



The New SFMTA Strategic Plan

SFMTA Citizens' Advisory Council Briefing
January 4, 2018



Agenda

- Overview of strategic planning process
- Discussion of the new plan elements and associated metrics
- Next Steps and implementation

Overview of Process

Strategic Planning and Development

Why do we need a strategic plan?

Strategic plans...

- help align an organization's people, services, projects, processes, and tools.
- establish the overall direction of an organization as well as specific strategies, actions, and metrics.
- are revised as “living documents” to reflect current conditions and needs.

SFMTA Strategic Plan development process

Best practices research
and exploratory
assessment of the
current Strategic Plan

Agency outreach,
including a values survey,
site visits, and value and
objective workshops

Kick-start
implementation of the
new Strategic Plan



Needs assessment,
organizational development
research, and Strengths/
Weaknesses/
Opportunities/ Threats
(SWOT) analysis

Development and vetting
of the new Strategic Plan
and Key Performance
Indicators

Research and development of the new plan

INFORMATION GATHERING AND NEEDS ASSESSMENT

Agency SWOT and Plus-Delta with agency staff	Identified emerging issues with SFMTA Board, Citizens Advisory Council	Review of over 35 peer transit agency strategic plans	Research, tracking of ongoing planning and policy efforts
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PLAN ELEMENT DEVELOPMENT AND DRAFTING

Staff outreach to develop new Values	Drop-in brainstorming sessions to refine Objectives	Executive Team offsite workshop to draft new Plan elements	External stakeholder survey to complement agency-wide research	Vetted draft elements with agency teams including CAC, PAG, SMT and other staff
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What we heard from the Citizens' Advisory Council

Improve Muni travel time, service capacity and reliability → Objective 2.1

Coordinate with regional transit providers → Goal 3

Improve data analysis and reporting → Objective 4.5

Focus on transit accessibility and accommodation of the aging population → Objective 3.1

Promote shifting modes to active transportation → Objective 3.2

Improve Communications → Objective 4.3

Facilitate the movement of goods → Objectives 2.3 and 3.3

Proposed New Strategic Plan Elements

The Strategic Plan Elements



Vision: Our future desired state



Mission: The agency's overall function and purpose



Values: Principles and behaviors to guide how we work



Goals: Key areas on which to focus our efforts to achieve our vision



Objectives: Specific ways we can achieve our Goals



Key Performance Indicators (KPIs): How we track our progress



Actions: Programs and initiatives to move the needle on the KPIs

SFMTA 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

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, Objectives, and Key Performance Indicators

Goal 1: Safety

Create a safer transportation experience for everyone.

Objective	Key Performance Indicators
1.1: Achieve Vision Zero by eliminating all traffic deaths	<ul style="list-style-type: none">• Traffic fatalities
1.2: Improve the safety of the transit system	<ul style="list-style-type: none">• Muni collisions per 100,000 miles
1.3: Improve security for transportation system users	<ul style="list-style-type: none">• SF Police Department-reported Muni-related crimes per 100,000 miles• Customer rating: Feeling safe and secure from crime on Muni

Goal 2: Travel Choices

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

Objective	Key Performance Indicators
2.1: Improve transit service	<ul style="list-style-type: none">• Muni on-time performance• % of Muni trips with service gaps• % of scheduled Muni service hours delivered• % of Muni bus trips over capacity during AM/PM peak• Muni mean distance between failure• % of cable service hours delivered without interruption• Operational availability of elevators and escalators at Muni stations

Goal 2: Travel Choices

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

Objective	Key Performance Indicators
2.2: Enhance and expand use of the city's sustainable modes of transportation	<ul style="list-style-type: none">• Muni average weekday and annual ridership• Sustainable transportation mode share• Average weekday bicycle counts• Average weekday taxi trips• Customer rating: Overall customer satisfaction with Muni
2.3: Manage congestion and parking demand to support the Transit First policy	<ul style="list-style-type: none">• Muni/Auto speed ratio on key transit segments• % of metered hours that meet parking occupancy targets

Goal 3: Livability

Improve the quality of life and environment in San Francisco and for the region.

Objective	Key Performance Indicators
3.1: Use Agency programs and policies to advance San Francisco's commitment to equity	<ul style="list-style-type: none">• Muni service gap % differential on Muni Equity Strategy routes• Paratransit on-time performance• Traffic fatalities in Communities of Concern• % of eligible population utilizing free or discounted Muni fare programs• % of contract dollars awarded to disadvantaged business enterprises (DBEs) and local business enterprise (LBEs)• Customer rating: Overall customer satisfaction with paratransit service

Goal 3: Livability

Improve the quality of life and environment in San Francisco and for the region.

Objective	Key Performance Indicators
3.2: Advance policies and decisions in support of sustainable transportation and land use principles	<ul style="list-style-type: none">• Ratio of parking spaces to housing units in newly entitled projects
3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles	<ul style="list-style-type: none">• % of total Transportation Network Companies' (TNC) miles traveled delivering shared trips (data availability TBD)• # of passenger trips using city-permitted emerging mobility transportation services (data availability TBD)

Goal 3: Livability

Improve the quality of life and environment in San Francisco and for the region.

Objective	Key Performance Indicators
3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change	<ul style="list-style-type: none">• Transportation sector carbon footprint (metric tons CO₂e)• Agency resource consumption (fuel, energy, water)• Agency waste diversion rate
3.5: Achieve financial stability for the agency	<ul style="list-style-type: none">• Muni passengers per hour• Muni cost per revenue hour• Muni cost per unlinked trip• Muni farebox recovery ratio• Agency budget-to-actual ratio• Year-end investment toward State of Good Repair

Goal 4: Service

Create a workplace that delivers outstanding service.

Objective	Key Performance Indicators
4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development	<ul style="list-style-type: none">• SFMTA employee absence rate• SFMTA employee wellness program utilization rate• Employee rating: Overall employee satisfaction
4.2: Improve the safety, security, and functionality of SFMTA work environments	<ul style="list-style-type: none">• Workplace injuries per 200,000 hours• Security incidents involving SFMTA personnel

Goal 4: Service

Create a workplace that delivers outstanding service.

Objective	Key Performance Indicators
4.3: Enhance customer service, public outreach, and community engagement	<ul style="list-style-type: none">• Muni customer complaints per 100,000 miles• % of Muni customer complaints responded to within timeliness standards• SFMTA employee commendations to 311• Customer rating: Muni communication with riders• Stakeholder rating: [Outreach/engagement survey question TBD]
4.4: Create a more diverse and inclusive workforce	<ul style="list-style-type: none">• Employee rating: I feel that the Agency values workplace diversity.• Employee rating: My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately

Goal 4: Service

Create a workplace that delivers outstanding service.

Objective	Key Performance Indicators
4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices	<ul style="list-style-type: none">• % of capital projects completed within budget• % of capital projects completed on time• % of Muni customer complaints addressed within timeliness standards• % of SSD shops requests addressed within timeliness standards• SFMTA service critical staff vacancy rate

Next Steps and Implementation

Next Steps and Implementation

- Discuss plan elements with the Board at the upcoming Board Workshop.
- Identify baselines for the key performance indicators and set targets.
- Board Approval of the new strategic plan document and targets.
- Develop and prioritize actions to achieve the objectives.