# Strategic Plan Progress Report

October 2013

San Francisco, California

# GOAL 1

## Create a safer transportation experience for everyone

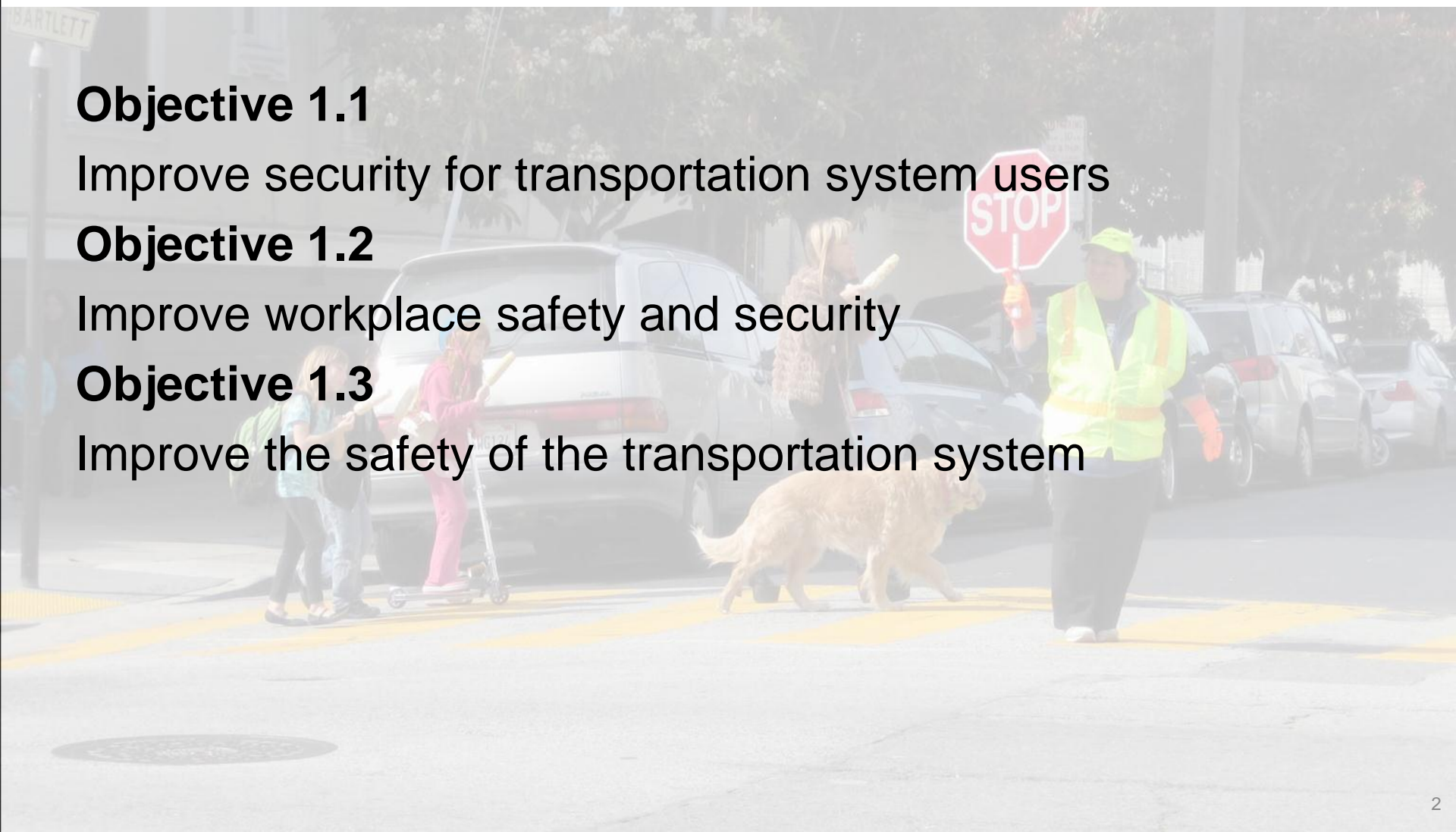**Objective 1.1**

Improve security for transportation system users

**Objective 1.2**

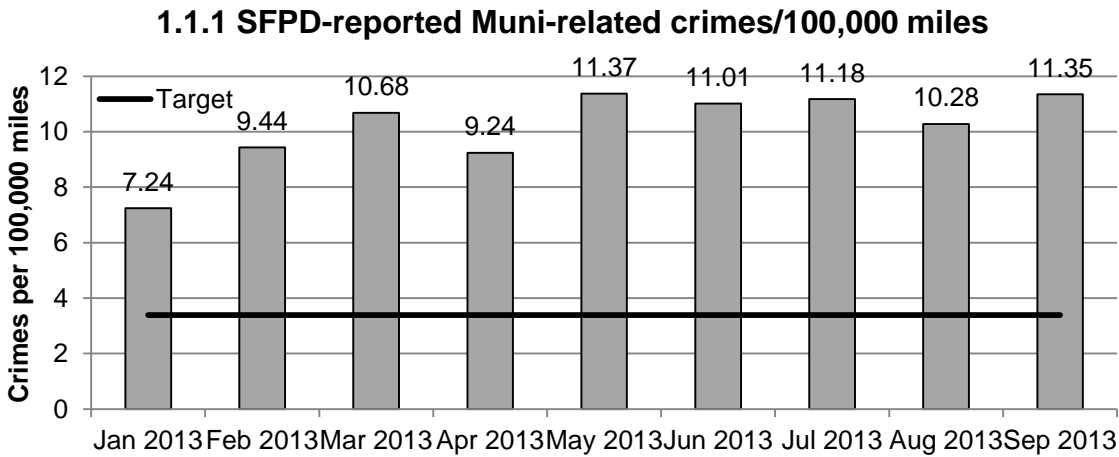Improve workplace safety and security

**Objective 1.3**

Improve the safety of the transportation system

# Objective 1.1

## Improve security for transportation system users

### Key performance indicator

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



Chart: Crimes per 100,000 miles by month with Target line at approximately 3.39.
- Jan 2013: 7.24
- Feb 2013: 9.44
- Mar 2013: 10.68
- Apr 2013: 9.24
- May 2013: 11.37
- Jun 2013: 11.01
- Jul 2013: 11.18
- Aug 2013: 10.28
- Sep 2013: 11.35

### Action item update

**1.1.3 Conduct SFPD/SFMTA operations to address crime trends**

Recently increased police staffing on Muni.

**1.1.8 Implement expanded educational campaign re: theft on Muni**

During the week of Oct 21 Transit Fare Inspectors are being deployed with digi-cleaners and safety tip cards with a focus on the highest crime areas. A press conference with SFMTA, DA and the SFPD is being coordinated. Vine videos are being produced and being placed on the SFMTA YouTube page for launch. Page on sfmta.com is in development and will be live for the launch.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| **1.1.1** | **SFPD-reported Muni-related crimes/100,000 miles** | **3.39** | 7.56 | 11.21 | 5.98 | 10.28 | 11.35 |
| 1.1.2 | Customer rating: Security of transit riding experience (while on a Muni vehicle); scale of 1 (low) to 5 (high) | | 3.00 | | | | |
| 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) | | 2.90 | | | | |
| 1.1.3 | SFPD-reported taxi-related crimes* | | 3.9 | 3 | 10 | 2 | 2 |
| 1.1.4 | Security complaints to 311 (Muni) | | 36.3 | 35 | 39 | 27 | 39 |

*Available reporting includes incidents reported by SFPD as defrauding a taxi driver; operating a taxi without a permit; or overcharging taxi fare.
Note: Reported results are subject to change as data quality improves or new data become available.
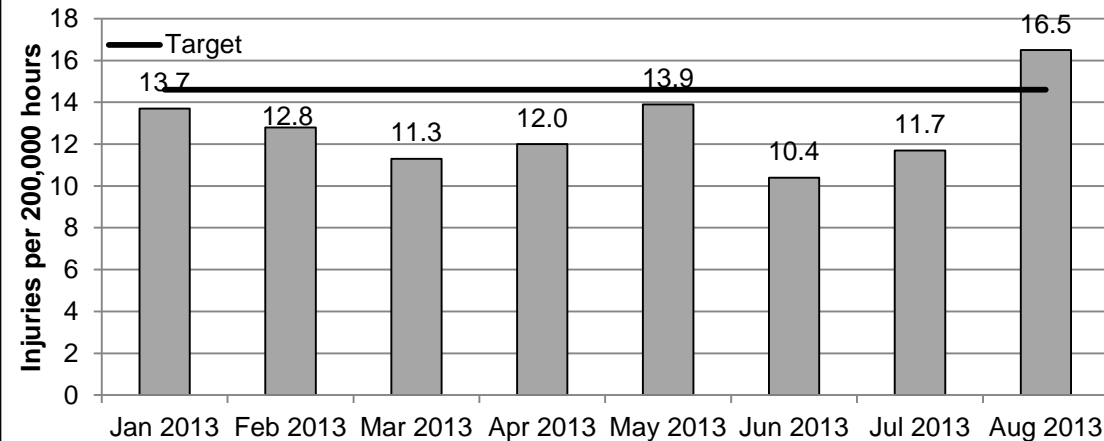
**Color Legend**

| Outperforms Previous FY Average | Underperforms Previous FY Average | Equal to Previous FY Average |
|---|---|---|

# Objective 1.2

## Improve workplace safety and security

## Key performance indicator

### 1.2.1 Workplace injuries/200,000 hours



## Action item update

**1.2.7  Develop a prioritized list of workplace facility improvements based on the recommendations of the Real Estate and Facilities Vision for the 21st Century Report (Vision Report)**

A contract amendment for an update to the Vision Report re: the bus motor coach fleet is underway. The final Implementation Strategy and Vision Report update to the SFMTA Board is planned for fall 2013, pending Fleet Plan and planning/environmental issues.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|----|--------|--------|----------|----------|----------|----------|----------|
| **1.2.1** | **Workplace injuries/200,000 hours** | **14.6** | 13.8 | 14.2 | 13.0 | 16.5 | * |
| 1.2.2 | Security incidents involving SFMTA personnel (Muni only) | | 11.7 | 15 | 10 | 15 | * |
| 1.2.3 | Lost work days due to injury | | 3,912 | | 3,495 | | * |
| 1.2.4 | Employee rating: I feel safe and secure in my work environment; scale of 1 (low) to 5 (high) | Survey results will be reported in November. | | | | | |

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

# Objective 1.3

## Improve the safety of the transportation system

### Key performance indicator

**1.3.1 Muni collisions/100,000 miles**
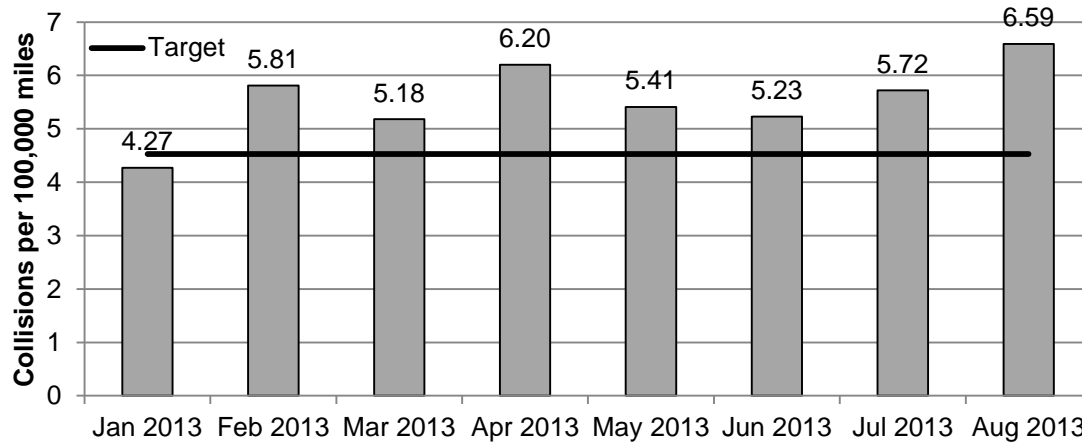


### Action item update

**1.3.10 Identify and implement key safety capital actions from up-coming Pedestrian Strategy specific to SFMTA**

The street map for investment has been finalized, the consultant is under contract, and the initial products, including a website, web tool, and list of crash profiles, will be done this month.

**1.3.15 Establish a monthly report on accident trending and proposed mitigation actions**

The Transit Safe replacement RFP process completed. Funding approval for Intelex (the replacement software) is pending.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|----|--------|--------|----------|----------|----------|----------|----------|
| **1.3.1** | **Muni collisions/100,000 miles** | **4.53** | 5.23 | 6.14 | 4.67 | 6.59 | * |
| 1.3.2 | Collisions involving motorists, pedestrians, and bicyclists | Awaiting 2012 results. | | | | | |
| 1.3.2 | Collisions involving taxis | Awaiting 2012 results. | | | | | |
| 1.3.3 | Muni falls on board/100,000 miles | | 4.25 | 4.31 | 4.99 | 4.35 | * |
| 1.3.4 | "Unsafe operation" Muni complaints to 311 | | 157.1 | 188.3 | 166 | 190 | 199 |
| 1.3.5 | Customer rating: Safety of transit riding experience; scale of 1 (low) to 5 (high) | | 3.40 | | | | |

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

# GOAL 2

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

## Improve customer service and communications

### Key performance indicator

**2.1.1 Overall customer satisfaction with transit services; scale of 1(low) to 5(high)**

# 2.55
## (FY13)

### Action item update

**2.1.1 Utilize social media tools (Facebook, Twitter, YouTube, Blogging) to communicate SFMTA news and information to our customers**

We now have nearly 16,000 Twitter followers and 1,000 Facebook likes. Moving forward with GovDelivery to streamline the notification process and distribute information by route and line.

**2.1.3 Collect, clean and push out data for App developers for all modes**

Training completed on Microsoft BizTalk 2013 Middleware with SFMTA staff. Development will begin once resources are available.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg |
|---|---|---|---|---|
| 2.1.1 | Customer rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high) | | 2.55 | |
| 2.1.2 | Customer rating: Overall customer satisfaction with taxi availability | | 2.52 | |
| 2.1.3 | Customer rating: Overall customer satisfaction with bicycle network | | 2.76 | |
| 2.1.4 | Customer rating: Overall customer satisfaction with pedestrian environment | | 3.58 | |
| 2.1.5 | City Survey rating: Communications to passengers; scale of 1 (low) to 5 (high) | | 3.20 | |

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

# Improve customer service and communications

## Metric of note

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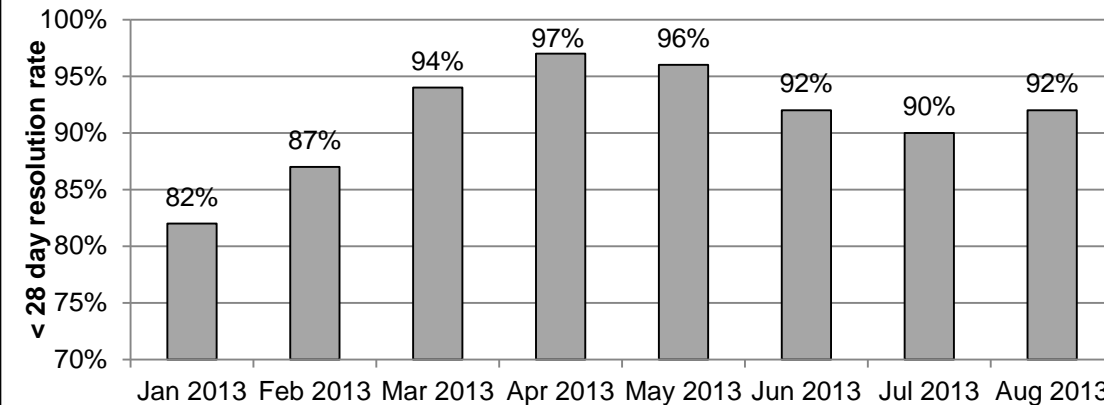


## Action item update

### 2.1.11 Enhance NextBus Software

Implementation delayed a month due to AT&T network issues with NextBus. Contractor is working on replacing equipment.

### 2.1.14 Develop tourism-focused transportation demand strategy

Completed "transportation sustainability" evaluation to serve as both an appendix to the "People Plan" and to satisfy requirements of "Sustainability Plan". Events and special services have been completed. America's Cup races concluded on Sep 25.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| 2.1.6 | Percentage of color curb requests addressed within 30 days | | 93.3% | 98% | 88% | 87% | * |
| 2.1.6 | Percentage of hazardous traffic sign reports addressed within 24 hours | | 100% | 100% | 100% | 100% | 100% |
| 2.1.6 | Percentage of parking meter malfunctions addressed within 48 hours | | 81.8% | 71.1% | 81% | 56% | 87% |
| 2.1.6 | Percentage of traffic and parking control requests addressed within 90 days | | 79.1% | 79.2% | 69% | 79% | |
| 2.1.6 | Percentage of traffic signal requests addressed within 2 hours | | 96.8% | 98.1% | 99% | 98% | 97% |
| 2.1.7 | Percentage of actionable 311 Muni-related complaints addressed within 28 days | | 90% | 90% | 87% | 92% | * |
| 2.1.8 | Customer rating: cleanliness of Muni vehicles; scale of 1 (low) to 5 (high) | 2.39 | | | | | |
| 2.1.9 | Customer rating: cleanliness of Muni facilities (stations, elevators, escalators) | 2.47 | | | | | |

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

# Objective 2.2

## Improve transit performance

### Key performance indicator

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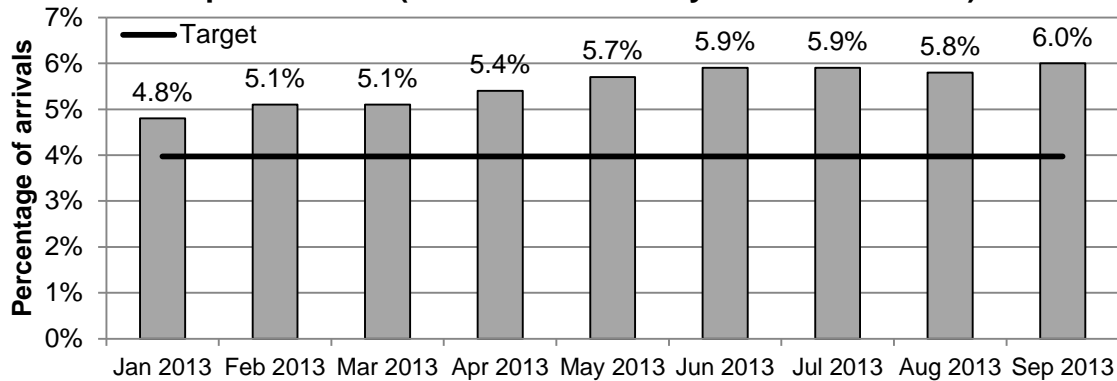


### Action item update

**2.2.2 Develop and Implement measures to improve reliability and reduce transit travel times**

New GPS-based transit signal priority installation beginning in October for Flynn and Potrero coaches. 5L scheduled to launch on October 28. Supervisor assignments to start monitoring Embarcadero platform this month to improve turnaround performance.

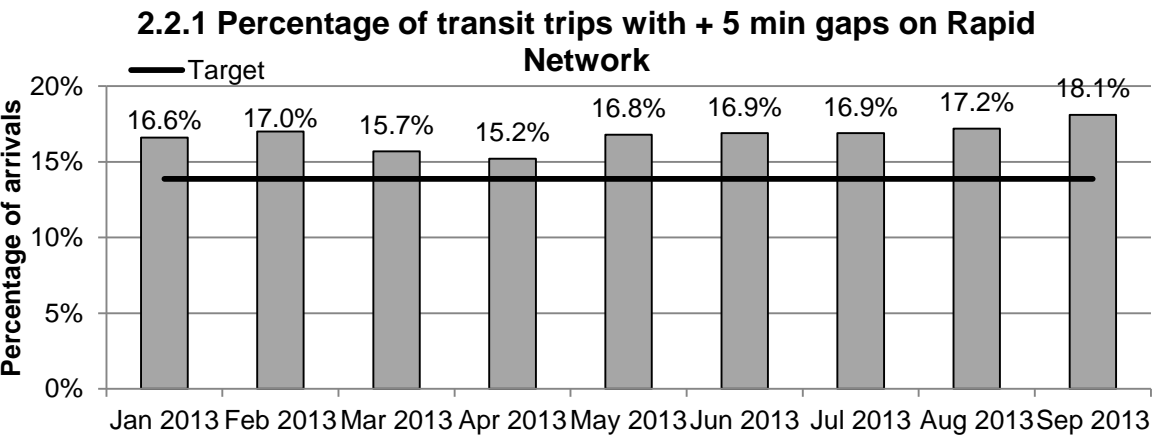### Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| **2.2.1** | **Percentage of transit trips with <2 min* bunching on Rapid Network** | **4.0%** | 5.5% | 6.0% | 6.0% | 5.8% | 6.0% |
| **2.2.1** | **Percentage of transit trips with + 5 min gaps on Rapid Network** | **13.9%** | 17.6% | 17.3% | 19.1% | 17.2% | 18.1% |
| 2.2.2 | Percentage of on-time performance for non-Rapid Network routes | 85% | 59.5% | 60.6% | 56.9% | 60.3% | 58.6% |
| 2.2.3 | Percentage of scheduled service delivered | 98.5% | 96.8% | 97.5% | 95.7% | 96.9% | 97.9% |
| 2.2.4 | Percentage of on-time departures from terminals | 85% | 73.5% | 75.0% | 70.2% | 75.0% | 74.9% |
| 2.2.5 | Average Muni system speed | Results will be reported in November. | | | | | |
| 2.2.6 | Percentage of on-time performance | 85% | 58.9% | 59.9% | 56.0% | 60.1% | 59.8% |
| 2.2.7 | Percentage of trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points | | 7.5% | 9.1% | 8.5% | 8.4% | 12.5% |
| 2.2.7 | Percentage of trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points | | 7.7% | 9.5% | 8.5% | 8.9% | 11.5% |

*<1 min for headways of 5 min or less. Note: Reported results are subject to change as data quality improves or new data become available.

# Objective 2.2 *continued*

## Improve customer service and communications

### Key performance indicator

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



Bar chart showing Percentage of arrivals (y-axis 0%–20%) by month:
- Jan 2013: 16.6%
- Feb 2013: 17.0%
- Mar 2013: 15.7%
- Apr 2013: 15.2%
- May 2013: 16.8%
- Jun 2013: 16.9%
- Jul 2013: 16.9%
- Aug 2013: 17.2%
- Sep 2013: 18.1%

Target line (≈14%) shown across all months.

### Action item update

**2.2.7 Maintain vehicles, equipment, and facilities in a state of good repair**

The next batch of 50 new buses will start arriving next month. We continue to work with Seattle to replace articulated trolley coaches. Hiring continues for new mechanics authorized in current budget.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| 2.2.8 | Mean distance between failure (Bus) | | 3,310 | 3,921 | 2,815 | 3,854 | 3,616 |
| 2.2.8 | Mean distance between failure (LRV) | | 3,673 | * | 3,657 | * | * |
| 2.2.8 | Mean distance between failure (Historic) | | 2,224 | * | 2,200 | * | * |
| 2.2.8 | Mean distance between failure (Cable) | | 3,735 | * | 4,248 | * | * |
| 2.2.9 | Percentage of scheduled service hours delivered | Please see 2.2.3. | | | | | |
| 2.2.10 | Percentage of scheduled mileage delivered | Measure in development. | | | | | |
| 2.2.11 | Ridership (rubber tire, average weekday) | | 495,311 | 505,030 | 517,674 | 504,439 | 527,096 |
| 2.2.11 | Ridership (faregate entries, average weekday) | Measure in development. | | | | | |
| 2.2.12 | Percentage of days that elevators are in full operation | | 96.3% | 96.5% | 98.9% | 95.3% | 98.1% |
| 2.2.13 | Percentage of days that escalators are in full operation | | 88.1% | 92.7% | 87.1% | 91.8% | 92.6% |

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

# Objective 2.3

## Increase the use of non-private auto modes

### Key performance indicator

**2.3.1 Non-private auto mode share (all trips)**
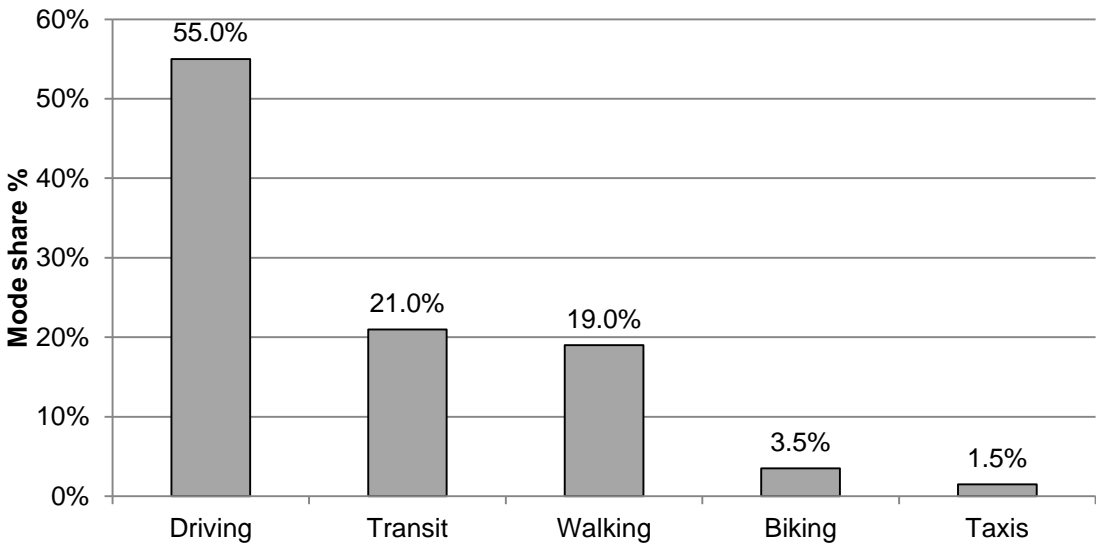


### Action item update

**2.3.10 Develop and implement a streamlined, uniform inter-agency transfer discount policy for all connecting regional transit service customers**

Inter-agency transfer discount proposal for all connecting transit agencies was developed for inclusion in FY15/FY16 proposal. Consolidation of BART transfer to be implemented early 2014.

**2.3.14 Develop and implement vehicle sharing strategy**

Interested car share organizations' requests for car share parking space permits were received Oct 9. Initial vetting and review of parking space requests has begun. Parking space outreach by car share organizations (with SFMTA coordination) begins later this month.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| 2.3.1 | Non-private auto mode share (all trips) | 50% | | 45% (2011 Mode Share Survey) | | | |

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

# Objective 2.4

## Improve parking utilization and manage parking demand

### Key performance indicator

**2.4.1 Parking reliability rate of SFpark spaces**
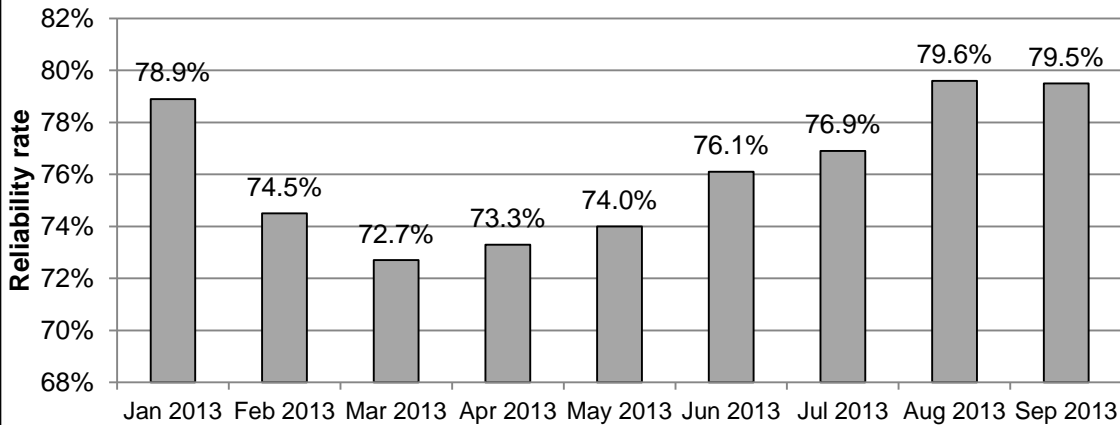


### Action item update

**2.4.13 Replace all meters citywide and integrate with SFpark data warehouse infrastructure, upgrading SFMTA's SFPM parking meter management system and integrating with SFpark data management system**

The SFMTA Board of Directors approved both the single-space meter agreement with IPS Group and the multi-space meter agreement with MacKay Meters on Sep 17. The single-space meter agreement requires Board of Supervisors approval and was heard at the Budget and Finance Committee meeting on Oct 9.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| **2.4.1** | **Parking reliability rate of SF*park* spaces** | | 71.9% | 78.7% | 67.3% | 79.6% | 79.5% |
| 2.4.2 | Parking reliability of SFMTA garage spaces | | 97.7% | 98.6% | 99.0% | 99.0% | 98.9% |
| 2.4.3 | # of secure on-street bicycle parking spaces* | | 6,792 | 6,820 | 6,012 | 6,820 | 6,852 |
| 2.4.3 | # of secure off-street bicycle parking spaces (garage bicycle parking)* | | 882 | 882 | 846 | 882 | 882 |
| 2.4.4 | On-street payment compliance (SF*park* pilot areas only) | | 53.3% | 53.6% | 52.9% | 53.5% | 53.6% |

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

# GOAL 3

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
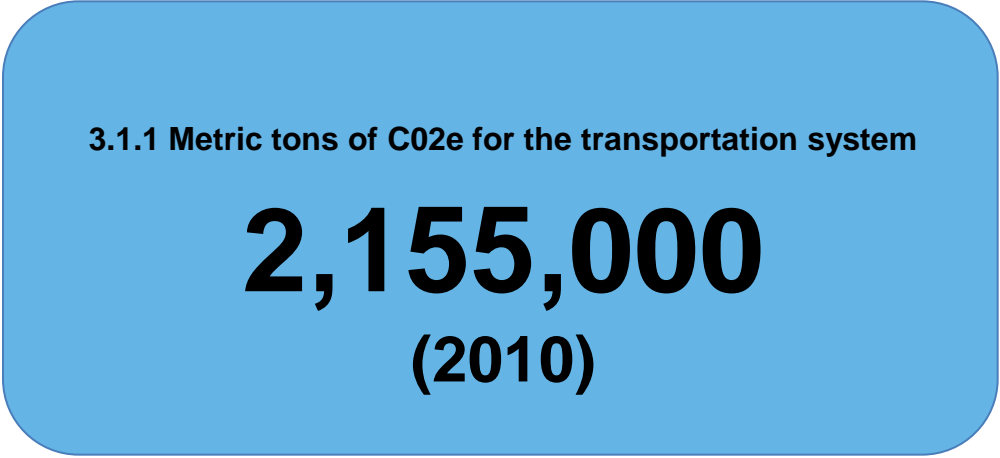
**Objective 3.4**

Deliver services efficiently

**Objective 3.5**

Reduce capital and operating structural deficits

# Objective 3.1

## Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise

### Key performance indicator

**3.1.1 Metric tons of C02e for the transportation system**

# 2,155,000
## (2010)

### Action item update

**3.1.10 Reduce taxi fleet emissions**

Nissan has offered to donate a station to assist with our efforts to implement fast charging in San Francisco. Staff is preparing documentation for the SFMTA Board now.

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

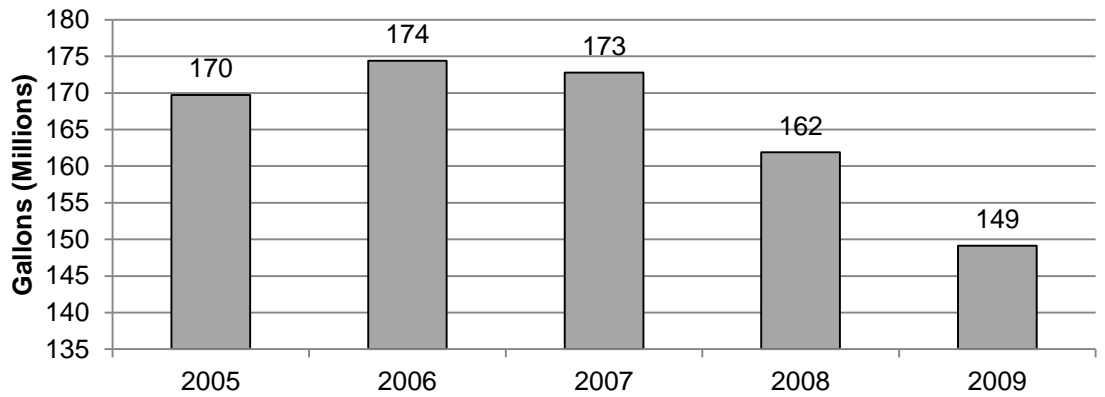| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| **3.1.1** | **Metric tons of C02e for the transportation system** | **1,515,000** | | | | | **2,155,000 (2010)** |
| 3.1.2 | % of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions | | | | | | 94% (taxi) |
| 3.1.3 | % biodiesel to diesel used by SFMTA | | | | | | 2% (FY11) |
| 3.1.4 | Number of electric vehicle charging stations | | | | | | 33 |
| 3.1.5 | Citywide gasoline consumption rate | | | | | | 149,156,104 (2009) |

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

# Objective 3.1 *continued*

## Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise

**Metric of note**

**3.1.5 Citywide gasoline consumption rate**



Bar chart of Gallons (Millions) by year:
- 2005: 170
- 2006: 174
- 2007: 173
- 2008: 162
- 2009: 149

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|----|--------|--------|----------|----------|----------|----------|----------|
| 3.1.6 | Agency electricity consumption (kWh) | | | | | | 123,746,104 (FY11) |
| 3.1.6 | Agency gas consumption (therms) | | | | | | 579,043 (FY11) |
| 3.1.6 | Agency water consumption (gallons) | | | | | | 21,301,010 (FY11) |
| 3.1.7 | Agency compost production (tons) | | | | | | 14 (CY09) |
| 3.1.7 | Agency recycling production (tons) | | | | | | 535 (CY09) |
| 3.1.7 | Agency waste production (tons) | | | | | | 593 (CY09) |

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

# Objective 3.2

## Increase the transportation system's positive impact to the economy

### Key performance indicator

**3.2.1 Estimated economic impact of Muni service delays (annualized)**

# $50,000,000

### Action item update

**3.2.3   Develop and implement policies for private shuttle loading/unloading to increase mode share**

Staff sent a letter to the Bay Area Council in response to their alternative policy proposal.  We are currently refining the implementation strategy and staffing plan as well as pursuing external consultant support for stop proposal web interface and for branding/identity. In addition, we met with Transbay Terminal JPA on shuttle locations at future terminal and recommend using bus islands under terminal overpasses for shuttles.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|----|--------|--------|----------|----------|----------|----------|----------|
| 3.2.1 | Estimated economic impact of Muni service delays (annualized) | | $50M | | | | |

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

# Objective 3.3

## Allocate capital resources effectively

### Key performance indicator

**3.3.1 Percentage of all capital projects delivered on-budget by phase**



**Measure in development**

### Action item update

No updates for Oct 2013.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| **3.3.1** | **Percentage of all capital projects delivered on-budget by phase** | **Results reporting to begin in FY14.** | | | | | |
| 3.3.2 | Percentage of all capital projects delivered on-time by phase | Results reporting to begin in FY14. | | | | | |

# Objective 3.4

## Deliver services efficiently

### Key performance indicator

**3.4.1 Average annual transit cost per revenue hour**
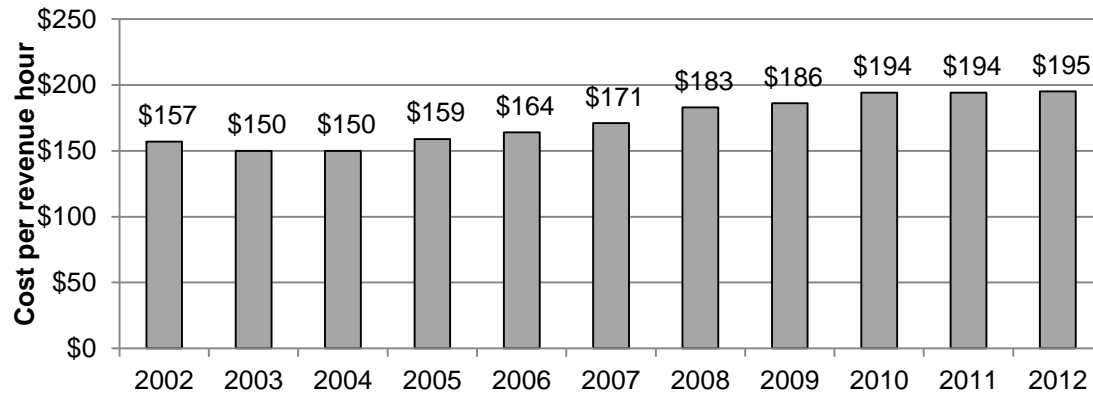


### Action item update

**3.4.1 Evaluate and implement schedule deployment efficiencies**

Seasonal schedules were successfully implemented during the summer. We are currently converting part-time operators to full-time in order to fill vacant full time assignments and prepare for increase in service associated with 5L-Fulton Limited service. General sign-up schedules are completed however part-time runs are remaining constant due to staffing issues.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|----|--------|--------|----------|----------|----------|----------|----------|
| 3.4.1 | **Average annual transit cost per revenue hour** | **$187** | | | | | $195 (FY12) |
| 3.4.2 | Passengers per revenue hour for buses | | | | | | 70 (FY12) |
| 3.4.3 | Cost per unlinked trip | | | | | | $2.77 (FY12) |
| 3.4.4 | Pay hours: platform hours ratio | | 1.12 | 1.11 | 1.12 | 1.10 | 1.10 |
| 3.4.5 | Farebox recovery ratio | | | | | | 30.8% (FY12) |

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

# **Goal 3** financials

## Expenditures (FY14 as of August 2013)

| EXPENDITURES | Revised Budget | Actuals: Year to Date | Encumbrances | Total Projection for the Year | Saving/(Overage) |
|---|---|---|---|---|---|
| SFMTA Agency Wide | $90,371,713 | ($17,843,185) | $64,938,191 | $86,761,998 | $3,609,715 |
| Board of Directors | $752,001 | $69,639 | $1,500 | $540,234 | $211,767 |
| Capital Programs and Construction | ($2,434) | ($526,979) | $1,972,392 | ($2,434) | $0 |
| Communications | $3,856,012 | $466,969 | $96,784 | $3,854,197 | $1,815 |
| Director of Transportation | $1,192,197 | $103,614 | $154,046 | $1,056,633 | $135,564 |
| Finance and Information Technology | $77,113,396 | $5,041,347 | $12,887,581 | $76,709,182 | $404,214 |
| Government Affairs | $683,204 | $60,814 | $140,890 | $618,142 | $65,062 |
| Human Resources | $25,128,239 | $2,101,239 | $4,176,188 | $23,137,766 | $1,990,473 |
| Safety | $4,188,595 | $316,250 | $452,816 | $3,262,414 | $926,181 |
| Sustainable Streets | $152,033,700 | $13,707,024 | $30,359,067 | $144,139,989 | $7,893,711 |
| Transit Services | $486,489,129 | $60,845,486 | $28,242,984 | $499,645,402 | ($13,156,273) |
| Taxi and Accessible Services | $19,908,892 | $1,688,897 | $19,515,847 | $19,806,700 | $102,192 |
| **TOTAL** | **$861,714,644** | **$66,031,115** | **$162,938,287** | **$859,530,223** | **$2,184,421** |

Note:
(1) The revised budget includes supplemental for the 2 non-profit garages, 5th & Mission and Ellis O'Farrell, whose ownership is now with SFMTA.

# Goal 3 financials

## Revenues (FY14 as of August 2013)

| REVENUE | Revised Budget | Actuals Year to Date | Total Projection for the Year | Surplus/(Deficit) |
|---|---|---|---|---|
| **TRANSIT FARES** | | | | |
| Cable Car Fares | $25,303,000 | $6,467,514 | $25,303,000 | $0 |
| Cash Fares | $72,520,900 | $14,709,766 | $74,600,342 | $2,079,442 |
| Other Fares | $5,968,200 | $1,287,768 | $5,968,200 | $0 |
| Passes | $92,612,434 | $15,721,733 | $92,612,434 | $0 |
| **TRANSIT FARES Total** | **$196,404,534** | **$38,186,781** | **$198,483,977** | **$2,079,443** |
| **PARKING FEES & FINES** | | | | |
| General Fund Baseline Transfer | $66,600,000 | $16,650,000 | $66,600,000 | $0 |
| Citations and Fines | $102,441,800 | $17,575,943 | $102,441,800 | $0 |
| Garage Revenue | $62,296,547 | $11,811,005 | $62,296,547 | $0 |
| Meter Revenue | $46,188,400 | $10,194,225 | $50,044,367 | $3,855,967 |
| Permit Revenue | $9,727,900 | $1,454,389 | $9,727,900 | $0 |
| **PARKING FEES & FINES Total** | **$287,254,647** | **$57,685,562** | **$291,110,614** | **$3,855,967** |
| Operating Grants | $111,970,000 | $10,239,244 | $114,970,000 | $3,000,000 |
| Taxi Service | $10,225,913 | $10,968,935 | $10,225,913 | $0 |
| Other Revenues | $24,395,672 | $5,423,447 | $24,395,672 | $0 |
| General Fund Transfer | $232,000,000 | $58,000,000 | $232,000,000 | $0 |
| **TOTAL** | **$862,250,766** | **$180,503,969** | **$871,186,175** | **$8,935,409** |

Note:
(1) The revised budget includes supplemental for the 2 non-profit garages, 5th & Mission and Ellis O'Farrell, whose ownership is now with SFMTA.

# Goal 3 financials

## Overtime Report (FY14 as of August 2013)

| 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 | $23,151,569 | $3,364,159 | $22,460,707 | $25,824,866 | ($2,673,297) |
| Transit Vehicle Maintenance | $6,786,456 | $1,494,027 | $9,974,829 | $11,468,856 | ($4,682,400) |
| Transit – All Others | $4,516,632 | $1,316,118 | $8,787,021 | $10,103,138 | ($5,586,506) |
| **Subtotal Transit Services Division** | **$34,454,657** | **$6,174,304** | **$41,222,556** | **$47,396,860** | **($12,942,203)** |
| **SUSTAINABLE STREETS DIVISION** | | | | | |
| Parking Control Officers | $928,043 | $267,551 | $1,786,296 | $2,053,847 | ($1,125,804) |
| Sustainable Streets – All Others | $879,017 | $131,597 | $878,604 | $1,010,201 | ($131,184) |
| **Subtotal Sustainable Streets Division** | **$1,807,060** | **$399,148** | **$2,664,900** | **$3,064,048** | **($1,256,988)** |
| **SFMTA AGENCY WIDE*** | **$0** | **$59,311** | **$330,820** | **$390,131** | **($390,131)** |
| **ALL OTHER DIVISIONS** | **$889,774** | **$113,981** | **$762,399** | **$876,380** | **$13,394** |
| **TOTAL OPERATING FUND** | **$37,151,491** | **$6,746,744** | **$44,980,675** | **$51,727,420** | **($14,575,929)** |
| | | | | | |
| | | | | | |
| **NON OPERATING FUND** | | | | | |
| Capital Programs & Construction | $0 | $143,195 | $956,038 | $1,099,234 | ($1,099,234) |
| Sustainable Streets Engineering Programs | $0 | $24,323 | $162,390 | $186,713 | ($186,713) |
| **Total Non-Operating Fund** | **$0** | **$167,518** | **$1,118,429** | **$1,285,947** | **($1,285,947)** |
| | | | | | |
| | | | | | |
| **TOTAL** | **$37,151,491** | **$6,914,262** | **$46,099,104** | **$53,013,366** | **($15,861,875)** |

*Figures include cost recovery for events or services totaling $282K as of month-end (August 2013). The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

**Projection for Remaining Months is calculated average of actuals year-to-date (year-to-date actual overtime labor cost divided by the numbers of pay periods as of the reporting period) multiplied by the remaining periods.

*** Charges are all related to America's Cup.

# Objective 3.5

## Reduce capital and operating structural deficits

### Key performance indicator

**3.5.1 Operating and capital structural deficit (FY12)**
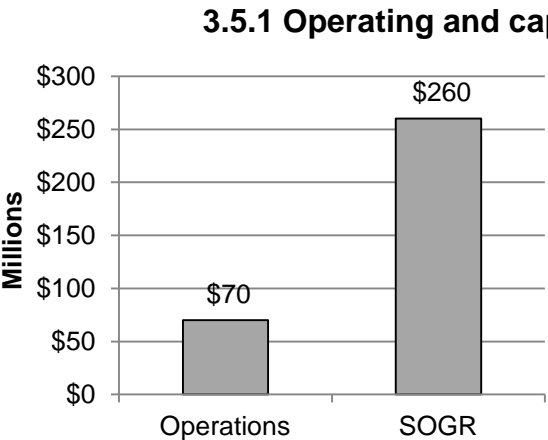


**Additional $1.7B 5-Year shortfall for bike, pedestrian and transit facilities**

### Action item update

**3.5.4 Improve the grant application, administration and billing processes**

Currently working on redirecting grant funds by closing out projects. The focus on spending down our oldest grants continued this month. We secured approval from Caltrans and redistributed PTMISEA I-Bond fund balances from completed projects to a number of active projects. Work to close out the backlog of projects in FAMIS and on the indirect cost allocation plan is on hold due to a shortage of staff and the need to focus on the year-end reporting and audit schedules.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| 3.5.1 | Operating and capital structural deficit | Make progress towards closing operating and mission critical capital structural deficit | $70M additional needed for operations, $260M additional needed for State-of-Good Repair (SOGR) and $1.7B 5-Year shortfall for bike, pedestrian, facilities and transit (FY12) | | | | |

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

# GOAL 4

Create a workplace that delivers outstanding service

**Objective 4.1**

Improve internal communications
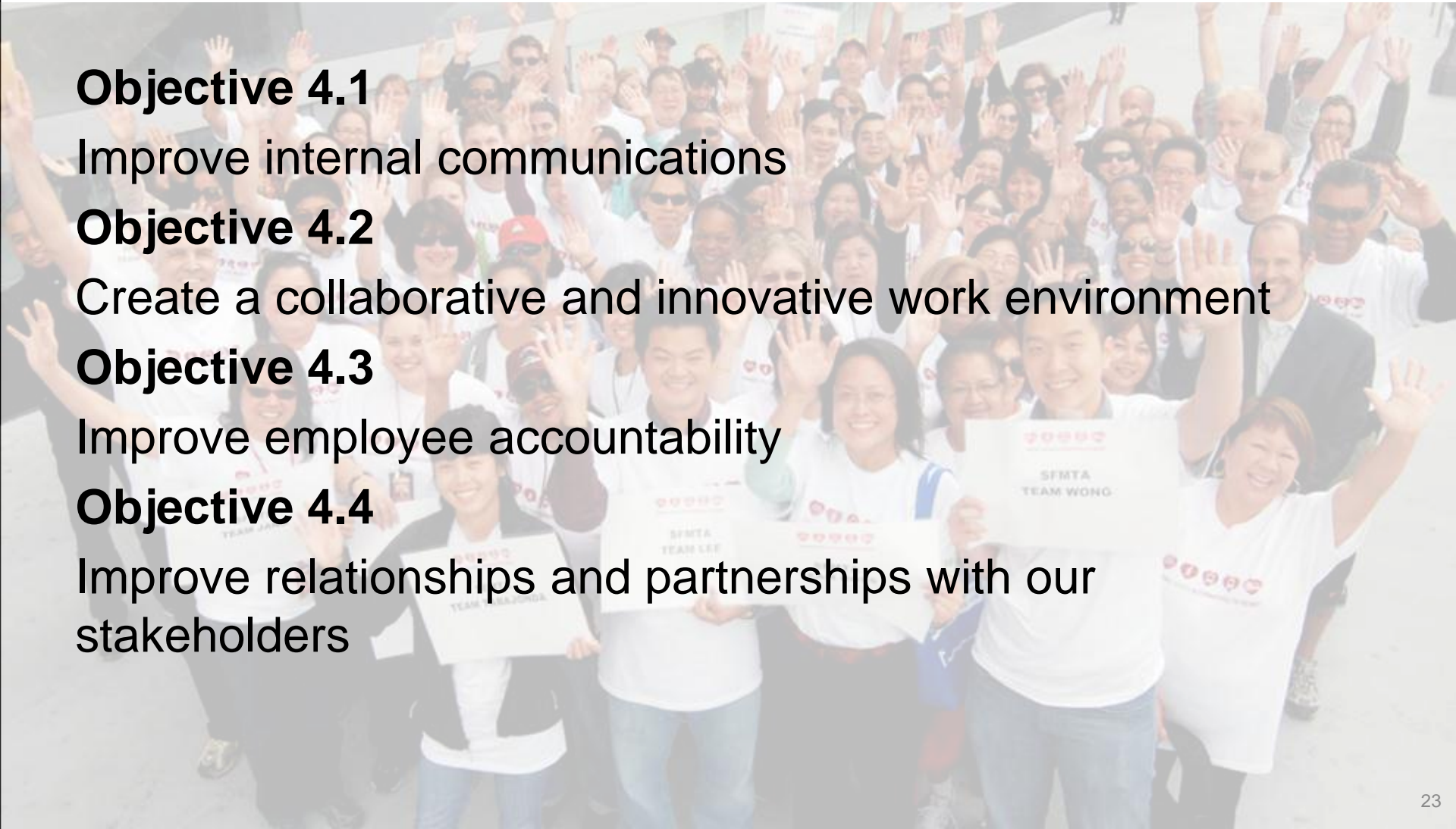
**Objective 4.2**

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: 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)**



**Survey results will be reported in November**

### Action item update

**4.1.5 Develop Agency communications guide for all staff and post on intranet**

We are finalizing the FY13 Annual Report. This is the first report of its kind in more than 10 years and provides an overview of the SFMTA's Strategic Plan as well as highlights select projects as they relate to the Agency's goals. In addition, the SFMTA Brand Identity Standards, were launched this month. These are a collection of usage instructions for SFMTA collateral, including electronic and print templates, logo lockups, email lockups, and color palette. This is the initial rollout phase with training and more updates to come based on internal and external feedback.

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

| ID | Metric | FY13 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) | Survey results will be reported in November. |
| 4.1.1 | Employee rating: I have access to info about Agency accomplishments, current events, issues and challenges. | |
| 4.1.2 | Percentage of employees that complete the survey | 34.6% |
| 4.1.3 | Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success. | Survey results will be reported in November. |
| 4.1.4 | Employee rating: I have received feedback on my work in the last 30 days. | |
| 4.1.5 | Employee rating: I have noticed that communication between leadership and employees has improved. | |
| 4.1.6 | Employee rating: Discussions with my supervisor about my performance are worthwhile. | |

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 performance indicator

**4.2.1 Employee rating: Overall Satisfaction; scale of 1(low) to 5(high)**



**Survey results will be reported in November.**

### Action item update

All Goal 4 actions are associated with Objectives 4.1 and 4.4.

### Other indicators (including most recent month, prior month, same month prior year, and fiscal year averages)
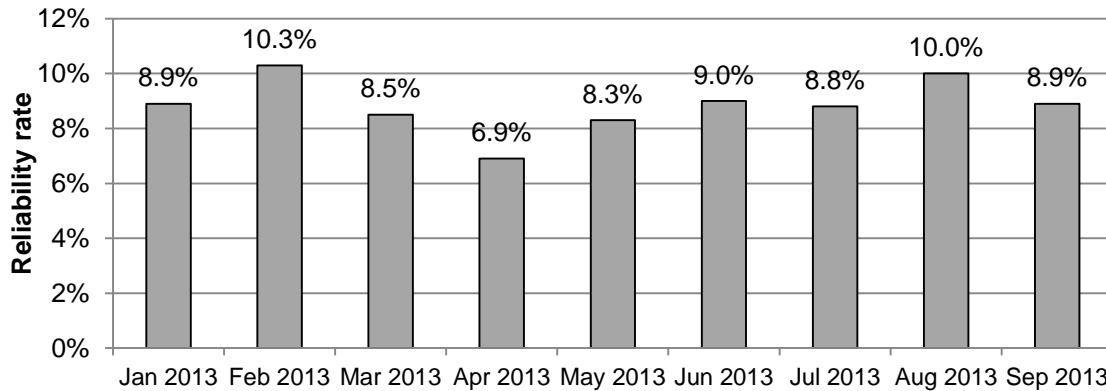
| ID | Metric | FY13 Avg |
|---|---|---|
| 4.2.1 | **Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)** | |
| 4.2.2 | Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately. | |
| 4.2.3 | Employee rating: I find ways to resolve conflicts by working collaboratively with others. | **Survey results will be reported in November.** |
| 4.2.4 | Employee rating: I am encouraged to use innovative approaches to achieve goals. | |
| 4.2.5 | Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively | |
| 4.2.6 | Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'. | |
| 4.2.7 | Employee rating: My work gives me a feeling of personal accomplishment. | |

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

# Objective 4.3

## Improve employee accountability

### Metric of note

**4.3.3 Unscheduled absence rate by employee group (Transit operators)**



### Action item update

All Goal 4 actions are associated with Objectives 4.1 and 4.4.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg | Sep 2012 | Aug 2013 | Sep 2013 |
|---|---|---|---|---|---|---|---|
| 4.3.1 | **Percentage of employees with performance plans prepared by start of fiscal year** | | **20.3%** | **62%** | | | |
| 4.3.1 | **Percentage of employees with annual appraisals based on their performance plans** | | **18.8%** | | | | |
| 4.3.2 | Percentage of strategic plan metrics reported | | 74% | | | | |
| 4.3.3 | Unscheduled absence rate by employee group (Transit operators) | | 8.6% | 9.2% | 9.3% | 10.0% | 8.9% |
| 4.3.4 | Employee rating: My manager holds me accountable to achieve my written objectives. | | 3.55 | | | | |

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

# 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 will be conducted in FY14.**

### Action item update

**4.4.15 Draft regulatory amendments to the Transportation Code taking into account consultant recommendations of Taxi Best Practices Study.**

Recommendations brought to the SFMTA Board on Sep 17 related to dispatch changes only. Gate fee caps and leasing regulations will be discussed at the Oct 15 Board Meeting. A meter rate increase is not being proposed at this time.

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

| ID | Metric | Target | FY13 Avg | FY14 Avg |
|---|---|---|---|---|
| 4.4.1 | Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high) | Survey will be conducted in FY14. | | |