

**THIS PRINT COVERS CALENDAR ITEM NO. : 11**

**SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY**

**DIVISION:** Director of Transportation

**BRIEF DESCRIPTION:**

Adopt the new San Francisco Municipal Transportation Agency (SFMTA) Strategic Plan, which outlines the vision, mission statement, goals, objectives, and performance metrics for the agency.



**SUMMARY:**

- Under San Francisco Charter Section 8A.103 “*Service Standards and Accountability*”, the Municipal Transportation Agency must adopt the methods by which performance will be measured on established service standards.
- The SFMTA Strategic Plan establishes a vision, mission statement, goals, and objectives that will guide the whole of the agency’s work.
- The performance metrics and targets associated with each of the objectives in the SFMTA Strategic Plan will track the service standards established in the City Charter, as well as overall agency performance for the Fiscal Year 2019 – Fiscal Year 2020 budget cycle.
- Outreach and engagement efforts with SFMTA staff and external stakeholders were held over the last eighteen months to inform the development and vetting of a new vision, mission statement, goals, objectives, performance metrics, and targets for the agency.

**ENCLOSURES:**

1. SFMTA Board Resolution
2. SFMTA Strategic Plan
3. SFMTA Performance Metrics and Fiscal Year 2019 – Fiscal Year 2020 Targets

**APPROVALS:**

	<b>DATE</b>
DIRECTOR  _____	3/26/2018 _____
SECRETARY  _____	3/26/2018 _____

**ASSIGNED SFMTAB CALENDAR DATE:** April 3, 2018

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## **PURPOSE**

Adopt the new San Francisco Municipal Transportation Agency (SFMTA) Strategic Plan, which outlines the vision, mission statement, goals, objectives, and performance metrics for the agency.

## **STRATEGIC PLAN GOALS AND TRANSIT FIRST POLICY PRINCIPLES**

The new SFMTA Strategic Plan supports and refines each of the four strategic goals and objectives by updating them to better address the changed needs of the SFMTA and the city.

In establishing these new goals and objectives, the Strategic Plan will also support and integrate all Transit First Policy Principles into the plan:

1. To ensure quality of life and economic health in San Francisco, the primary objective of the transportation system must be the safe and efficient movement of people and goods.
2. Public transit, including taxis and vanpools, is an economically and environmentally sound alternative to transportation by individual automobiles. Within San Francisco, travel by public transit, by bicycle and on foot must be an attractive alternative to travel by private automobile.
3. Decisions regarding the use of limited public street and sidewalk space shall encourage the use of public rights of way by pedestrians, bicyclists, and public transit, and shall strive to reduce traffic and improve public health and safety.
4. Transit priority improvements, such as designated transit lanes and streets and improved signalization, shall be made to expedite the movement of public transit vehicles (including taxis and vanpools) and to improve pedestrian safety.
5. Pedestrian areas shall be enhanced wherever possible to improve the safety and comfort of pedestrians and to encourage travel by foot.
6. Bicycling shall be promoted by encouraging safe streets for riding, convenient access to transit, bicycle lanes, and secure bicycle parking.
7. Parking policies for areas well served by public transit shall be designed to encourage travel by public transit and alternative transportation.
8. New transportation investment should be allocated to meet the demand for public transit generated by new public and private commercial and residential developments.
9. The ability of the City and County to reduce traffic congestion depends on the adequacy of regional public transportation. The City and County shall promote the use of regional mass transit and the continued development of an integrated, reliable, regional public transportation system.
10. The City and County shall encourage innovative solutions to meet public transportation needs wherever possible and where the provision of such service will not adversely affect the service provided by the Municipal Railway.

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## **DESCRIPTION**

The SFMTA Strategic Plan defines the purpose of the agency and establishes the goals and objectives that will guide the agency's work for the next two years. The SFMTA Strategic Plan also outlines performance metrics and targets that will provide the method by which the agency's success will be measured.

Since the agency adopted the last strategic plan in 2012, San Francisco and the Bay Area region has seen significant changes that have affected the city's transportation system and the overall mobility of its residents, workers and visitors. In response to these changes and in accordance with San Francisco Charter Section 8A.103 "*Service Standards and Accountability*", the agency has developed a new strategic plan. This plan will guide the entirety of the agency's work across the city and track its performance for the next two-year budget cycle.

The elements included in this Strategic Plan are defined as follows:

- **Vision:** The future desired state.
- **Mission Statement:** The agency's overall purpose.
- **Values:** Principles to guide how the agency works together.
- **Goals:** Key areas on which to focus agency efforts to achieve the vision.
- **Objectives:** Specific ways to achieve the agency's goals.
- **Performance Metrics:** How to track implementation of the plan.
- **Targets:** Specific levels of accomplishment to work towards in the next two cycles.

The SFMTA Strategic Plan establishes a consistent approach for how the state, regional, and local policies are implemented in the city's transportation system. It focuses on the new vision and mission for the agency, and the four goals and 16 objectives needed to achieve this vision. Specifically, the new objectives in the Strategic Plan will guide the agency's planning efforts, the prioritization of capital programs and projects, and the development of the ten-year Operating Financial Plan and five-year Capital Improvement Program (CIP). The CIP and the Financial Plan, in turn, will inform the development of the two-year operating and capital budgets, respectively. After the budgets are established, each SFMTA division will complete individual staff performance plans to allocate work and assign the projects funded in the budget. In this way, all agency plans, programs, and projects will be in line with the Strategic Plan.

At the end of every two-year budget cycle, the agency will conduct a comprehensive assessment of its progress towards achieving its goals and objectives. At that time, the agency will assess and update the strategic plan elements to address changes in the city and in the needs of the residents, workers, and visitors that use the transportation system.

### *Development of the SFMTA Strategic Plan*

The development of the SFMTA Strategic Plan has been an 18-month process that began with internal organizational research to inform the planning process and Executive Team's decisions. Research, workshops, and survey topics included:

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- An agency assessment of the current strategic plan and implementation processes to identify what remains effective and what could be improved.
- Self-assessment with the Baldrige Excellence Builder diagnostic tool to better understand organizational strengths and opportunities.
- A review of existing planning and policy efforts related to local, regional, and statewide transportation issues.
- Best practices research of over 35 strategic plans from peer transit agencies across the country.
- Strengths/Weaknesses/Opportunities/Threats analysis of the agency based on the combined information gathered during several workshops with the SFMTA Board of Directors, the SFMTA Citizens’ Advisory Council, and SFMTA staff.

Based on this work, the information gathered during the stakeholder engagement sessions, and their own professional judgment, the Director of Transportation and the Executive Team drafted the new vision, mission statement, goals, and objectives in May 2017. After the Executive Team developed the draft plan elements, the agency’s performance team worked with subject matter experts to identify performance metrics and targets to chart progress towards achieving the vision. Once all plan elements were drafted, the strategic planning and performance teams facilitated the vetting of the plan elements with agency stakeholders and recommended edits as needed.

Changes from the current Strategic Plan

**Agency vision and mission statement:** Both the vision and mission for the agency have been simplified and now emphasize the purpose and work of the agency as a whole.

<b>Element</b>	<b>FY 2013 – FY 2018 Strategic Plan</b>	<b>The SFMTA Strategic Plan</b>
<b>Vision</b>	San Francisco: great city, excellent transportation choices.	Excellent transportation choices for San Francisco.
<b>Mission</b>	We work together to plan, build, operate, regulate, and maintain the transportation network, with our partners, to connect communities.	We connect San Francisco through a safe, equitable, and sustainable transportation system.

**Summary of changes to Goal 1:**

<b>Element</b>	<b>FY 2013 – FY 2018 Strategic Plan</b>	<b>The SFMTA Strategic Plan</b>
<b>Goal 1</b>	Create a safer transportation experience for everyone.	Create a safer transportation experience for everyone.

While the phrasing of Goal 1 has not changed, the Executive Team made the following changes to the objectives:

- Shifted the workplace safety and security to Goal 4.
- Created a specific objective for implementing Vision Zero.

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- Established new objective to focus on transit safety.
- The new Goal 1 Performance Metric in this plan: Traffic fatalities.

**Summary of changes to Goal 2:**

Element	FY 2013 – FY 2018 Strategic Plan	The SFMTA Strategic Plan
Goal 2	Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel.	Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

The language of Goal 2 has been simplified to remove the list of transportation modes. The Executive Team made the following changes to the objectives:

- Moved the old communications-related objective to Goal 4.
- Focused on improving transit and enhancing and expanding sustainable modes overall.
- Established a more specific direction for parking to support the Transit First Policy and address the goods movement.

The new Goal 2 Performance Metrics in this plan are:

- Percentage cable service hours delivered without interruption.
- Sustainable transportation mode share.
- Average weekday bicycle counts; average weekday taxi trips.
- Muni average travel time on key transit segments.
- Percentage of metered hours that meet parking occupancy targets.

**Summary of changes to Goal 3:**

Element	FY 2013 – FY 2018 Strategic Plan	The SFMTA Strategic Plan
Goal 3	Improve the environment and quality of life in San Francisco.	Improve the quality of life and environment in San Francisco and for the region.

Goal 3 has been expanded to specifically include the San Francisco Bay Area. The Executive Team made the following changes to the objectives:

Expanded goal focus to include the region.

- Established new objectives to focus on equity, long range planning, transportation demand management, and emerging mobility services.
- Moved the efficiency and effectiveness of agency process to Goal 4.

The new Goal 3 Performance Metrics in this plan are:

- All equity-related metrics are new to this plan.
- Ratio of parking spaces to units for newly entitled projects.
- All new metrics regarding emerging mobility services are pending data availability.

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- Transportation sector carbon footprint (metric tons CO2e).
- Agency fund balance ratio.
- Year-end investment toward State of Good Repair.
- Muni cost recovery ratio.

**Summary of changes to Goal 4:**

<b>Element</b>	<b>FY 2013 – FY 2018 Strategic Plan</b>	<b>The SFMTA Strategic Plan</b>
<b>Goal 4</b>	Create a workplace that delivers outstanding service.	Create a workplace that delivers outstanding service.

While the phrasing of Goal 4 has not changed, the Executive Team updated the objectives:

- Focused on the people and processes that support staff in provide outstanding service.
- Established a new objective on diversity and inclusion at the agency.
- Included internal and external communications in this goal to reflect a change in the agency’s outreach and public engagement processes.
- Included internal process and service efficiency into Goal 4 to align it with other internal-facing objectives in the plan.

New Goal 4 Performance Metrics in this plan:

- Employee unscheduled absence rate.
- Employee wellness program utilization rate.
- Muni customer complaints per 100,000 miles.
- Employee rating: I feel that the agency values workplace diversity.
- Percentage of Muni customers responded to within timeliness standards.
- Community rating: Feeling of being informed about SFMTA projects.
- Service critical operations and maintenance staff vacancy rate.
- Percentage of sign and meter work orders completed within 30 days.

**STAKEHOLDER ENGAGEMENT**

In an effort to make the development of this Strategic Plan a collaborative and inclusive process, the strategic planning team led a series of surveys, workshops, and interviews. Over the last 18 months, stakeholder groups including the SFMTA Board of Directors, the SFMTA Executive Team, the Citizens’ Advisory Council, office-based and customer-facing staff, and key external stakeholders, had an opportunity to comment on the Strategic Plan, identify major challenges and issues, and vet the draft plan elements as they were developed.

*Development of the plan elements*

In addition to the needs assessment research and the review of existing customer and employee satisfaction surveys, the strategic planning team conducted the following outreach sessions prior

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to drafting the plan elements:

- Interviews with the agency Executive Team to identify agency needs.
- Online and paper surveys on workplace values.
- Workshops and site visits across agency locations to discuss workplace values.
- Brainstorming workshops with subject matter experts on how to achieve agency goals.
- Online survey and/or interviews with key external stakeholders, directors from city and county departments, and transportation advocate groups.
- Coordination with long-range planning efforts on pop-up outreach sessions and a survey to engage the general public on what is most important to them.

In total, these sessions captured thousands of handwritten and electronic comments during the development process, providing a rich overview of the issues and opportunities facing the SFMTA. The strategic planning team distilled and categorized these comments into broad themes and relayed that information to the Executive Team, who then used it in the development of the plan elements.

When the plan elements had been drafted, the agency's Performance and Business Support Team worked with both internal and external stakeholders to identify relevant metrics and specific annual targets. These efforts include:

- An internal review of existing performance metrics for the Fiscal Year 2013 – Fiscal Year 2018 Strategic Plan. Involving more than 65 SFMTA staff members, this review identified metrics for continued reporting, refined methodologies and data sources, and established new metrics and targets to reflect new objectives.
- Engagement with city partners at the Planning Department, the Department of Environment, and the San Francisco County Transportation Authority for alignment of data collection and reporting efforts to achieve shared city goals.

### *Vetting the draft plan elements*

In addition to the stakeholder engagement during the development of the plan elements, the strategic planning and performance teams vetted the draft plan and performance metrics with stakeholders and reported the suggested modifications back to the Executive Team. Feedback from the following groups was critical in evaluating and finalizing the strategic plan elements:

- *SFMTA Board Policy and Governance Committee:* the Strategic Planning Team and the Performance and Business Support Team discussed a draft of the Strategic Plan framework, key elements, and performance metrics with the committee in June and September 2017.
- *Agency staff:* All staff had the opportunity to review the draft plan elements and suggest actions for implementation at a series of open houses in May and August 2017.
- *Senior Management Team:* the Strategic Planning Team discussed a draft of the Strategic Plan elements was discussed with broader agency leadership in June and September 2017.

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- *Multimodal Accessibility Advisory Committee:* the Strategic Planning Team discussed a draft of the Strategic Plan framework and the key plan elements with the committee in August 2017.
- *Agency Labor Unions:* the Strategic Planning Team and the Performance and Business Support Team discussed a draft of the Strategic Plan framework, key elements, and performance metrics with the group at the quarterly meeting with agency management in August 2017.
- *External stakeholders:* City partners and key transportation advocates were interviewed or participated in an online survey to discuss their priorities and thoughts on the city's transportation system needs as a whole.
- *SFMTA Citizens' Advisory Council:* the Strategic Planning Team and the Performance and Business Support Team discussed a draft of the Strategic Plan framework, key elements, and performance metrics was discussed with the group in August 2017 and January 2018. The Citizens' Advisory Council issued a recommendation to the SFMTA Board of Directors that they adopt the SFMTA Strategic Plan.
- *SFMTA Board of Directors:* The Director of Transportation discussed a draft of the Strategic Plan elements with the full Board at its annual workshop in January 2018. The Board provided comments on the draft elements, metrics, and policy decisions included in the strategic plan.

## **ALTERNATIVES CONSIDERED**

Without a strategic plan, the SFMTA would not have an effective way to set priorities, manage resources, and track the impacts of agency services, programs, and projects.

When starting the development process, the Executive Team considered several potential processes that the agency could follow in developing the next strategic plan. Each had different implications regarding the timeframe, process structure, and key deliverables. After an extensive evaluation of the last plan and a needs assessment for the agency, the Executive Team determined that while the city is changing, the core vision, mission, and high-level goals established in 2012 still capture the intentions and ambitions of the agency. Therefore, they opted to keep the basic elements from the last plan that still work for the agency, and develop new strategic objectives and performance metrics as needed.

## **FUNDING IMPACT**

While no specific projects or programs are funded directly through the Strategic Plan, it does inform the agency's long-range capital program prioritization and near-term budgeting processes. The agency will conduct a comprehensive assessment of its progress towards achieving its goals and objectives in advance of the next two-year budget cycle, and will update the strategic plan elements to address any changes in city priorities.



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**ENVIRONMENTAL REVIEW**

On February 23, 2018, the SFMTA, under authority delegated by the Planning Department, determined that the SFMTA Strategic Plan is not defined as a “project” under the California Environmental Quality Act (CEQA) pursuant to Title 14 of the California Code of Regulations Sections 15060(c) and 15378(b).

A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors and is incorporated herein by reference.

**OTHER APPROVALS RECEIVED OR STILL REQUIRED**

The City Attorney has reviewed this report.

**RECOMMENDATION**

It is recommended that the San Francisco Municipal Transportation Agency Board of Directors adopt the SFMTA Strategic Plan.

SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY  
BOARD OF DIRECTORS

RESOLUTION No. \_\_\_\_\_

WHEREAS, Under San Francisco Charter Section 8A.103, “*Service Standards and Accountability*”, the Municipal Transportation Agency must adopt the methods by which performance on established service standards will be measured; and

WHEREAS, The Fiscal Year 2013 – Fiscal Year 2018 Strategic Plan will expire on June 30, 2018; and,

WHEREAS, The SFMTA Strategic Plan establishes goals, objectives, and performance metrics that will guide the agency’s work; and,

WHEREAS, The performance metrics and targets associated with each of the objectives in the SFMTA Strategic Plan will track the established service standards and overall agency performance for the Fiscal Year 2019 – Fiscal Year 2020 budget cycle; and,

WHEREAS, Outreach and engagement efforts with SFMTA staff and external stakeholders were held over the last twelve months to inform the development and vetting of a new vision, mission statement, goals, objectives, performance metrics, and targets for the agency; and,

WHEREAS, On February 23, 2018, the SFMTA, under authority delegated by the Planning Department, determined that the SFMTA Strategic Plan is not defined as a “project” under the California Environmental Quality Act (CEQA) pursuant Title 14 of the California Code of Regulations Sections 15060(c) and 15378(b); and,

WHEREAS, A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors, and is incorporated herein by reference; now, therefore, be it

RESOLVED, That the San Francisco Municipal Transportation Agency Board of Directors adopts the SFMTA Strategic Plan, effective July 1, 2018, which represents the vision, mission statement, goals and objectives for the San Francisco Municipal Transportation Agency; and,

RESOLVED, That the Director of Transportation is authorized to make any necessary technical and clerical corrections to the adopted SFMTA Strategic Plan.

I certify that the foregoing resolution was adopted by the San Francisco Municipal Transportation Agency Board of Directors at its meeting of April 3, 2018.

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Secretary to the Board of Directors  
San Francisco Municipal Transportation Agency