



# SFMTA Strategic Plan

*Through Fiscal Year 2024*



*Anticipated Board Approval:  
November 16, 2021*



**SFMTA**

**The SFMTA plans, builds, operates, regulates, and maintains the transportation system in San Francisco.**

Established by voter proposition in 1999, the SFMTA is the department of the City and County of San Francisco that oversees Muni, parking and traffic, bicycling, walking and taxis. It is distinct in the United States as a comprehensive agency responsible for all aspects of transportation for the city it serves. In that role, the agency builds, operates, regulates and maintains a diverse system of public transit, paratransit, taxis, shared bicycles, scooters and mopeds, as well as manages the streets that support all the ways that people and goods move around.

**SFMTA Governance & Leadership**

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**Jeffrey Tumlin, Director of Transportation**

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# Looking ahead to recovery



As the transportation agency for one of the most vibrant and progressive cities in the world, the SFMTA's vision and values reflect the city we serve. We envision a city of diverse and thriving neighborhoods seamlessly connected by safe, reliable, affordable transportation for all.

This is the vision that will guide the SFMTA into the future. And it is the vision that introduces this strategic plan—the plan that will guide our agency's decision-making during the uncertain times ahead and ensure that our people, services, projects and resources are all advancing in the same direction.

In addition to our vision, what really underlies this strategic plan are the SFMTA's values. We prioritize economic vitality and environmental stewardship as core values for the San Francisco transportation system. We prioritize respect, inclusivity and integrity as core values for the SFMTA as a workplace. And, crucially, we value equity and trust across all our work. We are actively working to reverse long-standing inequities within our agency and throughout the network of service we provide to San Francisco communities. To make progress on righting past wrongs, we must first establish trust—with our employees, our riders and roadway users, our partners and our stakeholders.

The strategic plan sets out the goals that will help guide our priorities during the upcoming budget process and over the course of the next two years. It also sets forth the metrics by which we will measure our progress.

The past two years have been extremely challenging for transit agencies across the US, and the SFMTA is no exception. Our ridership and our revenue plummeted with the arrival of COVID-19. But, in the face of these challenges, our employees showed a level of dedication, loyalty and flexibility that is truly admirable. They also innovated new programs and services at speeds no one imagined a government agency could, so that they could support San Franciscans' health and improve their lives.

As we move forward into the next phase of the pandemic and hopefully beyond it, the values laid out in this strategic plan will guide every aspect of our work. The goals and initiatives will help us keep focused on what's most important to our customers. The metrics will keep us accountable. I invite you to collaborate with the SFMTA to bring our strategic plan to fruition and create a transportation system that opens up new possibilities for everyone who lives, works in or visits San Francisco. By working together in unity, we can provide the infrastructure needed to achieve the healthy, sustainable and equitable city we all want and deserve.

**Jeff Tumlin**  
Director of Transportation

# 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.

Through the strategic planning process, the agency establishes the vision and values informed by these policies, and identifies the strategic goals for the next budget cycle in order to achieve this vision and uphold the values.

## State and Regional Policies

At the state level, the **Sustainable Communities and Climate Protection Act** of 2008 mandated 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 (MTC) and the Association of Bay Area Governments (ABAG), initiated **Plan Bay Area 2050** in summer 2019. When finalized in fall 2021, the plan will identify a pathway to make the Bay Area Region more equitable and resilient by focusing on the economy, environment, housing and transportation.

Also, in coordination with Plan Bay Area and the SFMTA, the San Francisco County Transportation Authority (SFCTA) is developing the **San Francisco Transportation Plan (SFTP) 2050** to guide long-term investment in the City & County of San Francisco's transportation system.

## City and County Policies and Programs

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 and grants the agency the authority to manage the city's transportation system, including the Municipal Railway (Muni), as well as bicycling, paratransit, parking, traffic, walking, and taxis. It also 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 the agency's programs and policies.

In addition to the Transportation Code, the city's **Environment Code** includes ambitious targets to reduce greenhouse gas emissions and sets a mode share target for the use of low carbon modes of travel. The city's **2020 Climate Action Plan**, currently under development, includes a Transportation and Land Use Chapter that will contain detailed strategies and actions to encourage greater use of transit, support active transportation connections, manage parking, promote growth along transit corridors, reexamine land use designations and promote the adoption of zero-emission vehicles to reduce emissions in the coming years. These actions are not only critical for advancing the agency's

climate action work but can also help to build a healthy, resilient and equitable city.

The SFMTA also coordinates closely with other city departments to improve the safety of the transportation system. Adopted in 2014, **Vision Zero SF** is the city's road safety policy to eliminate traffic fatalities and reduce severe injuries. In coordination with 10 city departments, the Mayor's Office and the Board of Supervisors, the SFMTA has committed to prioritizing traffic safety and supporting efforts in traffic engineering, law enforcement, policy development, education and public health leadership to create a safer city. In order to implement the policy, the Vision Zero SF Task Force publishes Action Strategies that lay out how to reach the city's Vision Zero goal. Currently on the third iteration, the **Vision Zero Action Strategy** reaffirms the city's long-term commitment to Vision Zero and for the first time expands beyond standard engineering, enforcement, and education actions to be clear about the broader policies and goals needed to achieve Vision Zero.

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 advances a bold vision for the future of the transportation system.

## Agency Planning Efforts

In May 2014, the SFMTA Board of Directors adopted the **Muni Service Equity Policy**, a first of its kind policy defining a proactive process for the agency to identify and correct transit performance disparities. The policy was crafted in partnership with advocates working with seniors, people with disabilities, affordable housing, equity and social justice and public health, and is one component of the agency's commitment to make transit accessible and affordable to all customers. The SFMTA assesses the Muni network based the parameters set in the policy and presented recommended investment strategies to the SFMTA Board of Directors in advance of the development of the agency's budget.

The **SFMTA Racial Equity Action Plan (RE AP)** supports the agency's prioritization of racial equity within

its workplace and service delivery in alignment with citywide legislation (SF Board of Supervisors Ordinance No. 188-19) and in support of the agency's commitment to racial justice. The SFMTA has made a commitment to equity and established Phase 1 of the SFMTA Racial Equity Action Plan in 2020 to focus on adjusting internal programs and policies to support institutional and structural change to advance racial equity.

The **Transportation 2050** is an agency financial planning effort based on transportation needs and priorities identified by the community over the last eight years through two Mayoral transportation task forces (T2030 and T2045), with additional input from the city's Muni Reliability Working Group in 2020. Transportation 2050 uses the agency's **Asset Management and State of Good Repair** assessment and evaluates the resources needed to achieve the community's vision for transportation developed through the city's ConnectSF planning process. The overall infrastructure investment needs for both programs are included in the **SFMTA's 20-Year Capital Plan**, a financially unconstrained compilation of all the capital needs. Updated every two years, the Capital Plan consolidates capital needs from all agency planning efforts and applies a series of criteria and indicators to determine the degree to which the capital need supports the SFMTA in upholding its values.

In addition to these long-term financial planning efforts, the values and strategic goals in this Strategic Plan will guide the agency's near-term financial planning efforts through the prioritization of projects and programs included in 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, the Executive Team will set targets for each of the metrics established in this Strategic Plan and each SFMTA division will complete individual **staff performance plans** to allocate the budgeted projects to staff. In this way, all agency plans, programs and projects will support the achievement of the goals and uphold the values outlined in the Strategic Plan.

# The 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 plan elements that outline the high-level concepts and aspirations of the agency – *the vision, values and metrics* – and the actionable strategies – *the goals and initiatives* – which will be incorporated into the everyday work of agency staff.

Since the agency adopted the last strategic plan in April 2018, there have been significant changes that have affected the city's transportation system and the overall mobility of its residents, workers and visitors. During the pandemic, people's needs and travel choices changed and identified key destinations outside of the downtown core. It also redefined what it means to support essential travel to those destinations around the city and how and when residents use the public rights-of-way for exercise and socializing. Additionally, the widespread adoption of telecommuting in early 2020 showed the city how new technologies and business operations could be adopted quickly and what a city without vehicle congestion could look like. Throughout the pandemic, the SFMTA continually demonstrated to the public its flexibility and willingness to try new ideas, constantly pushing to improve agency operations to support those most dependent on transit.

As part of the strategic planning process, agency staff discussed the impact these changes have had on San Francisco communities and identified the key issues and

concerns that should be addressed in the Strategic Plan. As the agency looks ahead to a post-pandemic city, it is committed to doing its part to support the city's small businesses and the city's overall economic recovery, while taking steps to stabilize the agency's financial situation and build trust with the public.

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. The agency goals in this plan continue much of the great work the agency committed to in other planning efforts while focusing on upholding the values and tracking progress to ensure the agency is allocating resources to effectively meet the agency's common goals.



## VISION

The vision uses past planning and visioning processes to inform this new statement, establishing a broad and forward-thinking narrative to set expectations for the future desired state of the agency and the city it supports as it recovers from the state of emergency. Given the difficult and uncertain times the city faces, articulating a clear vision for the agency helps staff communicate priorities and coordinate with the public, stakeholders and elected officials.

## VALUES

Within the framework of the strategic plan, values are clear principles that guide the allocation of resources and establish how staff work together to meet the city's needs. The Values for the Transportation System will inform planning work throughout the agency, including capital project prioritization, service delivery and budgeting. The Values for the Workplace outline how agency staff will work together to achieve the agency's strategic goals. Bridge values are the values that are commonly held across both the workplace and the transportation system.

## METRICS

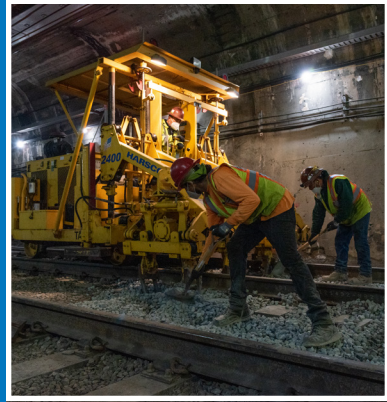
An evaluation of how the agency is upholding the values is essential. The SFMTA is a data-driven agency and relies upon measurable indicators to determine effectiveness. As staff look to data as a vital tool to inform current and future service delivery, the agency also leverages direct feedback from the system's riders and San Francisco residents to get an overview of how services are perceived. The SFMTA will continue to report on progress in the form of dashboards and written reports, all readily accessible to the public. However, the performance metrics identified herein do not commit the city to a definite course in implementing any individual proposal.

## GOALS

The agency's strategic goals are specific areas on which to focus agency efforts to uphold the values and work to meet the needs of the city. These may include major agency-wide efforts that would impact multiple values like Vision Zero, reducing transit travel time, improving bicycle connections, etc. All goals identified herein do not commit the city to a definite course in implementing any individual proposal.

## INITIATIVES

The initiatives are critical programs and projects to help the agency reach its goals. All initiatives will be prioritized and incorporated into division workplans. They will also be listed in staff performance plans as applicable, drawing a direct connection from the agency strategic plan to the staff performance plans so staff know how their work has impact on the agency and the city at large. All initiatives will be considered and finally approved or disapproved individually by the applicable decision-making body at a future time.



# Vision

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

We envision a transportation network that improves the daily lives of everyone who lives, works in or visits San Francisco. Our transportation network:

- *Gets people where they need to go* - Workers are able to get to their jobs on time with minimal difficulty, families have confidence that their kids can get to and from school easily and community members can make essential trips and connect with their family members and friends.
- *Supports the city's economy* - It opens up opportunities for employment and access to the shops, restaurants, parks, museums and other attractions that make San Francisco the vibrant city it is.
- *Supports racial, social and transportation equity* – It is proactive in resolving past harms caused by the transportation sector and provides high-quality services to support the lives and wellbeing of underserved communities in the Bay Area.
- *Provides options that work for all* - This network provides numerous transportation options, all of which are safe, reliable, rapid and affordable.
- *Prioritizes transit, walking and bicycling* - It is so efficient and enjoyable that people don't need to use cars for most trips.
- *Combats climate change* - It mitigates pollution and CO2 emissions from transportation and supports the resiliency and adaptation of the city's infrastructure.

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

# Values & Metrics

The SFMTA is a values-driven organization, operating in line with a purpose defined by the city and its residents. The values listed here in the SFMTA Strategic Plan express the complexity of the agency's work and outline how agency staff will work together to achieve the goals.

The strategic planning process was initiated in February 2020, with an emphasis on articulating the new values for the agency. However, the process was placed on hold as the agency shifted focus to emergency response and recovery in spring 2020 and picked the planning process back up later in the fall of that year. This hiatus allowed the agency to identify key lessons learned during the pandemic response and work to formalize the processes and policies that are meaningful to staff and members of the public as the city recovers from the COVID-19 emergency. The new values are informed by interviews with SFMTA management and staff regarding their thoughts on existing values as those that the agency needed, as well as key priorities identified by the Mayor, the SFMTA Board of Directors and ongoing planning efforts. A strategic planning resource team comprised of representatives from the agency's various divisions was also consulted to ensure that the values speak to all parts of the agency.

The resulting large number of values speak to why the agency was formed and reflect the complexity of agency work as it supports the city. In this cycle, the agency has expanded the list of values to define values for the workplace, those for the transportation system and the "bridge" values that apply to everything the agency does.

## Bridge Values

Bridge values are the values that are commonly held across both the workplace and the transportation system. Both Equity and Trust are critical components to describing the workplace as well as in creating

the foundation for the system the agency is working towards, so these values are included in both lists. They reflect the agency's current priorities and future needs as it continues to operate in a time of great uncertainty and work to aid the city's recovery from the pandemic.

## Values for the Workplace

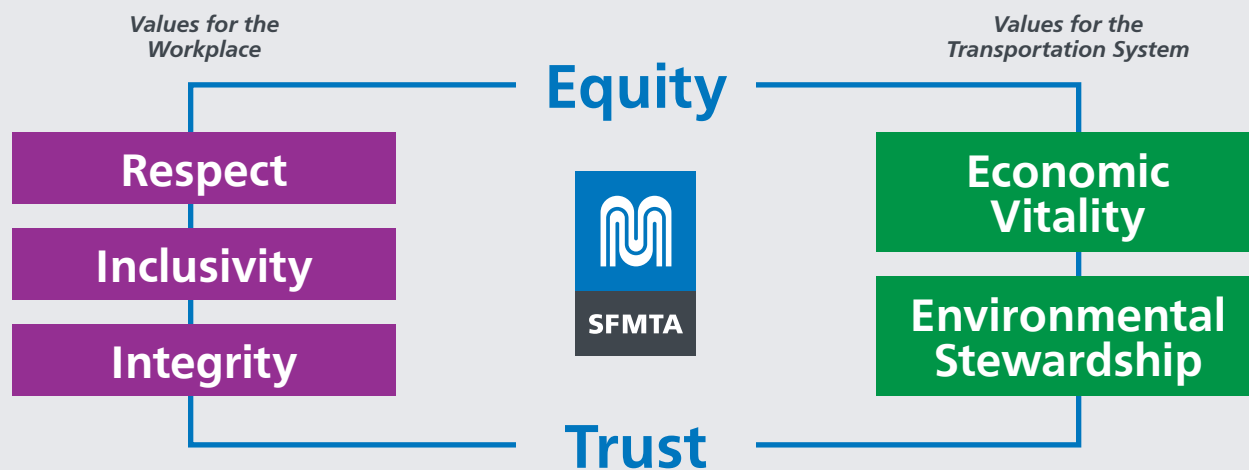
Workplace Values are clear principles to establish how staff will work together to accomplish agency goals. They guide everyday interactions amongst colleagues and throughout agency functions such as hiring, performance management and employee recognition programs. They also identify key characteristics of internal agency communications and collaboration and will support a more functional and innovative workplace that supports the needs of the city.

This list of workplace values leverages the extensive staff engagement on values from the last strategic plan cycle and incorporates key elements of new agency planning work, such as those from Phase 1 of the Racial Equity Action Plan. It also incorporates staff feedback collected from the recent series of listening sessions conducted by the agency's new Office of Racial Equity and Inclusion.

## Values for the Transportation System

Driven by the city's core values, the system values will serve as a common touchstone for agency staff. They are clear principles for the agency to guide the allocation of resources and support the delivery of projects and services, as well as outline what is important to agency

As the transportation agency for one of the most vibrant cities in the world, the values reflect those of the city.



operations and what employees stand for when they complete their work. The concepts that became the Values for the Transportation System originated with the Director of Transportation based on direction from the Mayor's Office and the SFMTA Board of Directors and were expanded to include and were expanded to include priorities from the Board of Supervisors as well as recent planning documents and policies that had extensive public engagement, e.g., Connect SF.

The 13 system values have been sorted into four key themes: Equity, Economic Vitality, Environmental Stewardship and Trust. Grouping the values into these families in this way helps clarify how the values are linked together and enable a more holistic look at the agency's operations.

## Performance Metrics

In order to track the agency's progress in upholding all the new agency values, a suite of metrics have been identified for each value. The agency assessed the inventory of existing metrics to identify how they would work with new values and worked closely with subject matter experts across the agency to identify new metrics that enable the agency to track progress on how it is upholding the values. Once the metrics were identified, the data source availability was confirmed, and calculation methodologies were discussed so that agency would be consistent and accurate in the reporting and interpretation of the information.

The SFMTA regularly reports on an extensive and comprehensive list of metrics. Under the framework of

this new strategic plan, the metrics will be sorted into four types in order to more effectively track performance and communicate improvement:

- **Strategic Plan Metrics:** These track the overall implementation of the plan and clearly demonstrate progress in upholding the values. They will be reported regularly to agency staff and to the public.
- **Operational Indicators:** These track day-to-day operations. They are contributing data points to the Strategic Plan Metrics and may be used to support overall agency messaging and decision-making. These indicators will not be included in the regular reporting on the strategic plan but will be available for internal agency review and discussion.
- **Long Term Indicators:** These indicators extend beyond the horizon of the strategic plan and help us understand how the agency is serving the needs of the city. The agency will report out on these specific metrics as needed.
- **Charter-Mandated Service Standards:** The Service Standards are specified in the San Francisco City Charter and will be grouped into the above sections as appropriate. The agency will report out on these specific metrics as required.

The performance metrics established for each group of values will track how the agency is upholding the values and chart a course for ongoing evaluation and reporting. 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 initiatives and achieve the agency's goals.

# EQUITY

All residents, workers and visitors to San Francisco should be safe from violence and harassment and have full access to all the opportunities and activities available in the city regardless of any identity or experience, such as their race, gender, or where they grew up. As the government agency responsible for managing the city's streets and transportation network, the SFMTA will ensure this access and freedom of movement through its community engagement, planning, and service delivery operations. Moreover, the SFMTA is committed to prioritizing racial equity, social equity and inclusion in

its decision-making in order to correct past inequitable outcomes in San Francisco. This includes addressing the inequitable outcomes that can be compounded for individuals for whom race intersects with class, gender, disability, sexuality, immigration status, and other identities and experiences. The agency's commitment to equity extends to the operations and management of the agency worksites so that they are supportive for all employees, establishing a space to achieve their goals in a physically and psychologically safe environment.

## Equity

**Correction of racial and social inequities and prioritization of those with the most need.**

Metrics:

- Percent of emerging mobility services coverage in Communities of Concern
- Percent of scheduled Muni service hours delivered along Equity Strategy Routes
- Investment amounts in Equity Strategy Neighborhoods
- Percent of eligible population utilizing free or discounted Muni fare programs
- Transit access to essential jobs and educational opportunities in Equity Strategy Neighborhoods

## Inclusivity

**Community engagement to understand needs and shape agency priorities.**

Metrics:

- Percent of Muni customer feedback cases addressed within timeliness standards
- Percent of outreach efforts utilizing two-way communications

## Accessibility

**Focus on the needs of those with the fewest mobility choices, including seniors and individuals with disabilities, to ensure access to all transportation modes.**

Metrics:

- Paratransit on-time performance
- Operational availability of elevators & escalators at Muni stations

## Safety

**Streets and mobility free from injury and harm.**

Metrics:

- Traffic fatalities
- Muni collisions per 100,000 miles
- San Francisco Police Department-reported Muni-related crimes per 100,000 miles
- Customer rating: Feeling safe and secure on Muni

# TRUST

The city has undergone enormous shift in the past two years as it has worked to respond and recover from the COVID-19 state of emergency. The SFMTA has adjusted services to support those living and working in the city and will continue to work on building the public’s confidence in the agency’s staff, services and operations in the years to come by demonstrating the responsible stewardship of agency funding and being transparent in decision-making processes. The SFMTA is committed to be a valued and trusted part of the communities it serves.

## Trust

**Strengthening the social and cultural connections of the city and building confidence in the agency.**

Metrics:

- Customer rating: Overall customer satisfaction with Muni
- Customer rating: Trust in the SFMTA
- Percent of positive social sentiment
- Customer commendations/complaints

## Accountability

**Responsible stewardship of public funds through efficient provision of projects and services that meet the needs of the public.**

Metrics:

- Percent of capital projects completed on time
- Percent of streets-related customer requests addressed within timeliness standards

## Transparency

**Clear communications with the public about the agency data, performance and decision-making processes.**

Metrics:

- Customer rating: Feeling of being informed about SFMTA projects
- Percent of projects using enhanced outreach
- Language accessibility for activities and print



# ECONOMIC VITALITY

The transportation system doesn't just support people moving around, it supports the places they go. Businesses and services need efficient and effective transportation networks and services to thrive, whether for getting and distributing goods, bringing in customers and employees, engaging community members or supporting general neighborhood activity that make San Francisco the unique city it is. The SFMTA works to provide quality services in support of the city's economy and ensure that the systems, infrastructure and programs serve the residents and business communities in this time of great uncertainty.

In addition to providing infrastructure and services the city needs to thrive, the SFMTA also directly provides opportunities and supports small businesses. The agency is committed to advancing its Disadvantaged Business Enterprise (DBE) and Local Business Enterprise Program (LBE) programs to support their participation in contracting opportunities. These programs will be even more of a priority as the city looks ahead to post-pandemic operations.



## Economic Vitality

**Reliable transportation services that support the city and its economic recovery, and a street system that maximizes the movement of people and goods.**

### Metrics:

- Percent of metered hours that meet parking occupancy targets
- Percent of contract dollars awarded to DBEs/LBEs
- Curb productivity in the movement of people
- Right-of-Way Efficiency: Passenger Miles Traveled/Vehicle Miles Traveled

## Service Quality

**Convenient and safe transit and other services that deliver a positive customer experience.**

### Metrics:

- Percent of scheduled Muni service hours delivered
- Muni on-time performance
- Percent of trips meeting headway adherence
- Percent of trips above capacity
- Service variability on travel time

## Resiliency

**A transportation system prepared for rapid economic, environmental and social change.**

### Metrics:

- Muni mean distance between failure
- Percent of capital budget towards State of Good Repair
- Asset condition score across key assets
- Deferred Infrastructure Replacement



# ENVIRONMENTAL STEWARDSHIP

The SFMTA has long been at the forefront of climate action planning for San Francisco and collaborates closely with agency partners to protect the environment around us and reduce pollutants and greenhouse gas emissions in San Francisco and the Bay Area region. The agency strives to make a positive impact in people's lives in the near-term, but also works to ensure the long-term health, wellbeing and livability of the city. By protecting communities from emissions and pollutants and prioritizing transit and active transportation modes, the SFMTA supports improved public health and a seamless multimodal transportation system that makes it using any and all modes easy.



## Environmental Stewardship

**Protection of the environment and improving the quality of life in San Francisco.**

### Metrics:

- Agency resource consumption
- Agency waste diversion rate
- Transportation sector carbon footprint (metric tons CO<sub>2</sub>e)

## Livability

**Implementation of the Transit First Policy to make getting around by Muni, walking and biking easy.**

### Metrics:

- Muni ridership: average weekday ridership
- Average weekday bicycle trips
- Percent of coverage of bus stops near ¼ mile walking distance
- Percent of Shared Mobility Neighborhood coverage
- Average weekday taxi trips

## Climate Action

**Implementation of policies and infrastructure to protect communities and reduce carbon emissions.**

### Metrics:

- Transportation mode share
- Percent of low-carbon trips
- Greenhouse gas reductions from off-street electric charging stations

# RESPECT, INCLUSIVITY & INTEGRITY

The pandemic has been an unprecedented and challenging time for everyone, and SFMTA staff continue to keep the city moving and supporting essential travel in this time of great uncertainty. Given how much time agency staff spends at work and the dynamic working

environment, it is critical to establish baseline behaviors to ensure a constructive professional environment. These workplace values guide everyday interactions amongst colleagues and will establish a physical and psychologically safe space for staff to do their best work.

## 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.

## Metrics:

- Employee rating: Overall employee satisfaction
- Employee rating: My opinions and ideas are valued.
- Employee rating: Our workplace culture supports my health and wellbeing.
- Employee rating: People from all backgrounds and identities have equitable opportunities to advance in their career at the SFMTA.
- Employee rating: If I raise a concern about discrimination or harassment to my manager/supervisor, I am confident they would take appropriate action.
- Employee rating: When the SFMTA makes changes, I understand why.
- Percent of budget allocated towards employee resources and development
- Number of training sessions administered
- Number of training sessions and completed
- Utilization rates of wellness activities
- Workforce vacancy rate
- Length of time to hire



# Strategic Goals

The new strategic goals were informed by ongoing and recently completed agency planning efforts and the Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis conducted in summer 2021. Set by the SFMTA Executive Team, 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.



## 1. Identify and reduce disproportionate outcomes and resolve past harm towards marginalized communities.

Center racial equity in all areas of operations and decision-making to prioritize the advancement of racial, social and transportation equity in every decision taken by the agency.



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

Foster a welcoming and professional culture that promotes supportive and respectful working relationships for all staff members.



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

Be an employer of choice in the region to attract and retain the staff needed to deliver excellent services.



## 4. Make streets safer for everyone.

Eliminate traffic deaths, reduce severe injuries and ensure marginalized and vulnerable populations can move freely without fear of harassment, violence or injury on all modes of travel.



## 5. Deliver reliable and equitable transportation services.

Connect communities of all backgrounds to opportunities and manage the streets by focusing on the experience.



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

Promote mode shift and use public spaces efficiently to support the city's climate action efforts and align land use, housing and transportation policies.



## 7. Build stronger relationships with stakeholders.

Cultivate and maintain strong relationships to meet community needs, center racial equity and ensure that public input is inclusive of Black, Indigenous, People of Color (BIPOC) communities and populations underserved by the transportation sector.



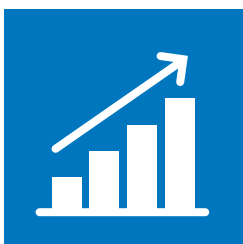
## 8. Deliver quality projects on-time and on-budget.

Deliver projects more efficiently and effectively to establish public trust in the agency.



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

Restore, maintain and optimize infrastructure, fleets, facilities, and street rights-of-way.



## 10. Position the agency for financial success.

Ensure that near-term resource allocation is efficient and secure reliable revenue to meet the city's long-term transportation vision.

**GOAL****1**

# IDENTIFY AND REDUCE DISPROPORTIONATE OUTCOMES AND RESOLVE PAST HARM TOWARDS MARGINALIZED COMMUNITIES.

Center racial equity in all areas of operations and decision-making to prioritize the advancement of racial, social and transportation equity in every decision taken by the agency.

Some long-standing transportation policies and structures have resulted in reduced access to opportunities, underinvestment and limited engagement for Black, Indigenous and People of Color (BwIPOC) people in San Francisco. These inequitable outcomes are compounded for those who experience the intersection of race with class, gender, disability, sexuality, immigration status, and other identities and experiences. While the agency has made great strides in recent years in centering racial equity in planning and service delivery, this underinvestment is still impacting people today.

Each of the goals in this strategic plan will center racial equity in their implementation, but this goal specifically

addresses the agency's near-term cross-divisional needs and equity-related work that will set the agency on course to achieve the rest of the goals. This work will include establishing decision-making tools and prioritization standards for equity, accounting for the impacts on people who experience the intersection of racial equity with other equity needs such as those related to accessibility, gender identity and housing status. The agency also will work towards revising policies and processes that cross several goals like the implementation, monitoring and evaluation of the Phase One Racial Equity Action Plan and the planning and development of Phase Two Racial Equity Action Plan.



**GOAL****2**

# CREATE A WORK ENVIRONMENT THAT IS RESPONSIVE, EQUITABLE AND INCLUSIVE.

Foster a welcoming and professional culture that promotes supportive and respectful working relationships for all staff members.

The SFMTA will also work to evolve into a more equitable and inclusive workplace through a commitment to treating people respectfully regardless of position. This sets the foundation for 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.

Once the agency is established as a more inclusive space, authentic relationships and improved collaboration will build a professional culture for the agency where employees are more comfortable, confident, supported, less stressed and ultimately safer. The Universal Standards for behavior developed through the agency's PaCT (Practical Communication Tools for Safety and Service)

training program outline specific standards for safety, communication, respect, professionalism and teamwork so that all agency staff understand expectations for behavior.

Providing a physically and psychologically safe space for staff to operate will improve 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 robust internal communications with staff through the agency, the SFMTA will move towards being a more collaborative workplace that trains and engages staff at all locations and job classifications.



## RECRUIT, HIRE AND INVEST IN A DIVERSE WORKFORCE.

Be an employer of choice in the region to attract and retain the staff needed to deliver excellent services.

The agency's workforce should also reflect the diversity and cultural competency of the city. As such, the agency will continue to comply with regulatory directives and work to implement components of Phase 1 of the Racial Equity Action Plan to ensure equity in how the agency hires staff, allocates resources and delivers services.

Beyond improving the recruitment and hiring processes, investing in the workforce is a critical element to the overall achievement of the rest of the agency's goals. 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. These resources could range from physical safety equipment and process improvements, to training courses that relay critical instruction to employees on how to do their jobs. Providing the staff this kind of baseline support will create a solid foundation for the agency's workforce and establish a standard for how all teams work together, communicate, engage with the community and more effectively and efficiently deliver projects and services.





# MAKE STREETS SAFER FOR EVERYONE.

Eliminate traffic deaths, reduce severe injuries and ensure marginalized and vulnerable populations can move freely without fear of harassment, violence or injury on all modes of travel.

Ensuring the safety of customers, employees and the general public is a critical aspect of the agency's work. Making streets safer for everyone requires coordination of the agency's personnel and resources across the city, as well as designing and constructing a consistent, reliable and safe transportation network.

Since its adoption in 2014, Vision Zero has remained a citywide priority. Seventy-five percent of the severe and fatal traffic injuries occur on 13 percent of the city's streets, designated as the High Injury Network, and streets in historically marginalized communities are almost twice as likely to be on the High Injury Network as other streets. By focusing on these locations, agency programs and projects will bring safety benefits to low-income households and people of color, leading with design solutions to minimize the disparate outcomes associated with traditional traffic enforcement. The ongoing efforts in support of Vision Zero in the coming

years could range from street design and construction of physical projects to innovative education programs to create a safer environment for people walking, rolling, bicycling and taking public transit, as well as for those that need to drive.

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 establish new processes and policies that define what it means for people to feel safe in the public realm and better protect all people at transit stops, in Muni stations and on transit vehicles. In addition to working to ensure the safety and security of the city's public spaces, the SFMTA will also prioritize the physical safety and security of its employees so that agency operations remain safe for all.



# DELIVER RELIABLE AND EQUITABLE TRANSPORTATION SERVICES.

Connect communities of all backgrounds to opportunities and manage the streets by focusing on the experience.

Prior to the pandemic, the Muni system carried 720,000 riders, on average, each day. While travel needs and key destinations have changed over the past two years as San Francisco residents, workers and visitors have adjusted to the pandemic, Muni has remained critical in helping the public navigate the city and get where they need to go for healthcare, for work, to support their families and friends, for recreation and other activities. As the SFMTA looks to recover from the pandemic, the agency remains 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 ensure the full participation of groups that have experienced systemic oppression when making service changes and prioritizing projects.

Additionally, the SFMTA will continue to use new service management tools and techniques piloted during the pandemic to improve the reliability and quality of service

for transit riders. As the city and region grows and travel patterns change, San Francisco's often narrow streets, limited curb space and parking, and ongoing construction have made it increasingly challenging for people to get where they need to go easily and reliably. The agency will continue to explore all options to best manage street space and the city's parking supply to make the streets work better for all modes of personal travel and commercial deliveries.

The agency will also ensure that public transit, pedestrian and bicycle facilities, taxi services and paratransit are accessible to older adults and people with disabilities. The SFMTA will continue its regulatory efforts to ensure that the operations of shared devices like bicycles, scooters and other emerging mobility services are consistent with the city's expectations for reliable and equitable transportation services.



# ELIMINATE POLLUTION AND GREENHOUSE GAS EMISSIONS BY INCREASING USE OF TRANSIT, WALKING AND BICYCLING.

Promote mode shift and use public spaces efficiently to support the city's climate action efforts and align land use, housing and transportation policies.

The SFMTA is committed to fostering an urban environment where transit, walking and bicycling are desirable, accessible and preferred over the use of a private vehicle. In line with the city's Transit First Policy, the agency will continue to implement multimodal infrastructure improvements across the city. Though driving will remain a necessary choice for some people, the agency's focus is on using the public right-of-way efficiently. This will allow for sufficient space for people taking transit, walking and bicycling while continuing to ensure that traffic flows smoothly and safely. Ultimately, the agency's aim is to make it possible for more people choose a car-free or reduced-car-use lifestyle, resulting in improved air quality, decreased congestion, better transit performance and enhanced networks for all travel options over time.

The agency is also looking further into the future in order to develop a more connected, equitable and environmentally focused 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 and values. This work would establish the city's interconnected land use allocation and transportation system and implement proven transportation demand management policies that support San Francisco's long-term resiliency.



# BUILD STRONGER RELATIONSHIPS WITH STAKEHOLDERS.

Cultivate and maintain strong relationships to meet community needs, center racial equity and ensure that public input is inclusive of Black, Indigenous, People of Color (BIPOC) communities and populations underserved by the transportation sector.

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, but it can also help establish long-term, productive relationships with all stakeholders.

In support of this goal, the SFMTA will work to lower barriers of access to agency communications, including expanding the use of language translation, deploying innovative tools to improve communications for people

with disabilities and using digital communications to foster broader public participation. Expanding transparency in reporting, agency communications and outreach processes will help members of the public see clearly how the agency operates so that they can trust staff expertise and agency proposals. Ultimately, having good relationships with elected officials and community members with consistent, accurate, timely and translated communications will result in stronger projects and services that better meet the needs of the city.



# DELIVER PROJECTS ON-TIME AND ON-BUDGET.

Deliver projects more efficiently and effectively to establish public trust in the agency.

When there are delays in the delivery of projects, it reduces not only the agency's ability to provide reliable service but can also negatively impact the public's trust in agency proposals and expertise. Therefore, the agency has been working to revise and establish new internal policies and procedures to improve overall agency performance. These may include: consistent and sustained engagement with stakeholders as part of effective and efficient planning processes; improving our efforts to attract broader pool of contractors by supporting the Disadvantaged Business Enterprise (DBE) and Local Business Enterprise (LBE) programs; and being proactive in tracking how and where the agency

is allocating resources to ensure equitable outcomes. The SFMTA is committed to prioritizing the needs of its customers and the city as a whole and will be proactive in addressing the challenges in delivering high-quality, impactful projects on-time and on-budget.

Improving administrative operations will 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.



# FIX THINGS BEFORE THEY BREAK, AND MODERNIZE SYSTEMS AND INFRASTRUCTURE.

Restore, maintain and optimize infrastructure, fleets, facilities and street rights-of-way.

An integral part of running a robust and efficient public transit network is consistent restoration and maintenance of the infrastructure so that the vehicles are well-functioning, and the pathways are clear. The SFMTA maintains a wide array of buses, trains, trackway, bicycle lanes, traffic and pedestrian signals and numerous other vehicles, systems and infrastructure that need regular rehabilitation and replacement to ensure smooth operations. In the past, shifting priorities have resulted in a backlog of deferred investments that may lead to issues in operating the system in the near-term. In achieving this goal, the agency will work to identify issues and fix things before they break so that customers can count on the public transit.

In coordination with the preventative maintenance programs, the SFMTA will also be proactive in implementing updated and innovative tools, equipment

and systems to ensure that the agency is responsive to a dynamic operations environment as well as accommodate and benefit from rapid technological change. This work includes programs like implementing a new train control system to improve reliability, reduce crowding and shorten wait times, and expanding agency facilities and adjusting operations for the transformation of the Muni fleet from diesel- to battery-powered.

Finally, the agency's staff must have a safe and secure environment in which to perform their duties including agency vehicles, storage and maintenance facilities, or while on the street and in offices. In addition to these workplace safety and security considerations, the agency's workplace operations and space planning can be enhanced by implementing facility and equipment upgrades necessary to ensure staff are at their most productive while adhering to COVID-19 safety protocols.



**GOAL 10**

# POSITION THE AGENCY FOR FINANCIAL SUCCESS.

Ensure that near-term resource allocation is efficient and secure reliable revenue to meet the city’s long-term transportation vision.

For years the SFMTA has been working to meet the demands of a booming economy while facing increased congestion and a rapidly changing operating environment. Prior to the pandemic, the agency was operating with a structural deficit in order to meet the growing needs of the city at a time when the traditional revenues streams were not growing at the same pace. The pandemic exacerbated this long-standing issue, and when coupled with the projected needs to deliver of the city’s vision for the transportation sector, leaves the agency in an unsustainable situation.

In recent months, one-time sources like the city’s General Fund and the federal emergency relief funding have helped continue operations in the near-term. However, the SFMTA will need to coordinate with its city partners and stakeholders to seek out new funding sources to continue delivering service and maintaining the transportation system in the future. These sources could range from city and regional programs to federal grants. In addition to being proactive in finding new sources, the agency will also need to effectively develop our budget to allocate existing funding and make the most efficient and responsible use of public resources.



# Implementation and Evaluation

Implementation of the Strategic Plan lies chiefly in the development and completion of initiatives developed on a two-year cycle in line with the SFMTA budget process.

While each SFMTA division specifies how 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.

## Evaluation

As in the last strategic plan, 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. The agency will conduct a comprehensive assessment of its progress towards achieving its goals 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 continue to fulfill our Charter-mandated reporting requirements and track progress towards upholding the values by evaluating 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 goals and strategic plan metrics with the following:

- *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 initiatives and performance metrics keep the Board of Directors and general public updated on ongoing agency work in support of the plan.*
- *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 city's 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.*





