



**SFMTA**

# **SFMTA Strategic Plan Implementation, Evaluation, and Reporting**

Policy and Governance Committee

May 27, 2023

# Agenda



**Refresher on the Strategic Plan**



**Implementation Process & Reporting**



**Discussion: *PAG reporting structure and needs***

# A Roadmap for the Agency

## The Strategic Plan:

- Helps align an organization's people, services, projects, processes, and tools.
- Establishes the overall direction of an organization as well as specific goals and metrics.
- Will be revised as needed to reflect changing conditions and needs.





# Strategic Plan Elements

- Agency Vision
- Values and Metrics
- Strategic Goals

# Vision

**A city of diverse and vibrant neighborhoods seamlessly connected by safe, reliable, affordable transportation for all.**

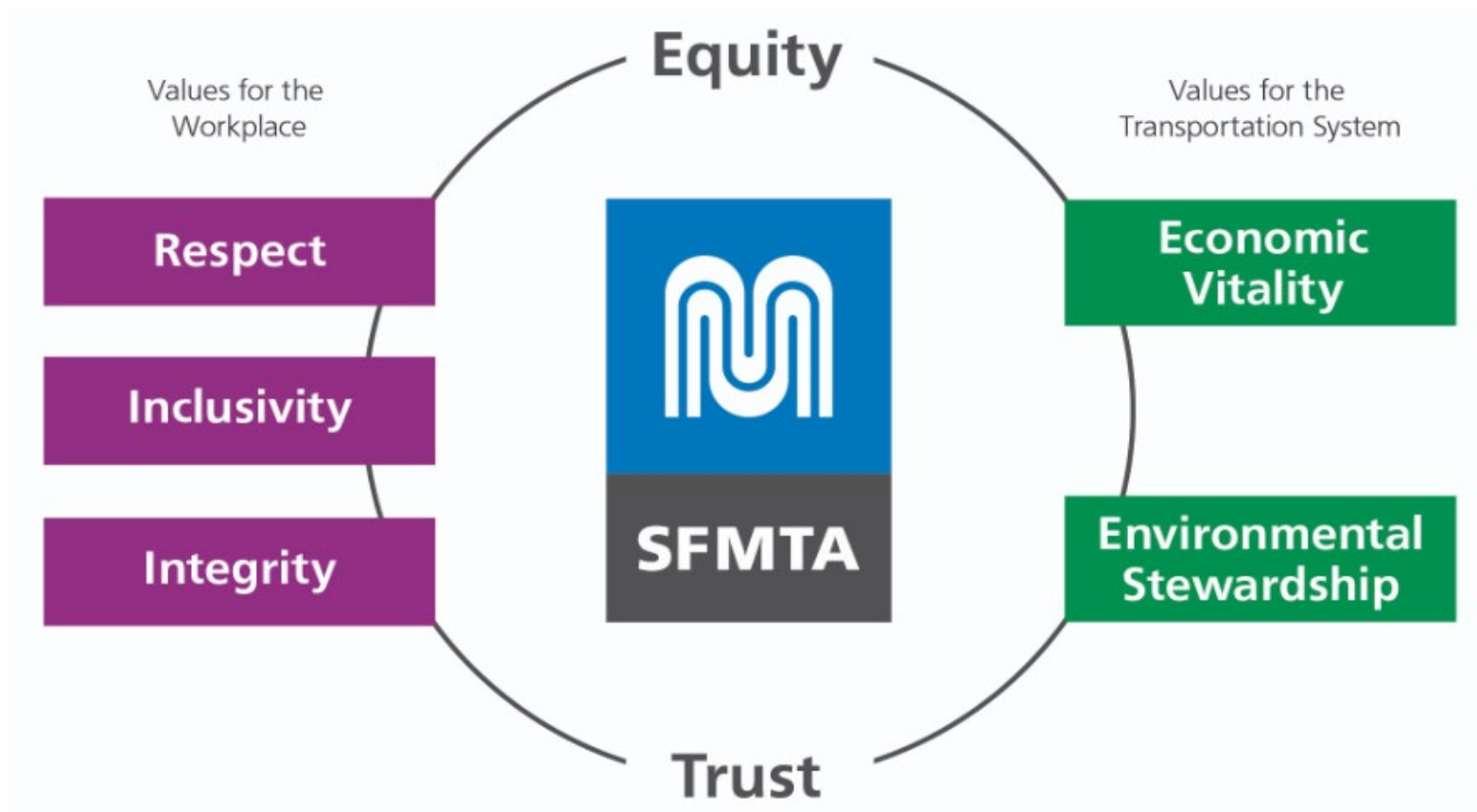
- Gets people where they need to go
- Supports the city's economy
- Supports racial, social and transportation equity
- Provides options that work for all
- Prioritizes transit, walking and bicycling
- Combats climate change

*This transportation network is the foundation a more diverse, equitable, culturally vibrant, healthy, economically thriving and innovative San Francisco and Bay Area.*



# Agency Values

**As the transportation agency for one of the most vibrant cities in the world, our values reflect the city we serve.**



# Strategic Goals

The goals are major agency-wide efforts that work to achieve the vision and upholding agency values.

- Set by the SFMTA Executive Team
- Informed by ongoing and recently completed agency planning efforts and public input
- Each of the 10 new goals are in line with our values and will leverage agency resources and opportunities in order to address the needs and challenges the agency will face in the coming years



# Strategic Goals

**1** Reduce disproportionate outcomes and resolve past harm towards marginalized communities.



**2** Create a work environment that is responsive, equitable and inclusive.



**3** Recruit, hire and invest in a diverse workforce.





# Strategic Goals

**4** Make streets safer for everyone.



**5** Deliver reliable and equitable transportation services.



**6** Eliminate pollution and greenhouse gas emissions by increasing use of transit, walking and bicycling.



# Strategic Goals

**7** Build stronger relationships with stakeholders.



**8** Deliver quality projects on-time and on-budget.



# Strategic Goals

**9** Fix things before they break, and modernize systems and infrastructure.



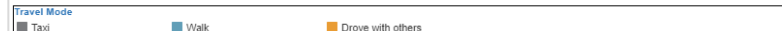
**10** Position the agency for financial success.



## Sustainable transportation mode share

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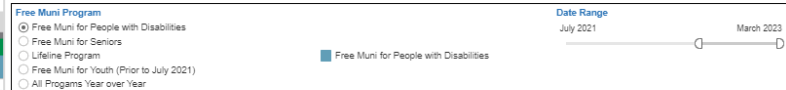
Saturday, August 1, 2020



## Percentage of eligible population utilizing free or discounted Muni fare programs

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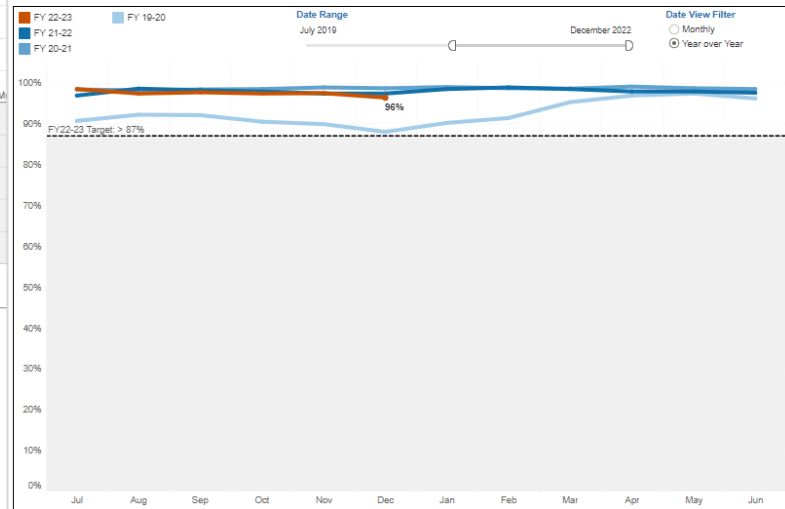
Saturday, April 1, 2023



## Paratransit on-time performance

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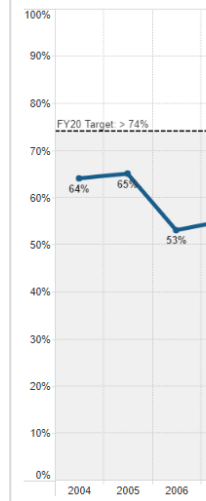
Sunday, January 1, 2023



## Customer rating: Overall customer satisfaction with Muni

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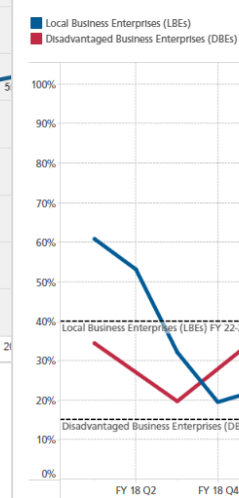
Monday, February 6, 2023



## Percentage of contract amounts awarded to Disadvantage Business Enterprises (DBEs) and Local Business Enterprises (LBEs)

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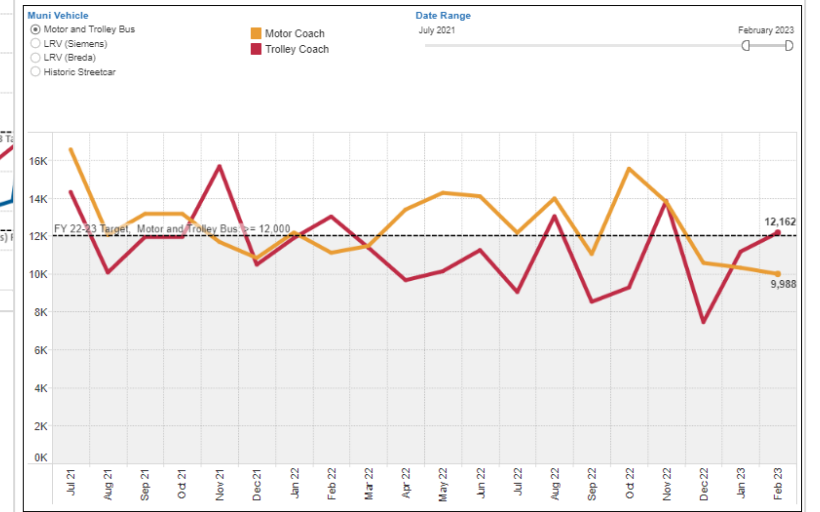
Wednesday, July 1, 2020



## Muni mean distance between failure

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Wednesday, March 1, 2023





# Implementation & Reporting

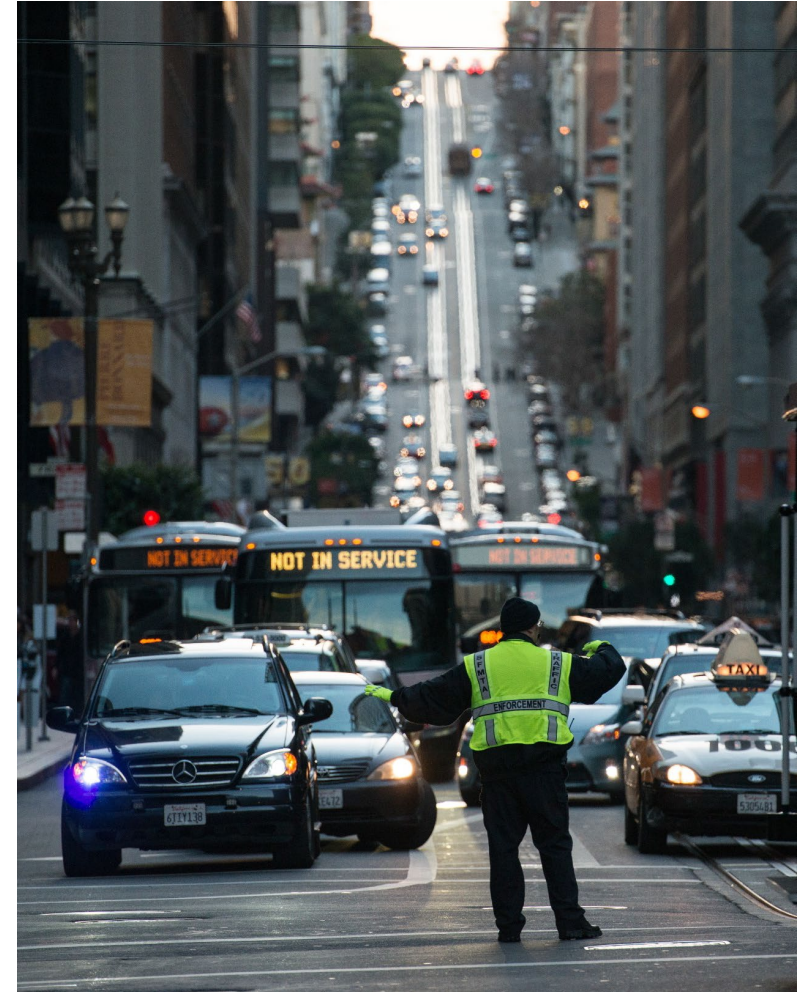
# Initiatives and workplans

## Updating the list of initiatives

- Sequencing and prioritizing
- Defining what we can and will deliver in a constrained environment

## Holding ourselves accountable to the plan

- Tackle core challenges
- Review our performance
- Continually communicate plan priorities and progress



# Overview of the current list of initiatives

## 52 initiatives across the 10 strategic goals:

- **Equity**: specific initiatives outlining the agency's work to improve equity are listed under Goal 1, with the understanding that equity components and policy goals are integrated into all initiatives throughout the list.
- **Internally-focused items**: approximately 40% of the identified initiatives are supporting staff and improving internal processes for greater efficiency and effectiveness.
- **Significant capital programs**: included in this list are the next steps in major multi-year capital projects and programs.

# Setting up evaluation and reporting cycle

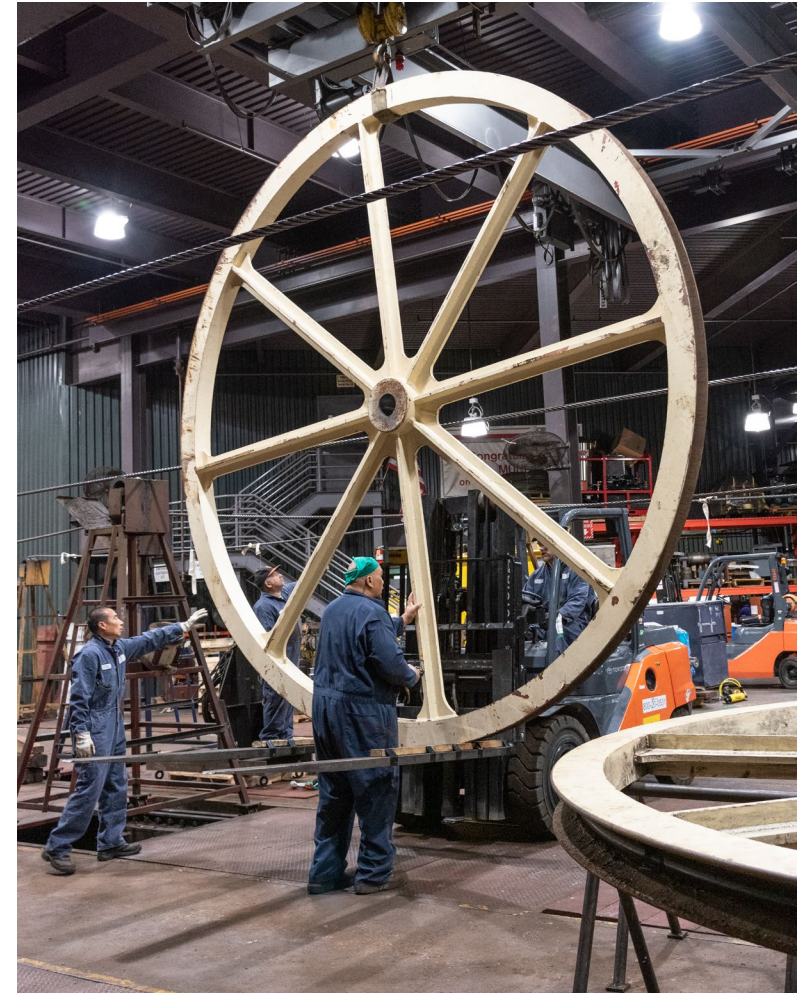
## Overview of internal reporting process:

### QUARTERLY

- Executive Team and Initiative Leads meet to discuss ongoing initiatives and what needs focus in the next 3-6 months.
- Updates to the Senior Management Team including engaging them in long-term small work groups addressing agency challenges.

### YEARLY

- Executive Team offsite to discuss the metrics and overall direction of the agency.





# Discussion: *PAG reporting structure and needs*

## Proposal: Quarterly reports at PAG based on specific themes and/or critical issues

- Our work on key challenges in the past quarter
- Progress update on the key Strategic Initiatives that will resolve challenges discussed earlier
- Overview of key metrics that will track our progress in addressing the challenges

*Thank you for your time!*

[www.sfmta.com/strategicplan](http://www.sfmta.com/strategicplan)