



Municipal Transportation Agency

Strategic Plan Progress Report

Key Metrics and Actions

SEPTEMBER 2012 | SAN FRANCISCO, CALIFORNIA

Overview

- **On a monthly basis we will highlight progress toward achievement of our strategic plan goals**
- **Reporting will be enhanced significantly in coming months**
 - As we collect additional data, reporting on the strategic plan metrics will expand (e.g., quarterly customer satisfaction survey results)
 - Ongoing updates to data may result in some variability in results over time
 - Dashboards are being built to graphically depict our progress
 - Online status reporting for each of our 260+ strategic plan actions is being developed
 - In the immediate term, we will focus on key metrics and actions for each strategic goal

Create a safer transportation experience for everyone

Strategic Plan Metrics (Monthly 2012 results)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
1.3.1 Muni collisions/100,000 miles	4.3	5.4	4.8	6.0	4.7	5.1	5.4	5.0*
1.1.4 Security complaints to 311 (Muni)	35	40	41	31	39	30	36	48
1.2.1 Workplace injuries/200,000 hours	7.2	8.4	5.4	13.4	13.9	7.5	9.1*	**
1.2.3 Lost workdays due to injury	5,219	3,647	4,723	5,268	5,288	4,446	4,273	**
1.3.4 Unsafe operation complaints to 311 (Muni)	185	149	203	175	165	192	148	195

Examples of Forthcoming Metrics	First Reporting Date
1.1.2 Customer rating: Security of transit riding experience	Surveying has begun. Initial reporting expected in Oct 2012.
1.3.5 Customer rating: Safety of transit riding experience	Surveying has begun. Initial reporting expected in Nov 2012.

* Based on reports received as of Sep 11

**Data forthcoming

Create a safer transportation experience for everyone

Action	Update
<p>1.1.5 Develop system for public to notify real time reporting of graffiti to SFPD/SFMTA.</p>	<ul style="list-style-type: none"> • Ensuring graffiti hotline is actively monitored; public information officers manage it during the week while Central Control monitors reports on the weekend. • Evaluating use of Twitter to provide customers another avenue to advise the SFMTA of graffiti in progress.
<p>1.2.7 Develop a prioritized list of workplace facility improvements based on the recommendations of the Real Estate and Facilities Vision for the 21st Century Report.</p>	<ul style="list-style-type: none"> • Completed first draft of the report. • Scheduled internal and external workshops for Oct 2012. • Targeting late 2013 for issuing RFQ for Transit Oriented Development (TOD) for Chinatown Station and other TOD sites (e.g., off-street SFMTA parking lots).
<p>1.3.4 Continue on-going safety process that positively reinforces good behavior and focuses on safety to reduce accidents and costs. On-going ride checks on transit fleet. Ensure all staff review safety information via intranet linked with performance review.</p>	<ul style="list-style-type: none"> • Conducting weekly compliance checks system-wide. Info is shared with Training and Transit. • Displaying DriveCam footage of both good and bad driving habits in Gilley rooms.
<p>1.3.2 Develop policy at State level to incorporate bicycle awareness into driver education materials and tests.</p>	<ul style="list-style-type: none"> • Began information gathering on status of current state law requirements pertaining to DMV materials. • Reaching out to bicycle advocates to determine if efforts have been made in the past and how effective they were. Above will determine whether change will require state legislation or can be accomplished through DMV administrative procedures.

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

Strategic Plan Metrics (Monthly 2012 results)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2.2.1 % of transit trips with gaps exceeding scheduled headway + 5 minutes (All bus lines*)	17.4%	16.2%	17.0%	18.7%	18.5%	18.9%	18.5%	19.8%
2.2.1 % of transit trips with bunches of < 2 minutes (All bus lines*)	5.1%	5.2%	4.6%	5.1%	5.2%	5.0%	4.7%	5.7%
2.2.2 % on-time performance**	62.5%	62.7%	63.2%	62.2%	61.2%	60.0%	60.4%	57.2%
2.2.3 % of service pulled out of divisions***	96.7%	98.4%	96.8%	95.1%	95.3%	95.4%	95.3%	93.9%
2.2.4 % on-time departures from terminals	79.0 %	79.0 %	79.9 %	79.4 %	77.9%	77.7%	77.7%	71.8%

Examples of Forthcoming Metrics	First Reporting Date
2.1.1 Customer rating: Overall customer satisfaction with transit services	Surveying has begun. Initial reporting expected in Oct 2012.
2.1.5 Average time to communicate Muni service advisories to customers	Developing methodology. Initial reporting expected in Nov 2012.

*Complete data available in Oct 2012

**Decreased service delivery and headway adjustments made to compensate and balance service are likely to have contributed to lower on-time performance in August.

***This reflects % of service pulled out of divisions (as in past reports) and will be refined to reflect mid-route service interruptions which may impact service delivery

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

Action	Update
2.1.1 Utilize social media tools to communicate news and information to our customers.	<ul style="list-style-type: none"> • Launched new Facebook and YouTube pages to provide information on community meetings, service changes, and campaigns. • Developing a Facebook marketing plan to increase awareness/likes.
2.1.4 Complete SFMTA website rebuild.	<ul style="list-style-type: none"> • Entering second phase of project to design the new website • Engaging staff across Divisions to collect content for the new site and meet on a bi-weekly basis to ensure the project is on track.
2.2.7 Maintain vehicles, equipment, and facilities in a state of good repair.	<ul style="list-style-type: none"> • Pursuing accelerated hiring of maintenance personnel. • Received MTA Board approval the purchase of 45 new buses and rehabilitation of the Neoplan fleet.
2.2.15 Improve dynamic supervision and service management, including a fully operational line management center.	<ul style="list-style-type: none"> • Hired new supervisors in Aug; training underway. • Continue to have critical need to fill training positions; this may affect LMC and street supervision in the short term.
2.3.4 Develop and pilot a speed reduction program for signalized corridors.	<ul style="list-style-type: none"> • Using grant to develop new Speed Reduction Program. Two pilots to be conducted by Nov 2013. • Prioritization criteria and feasibility analysis for candidate corridors are currently being developed with proposal to be outlined by Nov 2012.

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

Action	Update
<p>2.3.7 Implement comprehensive bicycle sharing program and expand scope.</p>	<ul style="list-style-type: none"> Completed several actions for first, 500-bike phase of program including establishing a joint project with other regional agencies, securing funding, conducting Citywide suitability analysis, establishing the service area (including identifying 60+ locations), and obtaining environmental clearance. Targeting early 2013 launch pending successful contract execution. Searching for funding for second phase. Targeting early 2014. Environmental clearance has been obtained and the service area for a 500 bike expansion has been identified.
<p>2.4.8 Develop and implement bicycle parking strategy.</p>	<ul style="list-style-type: none"> Established short-term bike parking strategy including guidelines and prioritization criteria for on-street bike parking corrals. Goal is install 400 sidewalk racks and 20 on-street corrals annually. Implementation underway. Installed 210 bike racks and stenciled 67 to date. Environmentally cleared and work ordered, corral applications currently being evaluated for installation this fall. Identified sales tax grant to develop long term strategy. Scheduled for completion by end of FY13.
<p>2.4.13 Replace all meters citywide and integrate with SFpark data warehouse infrastructure.</p>	<ul style="list-style-type: none"> Developing RFP to ensure current technologies and lessons learned from SFpark are incorporated and allow the SFMTA to apply best practices of on-street parking management. Planning to release RFP by Oct 2012 and begin meter installation by Jun 2013.

Improve the environment and quality of life in San Francisco

Strategic Plan Metrics (Annual)	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
3.4.1 Average transit cost per revenue hour*	\$163	\$167	\$175	\$187	\$193	\$200	\$198	**
3.4.3 Cost per unlinked trip*	\$2.41	\$2.40	\$2.57	\$2.69	\$2.72	\$2.93	\$2.88	**
3.4.5 Farebox recovery ratio	26.4%	29.5%	28.8%	26.4%	25.5%	30.1%	30.9%	**

Strategic Plan Metrics (Monthly 2012 results)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
3.4.4 Pay hours: platform hours ratio	1.14	1.12	1.12	1.12	1.12	1.15	1.14	1.14

Strategic Plan Metrics (Other time periods)	2005	2006	2007	2008	2009	2010	2011	2012
3.1.2 % of SFMTA non-revenue and taxi fleet that is alternative fuel/zero emissions (Taxi fleet shown)				16% (Jul)		55% (Mar)	77% (Mar)	94% (Jul)
3.1.5 Citywide gasoline consumption rate (millions of gallons)	169M	174M	173M	162M	149M	**	**	**
3.1.6 Agency energy and water consumption (Electricity in millions of kWh)					131M	130M	124M	**

*Adjusted for inflation by Bay Area CPI

**Data forthcoming

FY12-13 Financial Results (as of July 2012) - Expenditures

	Revised Budget	Actuals: Year to Date	Encumbrances	Projection Remaining Months	Total Projection for the Year	Saving/ (Overage)
SFMTA AGENCY WIDE*	107,469,794	3,688,529	6,239,104	86,179,504	96,107,137	11,362,657
BOARD OF DIRECTORS	705,292	17,775	-	278,581	296,356	408,936
CAPITAL PROGRAM AND CONSTRUCTION	100,402	(471,769)	26,355	445,413	(0)	100,402
COMMUNICATIONS	4,398,010	127,140	4,595	3,246,986	3,378,721	1,019,289
EXECUTIVE DIRECTOR	960,573	129,796	2,393	800,913	933,101	27,472
FINANCE & INFORMATION TECHNOLOGY	72,143,549	1,839,002	2,797,249	65,655,919	70,292,171	1,851,378
GOVERNMENT AFFAIRS	651,907	27,384	-	589,983	617,367	34,540
HUMAN RESOURCES	42,066,277	2,185,478	5,929,390	33,123,100	41,237,968	828,309
SAFETY	2,916,332	155,080	11,269	2,629,485	2,795,834	120,498
SUSTAINABLE STREETS	132,879,434	3,779,021	14,437,764	113,509,689	131,726,474	1,152,960
TRANSIT SERVICES**	443,860,992	21,736,323	5,289,880	424,017,870	451,044,073	(7,183,081)
TAXI AND ACCESSIBLE SERVICES	20,024,667	38,234	19,108,400	601,393	19,748,027	276,640
TOTAL OPERATING EXPENDITURES*	828,177,229	33,251,994	53,846,399	731,078,836	818,177,229	10,000,000

*Includes \$10 million to fund reserve

**\$2.2M – Operator overtime, \$5M for non-operator salaries (projected using 1.5 pay periods of actual data)

FY12-13 Financial Results (as of July 2012) - Revenue

	Revised Budget	Actuals: Year to Date	Encumbrances	Projection Remaining Months	Total Projection for the Year	Surplus/ (Deficit)
TRANSIT FARES:						
CABLE CAR FARES	25,054,000	3,287,891	-	21,766,109	25,054,000	-
CASH FARES	71,328,000	6,507,449	-	64,820,551	71,328,000	-
OTHER FARES	5,910,200	547,713	-	5,362,487	5,910,200	-
PASSES	96,032,140	7,467,120	-	88,565,020	96,032,140	-
TRANSIT FARES Total	198,324,340	17,810,172	-	180,514,168	198,324,340	-
OPERATING GRANTS Total	113,700,000	-	-	113,700,000	113,700,000	-
PARKING FEES/FINES						
GENERAL FUND BASELINE TRANSFER	61,224,000	-	-	61,224,000	61,224,000	-
PARKING GARAGE REVENUE	46,276,530	2,578,512	-	43,698,018	46,276,530	-
PARKING METER	43,428,400	3,945,934	-	39,482,466	43,428,400	-
RESIDENTIAL PARKING, SPECIAL TRAFFIC AND TRUCK PERMITS	9,727,900	683,434	-	9,044,466	9,727,900	-
PARKING CITATIONS, FINES AND FEES	109,283,000	7,890,053	-	101,392,947	109,283,000	-
PARKING FEES & FINES Total	269,939,830	15,097,933	-	254,841,897	269,939,830	-
TAXI SERVICE						
PERMITS, PERMITS RENEWAL FEES AND MEDALLION SALES	10,157,739	1,514,518	-	8,643,221	10,157,739	-
TAXI SERVICE Total	10,157,739	1,514,518	-	8,643,221	10,157,739	-
OTHERS Total	23,125,320	2,774,672	-	20,350,647	23,125,320	-
GENERAL FUND BASELINE						
GENERAL FUND BASELINE TRANSFER	212,930,000	-	-	212,930,000	212,930,000	-
TOTAL OPERATING REVENUE	828,177,229	37,197,295	-	798,969,568	828,177,229	-

Improve the environment and quality of life in San Francisco

Action	Update
3.3.3 Develop clear decision making process to improve project delivery.	<ul style="list-style-type: none"> Established baselines to fix scope, schedule and budget at major milestones by phase. Examples include conceptual engineering reports (CER) for Sunset Tunnel Rail Replacement, Transbay Overhead and Traction Power projects. Fixing scope, schedule and budget in future CERs including Market/Haight Transit and Pedestrian project and Enterprise Asset Management.
3.3.8 Develop robust project work plans that include detailed activities and resource-loaded schedules by phase.	<ul style="list-style-type: none"> Converted 11 project work plans from the Agency's antiquated project management system to Primavera P6 in Capital Project Control System (CPCS). Converting 38 plans by Oct 2012. Training staff on scheduling software on an ongoing basis.
3.3.9 Initiate mandatory milestone review meetings for timely and complete review of submitted materials by other division.	<ul style="list-style-type: none"> Conducted project reviews of the CER for Sunset Tunnel Replacement, Transbay Overhead and Traction Power project with other divisions. Reviewing CER for Market/Haight Project in Nov 2012.
3.4.1 Evaluate and implement schedule deployment efficiencies.	<ul style="list-style-type: none"> Hiring new part-time operators to replace those converted in Summer 2012 Anticipate increasing part-time hiring in Nov/Dec 2012. Tailoring Thanksgiving, Christmas and New Year's Day schedule to meet demand and enhance operational efficiency.

Improve the environment and quality of life in San Francisco (cont.)

Action	Update
<p>3.4.5 Assess operations and maintenance staffing levels needed to support the level of service and minimize overtime.</p>	<ul style="list-style-type: none"> • Pursuing accelerated hiring of mechanics now that the eMerge hiring freeze has been completed. • Monitoring and managing monthly budget and bi-weekly overtime reports closely.
<p>3.4.20 Improve customer service center services.</p>	<ul style="list-style-type: none"> • Finalizing a plan and budget to transition Lifeline pass holders to a photo ID system that will enable customers to purchase monthly stickers from an expanded network of vendors. • Addressing the above process will significantly reduce customer volume as 50% of visitors to the Customer Service Center are there to obtain a Lifeline pass.
<p>3.4.23.1 Strengthen and formalize scheduled preventative maintenance throughout Sustainable Streets' Sign and Paint Shop operations.</p>	<ul style="list-style-type: none"> • Implementing of the SHOPS inventory and work order database for the Sign Shop is in progress with planned implementation in Feb 2013. Paint Shop will follow. • Hired six temporary exempt painters, procured seven new support trucks, and awaiting two new thermoplastic trucks that will assist in preventative maintenance. • Initiating new Temporary Sign Program in Jan 2013 to include seven new installers who will assist with sign installation and the replacement backlog during the period when fewer special events are scheduled.

Create a workplace that delivers outstanding service

Strategic Plan Metrics (Monthly 2012 results)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
4.3.5 Unscheduled absence rate (transit operators)	8.2%	7.2%	7.7%	9.5%	9.8%	9.9%	9.4%	10.6%

Examples of Forthcoming Metrics	First Reporting Date
4.2.1 Employee rating: Overall employee satisfaction	Surveying will begin in Nov 2012. Initial reporting expected in Dec 2012. (Applies to all employee survey related metrics)
4.3.1 % of employees with performance appraisals completed	FY11 results expected shortly. Reporting to commence in Oct 2012.
4.3.5 Unscheduled absence rate	Results for other groups other than transit operators expected shortly. Reporting to commence in Oct 2012.

Create a workplace that delivers outstanding service

Action	Update
<p>4.1.6 Implement the posting of monthly scorecard no later than the 6th workday of the following month.</p>	<ul style="list-style-type: none"> Continuing to build out Transtat dashboard featuring Strategic Plan metrics with plan to have all metrics incorporated by Dec 2012. Planning to have dashboard visible to SFMTA staff and on sfmta.com. Meeting the 6th workday deadline will result in some lag (as not all data is available until later in the month) but all metrics will be represented.
<p>4.4 4 Increase visibility of the SFMTA at public events.</p>	<ul style="list-style-type: none"> Extending the Agency’s participation to more multilingual events and leveraging additional advertising and marketing to increase our exposure across the City. Partnering with additional events to promote the use of Muni as well as walking and biking.