



**SFMTA**  
Municipal  
Transportation  
Agency

# Strategic Plan Progress Report

## *Goal 3 Focus*

January 2016

San Francisco, California

# Goal 3 focus

## 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**

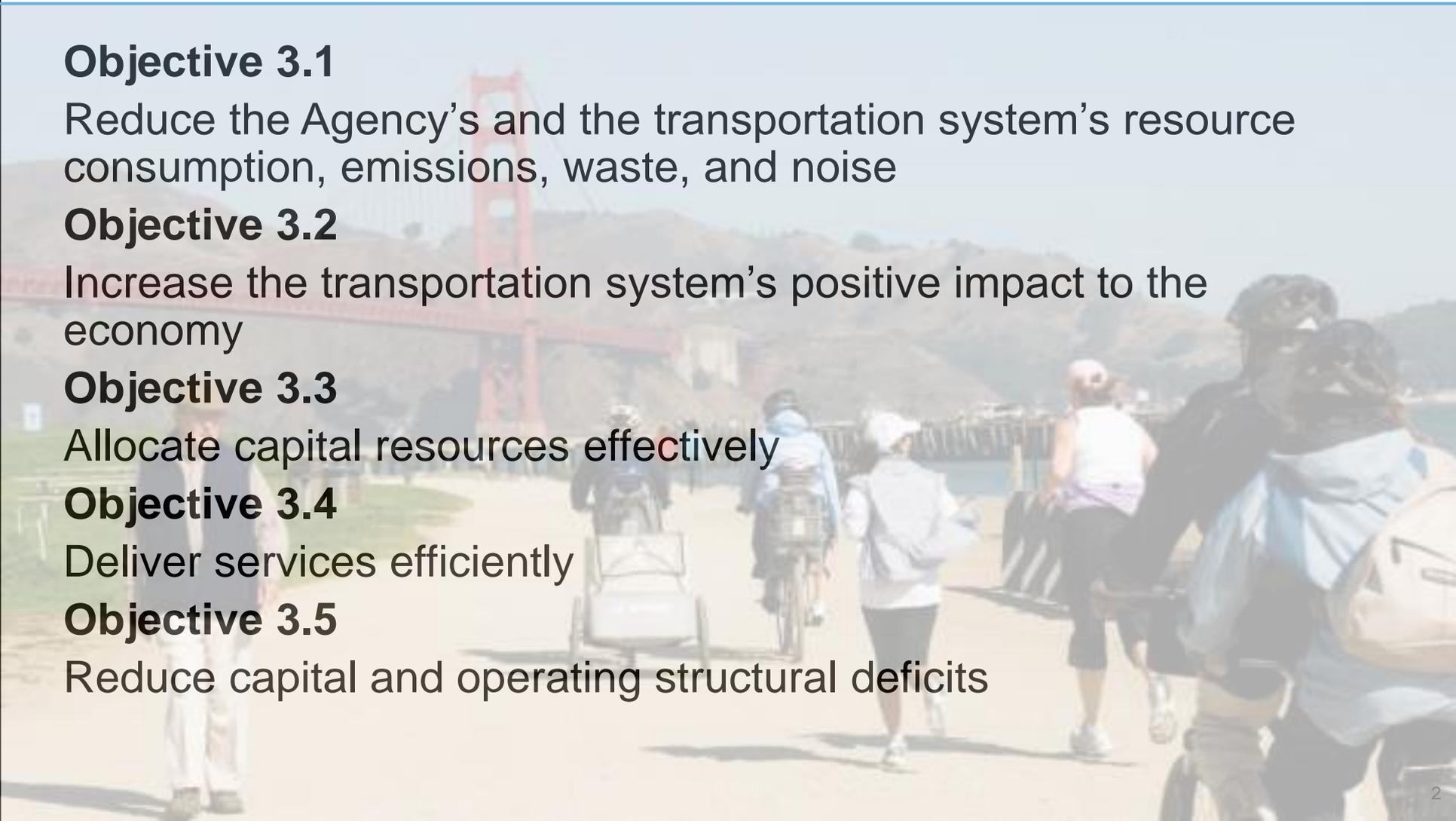
Allocate capital resources effectively

### **Objective 3.4**

Deliver services efficiently

### **Objective 3.5**

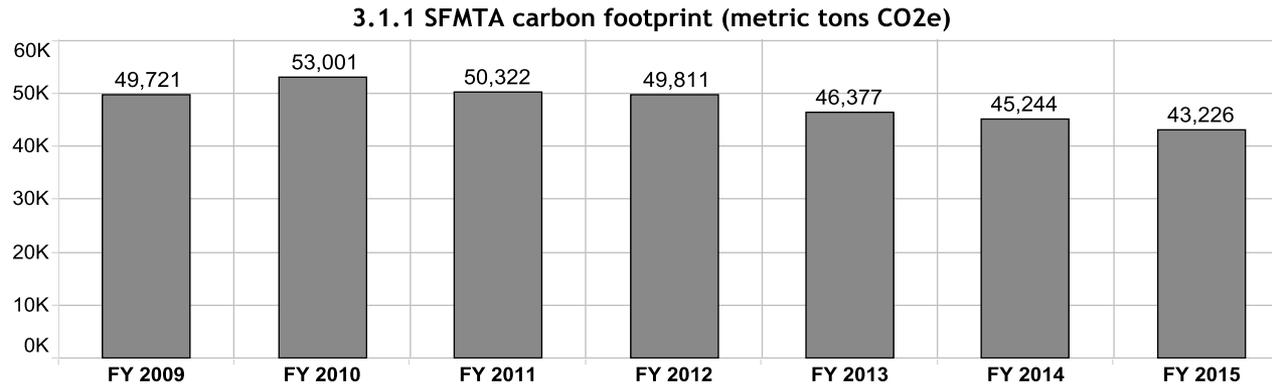
Reduce capital and operating structural deficits



# Objective 3.1

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

## Key performance indicator



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

ID	Metric	Target	FY13 Avg	FY14 Avg	FY15 Avg	FY16 Avg
3.1.1	SFMTA carbon footprint (metric tons CO2e)		46,377	45,244	43,226	*
3.1.2	% of SFMTA non-revenue fleet that is alternative fuel/zero emissions		37.0%	*	*	*
3.1.2	% of SFMTA taxi fleet that is alternative fuel/zero emissions		94.0%	98.0%	98.0%	98.0%
3.1.3	% biodiesel to diesel used by SFMTA		98.4%	91.2%	93.2%	94.3%
3.1.4	Number of electric vehicle charging stations		63	63	63	63
3.1.6	Agency electricity consumption (kWh) <sup>1</sup>		9,790,994	9,944,080	9,783,200	10,091,742
3.1.6	Agency gas consumption (therms) <sup>1</sup>		32,049	23,057	19,265	5,564
3.1.6	Agency water consumption (gallons) <sup>1</sup>		1,360,799	1,706,811	1,617,799	1,671,331
3.1.7	Agency waste diversion rate		37.9%	37.1%	34.5%	34.8%

\* Data forthcoming

<sup>1</sup>Figures reflect monthly average consumption and do not include resource consumption at facilities leased by the SFMTA.

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 3.1 action items

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

## Key action item updates

3.1.4 - Reduce fuel related Agency and lifecycle emissions, energy use, and cost through the use of higher blends of non-petroleum diesel fuel, including related legislative and ongoing technical/quality management

New fuel contract and full conversion to Renewable Diesel completed in December. Staff is now monitoring vehicle and storage tank reliability data.

3.1.5 - Assess all Agency facilities to prioritize waste reduction improvements and maximize related cost savings to meet the city's Zero Waste 2020 goal

SF Environment (SFE) assisted with a preliminary waste analysis, which reveals a potential annual savings of ~\$750,000 with full Zero Waste compliance. SF Environment has pending RFP for consultant to assist with various waste reduction efforts and SFMTA Sustainability Program staff will liaise with SFE and consultant moving forward. A list of draft agency waste reduction strategies has been vetted by SFE staff and is included in sustainability team's work plan and a performance dashboard has been created to monitor progress.

## Action item status

0% encountering issues

30% at risk

70% on track

0% on hold



0% completed

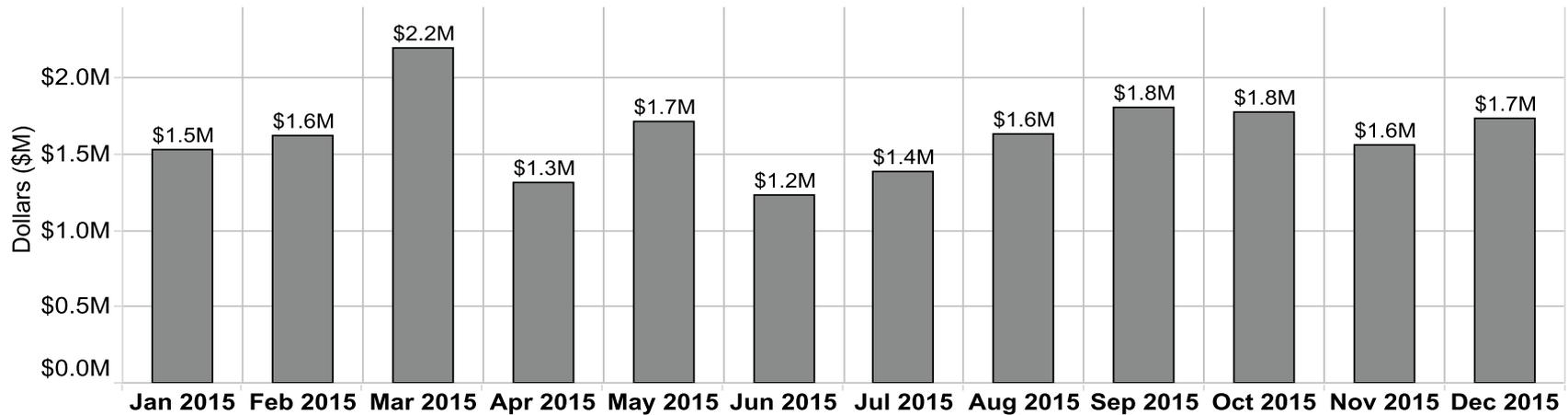


# Objective 3.2

Increase the transportation system's positive impact to the economy

## Key performance indicator

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



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

ID	Metric	Target	FY15 Avg	FY16 Avg	Dec 2014	Nov 2015	Dec 2015
3.2.1	Estimated economic impact of Muni service delays (Monthly \$M)		\$1.8	\$1.6	\$2.5	\$1.6	\$1.7

\*Data forthcoming.

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 3.2 action items

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

### Key action item updates

#### 3.2.7 - Implementation plan for innovative fare products

Staff participation continues in several regional studies and planning efforts to evaluate technical, financial and administrative feasibility of new fare products, such as accumulator and weekly passes, time-based fares and implementation of low-income fare categories on Clipper.

#### 3.2.8 - Innovative fare payment technology

Muni Mobile pilot was launched on November 16. To date, we have nearly 17,000 downloads and are experiencing steady growth in downloads and usage. Accessibility improvements will be tested in Jan and rolled out in Feb. Development of Spanish and Chinese versions of the app and the Rate My Ride survey feature will follow afterwards.

#### 3.2.9 - Assess the transportation system's economic impact and make policy recommendations to increase its benefits to San Francisco and the region.

Findings of Transit Economic Benefits Study were presented to the Board of Directors in August 2015, and suggest an estimated average \$940M positive economic benefit for the Muni system, with an average 144% return on investment.

### Action item status

0% encountering issues

0% at risk

67% on track

0% on hold



33% completed

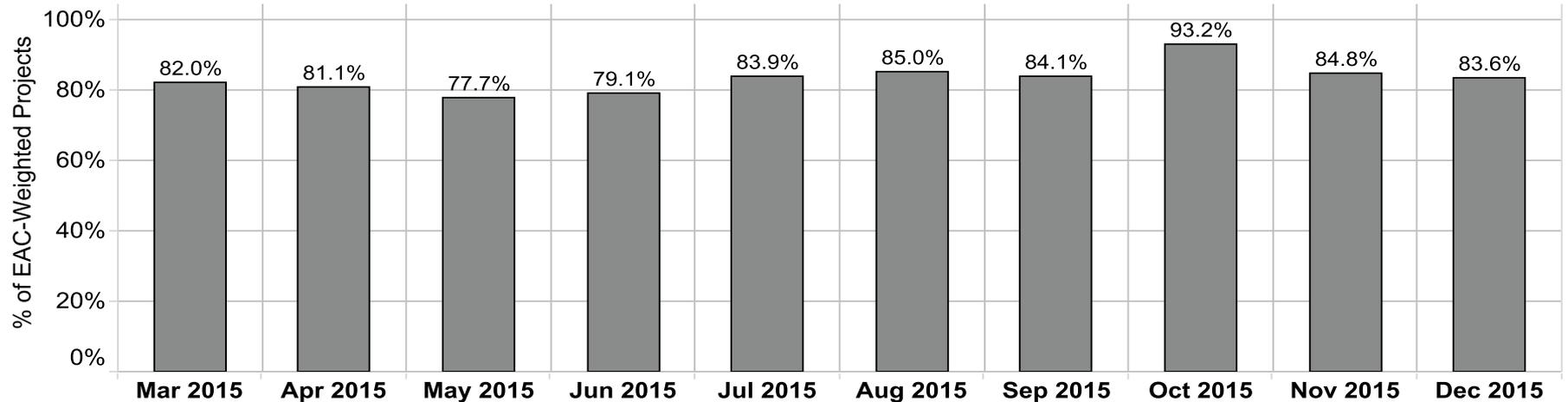


# Objective 3.3

## Allocate capital resources effectively

### Key performance indicator

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



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

ID	Metric	Target	FY15 Avg	FY16 Avg	Dec 2014	Nov 2015	Dec 2015
3.3.1	Percentage of all capital projects delivered on-budget by phase		73.9%	85.8%		84.8%	83.6%
3.3.2	Percentage of all capital projects delivered on-time by phase		44.6%	85.7%		51.5%	82.8%

# Objective 3.3 action items

## Allocate capital resources effectively

### Key action item updates

3.3.8 - Develop robust project work plans that include detailed activities and resource-loaded schedules by phase

Continued establishing and maintaining project work plans loaded with SFMTA resources for all new and existing projects, as required by SFMTA's new timekeeping system. To date, approx. 45 new Sustainable Streets Division projects have been initiated with work plans and standardized work breakdown structure elements in place, with this number growing with every new project initiation.

3.3.16 - Enterprise Asset Management System (EAMS)

User Acceptance Testing (UAT) was performed by key users of EAMS from Maintenance of Way's Buildings & Grounds and Custodial Units. Testing was successful. End-user training is planned for January 2016, followed by implementation. A demo of the EAMS Materials Management functionality was demoed for all of the SFMTA Storekeepers on December 10th. EAMS remains in use successfully at Underground Storage Tanks and underwent its first mobile software upgrade in Dec 2015.

### Action item status

0% encountering issues

0% at risk

78% on track

0% on hold



22% completed

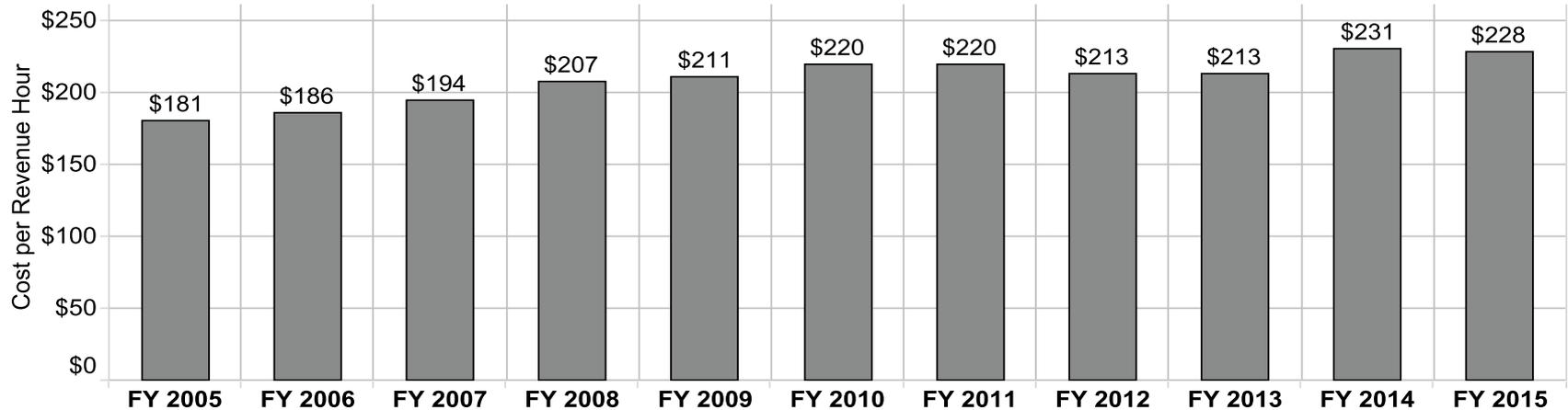


# Objective 3.4

## Deliver services efficiently

### Key performance indicator

3.4.1 Transit Cost per Revenue Hour



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

ID	Metric	Target	FY14 Avg	FY15 Avg	FY16 Avg	Dec 2014	Dec 2015
3.4.1	Average annual transit cost per revenue hour <sup>1</sup>	\$192	\$230.97	\$227.91 <sup>2</sup>			
3.4.2	Passengers per revenue hour for buses		74	69 <sup>2</sup>			
3.4.3	Cost per unlinked trip <sup>1</sup>		\$3.13	\$3.29 <sup>2</sup>			
3.4.5	Farebox recovery ratio		30.4%	29.5% <sup>2</sup>			
3.4.7	Number of individuals entering Transit Operator training per month		147 <sup>3</sup>	594 <sup>3</sup>	163 <sup>3</sup>	56	33

<sup>1</sup>Figures are adjusted for inflation to reflect FY15 dollars.

<sup>2</sup>Based on preliminary unaudited financials.

<sup>3</sup>Fiscal year total.

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

# Objective 3.4 action items

## Deliver services efficiently

### Key action item updates

3.4.1 - Evaluate and implement schedule deployment efficiencies

The next schedule change, effective April 23, 2016 will increase the number of part time runs from 46 to 110 and will reduce the pay to platform ratio.

3.4.25 - Modify schedules to reinvest travel time savings from transit signal priority (TSP) and other transit priority investments into additional service

Installation of transit signal priority transponders has been completed at all bus yards. Additionally, the SFMTA Board has now approved over 12.5 miles of transit priority and safety projects across the system, including 28 19th Ave, 7 Haight on Haight, 5/5R Fulton on Mcallister and 9 San Bruno on 11th, Potrero and Bayshore. Running time adjustments were included in the next schedule change for April 23, 2016 and will continue to be refined as more transit priority investments are implemented.

### Action item status

0% encountering issues

0% at risk

90% on track

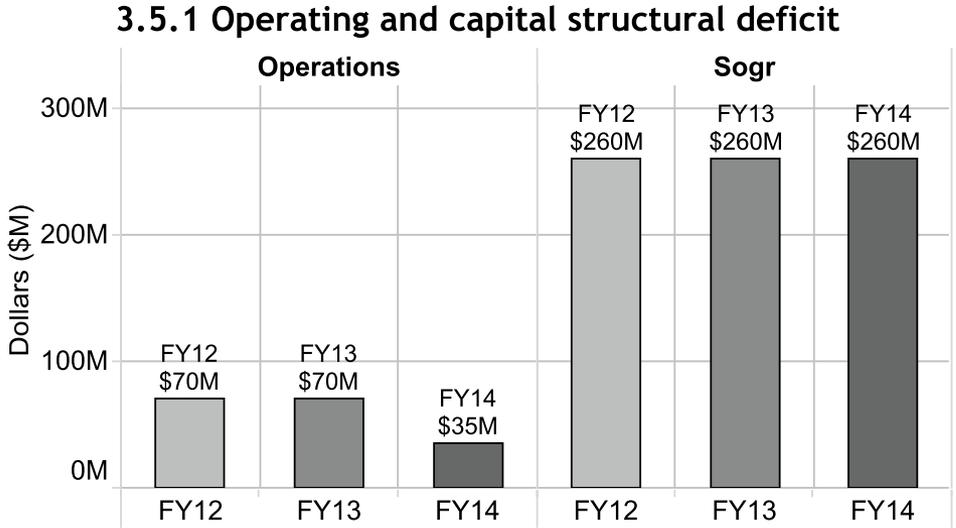
0% on hold

★ 10% completed ★

# Objective 3.5

## Reduce capital and operating structural deficits

### Key performance indicator



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

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

ID	Metric	Target	FY14 Avg
3.5.1	Operating and capital structural deficit	Make progress towards closing operating and mission critical capital structural deficit	\$35M 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 (FY14)

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

# Objective 3.5 action items

## Reduce capital and operating structural deficits

### Key action item updates

#### 3.5.17 - Create transparent operating budget

Online process to complete the development of the Operating Budget, including submission of budget requests, review, monitoring of status and final disposition has been completed.

#### 3.5.19 - Secure funding to maintain State of Good Repair Budget to at least \$250M annually

At the close of FY15, of \$438M planned SGR investments, \$365M was booked into projects and a total of \$142M was spent on SGR. Although expenditures were below the \$250M benchmark, total funding booked to SGR projects exceeded \$250M by 45%. These funds will be spent down in upcoming years. Despite a drop in total expenditures from FY14 to FY15, average annual investment continues to grow. The overall increase in investment over the last two fiscal years has brought the average annual investment to \$217M (including encumbered funds) for the FY 2011-15 period, representing a 20% increase from the FY 2010-15 period.

### Action item status

0% encountering issues

0% at risk

88% on track

0% on hold



12% completed



# Goal 3 financials

## Expenditures (FY16 as of November 2015)

EXPENDITURES	Revised Budget <sup>(1)</sup>	Actuals: Year to Date	Encumbrances	Total Projection for the Year <sup>(2)</sup>	Saving/(Overage)
SFMTA Agency Wide	\$97,175,170	\$29,155,019	\$37,306,082	\$99,344,669	(\$2,169,499)
Board of Directors	\$596,049	\$217,909	\$500	\$560,235	\$35,814
Capital Programs and Construction	\$545,255	(\$2,593,555)	\$2,180,776	\$545,255	(\$0)
Communications	\$6,425,892	\$1,441,290	\$1,041,254	\$5,769,541	\$656,351
Director of Transportation	\$2,508,056	\$644,400	\$463,116	\$2,498,717	\$9,339
Finance and Information Technology	\$92,743,142	\$20,933,135	\$20,928,742	\$89,195,665	\$3,547,477
Government Affairs	\$1,108,148	\$366,531	\$215,969	\$1,144,373	(\$36,225)
Human Resources	\$34,341,077	\$11,068,369	\$6,908,292	\$37,718,186	(\$3,377,108)
Safety	\$4,597,261	\$941,860	\$1,781,970	\$5,165,929	(\$568,668)
Sustainable Streets	\$161,058,666	\$51,074,227	\$43,109,456	\$154,236,263	\$6,822,404
Transit Services	\$596,916,095	\$228,113,530	\$69,145,116	\$602,300,025	(\$5,383,930)
Taxi and Accessible Services	\$29,708,519	\$8,574,060	\$9,922,824	\$29,154,773	\$553,746
<b>TOTAL</b>	<b>\$1,027,723,330</b>	<b>\$349,936,774</b>	<b>\$193,004,099</b>	<b>\$1,027,633,630</b>	<b>\$89,700</b>

(1) Revised budget includes encumbrance and equipment carry forward of \$58.3 million..

(2) Expenditures projection is based on all encumbrance spent in FY2016.

# Goal 3 financials

## Revenues (FY16 as of November 2015)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$26,580,000	\$14,278,859	\$27,464,677	\$884,677
Cash Fares	\$81,636,000	\$35,753,203	\$82,544,820	\$908,820
Other Fares	\$4,570,000	\$1,720,617	\$4,186,753	(\$383,247)
Passes	\$88,255,000	\$37,060,372	\$88,052,460	(\$202,540)
<b>TRANSIT FARES Total</b>	<b>\$201,041,000</b>	<b>\$88,813,051</b>	<b>\$202,248,710</b>	<b>\$1,207,710</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$71,800,000	\$35,900,000	\$71,800,000	\$0
Citations and Fines	\$97,040,000	\$43,039,726	\$100,599,272	\$3,559,272
Garage Revenue	\$64,464,191	\$27,088,239	\$64,998,902	\$534,711
Meter Revenue	\$45,337,319	\$25,106,694	\$54,670,404	\$9,333,085
Permit Revenue	\$13,420,000	\$5,896,314	\$14,732,572	\$1,312,572
<b>PARKING FEES &amp; FINES Total</b>	<b>\$292,061,510</b>	<b>\$137,030,973</b>	<b>\$306,801,149</b>	<b>\$14,739,639</b>
Operating Grants	\$132,080,682	\$30,775,754	\$136,419,524	\$4,338,842
Taxi Service	\$14,310,000	\$1,962,574	\$6,923,962	(\$7,386,038)
Other Revenues	\$28,536,000	\$15,766,782	\$30,240,389	\$1,704,389
General Fund Transfer <sup>(2)</sup>	\$272,000,000	\$136,000,000	\$277,000,000	\$5,000,000
Fund Balance for Current Year Budget	\$20,009,965	\$20,009,965	\$20,009,965	\$0
Transfer from Non-operating Fund	\$9,459,969	\$9,459,969	\$9,459,969	\$0
Fund Balance for Prior Year Encumbrance Carry Forward	\$58,257,733	\$58,257,733	\$58,257,733	\$0
<b>TOTAL</b>	<b>\$1,027,756,858</b>	<b>\$498,076,801</b>	<b>\$1,047,361,400</b>	<b>\$19,604,542</b>

# Goal 3 financials

## Overtime Report (FY16 as of November 2015)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE <sup>(3)</sup>	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
<b>OPERATING FUND</b>					
<b>TRANSIT SERVICES DIVISION</b>					
Transit Operators	\$23,586,620	\$9,775,875	\$14,184,445.20	\$23,960,320	(\$373,700)
Transit Vehicle Maintenance	\$6,468,689	\$4,812,022	\$7,190,370	\$12,002,392	(\$5,533,703)
Transit – All Others	\$4,664,203	\$4,403,296	\$7,314,541	\$11,717,837	(\$7,053,634)
<b>Subtotal Transit Services Division</b>	<b>\$34,719,512</b>	<b>\$18,991,193</b>	<b>\$28,689,357</b>	<b>\$47,680,549</b>	<b>(\$12,961,037)</b>
<b>SUSTAINABLE STREETS DIVISION</b>					
Parking Control Officers	\$994,984	\$452,758	\$0	\$452,758	\$542,226
Sustainable Streets – All Others	\$794,714	\$316,129	\$344,089	\$660,218	\$134,496
<b>Subtotal Sustainable Streets Division</b>	<b>\$1,789,698</b>	<b>\$768,887</b>	<b>\$344,089</b>	<b>\$1,112,976</b>	<b>\$676,722</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>\$889,774</b>	<b>\$543,165</b>	<b>\$832,186</b>	<b>\$1,375,350</b>	<b>(\$485,576)</b>
<b>TOTAL OPERATING FUND</b>	<b>\$37,398,984</b>	<b>\$20,303,244</b>	<b>\$29,865,631</b>	<b>\$50,168,875</b>	<b>(\$12,769,891)</b>
<b>NON OPERATING FUND</b>					
Capital Programs & Construction	\$0	\$1,244,582	\$1,921,248	\$3,165,830	(\$3,165,830)
Sustainable Streets Engineering Programs	\$0	\$386,187	\$596,152	\$982,339	(\$982,339)
<b>Total Non-Operating Fund</b>	<b>\$0</b>	<b>\$1,630,769</b>	<b>\$2,517,401</b>	<b>\$4,148,169</b>	<b>(\$4,148,169)</b>
<b>TOTAL</b>	<b>\$37,398,984</b>	<b>\$21,934,013</b>	<b>\$32,383,032</b>	<b>\$54,317,045</b>	<b>(\$16,918,061)</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 is \$ 1,465,735 as of November 2015.

# Goal 1 metrics

Create a safer transportation experience for everyone

## Objective 1.1

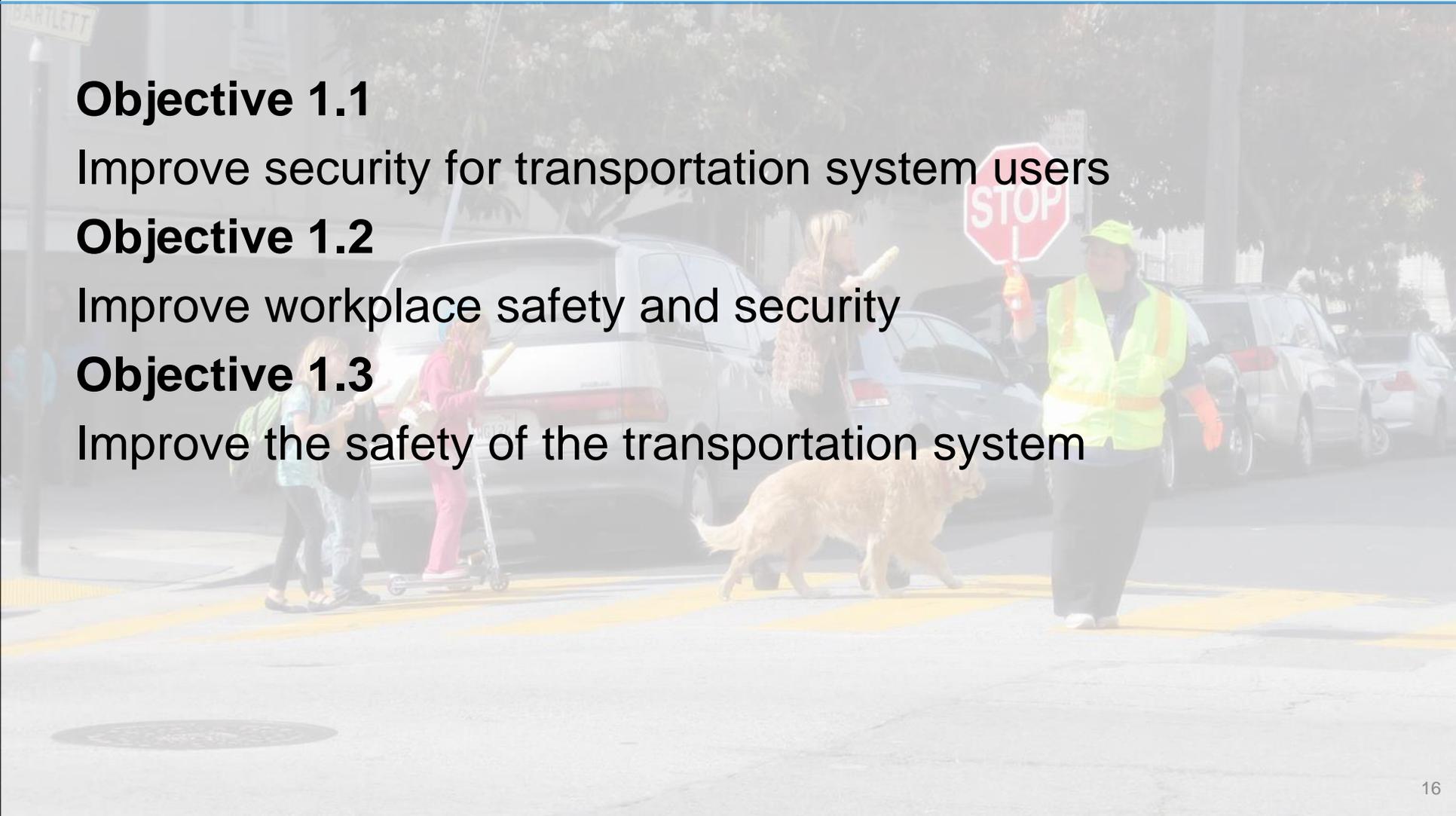
Improve security for transportation system users

## Objective 1.2

Improve workplace safety and security

## Objective 1.3

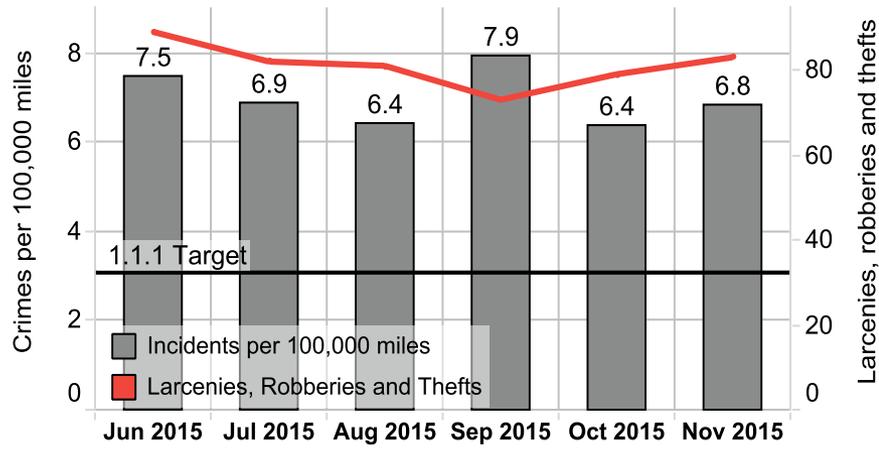
Improve the safety of the transportation system



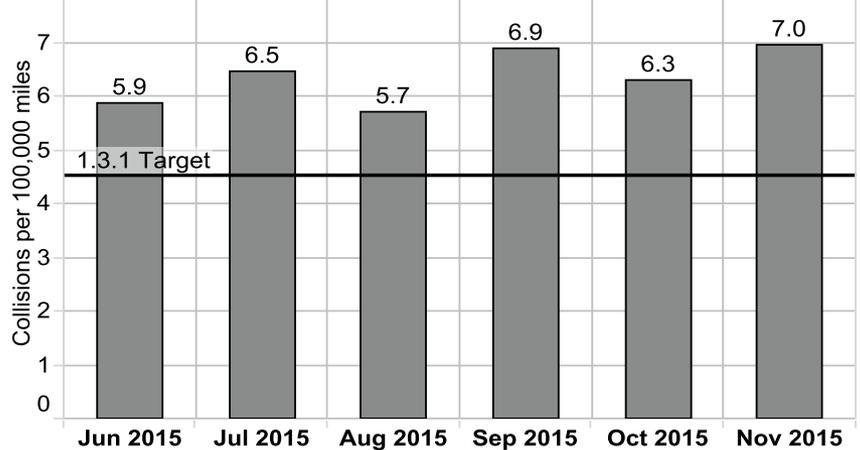
# Goal 1 metrics

## Key performance indicators

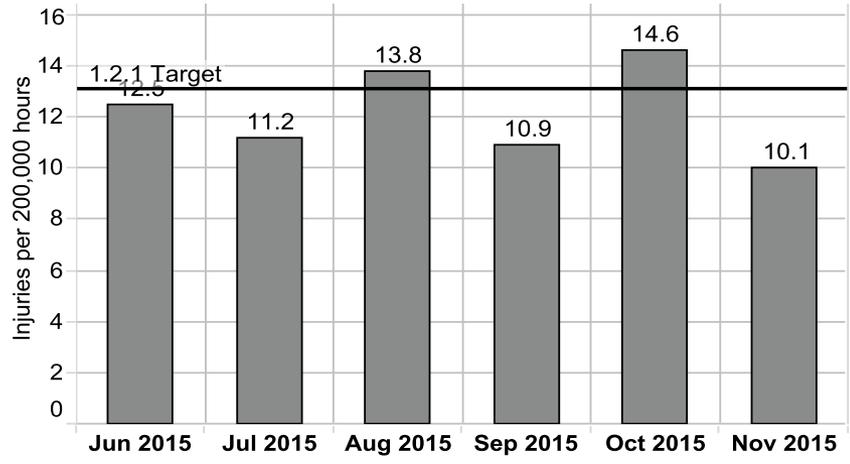
### 1.1.1 SFPD incidents per 100,000 miles



### 1.3.1 Collisions per 100,000 miles



### 1.2.1 Workplace injuries per 200,000 hours



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

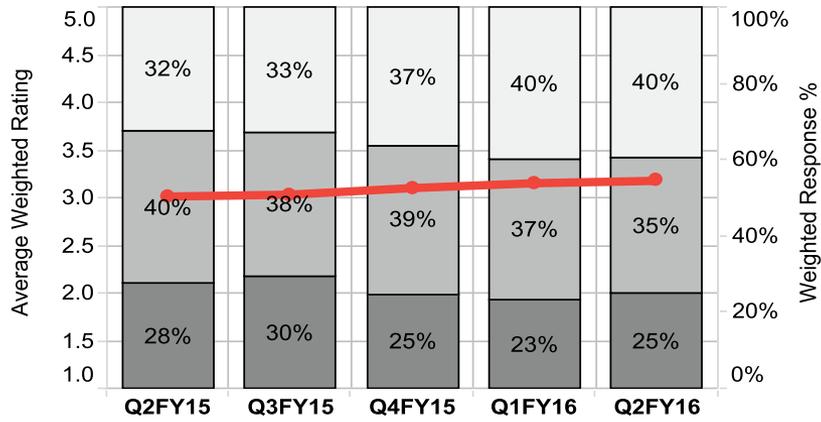
## **Objective 2.4**

Improve parking utilization and manage parking demand

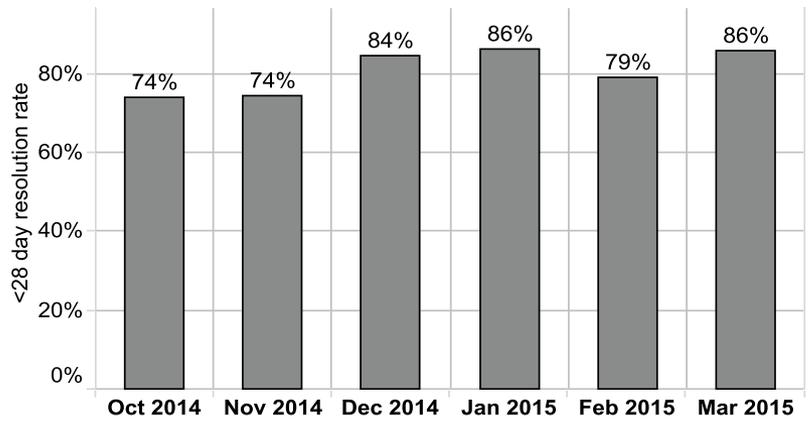
# Goal 2 metrics

## Key performance indicators

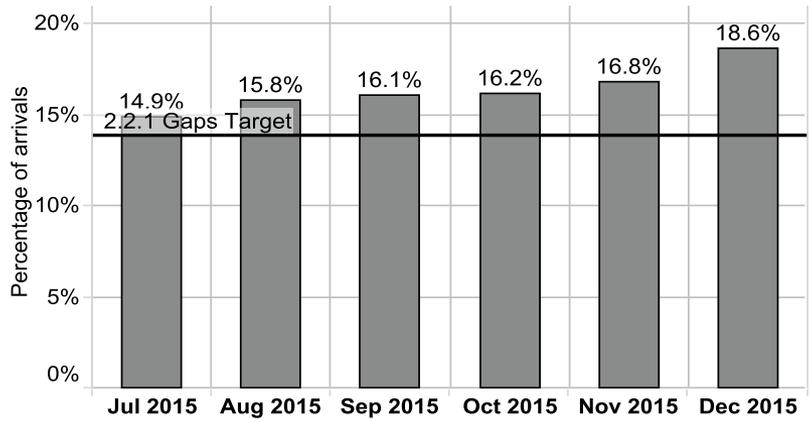
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



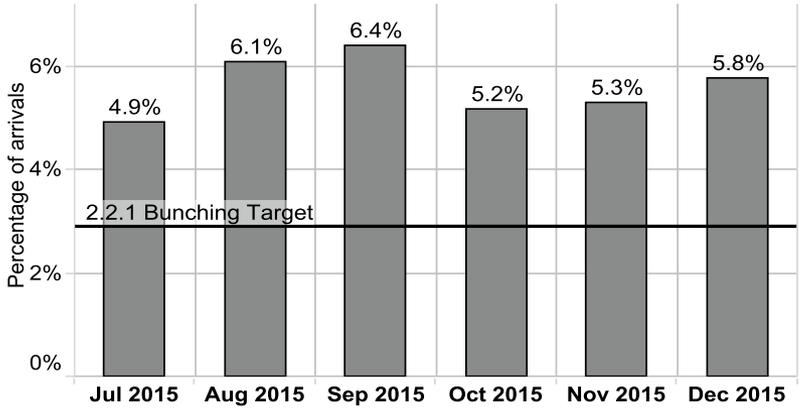
2.1.7 Percentage of actionable 311 Muni-related complaints addressed within 28 days



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)

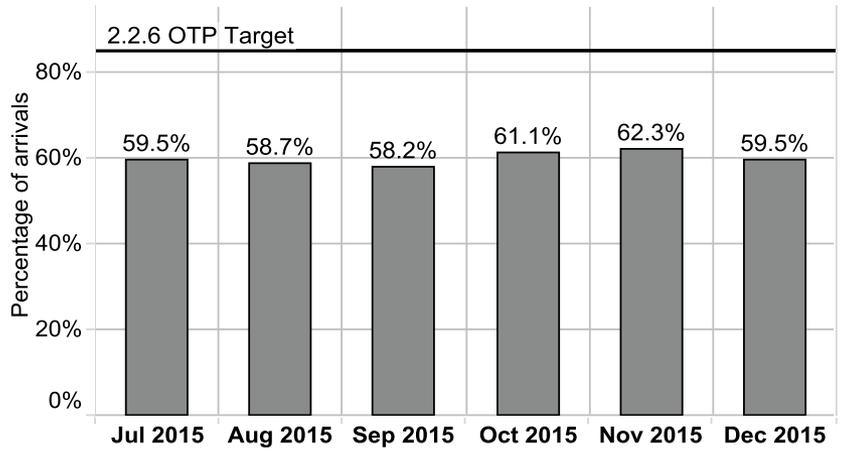


<sup>1</sup>Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.  
<sup>2</sup>Effective April 2015, the Muni Rapid Network is defined as routes/lines J, K, L, M, N, 5R, 7R, 9R, 14R, 28R, and 38R. This report reflects the updated Rapid Network.  
 Note: Reported results are subject to change as data quality improves or new data become available.

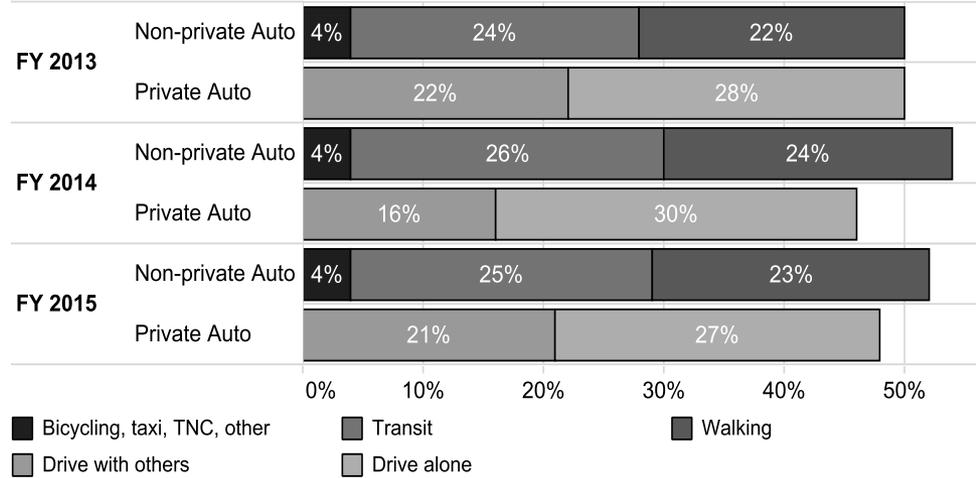
# Goal 2 metrics

## Key performance indicators **continued**

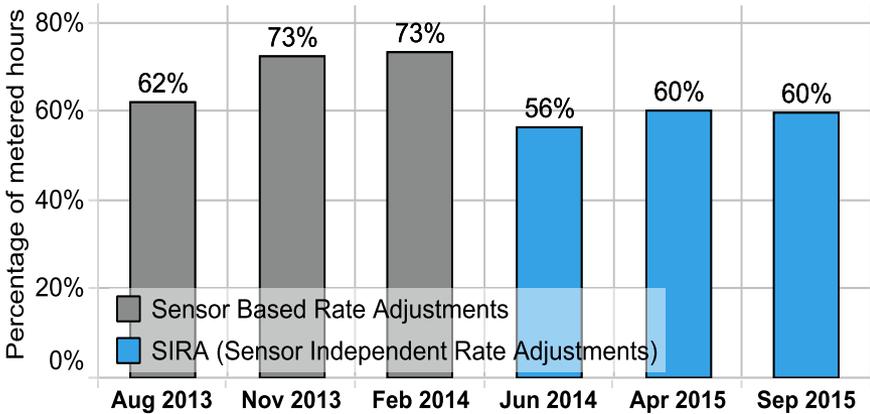
2.2.6 Percentage of on-time performance



2.3.1 Percentage of non-private auto mode share



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



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

# Goal 4 metrics

Create a workplace that delivers outstanding service

## **Objective 4.1**

Improve internal communications

## **Objective 4.2**

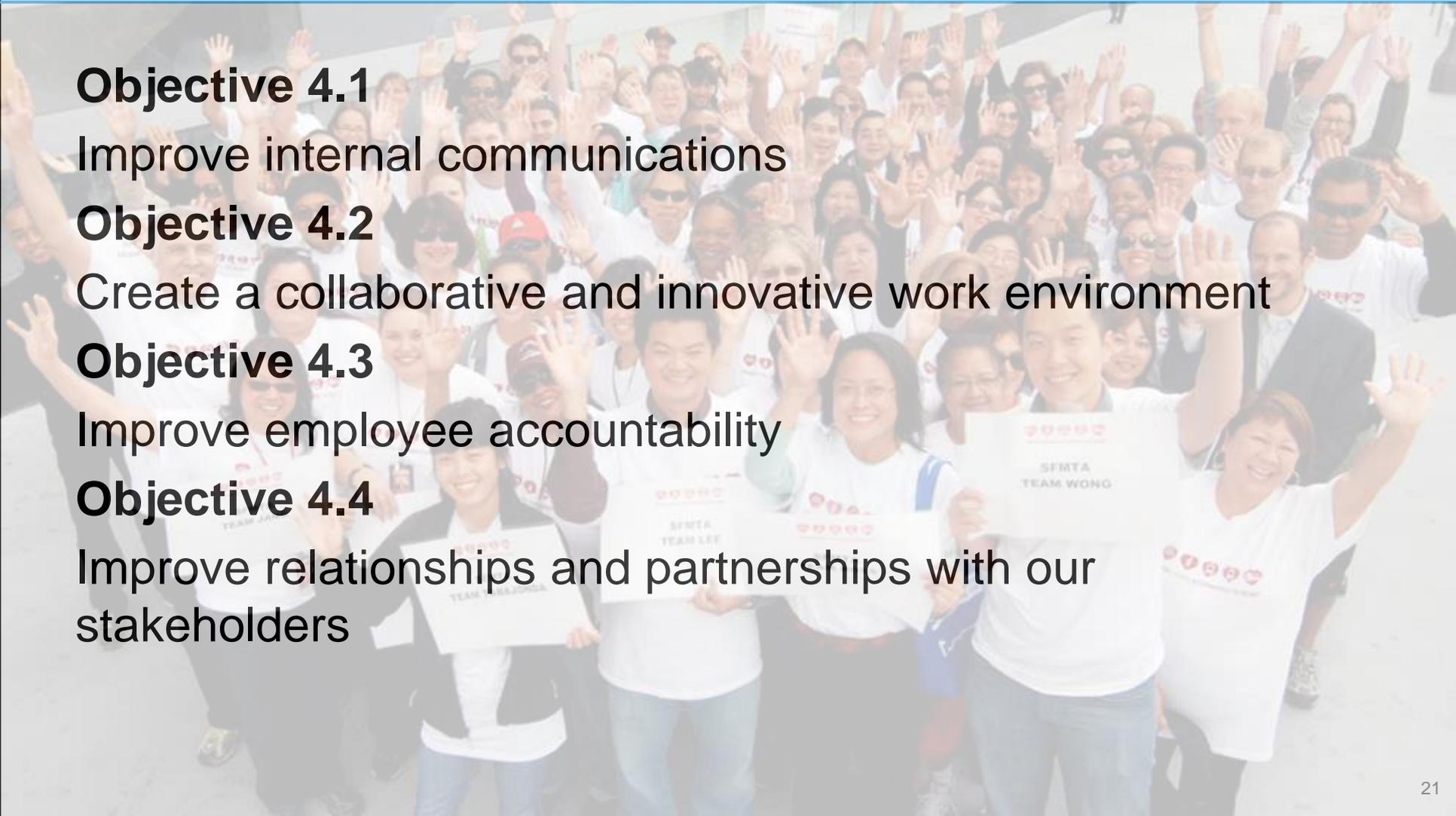
Create a collaborative and innovative work environment

## **Objective 4.3**

Improve employee accountability

## **Objective 4.4**

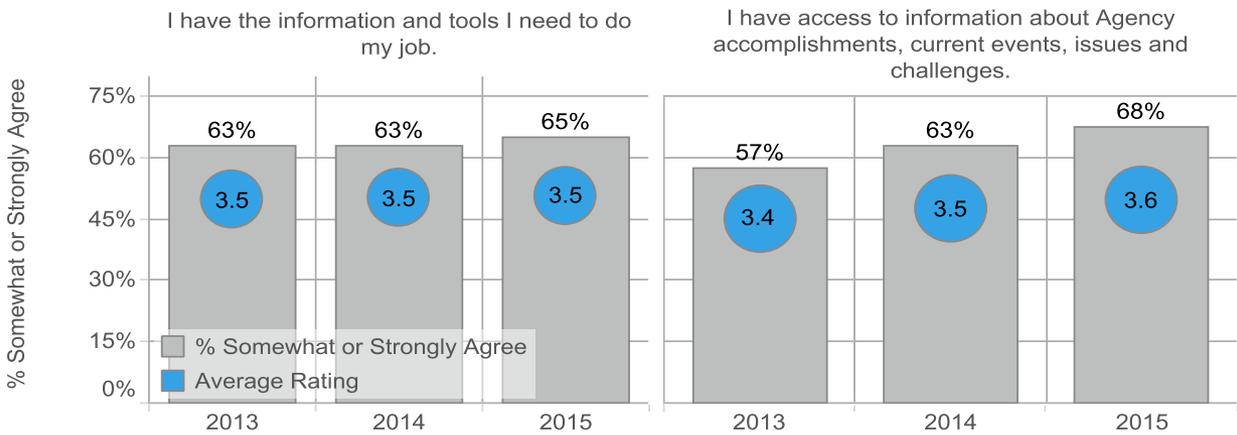
Improve relationships and partnerships with our stakeholders



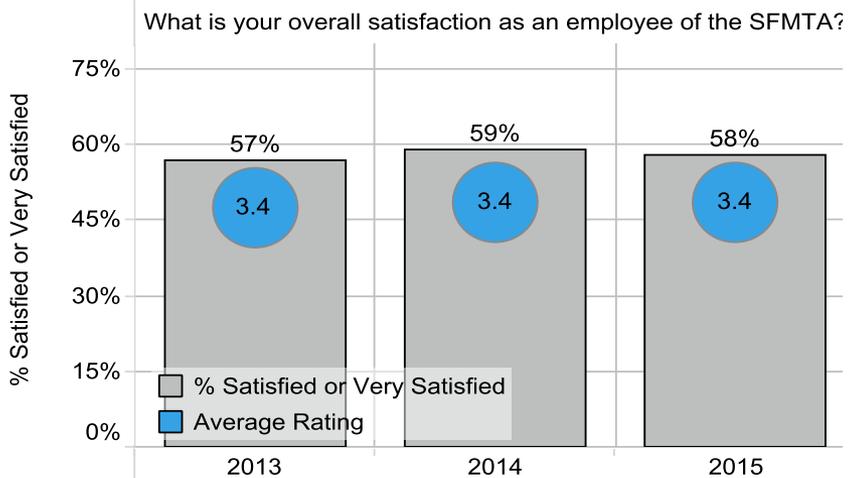
# Goal 4 metrics

## Key performance indicators

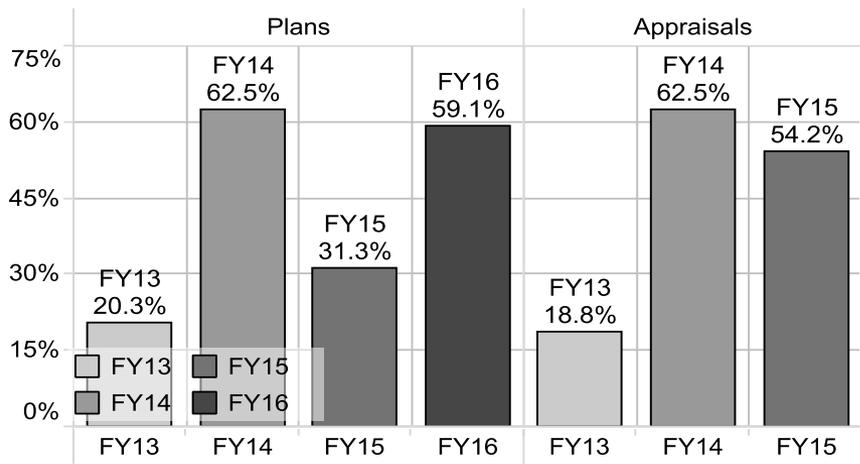
### 4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



### 4.2.1 Employee Rating: Overall employee satisfaction



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



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 decision-making process/communications; scale of 1 (low) to 5 (high)**



**Survey results analysis in progress.**