



**SFMTA**  
Municipal Transportation Agency

# **Strategic Plan Progress Report**

## *Key Metrics and Actions*

FEBRUARY 2013  
SAN FRANCISCO, CALIFORNIA



# Overview

- **On a regular basis we highlight progress toward achievement of our strategic plan goals in this report**
- **This month we have included a status update on our efforts toward reporting on all strategic plan measures**
- **Next month's presentation will feature proposed modifications to the metrics based on our initial data collection, analysis and reporting efforts**

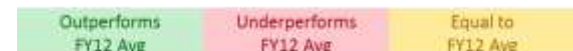


# GOAL 1 - Create a safer transportation experience for everyone

ID	Metric	Goal	FY12 Avg	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013
<b>Objective 1.1: Improve security for transportation system users.</b>										
1.1.1	SFPD-reported Muni-related crimes/100,000 miles	3.23	3.59	4.85	5.09	5.98	5.60	5.26	4.81	*
1.1.2	Customer rating: Security of transit riding experience	Surveying initiated. In process of building a sufficiently large sampling frame to receive surveys on a quarterly basis. First results to be reported in Apr 2013.								
1.1.3	SFPD-reported taxi-related crimes	SFPD does not currently collect this data. We are evaluating alternative metrics.								
1.1.4	Security complaints to 311 (Muni)		34	36	42	39	27	39	30	42
<b>Objective 1.2: Improve workplace safety and security.</b>										
1.2.1	Workplace injuries/200,000 hours	14.9	16.6	14.2	17.9	13.0	15.0	18.0	13.7	*
1.2.2	Security incidents involving SFMTA personnel	Collecting Agencywide data. First results to be reported in Apr 2013.								
1.2.3	Lost work days due to injury		3,764	4,242	4,535	3,495	3,779	3,646	3,773	*
<b>Objective 1.3: Improve the safety of the transportation system.</b>										
1.3.1	Muni collisions/100,000 miles	4.48	4.98	5.12	4.91	4.67	6.42	4.45	5.01	*
1.3.2a	Collisions involving motorists, pedestrians, and bicyclists	Awaiting 2012 results.								
1.3.2b	Collisions involving taxis	Awaiting 2012 results.								
1.3.3	Muni falls on board/100,000 miles		4.53	4.94	4.60	4.99	4.15	3.49	4.26	*
1.3.4	"Unsafe operation" Muni complaints to 311		173	158	179	166	173	128	123	153
1.3.5	Customer rating: Safety of transit riding experience	Surveying initiated. In process of building a sufficiently large sampling frame to receive surveys on a quarterly basis. First results to be reported in Apr 2013.								

\*data forthcoming

Color Legend:





# GOAL 1 - Create a safer transportation experience for everyone

Action	Update
1.1.6 Procure and install cameras on historic streetcars	<ul style="list-style-type: none"><li>• Shifted this effort toward increasing POP and SFPD presence on the F-Line rather than altering historic streetcars.</li></ul>
1.1.8 Implement expanded educational campaign regarding theft on Muni	<ul style="list-style-type: none"><li>• Determined objectives and approach for comprehensive campaign to begin by June.</li></ul>
1.2.7 Develop a prioritized list of workplace facility improvements based on the recommendations of the Real Estate and Facilities Vision for the 21 <sup>st</sup> Century Report	<ul style="list-style-type: none"><li>• Completed report and presented findings at the Board workshop. Key action items in the report were discussed comprehensively in the report and are in process.</li></ul>
1.3.4 Develop process to incorporate safety into culture and daily processes to improve safety	<ul style="list-style-type: none"><li>• Finished field efficiency testing in January. Currently review results with Transit and Training.</li></ul>
1.3.5 Ensure Training staff have met the latest qualifications and certifications	<ul style="list-style-type: none"><li>• Ensured all Training staff have been training in accordance with rules and regulations. Awaiting Transportation Safety Institute training which will complete the process. (Class originally scheduled for this month was cancelled by vendor and will be rescheduled.)</li></ul>
1.3.11 Identify and implement remaining safety capital actions from Bicycle Plan and collisions analysis specific to SFMTA	<ul style="list-style-type: none"><li>• Completed 76 percent of near-term projects; recent developments have included reaching midway point in community process for 2<sup>nd</sup> St from King to Market and realigning San Bruno Ave between August and Paul to Bayshore to avoid TEP rapid network.</li></ul>
1.3.15 Establish a monthly report on accident trending and proposed mitigation actions	<ul style="list-style-type: none"><li>• Launched display of Divisional DriveCam safety videos in Gilley rooms.</li></ul>



# GOAL 2 - Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel

ID	Metric	Goal	FY12 Avg	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013
<b>Objective 2.1: Improve customer service and communications</b>										
2.1.1	Customer rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)	Surveying initiated. In process of building a sufficiently large sampling frame to receive surveys on a quarterly basis. First results to be reported in Apr 2013.								
2.1.2	Customer rating: Overall customer satisfaction with taxi availability; scale of 1 (low) to 5 (high)									
2.1.3	Customer rating: Overall customer satisfaction with bicycle network; scale of 1 (low) to 5 (high)									
2.1.4	Customer rating: Overall customer satisfaction with pedestrian environment; scale of 1 (low) to 5 (high)									
2.1.5	Average time to communicate Muni service advisories to customers	This is proving challenging to quantify. We are evaluating alternative metrics.								
2.1.6	Percentage of Color Curb Requests Addressed According to Board-approved standards		87%	89%	92%	88%	94%	89%		
2.1.6	Percentage of Hazardous Traffic Sign Reports Addressed According to Board-approved standards		100%	100%	100%	100%	100%	100%		
2.1.6	Percentage of Parking Meter Malfunctions Addressed According to Board-approved standards		84%	82%	84%	81%	86%	63%	79%	80%
2.1.6	Percentage of Traffic and Parking Control Requests Addressed According to Board-approved standards			69%						
2.1.6	Percentage of Traffic Signal Requests Addressed According to Board-approved standards		98%	98%	94%	99%	97%	97%	97%	95%
2.1.7	Percentage of actionable 311 Muni-related complaints addressed within 14 days (60 days for ADA violations)		87%	91%	93%	87%	86%	93%	82%	
2.1.8	Customer rating: cleanliness of Muni vehicles	Surveying initiated. In process of building a sufficiently large sampling frame to receive surveys on a quarterly basis. First results to be reported in Apr 2013.								
2.1.9	Customer rating: cleanliness of Muni facilities (stations, elevators, escalators)	Surveying initiated. In process of building a sufficiently large sampling frame to receive surveys on a quarterly basis. First results to be reported in Apr 2013.								



# GOAL 2 - Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel (cont.)

ID	Metric	Goal	FY12 Avg	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013
<b>Objective 2.2: Improve transit performance</b>										
2.2.1	Percentage of transit trips with <2 min bunching on Rapid Network*	5.3%	7.0%	6.9%	8.0%	7.7%	7.6%	6.5%	6.5%	6.3%
2.2.1	Percentage of transit trips with + 5 min gaps on Rapid Network*	13.9%	18.5%	19.1%	20.2%	19.0%	18.8%	17.0%	18.5%	16.7%
2.2.2	Percentage of on-time performance for non-Rapid Network routes*	85%	61.0%	60.0%	57.1%	56.7%	57.5%	58.9%	59.0%	59.9%
2.2.3	Percentage of service pulled out at scheduled time (Percentage of scheduled service hours delivered**)	98.5%	96.3%	95.3%	94.0%	95.7%	96.2%	96.7%	96.0%	97.8%
2.2.4	Percentage of on-time departures from terminals*	85%	77.4%	76.4%	70.0%	70.2%	71.1%	73.1%	72.8%	74.5%
2.2.5	Average Muni system speed	Results reporting to begin in April 2013.								
2.2.6	Percentage of on-time performance*	85%	60.4%	59.0%	55.6%	56.0%	56.6%	58.9%	59.0%	60.5%
2.2.7	Percentage of trips over capacity during AM peak (8:00a-8:59a, inbound) at max load points	6.5%	7.5%	7.7%	8.5%	9.4%	7.8%	7.1%	6.6%	
2.2.7	Percentage of trips over capacity during PM peak (5:00p-5:59p, outbound) at max load points	7.2%	7.7%	10.1%	8.5%	8.9%	6.7%	8.0%	6.4%	
2.2.8	Mean distance between failure (Bus)	2,909	2,820	3,087	2,815	2,877	3,071	3,197	3,631	
2.2.8	Mean distance between failure (Rail)	2,922	3,945	3,880	3,504	3,464	3,457			
2.2.9	Percentage of scheduled service hours delivered	Please see 2.2.3.								
2.2.10	Percentage of scheduled trips completed	Reporting in development.								
2.2.11	Ridership (rubber tire, average weekday)	491,553	486,628	505,681	517,675	515,379	484,577			
2.2.12	Percentage of time that elevators are available	94.4%	96.8%	96.8%	98.9%	96.2%	96.9%	91.7%	96.5%	
2.2.13	Percentage of time that escalators are available	91.8%	84.5%	87.1%	87.1%	89.3%	87.3%	84.1%	85.7%	

\*Historical monthly results may change as we continue to work with and refine reporting based upon NextBus data.

\*\*This reflects % of service pulled out of divisions (as in past reports).



# GOAL 2 - Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel (cont.)

ID	Metric	Goal	FY12 Avg	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013
<b>Objective 2.3:</b> Increase use of all non-private auto modes.										
2.3.1	Non-private auto mode share when traveling to work	50%							62% (2011 Census ACS)	
<b>Objective 2.4:</b> Improve parking utilization and manage parking demand.										
2.4.1	% occupancy of SFpark spaces	Data forthcoming.								
2.4.2	% occupancy of SFMTA garage spaces	Data forthcoming.								
2.4.3	# of secure on street bicycle racks								2,739	
2.4.3	# of secure off street bicycle parking spaces (garage bicycle parking)								475	
2.4.4	Parking regulation compliance	Data forthcoming.								



## GOAL 2 - Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel

Action	Update
2.1.1 Utilize social media tools (Facebook, Twitter, YouTube, blogging) to communicate SFMTA news and information to our customers	<ul style="list-style-type: none"><li>Hiring of new employee this month will allow us to expand Twitter coverage to morning shift as well.</li></ul>
2.1.4 Complete SFMTA website rebuild	<ul style="list-style-type: none"><li>Completed homepage design; content development is underway.</li></ul>
2.1.10 Develop and implement customer focused program for mezzanine-level customer service interactions with the Muni station agents	<ul style="list-style-type: none"><li>Preparing subway shutdown communications SOP for implementation this Spring.</li><li>Planning to install new monitors with upgraded traveler information in station agent booths by April and extending internet to all booths by Fall.</li></ul>
2.1.15 Modify on-vehicle stroller policy	<ul style="list-style-type: none"><li>Completed proposed policy. Outreach forthcoming.</li></ul>
2.2.2 Develop and implement measures to improve reliability and reduce transit travel times	<ul style="list-style-type: none"><li>Ensuring all new procurements include Transit Only Lane Enforcement cameras; anticipate 300+ buses to be completed by end of CY.</li><li>Released TEP draft EIR in Jan; process is on track for January 2014 completion.</li></ul>
2.2.7 Maintain vehicles, equipment, and facilities in a state of good repair	<ul style="list-style-type: none"><li>Hiring of new mechanics delayed until middle of this month.</li><li>Expect first of 80 rehabilitated buses in Feb and first of 62 new buses in March.</li></ul>





## GOAL 2 - Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel (cont.)

Action	Update
2.2.12 Decrease lead time to deliver parts	<ul style="list-style-type: none"><li>• Reduced outstanding materials and supplies requests from 1,100 in December 2012 to 665 in January 2013.</li><li>• Developing SFMTA and OCA purchaser performance benchmarks.</li></ul>
2.2.13 Enforce leave paperwork deadlines	<ul style="list-style-type: none"><li>• Completed majority of tasks associated with action including updating the Request for Leave, developing a means of flagging expired leaves in Trapeze, and implementing improved follow-up with employees who are on leave.</li></ul>
2.3.3 Develop and roll out a revised Traffic Calming Program to focus on pedestrian and bicycle safety	<ul style="list-style-type: none"><li>• Presenting recommendation on how to allocate funds among the Local, Arterial, and Schools tracks to SFMTA PAG, SFCTA CAC, SFCTA Plans and Programs, and individual members of the BOS.</li><li>• Planning to welcome residents to submit applications for the revamped local/application-based traffic calming program in the spring.</li></ul>
2.3.7 Implement comprehensive bicycle sharing program and expand scope	<ul style="list-style-type: none"><li>• Completed vendor negotiations on Jan 24; targeting Jun launch and full deployment in July.</li></ul>
2.3.13 Improve and increase mechanisms for direct customer-to-taxi driver communications	<ul style="list-style-type: none"><li>• Expecting to select a vendor and execute an agreement by end of month. Vendor will be tasked with building a taxi data hub that will enable independent developers to build e-hailing apps covering all San Francisco taxis.</li></ul>



## GOAL 2 - Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel (cont.)

Action	Update
2.3.14 Develop and implement vehicle sharing strategy	<ul style="list-style-type: none"><li>• Shared draft proposal for up to 400 on-street car sharing locations shared with BOS, Agency partners, and stakeholders</li><li>• Presenting to SFMTA Board in March with goal of launching in July if approved.</li></ul>
2.4.1 Evaluate the SFpark pilot projects and develop proposal for SFpark-relate parking management at all SFMTA-administered paid parking	<ul style="list-style-type: none"><li>• Refining scope of work for evaluation to be conducted by fall.</li></ul>
2.4.2 Develop and implement proposal for expanding where and when SFMTA manages parking	<ul style="list-style-type: none"><li>• Implementing extended hours and special event pricing in Mission Bay starting in March.</li><li>• Proceeding with NE Mission parking plan; conducting third community meeting in March and producing final proposal in April.</li></ul>



# GOAL 3 - Improve the environment and quality of life in San Francisco

ID	Metric	Goal	FY12 Avg	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013
<b>Objective 3.1:</b> Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise.										
3.1.1	Metric tons of CO2e for the transportation system	1,515,000								2,155,000 (2010)
3.1.2	% of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions									94%
3.1.3	% biodiesel to diesel used by SFMTA									2% (FY11)
3.1.4	Number of electric vehicle charging stations									31
3.1.5	Citywide gasoline consumption rate									149,156,104 (2009)
3.1.6	Agency electricity consumption (kWh)									123,746,104 (FY11)
3.1.6	Agency gas consumption (therms)									579,043 (FY11)
3.1.6	Agency water production (gallons)									21,301,010 (FY11)
3.1.7	Agency compost production (tonnes)									13 (CY09)
3.1.7	Agency recycling production (tonnes)									534 (CY09)
3.1.7	Agency waste production (tonnes)									592 (CY09)
<b>Objective 3.2:</b> Increase the transportation system's positive impact to the economy.										
3.2.1	Customer rating: Business satisfaction with transportation network; scale of 1 (low) to 5 (high)	Survey is being developed. Results will be reported for FY13 Q4.								
<b>Objective 3.3:</b> Allocate capital resources effectively.										
3.3.1	% of all projects delivered on-budget by phase									
3.3.2	% of all projects delivered on-time by phase	Results reporting to begin in March 2013.								
3.3.3	% of all projects delivered in-scope by phase	This is proving challenging to quantify. We are evaluating alternative metrics.								
<b>Objective 3.4:</b> Deliver services efficiently.										
3.4.1	Average annual transit cost per revenue hour*	\$184								\$194
3.4.2	Passengers per revenue hour for buses									70
3.4.3	Cost per unlinked trip*									\$2.75
3.4.4	Pay hours: platform hours ratio		1.12	1.12	1.12	1.12	1.13			
3.4.5	Farebox recovery ratio									30.8%
<b>Objective 3.5:</b> Reduce capital and operating structural deficits.										
3.5.1	Operating and capital structural deficit	\$70M additional needed for operations, \$260M additional needed for State-of-Good Repair (SOGR) and \$1.7B 5-Year shortfall for bike, pedestrian, facilities and transit (FY12).								

\*Unaudited



## GOAL 3 – FY13 Financial Results (as of Dec 2012) - Expenditures

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year	Saving/(Overage)
SFMTA Agency Wide	\$ 120,460,596	\$ 8,258,346	\$ 59,915,729	\$ 119,282,930	\$ 1,177,666
Board of Directors	\$ 732,277	\$ 253,801	\$ 1,985	\$ 607,444	\$ 124,833
Capital Programs and Construction	\$ 326,795	\$ (4,349,735)	\$ 2,142,675	\$ (0)	\$ 326,795
Communications	\$ 5,066,419	\$ 1,461,436	\$ 619,461	\$ 4,258,696	\$ 807,723
Director of Transportation	\$ 968,057	\$ 342,024	\$ 159,978	\$ 786,878	\$ 181,179
Finance and Information Technology	\$ 77,915,166	\$ 26,348,225	\$ 18,721,552	\$ 75,137,715	\$ 2,777,451
Government Affairs	\$ 657,807	\$ 217,517	\$ 140,890	\$ 596,315	\$ 61,492
Human Resources	\$ 42,398,845	\$ 17,683,474	\$ 4,285,721	\$ 40,908,740	\$ 1,490,106
Safety	\$ 4,029,589	\$ 1,546,062	\$ 785,309	\$ 3,743,981	\$ 285,607
Sustainable Streets	\$ 139,810,859	\$ 46,438,347	\$ 29,589,013	\$ 132,004,398	\$ 7,806,461
Transit Services	\$ 462,205,757	\$ 207,465,519	\$ 42,934,149	\$ 476,358,891	\$ (14,153,134)
Taxi and Accessible Services	\$ 19,979,165	\$ 4,179,797	\$ 12,286,068	\$ 19,798,537	\$ 180,628
<b>TOTAL</b>	<b>\$ 874,551,330</b>	<b>\$ 309,844,813</b>	<b>\$ 171,582,531</b>	<b>\$ 873,484,524</b>	<b>\$ 1,066,806</b>

\*Revised budget reflects \$49.7 million carry forward for unspent contracts from prior fiscal year.



## GOAL 3 – FY13 Financial Results (as of Dec 2012) - Revenue

REVENUE	Revised Budget*	Actuals: Year to Date	Total Projection for the Year	Surplus/(Deficit)
<b>TRANSIT FARES</b>				
Cable Car Fares	\$25,054,000	\$14,461,251	\$25,649,444	\$595,444
Cash Fares	\$71,328,000	\$41,875,291	\$74,730,418	\$3,402,418
Other Fares	\$5,910,200	\$3,727,947	\$6,958,151	\$1,047,951
Passes	\$96,032,140	\$46,637,361	\$95,349,667	(\$682,473)
<b>TRANSIT FARES Total</b>	<b>\$198,324,340</b>	<b>\$106,701,850</b>	<b>\$202,687,680</b>	<b>\$4,363,340</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$61,229,000	\$30,617,000	\$61,229,000	-
Citations and Fines	\$109,283,000	\$50,910,889	\$102,052,979	(\$7,230,021)
Garage Revenue	\$46,276,530	\$15,126,322	\$46,982,139	\$705,609
Meter Revenue	\$43,428,400	\$24,454,870	\$47,509,739	\$4,081,339
Permit Revenue	\$9,727,900	\$3,659,605	\$9,754,869	\$26,969
<b>PARKING FEES &amp; FINES Total</b>	<b>\$269,944,830</b>	<b>\$124,768,686</b>	<b>\$267,528,726</b>	<b>(\$2,416,104)</b>
Operating Grants	\$110,000,000	\$55,634,880	\$110,000,000	-
Taxi Service	\$10,157,739	\$5,047,821	\$10,157,739	-
Other Revenues	\$23,125,320	\$13,021,625	\$23,749,542	\$624,222
General Fund Transfer	\$212,930,000	\$106,465,000	\$212,930,000	-
Transfer from Non-Operating Fund	\$1,318,446	\$1,318,446	1,318,446	-
Fund Balance CFWD budget	\$49,695,309	\$49,695,309	\$49,695,309	
<b>TOTAL</b>	<b>\$875,495,984</b>	<b>\$462,653,617</b>	<b>\$878,067,442</b>	<b>\$2,571,458</b>



## GOAL 3 - Improve the environment and quality of life in San Francisco

Action	Update
3.1.10 Reduce taxi fleet emissions	<ul style="list-style-type: none"><li>• Exploring ways to leverage grant funds awarded through Better Place in anticipation of their expected departure from the North American market.</li><li>• Selected one site for an electric vehicle fast charger and researching a second. Vehicle purchases will follow.</li></ul>
3.4.1 Evaluate and implement schedule deployment efficiencies	<ul style="list-style-type: none"><li>• Expanding part-time runs in Spring sign-up.</li><li>• Brought on 30 part-time operators in January; 30 more will come in March.</li></ul>
3.4.2 Identify incremental opportunities to shift resources from underutilized routes to overcrowded routes to increase schedule efficiency	<ul style="list-style-type: none"><li>• Shifting resources in Spring sign-up to address crowding and inadequate running time.</li><li>• Pursing implementation of Spring Break schedules.</li><li>• Launching 22-Fillmore free running time schedule in March.</li></ul>
3.4.3 Implement negotiated provisions of labor contracts	<ul style="list-style-type: none"><li>• Implementation complete.</li><li>• Continuing to regularly enforce and follow-up with departments.</li></ul>
3.4.15 Establish web-based taxi company reporting	<ul style="list-style-type: none"><li>• Expecting development of many useful reporting functions in conjunction with the taxi data clearinghouse and e-hailing apps that will follow.</li></ul>
3.4.20 Improve Customer Service Center services	<ul style="list-style-type: none"><li>• Currently on hold due to reallocation of resources required for implementation of Free Muni for Youth pilot.</li></ul>



# GOAL 4 - Create a workplace that delivers outstanding service

ID	Metric	Goal	FY12 Avg	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013
<b>Objective 4.1: Improve internal communications.</b>										
4.1.1	<b>Employee rating: Information needed to do the job? Informed about agency issues, challenges and current events?; scale of 1 (low) to 5 (high)</b>									
4.1.2	% of employees that complete the survey									
4.1.3	Employee rating: I have a clear understanding of my division's goals/objectives and how they contribute to Agency success									
4.1.4	Employee rating: I have received praise for my work in the last month									
4.1.5	Employee rating: Communication between leadership and employees has improved									
4.1.6	Employee rating: My concerns, questions, and suggestions are acted upon quickly and appropriately									
4.1.7	Employee rating: Discussions with my supervisor about my performance are worthwhile									
<b>Objective 4.2: Create a collaborative and innovative work environment.</b>										
4.2.1	<b>Employee rating: Overall employee satisfaction; scale of 1 (low) to 5 (high)</b>									
4.2.2	Employee rating: My opinions seem to matter to my manager									
4.2.3	Employee rating: Conflicts are resolved collaboratively									
4.2.4	Employee rating: Employees in my division consistently look for more efficient/effective ways of getting the job done									
4.2.5	Employee rating: Employees in my work unit share job knowledge to solve problems efficiently/effectively									
4.2.6	Employee rating: I feel comfortable sharing my thoughts and opinions, even if they're different than others'									
4.2.7	Employee rating: My work gives me a feeling of personal accomplishment									

Survey distribution will begin this month. Results will be reported for FY13 Q3.

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# GOAL 4 - Create a workplace that delivers outstanding service (cont.)

ID	Metric	Goal	FY12 Avg	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013
<b>Objective 4.3: Improve employee accountability.</b>										
4.3.1	% of employees with performance completed/appraisals conducted	Results will be available at the end of the fiscal year.								
4.3.2	% of employees with performance plans prepared by start of fiscal year									
4.3.3	% of employees who have received feedback on their work	Survey distribution will begin this month. Results will be reported for FY13 Q3.								
4.3.4	% of divisions/units that report metrics									
4.3.5	Unscheduled absence rate by employee group (Transit operators)		8.7%	9.4%	10.5%	9.3%	6.6%	7.0%	9.0%	8.9%
4.3.6	Employee rating: My manager holds me accountable to achieve my written objectives	Survey distribution will begin this month. Results will be reported for FY13 Q3.								
<b>Objective 4.4: Improve relationships and partnerships with our stakeholders.</b>										
4.4.1	Stakeholder rating: satisfaction with SFMTA decision-making process/communications; scale of 1 (low) to 5 (high)	Survey is being developed. Results will be reported for FY13 Q4.								





## GOAL 4 - Create a workplace that delivers outstanding service

Action	Update
4.1.6 Implement the posting of monthly scorecard no later than the 6th workday of the following month.	<ul style="list-style-type: none"><li>• Continuing to expand and enhance the timeliness of reporting.</li><li>• Initiating posting of monthly scorecard on sfmta.com.</li><li>• Designing interacting reports to be available online this Spring.</li></ul>
4.1.9 Implement new performance plan model and ensure all staff have performance plans	<ul style="list-style-type: none"><li>• Created new performance plan and trained all staff on its use.</li></ul>
4.4.4 Increase visibility of the SFMTA at public events	<ul style="list-style-type: none"><li>• Participating in Russian Festival this month.</li><li>• Completing calendar of events for next six months that will enhance Agency participation in community events as well as larger scale Citywide events.</li></ul>
4.4.9 Create advocacy partnership with key business groups on regional transportation issues	<ul style="list-style-type: none"><li>• Continuing ongoing efforts to identify and develop key stakeholder relationships in support of the Agency's priorities on regional transportation issues.</li></ul>
4.4.15 Draft regulatory amendments to the Transportation Code taking into account consultant recommendations of the Taxi Best Practices Study	<ul style="list-style-type: none"><li>• Anticipating that consultant will submit recommendations to the SFMTA Board in March.</li></ul>