Strategic Plan Progress Report

SFMTA Board of Directors'

Policy and Governance Committee

August 28, 2018

Agenda

- **FY 2013 – FY 2018 Strategic Plan Metrics Review**

- **FY 2019 – FY 2020 Strategic Plan Strategic Action Overview**
  - Goal 1: Create a safer transportation experience for everyone.
  - Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.
  - Goal 3: Improve the quality of life and environment of San Francisco and the region.
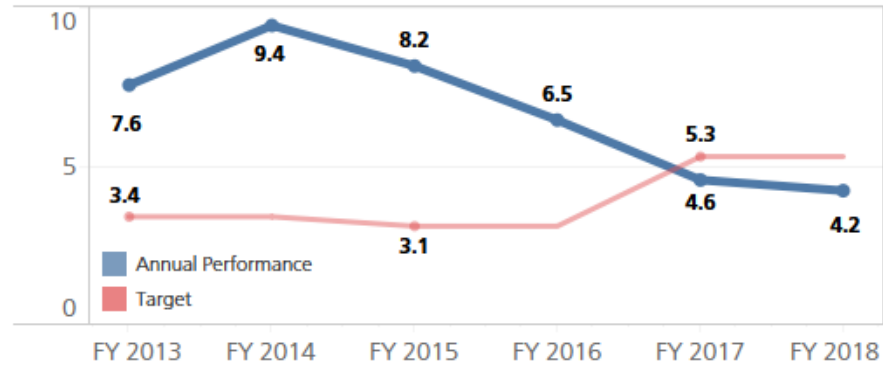 - Goal 4: Create a workplace that delivers outstanding service.
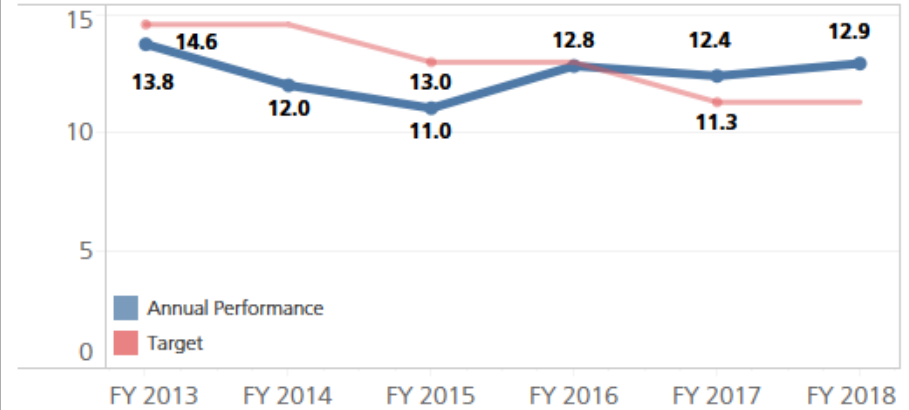
FY 2013 – FY 2018 Strategic Plan Metrics Review

Tracking the metrics over the last six fiscal years.
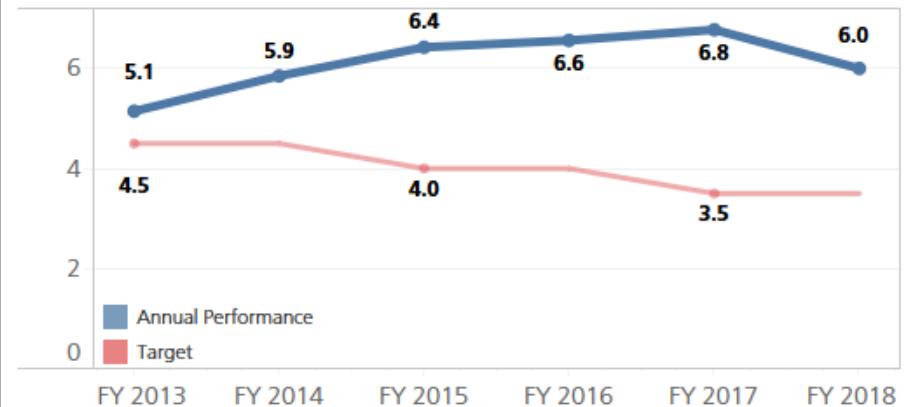
Goal 1 Key Performance Indicators

SFPD-reported Muni-related crimes per 100,000 miles

Annual Performance: 7.6, 9.4, 8.2, 6.5, 4.6, 4.2
Target: 3.4, 3.1, 5.3

Workplace injuries per 200,000 hours

Annual Performance: 13.8, 12.0, 11.0, 12.8, 12.4, 12.9
Target: 14.6, 13.0, 11.3

Muni collisions per 100,000 miles

Annual Performance: 5.1, 5.9, 6.4, 6.6, 6.8, 6.0
Target: 4.5, 4.0, 3.5

Goal 2 Key Performance Indicators

Customer rating: Muni Customer Rider Survey

52%, 57%, 62%, 64%, 66%, 70%, 70%

FY 2011 FY 2012 FY 2013 FY 2014 FY 2015 FY 2016 FY 2017
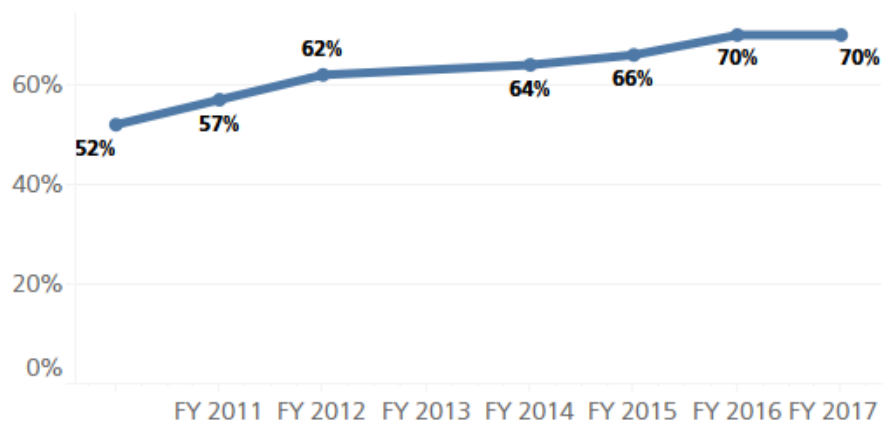
Percentage of on-time performance

85%, 59.0%, 58.9%, 57.0%, 59.8%, 57.3%, 56.1%

FY 2013 FY 2014 FY 2015 FY 2016 FY 2017 FY 2018

Annual Performance
Target
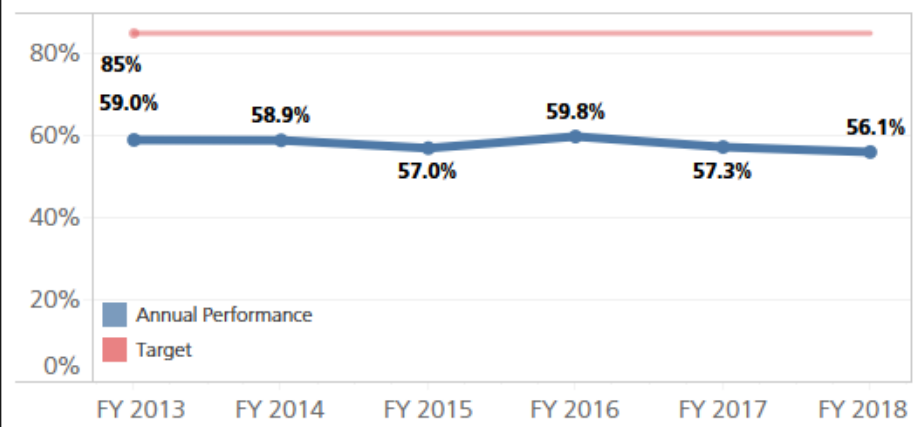
Percentage of transit trips with <2 min bunching on Rapid Network

4.0%, 4.0%, 4.8%, 5.4%, 5.9%, 5.9%
2.9%, 2.1%, 1.8%

FY 2013 FY 2014 FY 2015 FY 2016 FY 2017 FY 2018

Annual Performance
Target
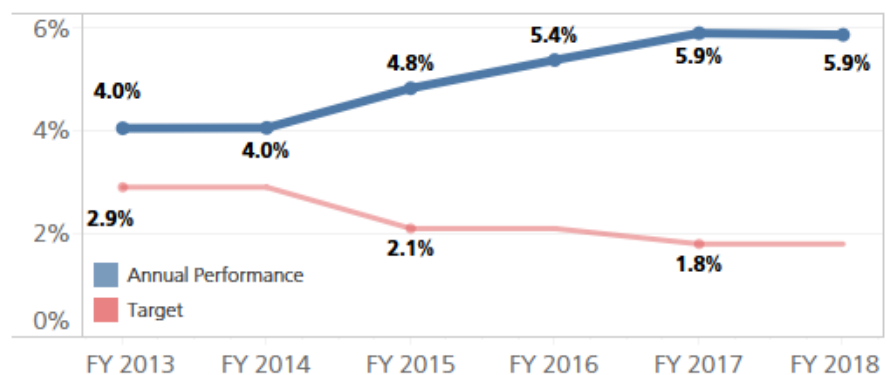
Percentage of transit trips with + 5 min gaps on Rapid Network

17.8%, 18.6%, 17.2%, 16.9%, 18.2%, 16.9%
14.6%, 10.7%, 8.8%

FY 2013 FY 2014 FY 2015 FY 2016 FY 2017 FY 2018

Annual Performance
Target
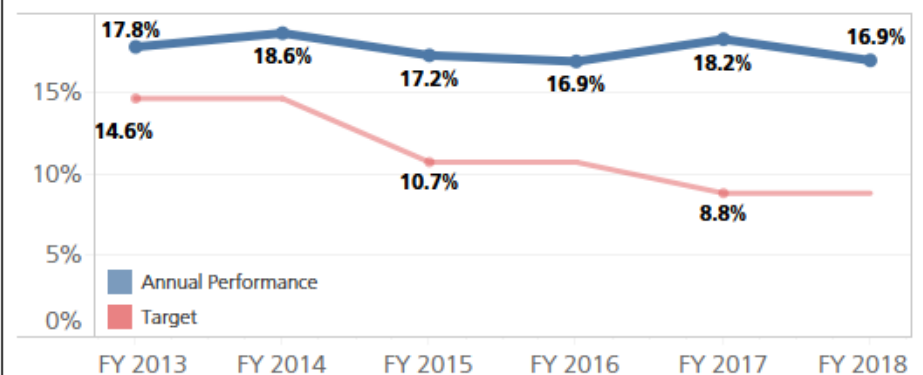
Goal 2 Key Performance Indicators

Non-private auto mode share (all trips)

- 50% — 54% — 52% — 54% — 57% (Non-Private Auto)
- 50% — 46% — 48% — 46% — 43% (Private Auto)
- 50% — 50% (Target)

Legend:
- Non-Private Auto
- Private Auto
- Target

FY 2013, FY 2014, FY 2015, FY 2016, FY 2017
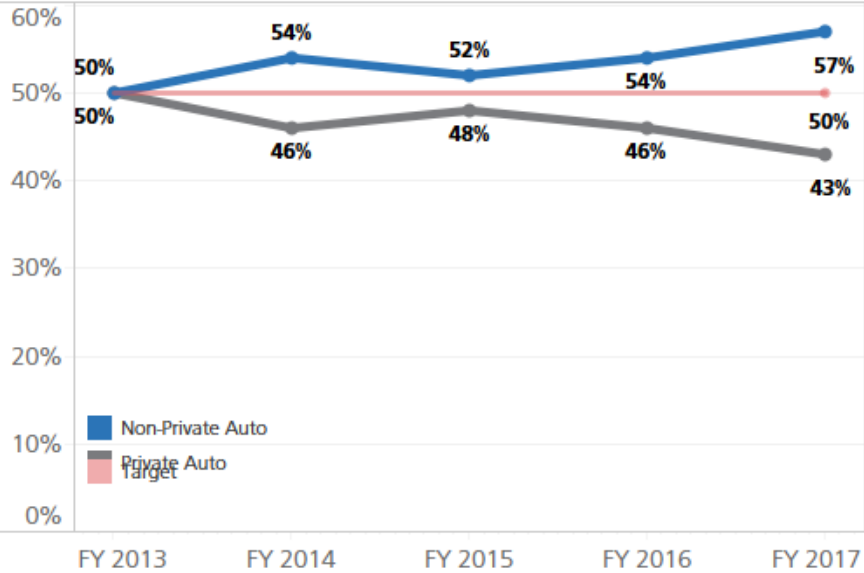
Percenctage of metered hours with no rate changes in SFpark pilot areas

40.5%, 52.2%, 66.2%, 60.3%, 64.7%, 71.8%, 87.1%

FY 2012, FY 2013, FY 2014, FY 2015, FY 2016, FY 2017, FY 2018
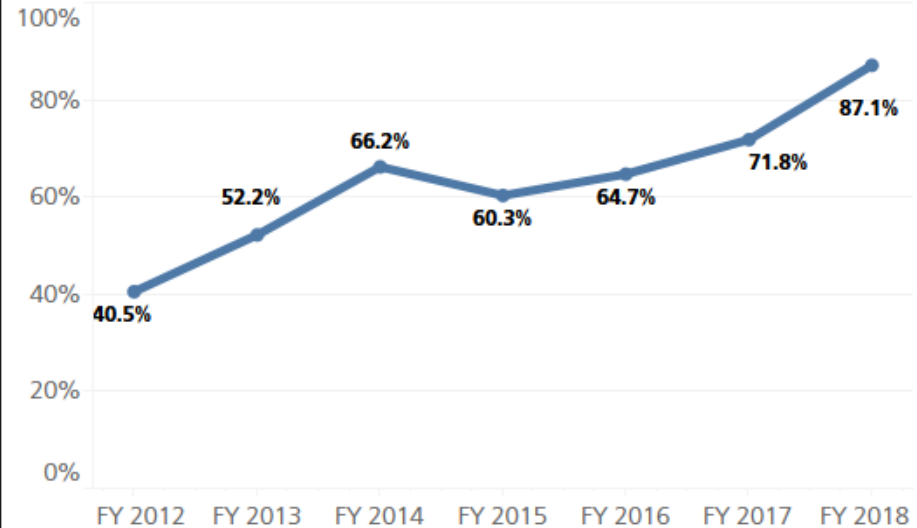
Goal 3 Key Performance Indicators

SFMTA carbon footprint (metric tons C02e)

Annual Performance: 46,272; 45,244; 43,499; 24,146; 3,483 (FY 2013 – FY 2017)
Target: 17,434
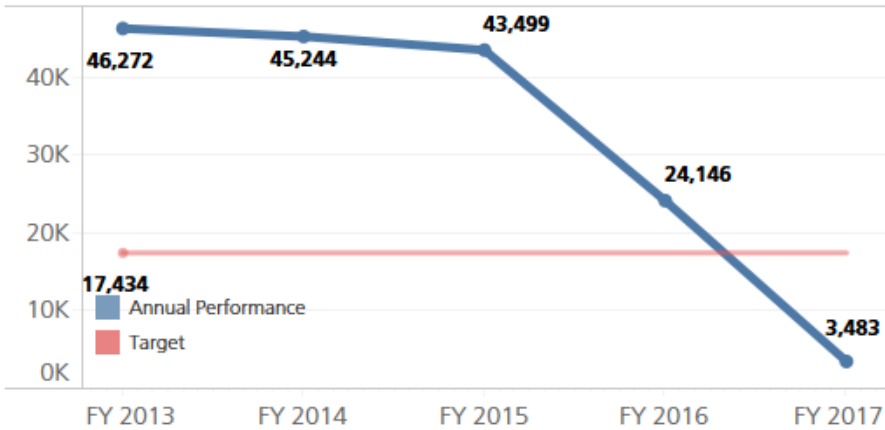
Muni average weekday boardings

683,211; 703,160; 708,733; 726,303; 714,910; 713,879 (FY 2013 – FY 2018)
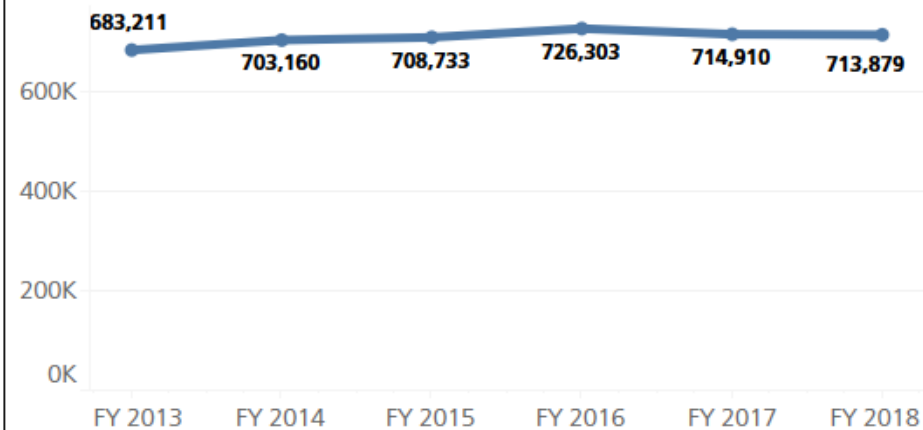
Percentage of all capital projects delivered on-budget

65.6% (FY 2015); 81.3% (FY 2016); 92.3% (FY 2017)
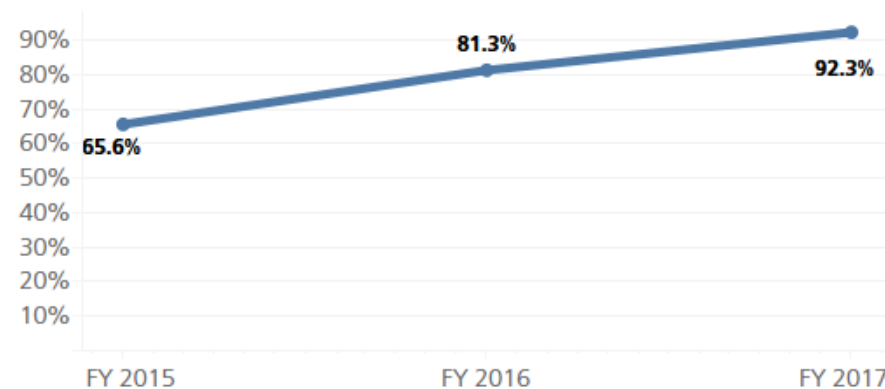
Transit passengers per hour

63.6 (FY 2017); 63.6 (FY 2018)

Note: Configuration issues related to implementation of the city's Financial System Project (F$P) prevented the reporting of percentage of capital projects delivered on-budget for FY 2018.

Goal 3 Key Performance Indicators

Structural capital budget deficit (SOGR)

229,000,000 (FY 2016)

278,000,000 (FY 2017)

Note: Configuration issues related to implementation of the city's Financial System Project (F$P) prevented the reporting of the structural capital budget deficit (SOGR) for FY 2018.
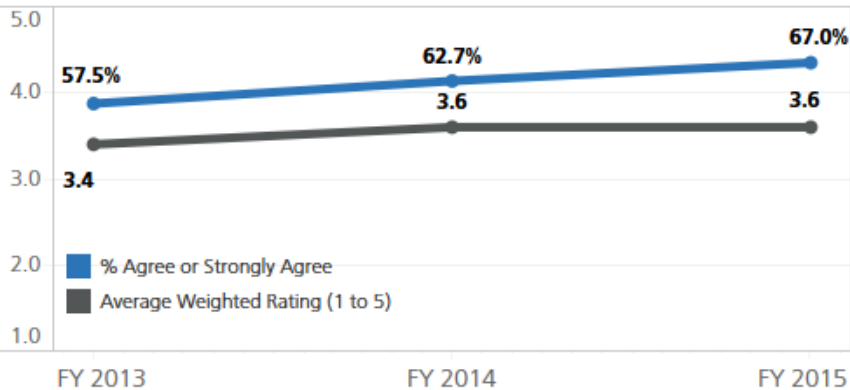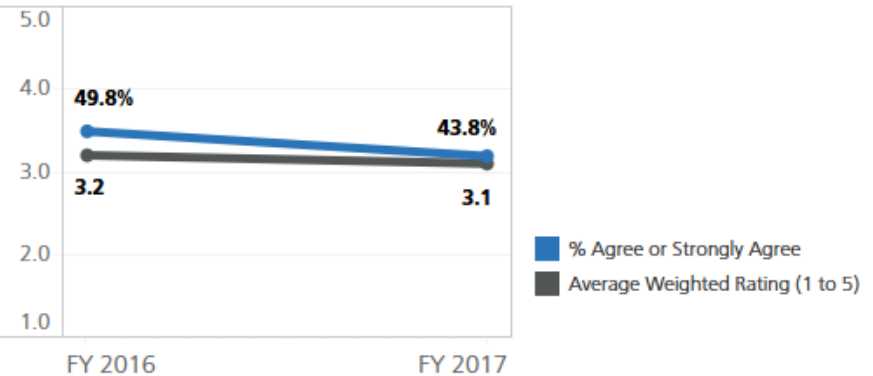
Goal 4 Key Performance Indicators

Employee rating: 'I have access to information about Agency accomplishments, current events, issues and challenges.'
- 57.5% (FY 2013), 62.7% (FY 2014), 67.0% (FY 2015)
- 3.4, 3.6, 3.6
- % Agree or Strongly Agree
- Average Weighted Rating (1 to 5)

Employee rating: 'I feel as though the Agency communicates current events, issues, challenges and accomplishments clearly.'
- 49.8% (FY 2016), 43.8% (FY 2017)
- 3.2, 3.1
- % Agree or Strongly Agree
- Average Weighted Rating (1 to 5)

Employee rating: 'I have the information and tools I need to do my job.'
- 62.8% (FY 2013), 63.0% (FY 2014), 64.6% (FY 2015), 60.2% (FY 2016), 62.1% (FY 2017)
- 3.5, 3.6, 3.5, 3.4, 3.5
- % Agree or Strongly Agree
- Average Weighted Rating (1 to 5)

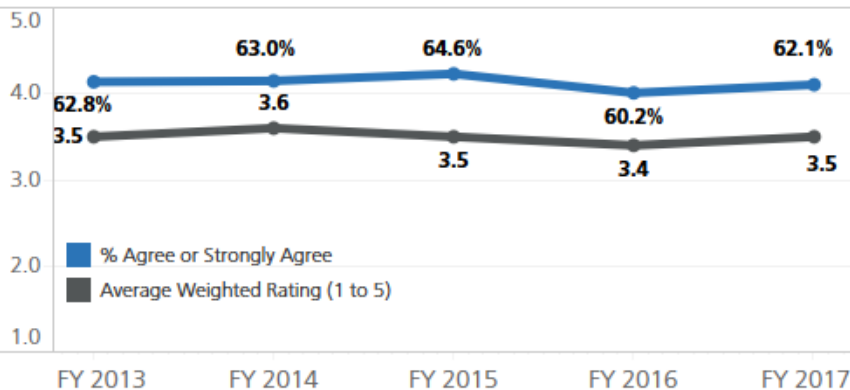Employee rating: 'I have access to information about Agency accomplishments, current events, issues and challenges.'
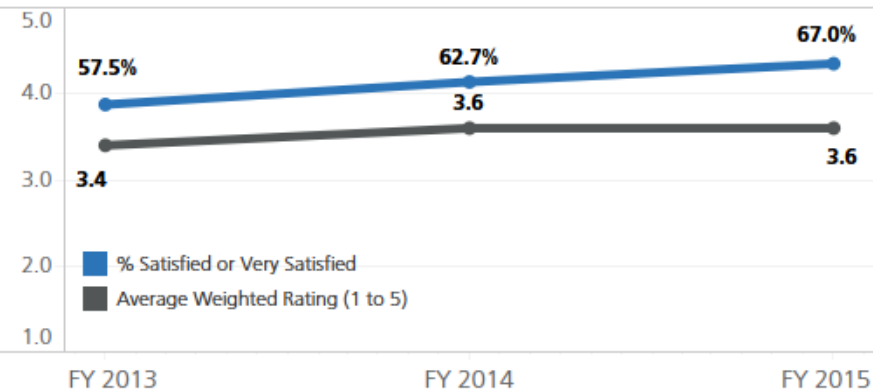- 57.5% (FY 2013), 62.7% (FY 2014), 67.0% (FY 2015)
- 3.4, 3.6, 3.6
- % Satisfied or Very Satisfied
- Average Weighted Rating (1 to 5)

Goal 4 Key Performance Indicators

Percentage of employees with annual performance plans and appraisals
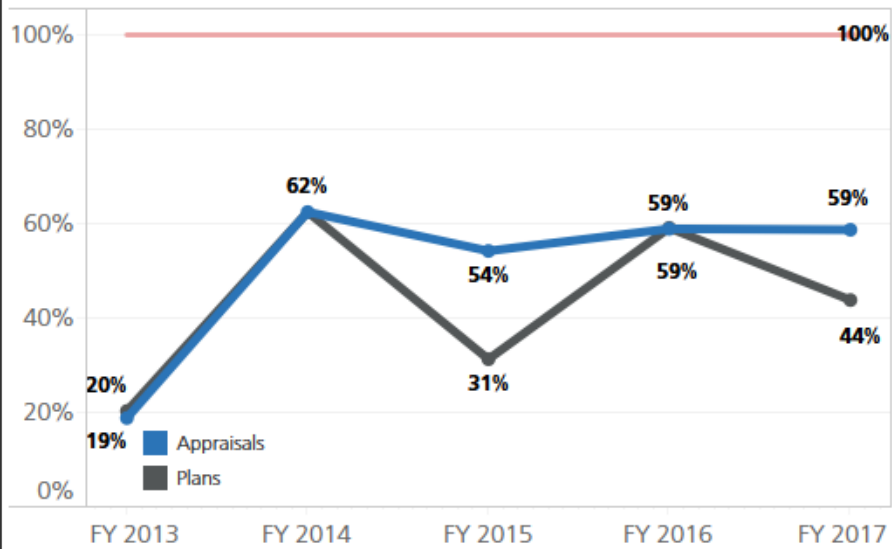
Stakeholder rating: satisfaction with SFMTA management of transportation in San Francisco
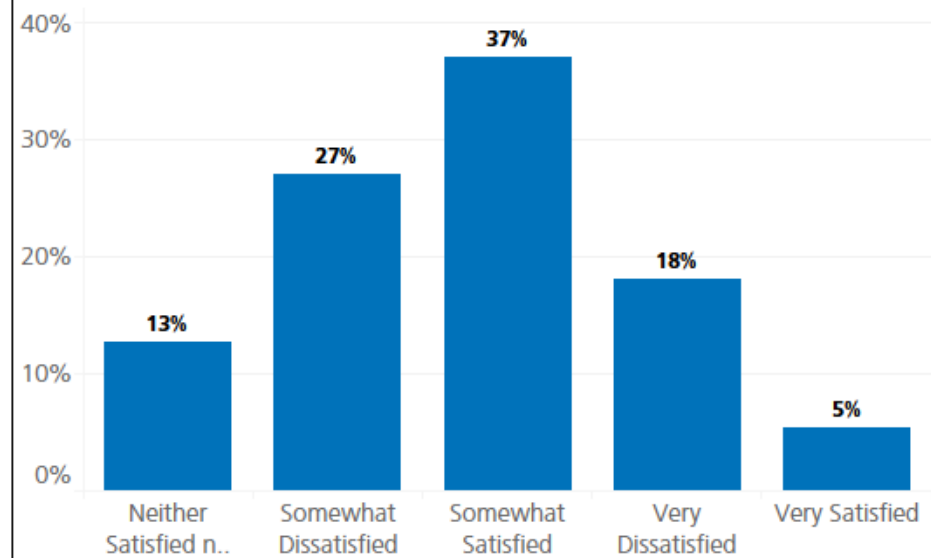
FY 2019 – FY 2020 Strategic Plan Strategic Action Overview

Goal 1: Create a safer transportation experience for everyone.

Objective 1.1: Achieve Vision Zero by eliminating all traffic deaths.

Objective 1.2: Improve the safety of the transit system.

Objective 1.3: Improve security for transportation system users.

FY 2019 – FY 2020 Goal 1 Metrics

New Key Performance Indicators:

Objective 1.1: Traffic fatalities

Objective 1.1: Achieve Vision Zero by eliminating all traffic deaths.

Key Actions

- Develop 2019 Vision Zero Action Strategy.

- Implement *Safe Streets*: Plan, design and build at least 13 miles of safety improvements each year that increase safety and reduce fatal crashes.

- Implement *Safe People*: Increase community awareness of Vision Zero to create more support for improved traffic safety.

- Implement *Safe Vehicles*: Provide strategic direction for legislation and policy on the role of emerging technology in traffic safety.

Objective 1.2: Improve the safety of the transit system.

Key Actions

- Reduce signal and stop sign violations.

- Reduce right and left sideswipe collisions.

- Implement the Intelex System.

- Implement SmartDrive LRV Camera Pilot.

Objective 1.3: Improve security for transportation system users.

Key Actions

- Update employee badge system.

- Develop a vandalism reduction strategy.

- Implement process for securing agency facilities from personnel leaving employment.

- Address homelessness-related issues adjacent to agency facilities.

Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

Objective 2.1: Improve transit service.

Objective 2.2: Enhance and expand use of the city's sustainable modes of transportation.

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

FY 2019 – FY 2020 Goal 2 Metrics

New Key Performance Indicators:

Objective 2.1: % cable service hours delivered without interruption; Muni trips with service gaps

Objective 2.2: Sustainable transportation mode share; average weekday bicycle counts; average weekday taxi trips

Objective 2.3: Muni/Auto speed ratio on key transit segments; % of metered hours that meet parking occupancy targets

Objective 2.1: Improve transit service.

Key Actions

- Deliver 100% of scheduled transit service.

- Improve transit fleet reliability.

- Leverage multi-departmental functions and systems within the Transportation Management Center (TMC).

- Implement State of Good Repair programs for Maintenance of Way.

- Develop a modern surface train control system.

Objective 2.2: Enhance and expand use of the city's sustainable modes of transportation.

Key Actions

- Develop and implement start-up plan to operationalize Central Subway.

- Implement service changes and capital improvements to the Rapid Network.

- Improve bikeway network mileage and quality.

- Complete bikeshare system expansion.

- Implement TDM programs to encourage/facilitate sustainable modes.

- Develop and implement a Muni marketing campaign to increase ridership and improve public perception of Muni.

- Develop a regional wayfinding sign program.

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

Key Actions

- Complete the NoMa-SoMa Signal Retiming Project.

- Develop a curb management strategy.

- Complete the freight loading study.

- Expand meter hours of operation into the evening hours where warranted.

- Increase enforcement of congestion-related violations.

- Update the "Regulations for Working in San Francisco Streets."

- Coordinate with city partners to advance the congestion pricing framework.

Goal 3: Improve the quality of life and environment of San Francisco and the region.

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

Objective 3.2: Advance policies and decisions in support of sustainable transportation and land use principles.

Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Objective 3.5: Achieve financial stability for the agency.

FY 2019 – FY 2020 Goal 3 Metrics

New Key Performance Indicators:

Objective 3.1: All equity-related metrics are new

Objective 3.2: Ratio of parking spaces to housing units in newly entitled projects

Objective 3.3: All new metrics re: emerging mobility services are pending data availability

Objective 3.4: Transportation sector carbon footprint (metric tons CO_2e)

Objective 3.5: Agency budget-to-actual ratio; year-end investment toward State of Good Repair

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

Key Actions

- Develop the Racial Equity Action Plan (REAP).

- Improve customer communications with the SF Paratransit Program.

- Improve paratransit on-time performance.

- Operationalize Muni Equity Strategy as part of standard service planning procedure.

- Ensure Local Business Enterprise and Disadvantaged Business Enterprise program participation.

- Increase enrollment in Lifeline and Free Muni Program.

- Develop a communication and public engagement equity strategy.

Objective 3.2: Advance policies and decisions in support of sustainable transportation and land use principles.

Key Actions

- Optimize the agency's role in ongoing and emerging regional planning initiatives to support the key transit improvement efforts.

- Comprehensively engage in the Interagency Plan Implementation Committee (IPIC) process.

- Prioritize major transit investments and associated land use changes through the Connect SF Program.

- Develop SFMTA Properties.

Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

Key Actions

- Develop the Autonomous Vehicle (AV) Vision and Policy Playbook.

- Establish mobility permit harmonization.

- Develop the SFMTA Emerging Mobility Engagement Strategy.

- Study opportunities for Mobility-as-a-Service.

Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Key Actions

- Improve water conservation in transit facilities and stations.

- Increase the climate resiliency of San Francisco's multimodal transportation system.

- Advance private vehicle electrification and the Electric Vehicle Roadmap.

- Implement the Battery Electric Bus Pilot and establish support infrastructure for electric non-revenue sedans.

Objective 3.5: Achieve financial stability for the agency.

Key Actions

- Identify new capital funding sources and advance a potential future local transportation funding ballot measure.

- Identify new operating revenues.

- Identify and implement cost savings and agency efficiency measures.

- Advance and implement real estate transactions that can augment the financial stability of the agency.

- Improve agency reporting on fee, fare, and fine revenue and usage.

- Implement an SFMTA Asset Management Program.

Goal 4: Create a workplace that delivers outstanding service.

Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Objective 4.3: Enhance customer service, public outreach, and engagement.

Objective 4.4: Create a more diverse and inclusive workforce.

Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

FY 2019 – FY 2020 Goal 4 Metrics

New Key Performance Indicators:

Objective 4.1: Employee absence rate; utilization of wellness programs

Objective 4.3: Muni customer complaints per 100,000 miles

Objective 4.4: Employee rating: I feel that the Agency values workplace diversity

Objective 4.5: % of Muni customer complaints addressed within timeliness standards; SFMTA service critical staff vacancy rate

Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

Key Actions

- Develop an agency-wide performance management program.

- Develop and implement training services for staff.

- Develop and maintain wellness data dashboards and conduct annual programming review.

- Deliver the employee engagement plan for each of the agency divisions in response to the employee survey.

Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Key Actions

- Implement the Building Progress Program.

- Establish a centralized Facilities and Real Property Management Section.

- Implement the Repair, Safety, Security, and Function Campaigns.

- Develop an SFMTA Campus Master Plan.

Objective 4.3: Enhance customer service, public outreach, and engagement.

Key Actions

- Implement the Public Outreach and Engagement Strategy.

- Develop a key relationship management strategy.

- Develop a volunteer ambassador strategy.

- Develop and implement a Customer Service Strategy to develop a culture of service at the agency.

- Increase agency brand recognition.

- Implement the Internal Communications Strategy.

Objective 4.4: Create a more diverse and inclusive workforce.

Key Actions

- Diversify SFMTA Management.

- Establish Employee Resource Groups.

- Develop Human Resources Data Dashboards.

- Establish an employee workplace mediation program.

- Establish guidelines for the recruitment process.

- Implement the Workforce of the Future programs for high-skilled trade classifications.

Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

Key Actions

- Improve the Leave Process.

- Align the budget development and strategic planning processes.

- Implement the Project Delivery Framework.

- Develop and implement an ongoing business process improvement program

Back in November with the fist quarterly update on the actions.