work environment

Key action item updates

4.2.3 Improve the efficiency and effectiveness of the hiring process

Competency model is being fine-tuned by SFMTA staff. Competency-based selection process is currently in use by Transit, Communications, Human Resources, Sustainable Streets and System Safety.

4.2.5 Real Estate for SFMTA office space and facilities locations

Staff is negotiating leases and options to purchase replacement and expansion facilities for a new bus yard and space to accommodate new fleet acquisitions, as well as upgrades for the Training, Enforcement, and Overhead Lines units. The SFMTA Facilities Task Force Implementation Plan is in process. Several units have recently relocated, including the Transit Assistance Program and Video Shop, and plans are underway for the relocation of the Transit Signal Shop. Additional improvements for 1399 Marin and Islais Creek are underway.

Action item status

0% encountering issues

13% at risk

75% on track

0% on hold



0% completed

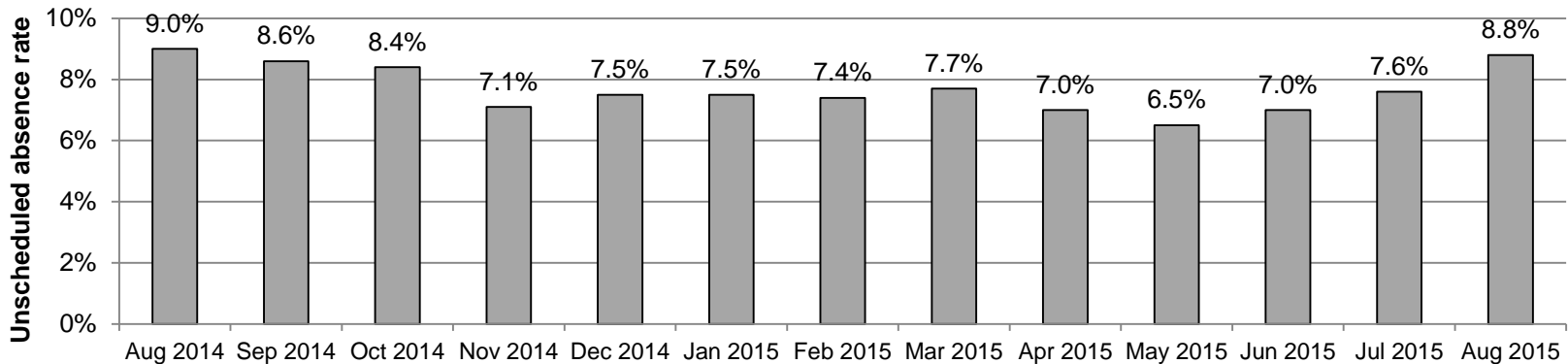


Objective 4.3

Improve employee accountability

Metric of note

4.3.3 Unscheduled absence rate by employee group (Transit operators)



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

ID	Metric	Target	FY15 Avg	FY16 Avg	Aug 2014	Jul 2015	Aug 2015
4.3.1	Percentage of employees with performance plans prepared by start of fiscal year		31.3%	*			
4.3.1	Percentage of employees with annual appraisals based on their performance plans		54.2%	*			
4.3.2	Percentage of strategic plan metrics reported		92.3%				
4.3.3	Unscheduled absence rate by employee group (Transit operators)		7.7%	8.2%	9.0%	7.6%	8.8%
4.3.4	Employee rating: My manager holds me accountable to achieve my written objectives		3.6	*			
4.3.5	Employee commendations to 311		103.8	122.5	83	133	112

*Data forthcoming: 2015 employee survey will be completed in September.

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

Objective 4.3

Improve employee accountability

Key action item updates

4.3.2 Employee recognition program

The Years of Service Recognition Program launches this month, celebrating the longevity of employment with the SFMTA and San Francisco government. All employees will receive recognition for their most recent service milestone, and will be honored with certificates for one year of service and pins for all milestones thereafter. Human Resources staff will administer the program on a monthly basis going forward, recognizing colleagues as they reach new milestones.

4.3.3 Exit interview program

In-person interviewer list has been finalized. Training for interviewers was completed on 8/19/15. Soft launch of the program begins in early September. SFMTA staff were notified of the launch through an agency-wide e-mail.

Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed



Objective 4.4

Improve relationships and partnerships with our stakeholders

Key performance indicator

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



Survey data has been collected. Results to be reported in October 2015.

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

ID	Metric	FY15 Avg
4.4.1	Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)	Survey data has been collected. Results to be reported in October 2015.

Objective 4.4

Improve relationships and partnerships with our stakeholders

Key action item updates

4.4.17 Increase awareness and visibility of the SFMTA to improve reputation

Completed brand audit of external communications. Team expects to present a summary report of aggregated findings in late October.

4.4.20 Develop and improve relationships with regulatory agencies

Developed master contact list of regulatory oversight agencies with SFMTA points of contact. List will be updated on an ongoing basis as needed.

4.4.22 Improve SFMTA's customer experience for taxi drivers

Developed and adopted 7 Customer Service Commitments, a Vision statement and a 4-point Mission statement that was displayed in the Taxi Services work area. Established e-mail system to provide updates to all taxis drivers. Upgraded taxi services waiting area with new chairs and writing tables, information board and suggestion box.

Action item status

17% encountering issues

0% at risk

50% on track

0% on hold

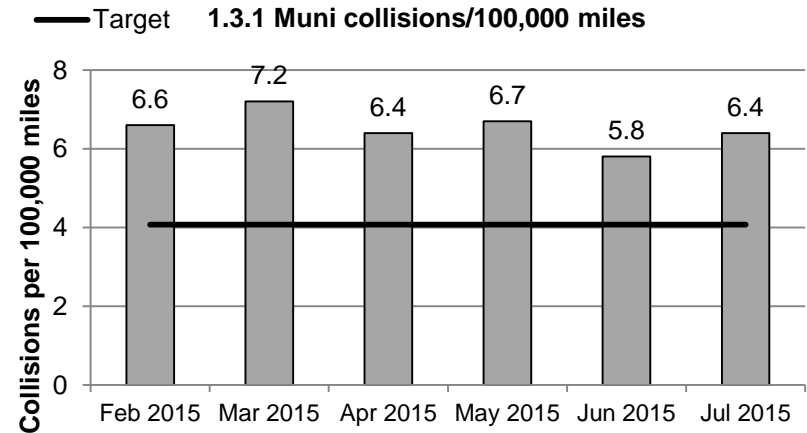
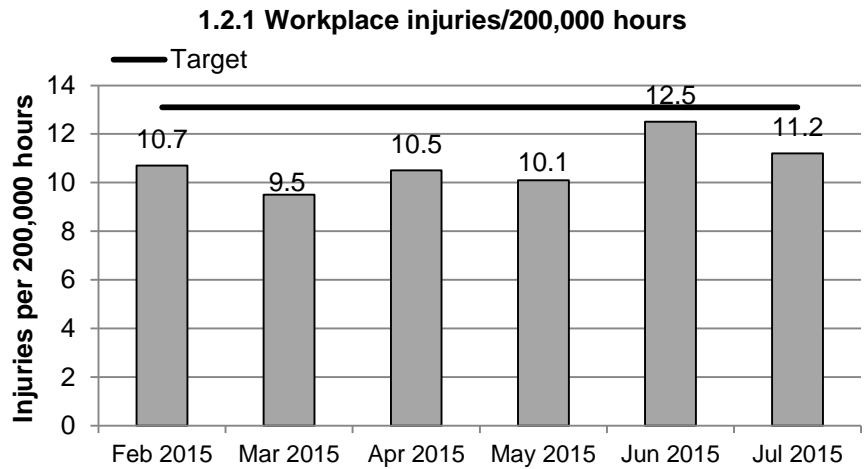
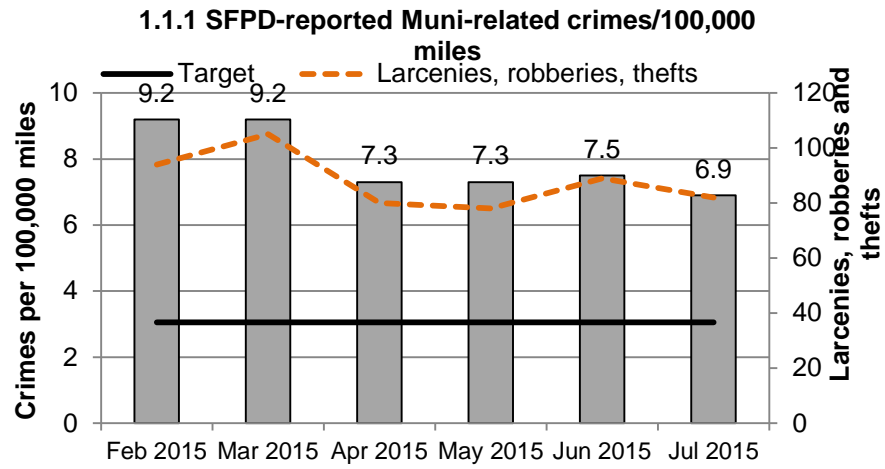


33% completed



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

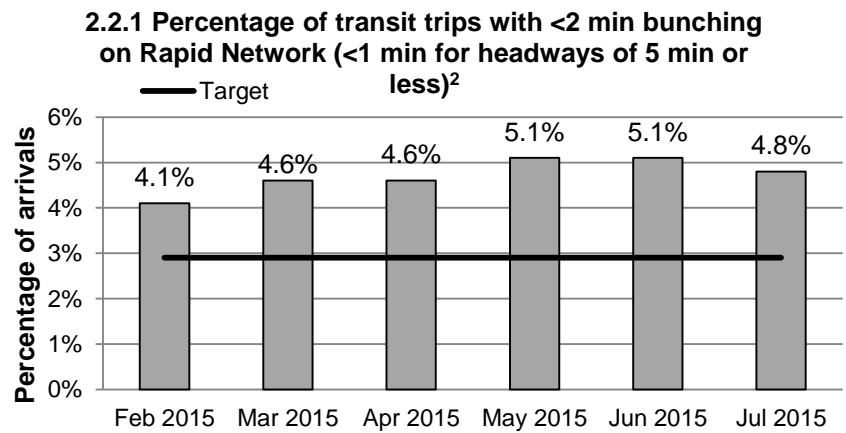
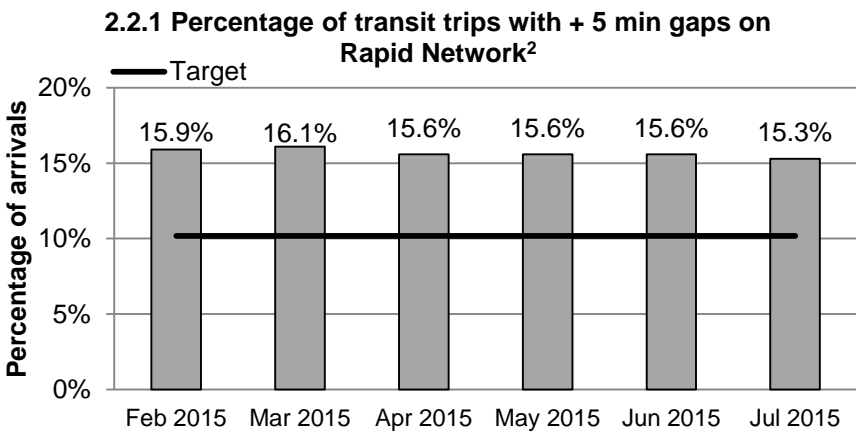
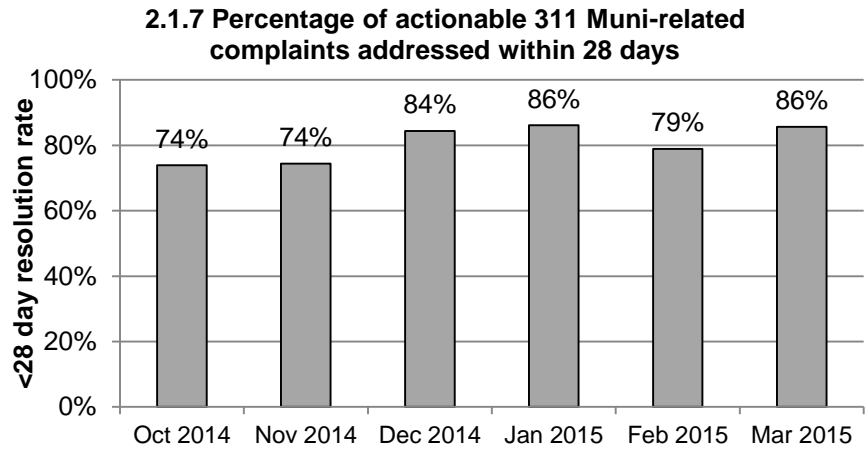
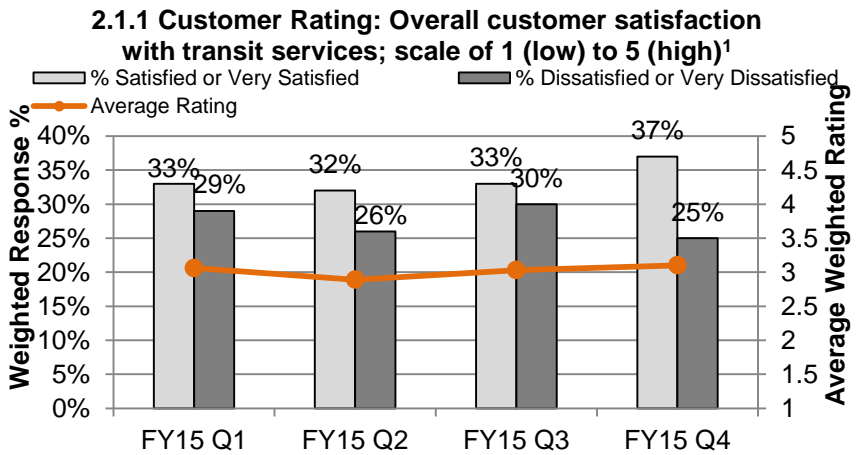
Increase use of all non-private auto modes

Objective 2.4

Improve parking utilization and manage parking demand

Goal 2 metrics

Key performance indicators



¹Results 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.

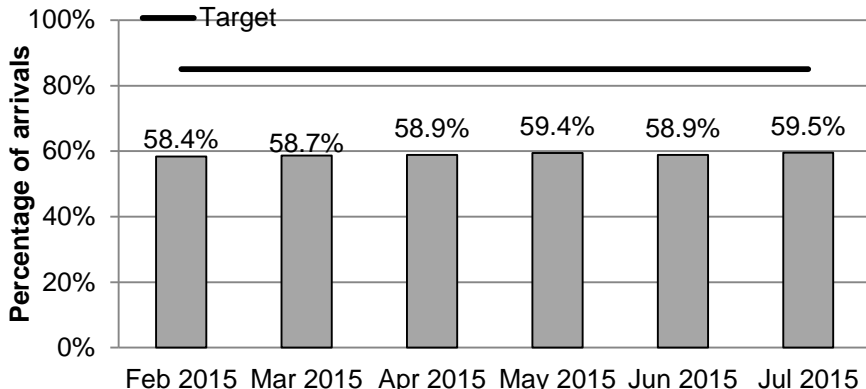
²Effective April 2015, the Muni Rapid Network is defined as routes/lines J, K, L, M, N, 5R, 7R, 9R, 14R, 28R, and 38R. This report reflects the updated Rapid Network.

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

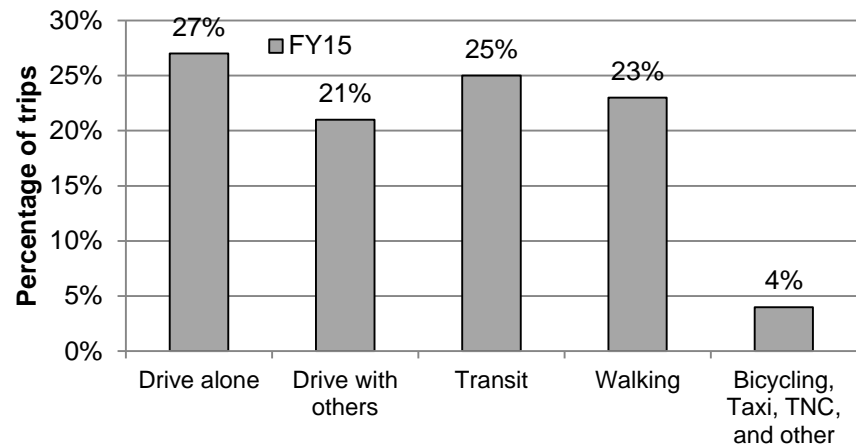
Goal 2 metrics

Key performance indicators **continued**

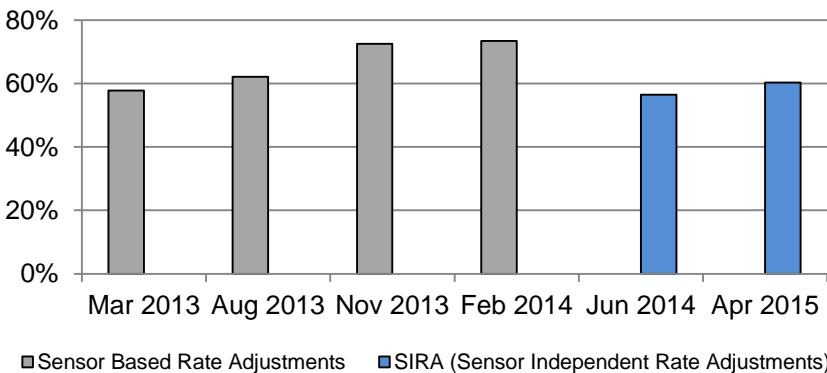
2.2.6 Percentage of on-time performance



2.3.1 Non-private auto mode share (all trips)



2.4.1 Percentage of metered hours with no rate change in SFpark pilot areas



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

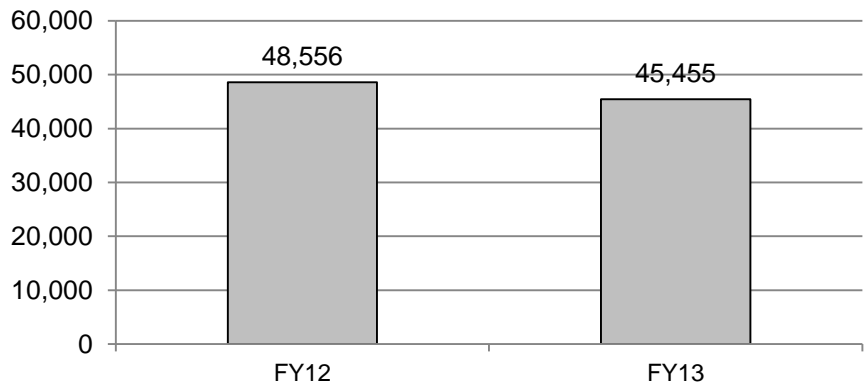
Objective 3.5

Reduce capital and operating structural deficits

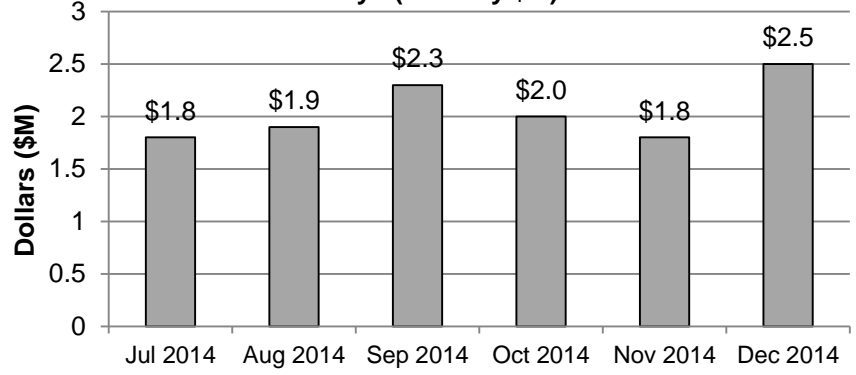
Goal 3 metrics

Key performance indicators

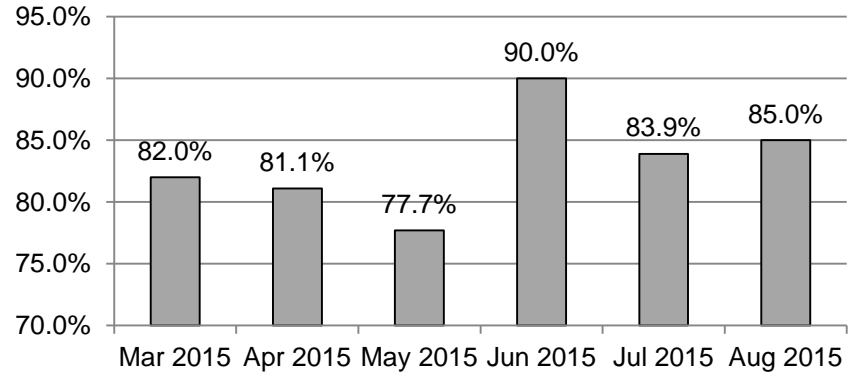
3.1.1 SFMTA carbon footprint (metric tons CO2e)



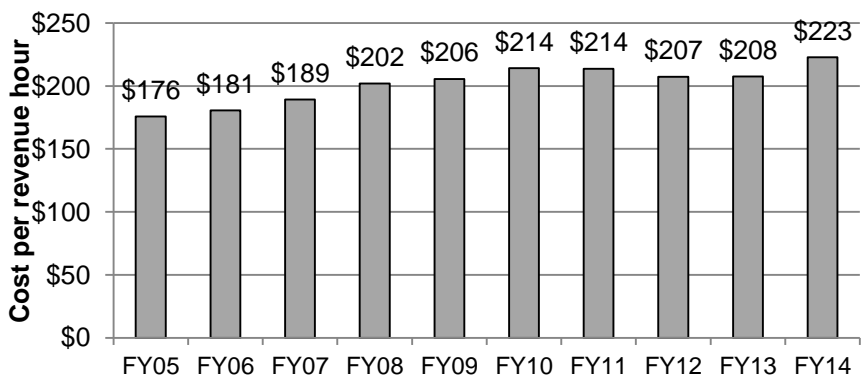
3.2.1 Estimated economic impact of Muni service delays (Monthly \$M)



3.3.1 Percentage of all capital projects delivered on-budget



3.4.1 Average annual transit cost per revenue hour¹

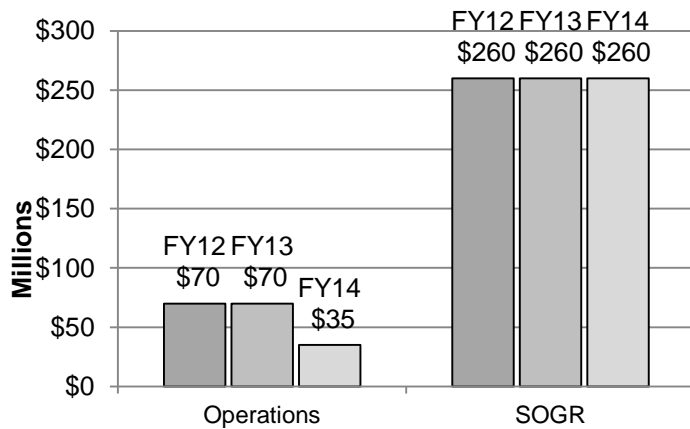


¹FY14 figures are based on preliminary unaudited financials. Figures are adjusted for inflation to reflect FY14 dollars. Note: Reported results are subject to change as data quality improves or new data become available.

Goal 3 metrics

Key performance indicators **continued**

3.5.1 Operating and capital structural deficit (FY14)



Additional \$1.7B 5-Year shortfall for bike, pedestrian, facilities and transit

Goal 3 financials

Expenditures (FY15 as of June 2015, preliminary pending year-end close)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Carry Forward	Total Actuals and Carry Forward	Saving/(Overage)
SFMTA Agency Wide	\$83,818,135	\$85,145,371	\$5,006,903	\$90,152,273	(\$6,334,138)
Board of Directors	\$611,825	\$574,333	\$1,047	\$575,380	\$36,445
Capital Programs and Construction	\$1,049,686	\$0	\$717,211	\$717,212	\$332,474
Communications	\$5,143,677	\$3,389,332	\$1,066,012	\$4,455,344	\$688,333
Director of Transportation	\$2,751,049	\$2,191,818	\$293,424	\$2,485,242	\$265,807
Finance and Information Technology	\$79,539,665	\$71,124,651	\$5,137,758	\$76,262,409	\$3,277,256
Government Affairs	\$1,036,551	\$1,036,319	\$0	\$1,036,319	\$232
Human Resources	\$32,599,907	\$30,172,182	\$2,801,326	\$32,973,508	(\$373,601)
Safety	\$4,390,270	\$3,518,466	\$1,442,369	\$4,960,834	(\$570,564)
Sustainable Streets	\$153,730,764	\$138,856,821	\$9,960,648	\$148,817,469	\$4,913,294
Transit Services	\$576,218,402	\$548,198,171	\$29,824,165	\$578,022,335	(\$1,803,934)
Taxi and Accessible Services	\$29,842,701	\$26,823,501	\$2,705,034	\$29,528,535	\$314,167
TOTAL	\$970,732,633	\$911,030,966	\$58,955,895	\$969,986,861	\$745,772

Goal 3 financials

Revenues (FY15 as of June 2015, preliminary pending year-end close)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$25,809,060	\$28,439,125	\$28,439,125	\$2,630,065
Cash Fares	\$77,900,551	\$88,125,787	\$88,125,787	\$10,225,236
Other Fares	\$7,280,441	\$4,428,072	\$4,428,072	(\$2,852,369)
Passes	\$93,103,795	\$93,705,274	\$93,705,274	\$601,479
TRANSIT FARES Total	\$204,093,847	\$214,698,258	\$214,698,258	\$10,604,411
PARKING FEES & FINES				
General Fund Baseline Transfer ⁽¹⁾	\$67,900,000	\$67,900,000	\$68,500,000	\$600,000
Citations and Fines	\$96,426,440	\$102,426,567	\$102,426,567	\$6,000,127
Garage Revenue	\$62,655,325	\$68,765,837	\$68,765,837	\$6,110,512
Meter Revenue	\$44,594,452	\$56,957,628	\$56,957,628	\$12,363,176
Permit Revenue	\$13,200,818	\$17,525,446	\$17,525,446	\$4,324,628
PARKING FEES & FINES Total	\$284,777,035	\$313,575,478	\$314,175,478	\$29,398,443
Operating Grants	\$128,590,739	\$146,606,718	\$146,606,718	\$18,015,979
Taxi Service	\$14,244,560	\$9,469,034	\$9,469,034	(\$4,775,526)
Other Revenues	\$28,853,509	\$32,052,940	\$32,052,940	\$3,199,431
General Fund Transfer ⁽¹⁾	\$247,860,000	\$247,860,000	\$259,860,000	\$12,000,000
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
TOTAL	\$990,285,034	\$1,046,127,773	\$1,058,727,773	\$68,442,739

⁽¹⁾ The General fund baseline and parking tax transfer is projected \$12.6 million more than AAO budget according to the information provided by the Controller's Office.

Goal 3 financials

Overtime Report (FY16 as of July 2015)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE ⁽²⁾	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$23,586,620	\$1,129,505	\$23,058,479	\$24,187,984	(\$601,364)
Transit Vehicle Maintenance	\$6,468,689	\$551,187	\$11,355,366	\$11,906,553	(\$5,437,864)
Transit – All Others	\$4,664,203	\$552,794	\$10,229,143	\$10,781,937	(\$6,117,734)
Subtotal Transit Services Division	\$34,719,512	\$2,233,485	\$44,642,988	\$46,876,473	(\$12,156,961)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$124,038	\$521,317	\$645,356	\$349,628
Sustainable Streets – All Others	\$794,714	\$30,668	\$926,846	\$957,514	(162,800)
Subtotal Sustainable Streets Division	\$1,789,698	\$154,706	\$1,448,163	\$1,602,869	186,829
ALL OTHER DIVISIONS	\$889,774	\$66,567	\$1,381,255	\$1,447,822	(\$558,048)
TOTAL OPERATING FUND	\$37,398,984	\$2,454,758	\$47,472,406	\$49,927,164	(12,528,180)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$80,147	\$1,663,044	\$1,743,191	(\$1,743,191)
Sustainable Streets Engineering Programs	\$0	\$64,689	\$1,342,302	\$1,406,992	(\$1,406,992)
Total Non-Operating Fund	\$0	\$144,836	\$3,005,347	\$3,150,183	(\$3,150,183)
TOTAL	\$37,398,984	\$2,599,594	\$50,477,753	\$53,077,347	(15,678,363)

⁽²⁾ 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. As of most recent closed month-end (July 2015), the actual cost recoveries is \$7K.