



**SFMTA**  
Municipal Transportation Agency

# **Strategic Plan Progress Report**

## ***Key Metrics and Actions***

OCTOBER 2012

SAN FRANCISCO, CALIFORNIA



# Overview

- **On a monthly basis we highlight progress toward achievement of our strategic plan goals in this report**
- **Strategic plan actions include those from last month notable updates as well as selected new actions**
  - New actions in this report are indicated by ❖
- **Strategic plan performance metric reporting continues to expand**
  - Scheduled to have reporting for all monthly/quarterly metrics available by the end of the calendar year
  - Key performance indicators (KPIs) and Charter-mandated metrics are shown in **bold**
  - FY12 results for Jan-Jun 2012 used as baselines for KPIs; full year data will be available in next month's report



## GOAL 1 - Create a safer transportation experience for everyone

Strategic Plan Metrics (2012 results)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1.1.4 Muni-related security complaints to 311 (FY12 average - 36/month)	35	40	41	31	39	30	36	48	45
<b>1.2.1 Workplace injuries/200,000 hours</b> <i>Achieve 10% reduction in incidents each budget cycle</i> (FY12 average - 9.3, FY13 goal - 8.4)	7.2	8.4	5.4	13.4	13.9	7.5	9.1	13.7	9.4
1.2.3 Lost workdays due to injury* (FY12 average - 4,765/month)	5,219	3,647	4,723	5,268	5,288	4,446	4,273	4,988	4,302
<b>1.3.1 Muni collisions/100,000 miles</b> <i>Achieve 10% reduction incidents each budget cycle</i> (FY12 average - 5.0, FY13 goal - 4.5)	4.2	4.9	4.6	6.1	4.6	5.3	5.1	5.0	4.7
1.3.3 Muni falls on board/100,000 miles (FY12 average - 4.6)	4.7	4.2	5.4	4.5	4.7	4.1	4.9	4.6	4.9
1.3.4 Muni-related unsafe operation complaints to 311 (FY12 average - 178/month)	185	149	203	175	165	192	148	195	169

\*based on paid temporary total disability days



## GOAL 1 - Create a safer transportation experience for everyone

Action	Update
1.1.5 Develop system for public to notify real time reporting of graffiti to SFPD/SFMTA.	<ul style="list-style-type: none"><li>Continuing to actively monitor and responding to tips on the graffiti hotline.</li><li>Planning to leverage Twitter for graffiti reporting by Dec 2012.</li></ul>
1.2.4 Review and update Agency's Industrial Safety SOPs for safety in the workplace. ❖	<ul style="list-style-type: none"><li>Drafted updates to several SOPs including the Agency's Safety Declaration, Ergonomics Program, Workplace Violence and the Injury and Illness Prevention Program (IIPP).</li></ul>
1.2.7 Develop a prioritized list of workplace facility improvements based on the recommendations of the <i>Real Estate and Facilities Vision for the 21st Century Report</i> .	<ul style="list-style-type: none"><li>Completed first draft of the <i>Vision Report</i>.</li><li>Scheduled internal and external workshops in Oct/Nov 2012 and Board review and comment in Dec 2012.</li><li>Targeting RFQ for TOD in Chinatown in 2015 after predevelopment and outreach activities.</li><li>Targeting late 2013 for RFI or RFQ for other TOD (e.g., off-street SFMTA parking lots).</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>Convened cross-functional team to focus on reducing left turn accidents involving LRVs and vehicles on Third Street</li></ul>
1.3.5 Ensure training staff have met latest qualifications and certifications. ❖	<ul style="list-style-type: none"><li>Conducting ongoing certification training.</li><li>Ensuring current staff have been trained to certification requirements and bringing new staff up to regulatory requirements.</li></ul>



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

Strategic Plan Metrics (2012 results)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>2.2.1 % of transit trips with bunches of &lt; 2 minutes (Rapid Network bus lines*)</b> <i>Eliminate bunches for 25% of ridership by end of FY14 (FY12 - 8.1%)</i>	8.3%	8.2%	7.7%	8.1%	8.2%	8.1%	7.7%	8.9%	8.6%
<b>2.2.1 % of transit trips with gaps exceeding scheduled headway + 5 minutes* (Rapid Network bus lines)</b> <i>Eliminate gaps for 25% of ridership by end of FY14 (FY12 - 15.8%)</i>	15.6%	14.4%	14.5%	16.7%	16.9%	16.7%	17.1%	17.6%	18.1%
<b>2.2.2 % on-time performance*</b> <i>85% of service between -1/+4 minutes of schedule (FY12 - 62%; Charter goal - 85%)</i>	62.5%	62.7%	63.2%	62.2%	61.2%	60.0%	60.4%	57.2%	58.4%*
<b>2.2.3 % of service pulled out of divisions**</b> <i>98.5% of scheduled service hours delivered (FY12 - 96.3%, Charter goal - 98.5%)</i>	96.7%	98.4%	96.8%	95.1%	95.3%	95.4%	95.3%	93.9%	95.7%
<b>2.2.4 % on-time departures from terminals (FY12 - 78.8%)</b>	79.0%	79.0%	79.9%	79.4%	77.9%	77.7%	77.7%	71.8%	70.2%*

\*Historical monthly results may change slightly as we continue to work with and refine reporting based upon NextBus data. Current month data for on-time performance and on-time departures from terminals now includes cable cars.

\*\*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.





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

Action	Update
2.2.7 Maintain vehicles, equipment, and facilities in a state of good repair.	<ul style="list-style-type: none"><li>• Received Mayor and Board of Supervisors' approval for purchase of 45 new buses. Pre-production meeting with New Flyer was this week.</li><li>• Received three rehabbed LRVs and one wreck repaired LRV in Sep 2012</li></ul>
2.2.15 Improve dynamic supervision and service management, including a fully operational line management center.	<ul style="list-style-type: none"><li>• Filled three of four Line Management Center (LMC) shifts; staff is being trained.</li><li>• Continue to have critical need to fill training positions; as a result, all shifts for LMC and Street Operations will not be filled.</li><li>• Initiating Phase 1 testing of SMARTmuni application with Street Operations and LMC.</li></ul>
2.2.16 Establish operator restroom locations for each route. ❖	<ul style="list-style-type: none"><li>• Reduced number of transit line terminals with no facility (permanent or portable) from 47 to 33.</li><li>• Received Arts Commission approval for prefab design and first installation on Fitzgerald; other sites need various approvals and agreements.</li></ul>



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

Action	Update
2.3.11.1 Increase taxi availability throughout the city. ❖	<ul style="list-style-type: none"><li>• Issued 50 “single operator permits” that all 90 hours of operation per week to address peak time demand for taxis.</li><li>• Authorized 150 temporary, full-time medallion permits to be operated by taxi companies. Permits were allocated to select companies that could demonstrate superior dispatch performance.</li></ul>
2.3.13 Improve and increase mechanisms for direct customer-to-taxi driver communications. ❖	<ul style="list-style-type: none"><li>• Drafting an RFI in consultation with the City Attorney’s Office for the development of a real-time data stream from the taxi fleet in order to allow private taxi hailing applications to access fleet-wide data.</li></ul>
2.4.8 Develop and implement bicycle parking strategy.	<ul style="list-style-type: none"><li>• Installed 324 sidewalk racks in 2012, with 105 more stenciled and pending installation. (Goal is 400 per year.) On-street bicycle corral applications currently being legislated for installation this fall.</li><li>• Received Transportation Fund for Clean Air (TFCA) Program Manager grant for 2013 implementation.</li><li>• Booked Prop K sales tax grant to develop strategy for long term bicycle parking and began work on existing conditions and best practices tasks.</li></ul>



## GOAL 3 - 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* 5% reduction in fully allocated cost of transit service per budget cycle	\$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 (2012 results)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
3.4.4 Pay hours: platform hours ratio	1.14	1.12	1.12	1.12	1.12	1.15	1.14	1.14	1.12

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 <b>(Taxi fleet shown)</b>				16% (Jul)		55% (Mar)	77% (Mar)	94% (Jul)
3.1.5 Citywide gasoline consumption rate <b>(millions of gallons)</b>	169M	174M	173M	162M	149M	**	**	**
3.1.6 Agency energy and water consumption <b>(Electricity in millions of kWh)</b>					131M	130M	124M	**

\*Adjusted for inflation by Bay Area CPI

\*\*Data forthcoming





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

EXPENDITURES	Revised Budget	Actuals: Year to Date	Encumbrances	Total Projection for the Year	Saving/ (Overage)
SFMTA Agency Wide	\$107,245,294	\$4,437,474	\$32,117,389	\$105,057,877	\$2,187,417
Board of Directors	\$730,292	\$71,071	\$-	\$609,104	\$121,188
Capital Programs and Construction	\$100,402	\$(1,230,927)	\$1,923,441	\$0	\$100,402
Communications	\$4,618,010	\$394,838	\$20,691	\$4,370,437	\$247,573
Director of Transportation	\$953,452	\$190,694	\$149,683	\$953,076	\$376
Finance and Information Technology	\$67,784,014	\$6,272,798	\$15,533,496	\$67,055,931	\$728,083
Government Affairs	\$651,907	\$83,598	\$140,890	\$651,906	\$(0)
Human Resources	\$42,066,277	\$5,217,617	\$5,196,287	\$41,390,285	\$675,992
Safety	\$2,873,994	\$420,794	\$33,753	\$2,868,254	\$5,740
Sustainable Streets	\$133,169,272	\$10,623,798	\$30,841,792	\$129,151,204	\$4,018,068
Transit Services	\$443,860,992	\$54,373,046	\$30,230,058	\$451,025,598	\$(7,164,606)
Taxi and Accessible Services	\$24,123,323	\$388,071	\$19,873,895	\$24,024,729	\$98,594
<b>TOTAL</b>	<b>\$828,177,229</b>	<b>\$81,242,872</b>	<b>\$136,061,375</b>	<b>\$827,158,403</b>	<b>\$1,018,825</b>



## GOAL 3 – FY13 Financial Results (as of Aug 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	\$6,506,616	\$24,976,972	\$(77,028)
Cash Fares	\$71,328,000	\$14,595,946	\$71,758,075	\$430,075
Other Fares	\$5,910,200	\$1,216,136	\$6,234,364	\$324,164
Passes	\$96,032,140	\$16,206,758	\$97,062,881	\$1,030,741
<b>TRANSIT FARES Total</b>	<b>\$198,324,340</b>	<b>\$38,525,456</b>	<b>\$200,032,293</b>	<b>\$1,707,953</b>
<b>PARKING FEES &amp; FINES</b>				
General Fund Baseline Transfer	\$61,224,000	\$15,306,000	\$61,224,000	-
Citations and Fines	\$109,283,000	\$17,071,754	\$102,399,164	\$(6,883,836)
Garage Revenue	\$46,276,530	\$4,753,918	\$45,833,431	\$(443,099)
Meter Revenue	\$43,428,400	\$8,146,571	\$48,879,423	\$5,451,023
Permit Revenue	\$9,727,900	\$1,324,539	\$9,747,901	\$20,001
<b>PARKING FEES &amp; FINES Total</b>	<b>\$269,939,830</b>	<b>\$46,602,781</b>	<b>\$268,083,920</b>	<b>\$(1,855,910)</b>
Operating Grants	\$113,700,000	\$7,018,075	\$113,700,000	-
Taxi Service	\$10,157,739	\$2,252,485	\$10,157,739	-
Other Revenues	\$23,125,320	\$4,413,622	\$25,406,639	\$2,281,319
General Fund Baseline Transfer	\$212,930,000	\$53,232,500	\$212,930,000	-
<b>TOTAL</b>	<b>\$828,177,229</b>	<b>\$152,044,919</b>	<b>\$830,310,590</b>	<b>\$2,133,361</b>



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

Action	Update
3.2.5 Develop co-branding and merchandizing opportunities to increase mode share and revenues. ❖	<ul style="list-style-type: none"><li>• Researching several possible merchandizing programs and revenue generating partnerships.</li></ul>
3.3.8 Develop robust project work plans that include detailed activities and resource-loaded schedules by phase.	<ul style="list-style-type: none"><li>• Converted additional project work plans from the Agency's prior project management system to Primavera P6 in Capital Project Control System (increased 11 in Sep 2012 to 36 in Oct 2012).</li><li>• Converting 40 plans by end of Oct 2012.</li><li>• Training staff on scheduling software on an ongoing basis.</li></ul>
3.4.1 Evaluate and implement schedule deployment efficiencies.	<ul style="list-style-type: none"><li>• Brought 19 new part-time operators on in Sep 2012 and class of 24 has started training.</li><li>• Expect additional class of 30+ part-time operators to start by Nov 2012.</li><li>• Planning to operate an expanded Saturday schedule during the week of Thanksgiving.</li></ul>
3.4.5 Assess operations and maintenance staffing levels needed to support the level of service and minimize overtime.	<ul style="list-style-type: none"><li>• Reduced FYTD transit overtime expenditures by 20% relative to FY12.</li><li>• Continuing maintenance hiring that will decrease overtime in the second half of FY13.</li></ul>



## GOAL 3 - Improve the environment and quality of life in San Francisco (cont.)

Action	Update
3.4.16 Develop and implement part-time single operator permit program for taxis and identify the seniority of the 7,000 taxi drivers for a single operator permit. ❖	<ul style="list-style-type: none"><li>Issued 50 “single operator permits” that permit drives to operate 90 hours per week in order to address peak time demand for taxis. Permit issuance was based on driver seniority.</li></ul>
3.4.23 Strengthen and formalize scheduled preventative maintenance in SSD Signal Shop operations. ❖	<ul style="list-style-type: none"><li>Expanded staffing dedicated to SSD’s Preventative Maintenance Program has resulted in signal improvements at 57 intersections since work began in Feb 2012.</li></ul>
3.5.6 Complete environmental review and implement Transportation Sustainability Fee (TSF). ❖	<ul style="list-style-type: none"><li>Advanced TIDF legislation to Board of Supervisors; approval is expected by the end of the CY.</li><li>Expect TSF/TSP legislation to be approved by early 2014 pending completion of the EIR for the legislation, Planning Commission hearing, certification of the EIR and recommendation to the BOS, and consideration/approval by the BOS</li></ul>
3.5.7 Develop and implement process to provide transparent budget development and financial reporting. ❖	<ul style="list-style-type: none"><li>Conducted sessions with Division-designated budget contacts on budget overview and process and provided FAMIS training to staff.</li></ul>



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

Strategic Plan Metrics (2012 results)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
4.3.5 Unscheduled absence rate (transit operators) (FY12 - 8.7%)	8.2%	7.2%	7.7%	9.5%	9.8%	9.9%	9.4%	10.6%	9.4%





## 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>• Completed Division-focused scorecard to assist Transit Division superintendents in their efforts to manage their operations</li><li>• Planning to have all monthly/quarterly Strategic Plan metrics reflected in the dashboard by Dec 2012.</li><li>• Preparing for inclusion of Strategic Plan metrics and other key reporting on the new sfmta.com.</li></ul>
4.4.16 Reduce the size of the taxi medallion waiting list by eliminating unqualified applicants. ❖	<ul style="list-style-type: none"><li>• Reduced waiting list from 3,000 to 1,400 names by removing all individuals who do not hold valid driver permits.</li></ul>