



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 4 Focus

January 2017

San Francisco, California

Goal 4 focus

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

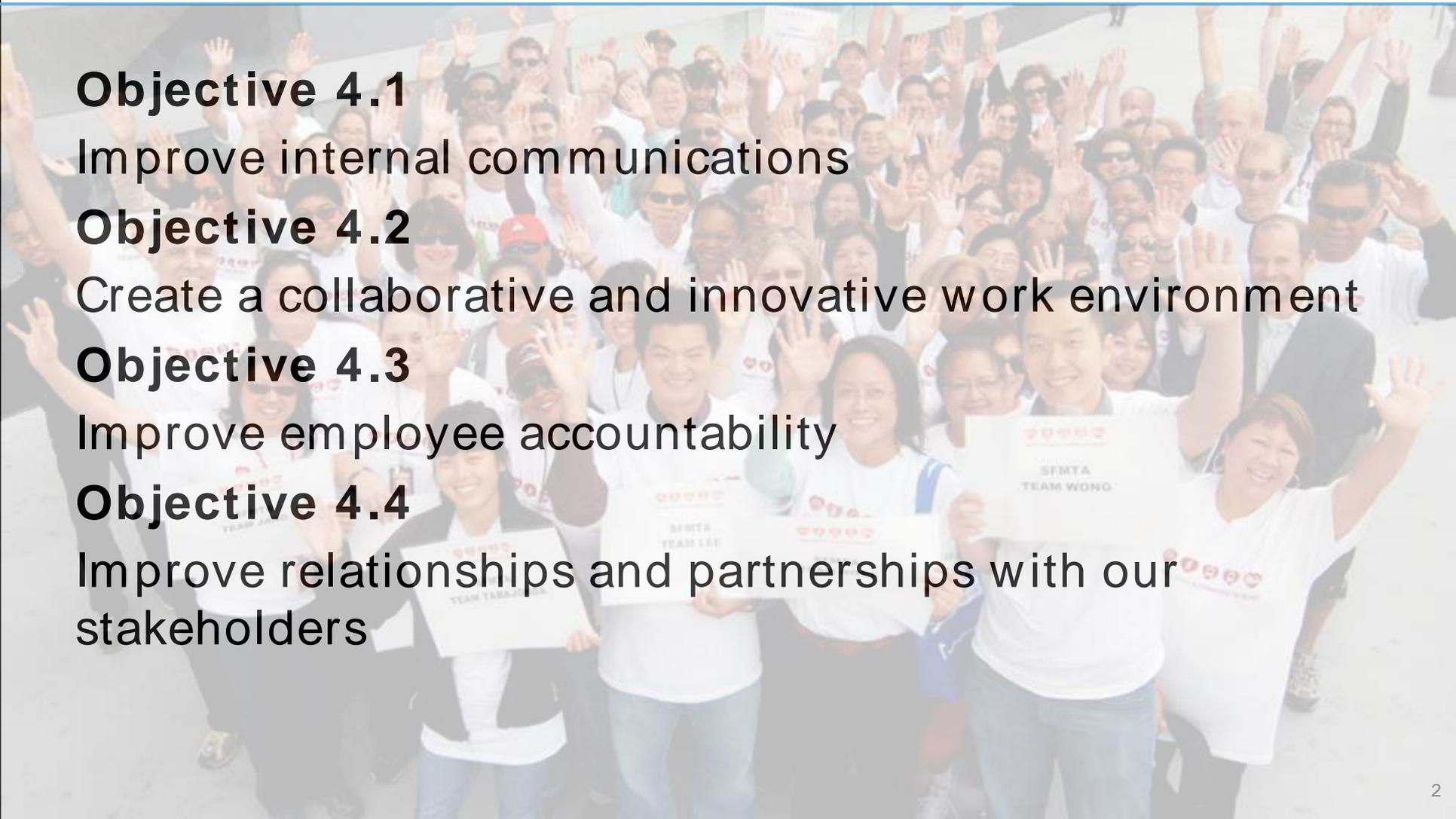
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

Improve relationships and partnerships with our stakeholders

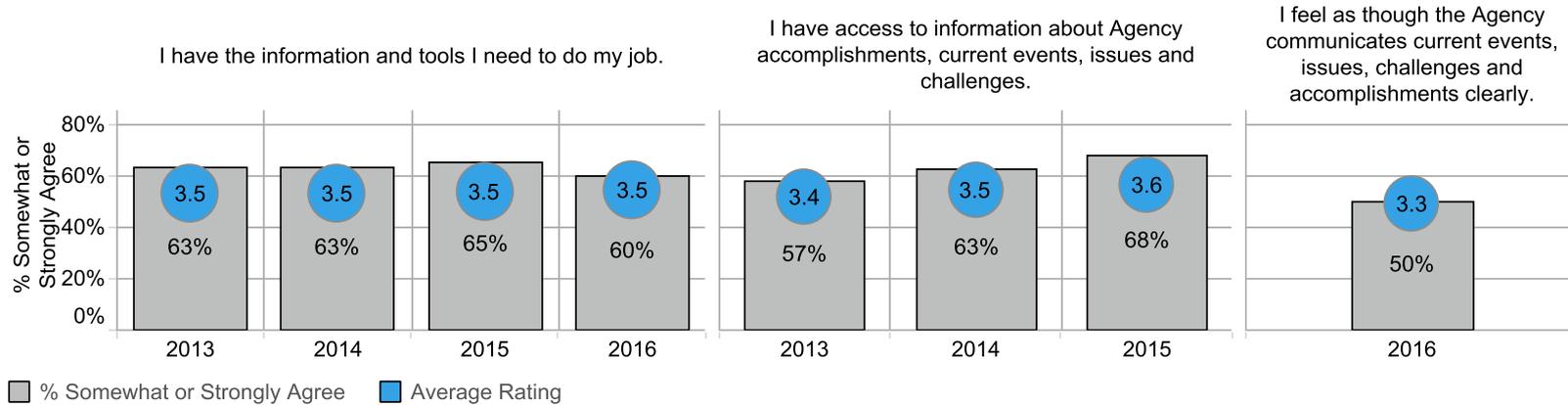


Objective 4.1

Improve internal communications

Key performance indicator

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



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

ID	Metric	Target	2014 Avg	2015 Avg	2016 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)	4.0	3.5	3.5	3.5
4.1.1	Employee rating: I have access to info about Agency accomplishments, current events, issues and challenges.	3.9	3.5	3.6	-
4.1.1	Employee rating: I feel as though the Agency communicates current events, issues, challenges and accomplishments clearly.		-	-	3.3
4.1.2	Percentage of employees that complete the survey		29.6%	27.2%	29.7%
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success.		3.5	3.6	3.6
4.1.4	Employee rating: I have received feedback on my work in the last 30 days.		3.1	3.1	3.1
4.1.5	Employee rating: I have noticed that communication between leadership and employees has improved.		3.0	3.0	2.9
4.1.6	Employee rating: Discussions with my supervisor about my performance are worthwhile.		3.5	3.5	3.4

4.1.1 Survey question for 4.1.1 was reworded in the 2016 employee satisfaction survey.

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

Objective 4.1

Improve internal communications

Key action item updates

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

Six digital screens have been installed at four locations across 1SVN. Software prototype in final development stages, with training and launch slated for mid-January. Phase 2 of the project will include the ability to upload content specific to each screen and further refinement of the prototype. Background report and initial recommendations complete.

4.1.C: Develop an Equal Employment Opportunity Program

In December 2016, received support to develop diversity dashboard on employment; currently in development and pending final approval. Participated in Northern California Diversity Council opportunity by joining the diversity and inclusion committee for local Bay Area public agencies for future partnership and EEO Program strengthening.

Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

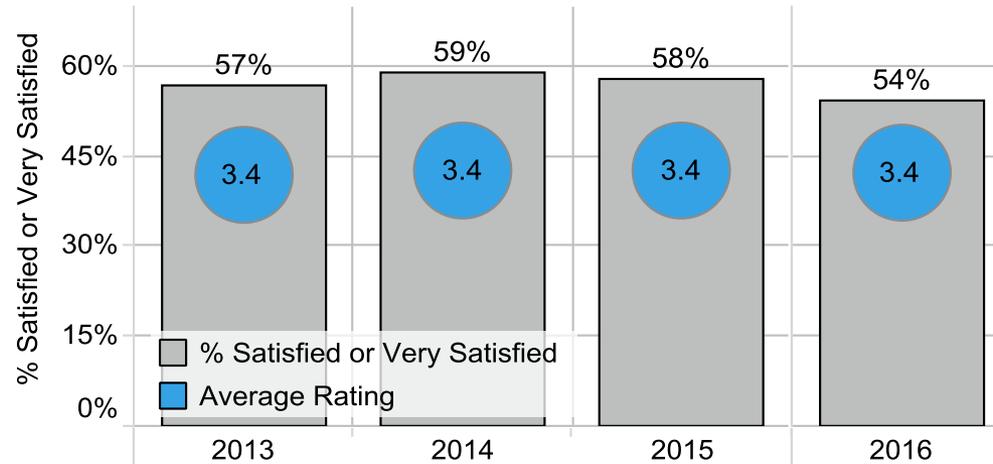


Objective 4.2

Create a collaborative and innovative work environment

Key performance indicator

4.2.1 Employee Rating: Overall employee satisfaction



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

ID	Metric	Target	2014 Avg	2015 Avg	2016 Avg
4.2.1	Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)	3.9	3.4	3.4	3.4
4.2.2	Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately.		3.0	3.0	3.0
4.2.3	Employee rating: I find ways to resolve conflicts by working collaboratively with others.		4.0	4.0	4.0
4.2.4	Employee rating: I am encouraged to use innovative approaches to achieve goals.		3.4	3.3	3.3
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively.		3.8	3.8	3.9
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others..		3.7	3.6	3.5
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment.		3.8	3.7	3.8

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

Objective 4.2

Create a collaborative and innovative work environment

Key action item updates

4.2.A: Implement the Create an Outstanding Workplace Initiative

The 360 Performance Review process has been expanded to include the Senior Management Team, and will include reports with 360 survey results, individual coaching, teambuilding, and training for participants. Expected to be completed spring 2017. A new Organizational Development Manager has been hired in November and will assist with leading this effort.

4.2.B Improve the efficiency and effectiveness of the hiring process

Actions include trainings administered to managers, recruitment of Performance Team for scoping out dashboard to assist with status updates and transparency, and consolidation of training materials for prototype hiring via step-by-step manual.

Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

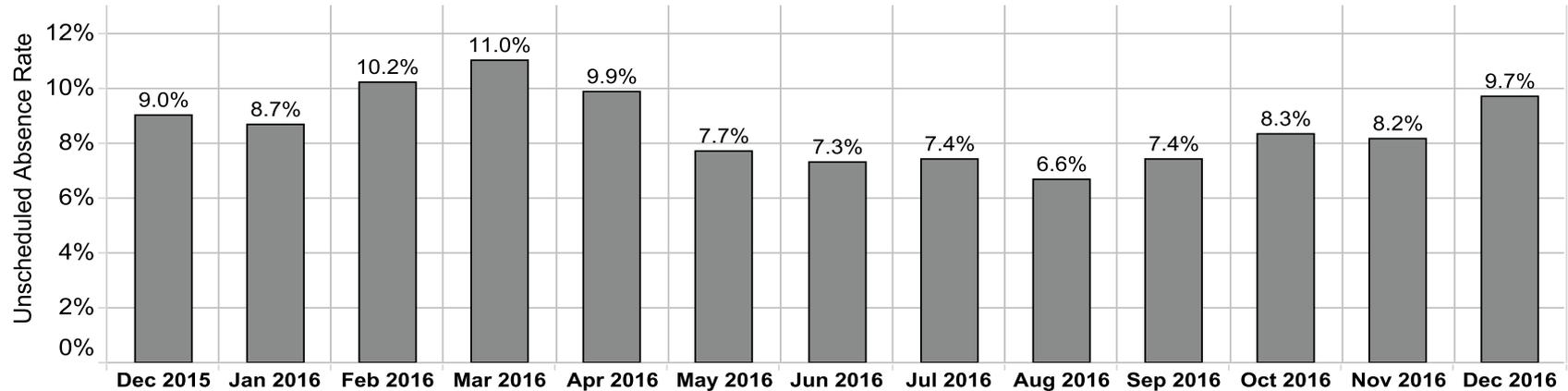


Objective 4.3

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	FY16 Avg	FY17 Avg	Dec 2015	Nov 2016	Dec 2016
4.3.1	Percentage of employees with performance plans prepared by start of fiscal year	100.0%	59.1%	*			
4.3.1	Percentage of employees with annual appraisals based on their performance plans	100.0%	58.9%	*			
4.3.2	Percentage of strategic plan metrics reported		96.1%				
4.3.3	Unscheduled absence rate by employee group (Transit operators)		8.6%	8.0%	9.0%	8.2%	9.7%
4.3.4	Employee rating: My manager holds me accountable to achieve my written objectives		3.6				
4.3.5	Employee commendations to 311		152	201	159	151	139

*Data forthcoming. 2016 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.B: Expand the Employee Recognition Program

Staff have worked with city department communicators to learn about efforts to expand internal communications including recognition. Next will be informational meetings to learn about successful programs already in place such as MFAC and at PUC.

4.3.C: Develop Competency Framework to support future staff development efforts

A competency framework has been established for piloting improved competence-based classification development and hiring pathways. Currently, staff are working on developing data tracking reports across multiple divisions.

Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

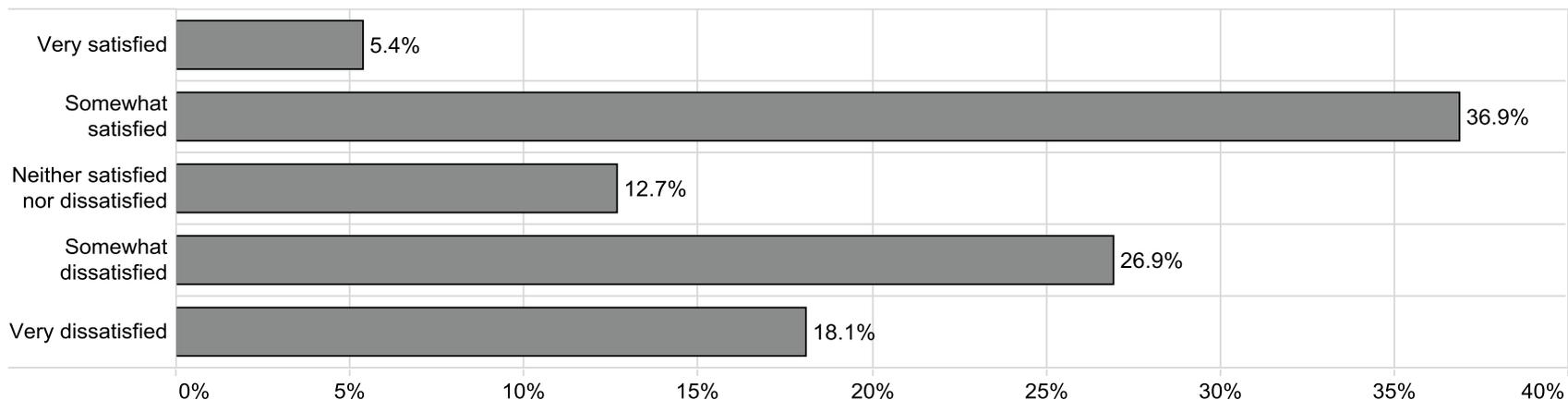


Objective 4.4

Improve relationships and partnerships with our stakeholders

Key performance indicator

4.4.1 Stakeholder rating: satisfaction with SFMTA management of transportation in San Francisco; scale of 1 (low) to 5 (high)



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 management of transportation in San Francisco; scale of 1 (low) to 5 (high)	2.9

Objective 4.4

Improve relationships and partnerships with our stakeholders

Key action item updates

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

Developed and implemented the Phase II Training Program tailored to staff experience levels: a POETS 101 Onboarding Workshop; a five-day IAP2 Foundations in Public Participation class; and a three-day day Advanced Public Participation class. Established metrics to measure success of the POETS program.

Also established a bi-monthly small-business-focused working group to meet with key staff to: establish a better understanding of the agency, our projects and how they intersect with businesses across the city; look for ways to improve outreach and engagement; and help reach stakeholders early in the planning process.

Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed



Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

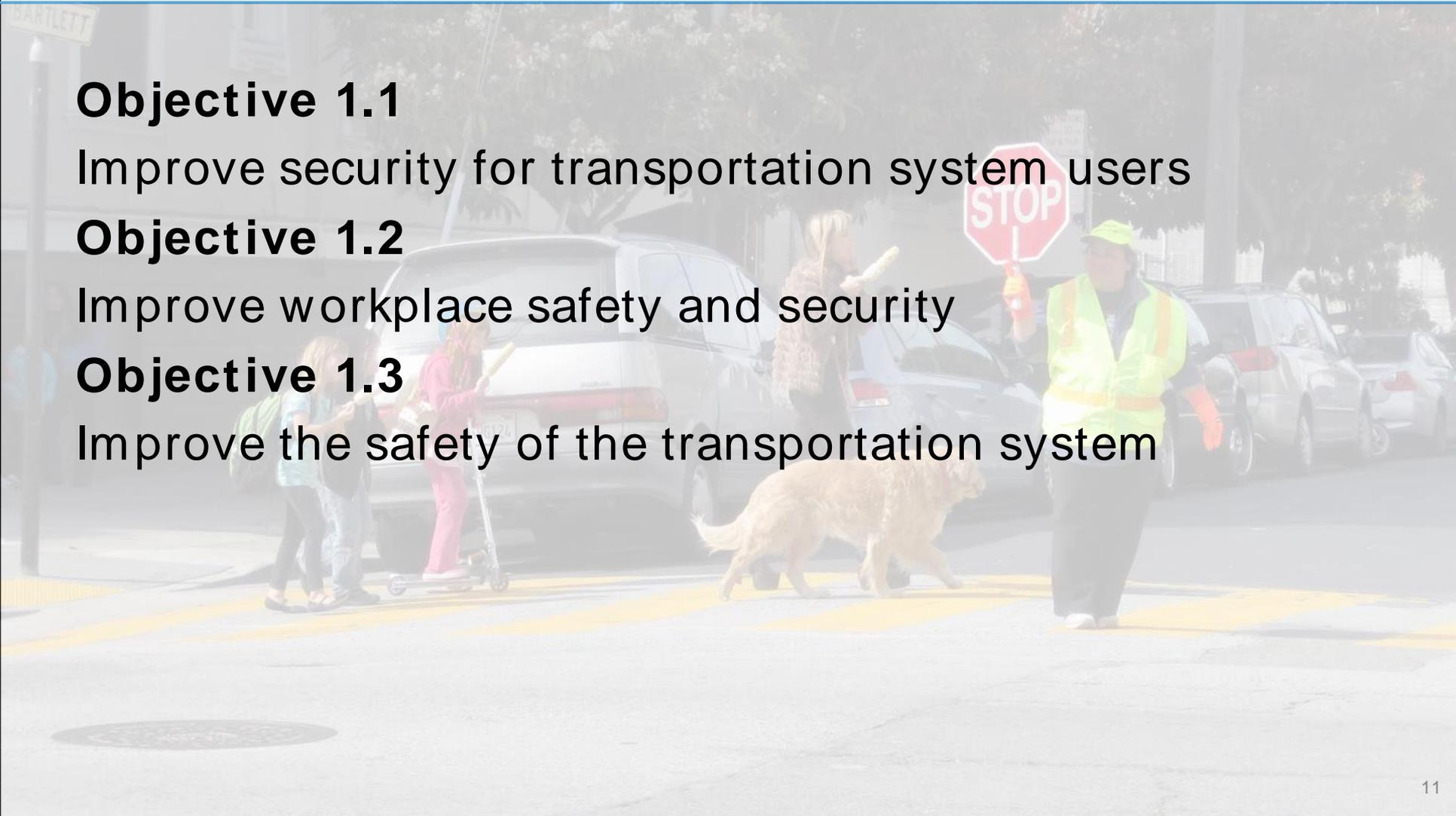
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

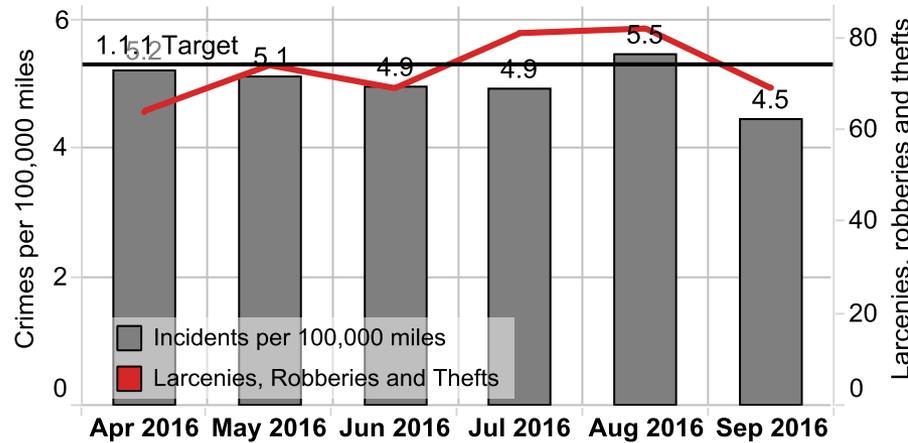
Improve the safety of the transportation system



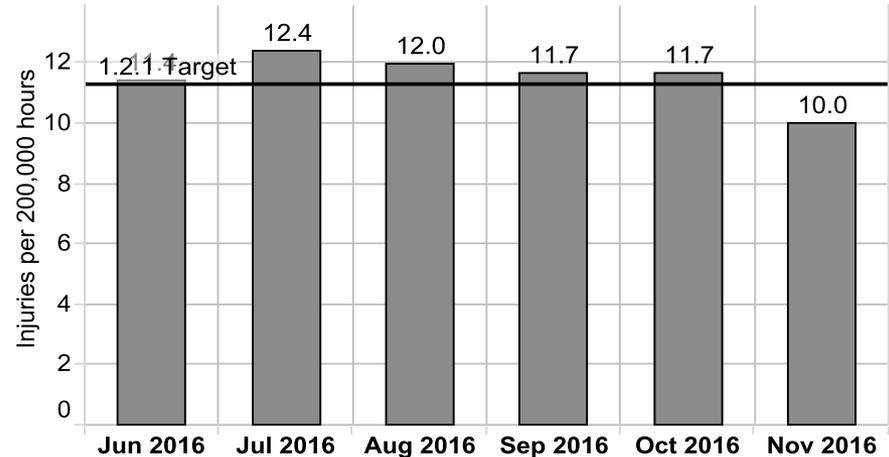
Goal 1 metrics

Key performance indicators

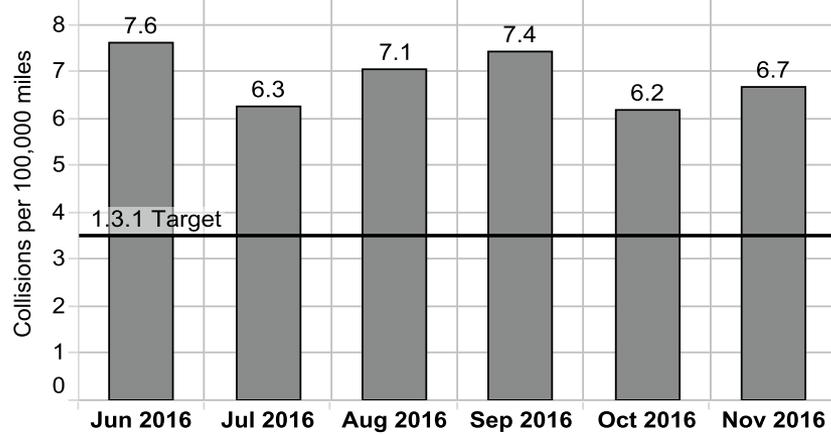
1.1.1 SFPD incidents per 100,000 miles



1.2.1 Workplace injuries per 200,000 hours



1.3.1 Collisions per 100,000 miles



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

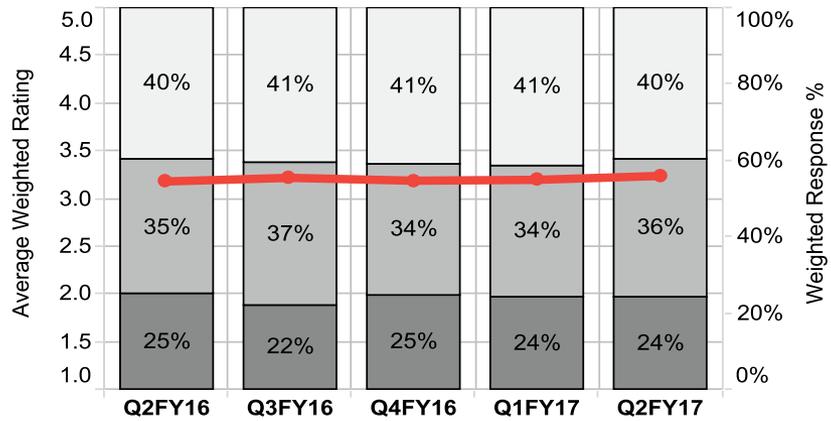
Objective 2.4

Improve parking utilization and manage parking demand

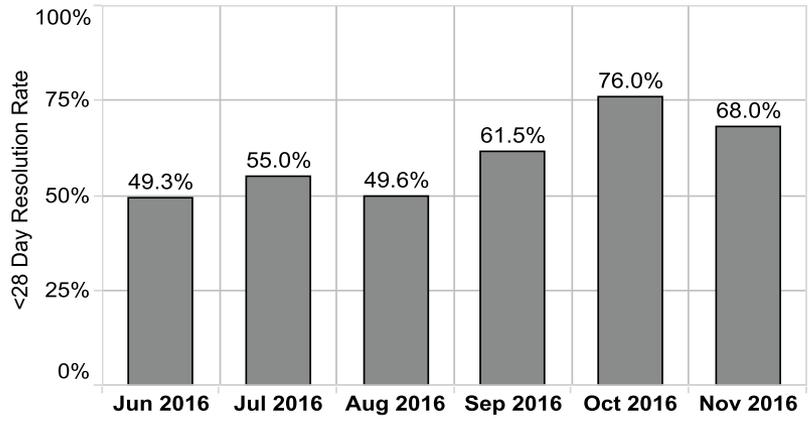
Goal 2 metrics

Key performance indicators

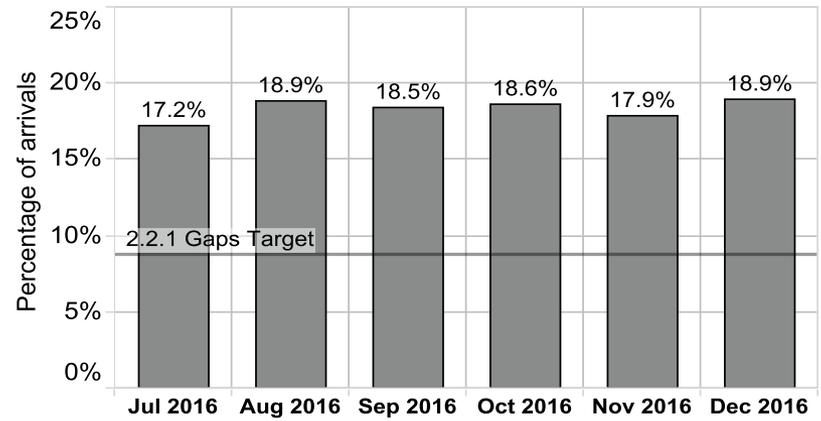
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



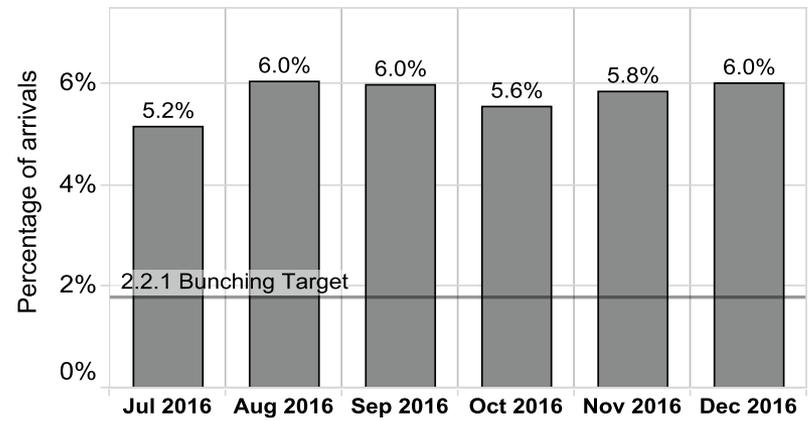
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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)



2.1.1 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.

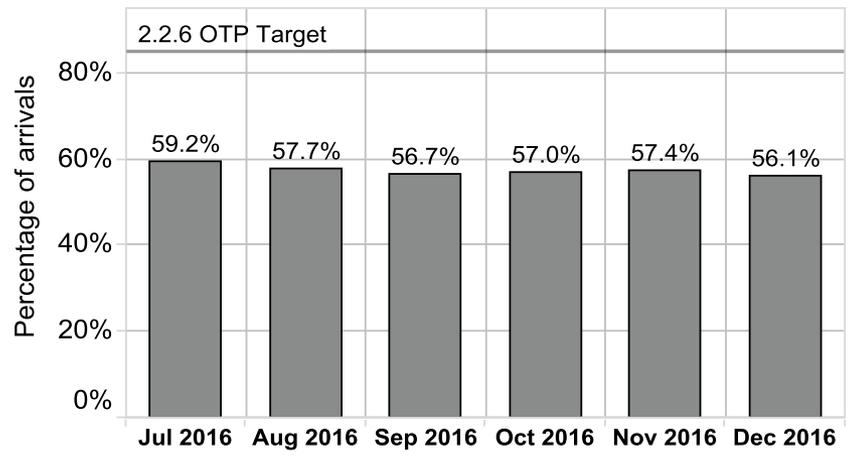
2.1.7 Previously reported "Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days" results have been revised to reflect updated figures.

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

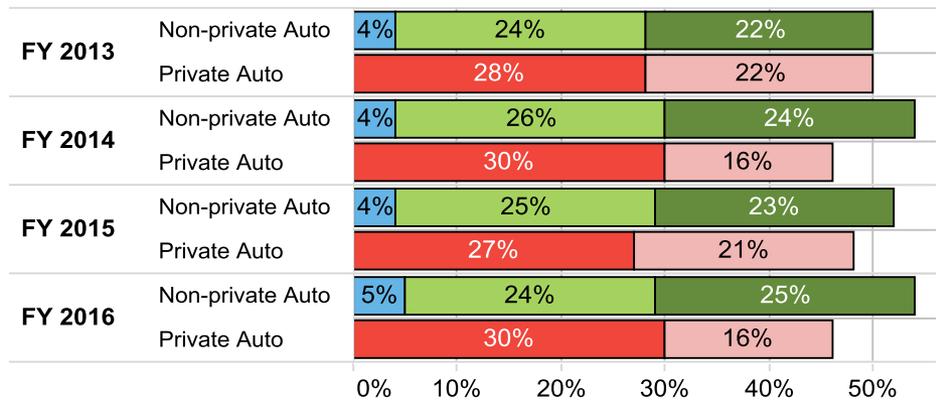
Goal 2 metrics

Key performance indicators **continued**

2.2.6 Percentage of on-time performance

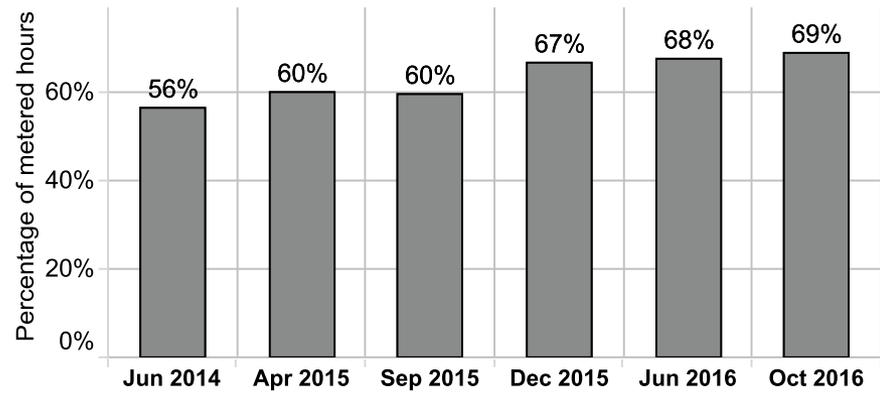


2.3.1 Percentage of non-private auto mode share



- Bicycling, taxi, TNC, other
- Transit
- Walking
- Drive alone
- Drive with others

2.4.1 Percentage of metered hours with no rate change in SFpark pilot areas⁽¹⁾



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

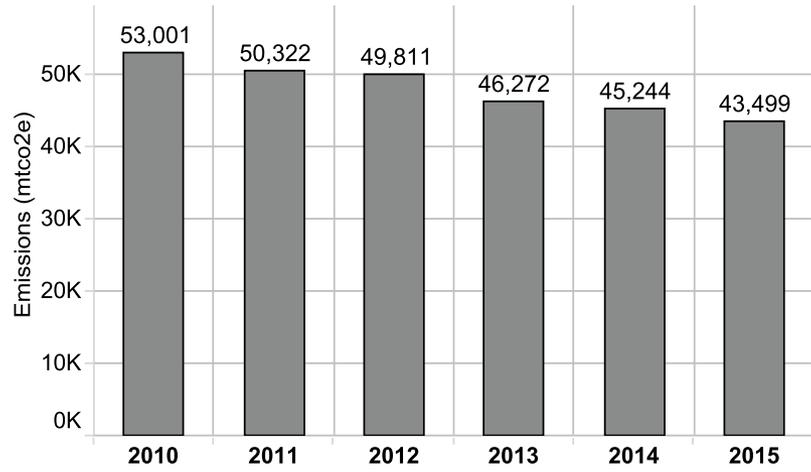
Objective 3.5

Reduce capital and operating structural deficits

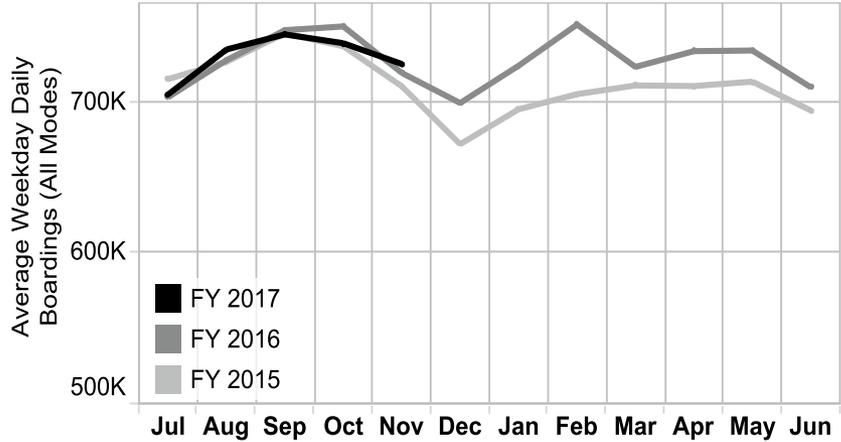
Goal 3 metrics

Key performance indicators

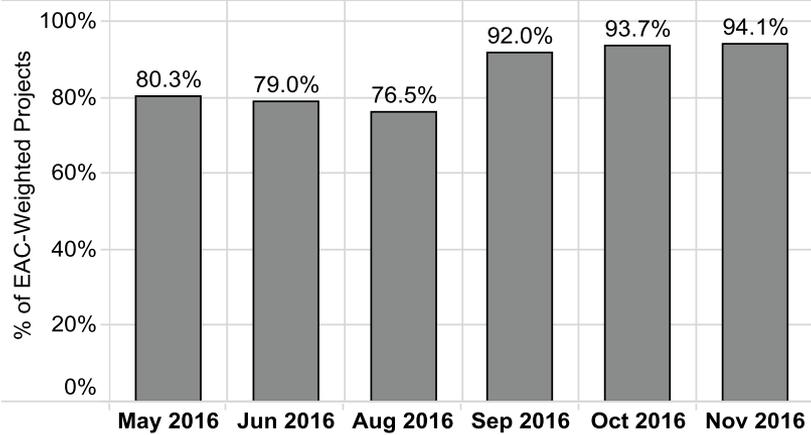
3.1.1 SFMTA carbon footprint (metric tons CO2e)



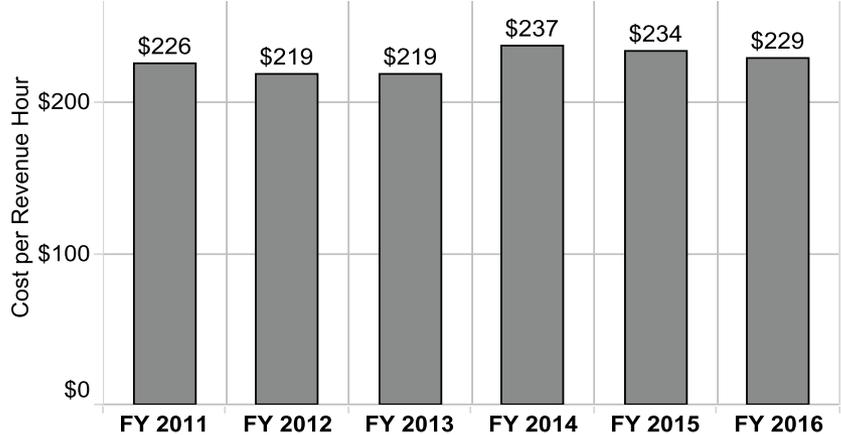
3.2.1 Muni average weekday boardings



3.3.1 Percentage of all capital projects delivered on-budget



3.4.1 Transit cost per revenue hour



3.3.1 Reported results currently exclude projects in the Sustainable Streets Division portfolio. No data for reporting project delivery budget performance is available for July 2016.

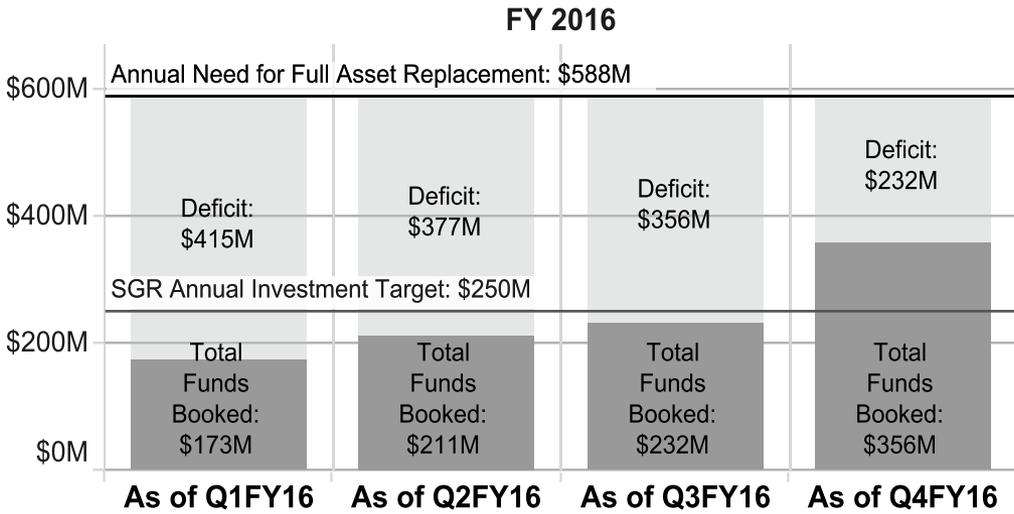
3.4.1 Figures are adjusted for inflation to reflect FY16 dollars. FY16 figures are based on preliminary unaudited financials.

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 Structural capital budget deficit (SGR)



Goal 3 financials

Expenditures (FY17 as of November 2016)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals Year to Date	Encumbrances	Total Projection for the Year ⁽²⁾	Saving / (Overage)
SFMTA Agency Wide	\$139,490,140	\$31,133,270	\$37,695,104	\$137,754,905	\$1,735,235
Board of Directors	\$684,238	\$239,001	\$1,161	\$671,585	\$12,653
Capital Programs and Construction	\$25,868	\$3,132,284	\$3,165,316	\$25,868	\$0
Communications	\$8,460,911	\$1,748,976	\$1,473,697	\$6,782,905	\$1,678,006
Director of Transportation	\$1,979,882	\$456,866	\$514,018	\$1,899,619	\$80,263
Finance and Information Technology	\$121,495,424	\$27,602,967	\$43,625,958	\$119,057,032	\$2,438,392
Government Affairs	\$1,332,093	\$381,342	\$221,333	\$1,303,710	\$28,383
Human Resources	\$38,286,972	\$10,350,421	\$6,256,798	\$38,271,868	\$15,104
Safety	\$6,133,801	\$1,386,480	\$2,562,128	\$6,283,235	(\$149,433)
Sustainable Streets	\$149,747,239	\$45,161,271	\$38,954,640	\$144,440,467	\$5,306,773
Transit Services	\$610,607,644	\$221,104,911	\$61,630,187	\$622,015,022	(\$11,407,378)
Taxi and Accessible Services	\$33,798,606	\$9,185,075	\$21,174,828	\$33,361,300	\$437,306
TOTAL	\$1,112,042,819	\$351,882,863	\$217,275,167	\$1,111,867,516	\$175,302

(1) Revised budget includes encumbrance and equipment carry forward from FY16 of \$59.2 million.

(2) Expenditures projection is based on all encumbrance spent in FY2017, without carry forward to next fiscal year.

Goal 3 financials

Revenues (FY17 as of November 2016)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$27,725,000	\$13,385,473	\$27,725,000	(\$0)
Cash Fares	\$84,550,000	\$34,372,186	\$84,550,000	\$0
Other Fares	\$4,240,000	\$1,738,069	\$4,240,000	\$0
Passes	\$89,365,000	\$34,558,283	\$86,409,055	(\$2,955,945)
TRANSIT FARES Total	\$205,880,000	\$84,054,010	\$202,924,055	(\$2,955,945)
PARKING FEES & FINES				
General Fund Baseline Transfer	\$74,260,000	\$37,130,000	\$69,500,000	(\$4,760,000)
Citations and Fines	\$104,998,892	\$47,079,469	\$110,396,244	\$5,397,352
Garage Revenue	\$70,577,578	\$27,258,964	\$65,815,199	(\$4,762,379)
Meter Revenue	\$58,411,840	\$27,282,729	\$62,892,291	\$4,480,451
Permit Revenue	\$16,282,000	\$7,030,595	\$17,233,003	\$951,003
PARKING FEES & FINES Total	\$324,530,310	\$145,781,757	\$325,836,737	\$1,306,427
Operating Grants	\$135,392,363	\$26,563,574	\$133,783,899	(\$1,608,464)
Taxi Service	\$8,375,682	\$1,746,642	\$4,262,700	(\$4,112,982)
Other Revenues	\$29,729,000	\$12,959,178	\$32,439,964	\$2,710,964
General Fund Transfer	\$291,540,000	\$145,770,000	\$296,200,000	\$4,660,000
Fund Balance for Current Year Budget	\$45,000,000	\$45,000,000	\$45,000,000	\$0
Transfer from Non-operating Fund	\$13,521,286	\$27,042	\$13,521,286	\$0
Fund Balance from Prior Year Encumbrance Carry Forward	\$59,217,156	\$59,217,156	\$59,217,156	\$0
TOTAL	\$1,113,185,797	\$521,119,358	\$1,113,185,797	\$0

Goal 3 financials

Overtime Report (FY17 as of December 2016, PPE 12/2/16)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE ⁽³⁾	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$23,586,620	\$12,439,970	\$16,810,770	\$29,250,740	(\$5,664,120)
Transit Vehicle Maintenance	\$6,718,500	\$5,466,196	\$7,378,863	\$12,845,059	(\$6,126,559)
Transit – All Others	\$4,544,031	\$4,092,817	\$2,324,928	\$6,417,745	(\$1,873,714)
Subtotal Transit Services Division	\$34,849,151	\$21,998,983	\$26,514,561	\$48,513,544	(\$13,664,393)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$162,407	(\$444,995)	(\$282,588)	\$1,277,572
Sustainable Streets – All Others	\$794,714	\$299,192	(\$924,860)	(\$625,668)	\$1,420,382
Subtotal Sustainable Streets Division	\$1,789,698	\$461,599	(\$1,369,855)	(\$908,256)	\$2,697,954
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$709,466	\$421,721	\$566,497	\$988,218	(\$278,752)
TOTAL OPERATING FUND	\$37,348,315	\$22,882,303	\$25,711,203	\$48,593,505	(\$11,245,190)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$793,077	\$1,071,726	\$1,864,803	(\$1,864,803)
Sustainable Streets Engineering Programs	\$0	\$282,620	\$381,918	\$664,538	(\$664,538)
Total Non-Operating Fund	\$0	\$1,075,697	\$1,453,644	\$2,529,340	(\$2,529,340)
TOTAL	\$37,348,315	\$23,957,999	\$27,164,847	\$51,122,846	(\$13,774,531)

⁽³⁾ 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 \$1,861K.