



SFMTA
Municipal
Transportation
Agency

Strategic Plan Update

SFMTA Board of Directors Workshop
February 4, 2014



**City & County of San Francisco
and the SFMTA -**
current operating environment

Current City information

- Population 805,000
Daytime ~1 million
- Annual Muni Ridership:
222 million
- Bicycle Mode Share Growth:
14% since 2011
- 603,170 jobs in 2011
(+30,000 jobs from 2000)
- 374,919 housing in units in
2011 (+24,000 units from
2000)



Regional Growth Projections to 2040

Plan Bay Area

- + 2.1 million people
- + 1.1 million jobs
- + 660,000 housing units

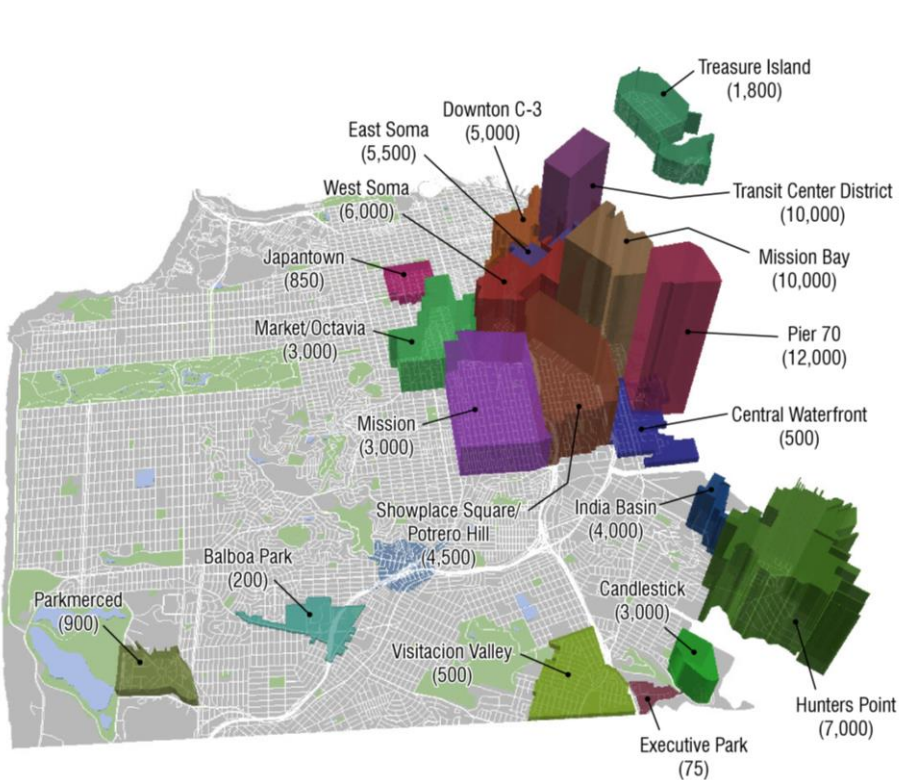
Regional Growth Strategy

- Priority Development Areas absorb about 80% of housing; 66% of new jobs.
- San Francisco accounts for about 15% of growth.
- San Jose, Oakland, and medium size cities also contribute significantly to new housing & jobs.

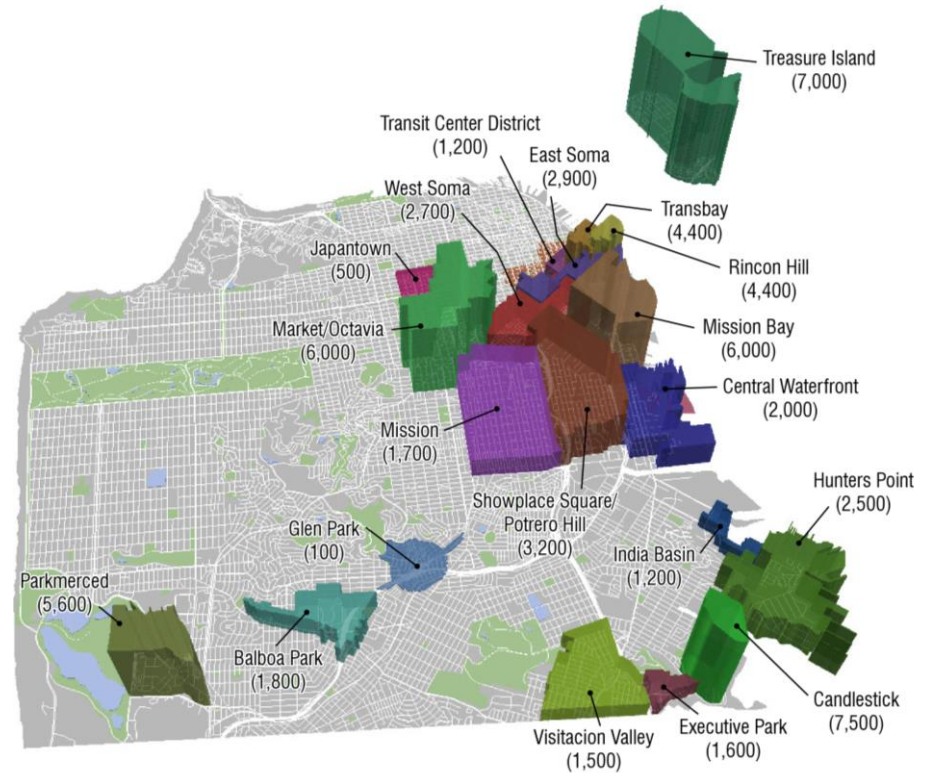
San Francisco's Role

- + 280,000 new residents
- + 191,000 jobs > 6,500 new jobs annually
- + 92,410 housing units > 3,000 new units annually

San Francisco in the next 25 years:



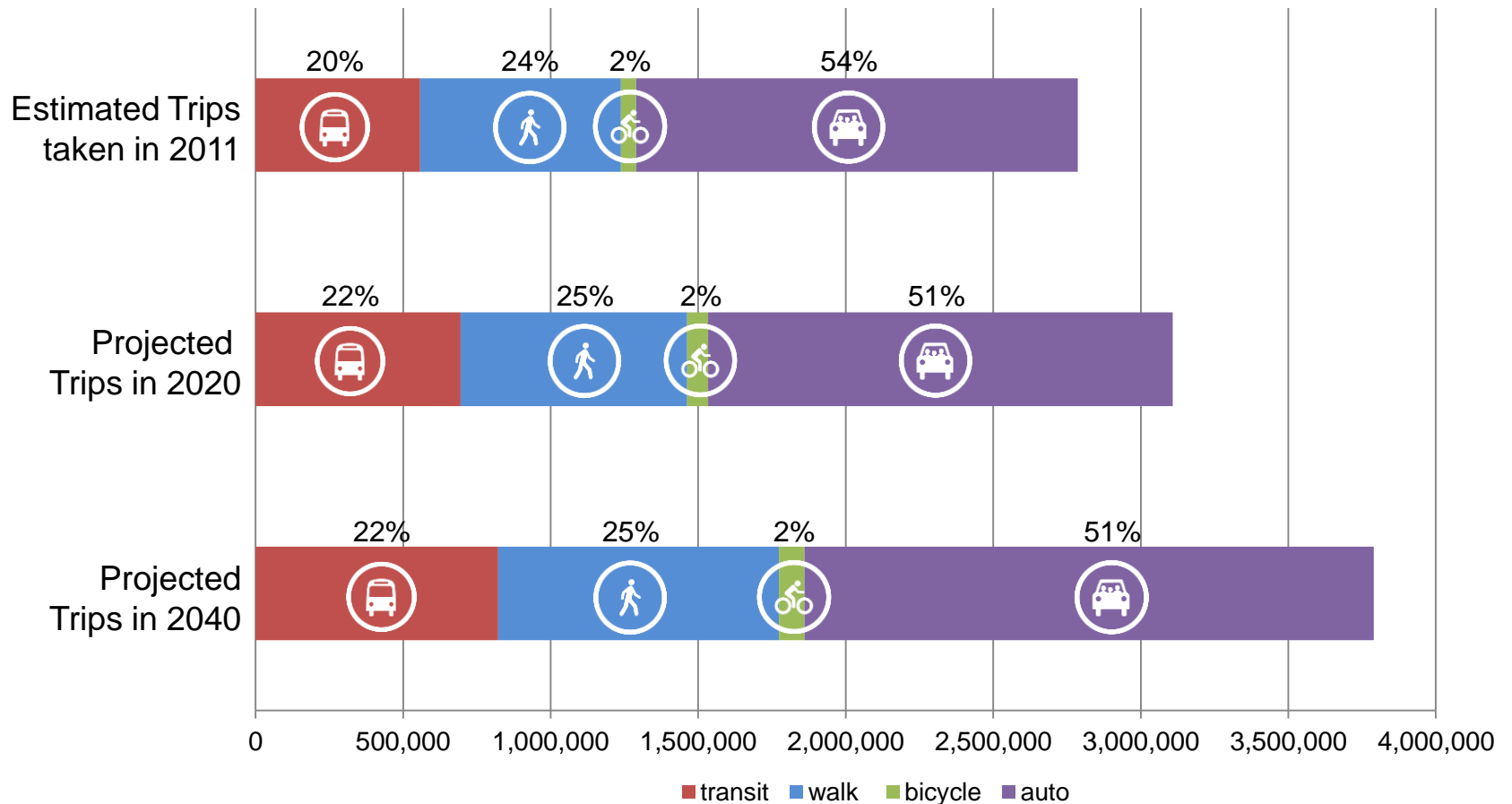
A 34% Increase in Jobs



A 35% Increase in Household Population

Projected Change in Travel by Mode*

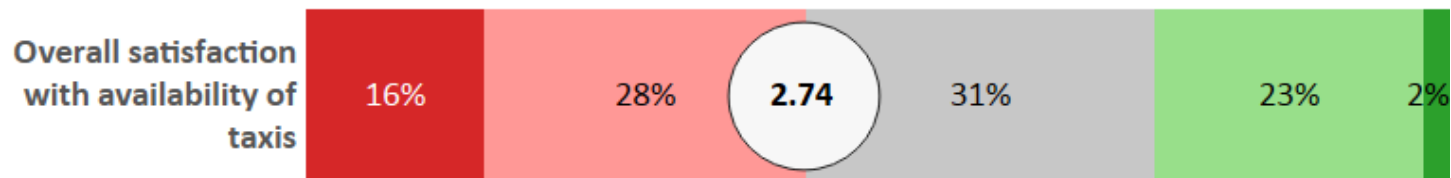
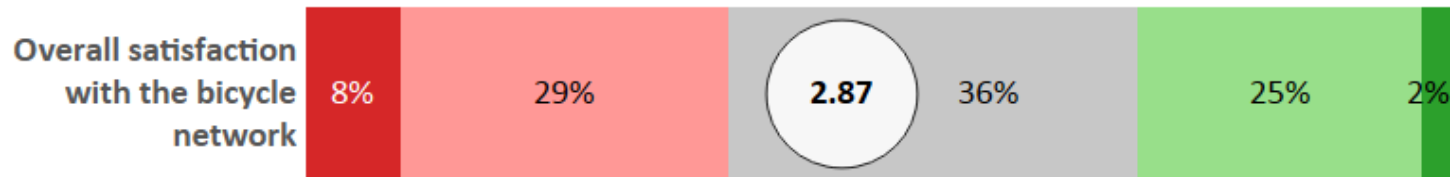
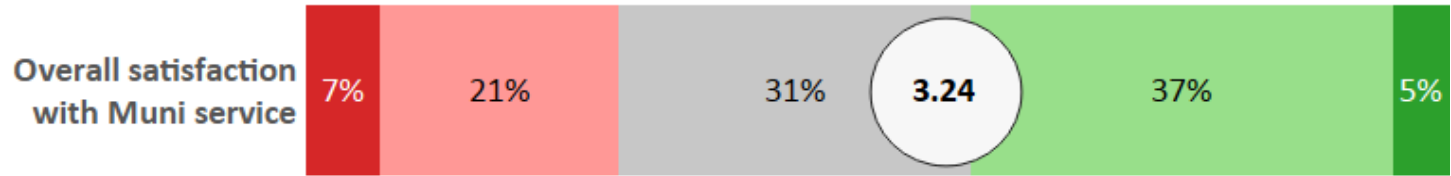
All trips – to, from and within San Francisco



- **Projected demand exceeds transit supply, resulting in a significant growth in car trips.**
- **Need to shift to more sustainable modes in order to maintain our quality of life.**

Overall Satisfaction by Mode

San Francisco Respondents*



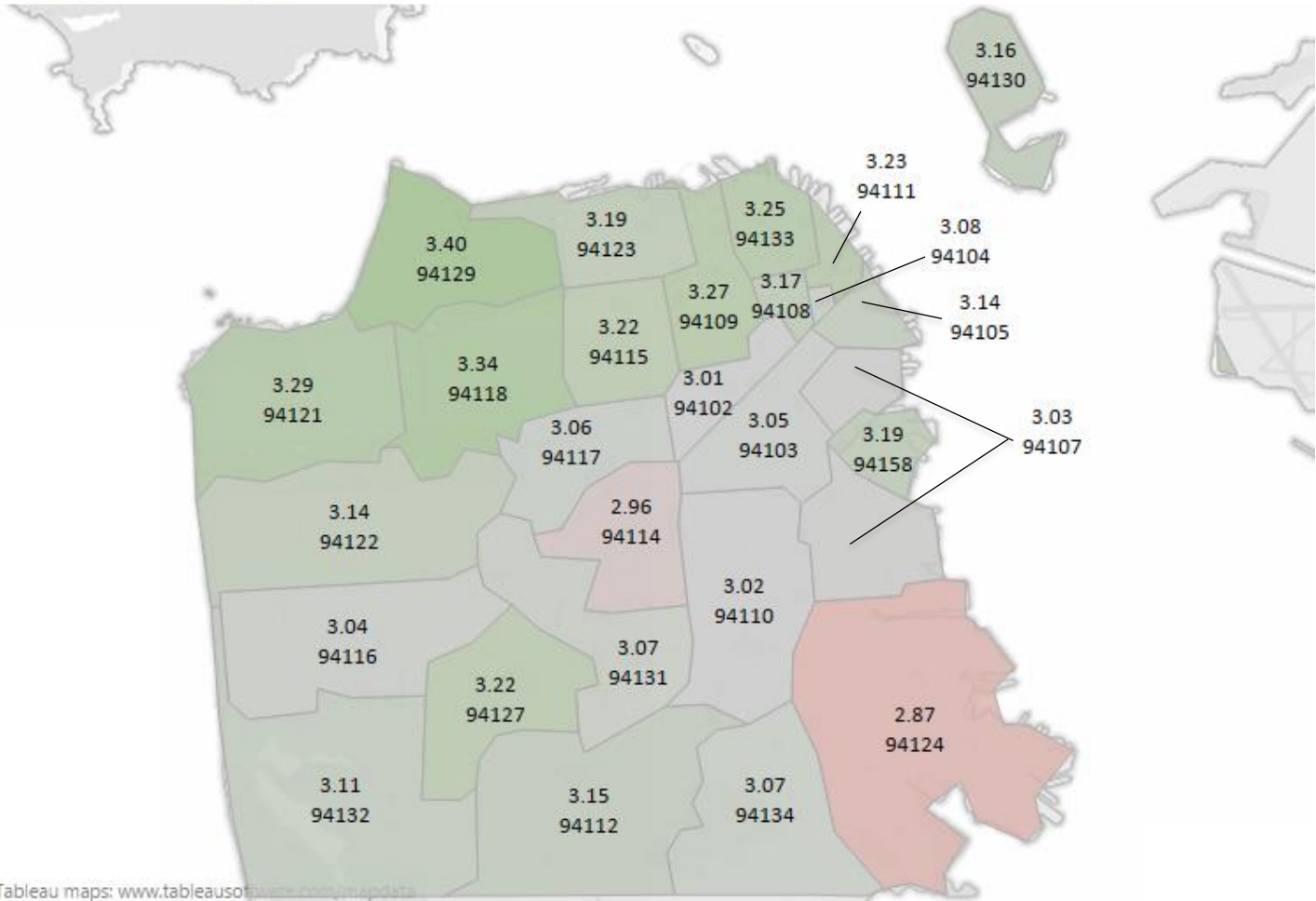
■ Very Dissatisfied
 ■ Neutral
 ■ Very Satisfied
■ Dissatisfied
 ■ Satisfied

3.24 Average overall satisfaction, weighted by ZIP Code

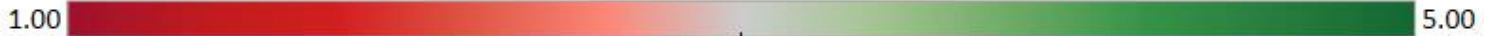
*Source: 2013 Survey of Clipper Card Autoload users

Avg. Overall Muni Satisfaction by ZIP Code

San Francisco Respondents*



About Tableau maps: www.tableausoftware.com/updates



*Source: 2013 Survey of Clipper Card Autoload users

2013 Employee Engagement Survey

Agency-wide Results

Overall Employee Satisfaction

57% of employees were somewhat or very satisfied with working at the SFMTA



Ratings Key

- Strongly agree
- Neither agree nor disagree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

**Percentages & averages are weighted by division headcounts.*

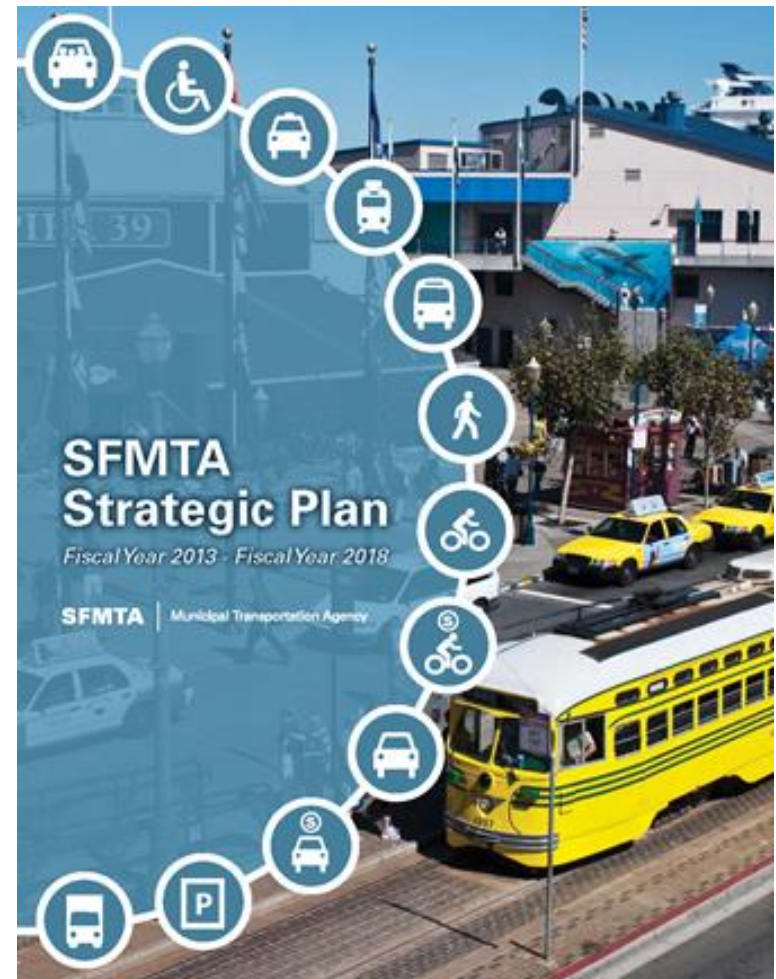
FY 2013 – FY 2018 Strategic Plan

SFMTA Vision

San Francisco: great city,
excellent transportation
choices.

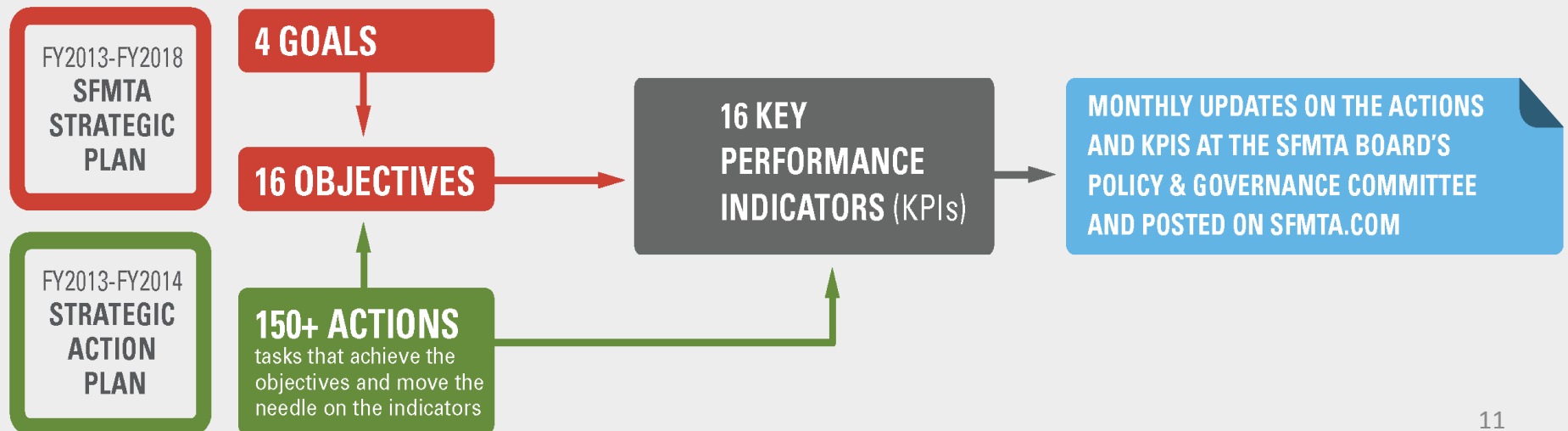
SFMTA Mission Statement

We work together to plan,
build, operate, regulate and
maintain the transportation
network, with our partners, to
connect communities.



Implementation of the Strategic Plan

- Developed a two-year Strategic Action Plan
- Monitored impact on the Key Performance Indicators throughout the year
- ***First year focus:*** gathering information and establishing baselines



GOAL 1 Key Performance Indicators (FY 2013)



Muni-related crimes

A spike in electronic device theft coupled with a change in measuring practices resulted in an increase in Muni-related crime in FY2013.



Workplace injuries

The SFMTA team has substantially reduced workplace injuries this past year



Muni collisions

Collision rate has remained fairly constant over the past few years

GOAL 2: Key Performance Indicators (FY 2013)



Overall customer satisfaction with transit services

62 percent of survey respondents rate Muni service as excellent or good



Bunching & gaps in Muni service

Bunching remained fairly constant at 5-6% of vehicles; gaps between vehicles steadily declined



Non-private auto mode share

Preliminary data indicates that the SFMTA will meet this target



Parking reliability rate

SFpark was able to regulate pricing to ensure availability in the pilot areas

GOAL 3: Key Performance Indicators (FY 2013)



Greenhouse gas emissions for the transportation system

SFMTA met the 2012 reduction goal in 2011



Economic impact of Muni service delays

Nearly 86,000 hours/month for our riders are lost during transit delays

GOAL 3: Key Performance Indicators (FY 2013)



Capital project delivery

Capital Program Controls System (CPCS) will improve the agency's project delivery



Transit operating costs

Expenditures have stabilized during the past three fiscal years



Operating & capital structural deficit

Additional annual need: at \$50M for operations and \$260M annually for capital State of Good Repair (SGR) investments

GOAL 4: Key Performance Indicators (FY 2013)



Employee information & communications

- Average rating of 3.45 for having information and tools to do their job
- Average rating of 3.4 for internal communications on agency events, issues and challenges



Overall employee satisfaction

Average rating of 3.36 for their overall feeling of satisfaction with their job



Performance planning and appraisals

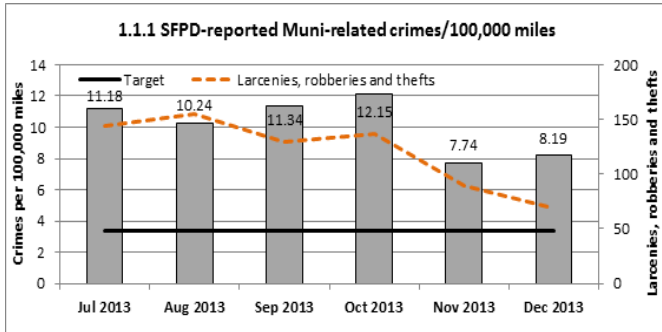
19% of employees had performance appraisals; 62% had new performance plans for next year




Stakeholder satisfaction with SFMTA decision-making process and communications

Running post-construction follow-up surveys

Key Mid-year Updates



- **Goal 1:** Significant decrease in Muni-related crimes
- **Goal 2:** Signal preemption has been installed at nine intersections along the T-Third line
- **Goal 3:** Recommendations from the Transportation 2030 Task Force
- **Goal 4:** More performance plans turned in since last accounting; staff are currently completing mid-year reviews



**Realignment &
Building Core Strengths –**
meeting current and future needs

Smart Financial and Capital Planning



GOALS

- 1
- 2
- 3

Identify long term transit expansion needs to meet growing demand



GOALS

- 1
- 2
- 3

Secure Funding to Increase State of Good Repair budget



GOALS

- 1
- 2
- 3

Develop a 20-year Capital Plan and a 5-year Capital Improvement Program



GOALS

- 1
- 2
- 3
- 4

Finalize the FY2015 – FY 2016 Operating and Capital Budget

Modal Planning for San Francisco



GOALS

- 1
- 2
- 3

Complete the environmental review of the Transit Effectiveness Project



GOALS

- 1
- 2
- 3

Develop next steps for the Bicycle Strategy



GOALS

- 1
- 2
- 3
- 4

Improve taxi industry regulation



GOALS

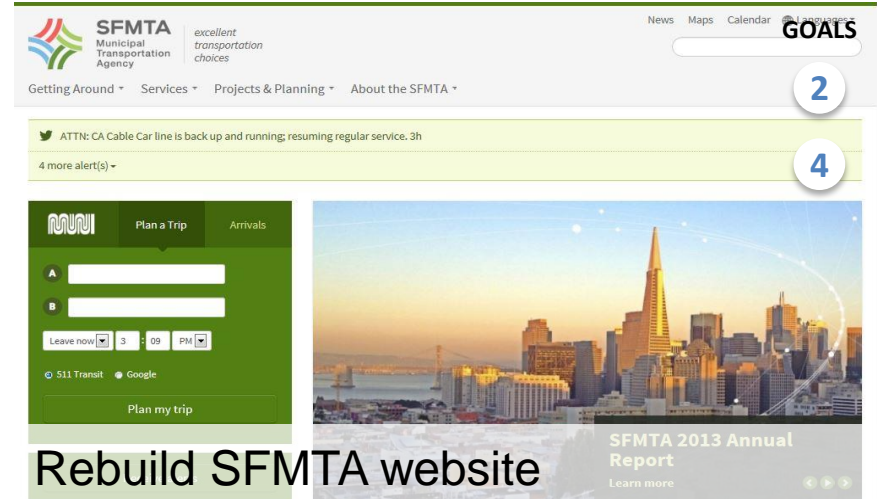
- 1
- 2
- 3

Implement Pedestrian Strategy

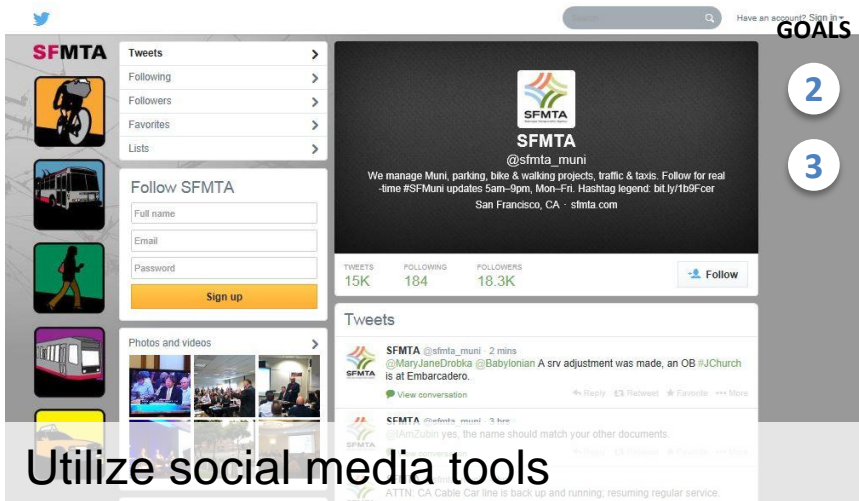
Public Outreach & Engagement



Prioritize and assign Communications staff to all SFMTA projects



Rebuild SFMTA website

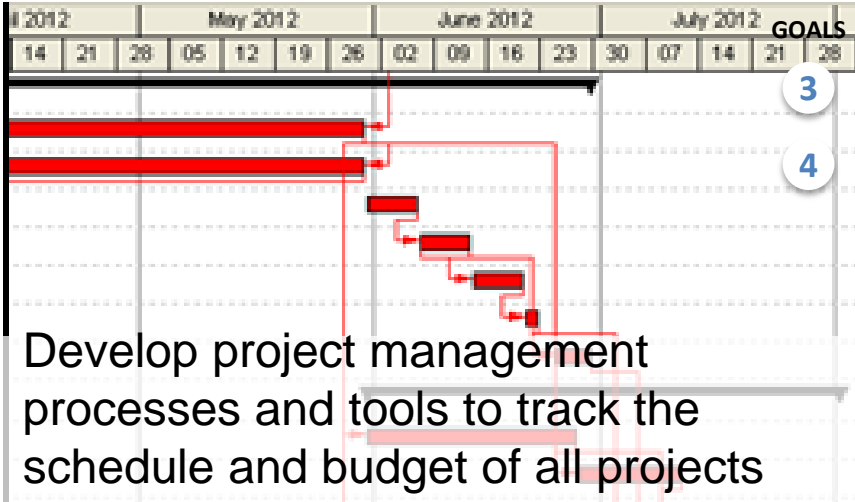


Utilize social media tools



Actively involve external stakeholders to forge ongoing partnerships

Resource Management Systems



Leveraging Technology



GOALS

- 1
- 2
- 3
- 4

Improve dynamic supervision and service management



GOALS

- 2
- 3

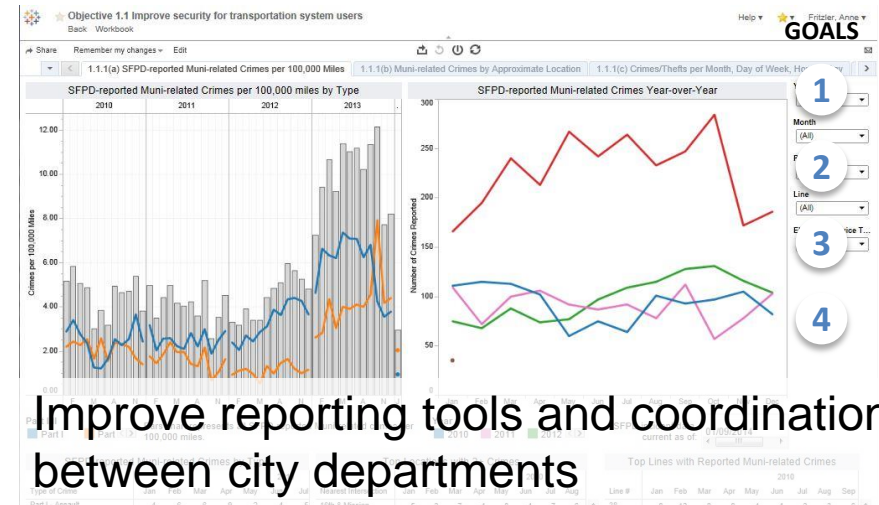
Enhance NextBus Software



GOALS

- 1
- 2
- 3
- 4

Use data-driven management processes



GOALS

- 1
- 2
- 3
- 4

Improve reporting tools and coordination between city departments



Looking Ahead –
*implementation of new measures &
rising to the challenge*

Improving Our Organizational Effectiveness

Key Themes to Address:

- **Leadership**: *Develop leadership skills and improve communication with employees*
- **Hiring and Promotion**: *Improve transparency of process and guidelines*
- **Accountability**: *Increase accountability and performance goals*
- **Communication**: *Improve communication at all levels*
- **Training & Professional Development**: *Emphasize additional training*
- **Teamwork & Employee Morale**: *Strengthen Agency cohesion*
- **Support**: *Increase resources and investment in employees*

Parking Realignment

- Institutionalizing SF *park* program and policies
- Parking as part of all multimodal transportation planning efforts



Special event parking pricing + evening hours



Central Subway Construction

- “Mom Chung” crossed under Market Street November 29, 2013
- “Big Alma” just crossed under Market Street
- The tunneling operation is projected to be completed by the end of Summer 2014.



Market Street Near Term Project Updates

In the ground:

- Green-backed sharrows
- Curbside lane paving
- PCO at New Montgomery/Market, Beale/Market, 3rd/Market, 4th/Market
- Temporary bulbouts at 6th Street
- Right turn arrows at 10th, 8th and New Montgomery
- Required right turns at 10th and 6th
- Bike counter
- Bike share stations



Market Street Near Term Project Updates

Spring/Summer 2014:

- Don't block the box intersection enforcement/paint
- Paint existing transit only lanes red
- Retiming at 6th/Market-Mission
- MTA & SFPD to develop plan to enforce current restrictions, enforce blocking the intersection violations, enforce transit only lane infractions

Further analysis:

- Don't block the box red light cameras
- WalkFirst treatments
- Extending transit only lanes
- Vehicle restrictions



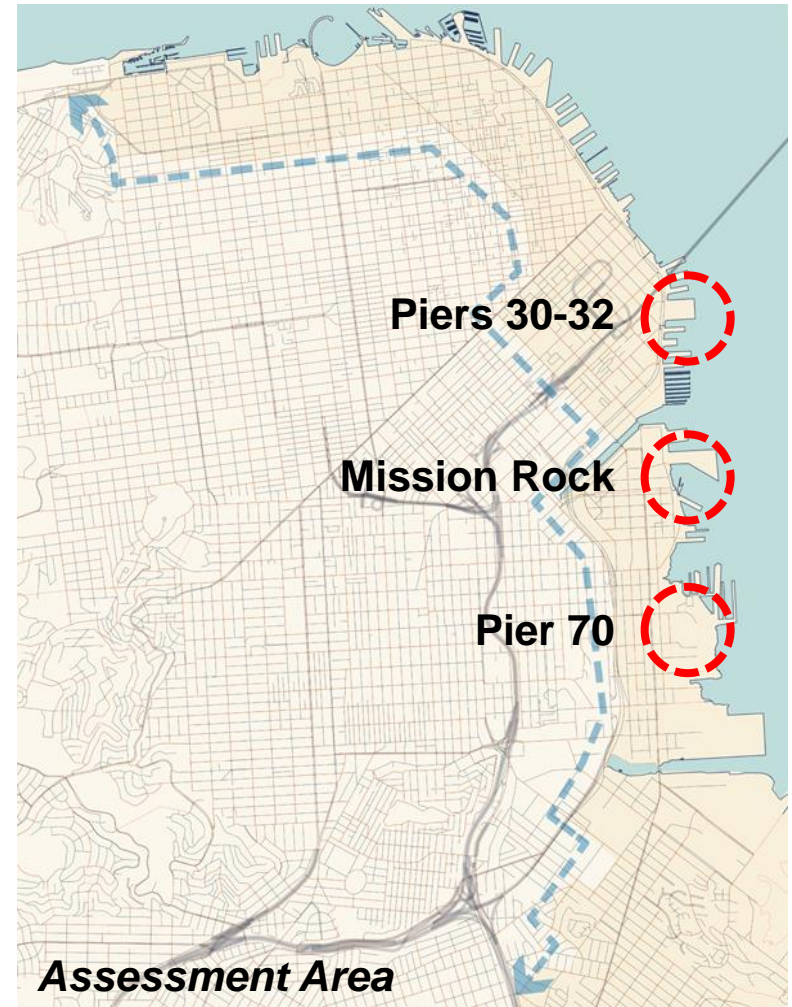
Waterfront Transportation Assessment

Objectives:

- Inventory proposed development and transportation plans
- Identify and solicit stakeholder concerns and new strategies
- Vet most responsive strategies and incorporate into future developments prior to EIR certification

Key Milestones:

- Phase 1: Develop and vet citywide multimodal strategies
 - Oct 2012 - Dec 2013
- Phase 2: Analyze select strategies for cost estimation and potential development agreements
 - Jan 2014 – June 2014



Implement Modal Strategies

- Transit service increase
- Internal Complete Streets Coordination and project integration
- Greater coordination with our city partners



Develop New Strategic Action Plan

- Review of current Action Plan and process
- Develop new action items for FY2015 – FY 2016
 - Fiscally-constrained
 - Prioritized initiatives for the agency
 - Cross divisional support
- Continue new monitoring and reporting processes





Workshop Agenda

Workshop Agenda

- Muni Transit Service
- Bicycle Strategy
- Pedestrian Safety
- Taxi Regulation
- SFMTA's FY15 and FY16 Capital and Operating budgets