



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 3 Action Item Highlights

November 2014

San Francisco, California

Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

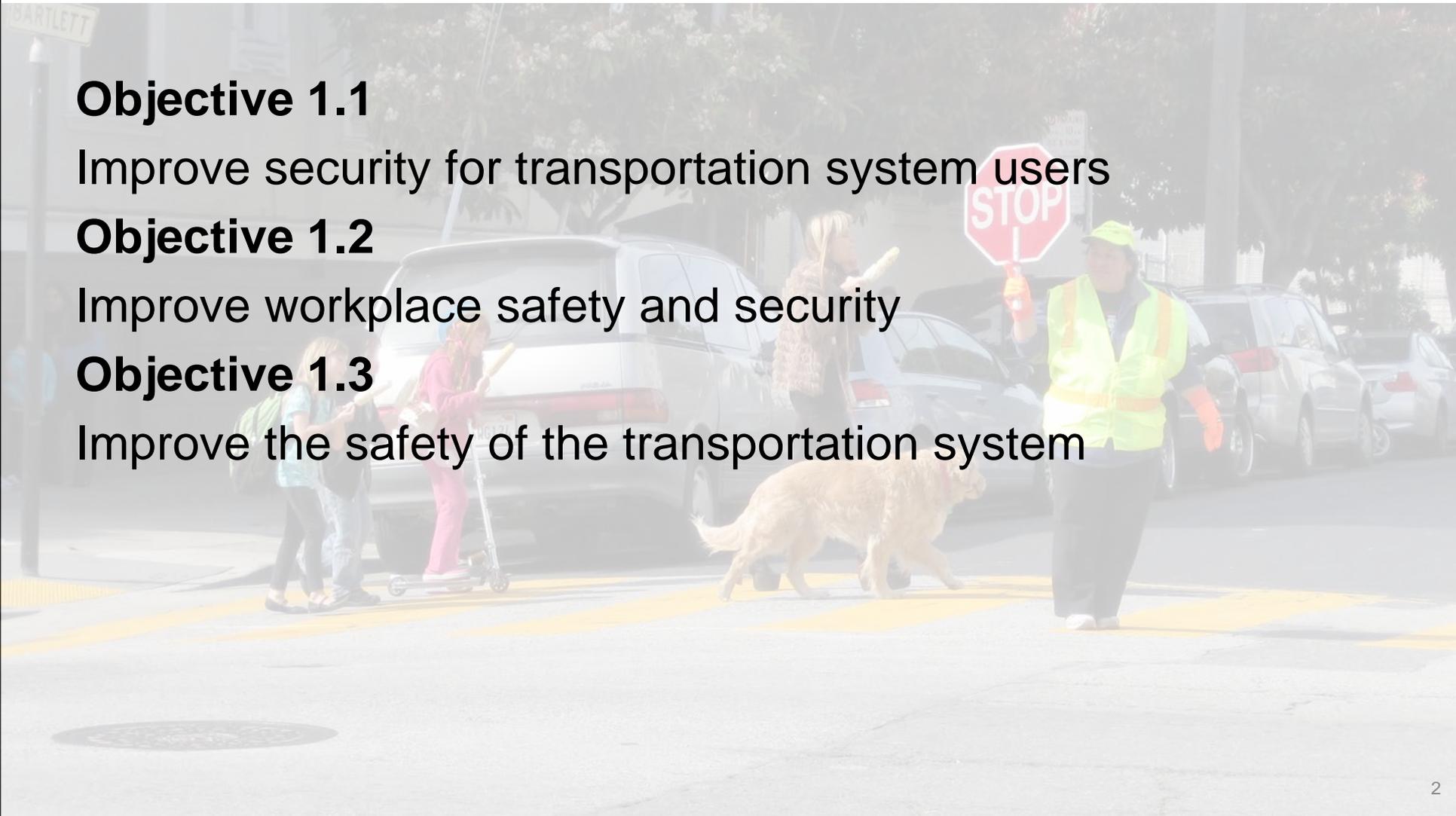
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

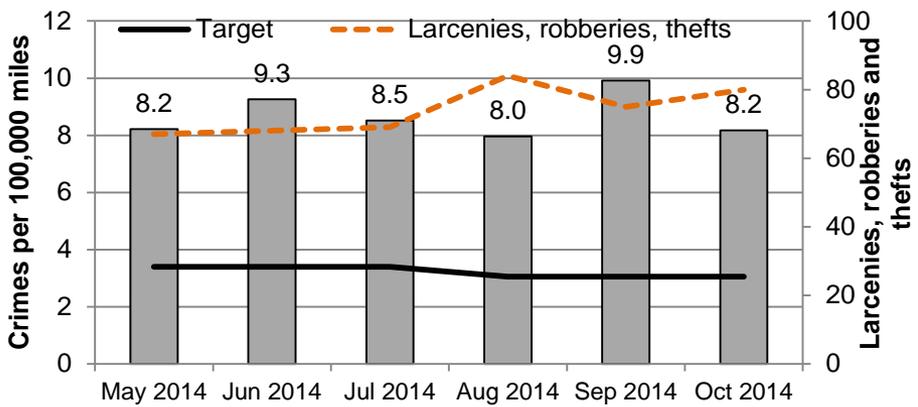
Improve the safety of the transportation system



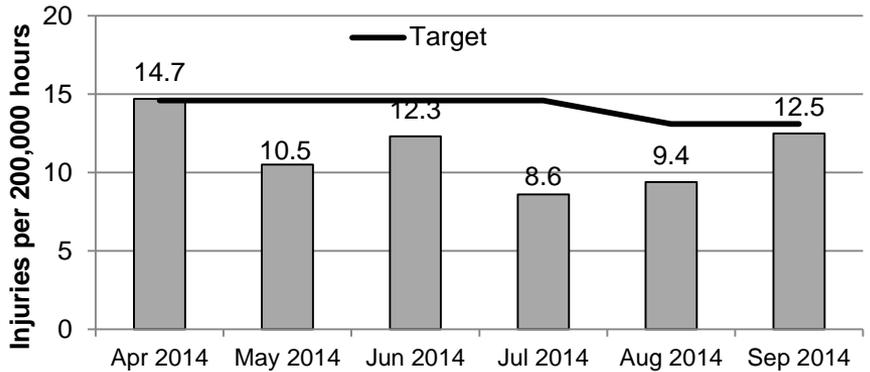
Goal 1 metrics

Key performance indicators

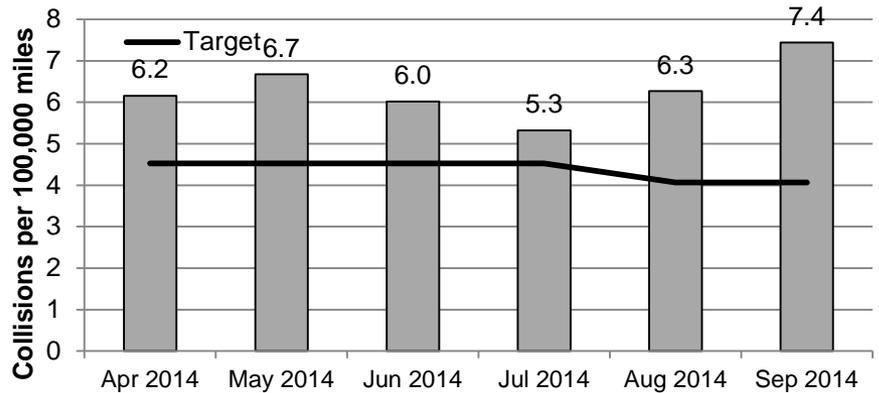
1.1.1 SFPD-reported Muni-related crimes/100,000 miles



1.2.1 Workplace injuries/200,000 hours



1.3.1 Muni collisions/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

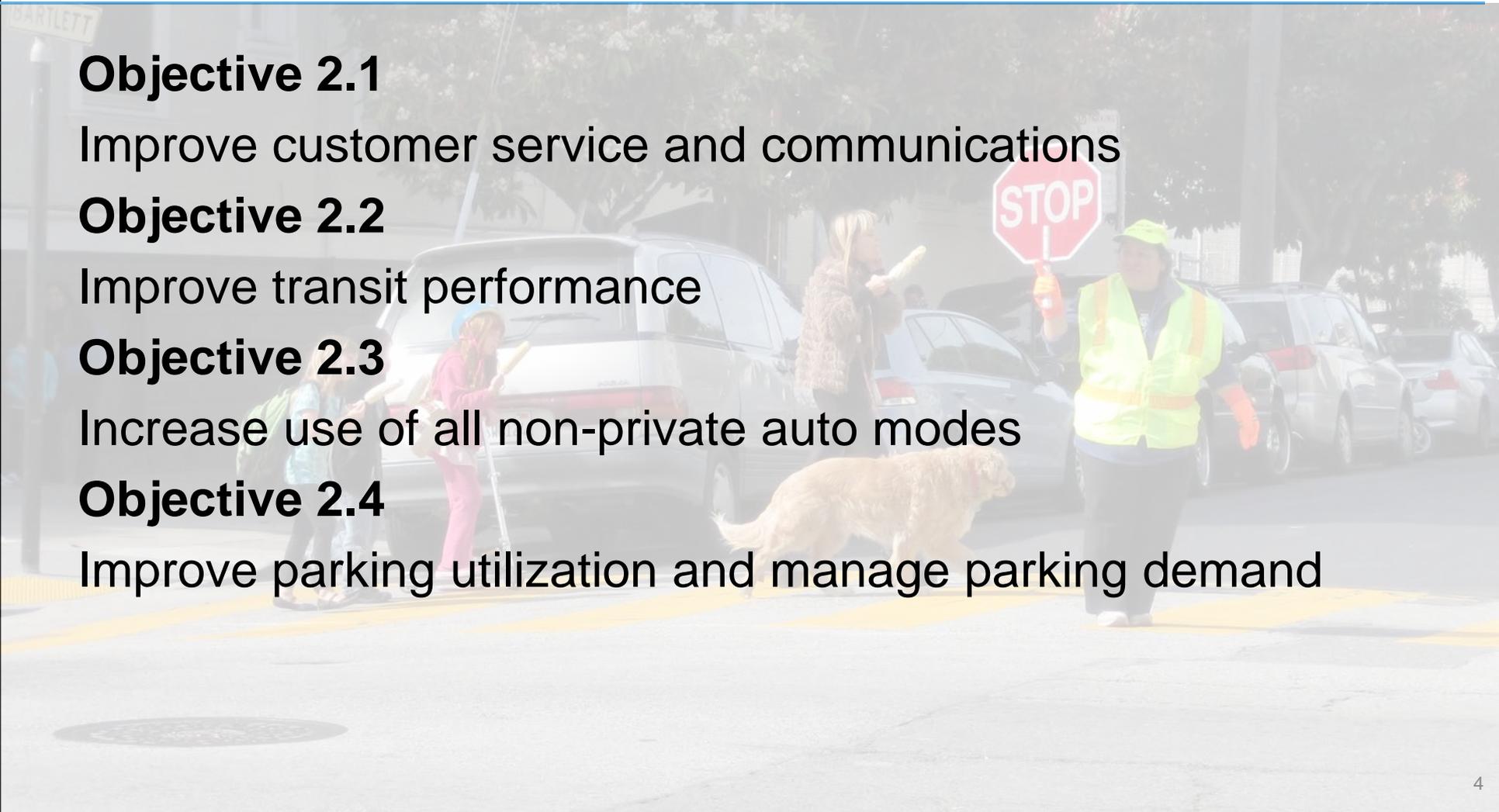
Improve transit performance

Objective 2.3

Increase use of all non-private auto modes

Objective 2.4

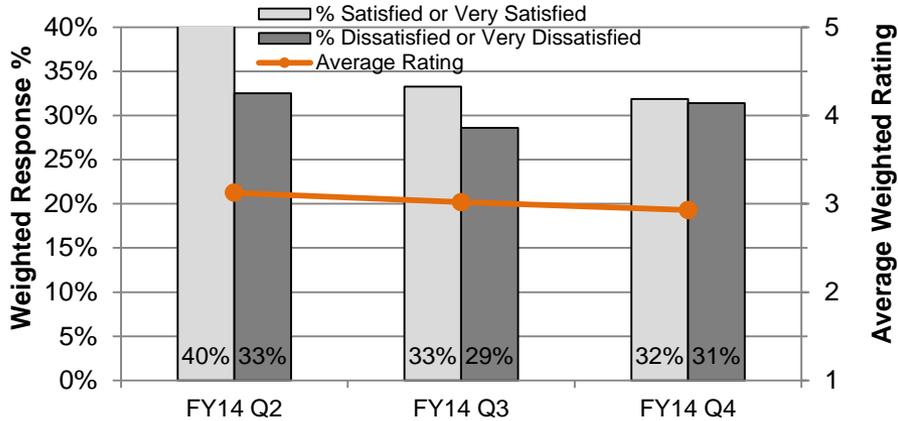
Improve parking utilization and manage parking demand



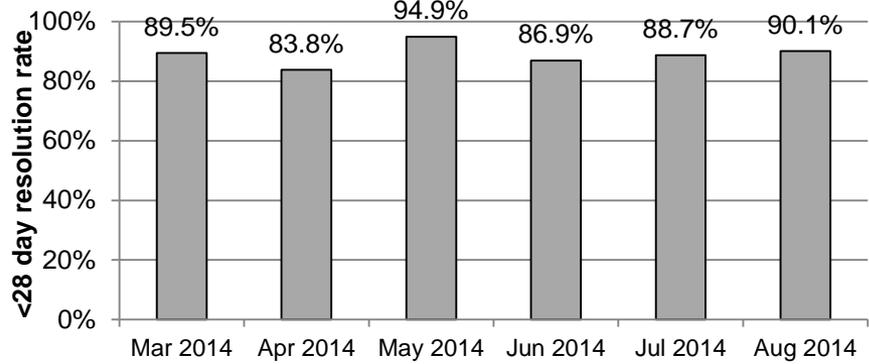
Goal 2 metrics

Key performance indicators

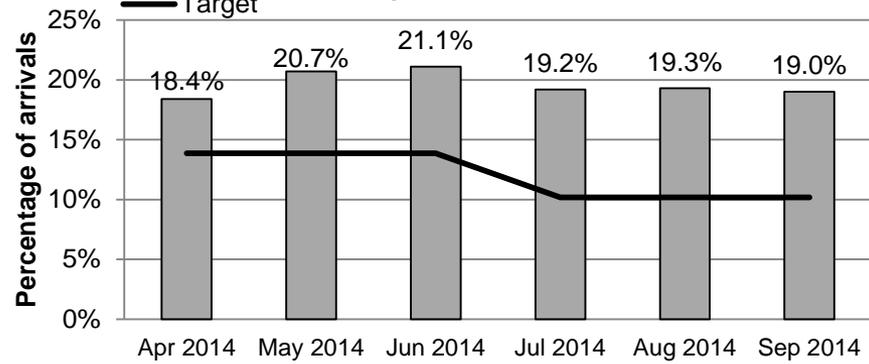
2.1.1 Customer Rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)¹



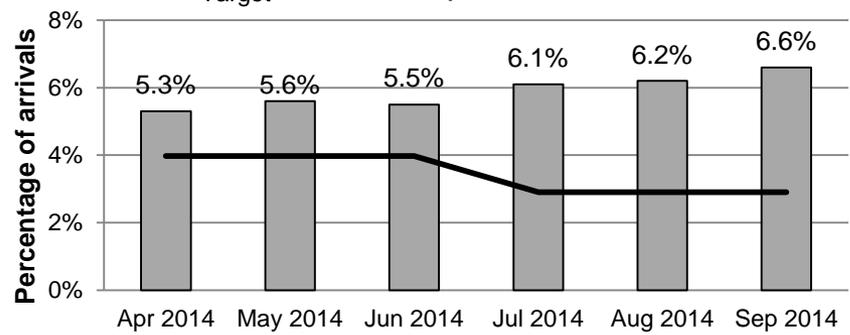
2.1.7 Percentage of actionable 311 Muni-related complaints addressed within 28 days



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



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



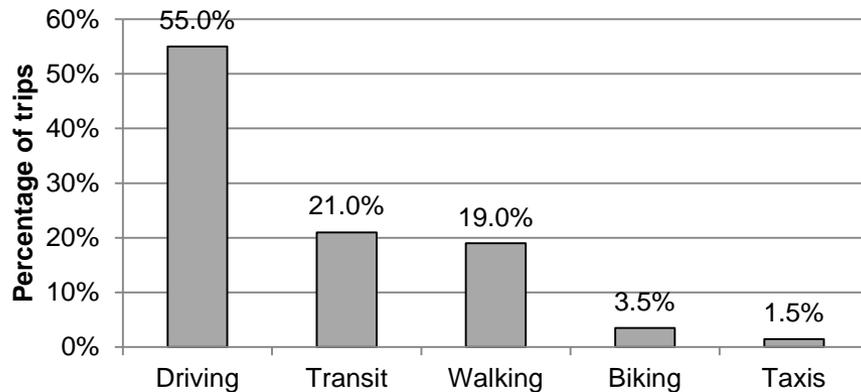
¹Results are based on a non-probability sample from opt-in SFMTA online survey conducted in Nov/Dec 13 and are weighted to reflect the geographic distribution of San Francisco's population.

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

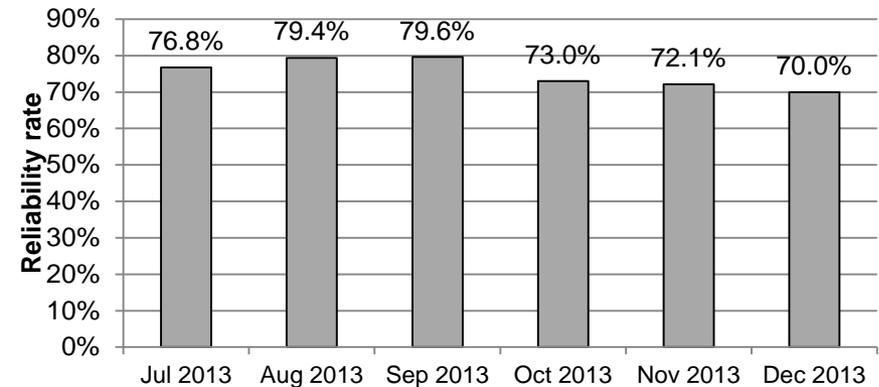
Goal 2 metrics

Key performance indicators **continued**

2.3.1 Non-private auto mode share (2011 all trips)



2.4.1 Parking reliability rate of SFpark spaces¹



¹Due to street sensor removal, occupancy-based parking measures will not be reported after Dec 2013. Parking program staff are currently developing an alternative metric.

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

Goal 3 action item highlights

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

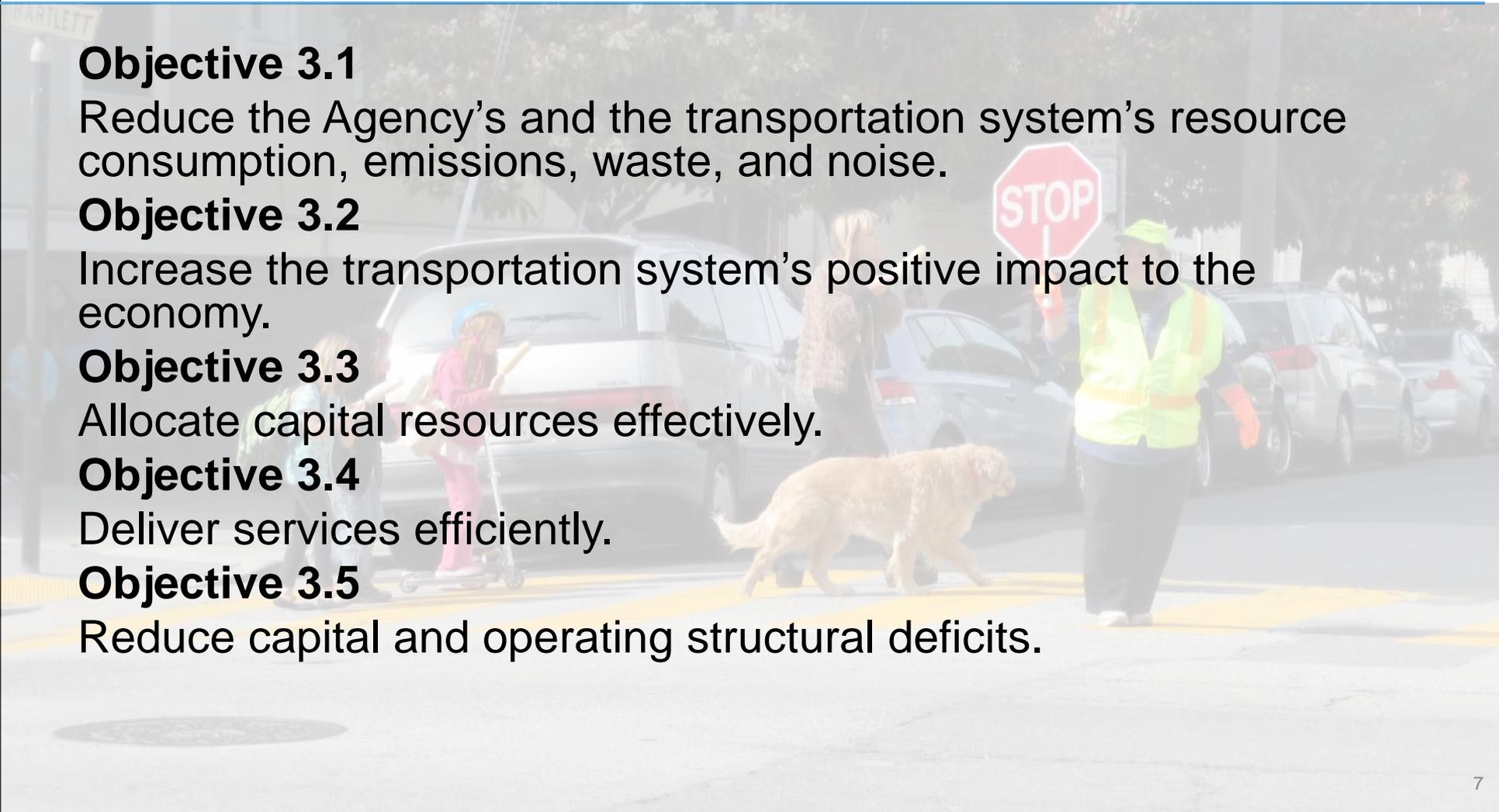
Allocate capital resources effectively.

Objective 3.4

Deliver services efficiently.

Objective 3.5

Reduce capital and operating structural deficits.



Objective 3.1 action items

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

New action item highlights

Develop policies for managing existing EV infrastructure

In early November, SFMTA Parking finalized policies and procedures and distributed to all parking operators that manage City-owned parking garages. These policies codify policy adopted in February 2014 that require vehicles parked in EV stalls in garages to a) be actively charging, and b) to limit their stay to no more than four hours between 8am and 6pm.



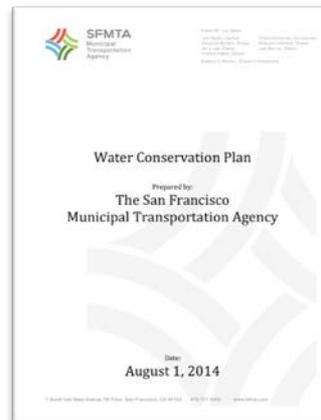
Objective 3.1 action items

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

New action item highlights

Assess all Agency facilities to prioritize water reduction improvements to achieve Mayor's directive of a minimum 10% reduction from 2013 baseline

First annual Water Conservation report completed in August. Initial effort has been the comprehensive audit of the SFMTA's 80 operational facilities (19 Agency-owned and 11 leased - staffed facilities, plus 23 way stations and 27 restrooms in power substations), including landscaping. Weighting and prioritizing improvements to 294 inefficient plumbing fixtures. Potential capital projects are vehicle wash racks, and Forest Hill Station park improvements, including pumping station water seepage above ground for irrigation and cleaning uses. The SFMTA currently uses roughly 18.5 million gallons of water annually - about 1/40 of Lake Merced's capacity.



Objective 3.1 action items

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

New action item highlights

Assess viable alternative fuel vehicle products to inform fleet turnover options that reduce emissions and operating costs

Item follows the Agency's 2004 Clean Air Plan for transit vehicles, co-released with SF Environment and the Mayor, adopted by the Board of Supervisors and MTA Board in 2005. Plan charts the path from conventional diesel buses to an eventual zero emission fleet through the use of interim "technology bridge" hybrid buses and biofuels. The SFMTA vehicle fleet represents roughly one-third of the City's municipal greenhouse gas footprint. The SFMTA and CA Transit Association led the regulatory updating process with the CA Air Resources Board to allow for the continued sale of hybrid transit buses in California.

Increase access to bicycle and carshare fleets for SFMTA staff business use

Staff is coordinating this action item with another that seeks to audit and catalog the SFMTA's non-revenue fleet and refine fleet vehicle usage policy and procedures. Staff is developing "before" baseline estimates of business use trips made by SFMTA staff, by mode and purpose. Following that, staff will establish policy and procedures for SFMTA staff car share membership and use.



Objective 3.2 action items

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

New action item highlights

Develop plan for implementation of innovative fare products that align with customer demand

A plan has been developed outlining the next steps and engagement strategy to begin work on this project. The final product will inform the MTC-led strategic planning process for the next generation of Clipper and ensure that the SFMTA's customer needs are met.

Develop and implement technology required to advance innovative fare payment systems

The farebox and onboard equipment Request for Qualification has been drafted and is currently being reviewed by the City Attorney. The Agency's mobile ticketing pilot is nearing finalization from a contracting perspective. We anticipate an initial launch for single-ride tickets and multi-day passports in Summer 2015.



Objective 3.3 action items

Allocate capital resources effectively

New action item highlights

Multiple items in development by the SFMTA Project Delivery Improvement Group

- Clarify project development process
 - Develop project priorities
 - Initiate mandatory milestone reviews
 - Project portfolio review
 - Review cost scheduling and estimating practices
 - Standardize project closeout practices
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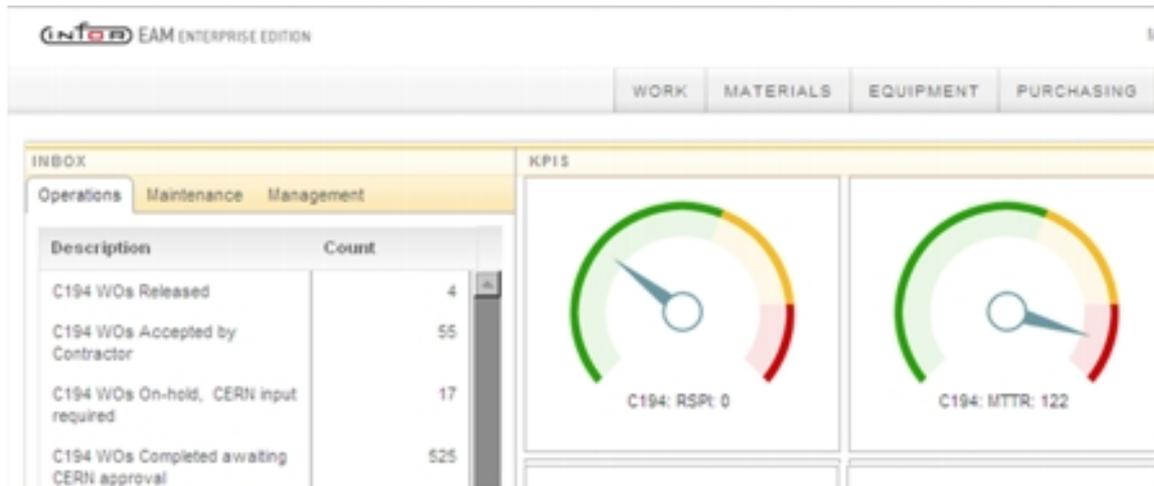
Objective 3.3 action items

Allocate Capital Resources Effectively

New action item highlights

Design, develop and implement Enterprise Asset Management System

The Enterprise Asset Management System (EAMS) project is a part federally funded, multi-year project, to implement an SFMTA agency-wide asset management system, in support of State of Good Repair. The project team recently completed an RFP evaluation and selection process to identify consultants to assist the SFMTA in implementation of the Infor EAM software package. We are currently in the process of contract discussions with the highest ranking proposer.



Objective 3.4 action items

Deliver services efficiently.

New action item highlights

Reduce pay-to-platform ratio by hiring and scheduling more part-time operators

The overall hiring pipeline is strong, with over 100 new full time operators hired since July 1 including a class of 56 which started in November. Part-time operator hiring will begin in January 2015.

Assess operations & maintenance staffing levels needed to support the level of service and minimize overtime

Transit staff is continuing to assess and evaluate staffing levels and overtime usage. With the recent increase in operator hiring, overtime trends for operators are declining, but we do expect to require overtime through April 2019 to meet service needs. We are also focusing on the 'return-to-work' of operators with a goal of 50 employees for this fiscal year. Transit staff is also assessing Rail Maintenance front line staffing levels and plan to redistribute and rebalance staff to reduce overtime.

Objective 3.4 action items

Deliver services efficiently.

New action item highlights

Review and reform purchasing process

This is an ongoing action item. Successes to date include streamlined procedures that expedite the procurement process, a reduced backlog of purchasing requests and increased consumption of parts. A new plan was developed to continue to improve parts availability for both

- Rail and Bus Maintenance, including ongoing monitoring of Rail Division Vendor Managed Inventory pilot;
 - A new pilot to handle grant funded purchases for Rail Division; and
 - The development of an as-needed parts contract for New Flyer buses
-

Objective 3.5 action items

Reduce capital and operating structural deficits.

New action item highlights

Secure funding to increase State of Good Repair budget to at least \$250M annually

- The FY 2015 – 2019 Capital Improvement Program Projects SOGR Investments at \$316 million annually through FY 2019
- Finalizing the SFMTA State of Good Repair (SOGR) Report, which will show the Agency's immediate financial commitment, spending levels and ongoing projections.
- Evaluating a number of new funding sources including State Cap & Trade Revenues
- Secured \$131M in Proposition K Sales Taxes for Replacement of the Light Rail Fleet (largest Prop K allocation to date)
- Submitted three SOGR grant applications totaling \$26M (Trolley Coaches \$21M; Fall Protection \$3M; MME Facility Paint & Body Shop/Historic Car Storage \$2M)



Objective 3.5 action items

Reduce capital and operating structural deficits.

New action item highlights

Support T2030 as needed including oversight of new revenues

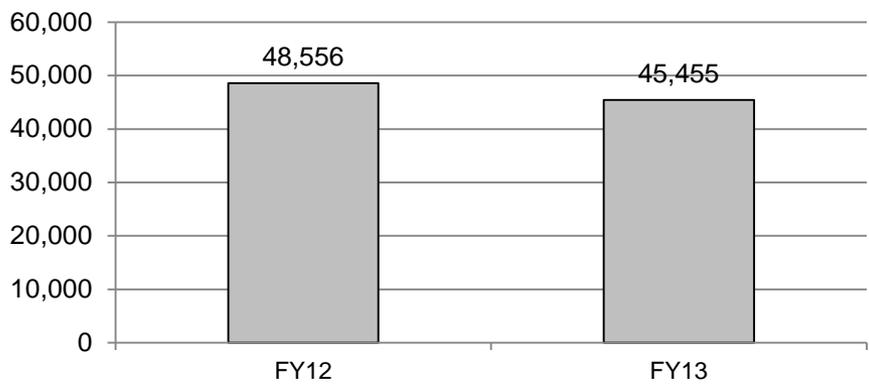
- Voters approved the proposed first T2030 \$500 million Transportation and Road Improvement General Obligation Bond with 71% of the vote (Proposition A)
 - Reviewing proposed program of projects for Proposition A GO Bond to set a schedule of bond issuances
 - Prioritizing investments in facilities, street safety/Vision Zero and implementation of the Muni Forward Capital Program
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TRANSPORTATION 2030
ROADS + TRANSIT + SAFETY

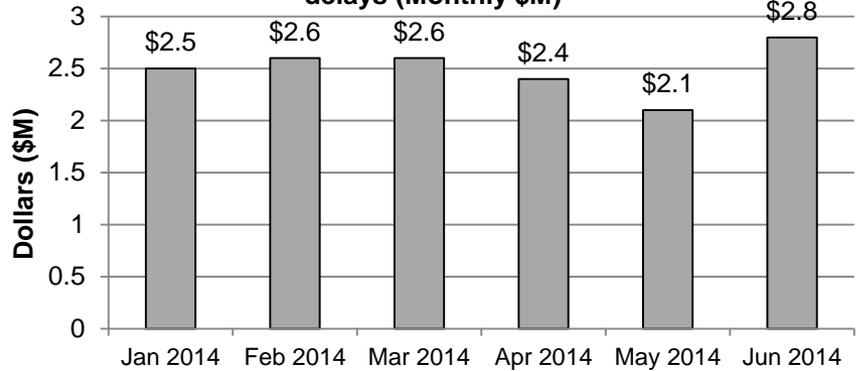
Goal 3 metrics

Key performance indicators

3.1.1 SFMTA carbon footprint (metric tons CO2e)



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

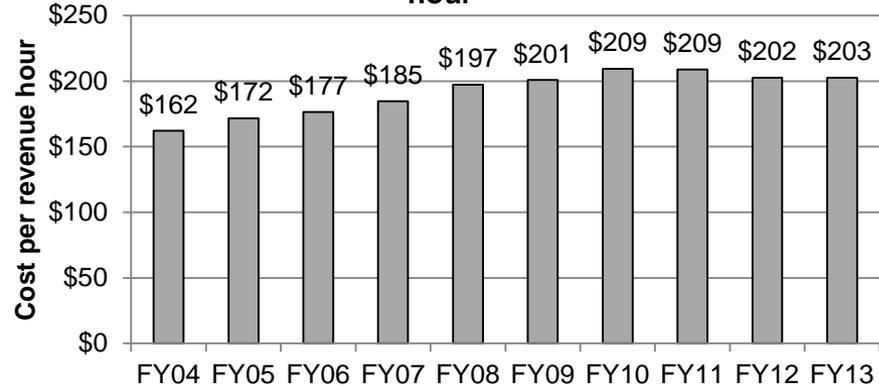


3.3.1 Percentage of all capital projects delivered on-budget by phase



Measure in development

3.4.1 Average annual transit cost per revenue hour¹



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

Goal 3 financials

Expenditures (FY15 as of September 2014)

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year ⁽¹⁾	Saving/(Overage)
SFMTA Agency Wide	\$107,227,697	\$13,021,160	\$42,967,901	\$111,535,702	(\$4,308,005)
Board of Directors	\$606,325	\$103,481	\$3,456	\$503,362	\$102,963
Capital Programs and Construction	\$190,088	(\$101,478)	\$2,524,430	\$190,088	(\$0)
Communications	\$5,969,322	\$573,343	\$650,700	\$5,189,191	\$780,131
Director of Transportation	\$2,677,049	\$625,412	\$613,193	\$2,352,585	\$324,464
Finance and Information Technology	\$88,207,902	\$11,475,198	\$27,613,090	\$86,552,744	\$1,655,158
Government Affairs	\$1,032,451	\$158,756	\$208,627	\$1,031,960	\$491
Human Resources	\$32,027,075	\$5,121,331	\$7,783,237	\$30,810,691	\$1,216,384
Safety	\$4,097,506	\$671,080	\$1,376,152	\$4,987,004	(\$889,498)
Sustainable Streets	\$150,004,667	\$23,531,985	\$29,658,949	\$145,572,141	\$4,432,526
Transit Services	\$568,362,820	\$101,274,698	\$61,738,530	\$570,941,773	(\$2,578,953)
Taxi and Accessible Services	\$29,877,960	\$3,716,202	\$21,385,699	\$29,585,404	\$292,556
TOTAL	\$990,280,862	\$160,171,168	\$196,523,964	\$989,252,645	\$1,028,217

Note:

(1) Expenditures projection is based on all encumbrance spent in FY2015.

Goal 3 financials

Revenues (FY15 as of September 2014)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$25,809,060	\$9,029,013	\$25,809,060	\$0
Cash Fares	\$77,900,551	\$22,305,937	\$81,850,551	\$3,950,000
Other Fares	\$7,280,441	\$903,010	\$5,330,441	(\$1,950,000)
Passes	\$93,103,795	\$23,112,891	\$93,103,795	\$0
TRANSIT FARES Total	\$204,093,847	\$55,350,851	\$206,093,847	\$2,000,000
PARKING FEES & FINES				
General Fund Baseline Transfer	\$67,900,000	\$16,975,000	\$67,900,000	\$0
Citations and Fines	\$96,426,440	\$25,467,461	\$96,426,440	\$0
Garage Revenue	\$62,655,325	\$16,991,732	\$62,655,325	\$0
Meter Revenue	\$44,594,452	\$13,243,228	\$44,594,452	\$0
Permit Revenue	\$13,200,818	\$3,086,503	\$13,200,818	\$0
PARKING FEES & FINES Total	\$284,777,035	\$75,763,924	\$284,777,035	\$0
Operating Grants	\$128,617,100	\$17,447,377	\$131,617,100	\$3,000,000
Taxi Service	\$14,244,560	\$2,907,696	\$9,244,560	(\$5,000,000)
Other Revenues	\$28,853,509	\$7,229,840	\$28,853,509	\$0
General Fund Transfer	\$247,860,000	\$61,965,000	\$247,860,000	\$0
Fund Balance for Current Year Budget	\$20,000,000	\$20,000,000	\$20,000,000	\$0
Fund Balance for Prior Year				
Encumbrance Carry Forward	\$61,865,344	\$61,865,344	\$61,865,344	\$0
TOTAL	\$990,311,395	\$302,530,032	\$990,311,395	(\$0)

Goal 3 financials

Overtime Report (FY15 as of September 2014)

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	\$23,586,620	\$5,796,168	\$22,218,646	\$28,014,814	(4,428,194)
Transit Vehicle Maintenance	\$7,037,296	\$2,667,814	\$10,226,621	\$12,894,435	(5,857,139)
Transit – All Others	\$4,066,867	\$2,331,096	\$8,935,863	\$11,266,959	(7,200,092)
Subtotal Transit Services Division	\$34,690,783	\$10,795,078	\$41,381,130	\$52,176,208	(17,485,425)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$567,161	\$2,174,119	\$2,741,280	(1,746,296)
Sustainable Streets – All Others	\$794,714	\$127,581	\$489,060	\$616,641	178,073
Subtotal Sustainable Streets Division	\$1,789,698	\$694,742	\$2,663,179	\$3,357,921	(1,568,223)
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	\$0
ALL OTHER DIVISIONS	\$889,774	\$173,257	\$664,152	\$837,409	52,365
TOTAL OPERATING FUND	\$37,370,255	\$11,663,077	\$44,708,461	\$56,371,538	(19,001,283)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$204,220	\$782,845	\$987,065	(987,065)
Sustainable Streets Engineering Programs	\$0	\$76,311	\$292,524	\$368,835	(368,835)
Total Non-Operating Fund	\$0	\$280,531	\$1,075,369	\$1,355,900	(1,355,900)
TOTAL	\$37,370,255	\$11,943,608	\$45,783,830	\$57,727,438	(20,357,183)

*Figures include cost recovery for events or services totaling \$156K as of month-end (September 2014) for FY2015. The amount includes reimbursements for payroll (both regular and overtime), overhead, and other non-labor costs as applicable.

Goal 4 metrics

Create a workplace that delivers outstanding service

Objective 4.1

Improve internal communications

Objective 4.2

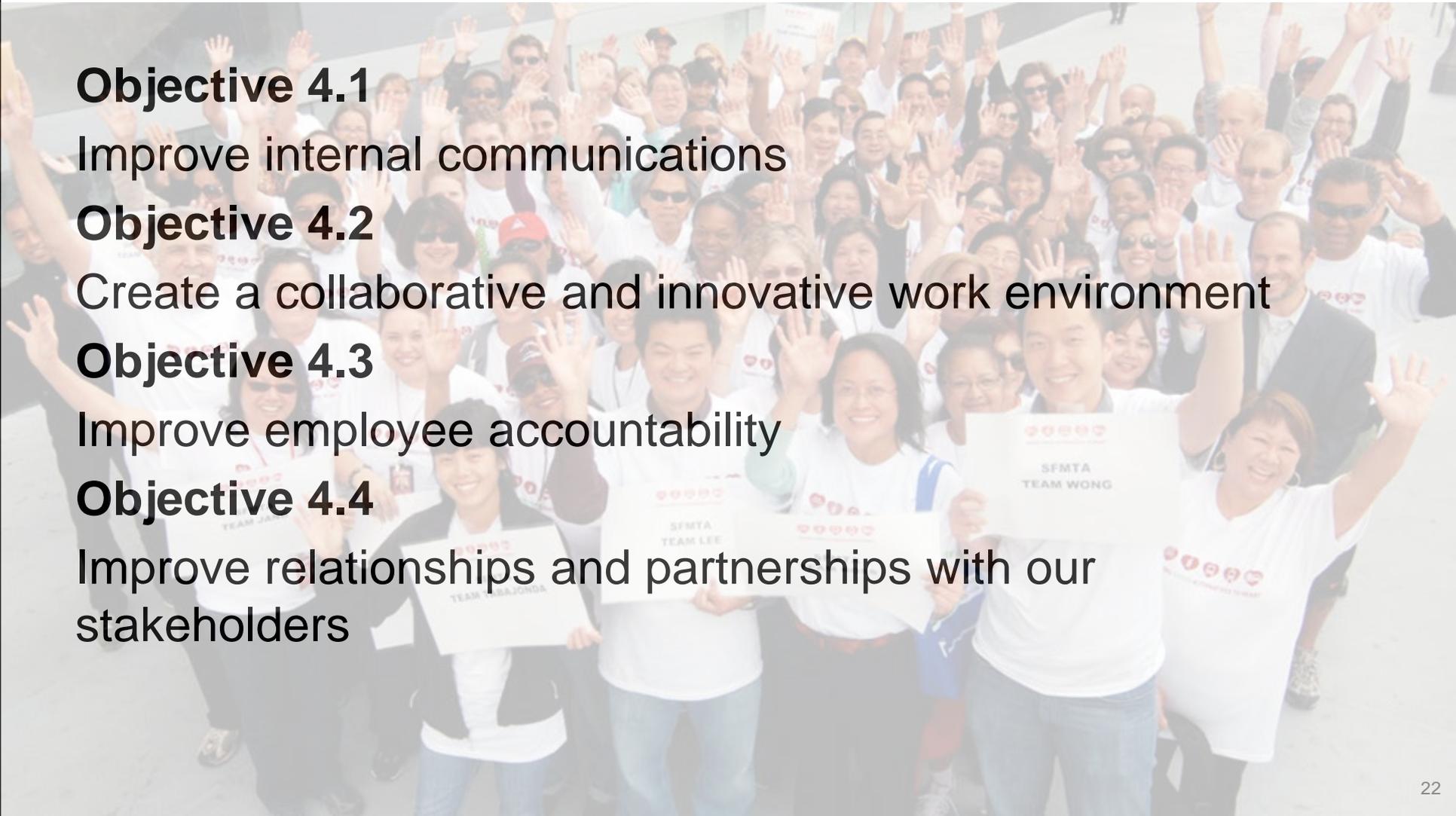
Create a collaborative and innovative work environment

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: 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;

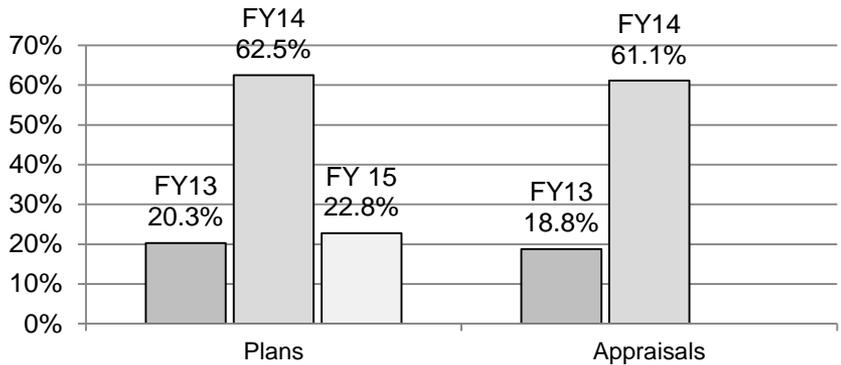
scale of 1 (high) to 5 (low)

3.5, 3.4
(FY13)

4.2.1 Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)

3.4
(FY13)

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 will be
conducted in FY15.**