Strategic Plan Progress Report
Goal 1 Focus

February 2015

San Francisco, California

Goal 1 focus

Create a safer transportation experience for everyone
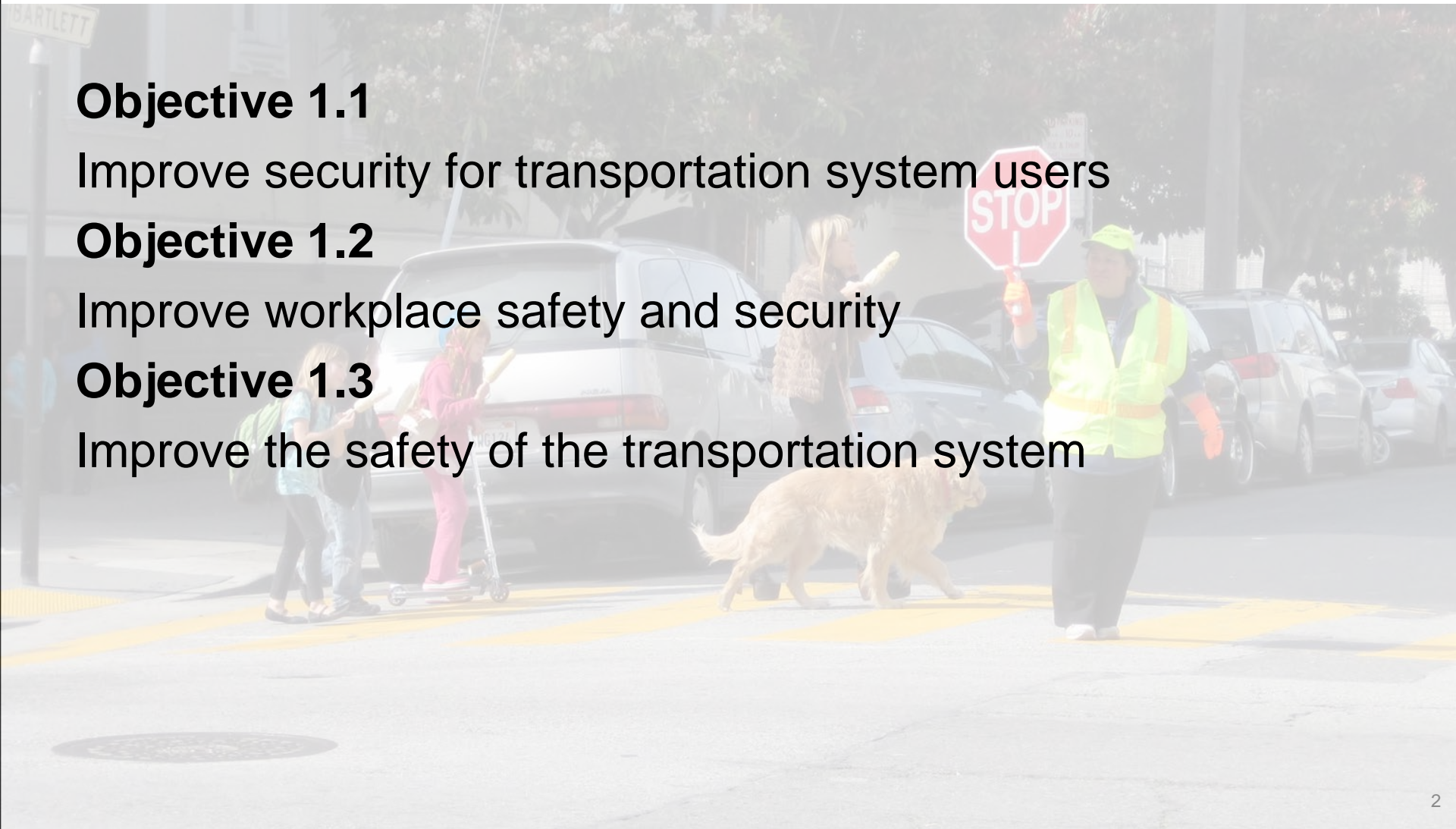
Objective 1.1

Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3
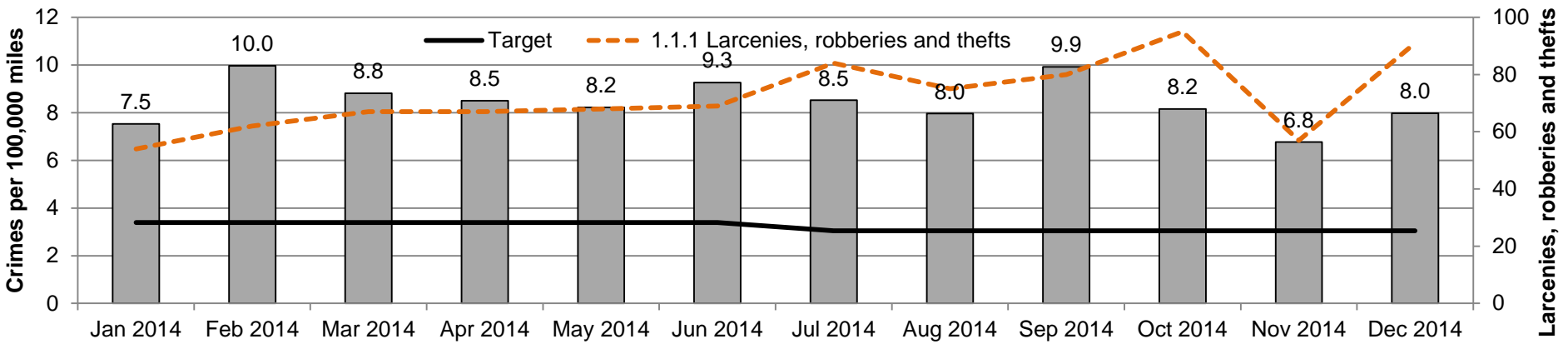
Improve the safety of the transportation system

Objective 1.1 metrics

Improve security for transportation system users

Key performance indicator

1.1.1 SFPD-reported Muni-related crimes/100,000 miles

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

ID	Metric	Target	FY14 Avg	FY15 Avg	Nov 2014	Dec 2014	Jan 2015
1.1.1	**SFPD-reported Muni-related crimes/100,000 miles**	**3.05**	9.5	8.2	6.8	8.0	*
1.1.2	Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high)[1]		3.2	3.3	3.2 (2015 Q2)		
1.1.2	Customer rating: Security of transit riding experience (while waiting at a Muni stop or station); scale of 1 (low) to 5 (high)[1]		3.1	3.2	3.0 (2015 Q2)		
1.1.3	SFPD-reported taxi-related crimes[2]		4.3	37.6	42	41	33
1.1.4	Security complaints to 311 (Muni)		28.6	34.7	25	30	37

*Data forthcoming.
[1]Results are based on a non-probability sample from opt-in SFMTA online panel surveys and are weighted to reflect the geographic distribution of San Francisco's population.
[2]Beginning with FY2015, includes all taxi, TNC, and black car service-related incidents reported to SFPD.
Note: Reported results are subject to change as data quality improves or new data become available.

Color Legend

Outperforms Previous FY Average	Underperforms Previous FY Average	Equal to Previous FY Average

Objective 1.1 action items

Improve security for transportation system users

Key action item updates

1.1.15 Work with SFPD to deploy police officers more effectively

Producing monthly statistical reports analyzing criminal incidents on Muni that merges data from the Transtat and OCC databases Tracking SFPD Surge deployment locations in monthly report Collaborating with SFPD regularly on deployment priorities

1.1.6 Procure and install cameras on historic streetcars (F-Line)

All revenue historic streetcars (F-Line), on property, are equipped with cameras.

1.1.16 Develop a taskforce to improve safety on Muni by encouraging appropriate behavior.

Created and approved task force vision statement to guide our work. Developed a survey to solicit feedback from riders about passenger etiquette and culture; currently in the process of finalizing language and format with Communications team.

Action item status

0% encountering issues

0% at risk

80% on track

0% on hold

⭐ 20% completed ⭐

Objective 1.1 other key updates

Improve security for transportation system users

- Key achievements
    - Replaced/upgraded 10,000 cameras on all MUNI revenue fleets (Light Rail, Historic, PCC, Trolley Coach & Motor Coach)
    - Installed 266 new cameras and replaced/upgraded 64 original cameras at Transit Operations Divisions and Facilities
    - Targeted pursuit of habitual subway intruders
    - Secured access to 2 "catacombs" at Powell and Montgomery
    - Developed taskforce to improve behavior on Muni
    - Completed Threat and Vulnerability Assessment of transit divisions and applied for grant funding to implement recommendations
    - Producing monthly reports on crime, SFPD Surge deployments and employee assaults
    - Participating in TransitSafe Replacement Project (tracks operator assaults)
    - Analyzed how other US agencies mitigate assaults on Parking Control Officers
    - Circulated first security newsletter and resurrected 'eyes up phones down' campaign
    - Collaborating with SFPD regularly on deployment priorities

Objective 1.1 other key updates

Improve security for transportation system users

- Forthcoming developments
  - Expansion of yard coverage to deter suspicious activity
  - Subway Hardening (including upgrading 454 cameras and camera interfaces at 9 stations and 5 portals, as well as gates, fences, signs, locks, and improved motion sensors and warning lights)
  - Enhanced Intrusion Detection
  - Developed survey for rider input on appropriate behavior on Muni
  - Developing a 'How to be Safe at Work' booklet
  - Work with other divisions to implement a standard operating procedure for recording / tracking employee assaults in TransitSafe replacement
  - Make conflict mitigation, 'Active Shooter' and terrorism awareness training available to employees
  - Department of Homeland Security to conduct risk and vulnerability assessment of subway and IT systems and IT-connected infrastructure
  - Work with SFPD to identify unexplored / unconventional solutions to reduce crime

Objective 1.1 other key updates

Improve security for transportation system users

- Challenges
  - Police presence on the system
  - Effective graffiti/vandalism reporting
  - Continued trespassing into tunnels and subway
  - Accidents at intersections, mid-blocks, or grade crossings due to operating in mixed traffic
  - Camera installation on Cable Cars
  - Under reporting of employee assaults
  - Staff and vehicle vulnerability to public criticism / violent acts / vandalism due to American Freedom Defense Initiative ad campaigns
  - Some subway security improvements depend on BART collaboration

Objective 1.2 metrics

Improve workplace safety and security

Key performance indicator

1.2.1 Workplace injuries/200,000 hours

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

ID	Metric	Target	FY14 Avg	FY15 Avg	Oct 2014	Nov 2014	Dec 2014
1.2.1	**Workplace injuries/200,000 hours**	**14.6**	12.0	11.1	13.0	10.9	12.2
1.2.2	Security incidents involving SFMTA personnel (Muni only)		9.9	9.0	9	7	9
1.2.3	Lost work days due to injury		16,445 (CY 13)		*	*	*
1.2.4	Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high)		3.2 (CY 13)	3.3 (CY 14)			

*Data forthcoming.

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

Objective 1.2 action items

Improve workplace safety and security

Key action item updates

1.2.9 Develop and implement an SOP, policy, and procedures for operating non-revenue vehicles

Guidelines developed and employee booklet finalize. Staff trained to do remedial training for violations.

1.2.14 Implement and maintain an agency-wide Wellness Program in coordination with the City's Wellness Program

Coordinated MTA's wellness info and programs with HSS and their program offerings. Expanded SFMTA's Wellness Council with the inclusion of representatives from HSS and Unions.

Action item status

0% encountering issues

14% at risk

71% on track

14% on hold

⭐ 0% completed ⭐

Objective 1.2 other key updates

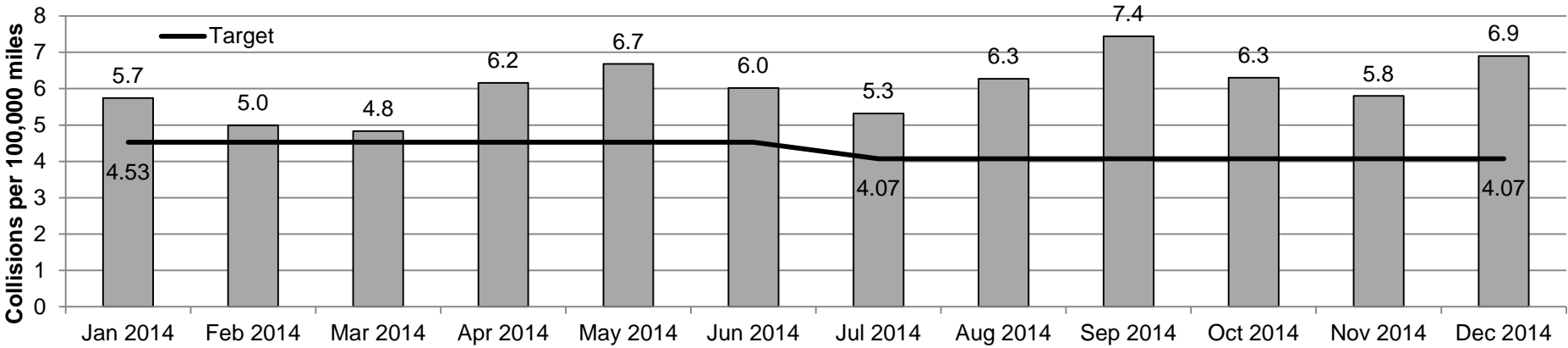## Improve workplace safety and security

- Key achievements
  - Training module & SOP developed for annual supervisor safety training requirement
  - Created safety-sensitive post-incident "Train the Trainer" module
  - Developed Drug & Alcohol policy and training for non-safety sensitive employees
- Forthcoming developments
  - Annual Supervisor Safety Program for 400 identified supervisors/managers to begin mid-March
  - Finalize vendor selection for non-revenue defensive driver program
  - Working closely with Communication on Wellness branding and marketing strategies
- Challenges
  - Providing safety training for <u>all</u> 400 supervisors/managers
  - Union challenge to Drug policy
  - Providing wellness programs at divisions and other satellite locations

Improve the safety of the transportation system

Key performance indicator

1.3.1 Muni collisions/100,000 miles

Chart: Muni collisions per 100,000 miles with Target line.

Month	Value
Jan 2014	5.7
Feb 2014	5.0
Mar 2014	4.8
Apr 2014	6.2
May 2014	6.7
Jun 2014	6.0
Jul 2014	5.3
Aug 2014	6.3
Sep 2014	7.4
Oct 2014	6.3
Nov 2014	5.8
Dec 2014	6.9

Target: 4.53 (Jan 2014) ... 4.07 (Jul 2014) ... 4.07 (Dec 2014)

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

ID	Metric	Target	FY14 Avg	FY15 Avg	Nov 2014	Dec 2014	Jan 2015
1.3.1	**Muni collisions/100,000 miles**	**4.07**	5.9	6.3	5.8	6.9	6.3
1.3.2	Collisions involving motorists, pedestrians, and bicyclists[1]		3,235 (CY12)				
1.3.2	Collisions involving taxis		342 (CY11)				
1.3.3	Muni falls on board/100,000 miles		4.5	4.4	4.6	3.8	4.3
1.3.4	"Unsafe operation" Muni complaints to 311		179.6	195.7	206	149	172
1.3.5	Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high) [2]		3.7	3.7	3.6 (2015 Q2)		

[1]Injury collisions.
[2]Results are based on a non-probability sample from opt-in SFMTA online panel surveys and are weighted to reflect the geographic distribution of San Francisco's population.
Note: Reported results are subject to change as data quality improves or new data become available.

Objective 1.3 action items

Improve the safety of the transportation system

Key action item updates

1.3.8   Research vehicle simulation tools for training and procure product to train staff.

Site visit to Metro Link, Los Angeles, CA conducted on 11/20/14. Meeting January 30, 2015 to discuss specifications for RFP.

1.3.15   Replace the existing Safety Management System and software (TransitSafe) with a customized Safety Management System and software

A Kick-off Meeting was held on January 20th with Intelex and SFMTA. Pre-Design Workshop Training Sessions will be held on January 27th, for all Subject Matter Experts, and on January 29th, for the Incident Module. Intelex will be on-site at SFMTA during the week of February 2nd - 6th to conduct the first part of the Design Workshop which will focus on the Incident Module.

1.3.23   Rail field observations

First phase of training complete in October. Next phase will update Train Orders and Rail Troubleshooting due by 11/30/14.

Action item status

0% encountering issues

0% at risk

100% on track

0% on hold

★ **0% completed** ★

Objective 1.3 other key updates

Improve the safety of the transportation system.

- Project achievements
  - Safety Management System – Signed a contract agreement with Intelex on December 2014.
  - The Implementation of phase one began January 20, 2015.
  - Vehicle simulators – Draft technical scope RFP completed.
- Forthcoming developments
  - CPUC G.O 175 requirement on Track safety technology devices – The Bombardier Company is planning to perform a demonstration of it's advance warning detection system for rail roadway workers. Date to be determined.
  - Rail Camera Monitoring System – Phone conference with Cleveland Rail Transit Authority regarding their test results with the Drive-Cam system designed for rail vehicles.
- Challenges
  - A location that can accommodate simulators
  - Funding source for Roadway Worker Advance Warning Protection.

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

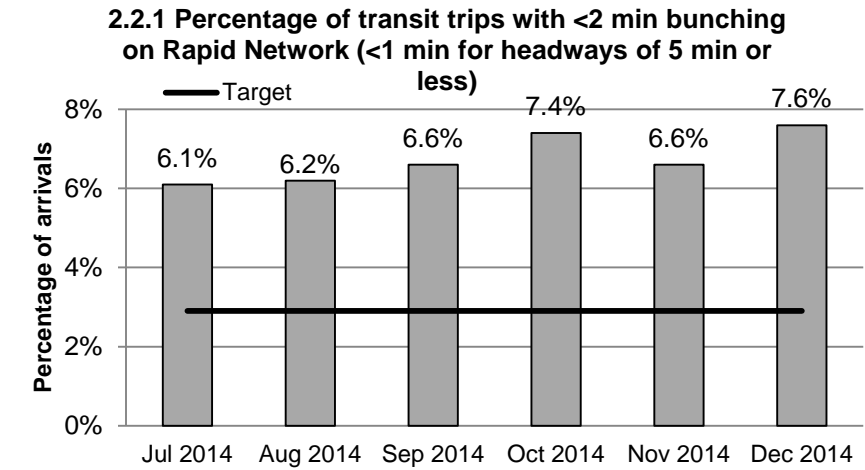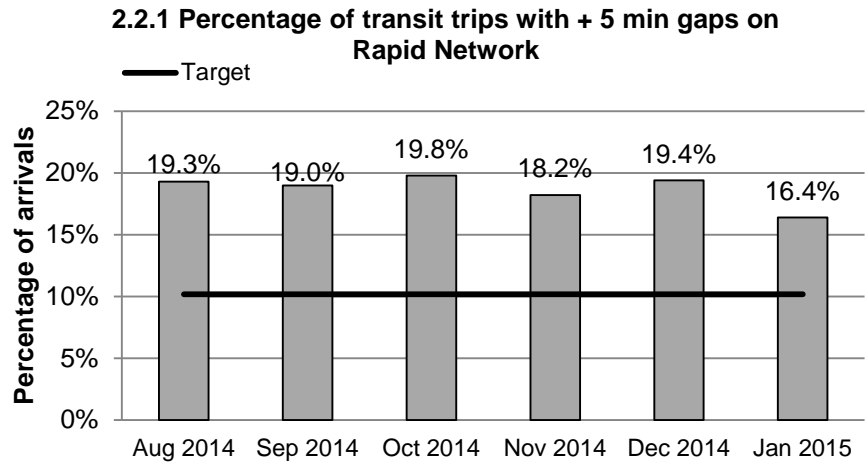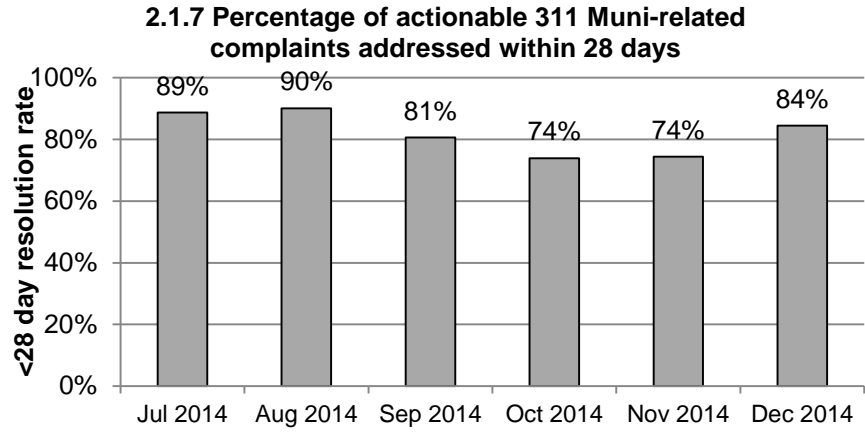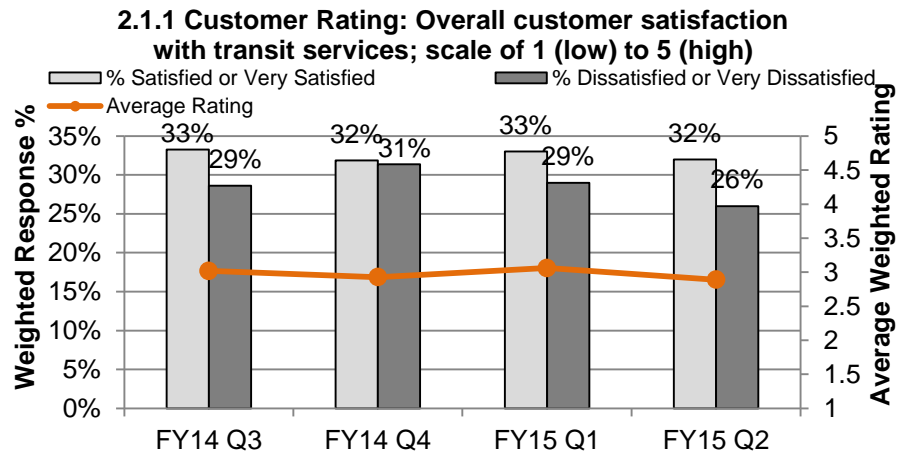Improve transit performance

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)

Legend: % Satisfied or Very Satisfied | % Dissatisfied or Very Dissatisfied | Average Rating

Weighted Response %:
- FY14 Q3: 33% / 29%
- FY14 Q4: 32% / 31%
- FY15 Q1: 33% / 29%
- FY15 Q2: 32% / 26%

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

<28 day resolution rate:
- Jul 2014: 89%
- Aug 2014: 90%
- Sep 2014: 81%
- Oct 2014: 74%
- Nov 2014: 74%
- Dec 2014: 84%

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

Target line shown.

Percentage of arrivals:
- Aug 2014: 19.3%
- Sep 2014: 19.0%
- Oct 2014: 19.8%
- Nov 2014: 18.2%
- Dec 2014: 19.4%
- Jan 2015: 16.4%

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

Target line shown.

Percentage of arrivals:
- Jul 2014: 6.1%
- Aug 2014: 6.2%
- Sep 2014: 6.6%
- Oct 2014: 7.4%
- Nov 2014: 6.6%
- Dec 2014: 7.6%

[1]Results are based on a non-probability sample from opt-in SFMTA online survey conducted in 11/13 and 12/13 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.
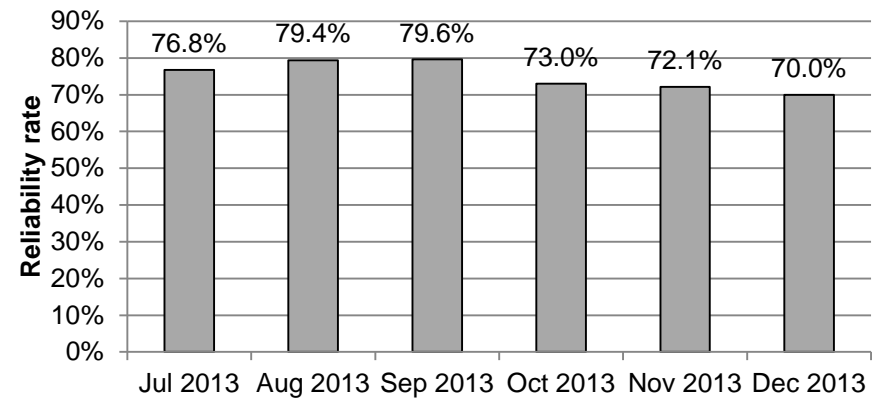
Goal 2 metrics

Key performance indicators continued

2.3.1 Non-private auto mode share (all trips)
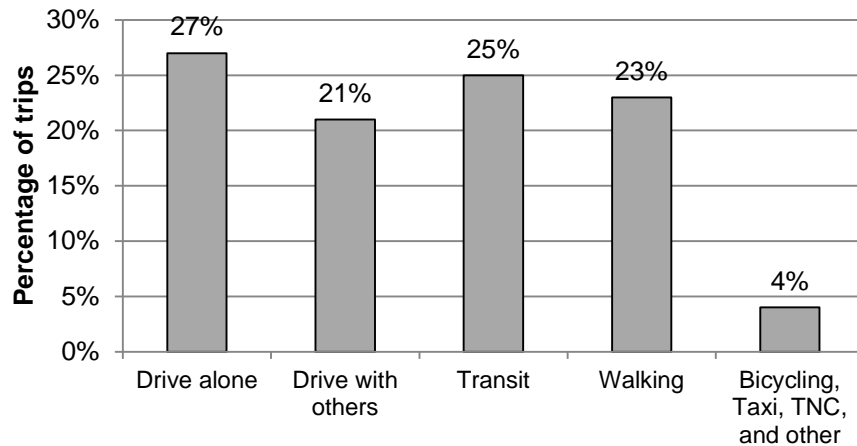
2.4.1 Parking reliability rate of SFpark spaces[1]

[1]Due to street sensor removal, occupancy-based parking measures will not be reported after Dec 2013.
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

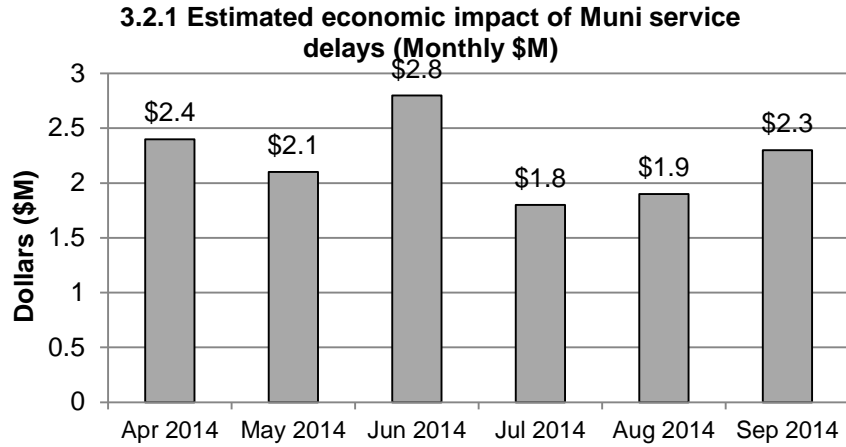Reduce capital and operating structural deficits

Goal 3 metrics

Key performance indicators

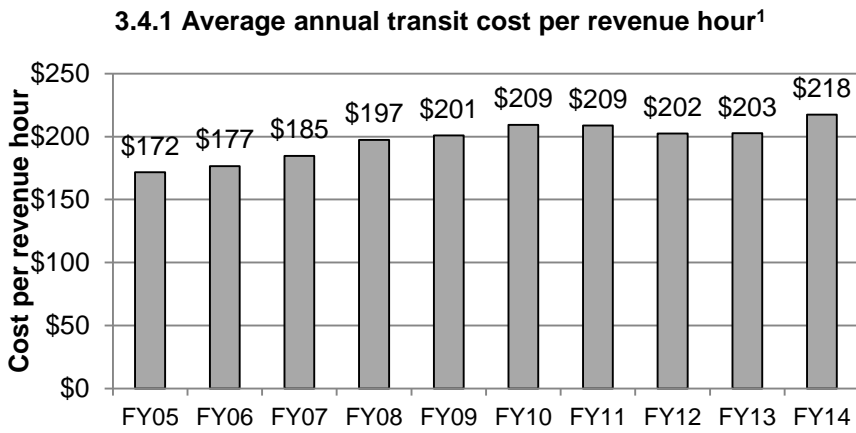**3.1.1 SFMTA carbon footprint (metric tons C02e)**

48,556 (FY 2012)
45,455 (FY 2013)

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

Dollars ($M)

- Apr 2014: $2.4
- May 2014: $2.1
- Jun 2014: $2.8
- Jul 2014: $1.8
- Aug 2014: $1.9
- Sep 2014: $2.3

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[1]

Cost per revenue hour

- FY05: $172
- FY06: $177
- FY07: $185
- FY08: $197
- FY09: $201
- FY10: $209
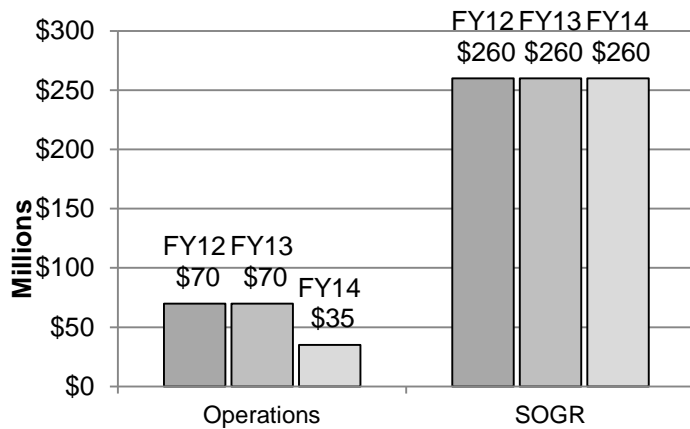- FY11: $209
- FY12: $202
- FY13: $203
- FY14: $218

[1]Based on preliminary unaudited financials.
Note: Reported FY13 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

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

Goal 3 financials

Expenditures (FY15 as of December 2014)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year [1]	Saving/(Overage)
SFMTA Agency Wide	$100,693,889	$30,204,373	$30,247,382	$97,195,847	$3,498,042
Board of Directors	$606,325	$249,876	$3,199	$521,617	$84,708
Capital Programs and Construction	$173,771	($1,552,460)	$2,228,334	$173,772	$0
Communications	$5,946,077	$1,351,932	$553,477	$5,077,445	$868,632
Director of Transportation	$2,677,049	$1,279,612	$377,476	$2,503,566	$173,484
Finance and Information Technology	$88,442,383	$32,375,608	$22,811,100	$85,035,451	$3,406,932
Government Affairs	$1,032,451	$371,774	$208,627	$1,020,923	$11,528
Human Resources	$32,109,702	$13,779,167	$5,826,463	$33,677,612	($1,567,911)
Safety	$4,097,506	$1,599,191	$1,229,709	$4,613,912	($516,407)
Sustainable Streets	$152,263,146	$59,116,429	$37,148,431	$150,082,037	$2,181,108
Transit Services	$569,547,473	$247,842,978	$60,382,250	$578,003,189	($8,455,716)
Taxi and Accessible Services	$29,851,599	$8,424,944	$17,786,966	$29,431,273	$420,326
TOTAL	**$987,441,371**	**$395,043,425**	**$178,803,414**	**$987,336,646**	**$104,726**

Note:

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

Goal 3 financials

Revenues (FY15 as of December 2014)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	$25,809,060	$15,545,553	$25,809,060	$0
Cash Fares	$77,900,551	$44,736,743	$80,900,551	$3,000,000
Other Fares	$7,280,441	$1,887,745	$5,330,441	($1,950,000)
Passes	$93,103,795	$46,930,356	$94,053,795	$950,000
TRANSIT FARES Total	**$204,093,847**	**$109,100,396**	**$206,093,847**	**$2,000,000**
PARKING FEES & FINES				
General Fund Baseline Transfer	$67,900,000	$33,950,000	$68,610,000	$710,000
Citations and Fines	$96,426,440	$50,660,502	$96,426,440	$0
Garage Revenue	$62,655,325	$34,210,803	$64,655,325	$2,000,000
Meter Revenue	$44,594,452	$27,291,030	$48,094,452	$3,500,000
Permit Revenue	$13,200,818	$6,122,866	$14,200,818	$1,000,000
PARKING FEES & FINES Total	**$284,777,035**	**$152,235,202**	**$291,987,035**	**$7,210,000**
Operating Grants	$128,590,739	$50,797,077	$131,590,739	$3,000,000
Taxi Service	$14,244,560	$6,119,009	$9,244,560	($5,000,000)
Other Revenues	$28,853,509	$18,285,321	$30,353,509	$1,500,000
General Fund Transfer	$247,860,000	$123,930,000	$253,120,000	$5,260,000
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**	**$542,332,348**	**$1,004,255,034**	**$13,970,000**

Goal 3 financials

Overtime Report (FY15 as of December 2014)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE*	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	$23,586,620	$13,336,764	$14,734,973	$28,071,737	(4,485,117)
Transit Vehicle Maintenance	$7,037,296	$6,442,551	$7,117,980	$13,560,532	(6,523,236)
Transit – All Others	$4,066,867	$4,790,433	$5,292,656	$10,083,090	(6,016,223)
Subtotal Transit Services Division	**$34,690,783**	**$24,569,749**	**$27,145,610**	**$51,715,359**	**(17,024,576)**
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	$994,984	$1,229,066	$1,357,920	$2,586,987	(1,592,003)
Sustainable Streets – All Others	$794,714	$362,291	$400,273	$762,564	32,150
Subtotal Sustainable Streets Division	**$1,789,698**	**$1,591,357**	**$1,758,193**	**$3,349,550**	**(1,559,852)**
SFMTA AGENCY WIDE	$0	$0	$0	$0	0
ALL OTHER DIVISIONS	**$889,774**	**$464,613**	**$513,323**	**$977,936**	**(88,162)**
TOTAL OPERATING FUND	**$37,370,255**	**$26,625,720**	**$29,417,126**	**$56,042,845**	**(18,672,590)**
NON OPERATING FUND					
Capital Programs & Construction	$0	$657,891	$726,864	$1,384,755	(1,384,755)
Sustainable Streets Engineering Programs	$0	$184,116	$203,419	$387,535	(387,535)
Total Non-Operating Fund	**$0**	**$842,007**	**$930,282**	**$1,772,290**	**(1,772,290)**
TOTAL	**$37,370,255**	**$27,467,727**	**$30,347,408**	**$57,815,135**	**(20,444,880)**

*Figures include cost recovery for events or services totaling $1,140K as of month-end (December 2014) for FY2015. The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

Goal 4 metrics

Create a workplace that delivers outstanding service

Objective 4.1

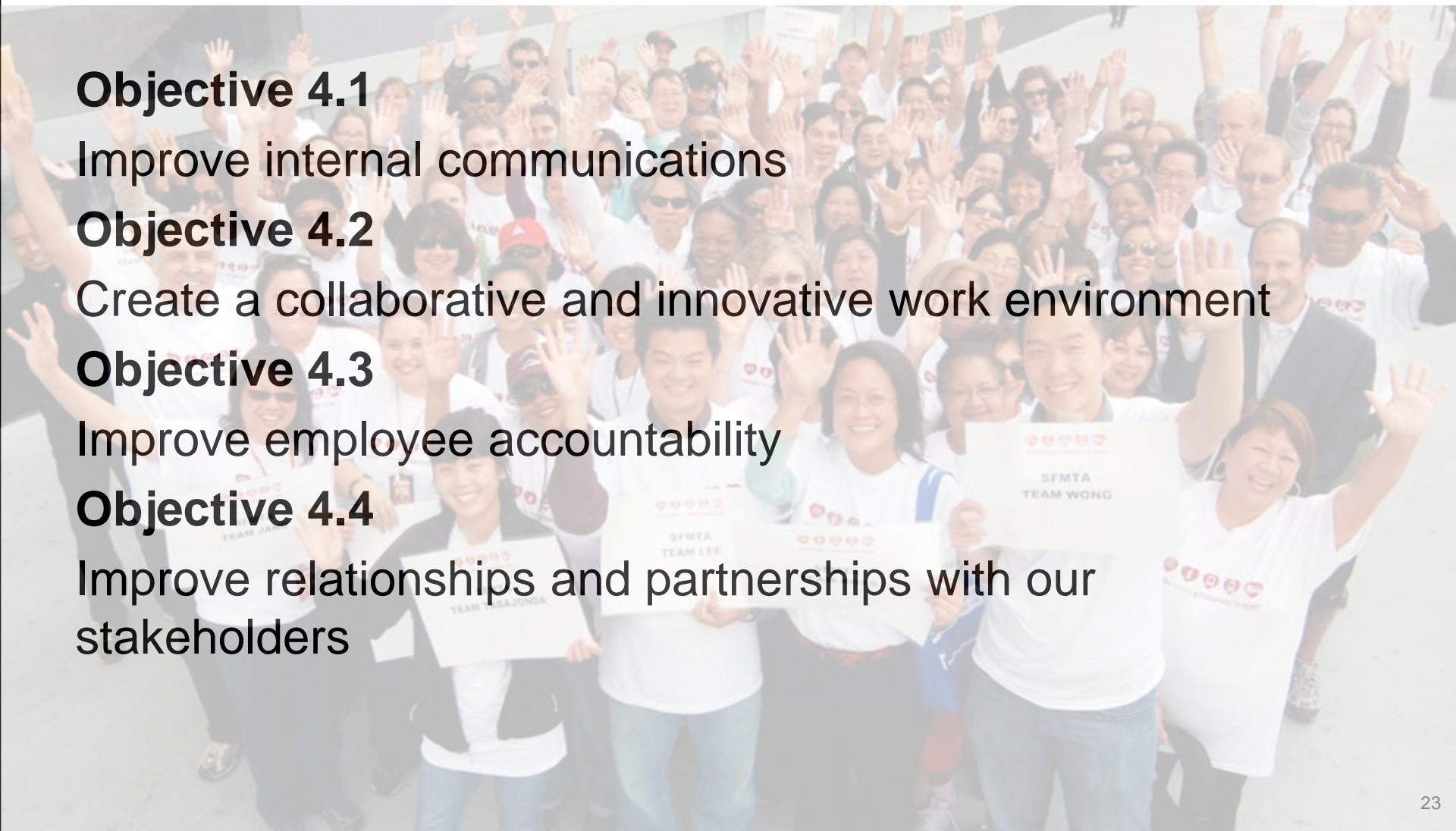Improve internal communications

Objective 4.2

Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

Improve relationships and partnerships with our stakeholders

Goal 4 metrics

Key performance indicators

4.1.1 Employee rating: 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;
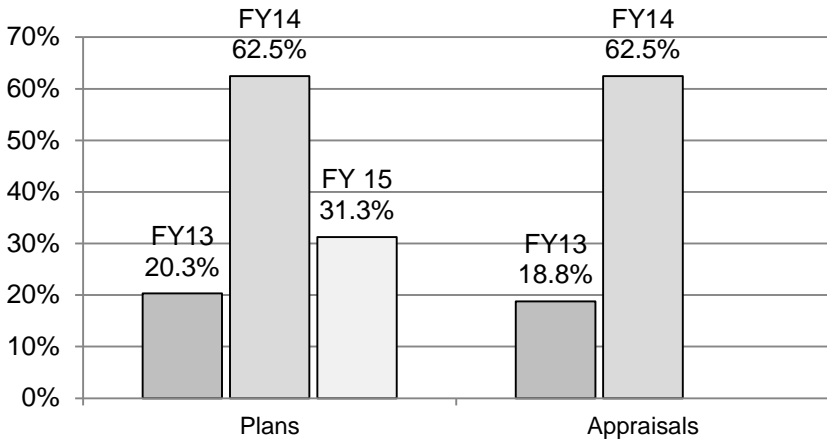
scale of 1 (high) to 5 (low)

3.5, 3.4 (FY13)
3.5, 3.5 (FY14)

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

3.4 (FY13)
3.4 (FY14)

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

Plans: FY13 20.3%, FY14 62.5%, FY 15 31.3%
Appraisals: FY13 18.8%, FY14 62.5%

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

Survey will be conducted in 2015.

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