



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 2 Focus*

March 2017

San Francisco, California

# Goal 2 focus

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**

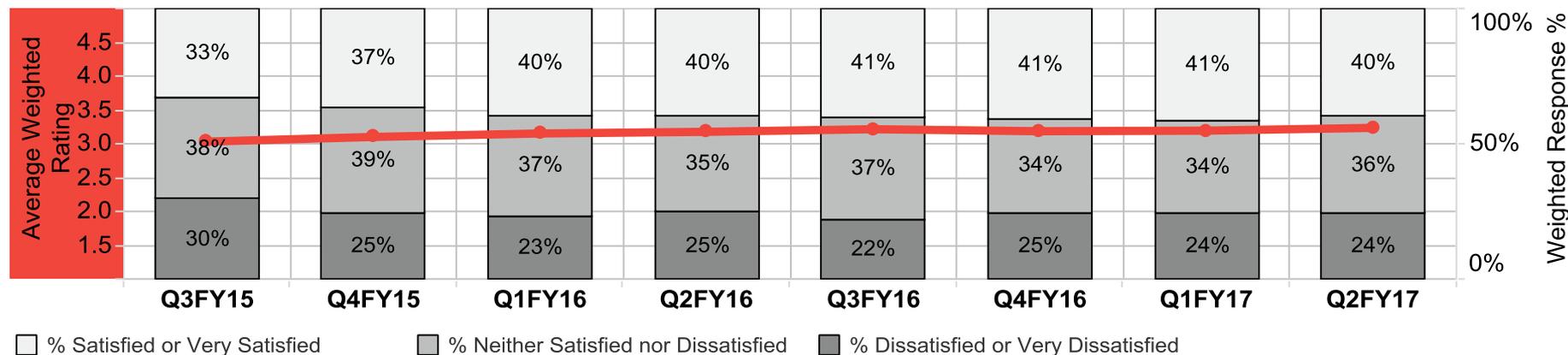
Improve parking utilization and manage parking demand

# Objective 2.1 metrics

## Improve customer service and communications

### Key performance indicator

#### 2.1.1 Customer rating: Overall satisfaction with transit services; 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	Target	FY16 Avg	FY17 Avg	Q2 FY16	Q1 FY17	Q2 FY17
2.1.1	Customer rating: Overall satisfaction with transit services	3.4	3.2	3.2	3.2	3.2	3.2
2.1.2	Customer rating: Overall satisfaction with taxi availability		3.0	3.1	3.0	3.0	3.1
2.1.3	Customer rating: Overall satisfaction with bicycle network		2.9	3.0	2.9	2.9	3.0
2.1.4	Customer rating: Overall satisfaction with pedestrian environment		3.2	3.2	3.1	3.1	3.3
2.1.5	Customer rating: Satisfaction with communications to passengers		2.9	3.0	2.9	2.9	3.0
2.1.8	Customer rating: cleanliness of Muni vehicles		3.2	3.2	2.9	3.0	3.0
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators)		2.9	3.0	2.5	2.5	2.6

2.1.1–2.1.9 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.

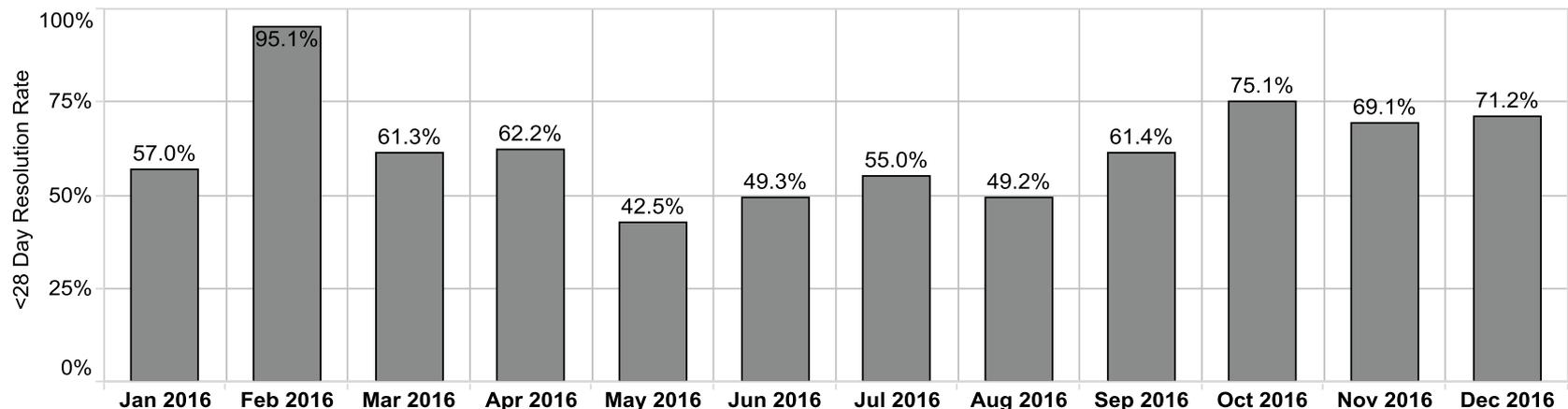
Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.1 *continued*

## Improve customer service and communications

### Metric of note

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



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Feb 2016	Jan 2017	Feb 2017
2.1.6	Percentage of color curb requests addressed within 30 days		96.6%	95.9%	97.8%	90.6%	
2.1.6	Percentage of hazardous traffic sign reports addressed within 24 hours		98.4%	100.0%	100.0%		100.0%
2.1.6	Percentage of parking meter malfunctions addressed within 48 hours		82.5%	90.8%	87.4%		
2.1.6	Percentage of traffic and parking control requests addressed within 90 days		54.7%	79.0%	47.1%		
2.1.6	Percentage of traffic signal requests addressed within 2 hours		97.5%	97.5%	97.0%	99.1%	99.4%
2.1.7	<b>Percentage of actionable 311 Muni-related complaints addressed within 28 business days</b>		57.5%	61.8%	95.1%	61.9%	71.2

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
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# Objective 2.1 action items

## Improve customer service and communications

### Key action item updates

2.1.A Build SFMTA reputation with Muni riders and the city as a whole through developing and improving tools to deliver customer-facing communications

Reviewed templates and initiated development of new pages for the Website refresh; on-track for summer 2017 launch. Implemented new Salesforce tools, e.g. Social Studio, to improve real-time social media communications.

2.1.E Upgrade Transit Vehicle communications

The Next Generation Customer Information System will replace NextBus with more reliable predictions and other enhanced features that encompass the end-to-end travel experience. This spring, the Technology Unit will be issuing a Request for Information and conducting public outreach to inform a Request for Proposals later this year. Staff will present envisioned system highlights to the Policy and Governance Committee in April.

### Action item status

0% encountering issues

20% at risk

80% on track

0% on hold



0% completed

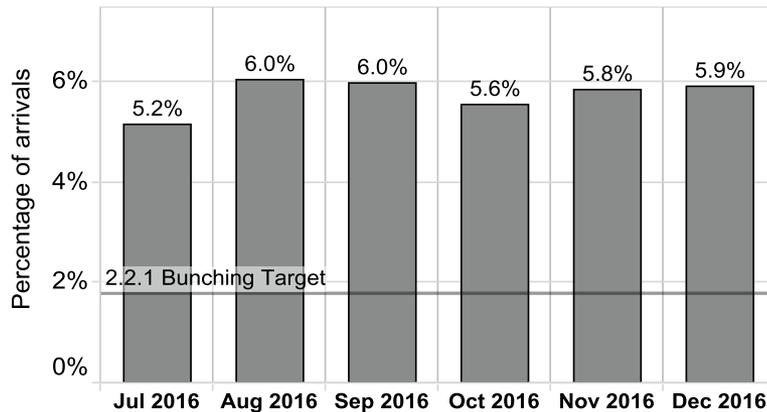


# Objective 2.2 metrics

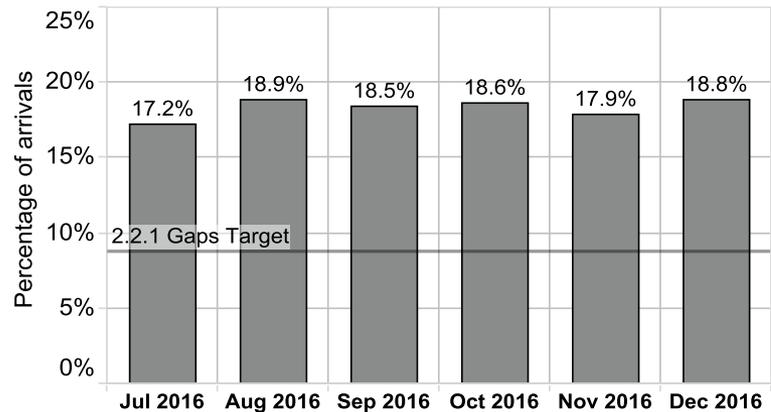
## Improve transit performance

### Key performance indicator

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



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



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Feb 2016	Jan 2017	Feb 2017
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network	1.8%	5.4%	5.8%	4.4%		
2.2.1	Percentage of transit trips with headway +5 min gaps on Rapid Network	8.8%	16.9%	18.3%	18.3%		
2.2.2	Percentage of on-time performance for non-Rapid Network routes <sup>2</sup>	85%	60.5%	57.4%	60.7%		
2.2.3	Percentage of scheduled trips delivered	98.5%	98.9%	98.8%	97.7%	98.9%	99.2%
2.2.4	Percentage of on-time departures from terminals	85%	75.3%	75.0%	75.6%		
2.2.6	Percentage of on-time performance <sup>2</sup>	85%	59.8%	57.4%	60.3%		
2.2.7	Percentage of bus trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points		3.4%	2.3%	3.1%	3.7%	*
2.2.7	Percentage of bus trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points		4.1%	3.1%	4.2%	3.0%	*

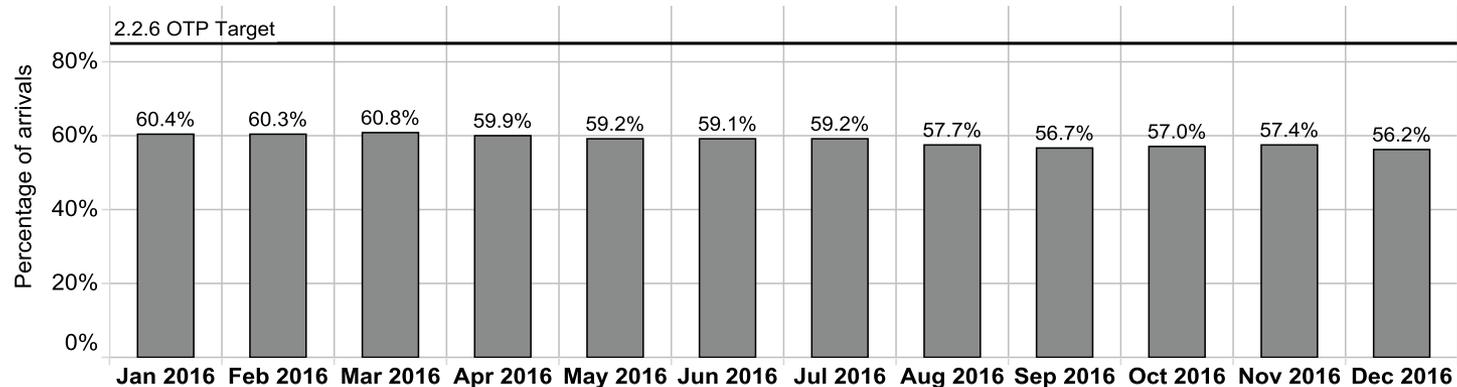
<sup>2.2.1</sup><1 min for headways of 5 minutes or less; Jan and Feb 2017 gaps and bunching performance cannot be reported due to a network issue that limited NextBus predictions and prevented systemwide on-time performance data from being collected.

# Objective 2.2 *continued*

## Improve transit performance

### Metric of note

2.2.6 Percentage of on-time performance



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Feb 2016	Jan 2017	Feb 2017
2.2.8	Mean distance between failure (Bus)		5,416	5,102	5,061	*	*
2.2.8	Mean distance between failure (LRV)		5,547	5,102	5,404	4,559	*
2.2.8	Mean distance between failure (Historic)		1,971	2,475	1,892	*	*
2.2.8	Mean distance between failure (Cable)		4,412		2,498		
2.2.9	Percentage of scheduled service hours delivered		99.0%	98.8%	97.9%	98.9%	99.2%
2.2.11	Ridership (Bus, average weekday)		519,477		543,780	487,310	512,060
2.2.11	Ridership (LRV, average weekday)		171,630				
2.2.11	Ridership (Historic, average weekday)		19,830				
2.2.11	Ridership (Cable, average weekday)		15,490				
2.2.11	Ridership (faregate entries, average weekday)		69,646			70,177	72,014
2.2.12	Percentage of days that elevators are in full operation		94.4%	97.5%		96.0%	97.4%
2.2.13	Percentage of days that escalators are in full operation		86.5%	84.9%		80.5%	85.8%

\*Data forthcoming; Jan and Feb 2017 on-time performance cannot be reported due to a network issue that limited NextBus predictions and prevented systemwide on-time performance data from being collected; Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.2 action items

## Improve transit performance

### Key action item updates

#### 2.2.B Evaluate service efficiency and effectiveness

Reviewed Fall 2016 systemwide on-time performance and identified routes in need of running time adjustments. Many routes with segments along Market Street saw declines in OTP, and these recommendations informed changes implemented in the February 2017 signup. Will continue reviewing performance in advance of each signup.

#### 2.2.F Replace key components of propulsion system on Breda LRV fleet

Completed component replacements for 82% of the Breda Fleet (122 LRVs) and are on schedule to be completed by June 2017. Propulsion related delays during service have now improved nearly 33% between the start of the project.

### Action item status

0% encountering issues

0% at risk

100% on track

0% on hold



0% completed

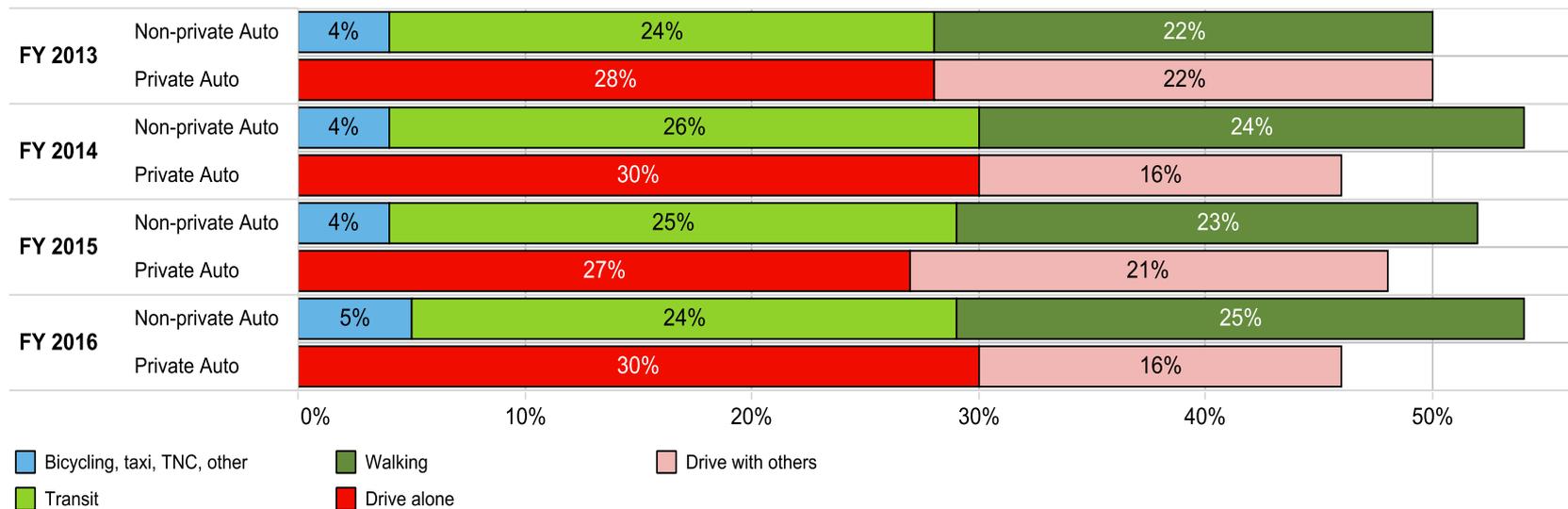


# Objective 2.3 metrics

## Improve use of all non-private auto modes

### Key performance indicator

#### 2.3.1 Percentage of non-private auto mode share



### 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
2.3.1	Non-private auto mode share (all trips)	50%	54%				
2.3.2	Average daily bikeshare trips (Weekday)		1,023	984	696	981	704
2.3.3	Average daily taxi trips	Measure in development.					

\*Data forthcoming.

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

# Objective 2.3 action items

Increase use of all non-private auto modes.

## Key action item updates

2.3.C Implement and evaluate a comprehensive Transportation Demand Management (TDM) Strategy.

Approved the TDM for New Residents materials and coordinated business outreach programs, including the Transportation Fund for Clean Air funding potential TDM working group.

2.3.E Develop an update to the Bicycle Strategy.

Developed draft framework for the update to the Bicycle Strategy, further refining and clarifying the goals, objectives, and implementation approaches identified in the 2013-2018 Bicycle Strategy.

## Action item status

0% encountering issues

25% at risk

75% on track

0% on hold



0% completed

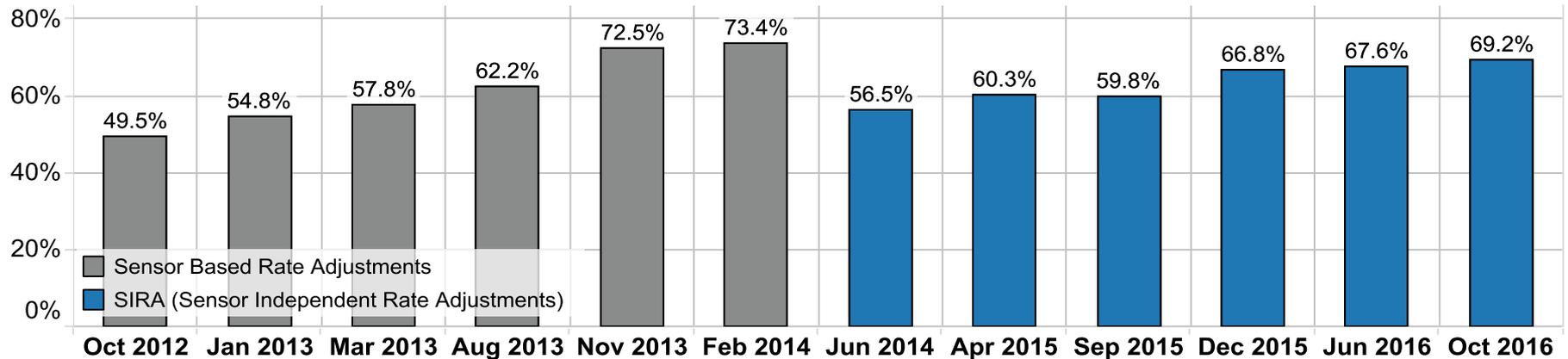


# Objective 2.4 metrics

## Improve parking utilization and manage parking demand

### Key performance indicator

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



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Feb 2016	Jan 2017	Feb 2017
2.4.1	Percentage of metered hours with no rate change in SFpark pilot areas	65%	64.7%	69.2%			
2.4.2	Off-peak share of SFMTA garage entries (before 7:00a/after 9:59a)		80.6%	81.0%	79.6%	80.0%	80.1%
2.4.2	Hourly share of SFMTA garage entries (vs. monthly & early bird)		84.7%	83.1%	83.7%	82.1%	82.7%
2.4.3	# of secure on-street bicycle parking spaces						
2.4.3	# of secure off-street bicycle parking spaces (garage bicycle parking) <sup>4</sup>						

<sup>2.4.1</sup>Increase in percent of metered hours with no rate change indicates achievement of price point and parking availability goals. Note: sensor based rate adjustments were limited to SFpark pilot blocks with 50% or more parking sensor coverage through February 2014. <sup>2.4.2</sup>Shift in utilization from peak to off-peak indicates successful mitigation of congestion on city streets. Shift utilization to hourly from early bird and monthly indicates garages are used more for short trips that benefit nearby businesses and less for commute trips by auto. <sup>2.4.3</sup>Running total.

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

# Objective 2.4 action items

## Improve parking utilization and manage parking demand

### Key action item updates

#### 2.4.B Procure and install the new Parking Access and Revenue Control Systems (PARCS)

Construction bids for the first five (of 29) garages were received last week. Polk & Bush will be the first garage to be submitted for permit by October 15. Installation is targeted at first garage for December 2016.

### Action item status

0% encountering issues

25% at risk

75% on track

0% on hold



0% completed



# Goal 1 metrics

Create a safer transportation experience for everyone

## Objective 1.1

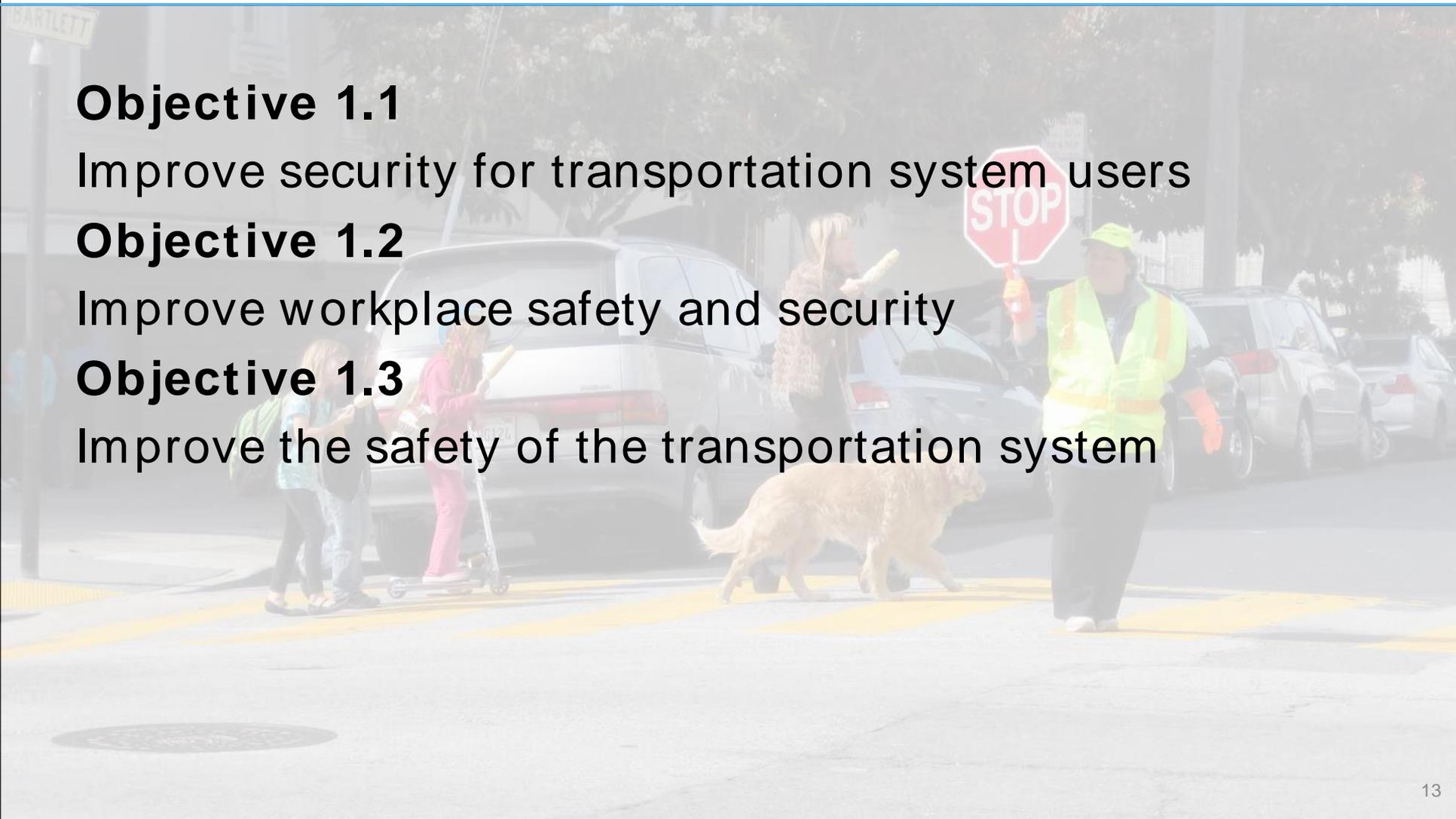
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

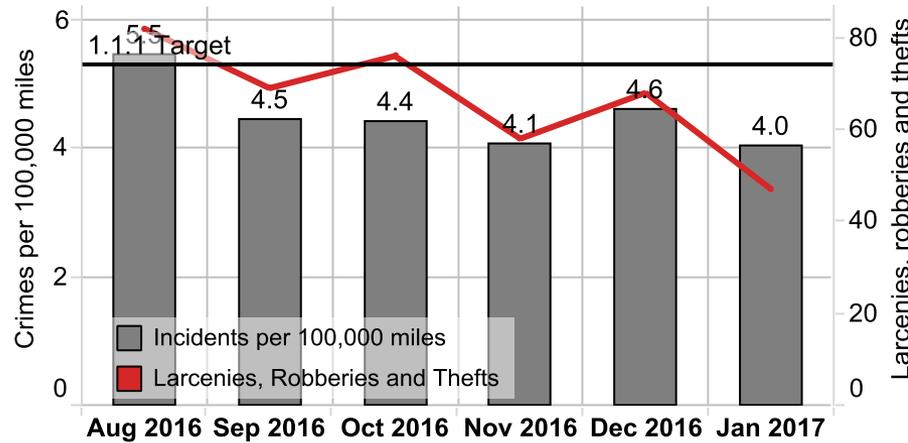
Improve the safety of the transportation system



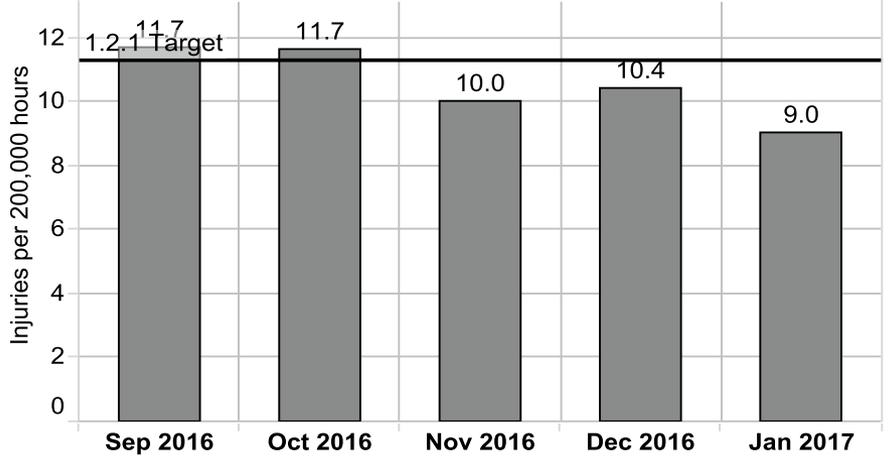
# Goal 1 metrics

## Key performance indicators

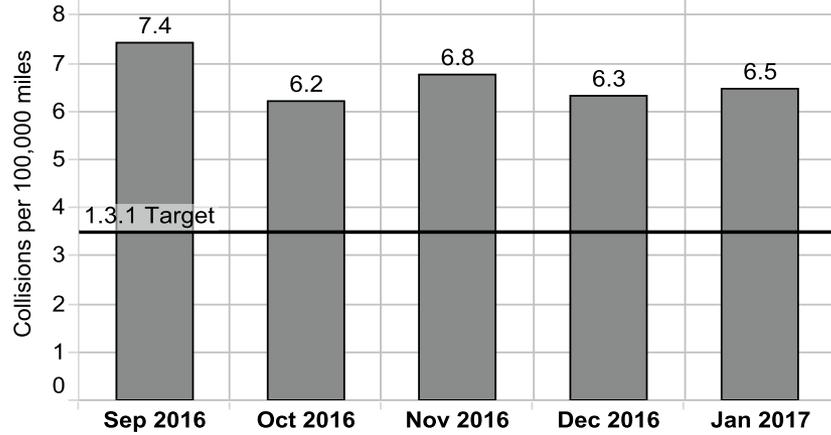
1.1.1 SFPD incidents per 100,000 miles



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 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

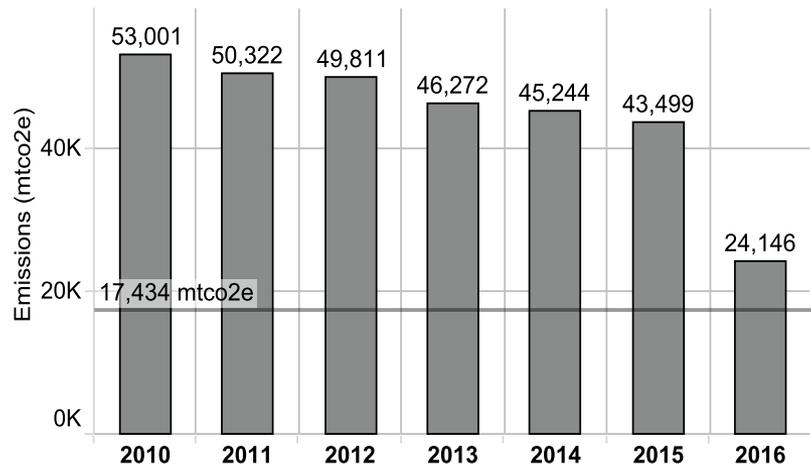
### **Objective 3.5**

Reduce capital and operating structural deficits

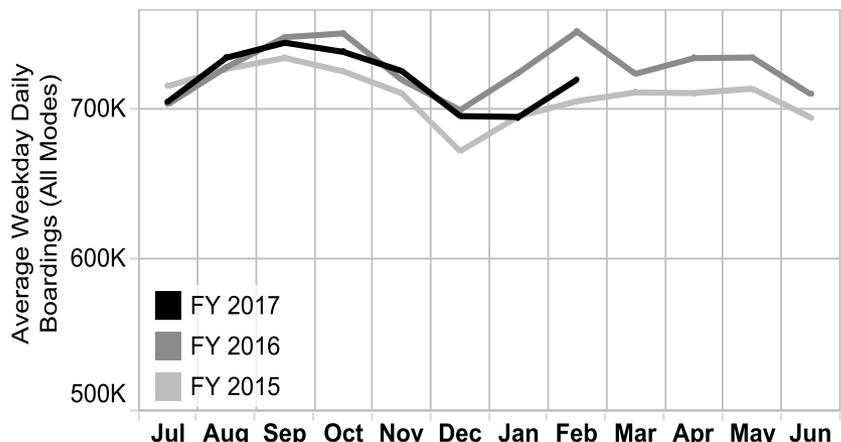
# Goal 3 metrics

## Key performance indicators

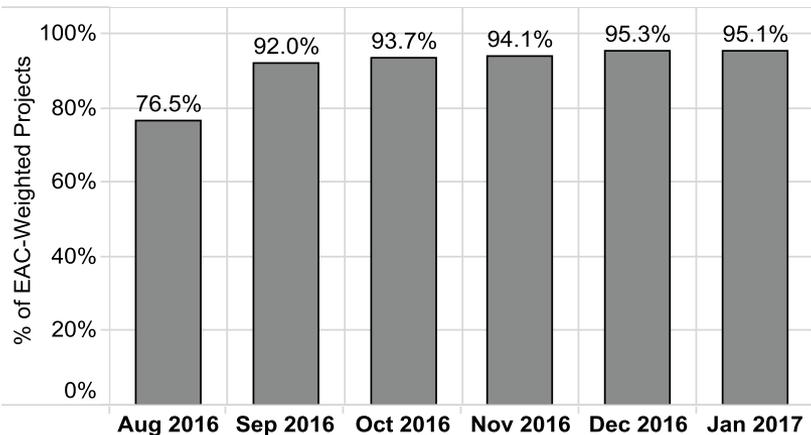
3.1.1 SFMTA carbon footprint (metric tons CO2e)



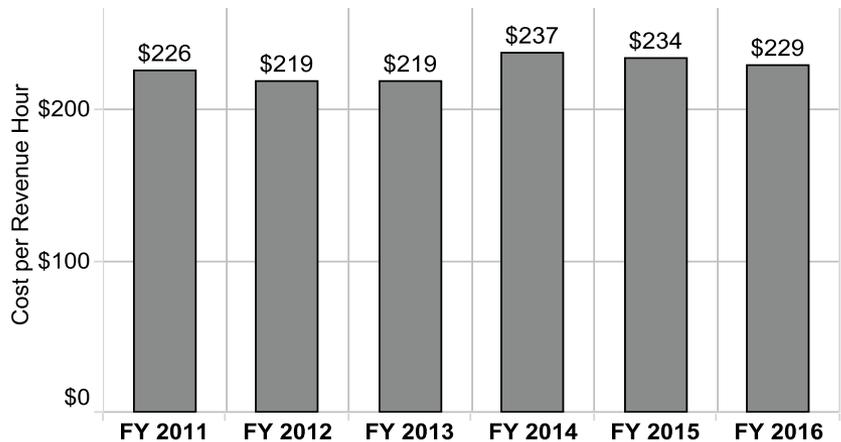
3.2.1 Muni average weekday boardings



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.

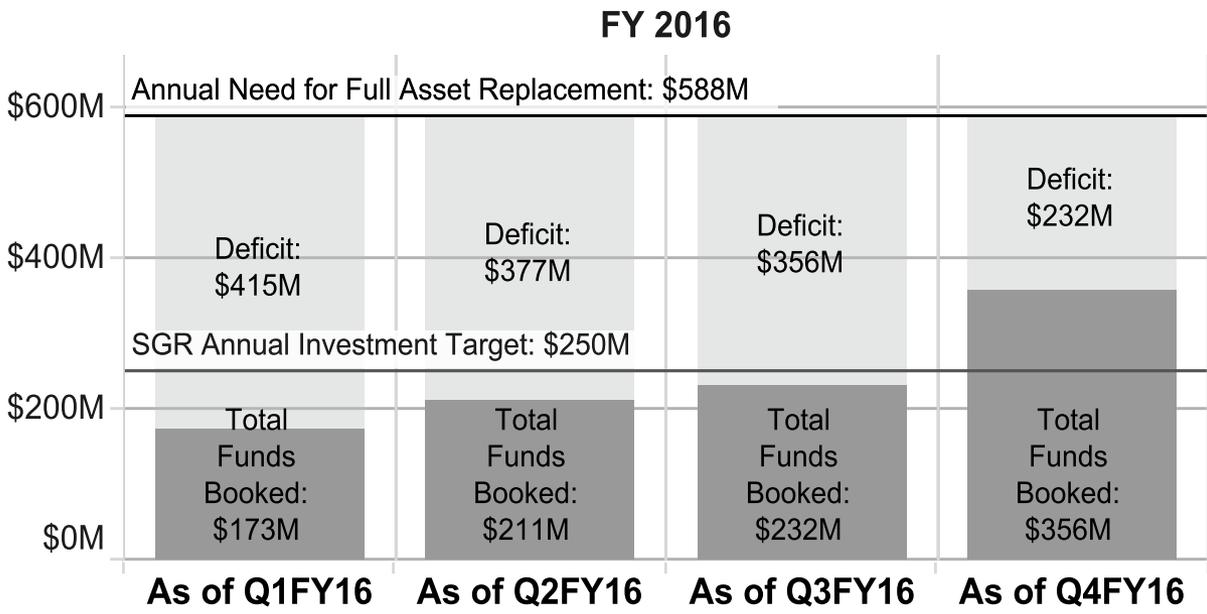
3.4.1 Figures are adjusted for inflation to reflect FY15 dollars.

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 Structural capital budget deficit (SGR)



# Goal 3 financials

## Expenditures (FY17 as of January 2017)

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals Year to Date	Encumbrances	Total Projection for the Year <sup>(2)</sup>	Saving / (Overage)
SFMTA Agency Wide	\$139,155,419	\$77,312,678	\$27,182,640	\$134,080,225	\$5,075,194
Board of Directors	\$692,871	\$368,915	\$40,289	\$692,871	\$0
Capital Programs and Construction	\$119,868	\$4,280,700	\$2,227,280	\$119,868	\$0
Communications	\$8,460,911	\$2,553,007	\$1,311,360	\$6,720,396	\$1,740,515
Director of Transportation	\$1,971,249	\$553,627	\$513,915	\$1,847,892	\$123,357
Finance and Information Technology	\$121,495,424	\$44,793,908	\$36,937,921	\$119,054,501	\$2,440,923
Government Affairs	\$1,332,093	\$522,973	\$221,333	\$1,265,884	\$66,209
Human Resources	\$38,467,972	\$16,063,027	\$5,474,417	\$38,585,054	(\$117,082)
Safety	\$6,133,801	\$1,973,889	\$2,486,054	\$6,303,816	(\$170,015)
Sustainable Streets	\$149,805,036	\$71,539,927	\$27,755,404	\$145,461,563	\$4,343,473
Transit Services	\$610,609,569	\$316,146,733	\$62,565,999	\$624,558,421	(\$13,948,852)
Taxi and Accessible Services	\$33,798,606	\$14,077,351	\$16,872,988	\$33,305,824	\$492,782
<b>TOTAL</b>	<b>\$1,112,042,819</b>	<b>\$550,186,735</b>	<b>\$183,589,600</b>	<b>\$1,111,996,315</b>	<b>\$46,504</b>

(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 January 2017)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$27,725,000	\$16,581,526	\$27,725,000	\$0
Cash Fares	\$84,550,000	\$47,523,122	\$84,550,000	\$0
Other Fares	\$4,240,000	\$2,461,733	\$4,240,000	\$0
Passes	\$89,365,000	\$51,200,165	\$86,220,075	(\$3,144,925)
<b>TRANSIT FARES Total</b>	<b>\$205,880,000</b>	<b>\$117,766,546</b>	<b>\$202,735,075</b>	<b>(\$3,144,925)</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$74,260,000	\$55,695,000	\$67,760,000	(\$6,500,000)
Citations and Fines	\$104,998,892	\$66,405,507	\$112,896,244	\$7,897,352
Garage Revenue	\$70,577,578	\$38,450,098	\$66,055,038	(\$4,522,540)
Meter Revenue	\$58,411,840	\$38,372,748	\$64,118,550	\$5,706,710
Permit Revenue	\$16,282,000	\$9,696,950	\$17,233,003	\$951,003
<b>PARKING FEES &amp; FINES Total</b>	<b>\$324,530,310</b>	<b>\$208,620,303</b>	<b>\$328,062,835</b>	<b>\$3,532,525</b>
Operating Grants	\$134,638,163	\$57,561,060	\$133,042,198	(\$1,595,965)
Taxi Service	\$8,375,682	\$1,852,545	\$3,342,122	(\$5,033,560)
Other Revenues	\$29,729,000	\$17,335,020	\$28,970,925	(\$758,075)
General Fund Transfer	\$291,540,000	\$218,655,000	\$305,190,000	\$13,650,000
Fund Balance for Current Year Budget	\$45,000,000	\$45,000,000	\$45,000,000	\$0
Transfer from Non-operating Fund	\$13,521,286	\$5,027,042	\$13,521,286	\$0
Fund Balance from Prior Year				
Encumbrance Carry Forward	\$59,217,156	\$59,217,156	\$59,217,156	\$0
<b>TOTAL</b>	<b>\$1,112,431,597</b>	<b>\$731,034,672</b>	<b>\$1,119,081,597</b>	<b>\$6,650,000</b>

# Goal 3 financials

## Overtime Report (FY17 as of PPE 01.27.2017)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE <sup>(3)</sup>	PROJECTION FOR REMAINING MONTHS <sup>(4)</sup>	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
<b>OPERATING FUND</b>					
<b>TRANSIT SERVICES DIVISION</b>					
Transit Operators	\$23,586,620	\$17,094,278	\$12,452,785.28	\$29,547,063	(\$5,960,443)
Transit Vehicle Maintenance	\$6,718,500	\$7,637,323	\$5,555,725	\$13,193,049	(\$6,474,549)
Transit – All Others	\$4,544,031	\$6,625,637	\$580,847	\$7,206,484	(\$2,662,453)
<b>Subtotal Transit Services Division</b>	<b>\$34,849,151</b>	<b>\$31,357,238</b>	<b>\$18,589,357</b>	<b>\$49,946,596</b>	<b>(\$15,097,445)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$0	(\$530,126)	(\$530,126)	\$1,525,110
Sustainable Streets – All Others	\$794,714	\$1,939,195	(\$1,525,344)	\$413,851	\$380,863
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$1,939,195</b>	<b>(\$2,055,470)</b>	<b>(\$116,275)</b>	<b>\$1,905,973</b>
<b>SFMTA AGENCY WIDE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ALL OTHER DIVISIONS</b>	<b>\$709,466</b>	<b>\$561,846</b>	<b>\$405,968</b>	<b>\$967,814</b>	<b>(\$258,348)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,348,315</b>	<b>\$33,858,280</b>	<b>\$16,939,855</b>	<b>\$50,798,135</b>	<b>(\$13,449,820)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$1,094,849	\$797,572	\$1,892,421	(\$1,892,421)
Sustainable Streets Engineering Programs	\$0	\$349,212	\$254,393	\$603,605	(\$603,605)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$1,444,061</b>	<b>\$1,051,965</b>	<b>\$2,496,026</b>	<b>(\$2,496,026)</b>
<b>TOTAL</b>	<b>\$37,348,315</b>	<b>\$35,302,341</b>	<b>\$17,991,820</b>	<b>\$53,294,161</b>	<b>(\$15,945,846)</b>

<sup>(3)</sup> 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 to-date is \$3,287K.

<sup>(4)</sup> Annual cost recovery projection for FY17 at \$7,725K (same level as FY2016).

# Goal 4 metrics

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

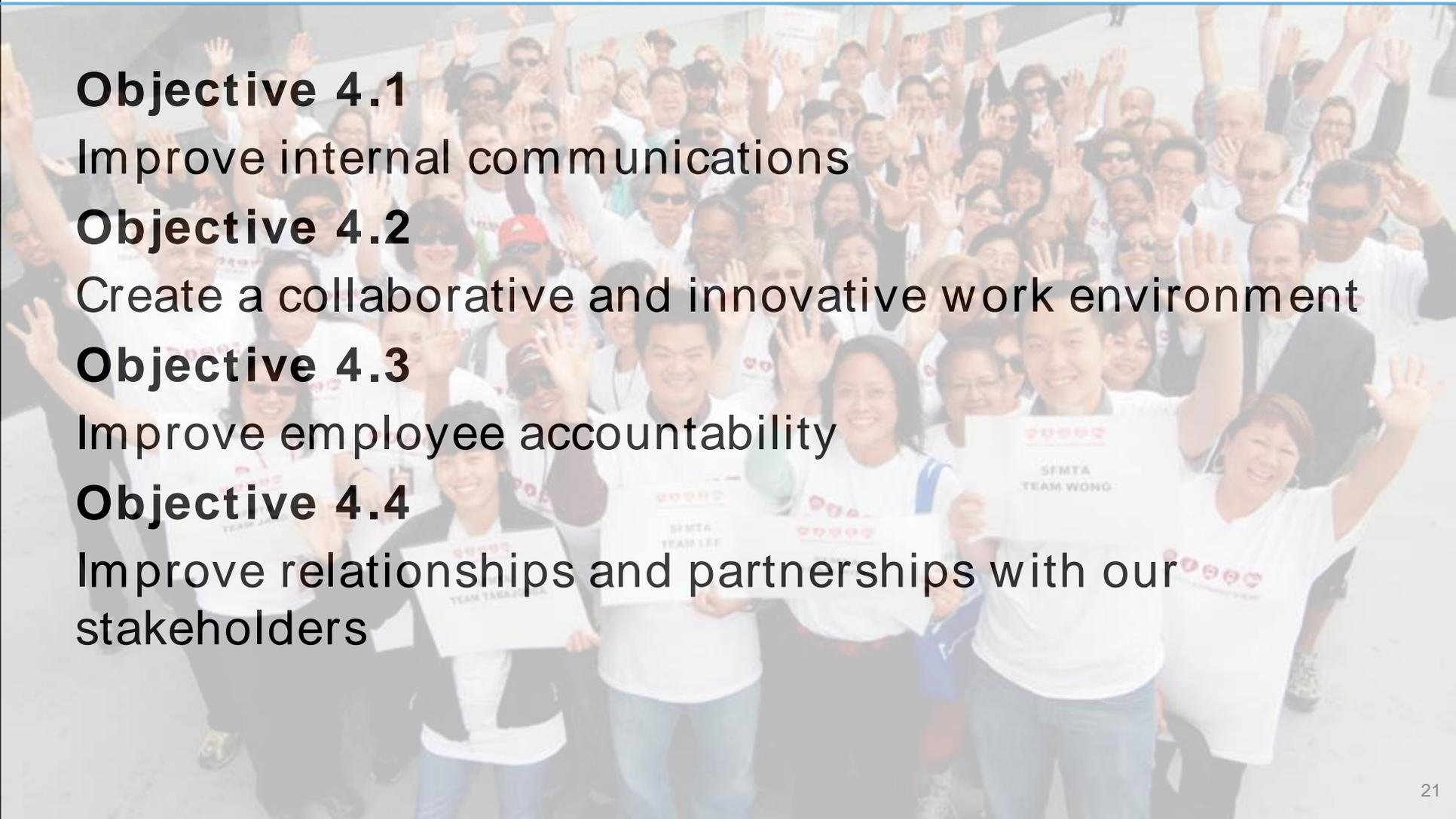
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

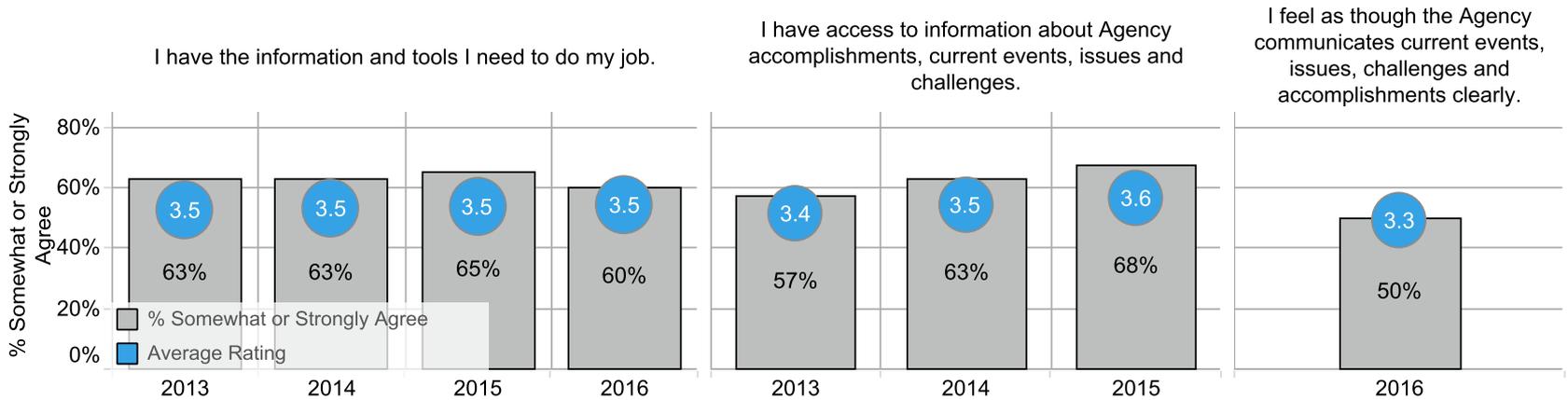
Improve relationships and partnerships with our stakeholders



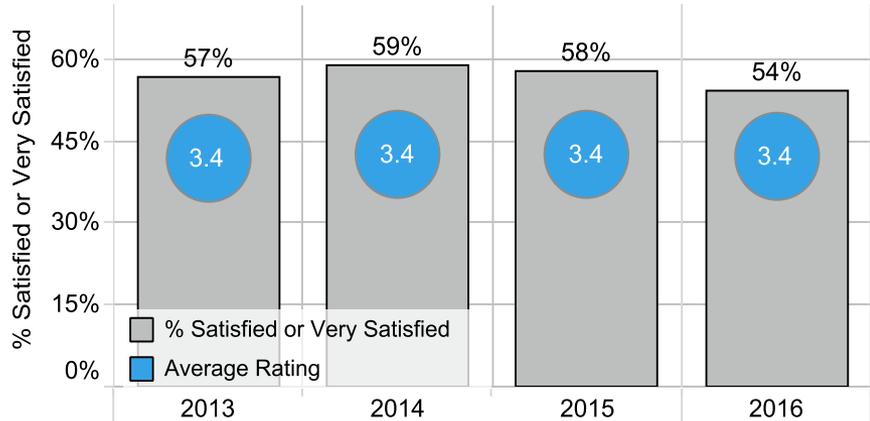
# Goal 4 metrics

## Key performance indicators

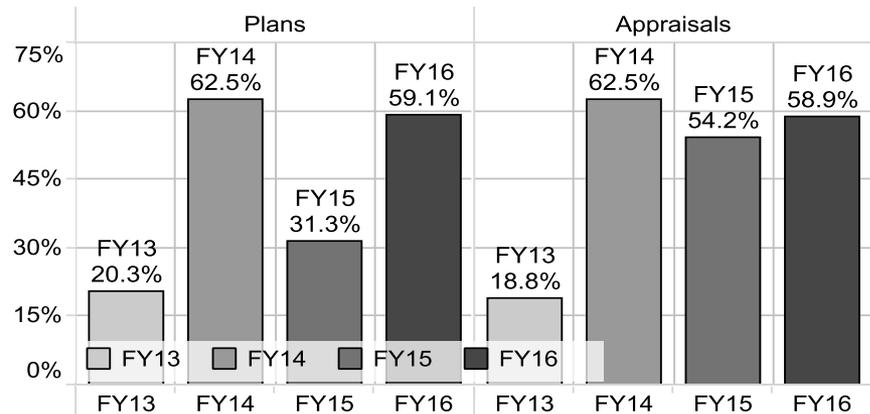
### 4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



### 4.2.1 Employee Rating: Overall employee satisfaction



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



4.1.1 2016 employee survey results will be reported in January 2017. Employee rating of "I have access to information about Agency accomplishments, current events, issues and challenges" has been reworded to "I feel as though the Agency communicates current events, issues, challenges and accomplishments clearly"

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 management of transportation in San Francisco

