

**San Francisco  
Municipal Transportation Agency**

# **Strategic Plan**

April 3, 2018

# SFMTA Strategic Plan Overview

**Vision:** Excellent transportation choices for San Francisco.

**Mission Statement:** We connect San Francisco through a safe, equitable, and sustainable transportation system.

**Workplace Values:** Respect – Inclusivity – Integrity

## Strategic Goals

**Goal 1: Create a safer transportation experience for everyone.**

Objective 1.1: Achieve Vision Zero by eliminating all traffic deaths.

Objective 1.2: Improve the safety of the transit system.

Objective 1.3: Improve security for transportation system users.

**Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.**

Objective 2.1: Improve transit service.

Objective 2.2: Enhance and expand use of the city's sustainable modes of transportation.

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

**Goal 3: Improve the quality of life and environment in San Francisco and the region.**

Objective 3.1: Use agency programs and policies to advance San Francisco's commitment to equity.

Objective 3.2: Advance policies and decisions in support of sustainable transportation and land use principles.

Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Objective 3.5: Achieve financial stability for the agency.

**Goal 4: Create a workplace that delivers outstanding service.**

Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Objective 4.3: Enhance customer service, public outreach, and engagement.

Objective 4.4: Create a more diverse and inclusive workforce.

Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

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# About the SFMTA

The San Francisco Municipal Transportation Agency (SFMTA) manages all ground transportation in the city.

A department of the City & County of San Francisco, the SFMTA was established by voters in 1999 with the passage of Proposition E, which merged the San Francisco Municipal Railway (Muni) with the Department of Parking and Traffic. This merger created an integrated multimodal transportation agency to manage city streets and advance the city's Transit First Policy. In 2009, the Taxi Commission also joined the agency. By 2018, the SFMTA has grown to a team of over 6,000 public servants. Together, the agency oversees Muni operations and paratransit services, manages parking and traffic, facilitates bicycling and walking, regulates taxis, and plans community-based projects to improve San Francisco's transportation system.

The agency is governed by a Board of Directors appointed by the Mayor and confirmed by the City & County of San Francisco Board of Supervisors. The SFMTA Board of Directors provides policy oversight for the agency, including approval of its programs and capital projects, its budget and contracts, and approval of proposed changes of fares, fees, and fines.

## SFMTA Governance & Leadership

Mark Farrell, *Mayor*

### SFMTA Board of Directors

Cheryl Brinkman, *Chair*

Malcolm Heinicke, *Vice-Chair*

Gwyneth Borden, *Director*

Lee Hsu, *Director*

Joél Ramos, *Director*

Cristina Rubke, *Director*

Art Torres, *Director*

### SFMTA Executive Team

Edward D. Reiskin, *Director of Transportation*

Sonali Bose, *Finance & Information Technology*

Kate Breen, *Government Affairs*

Donald D. Ellison, *Human Resources*

John Haley, *Transit*

Melvyn Henry, *System Safety*

Tom Maguire, *Sustainable Streets*

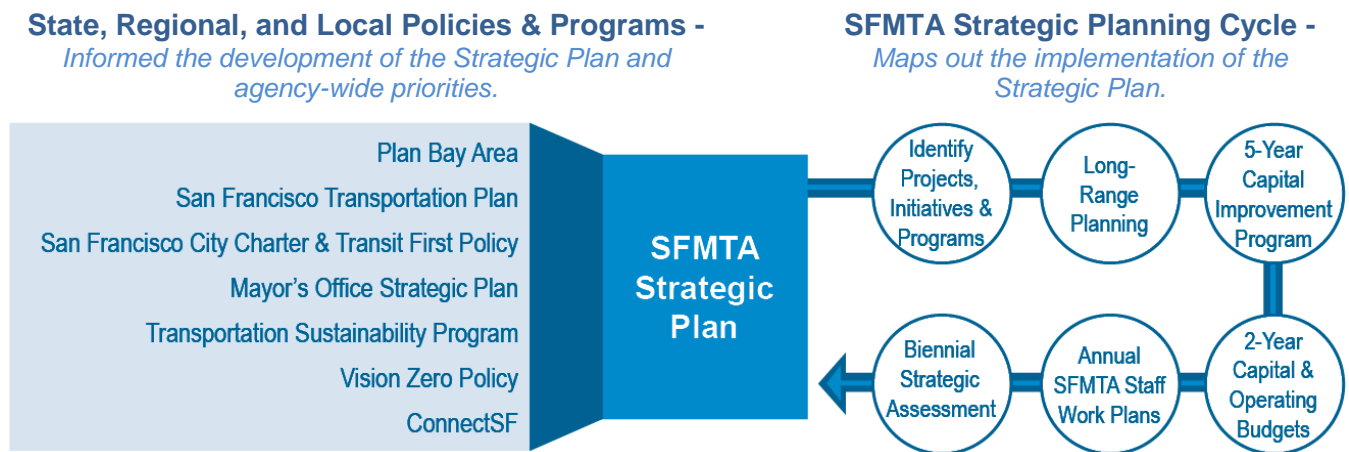
Candace Sue, *Communications & Marketing*

Kate Toran, *Taxis & Accessible Services*

Siew-Chin Yeong, *Capital Programs & Construction*

# Strategic Plan Policy Framework

San Francisco’s transportation system is shaped by policies and programs at federal, state, regional, and local levels. These policies span transit, urban development, housing, and climate change regulations, and will continue to impact future projects, programs, and policies in San Francisco for years to come.



The SFMTA Strategic Plan establishes a consistent approach for how 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 10-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 the budgeted projects. In this way, all agency plans, programs, and projects will be in line with the Strategic Plan.

## State, Regional, and Local Policies & Programs

At the state level, the **Sustainable Communities and Climate Protection Act of 2008** mandates the coordination of transportation and land use planning efforts for each metropolitan planning organization (MPO) in California. Under this act, MPOs must adopt a “sustainable communities’ strategy” as part of their regional transportation plan, including strategies for land use, housing, and transportation to reduce greenhouse gas emissions. The San Francisco Bay Area’s MPO, a combined partnership of the Metropolitan Transportation Commission and the Association of Bay Area Governments, introduced **Plan Bay Area**. This plan allocates nearly \$292 billion for transportation projects through 2040, and directs 80 percent of future housing in the Priority Development Areas established near existing transit corridors. Also, in coordination with Plan Bay Area and the SFMTA, the San Francisco County Transportation Authority (SFCTA) develops a 30-year **San Francisco Transportation Plan** to guide long-term investment in the City & County of San Francisco’s transportation system.

The **San Francisco City Charter** contains two specific sections of code that direct the development of the agency’s goals and objectives. Section 8A of the City Charter establishes the SFMTA, grants the

agency the authority to manage the city's transportation system, and defines standards to track agency performance. A key section of the Transportation Code, the **Transit First Policy**, was added in 1973 and amended in 2007, giving priority to transit, walking, and bicycling in San Francisco. Established by San Francisco voters, this policy forms the basis for all of the agency's programs and policies. In addition to the Transportation Code, the city's Environment Code includes ambitious greenhouse gas emissions targets set in 2008 by the San Francisco Board of Supervisors (Ordinance No. 81-08). The city has achieved the established emissions reduction target for 2017, and this Strategic Plan prioritizes and tracks the agency's work to meet the future reduction targets.

As a department of the City & County of San Francisco, the agency is committed to upholding the common vision established in the Strategic Plan section of **the Mayor's Five-Year Financial Plan**. By incorporating the city's vision and values into this Strategic Plan, the SFMTA will operationalize these concepts and connect them to the work agency staff does every day.

The SFMTA coordinates closely with other city department to improve the safety of the transportation system. Adopted in 2014, **Vision Zero SF** is the city's road safety policy to eliminate all traffic-related fatalities by 2024. In coordination with 10 city departments, the Mayor's Office, and the Board of Supervisors, the SFMTA has prioritizes traffic safety and supports efforts in traffic engineering, law enforcement, policy work, education, and public health leadership to create a safer city.

In an effort to improve and expand the entire transportation system and accommodate the economic and population growth in San Francisco, the San Francisco Planning Department, the SFCTA, and the SFMTA established the **Transportation Sustainability Program**. This program consists of three main components – the Transportation Sustainability Fee, California Environmental Quality Act Reform, and the Transportation Demand Management Ordinance – that will improve the safety and comfort of the city's transportation system now and in the future.

In 2017, the San Francisco Planning Department, the SFMTA, the SFCTA, and the Office of Economic and Workforce Development came together to develop a unified, 50-year vision for the city's transportation system as part of the **ConnectSF** program. This program represents the city's priorities, goals, and aspirations within the larger San Francisco Bay Area, and lays the foundation for the next generation of transportation plans and projects. Developed as a concurrent effort to the ConnectSF visioning process, the SFMTA Strategic Plan's elements are informed by this program's research and public outreach findings, and are consistent with ConnectSF goals.

# Issues & Opportunities

Since the agency adopted its last strategic plan in 2012, San Francisco and the SFMTA have seen significant changes that have affected the city’s transportation system and the overall mobility of its residents, workers and visitors. As part of the strategic planning process, the agency worked with its own staff and external stakeholders to gather insight about the impact these changes have had on San Francisco communities and identify the key issues and concerns that should be addressed in the Strategic Plan.

Many of the challenges and opportunities that the agency faces in the next several years are a result of or in response to the changing and growing city. San Francisco is one of 20 fastest-growing cities in the United States, with the current city population of over 870,000 the city is expected to reach almost a million by 2035 and 1.1 million by 2040. The majority of the new residents are white, highly-educated, and comparatively wealthy, and the largest population segment in the city is now between 20-29 years old. Persons of color, from older age groups, or those with lower levels of educational attainment have been leaving the city.

In understanding and evaluating these changing factors and what they mean for the people living, working, and visiting San Francisco, the SFMTA has developed an informed and flexible strategic plan that enables the agency to be responsive and more effective in managing the transportation system.

## Increasing Infrastructure Needs

Regional & City Context	Potential Agency Opportunities
<i>Aging transportation infrastructure:</i>	
<ul style="list-style-type: none"> <li>• Aging infrastructure and equipment can reduce system-wide service delivery and reliability.</li> <li>• Transportation infrastructure funding has not kept pace with its needs, and uncertainty in funding may delay critical construction projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify a diverse mix of local, state, and federal funding for infrastructure enhancements and expansions.</li> <li>• Continue preventative maintenance programs to keep assets in good repair.</li> </ul>
<i>Climate change and system resilience:</i>	
<ul style="list-style-type: none"> <li>• The San Francisco Bay Area is especially vulnerable to the impacts from climate change and rising sea levels.</li> <li>• The private transportation sector continues to be the largest single source of emissions within San Francisco.</li> <li>• San Francisco has established ambitious greenhouse gas emission reduction goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Build on the city’s significant progress in achieving the city’s greenhouse gas emissions-related goals.</li> <li>• Coordinate with other city departments on programs and projects to reduce emissions.</li> <li>• Work in both the near- and long-term to establish a sustainable and resilient transportation system that supports the city’s emergency response needs, economic activity, and everyday mobility.</li> </ul>
<i>Regional coordination:</i>	
<ul style="list-style-type: none"> <li>• There are more than 20 different transit operators that serve the nine-county Bay Area.</li> <li>• Bay Area counties share common challenges of aging infrastructure, climate change, and overall growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Align long-term plans according to shared goals and common outcomes.</li> <li>• Leverage and coordinate spending for improved regional outcomes.</li> </ul>

## A Growing & Changing Population

Regional & City Context	Potential Agency Opportunities
<i>Equity and affordability:</i>	
<ul style="list-style-type: none"> <li>San Francisco is one of 20 fastest-growing cities in the United States and is experiencing significant demographic shifts.</li> <li>City residents and elected officials addressing equity concerns through the creation of more affordable housing, supportive programs, and transit programs.</li> </ul>	<ul style="list-style-type: none"> <li>Continue programs to ensure the cost of getting around the city is affordable such that it does not exacerbate the cost of living.</li> <li>Invest in SFMTA communications to eliminate barriers that have prevented the full participation of all communities and groups in the agency's decision-making processes.</li> </ul>
<i>Accessibility:</i>	
<ul style="list-style-type: none"> <li>Every resident in San Francisco is within a quarter mile of a Muni station or stop.</li> <li>Many stops are not fully accessible to people with disabilities.</li> <li>Disabled placard abuse has negatively impacted access to parking for those in need.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to integrate accessibility improvements into agency projects and services.</li> <li>Identify and address the diverse travel demands of all stakeholder groups across San Francisco.</li> <li>Continue investment in community engagement and multimodal planning to identify and address concerns.</li> </ul>
<i>Commute behaviors and regional development:</i>	
<ul style="list-style-type: none"> <li>Low unemployment has led to more people commuting to job centers across the region.</li> <li>Cost of living is high, and people can often find a range of more affordable housing options further from the established job centers.</li> <li>Moving further from work centers increases the distance and time people spend commuting to work, as well as congestion in the transportation network and impacts to regional air quality.</li> </ul>	<ul style="list-style-type: none"> <li>Improve regional transit connections and new "last mile" solutions in both San Francisco and the region as a whole.</li> <li>Support long-term economic viability while maintaining affordability and livability in the region.</li> </ul>

## A Built-out City

Regional & City Context	Potential Agency Opportunities
<i>Traffic congestion and service delivery:</i>	
<ul style="list-style-type: none"> <li>80% of housing and job growth is expected to be located in 20% of San Francisco.</li> <li>Absent policy changes, congestion and transit service delivery may worsen with the increased number of trips to, from, and within the city.</li> <li>There is limited support for allocating more street space, travel lanes, and infrastructure investments to facilitate active modes of transportation.</li> </ul>	<ul style="list-style-type: none"> <li>Designate space on the streets for sustainable modes by establishing transit-only lanes, bicycle lanes, streetscape features, etc.</li> <li>Promote a shift away from driving alone to travel modes like transit, walking, and bicycling to help ease traffic congestion, particularly during the traditional "rush hour" travel times.</li> <li>Coordinate private transport vehicles while facilitating freight and delivery access to neighborhood businesses.</li> </ul>
<i>Access to curb space and the movement of goods in the city:</i>	
<ul style="list-style-type: none"> <li>Travel lanes and parking and loading zones are increasingly occupied as passenger and commercial vehicles, commuter buses, transit vehicles, and emerging mobility services increase their use of the city's finite street space.</li> </ul>	<ul style="list-style-type: none"> <li>Manage and enforce the usage of the parking and loading zones in support of the safety and reliability of the entire transportation network.</li> <li>Implement transit service and multimodal street designs to help make the best and most efficient use of limited space and resources.</li> </ul>



Regional & City Context	Potential Agency Opportunities
<ul style="list-style-type: none"> <li>Local neighborhoods and communities have needs that may conflict with those of the city and transportation system as a whole.</li> </ul>	<ul style="list-style-type: none"> <li>Work with city and private partners so that all people have equal access to public spaces, goods, and services, including curbs and streets.</li> </ul>
<i>Street safety:</i>	
<ul style="list-style-type: none"> <li>With the Vision Zero policy, the agency has committed to eliminating all traffic-related fatalities. In 2017, San Francisco recorded the lowest number of traffic deaths in recorded history, largely due to investments safety-related infrastructure projects and education programming.</li> <li>Distracted driving has been proven to increase the chance of collisions with other people walking, bicycling, and driving on the city's streets.</li> <li>Crowded or obstructed access to the curb can lead to unexpected stopping in the travel lanes and sudden door openings into the bicycle travel lanes.</li> </ul>	<ul style="list-style-type: none"> <li>Create a focused culture of safety that spans all agency-wide efforts and mandates.</li> <li>Improve planning and construction processes to build safety-related projects more efficiently and effectively.</li> <li>Implement infrastructure projects that have elements that will improve safety, such as: protected bike lanes, new traffic signals, visible crosswalks, pedestrian countdown signals, etc.</li> <li>Work with agency partners to continue education and enforcement programs.</li> </ul>

## Evolving Agency Operations

Regional & City Context	Potential Agency Opportunities
<i>Proactive stakeholder coordination and governance:</i>	
<ul style="list-style-type: none"> <li>Transit technology companies and emerging mobility services have fundamentally redefined how people think about travelling through the city, and the number of these services has continued to grow.</li> <li>The number of additional vehicles and drivers on the road has significantly increased in recent years.</li> <li>There is limited opportunity for local regulatory action to ensure the positive impact of emerging mobility services on the city.</li> </ul>	<ul style="list-style-type: none"> <li>Redefine how the agency coordinates with both public agencies and private companies operating transportation options.</li> <li>Foster partnerships to address congestion and travel-time issues and provide sufficient government regulation to meet city livability goals related to safety, sustainability, affordability, and accessibility.</li> <li>Clarify the spectrum of sustainable travel choices in San Francisco and enable the agency to guide resources to improve those networks.</li> </ul>
<i>Efficiency and effectiveness of internal processes:</i>	
<ul style="list-style-type: none"> <li>The agency budget has grown to finance the increases in transit service, and to implement projects and programs that improve safety and livability in the city.</li> <li>The agency's skilled workforce continues to build on over 100 years of serving the City &amp; County of San Francisco.</li> </ul>	<ul style="list-style-type: none"> <li>Improve data management, project delivery, hiring, and professional and workforce development.</li> <li>Work cross-divisionally and with city partners to implement improved processes consistently and effectively for all staff members.</li> </ul>
<i>Communications and public engagement:</i>	
<ul style="list-style-type: none"> <li>Excellent or Good rating of Muni Service at 70% for the last two years, the highest it has been in over 15 years.</li> <li>Perception that stakeholder needs are not heard and taken into account throughout the development and implementation of any new projects and programs.</li> </ul>	<ul style="list-style-type: none"> <li>Improve internal and external communications processes in order to work more effectively with members of the public, stakeholders, and community groups.</li> <li>Ensure that all relevant stakeholder needs are heard and taken into account in the provision of existing service and throughout the development and implementation of any new projects and programs.</li> </ul>

# SFMTA Strategic Plan

Strategic plans help align an organization's people, services, projects, processes, resources, and tools. The SFMTA Strategic Plan is defined by a set of terms that outline high-level concepts and aspirations – *values, vision, mission, and goals* – and the actionable strategies – *objectives and actions* – which can then be incorporated into the everyday work of agency staff.

The performance metrics established for each objective will measure agency progress and chart a course for ongoing evaluation and reporting.

**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.

**Actions:** Programs and initiatives to implement the Strategic Plan and move the needle on metrics.

## Vision

*Excellent transportation choices for San Francisco.*

## Mission Statement

*We connect San Francisco through a safe, equitable, and sustainable transportation system.*

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Vision statements are an organization's future desired state, and mission statements describe an organization's overall purpose and function. To this end, the SFMTA vision statement has been refined from the last Strategic Plan to focus on the diverse transportation options available within San Francisco. The mission statement has also been modified from the last plan to emphasize the agency's core purpose rather than a list of the specific job duties its staff fulfills on a day-to-day basis.

The intent and meaning of agency's vision and mission statement remain consistent with those established in the last plan, and will continue to aid the agency in leading and managing the city's transportation network. They resonate with staff across the agency, and are consistent with the expectations of agency stakeholders in fulfilling the agency's commitment to serving residents, workers, and visitors to San Francisco. Taken together, they set a path for the agency and guide the establishment of this plan's goals and objectives.

## Workplace Values

A clear set of values aligned with the overall vision and mission are critical to the successful achievement of all the strategic goals.

Values not only support what the agency strives to accomplish, but also establishes how staff will work together to accomplish the strategic goals and objectives in this Strategic Plan. They guide everyday interactions amongst colleagues, during public outreach and engagement processes, and throughout agency functions such as hiring, performance management, and employee recognition programs. Values influence communications, major agency decisions, and investments in infrastructure.

The development of this new Strategic Plan gave the SFMTA the opportunity to reinvigorate the agency's workplace values to make them more useful for staff, improve the culture of the agency, and ultimately provide the public with better service.

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*As the transportation agency for one of the most vibrant and progressive cities in the world, our values reflect the city we serve. We commit to upholding these values:*

### RESPECT

We are courteous and constructive in our treatment of others.

We recognize our colleagues and their contributions are vital to the agency.

We listen and directly engage our colleagues and the public to understand their needs and deliver effective services.

### INCLUSIVITY

We seek a variety of identities, abilities, and interaction styles to promote a diverse and fair workplace.

We operate from the context of teamwork and positive intent.

We serve the public and address historic inequities in transportation by including all communities in the agency's decision-making processes.

### INTEGRITY

We are accountable for and take ownership of our actions.

We are responsive and honor our commitments to our colleagues and stakeholders.

We are transparent and honest in everything we do, from internal operations to external delivery.

## Strategic Goals

The SFMTA remains committed to the safety, sustainable mobility, and livability of the city, as well as to fostering a more productive, service-oriented workplace.

*The four strategic goals for the agency are:*

Goal 1: Create a safer transportation experience for everyone.

Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

Goal 3: Improve the quality of life and environment in San Francisco and the region.

Goal 4: Create a workplace that delivers outstanding service.

All goals, objectives, and performance metrics identified herein do not commit the city to a definite course in implementing any individual proposal. All actions may be considered and finally approved or disapproved individually by the applicable decision-making body at a future time.

Targets for each of the performance metrics will be defined every two years in line with the budget cycle. This will ensure there is adequate funding to support the agency's strategic actions and achieve the objectives.

# SAFETY

## Goal 1: Create a safer transportation experience for everyone.

Safety is the agency's first priority. There is no greater need than ensuring the safety and security of the system's users and the general public. Delivering a safer transportation experience requires coordination of the agency's personnel and resources across the city, as well as maintaining a consistent, reliable, and safe transportation network with agency partners.

In addition to working to achieve Vision Zero by eliminating all traffic-related fatalities, the agency will work to create a safer transportation experience by continuing to reduce collisions, address vulnerabilities and areas of improvement; implement safety and training programs; and collaborate with city partners to ensure the best conditions possible for the network and customers.

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### Objective 1.1: Achieve Vision Zero by eliminating all traffic deaths.

Since its adoption in 2014, Vision Zero has remained a citywide priority. Strategies to reduce pedestrian fatalities are the agency's most urgent concern, and the ongoing efforts in support of Vision Zero could range from street design and physical projects, to education programs, and targeted enforcement. Ongoing discussions and alignment between the SFMTA and many other municipal agencies, including the San Francisco Department of Public Health and the San Francisco Police Department, will be instrumental in helping achieve Vision Zero.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Traffic fatalities	Monthly

### Objective 1.2: Improve the safety of the transit system.

Ensuring safe operations is a priority and common focus across the agency. The SFMTA is actively engaged in reducing collisions and injuries throughout the transit system, and is working to improve San Francisco's streets and transit routes to meet the needs of the city. Work done in support of this objective include modernizing the fleet, identifying and addressing issues at key locations, and expanding staff training programs.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Muni collisions per 100,000 miles	Monthly

**Objective 1.3: Improve security for transportation system users.**

Regardless of how they choose to travel, all residents, workers, and visitors should feel secure from threats while using the transportation system. The agency will continue to work with the San Francisco Police Department and other partners to better protect people and prevent crime on city streets, at transit stops, in Muni stations, and on transit vehicles.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Customer rating: Feeling safe and secure on Muni	Annually
SFPD-reported Muni-related crimes per 100,000 miles	Monthly

# TRAVEL CHOICES

## Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

The SFMTA is committed to fostering an urban environment where sustainable modes of travel are desirable, accessible, and preferred over operating a private vehicle. In line with the city’s Transit First Policy, the agency will continue to work on its ongoing service enhancements and multimodal infrastructure improvements across the city. Though driving will remain a necessary choice for some people, the agency’s focus on improving and increasing the use of sustainable modes will result in decreased congestion, better transit performance, and enhanced networks for all modes in the city.

For use in this Strategic Plan, a sustainable travel mode is one that supports the city’s climate action goals and one that also meets the long-term economic, social, and physical needs of the city. Because they directly support these goals, the SFMTA will promote walking, bicycling, and public transit, as well as those modes that complement their use, like taxis and vehicle sharing. Determination of sustainability for other transportation modes and methods used to travel to, from, and within San Francisco will be established in later SFMTA planning and strategy work as data becomes available.

### Objective 2.1: Improve transit service.

The Muni system carries 720,000 average daily riders and is key to helping the City meet its economic and environmental goals. The SFMTA will continue to use new service management tools and techniques to improve the reliability and quality of service for our riders.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Percentage of Muni trips with service gaps	Monthly
Muni on-time performance	Monthly
Percentage of scheduled Muni service hours delivered	Monthly
Percentage of Muni bus trips over capacity during morning and evening peak	Monthly
Operational availability of elevators and escalators at Muni stations	Monthly
Muni mean distance between failure	Monthly
Percentage of cable service hours delivered without interruption	Monthly



## Objective 2.2: Enhance and expand use of the city’s sustainable modes of transportation.

San Francisco’s growing population and robust economy has highlighted the importance of mode shift, as the increased vehicle congestion can make it challenging to get around the city. Beyond the regular maintenance to keep the network in a state of good repair, the agency is committed to improving public infrastructure and increasing the use of sustainable modes. These improvements may include impactful additions to the transit and bicycle networks, as well as improving the public realm for all people.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Muni ridership - average weekday and total annual	Monthly; Annually
Sustainable transportation mode share	Biennially
Average weekday taxi trips	Monthly
Average weekday bicycle counts	Quarterly
Customer rating: Overall customer satisfaction with Muni	Annually

## Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

Established in 1973, the Transit First Policy is the city’s long-standing mandate to promote the safe and efficient movement of people and goods in San Francisco. As the city and regional population grows, San Francisco’s often narrow streets, limited curb space and parking, and ongoing construction has made it increasingly challenging for people to navigate the system. Despite these constraints and other urban development and land use challenges, the agency will continue to explore all options to best manage the city’s parking supply and make the streets work better for personal travel and commercial deliveries.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Muni average travel time on key transit segments	Quarterly
Percentage of metered hours that meet parking occupancy targets	Quarterly

# LIVABILITY

## Goal 3: Improve the quality of life and environment in San Francisco and the region.

Through implementation of this goal, not only will the SFMTA strive to make a positive impact in people’s lives in the near-term, but also ensure the continued development of a more equitable and sustainable San Francisco in the long-term. As such, the agency is committed to programs like the Muni Service Equity Strategy, the city’s Transportation Sustainability Program, and long-range planning efforts with regional partners to ensure the resiliency the transportation system. Additionally, the agency will work with emerging mobility services to ensure their operations are consistent with the city’s expectations for sustainable transportation.

### Objective 3.1: Use agency programs and policies to advance San Francisco’s commitment to equity.

The SFMTA is committed to operating an equitable transportation system that contributes to the fair treatment, access, opportunity, and advancement of all people. The agency will continue to look for effective strategies to understand communities’ priorities and ensuring the full participation of groups that have experienced systemic oppression.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Percentage of eligible population utilizing free or discounted Muni fare programs	Monthly
Traffic fatalities in Communities of Concern	Monthly
Muni service gap differential on routes identified in the Muni Equity Strategy	Monthly
Paratransit on-time performance	Monthly
Customer rating: Overall customer satisfaction with paratransit services	Annually
Percentage of contract dollars awarded to designated Disadvantaged Business Enterprises (DBE) and Local Business Enterprises (LBE)	DBE: Quarterly; LBE: Annually

### Objective 3.2: Advance policies and decisions in support of sustainable transportation and land use principles.

With this objective, the agency is looking further into the future in order to develop a better, more connected, and sustainable city and region. The SFMTA is committed to working with city departments and stakeholders to develop programs and policies in line with the city’s overarching vision, mission, and values; further establish the city’s interconnected land use allocation and transportation system; and implement proven transportation demand management policies.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Ratio of parking spaces to units in newly entitled projects	Annually

### Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

Emerging mobility services describe the transportation network companies, autonomous vehicles, and other technology innovations that continue to automate and transform the transportation sector. Over the last several years, many of these services have established themselves as competitive transportation providers in the city. With input from these companies, community stakeholders, and other city departments, the SFMTA has established a set of guiding principles to outline how these services can meet city goals and minimize negative impacts. To ensure that these services will complement public services and meet the needs of the city as a whole, the agency will continue to act proactively to understand, interpret, work with, and adapt to the innovations in modern urban transportation.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Number of trips using emerging mobility services	Quarterly
Collisions per 100,000 miles involving emerging mobility services	Quarterly
Percentage of trips using emerging mobility services provided to and from Communities of Concern	Quarterly
Number of trips using emerging mobility services provided to people with disabilities	Quarterly

### Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Building on current agency efforts, the SFMTA will continue to implement programs that will enable the city to reach its environmental goals. As detailed in the SFMTA’s Climate Action Strategy, recommended programs that may help the agency achieve this objective span near-term adaptation programs; resource conservation; and longer-term resilience projects with considerations towards California’s perennial drought risk, rising sea levels, and other climate change conditions.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Agency waste diversion rate	Quarterly
Transportation sector carbon footprint (metric tons CO2e)	Annually
Agency resource consumption	Monthly

### Objective 3.5: Achieve financial stability for the agency.

In coordination with its city partners and stakeholders, the SFMTA will need to continually seek out new funding sources to continue delivering service and maintaining the transportation system. These sources could range from city and regional programs to federal grants. In addition to being proactive in finding new sources, the agency will effectively allocate existing funding and make the most efficient and responsible use of public resources.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Agency fund balance ratio	Annually
Year-end investment toward State of Good Repair	Annually
Muni cost per revenue hour	Annually
Muni cost per unlinked trip	Annually
Farebox recovery ratio	Annually
Muni cost recovery ratio	Annually

# SERVICE

## Goal 4: Create a workplace that delivers outstanding service.

Investing in the SFMTA workforce is a critical element to the overall achievement of the agency’s goals and objectives. When staff have the resources and tools to succeed, they can become more efficient, effective, and prepared to deliver services in support of all agency goals and objectives. These resources could range from physical safety equipment and project delivery process improvements, to new community engagement training courses and professional development programs. Together, they will create a solid foundation for the agency’s workforce and establish a baseline for how all teams work together, communicate, engage with the community, and more effectively and efficiently deliver projects and services.

### Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

Improving the morale of the workforce will lead to greater staff engagement and an overall greater ability to deliver community services and projects. Through ongoing efforts, including recognition programs, professional development, and training opportunities, the agency can move towards being a more collaborative workplace that trains and engages staff at all locations and job classifications.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Employee unscheduled absence rate	Monthly
Employee rating: Overall employee satisfaction	Annually
Employee wellness program utilization rate	Quarterly

### Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

No matter where the work is located – be it in an agency vehicle, at a maintenance facility, on the street, or in an office – the agency’s staff must have a safe and secure environment in which to perform their duties. In addition to these workplace safety and security considerations, the agency’s workplace operations can be enhanced by implementing the facility and equipment upgrades necessary to ensure staff are at their most productive. By coordinating the safety and security of SFMTA staff with other internally-focused programs that support Goal 4, the agency is prioritizing a stable, comprehensive, and fully supportive workplace for all staff.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Security incidents involving SFMTA employees	Monthly
Workplace injuries per 200,000 hours	Monthly

### Objective 4.3: Enhance customer service, public outreach, and engagement.

Effective communications and consistent messaging can create meaningful opportunities for community input, give policymakers the information they need to support their communities, and improve the agency's projects and service delivery. Not only is community engagement critical in developing near-term projects that serve the community, it can also benefit long-term, comprehensive efforts related to safety, transit service, and mode choice. Placing this objective in Goal 4 underscores the agency's commitment to not only improve agency communications and engagement processes, but to also overhaul the agency's internal communications processes to better serve the public and agency staff.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Muni employee commendations to 311	Monthly
Muni customer complaints per 100,000 miles	Monthly
Percentage of customers responded to within timeliness standards	Monthly
Percentage of Muni Passenger Service Reports addressed within timeliness standards	Monthly
Percentage of streets-related customer requests addressed within timeliness standards	Monthly/Quarterly
Community rating: Feeling of being informed about SFMTA projects	Biennially
Customer rating: Muni communication with riders	Annually

### Objective 4.4: Create a more diverse and inclusive workforce.

The agency's workforce should reflect the diversity and cultural competency of the city. As such, the agency will continue to comply with regulatory directives to ensure equity in how the agency hires staff, allocates resources, and delivers services. The SFMTA will also work to evolve into a more diverse and inclusive workplace through a commitment to treating people respectfully regardless of position; accepting, understanding, and valuing the unique qualities of people; and forging the open-minded and inclusive attitudes that are vital in building a functioning and fair workplace that accords all staff the respect they deserve.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Employee rating: I feel that the agency values workplace diversity	Annually
Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately	Annually

### Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

Under this objective, the SFMTA is committed to improving administrative operations to increase the overall efficiency of the agency and help teams work together more effectively. The agency will also continue to research and implement best practices that further improve processes and better serve the public. These operational changes, over time and across work units, will result in improved delivery of projects, programs, and services.

<i>Performance Metrics</i>	<i>Reporting Frequency</i>
Percentage of capital projects initiated/completed on time	Quarterly
Percentage of capital projects completed within budget	Quarterly
SFMTA service-critical operations and maintenance staff vacancy rate	Monthly
Percentage of sign and meter work orders completed within timeliness standards	Monthly

# Implementation & Evaluation

Implementation of the Strategic Plan lies chiefly in the development and completion of the strategic actions developed on a two-year cycle in line with the SFMTA budget process. While each SFMTA division specifies their operations and capital investments will support the implementation of the new plan, success will also depend on the identification of cross-divisional strategic initiatives to improve project and service delivery across all agency functions. In this way, the agency's actions will be visible throughout the organization and be reflected in staff performance plans, aligning all staff efforts in working towards achieving the agency vision.

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## Evaluation

Rather than specifying a specific timeframe during which the agency will implement this plan, this Strategic Plan will be a living document that can be updated as needed to respond to the constantly evolving city and region. Prior agency strategic plans were updated every five-to-six years, leaving little opportunity to modify the objectives and metrics as needed. With this new Strategic Plan, the agency will conduct a comprehensive assessment of its progress towards achieving its goals and objectives every two years in advance of the development of each capital and operating budget. At that time, the agency will update the strategic plan elements to address changes in city priorities and in the needs of the residents, workers, and visitors that use the transportation system.

In addition to the biennial assessment of the plan, the SFMTA will chart progress towards achieving its objectives by tracking the movement on the performance metrics listed in this plan. Targets for each metric will be defined every two years in line with the budget cycle to ensure there is adequate funding to support the agency's strategic initiatives and meet the targets.

## Reporting

Public reporting on progress is critical to the implementation process. As the agency moves forward in completing actions and establishing new programs, the SFMTA will continue to issue regular public reports and updates on the actions and metrics:

- **Monthly online updates on the metrics:** The SFMTA publishes monthly metrics data to the public website in order to provide greater transparency on agency performance.
- **Quarterly progress updates and metrics reports at the SFMTA Board's Policy and Governance Committee:** Quarterly updates on the actions and performance metrics keep the Board of Directors and general public updated on ongoing agency work in support of the plan.
- **Monthly and Semiannual Controller's Office reporting:** A subset of the metrics are tracked and reported publicly by the City & County of San Francisco Controller's Office as part of the online City Performance Scorecards.
- **SFMTA Annual Report:** The agency issues a report each year outlining the key accomplishments and challenges addressed over the course of the prior year, as well as key financial information, a year-end review of the performance metrics, and the direction the SFMTA is moving.
- **Biennial Municipal Transportation Quality Review:** This review is mandated by the City Charter and completed every other year by an independent consultant.

## Links to more information

About the SFMTA	<a href="http://www.sfmta.com/about-sfmta">www.sfmta.com/about-sfmta</a>
City & County of San Francisco Five-Year Financial Plan	<a href="http://sfcontroller.org/sites/default/files/Documents/Budget/Five%20Year%20Financial%20Plan%20FY17-18%20through%20FY21-22%20%28Proposed%29%20FINAL.pdf">http://sfcontroller.org/sites/default/files/Documents/Budget/Five%20Year%20Financial%20Plan%20FY17-18%20through%20FY21-22%20%28Proposed%29%20FINAL.pdf</a>
ConnectSF	<a href="http://connectsf.org/">http://connectsf.org/</a>
Muni System Map	<a href="http://www.sfmta.com/maps/muni-system-map">www.sfmta.com/maps/muni-system-map</a>
Muni Equity Strategy	<a href="http://www.sfmta.com/muniequity">www.sfmta.com/muniequity</a>
Plan Bay Area	<a href="http://www.planbayarea.org">www.planbayarea.org</a>
San Francisco City Charter - Transportation & Environment Codes	<a href="http://www.amlegal.com/codes/client/san-francisco_ca/">http://www.amlegal.com/codes/client/san-francisco_ca/</a>
San Francisco Climate Action Strategy	<a href="https://sfenvironment.org/0-50-100-roots">https://sfenvironment.org/0-50-100-roots</a>
San Francisco Transportation Plan	<a href="http://www.sfcta.org/san-francisco-transportation-plan-sftp-2017-update">http://www.sfcta.org/san-francisco-transportation-plan-sftp-2017-update</a>
SFMTA Accessible Services	<a href="http://www.sfmta.com/accessibility">www.sfmta.com/accessibility</a>
SFMTA Board of Directors	<a href="http://www.sfmta.com/board">www.sfmta.com/board</a>
SFMTA Capital Improvement Program	<a href="https://www.sfmta.com/about-sfmta/reports/fy-2017-2021-capital-improvement-program">https://www.sfmta.com/about-sfmta/reports/fy-2017-2021-capital-improvement-program</a>
SFMTA Climate Action Strategy	<a href="https://www.sfmta.com/reports/2017-san-francisco-transportation-system-climate-action-strategy-cas">https://www.sfmta.com/reports/2017-san-francisco-transportation-system-climate-action-strategy-cas</a>
SFMTA Short Range Transit Plan	<a href="https://www.sfmta.com/about-sfmta/reports/short-range-transit-plan-fy-2017-fy-2030">https://www.sfmta.com/about-sfmta/reports/short-range-transit-plan-fy-2017-fy-2030</a>
Transportation Demand Management	<a href="https://www.sfmta.com/projects-planning/projects/transportation-demand-management">https://www.sfmta.com/projects-planning/projects/transportation-demand-management</a>
Transportation Sustainability Program	<a href="http://sf-planning.org/transportation-sustainability-program">http://sf-planning.org/transportation-sustainability-program</a>
Vision Zero SF	<a href="http://visionzerosf.org/">visionzerosf.org/</a>

SFMTA Strategic Plan

**[sfmta.com](http://sfmta.com)**