



SFMTA
Municipal
Transportation
Agency

Strategic Plan Progress Report

Goal 3 Focus

May 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

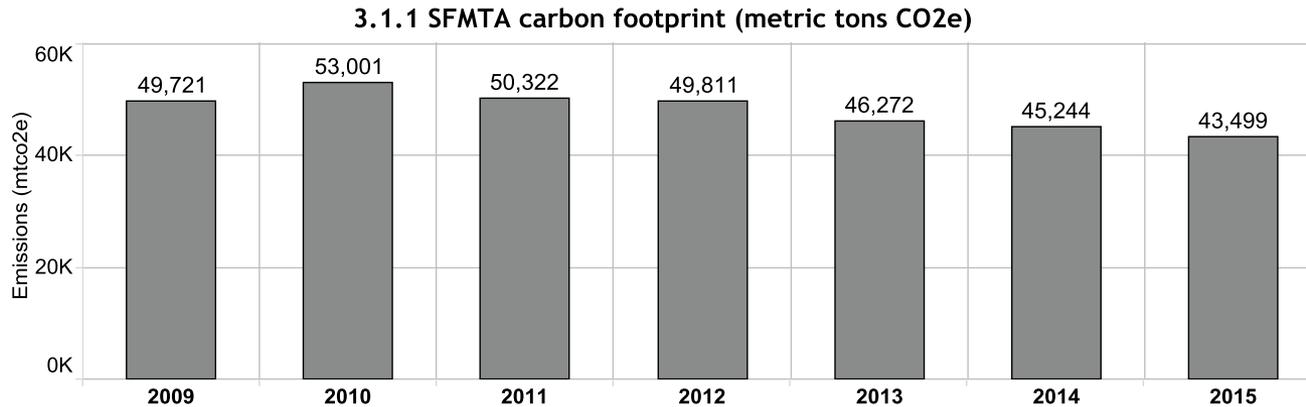
Objective 3.5

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)		46,272	45,244	43,499	*
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) ¹		9,790,994	9,944,080	9,783,200	10,061,079
3.1.6	Agency gas consumption (therms) ¹		32,049	23,057	19,265	10,432
3.1.6	Agency water consumption (gallons) ¹		1,476,801	1,903,909	1,735,422	1,532,818
3.1.7	Agency waste diversion rate		37.9%	37.1%	34.5%	35.1%

* Data forthcoming

¹Figures 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

Six month cost analysis shows Renewable Diesel cost is about 25-35 cents per gallon less than B20. This translates to roughly \$1.5M/year savings.

3.1.5b Assess all Agency facilities to prioritize water reduction improvements to achieve Mayor's directive of a minimum 10% reduction from 2013 baseline

Completed site visit/assessments of facilities with vehicle washing infrastructure and prepared draft background report. Final report will be completed at end of May and shared with Transit staff for feedback and next steps.

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

SFMTA and SFCTA staff continue to work closely with the California Air Resources Board to formulate statewide transit bus purchasing regulations for 2017 and beyond.

Action item status

0% encountering issues

10% at risk

90% on track

0% on hold



0% completed

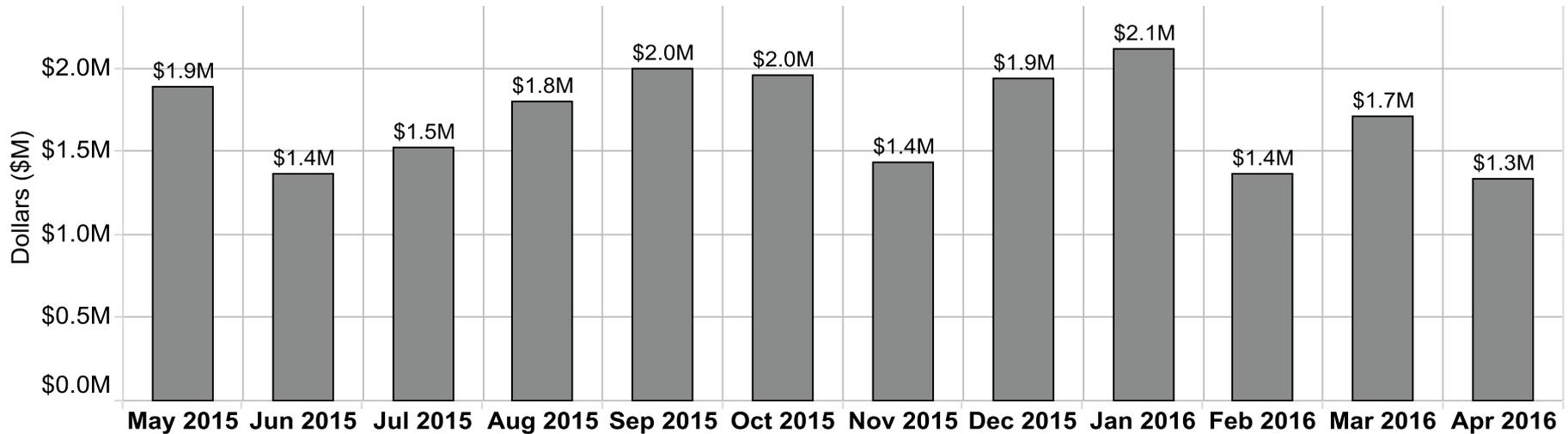


Objective 3.2

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	Apr 2015	Mar 2016	Apr 2016
3.2.1	Estimated economic impact of Muni service delays (Monthly \$M)		\$1.9	\$1.7	\$1.4	\$1.7	\$1.3

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

SFMTA staff continues to participate in Strategic Planning meetings with the region to develop the requirements for the next generation of Clipper, which includes more flexible and creative payments options for fares, for example, time-based fares, accumulator passes, etc. A "Request for Expressions of Interest" was recently released to the electronic fare payment industry to receive their feedback on these initial requirements and contracting options. Responses are due mid-May.

3.2.8 Innovative fare payment technology

The Muni Mobile app has achieved more than 40,000 downloads to date. Accessibility updates to the app are scheduled for mid-May. Rate My Ride feature will be launched in Summer 2016. The contract has been extended through February 2017.

Action item status

0% encountering issues

0% at risk

67% on track

0% on hold



33% completed

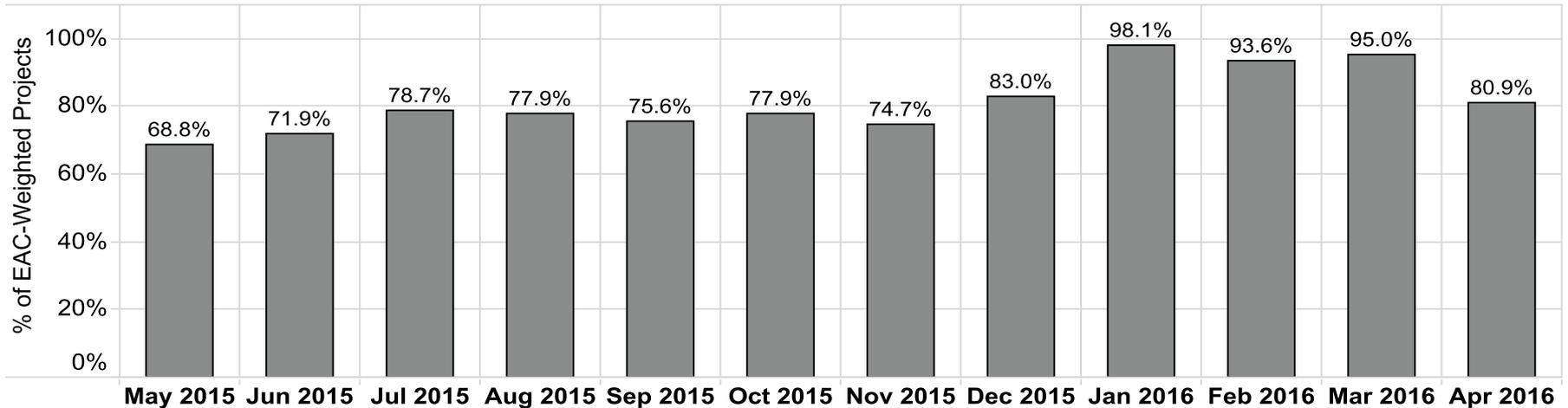


Objective 3.3

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	Apr 2015	Mar 2016	Apr 2016
3.3.1	Percentage of all capital projects delivered on-budget by phase ¹		65.6%	81.6%	74.6%	95.0%	80.9%
3.3.2	Percentage of all capital projects delivered on-time by phase ¹		59.2%	60.7%	54.5%	*	*

¹Reported 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

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

Project Delivery Improvement Group (PDIG) completed all Technical Advisory Committee (TAC) meetings and developed a draft final Project Delivery Playbook for Agency-wide review and approval. To date, the first phase process flow of this Playbook has reached Agency-wide consensus, with the remaining processes expected to be accepted by October 2016.

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

With the completion of the refresh of SFMTA's 5-year CIP, Project Controls and Capital Finance teams are coordinating efforts to establish standardized work breakdown structures for all existing and planned CIP projects. These standardized templates will allow all projects to conform to phase-level cost and schedule tracking and corresponding performance reporting.

Action item status

0% encountering issues

12% at risk

44% on track

0% on hold



44% completed

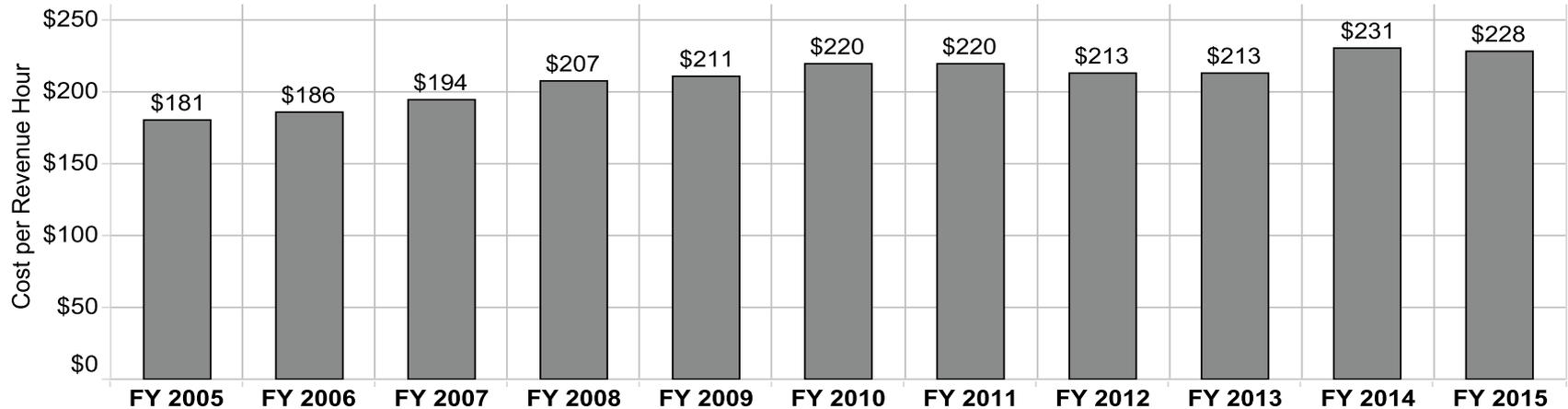


Objective 3.4

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	Apr 2015	Apr 2016
3.4.1	Average annual transit cost per revenue hour ¹	\$192	\$230.97	\$227.91 ²			
3.4.2	Passengers per revenue hour for buses		74	69 ²			
3.4.3	Cost per unlinked trip ¹		\$3.13	\$3.29 ²			
3.4.5	Farebox recovery ratio		30.4%	29.5% ²			
3.4.7	Number of individuals entering Transit Operator training per month		147 ³	594 ³	274 ³	37	32

¹Figures are adjusted for inflation to reflect FY15 dollars.

²Based on preliminary unaudited financials.

³Fiscal 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

Part time operators significantly increased in April 2016 as part of service improvements; summer non-school related efficiencies to be implemented in June. Ongoing efficiency opportunities will be evaluated for all subsequent sign ups.

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

Mission corridor is currently operating without time points. This will allow for maximized travel time benefits. Schedule refinements will be implemented in August that reflect the new travel times.

Action item status

0% encountering issues

0% at risk

64% on track

0% on hold



36% completed

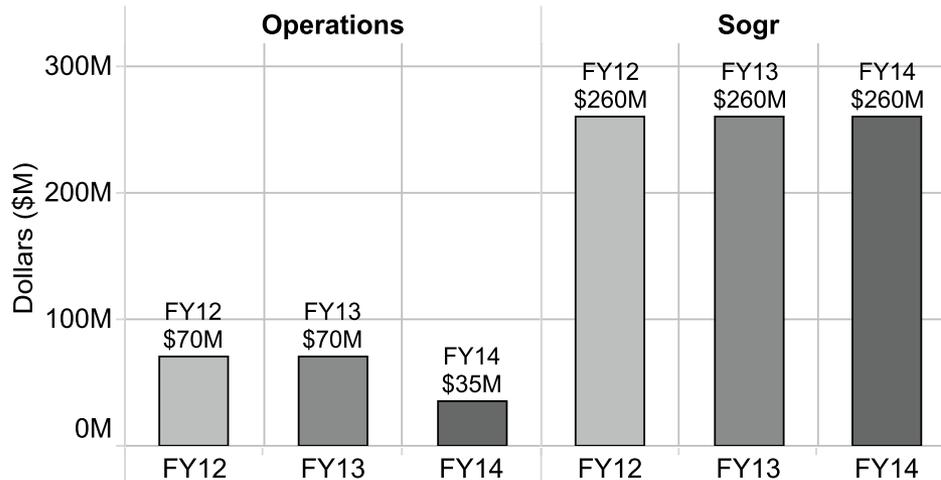


Objective 3.5

Reduce capital and operating structural deficits

Key performance indicator

3.5.1 Operating and capital structural deficit



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)

Operating and capital structural deficit figures are being recalculated and will be available by the end of the FY16.
 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

3.5.19 Secure funding to maintain State of Good Repair (SGR) Budget to at least \$250M annually

Prop K funding totaling \$1M was awarded for two SGR projects: Fall Protection at the Presidio Trolley Coach division and for the Muni Metro Elevator Safety and Reliability Upgrade projects. As of the end of Quarter 2 of FY 2016 (July-December 2015), we have secured \$218.8 million in new funds to SGR capital projects and spent \$136.6 million.

3.5.21 Support T2030 as needed including oversight of new revenues

Staff are continuing to support conversations regarding potential 2016 ballot initiative, which will aim to provide additional funding for transportation. The FY 18 Capital budget includes an assumption of \$45 million in revenue.

Action item status

0% encountering issues

0% at risk

86% on track

0% on hold



14% completed



Goal 3 financials

Expenditures (FY16 as of March 2016)

EXPENDITURES	Revised Budget ⁽¹⁾	Actuals: Year to Date	Encumbrances	Total Projection for the Year ⁽²⁾	Saving/(Overage)
SFMTA Agency Wide	\$86,516,563	\$57,304,013	\$19,537,271	\$86,849,724	\$ (333,161)
Board of Directors	\$609,779	\$423,821	\$ 2,419	\$ 579,619	\$30,160
Capital Programs and Construction	\$545,255	\$1,528,589	\$1,581,555	\$ 545,255	\$ 0
Communications	\$6,425,892	\$ 2,854,944	\$909,728	\$5,874,873	\$551,019
Director of Transportation	\$2,495,656	\$ 1,311,982	\$334,247	\$2,351,913	\$143,742
Finance and Information Technology	\$87,133,267	\$ 43,543,800	\$ 23,831,516	\$83,879,039	\$3,254,229
Government Affairs	\$1,111,098	\$700,287	\$ 215,816	\$1,169,625	\$(58,527)
Human Resources	\$34,532,841	\$22,473,770	\$4,602,599	\$37,150,669	\$(2,617,828)
Safety	\$4,907,792	\$ 2,511,496	\$970,930	\$5,406,799	\$(499,007)
Sustainable Streets	\$161,993,886	\$100,760,277	\$23,667,120	\$154,139,208	\$7,854,678
Transit Services	\$609,995,492	\$435,647,658	\$46,744,313	\$618,196,774	\$ (8,201,282)
Taxi and Accessible Services	\$31,064,519	\$18,094,230	\$10,133,468	\$30,955,028	\$109,491
TOTAL	\$ 1,027,332,040	\$687,154,868	\$132,530,983	\$1,027,098,524	\$ 233,515

(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 March 2016)

REVENUE	Revised Budget	Actuals Year to Date	Total Projection for the Year	Surplus/(Deficit)
TRANSIT FARES				
Cable Car Fares	\$26,580,000	\$21,351,945	\$28,769,621	\$2,189,621
Cash Fares	\$81,636,000	\$62,622,924	\$83,520,571	\$1,884,571
Other Fares	\$4,570,000	\$3,192,266	\$4,279,439	(\$290,561)
Passes	\$88,255,000	\$65,337,265	\$87,911,637	(\$343,363)
TRANSIT FARES Total	\$201,041,000	\$152,504,400	\$204,481,268	\$3,440,268
PARKING FEES & FINES				
General Fund Baseline Transfer	\$71,802,637	\$53,852,637	\$73,202,637	\$1,400,000
Citations and Fines	\$97,040,000	\$74,443,597	\$100,751,010	\$3,711,010
Garage Revenue	\$64,464,191	\$50,831,292	\$67,480,890	\$3,016,699
Meter Revenue	\$45,337,319	\$46,025,584	\$59,077,167	\$13,739,848
Permit Revenue	\$13,420,000	\$10,766,399	\$16,603,616	\$3,183,616
PARKING FEES & FINES Total	\$292,064,147	\$235,919,509	\$317,115,321	\$25,051,174
Operating Grants	\$132,779,526	\$84,457,531	\$135,070,744	\$2,291,218
Taxi Service	\$14,310,000	\$2,832,974	\$3,777,299	(\$10,532,701)
Other Revenues	\$28,536,000	\$25,493,423	\$32,221,211	\$3,685,211
General Fund Transfer ⁽²⁾	\$272,000,000	\$204,000,000	\$277,100,000	\$5,100,000
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
TOTAL	\$1,028,458,340	\$792,935,505	\$1,057,493,509	\$29,035,170

Goal 3 financials

Overtime Report (FY16 as of March 2016)

FUND/DIVISION	ANNUAL REVISED BUDGET	ACTUALS FISCAL YEAR TO DATE ⁽³⁾	PROJECTION FOR REMAINING MONTHS	END OF YEAR PROJECTION	SURPLUS (DEFICIT)
OPERATING FUND					
TRANSIT SERVICES DIVISION					
Transit Operators	\$23,586,620	\$19,056,840	4,880,963.45	\$23,937,804	(351,184)
Transit Vehicle Maintenance	\$6,468,689	\$8,760,482	\$3,131,986	\$11,892,468	(5,423,779)
Transit – All Others	\$4,664,203	\$6,871,855	\$4,388,881	\$11,260,735	(6,596,532)
Subtotal Transit Services Division	\$34,719,512	\$34,689,177	\$12,401,830	\$47,091,007	(12,371,495)
SUSTAINABLE STREETS DIVISION					
Parking Control Officers	\$994,984	\$473,235	\$0	\$473,235	521,749
Sustainable Streets – All Others	\$794,714	\$564,065	\$125,848	\$689,913	104,801
Subtotal Sustainable Streets Division	\$1,789,698	\$1,037,300	\$125,848	\$1,163,148	626,550
SFMTA AGENCY WIDE	\$0	\$0	\$0	\$0	0
ALL OTHER DIVISIONS	\$889,774	\$846,706	\$302,708	\$1,149,414	(259,640)
TOTAL OPERATING FUND	\$37,398,984	\$36,573,183	\$12,830,387	\$49,403,570	(12,004,586)
NON OPERATING FUND					
Capital Programs & Construction	\$0	\$1,705,061	\$609,582	\$2,314,643	(2,314,643)
Sustainable Streets Engineering Programs	\$0	\$536,694	\$191,875	\$728,569	(728,569)
Total Non-Operating Fund	\$0	\$2,241,755	\$801,457	\$3,043,212	(3,043,212)
TOTAL	\$37,398,984	\$38,814,938	\$13,631,843	\$52,446,781	(15,047,797)

⁽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 \$ 4.6 million as of March 2016.

Goal 1 metrics

Create a safer transportation experience for everyone

Objective 1.1

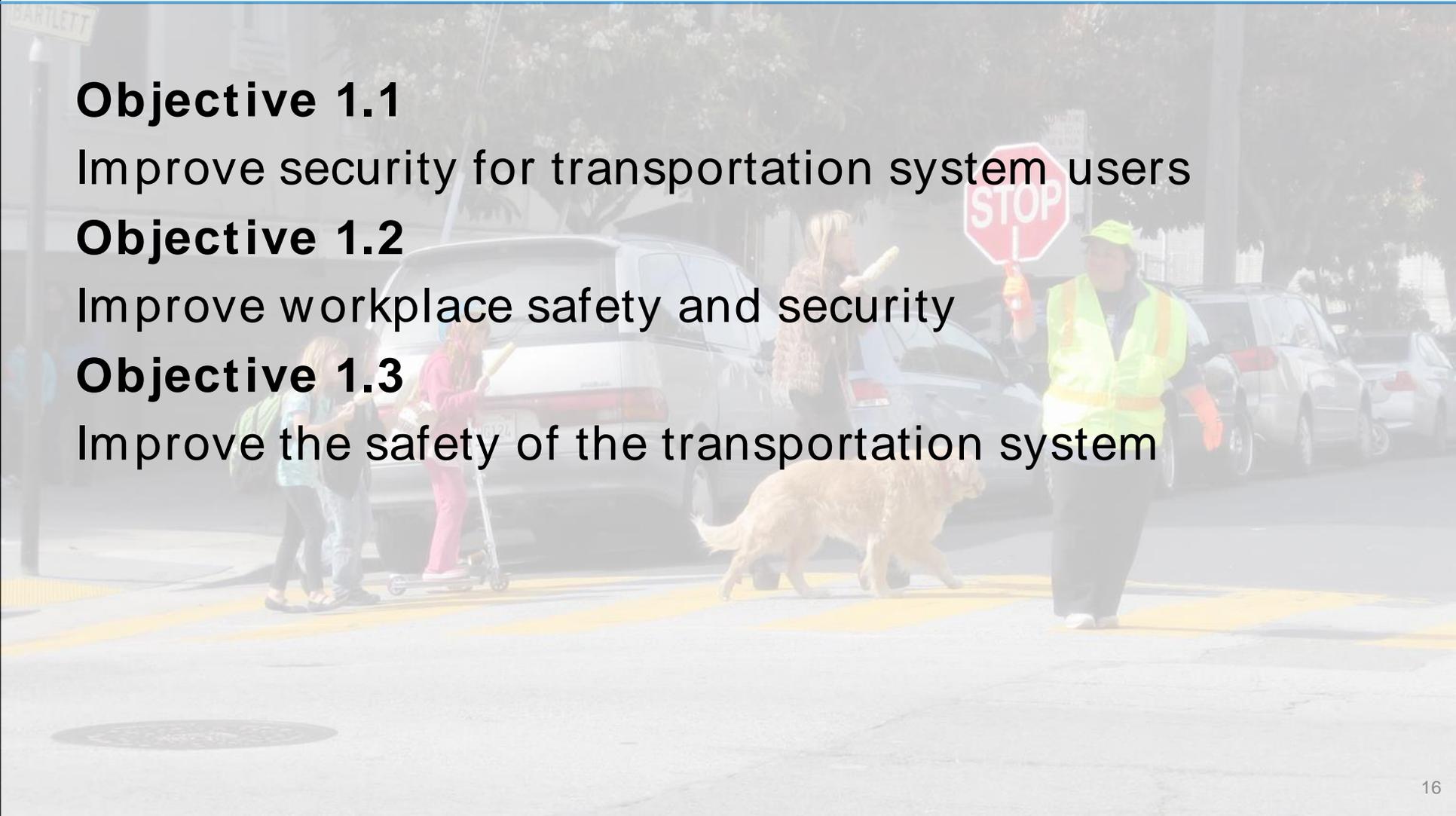
Improve security for transportation system users

Objective 1.2

Improve workplace safety and security

Objective 1.3

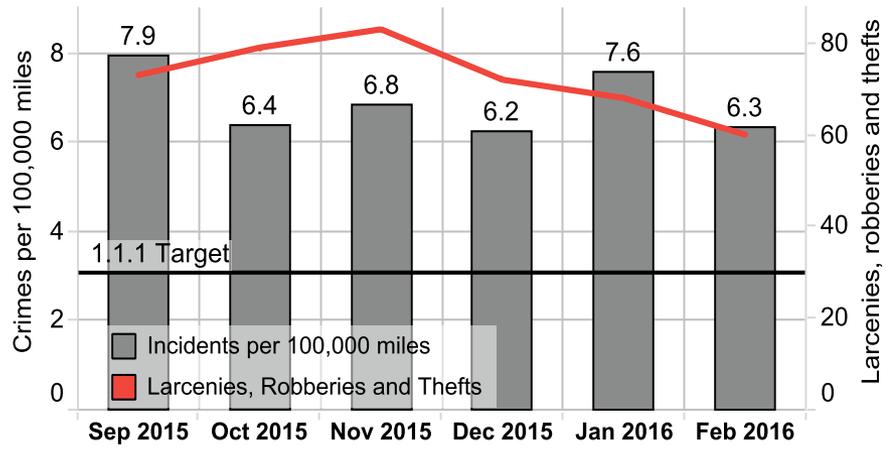
Improve the safety of the transportation system



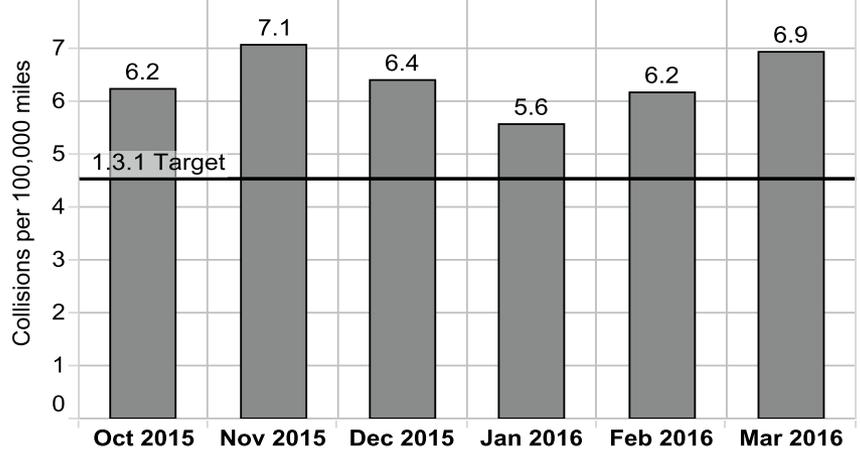
Goal 1 metrics

Key performance indicators

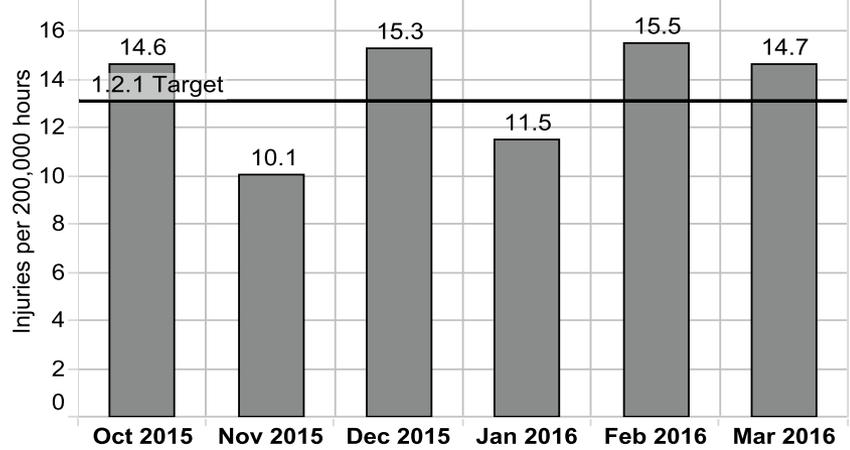
1.1.1 SFPD incidents per 100,000 miles



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

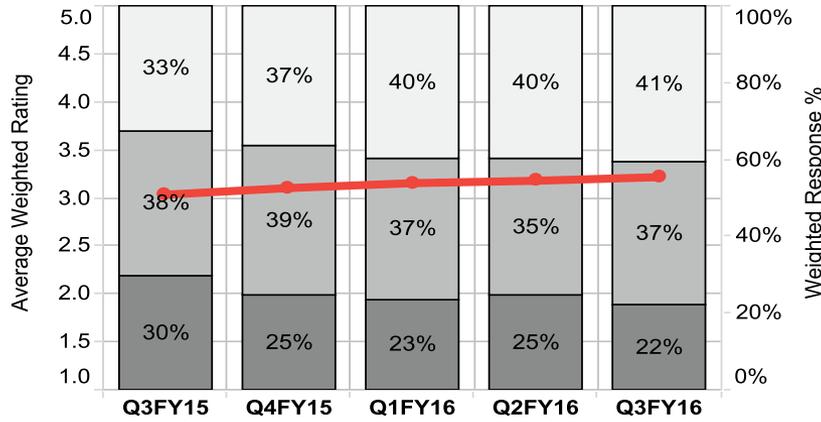
Objective 2.4

Improve parking utilization and manage parking demand

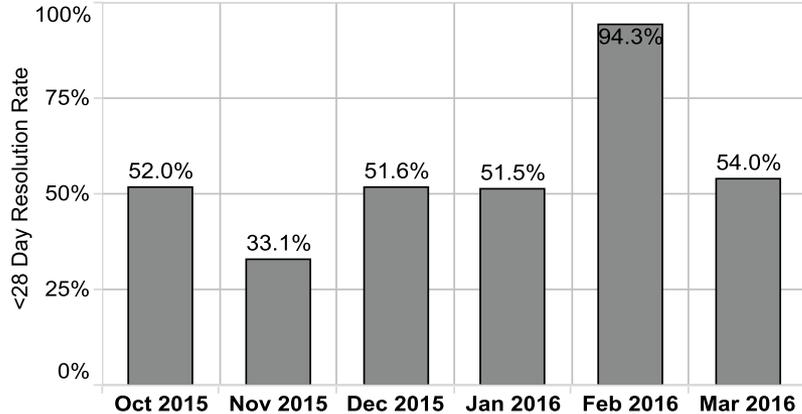
Goal 2 metrics

Key performance indicators

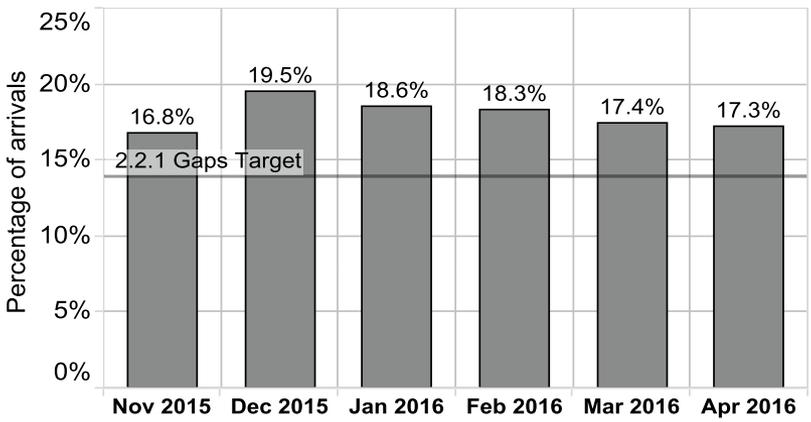
2.1.1 Customer rating: Overall satisfaction with transit services; scale of 1 (low) to 5 (high)



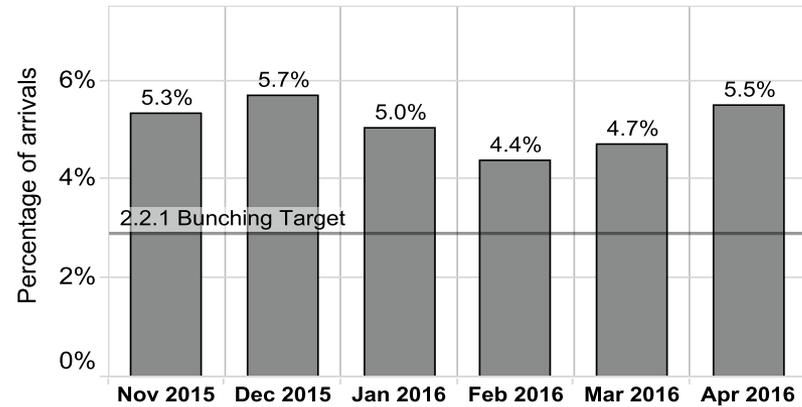
2.1.7 Percentage of actionable 311 Muni operator conduct complaints addressed within 28 business days



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)



¹Results 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.

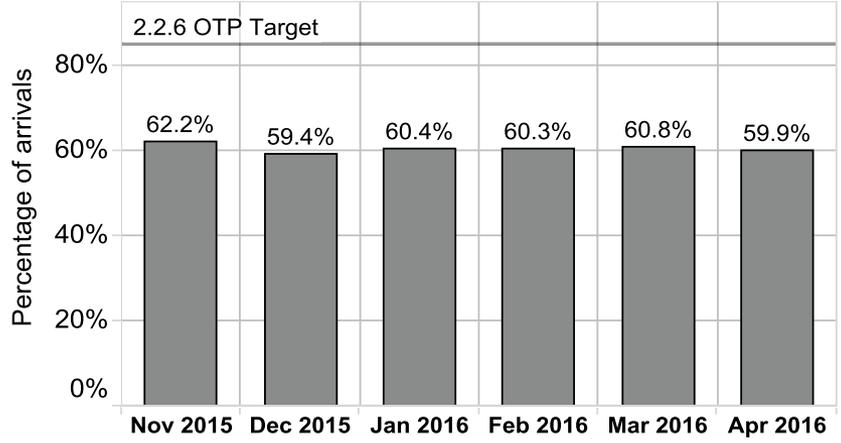
²Previously reported bunching and gap results have been revised to correct for a prior data processing error.

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

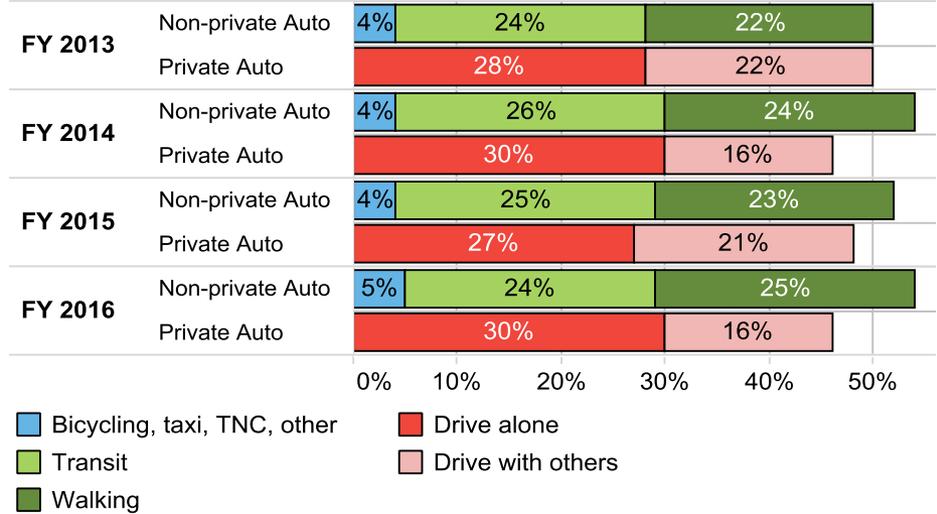
Goal 2 metrics

Key performance indicators **continued**

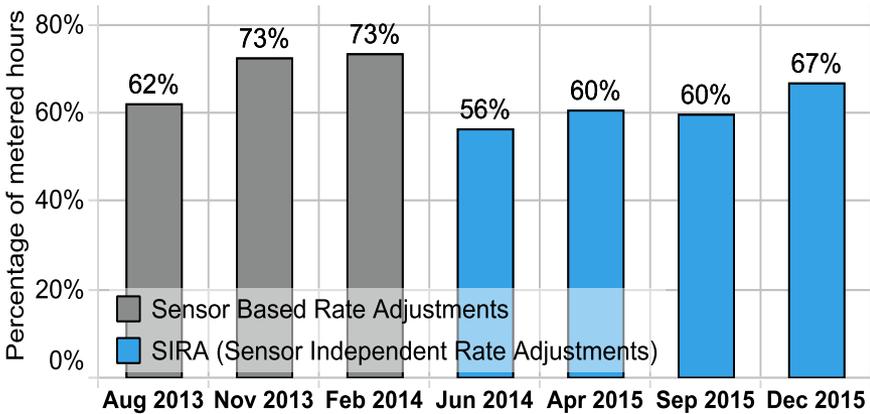
2.2.6 Percentage of on-time performance



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⁽¹⁾



¹Previously on-time performance results have been revised to correct for a prior data processing error. 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

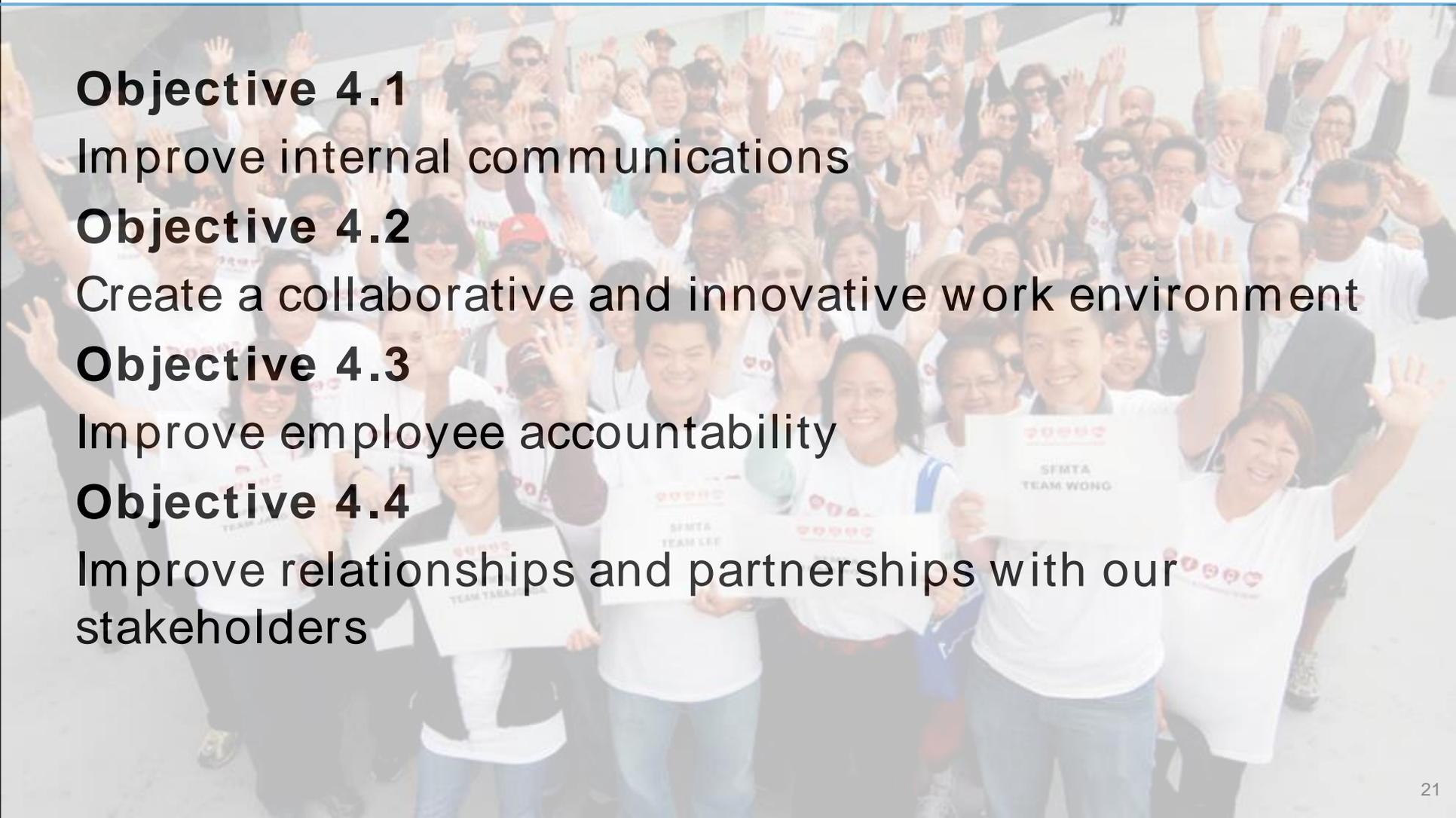
Create a collaborative and innovative work environment

Objective 4.3

Improve employee accountability

Objective 4.4

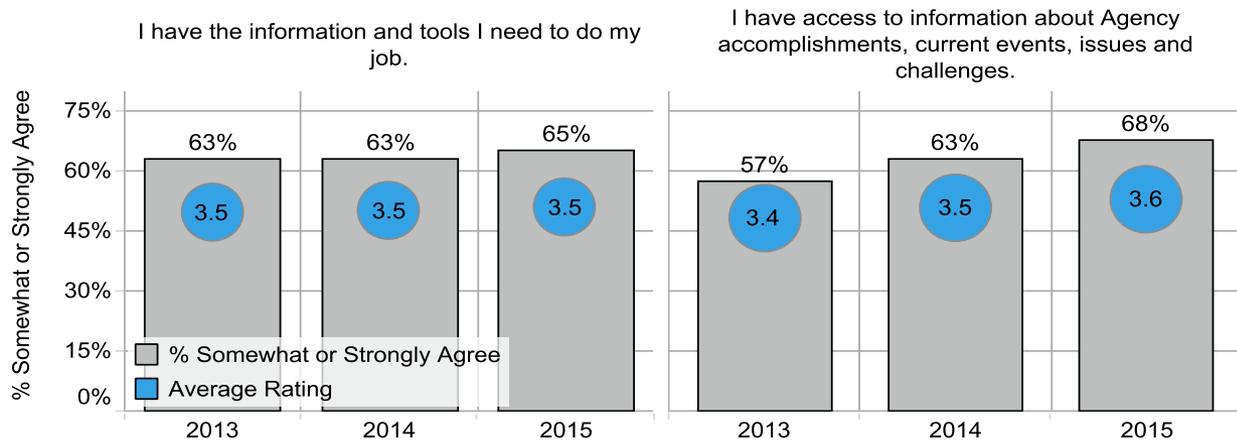
Improve relationships and partnerships with our stakeholders



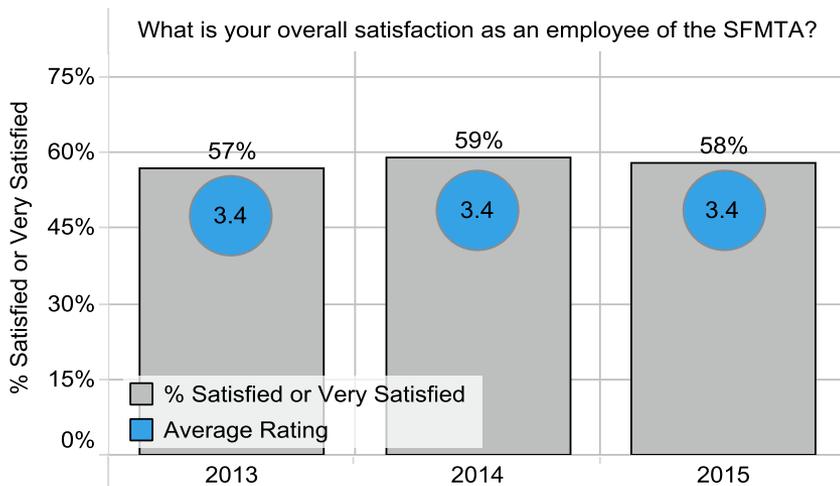
Goal 4 metrics

Key performance indicators

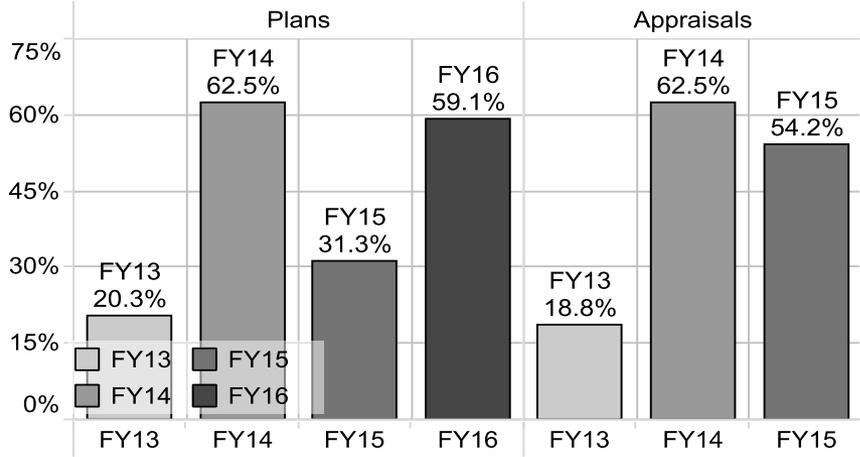
4.1.1 Employee Rating: Access to Agency information and tools needed to do my job



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

