



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 3 Focus & Capital Improvement Program Update

April 2017

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

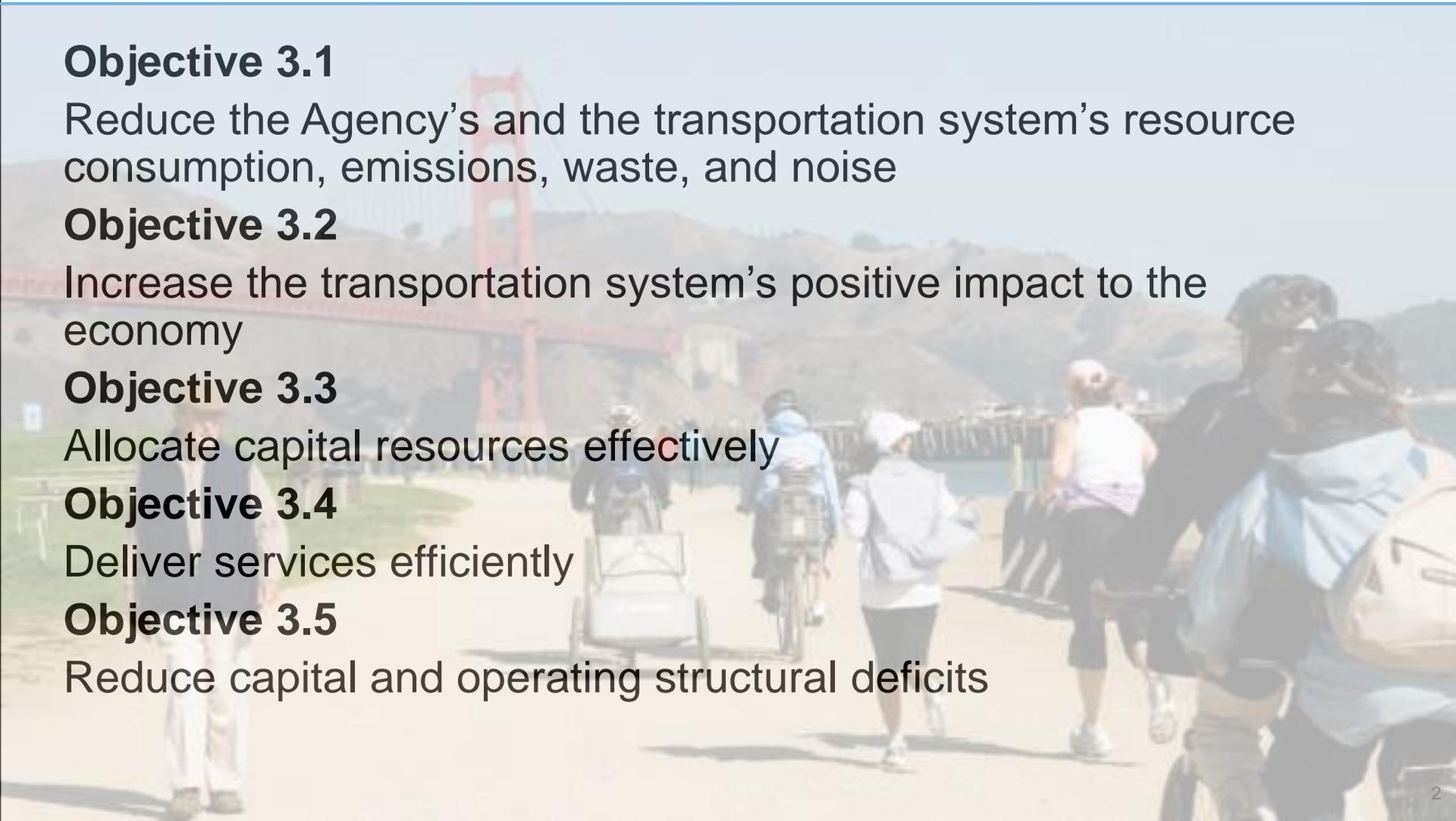
Allocate capital resources effectively

Objective 3.4

Deliver services efficiently

Objective 3.5

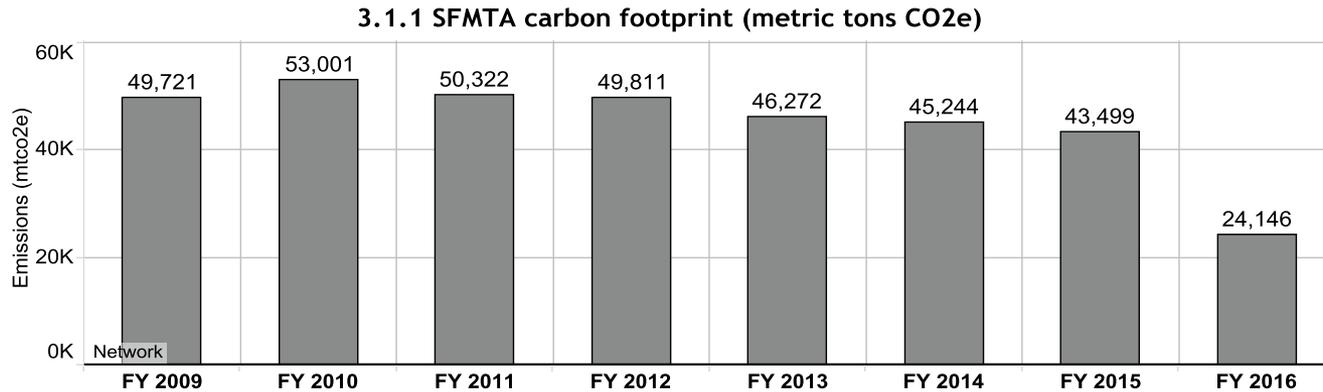
Reduce capital and operating structural deficits



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	FY17 Avg
3.1.1	SFMTA carbon footprint (metric tons CO ₂ e)		46,272	45,244	43,499	24,146	*
3.1.2	% of SFMTA non-revenue fleet that is alternative fuel/zero emissions		28.0%	28.1%	28.5%	42.2%	29.8%
3.1.2	% of SFMTA taxi fleet that is alternative fuel/zero emissions		94.0%	98.0%	98.0%	94.6%	94.6%
3.1.4	Number of electric vehicle charging stations		63	63	63	63	63
3.1.6	Agency electricity consumption (kWh)		9,790,994	9,944,080	9,783,200	9,957,470	10,002,393
3.1.6	Agency gas consumption (therms)		32,049	23,057	19,265	22,829	17,586
3.1.6	Agency water consumption (gallons)		1,476,801	1,903,909	1,735,422	1,503,979	1,461,737
3.1.7	Agency waste diversion rate		37.9%	37.1%	34.5%	35.1%	33.4%

* Data forthcoming

3.1.3 Upon the adopted use of renewable diesel for the Muni fleet in January 2016, the SFMTA no longer reports metric 3.1.3 (Percentage biodiesel to diesel used by SFMTA)

3.1.6 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.B Develop and implement actions to reduce potable water use from transit vehicle washing

Established the wash rack replacement program to upgrade the existing wash racks with water conserving versions; identified Low Carbon Fuel Standard (LCFS) funding to cover these units over the next 3-5 years. Operationally, we wash vehicles on an every-other-day cycle, balancing water conservation with dirt build-up, which is consistent with our peer agencies in California.

3.1.D Develop an update to the 2020 Clean Air Plan to reduce GHG Emissions from agency fleets and fuels.

Revising the current SFMTA planning document to coordinate with state plans and the proposed Advanced Clean Transit regulation, expected to be adopted in fall 2017. The SFMTA Clean Air Plan will follow, including details about our Zero Emission Bus pilot program testing over the next decade. The SFMTA remains in full compliance with existing and proposed regulations.

Action item status

0% encountering issues

20% at risk

80% on track

0% on hold



0% completed

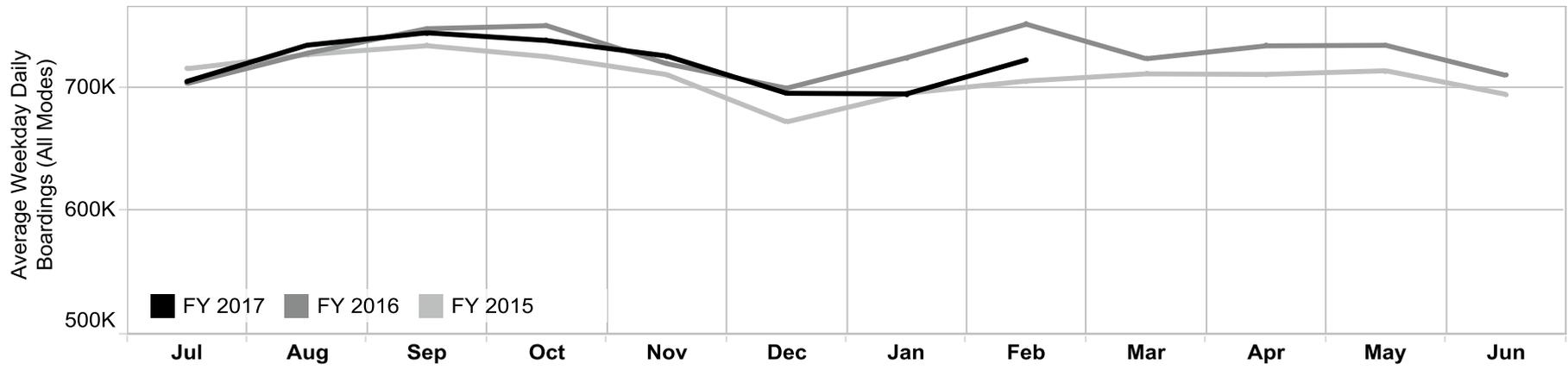


Objective 3.2

Increase the transportation system's positive impact to the economy

Key performance indicator

3.2.1 Muni average weekday boardings



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
3.2.1	Muni average weekday boardings		726,476		750,730	694,260	721,790

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

Objective 3.2 action items

Increase the transportation system's positive impact to the economy

Key action item updates

3.2.A Develop an implementation plan for innovative fare products.

Finalized agreement with San Francisco State University to implement the first Class Pass program on Clipper in Fall 2017; approximately 30,000 SF State students will receive a discounted semester pass paid for through their registration fees. Also, the draft Clipper 2.0 Request for Proposal (RFP) was released for industry review; expected final RFP to be released Fall 2017.

3.2.B Implement an enhanced mobile ticketing solution.

Finalized amendment to the current contract to allow for an 18-month extension. The new Rate My Ride feature is in testing.

Action item status

0% encountering issues

33% at risk

67% on track

0% on hold



0% completed

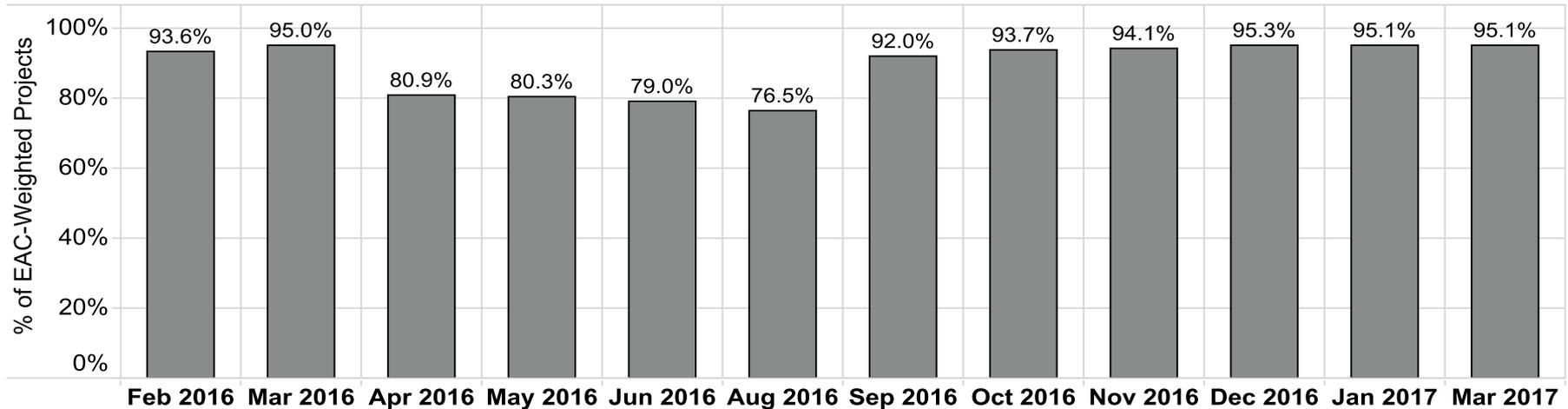


Objective 3.3

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	FY16 Avg	FY17 Avg	Mar 2016	Jan 2017	Mar 2017
3.3.1	Percentage of all capital projects delivered on-budget by phase		81.3%	91.3%	95.0%	95.1%	95.1%
3.3.2	Percentage of all capital projects delivered on-time by phase		97.8%	95.2%	100.0%	77.7%	69.7%

^{3.3.1}Reported results currently exclude projects in the Sustainable Streets Division portfolio. Data forthcoming after measure methodology is revised.
 Note: Reported results are subject to change as data quality improves or new data become available.

Objective 3.3 action items

Allocate capital resources effectively

Key action item updates

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

Established weekly coordination meetings between SFMTA and the Controller's Office to focus on the impacts and benefits resulting from the citywide migration onto Oracle's PeopleSoft Financials. Top priorities for project controls and delivery are improved visibility of line-item budgets/funding and reduced duration of budget revisions.

3.3.A Develop a clear project development process for all project managers and re-align functions within the agency to improve project delivery

Implementation of the recommendations in the Project Delivery Framework are on-track. Communication protocols have been put in place to transmit changes in procedure to project delivery staff Agency-wide. Agency procedures regarding schedule management and contingency fund management have been completed. Data Management and Control procedures are currently in development to support better performance and consistent reporting. A complete update of the Project Operations Manual is in-process and should be complete by the end of the fiscal year.

Action item status

14% encountering issues

14% at risk

57% on track

14% on hold



0% completed

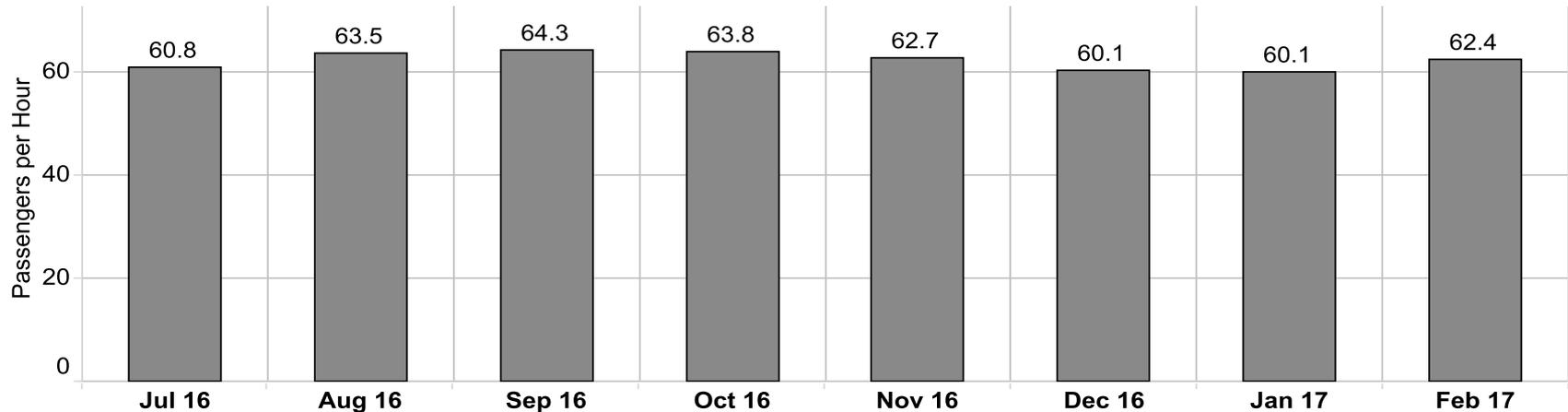


Objective 3.4

Deliver services efficiently

Key performance indicator

3.4.1 Transit Passengers per Hour



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

ID	Metric	Target	FY16 Avg	FY17 Avg	Feb 2017	Mar 2017
3.4.1	Transit passengers per hour				62.4	*
3.4.2	Average annual transit cost per revenue hour	\$192	\$229.37			
3.4.3	Cost per unlinked trip		\$3.38			
3.4.5	Farebox recovery ratio		26.2%			
3.4.7	Number of individuals entering Transit Operator training per month		295	192	29	*

3.4.1, 3.4.3 Figures are adjusted for inflation to reflect FY15 dollars.

3.4.1, 3.4.2, 3.4.3, 3.4.5 Based on preliminary unaudited financials.

3.4.7 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.B Consolidation of Street Operations and MRO into Field Operations

We are restructuring our supervisor workforce via a Voluntary Transfer Process (VTP). The VTP is a key phase in our overall strategic objective to develop a better trained and more flexible workforce to actively manage all transit modes in the field and support the TMC transition and success. With the VTP, we are creating dedicated Incident Response Units to focus on quickly investigating & resolving issues in the field and Performance Units that will focus on improving on-time performance. The roll out is planned to begin in early summer.

Action item status

20% encountering issues

0% at risk

80% on track

0% on hold



0% completed

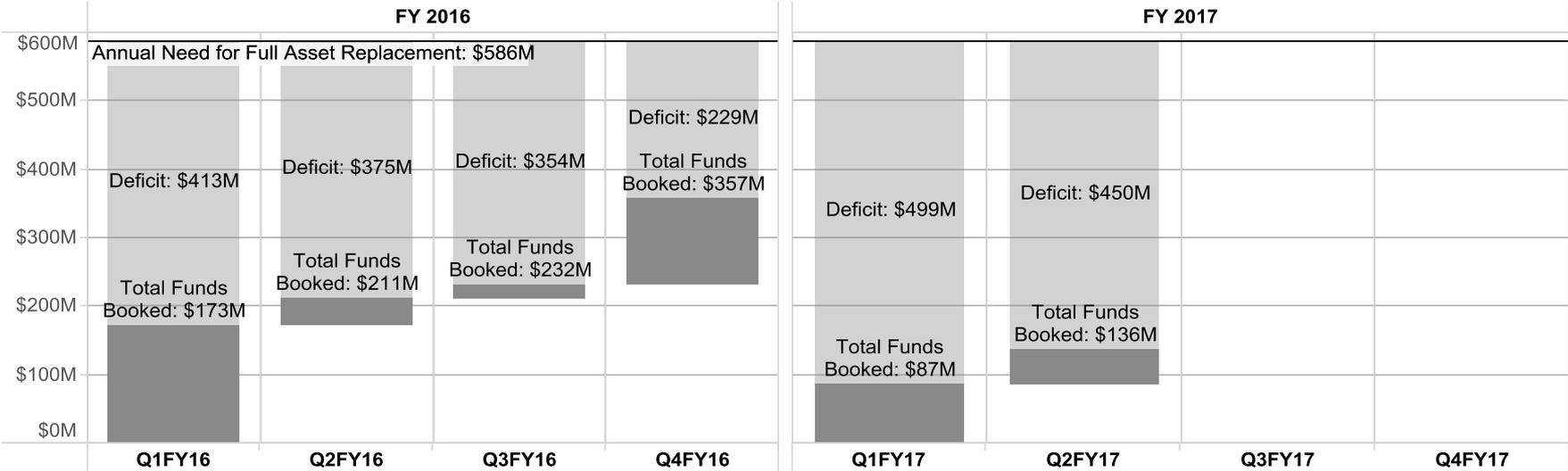


Objective 3.5

Reduce capital and operating structural deficits

Key performance indicator

3.5.1 Structural capital budget deficit (SGR)



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

ID	Metric	Target	FY16 Avg	FY17 Avg
3.5.1	Structural capital budget deficit (State of Good Repair)	Make progress towards closing State of Good Repair structural deficit	\$229M (As of Q4)	\$450M (As of Q2)

^{3.5.1}Structural capital budget deficit is defined as the difference between annual full asset replacement need for State of Good Repair and funds secured. Note: Annual need for full asset replacement was revised down from \$588M to \$586M as the assumed 80% SGR investment from the Fleet Program was adjusted to 70% for FY16 going forward. 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.D Advance and support T2030, including oversight of new revenue.

SB1, a new state transportation package was passed in early April, bringing increased streets and transit funding to SF. Working to develop a SF program of projects for a potential Regional Measure 3 bridge toll measure for the 2018 ballot. On the General Obligation (GO) Bond, presented the quarterly progress report to the Citizen's GO Bond Oversight Committee and presented at the Board of Supervisors' Governmental Audit and Oversight Committee hearing on the expenditure rate of the bond on April 5. Prepared list of shovel ready projects for a potential future Federal infrastructure package.

Action item status

0% encountering issues

0% at risk

80% on track

20% on hold



0% completed



Goal 3 CIP Update

SFMTA's Capital Improvement Program

- SFMTA's FY 2017-21 Capital Improvement Program (CIP) was approved in July 2016 in the amount of \$3,444.7 million.
- The CIP is a projection of the planned expenditures and anticipated revenues and includes 11 capital programs which address infrastructure needs related to transit reliability, street safety, state of good repair, facilities, communications/IT, taxi, system safety and accessibility.
- Since its approval, the CIP has been adjusted to add unanticipated revenue and updated revenue assumptions including the failure of the November 2016 Revenue Measure and lowered estimates for the Population Based General Fund Allocation.

Goal 3 CIP Update

Changes to FY17 + FY18 by CIP Program (as of January 2017)

CIP Program	FY 2017			FY 2018			Notes on changes
	Original Amount	Revised Amount	Change FY17	Original Amount	Revised Amount	Change FY18	
Central Subway	154	154	-	150	150	-	
Communications - IT	8.8	9.7	0.9	0.4	-	-0.3	Change in funding schedule
Facility	104.4	97.5	-7	52.7	42.6	-10.2	Failure of sales tax and unsuccessful Grant Application (5307-BUS)
Fleet	504.6	504.9	0.3	352.2	333.4	-18.8	Failure of sales tax and updated annual amounts for specific projects
Parking	1.2	3	1.8	5	5	-	Carryforward funding adjustment for Ellis-O'Farrell
Security	5.6	5.8	0.2	10.1	10.1	-	California Pacific Medical Center Development Project funding moved from Streets to Security
Streets	26.1	34.8	8.7	56.2	54.9	1.3	Adding Prop K funding, new competitive grants and shift in GO bond between Muni Forward and Streets
Taxi	0.4	0.4	-	0.4	0.4	-	
Traffic/Signals	36.2	37.3	1.1	28.5	30.2	1.8	Adding Prop K funding
Transit Fixed Guideway	48.3	50.3	1.9	47	47.7	0.7	Reclassification of project from Transit Optimization to Fixed Guideway
Transit Optimization/Expansion	216.9	217.5	0.6	152.7	125.9	-26.8	Failure of sales tax, reduced Prop B and shift in GO bond between Muni Forward and Streets
Other	3.6	14.8	11.2	4.7	4.7	0.1	Received USDOT grant
Grand Total	1,110.00	1,129.90	19.9	859.8	804.9	-54.9	

Goal 3 CIP Update

Changes to FY17-21 CIP by Program (as of January 2017)

CIP Program (Name) (millions)	Original Approved Amounts	Updated Sales Tax Assumption + Prop B Adjustment	Other Changes	Total Change	Revised Amounts	Notes on changes beyond sales tax + Prop B adjustments
Central Subway	402.5	-	-	-	402.5	
Communications - IT	11.2	-	-	-	11.2	
Facility	243.5	-18.6	-12.1	-30.7	212.8	Unsuccessful Grant Application (5307-BUS)
Fleet	1,190.20	-40.1	28.6	-11.5	1,178.80	Cost Savings and prior year funding booked in FY17
Parking	16.2	-	1.8	1.8	18	Carryforward funding adjustment
Security	24.7	-	0.2	0.2	24.9	Funding moved from Streets to Security from the California Pacific Medical Center Development Project
Streets	256.8	8.5	10.8	19.3	276	Adding funds provided by the Board of Supervisors, cost savings, and redirecting Prop K funding
Taxi	2	-	-	-	2	
Traffic/Signals	99.7	-	0.5	0.5	100.1	Adding Prop K funding
Transit Fixed Guideway	223	-	-	-	223	
Transit Optimization	965	-73.6	1.7	-72	893.1	General Obligation bond funding moved from Streets for Geary Pedestrian Improvements
Other	9.9	-	11.3	11.3	21.2	Received USDOT grant
Grand Total	3,444.70	-123.8	42.7	-81.1	3,363.70	

Goal 3 financials

Expenditures (FY17 as of February 2017)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals Year to Date	Encumbrances	Total Projection for the Year ⁽²⁾	Saving / (Overage)
SFMTA Agency Wide	\$138,869,371	\$85,986,545	\$19,461,072	\$133,565,058	\$5,304,313
Board of Directors	\$698,471	\$422,655	\$35,418	\$697,502	\$969
Capital Programs and Construction	\$175,073	\$4,235,163	\$1,871,669	\$175,073	\$0
Communications	\$8,460,911	\$2,899,798	\$1,348,455	\$6,754,526	\$1,706,385
Director of Transportation	\$1,965,649	\$597,385	\$513,695	\$1,829,490	\$136,159
Finance and Information Technology	\$121,435,468	\$52,353,268	\$30,388,649	\$118,932,001	\$2,503,467
Government Affairs	\$1,332,093	\$588,831	\$221,333	\$1,240,826	\$91,267
Human Resources	\$38,469,746	\$18,878,098	\$4,794,469	\$38,650,692	(\$180,946)
Safety	\$6,133,801	\$2,323,246	\$2,407,486	\$6,320,493	(\$186,692)
Sustainable Streets	\$149,961,434	\$82,311,464	\$25,980,504	\$145,583,211	\$4,378,223
Transit Services	\$610,742,195	\$362,478,655	\$59,764,517	\$624,945,895	(\$14,203,700)
Taxi and Accessible Services	\$34,061,120	\$16,464,369	\$14,680,252	\$33,535,484	\$525,636
TOTAL	\$1,112,305,332	\$629,539,477	\$161,467,519	\$1,112,230,251	\$75,081

(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 February 2017)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$27,725,000	\$17,800,699	\$27,725,000	\$0
Cash Fares	\$84,550,000	\$53,492,873	\$84,550,000	\$0
Other Fares	\$4,240,000	\$2,796,824	\$4,240,000	\$0
Passes	\$89,365,000	\$57,669,671	\$85,680,429	(\$3,684,571)
TRANSIT FARES Total	\$205,880,000	\$131,760,067	\$202,195,429	(\$3,684,571)
PARKING FEES & FINES				
General Fund Baseline Transfer	\$74,260,000	\$55,695,000	\$67,760,000	(\$6,500,000)
Citations and Fines	\$104,998,892	\$76,604,396	\$112,896,244	\$7,897,352
Garage Revenue	\$70,577,578	\$43,457,052	\$66,055,038	(\$4,522,540)
Meter Revenue	\$58,411,840	\$43,505,683	\$64,555,391	\$6,143,551
Permit Revenue	\$16,282,000	\$10,933,691	\$17,233,003	\$951,003
PARKING FEES & FINES Total	\$324,530,310	\$230,195,822	\$328,499,676	\$3,969,366
Operating Grants	\$131,802,152	\$69,552,936	\$130,206,187	(\$1,595,965)
Taxi Service	\$8,375,682	\$1,913,558	\$3,050,484	(\$5,325,198)
Other Revenues	\$32,827,524	\$22,753,912	\$32,463,892	(\$363,632)
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
TOTAL	\$1,112,694,110	\$784,075,493	\$1,119,344,110	\$6,650,000

Goal 3 financials

Overtime Report (FY17 as of PPE 02.24.2017)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUAL FISCAL YEAR TO DATE ⁽³⁾	PROJECTION FOR REMAINING MONTHS ⁽⁴⁾	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$23,586,620	\$19,477,087	\$10,251,098.36	\$29,728,185	(\$6,141,565)
Transit Vehicle Maintenance	\$6,718,500	\$8,707,132	\$4,574,813	\$13,281,945	(\$6,563,445)
Transit – All Others	\$4,544,031	\$7,580,149	(\$256,225)	\$7,323,924	(\$2,779,893)
Subtotal Transit Services Division	\$34,849,151	\$35,764,368	\$14,569,686	\$50,334,054	(\$15,484,903)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$0	-\$590,397	(\$590,397)	\$1,585,381
Sustainable Streets – All Others	\$794,714	\$2,149,533	(\$1,746,399)	\$403,134	\$391,580
Subtotal Sustainable Streets Division	\$1,789,698	\$2,149,533	(\$2,336,796)	(\$187,263)	\$1,976,961
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$709,466	\$636,760	\$331,801	\$968,561	(\$259,095)
TOTAL OPERATING FUND	\$37,348,315	\$38,550,661	\$12,564,691	\$51,115,352	(\$13,767,037)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$1,317,951	\$693,658	\$2,011,609	(\$2,011,609)
Sustainable Streets Engineering Programs	\$0	\$398,844	\$209,918	\$608,762	(\$608,762)
Total Non-Operating Fund	\$0	\$1,716,795	\$903,576	\$2,620,371	(\$2,620,371)
TOTAL	\$37,348,315	\$40,267,456	\$13,468,267	\$53,735,723	(\$16,387,408)

⁽³⁾ Reported overtime actuals and resulting deficit are net of cost recovery for events or services that includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable. The total actual cost recoveries is \$3,623K.

⁽⁴⁾ Included: FY2016 cost recovery of \$7,725K, as projection for FY2017.

Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

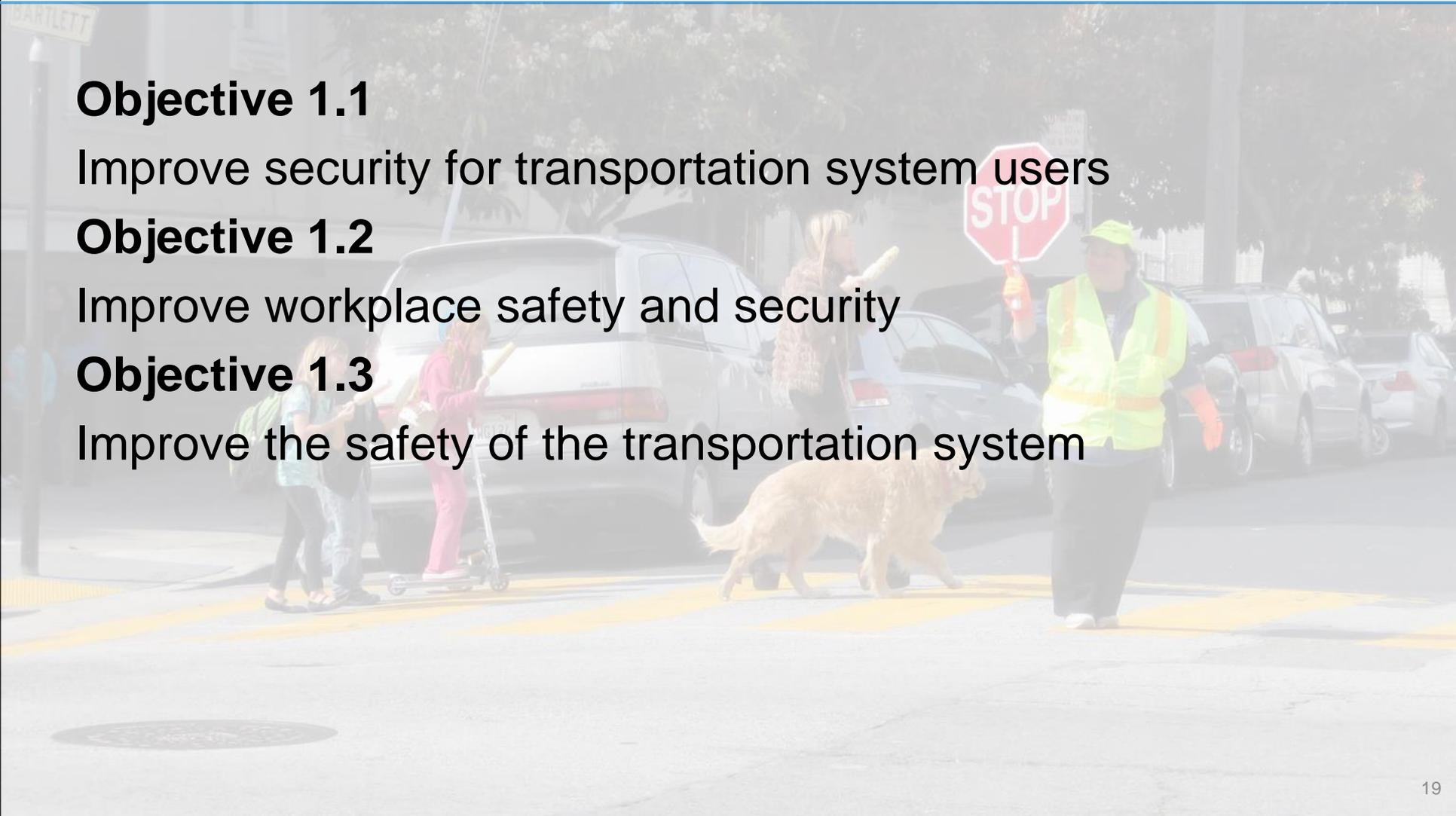
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

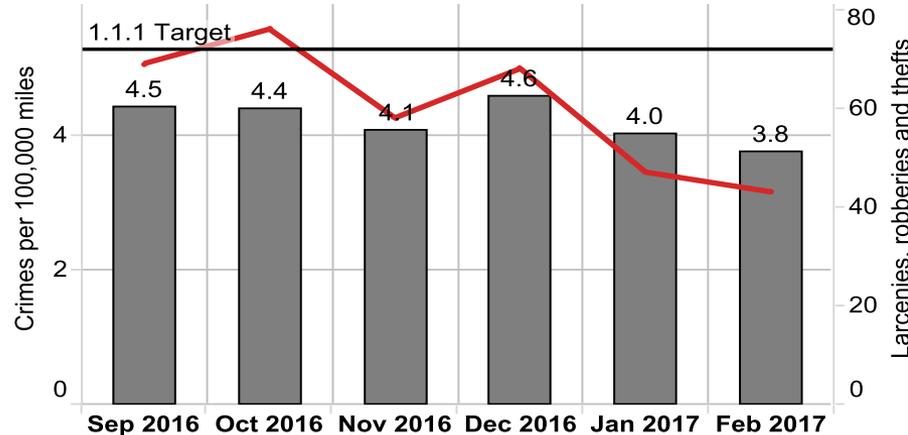
Improve the safety of the transportation system



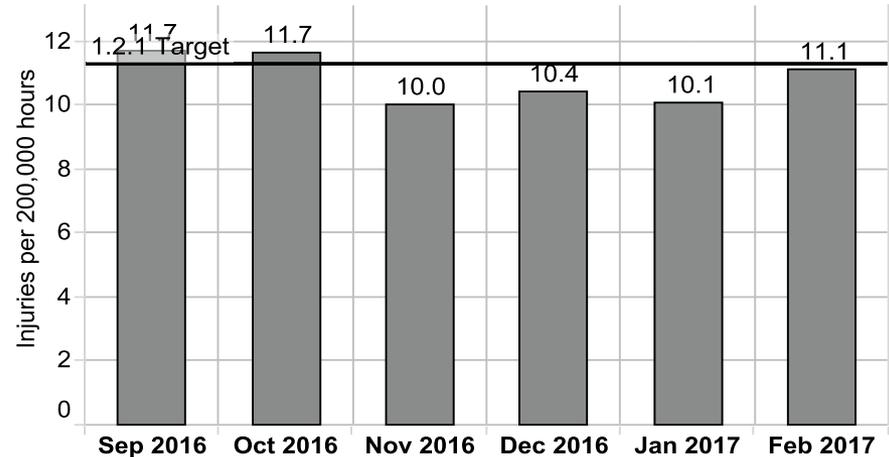
Goal 1 metrics

Key performance indicators

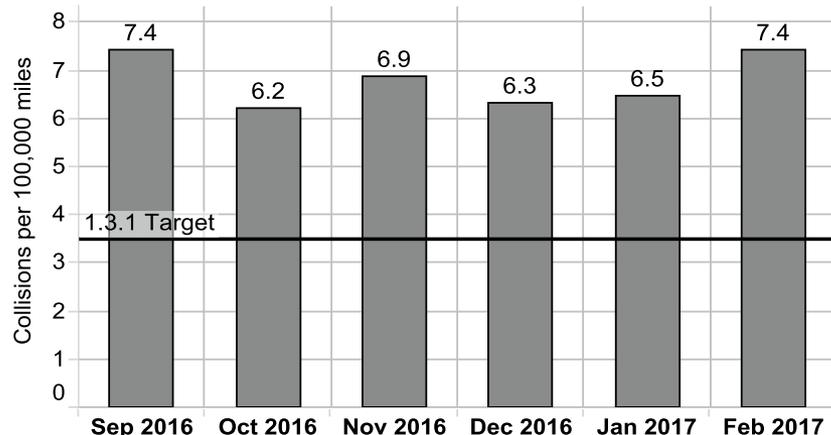
1.1.1 SFPD incidents per 100,000 miles



1.2.1 Workplace injuries per 200,000 hours



1.3.1 Collisions per 100,000 miles



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

Goal 2 metrics

Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel

Objective 2.1

Improve customer service and communications

Objective 2.2

Improve transit performance

Objective 2.3

Increase use of all non-private auto modes

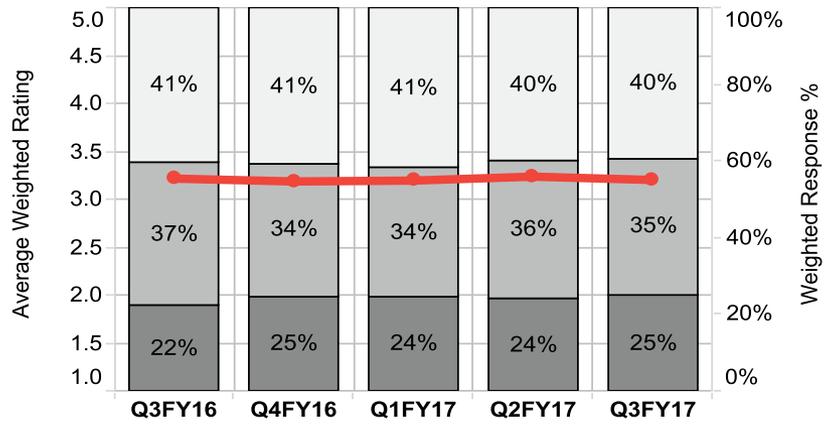
Objective 2.4

Improve parking utilization and manage parking demand

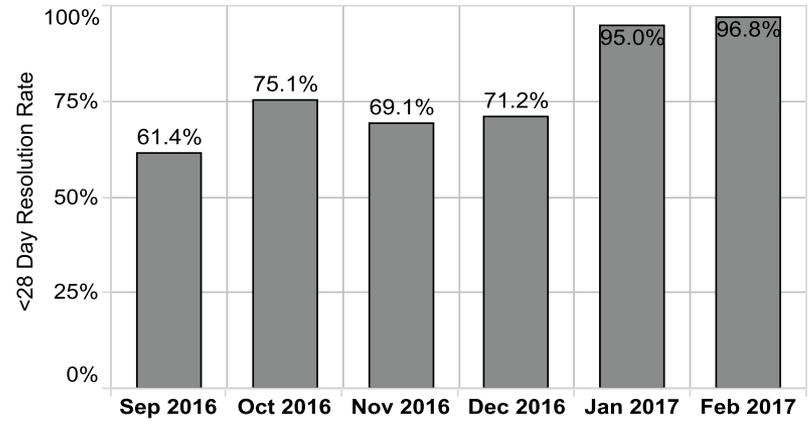
Goal 2 metrics

Key performance indicators

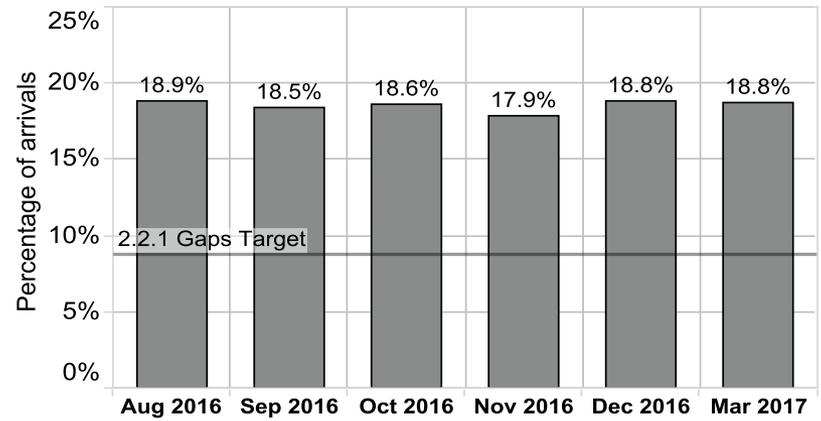
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



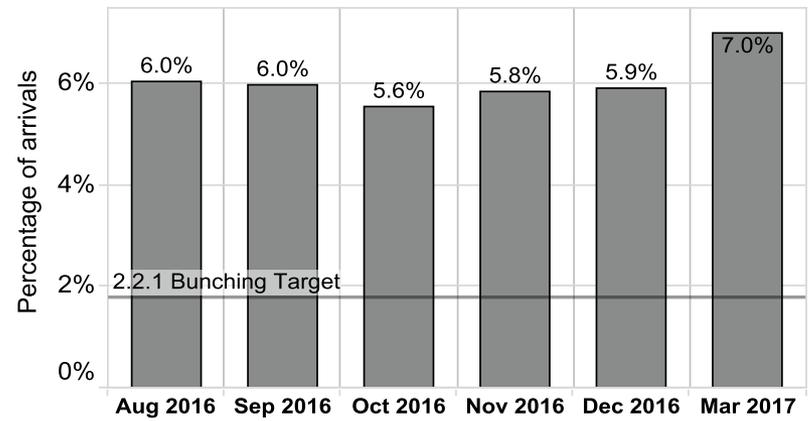
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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



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



2.1.1 Results are based on a non-probability sample from opt-in SFMTA online survey conducted quarterly and are weighted to reflect the geographic distribution of San Francisco's population.

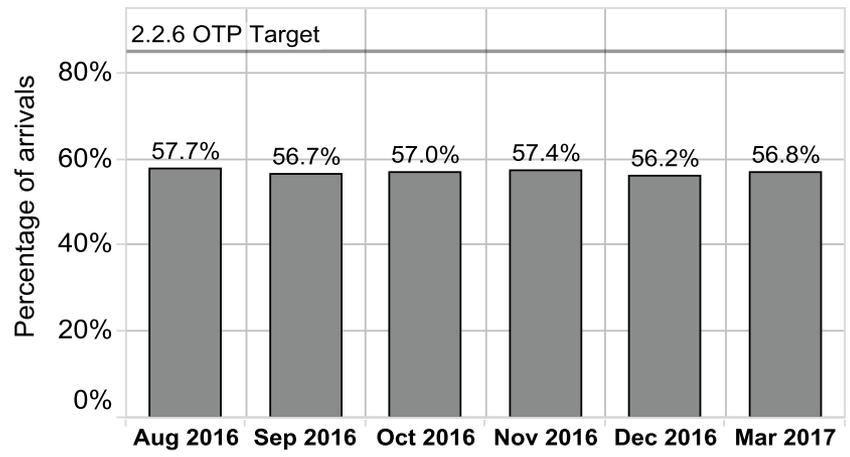
2.1.7 Previously reported "Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days" results have been revised to reflect updated figures.

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

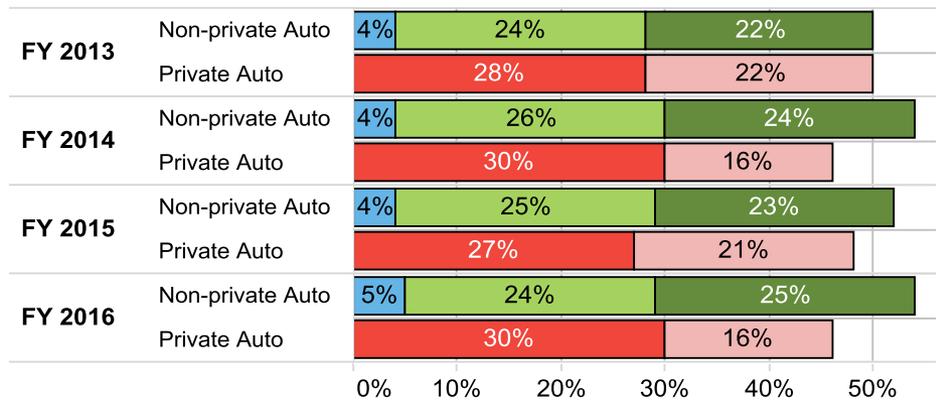
Goal 2 metrics

Key performance indicators **continued**

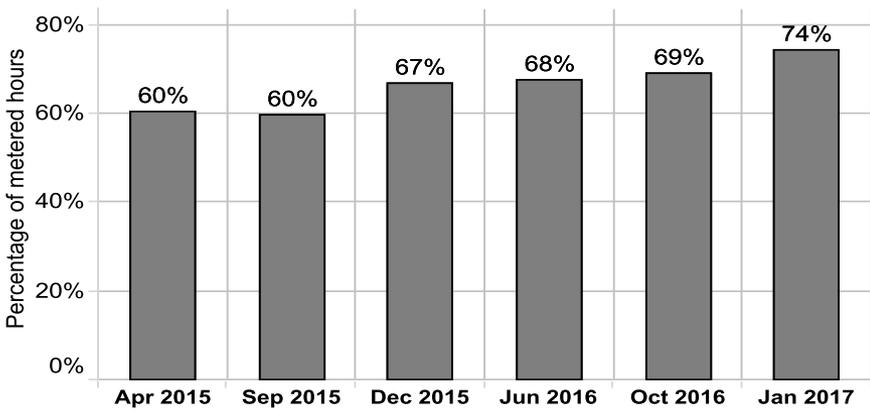
2.2.6 Percentage of on-time performance



2.3.1 Percentage of non-private auto mode share



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



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

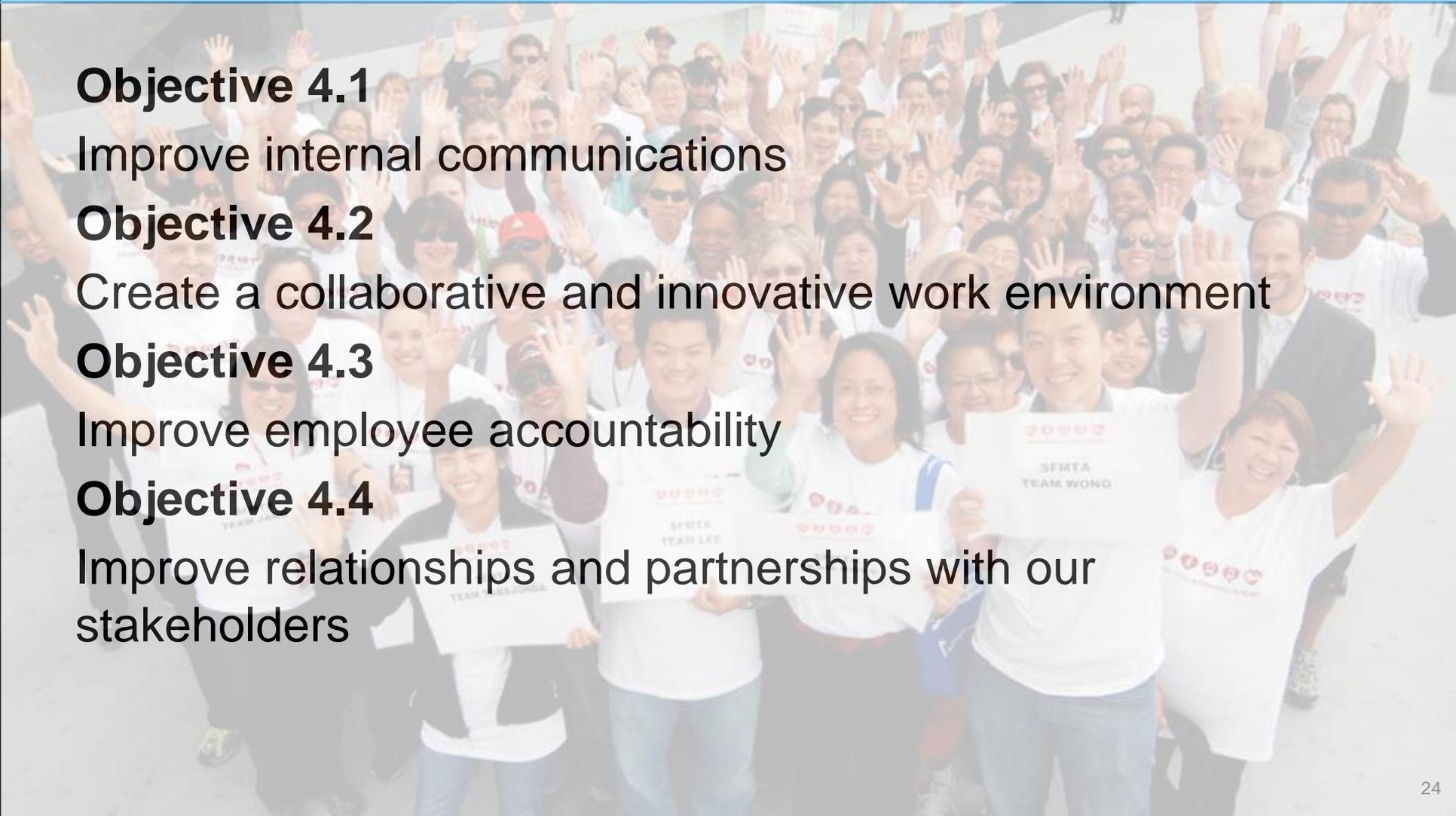
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

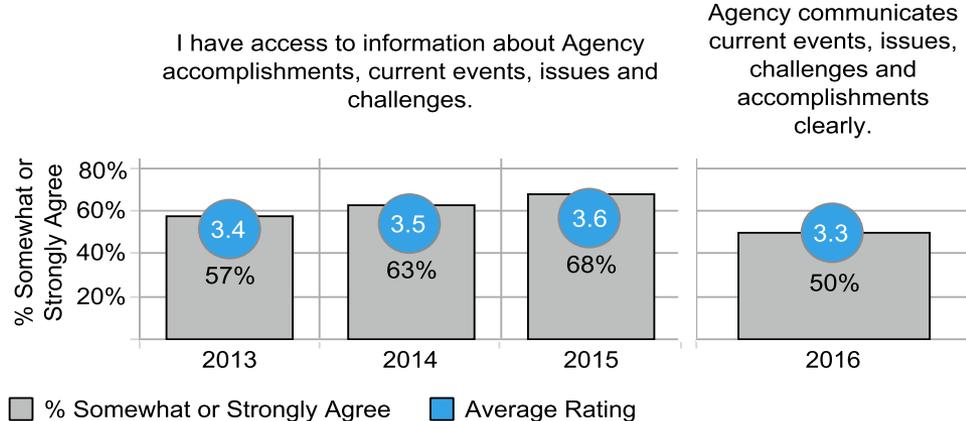
Improve relationships and partnerships with our stakeholders



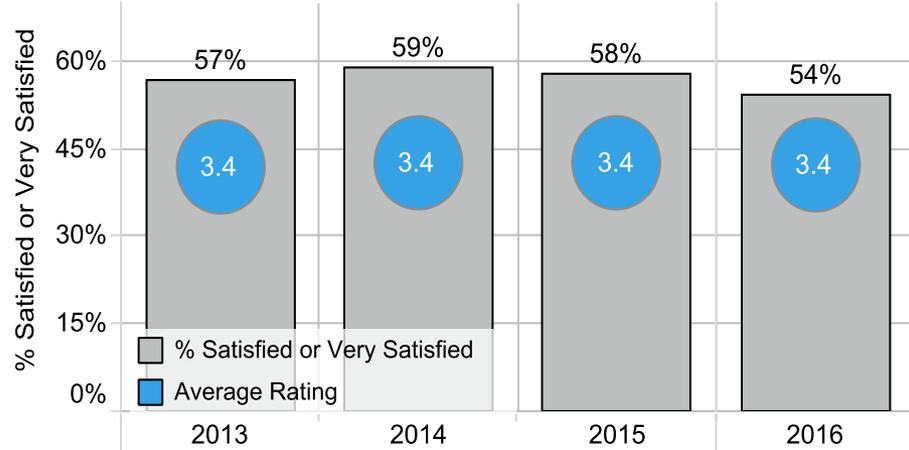
Goal 4 metrics

Key performance indicators

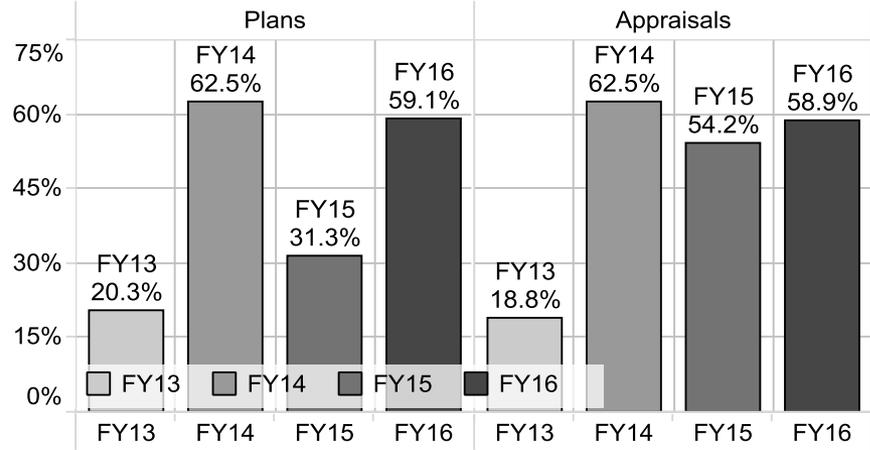
4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



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 management of transportation in San Francisco

