



SFMTA

2021 Strategic Plan

SFMTA Board of Directors Meeting

November 16, 2021

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.

Agenda

- Development of the Strategic Plan
- New Strategic Plan Elements
- Strategic Plan Implementation





SFMTA

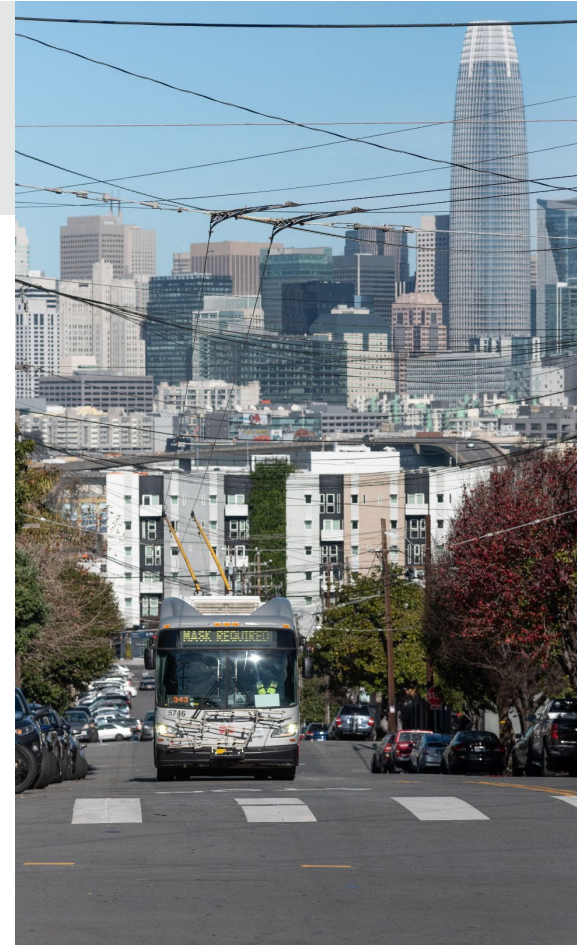
Development of the Strategic Plan

- Overview of the structure of the Strategic Plan
- Development Process

What is different this cycle?

This cycle incorporates several updates to make the plan more effective. The new plan will:

- Focus on upholding city and agency values in defining the goals
- Tell a narrative for those values based on data
- Have a streamlined structure to remove unnecessary hierarchy in the plan.



Strategic Plan Elements

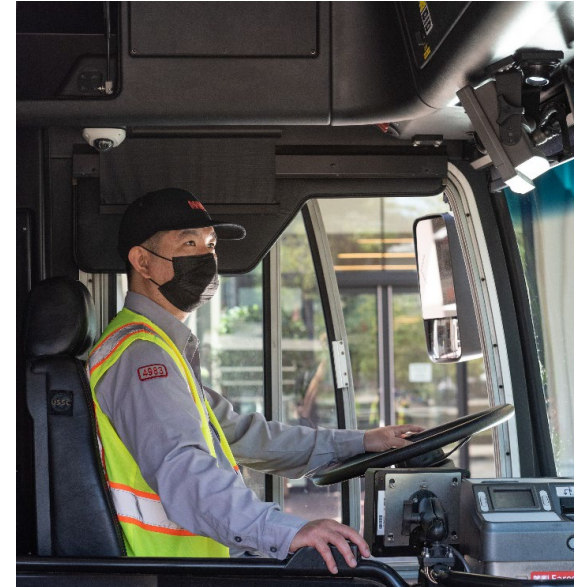
Vision: The future desired state of the city and transportation system.

Values: Principles to establish how staff will work together to accomplish agency goals and guide the allocation of resources and how the agency works; driven by the city's core values.

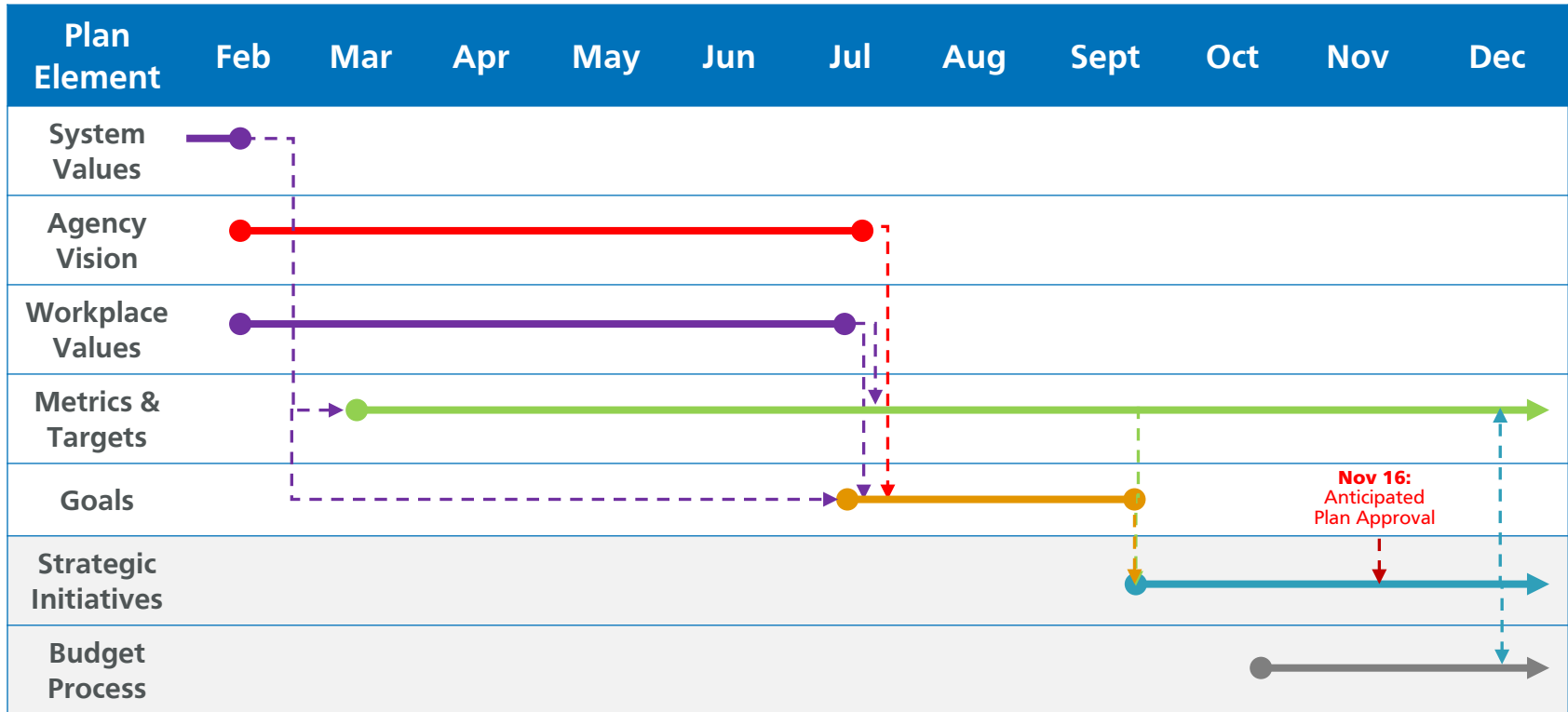
Strategic Plan Metrics: These track the overall implementation of the plan and help us tell the story of how we are upholding the values.

Goals: Specific areas on which to focus agency efforts to uphold our values and work to meet the needs of the city.

Initiatives: Critical programs and projects to help us reach our goals.



Plan Development – *Timeline*



Plan Development – *External input*

Input from external stakeholders has been incorporated into each plan element throughout the development process.

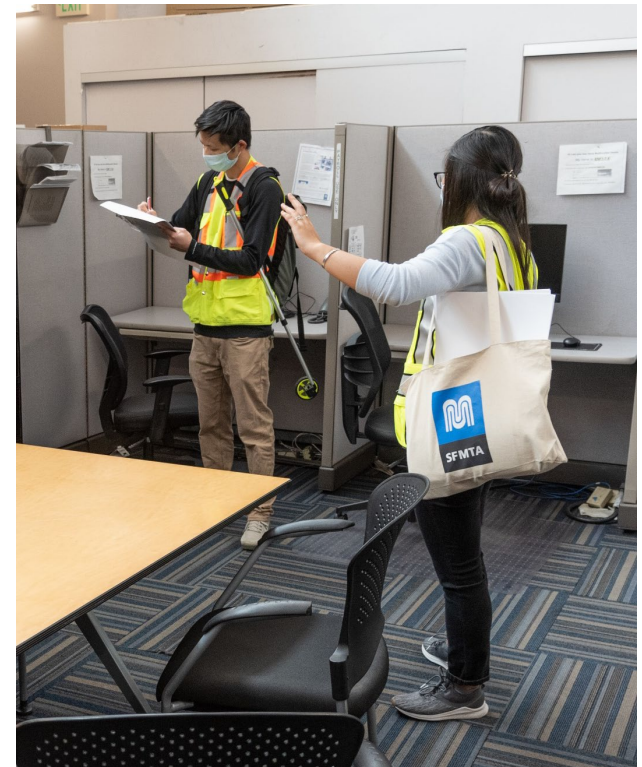
- Input from the Policy & Governance Committee
- The Citizens' Advisory Council's Perspective
- FM3 Survey Results – *June 2021*
- **Key planning efforts:**
 - ConnectSF
 - T2050
 - Muni Reliability Working Group
 - Vision Zero Strategy



Plan Development – *Internal Input*

Staff identified key issues and opportunities for the agency as we look to living and operating in a post-pandemic city.

- Strategic Plan Resource Team
- OREI Listening Sessions
- SFMTA Division Discussions
- Executive Team workshop





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.

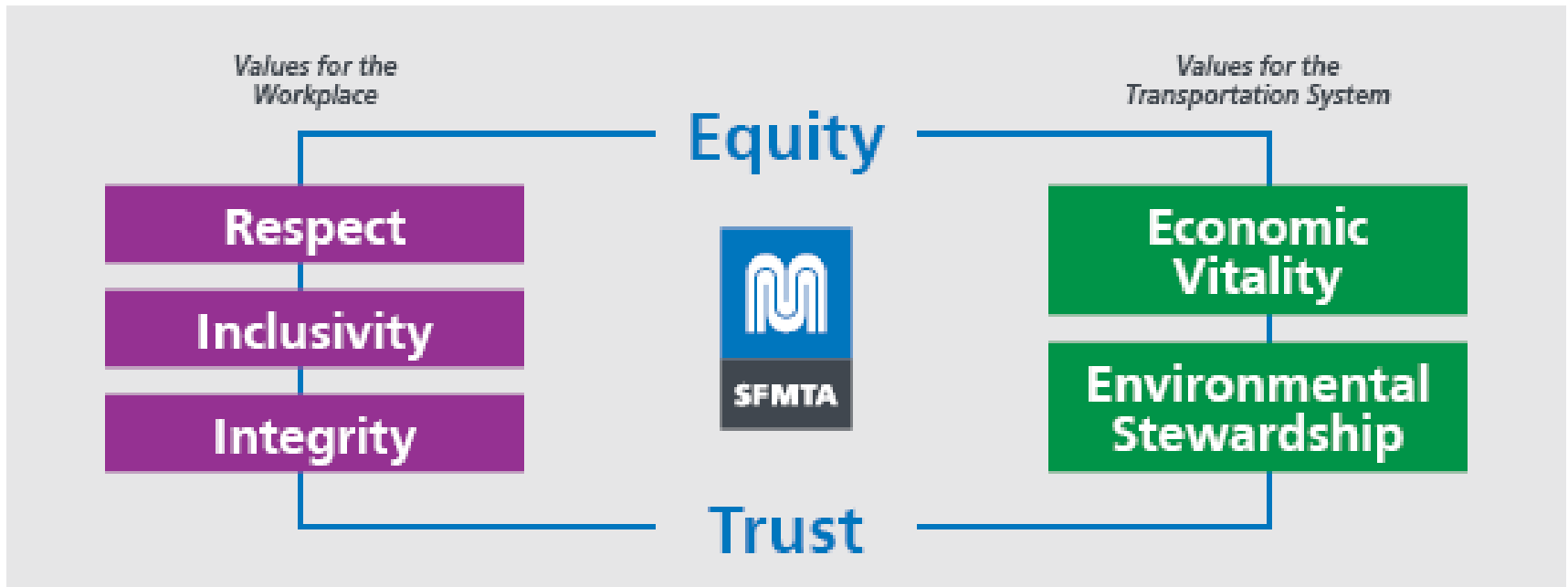
- Gets people where they need to go
- Supports the city's economy
- Supports racial, social and transportation equity
- Provides options that work for all
- Prioritizes transit, walking and bicycling
- Combats climate change

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.



Equity

VALUE AND DEFINITION	METRICS TO TRACK PROGRESS
Equity Correction of racial and social inequities and prioritization of those with the most need.	<ol style="list-style-type: none">1. % emerging mobility services coverage in Communities of Concern2. % of scheduled Muni service hours delivered along Equity Routes3. \$ investments in Equity Strategy Neighborhoods4. % of eligible population utilizing free or discounted Muni fare programs5. Transit access to essential jobs and educational opportunities in Equity Strategy Neighborhoods
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.	<ol style="list-style-type: none">1. Paratransit on-time performance2. Operational availability of elevators & escalators at Muni stations
Safety Streets and mobility free from injury and harm.	<ol style="list-style-type: none">1. Traffic fatalities2. Muni collisions per 100,000 miles3. SFPD-reported Muni-related crimes per 100,000 miles4. Customer rating: Feeling safe and secure on Muni
Inclusivity Community engagement to understand needs and shape agency priorities.	<ol style="list-style-type: none">1. % Muni customer feedback cases addressed within timeliness standards2. % of outreach efforts utilizing two-way communications

Trust

VALUE AND DEFINITION

METRICS TO TRACK PROGRESS

Trust

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

1. Customer rating: Overall customer satisfaction with Muni
2. Customer rating: Trust in the SFMTA
3. % of positive social sentiment
4. Customer Commendations/Complaints

Accountability

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

1. % of capital projects completed on time
2. % of streets-related customer requests in commercial corridors addressed within timeliness standards

Transparency

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

1. Community rating: Feeling of being informed about SFMTA projects
2. % of projects using enhanced outreach
3. Language Accessibility for activities and print

Values for the Workplace

VALUE AND DEFINITION

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 TO TRACK PROGRESS

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

Economic Vitality

VALUE AND DEFINITION

METRICS TO TRACK PROGRESS

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.

1. % metered hours that meet parking occupancy targets
2. % of contract \$ awarded to DBEs/LBEs
3. Curb productivity in the movement of people
4. 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.

1. % of scheduled Muni service hours delivered
2. Muni on-time performance
3. % of trips meeting headway adherence
4. % of trips above capacity
5. Service variability on travel time

Resiliency

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

1. Muni mean distance between failure
2. % of capital budget towards State of Good Repair
3. Asset condition across asset types
4. Deferred infrastructure replacement

Environmental Stewardship

VALUE AND DEFINITION

METRICS TO TRACK PROGRESS

Environmental Stewardship

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

1. Agency resource consumption
2. Agency waste diversion rate
3. Transportation sector carbon footprint (metric tons CO₂e)

Livability

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

1. Muni ridership (average weekday ridership)
2. Average weekday bicycle trips
3. % coverage within ¼ mile walking distance of bus stops
4. % of Shared Mobility Neighborhood Coverage
5. Average weekday taxi trips

Climate Action

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

1. Transportation mode share
2. % of low-carbon trips
3. Greenhouse gas reductions from off-street electric charging stations

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 staff 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

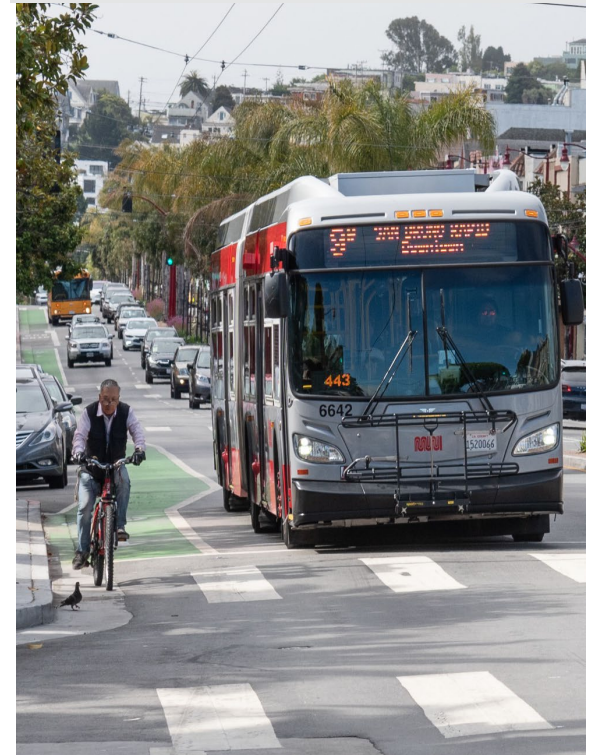
4 Make streets safer for everyone.



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.





Implementation & Reporting

- Coordination with the Budget Process
- Evaluation

Coordination with the Budget

The Strategic Plan guides prioritization in the agency's financial planning efforts.

- Identifies and develops initiatives for inclusion in the budget
- Sets targets for each of the metrics based on the resources allocated in the budget
- Informs individual staff performance plans



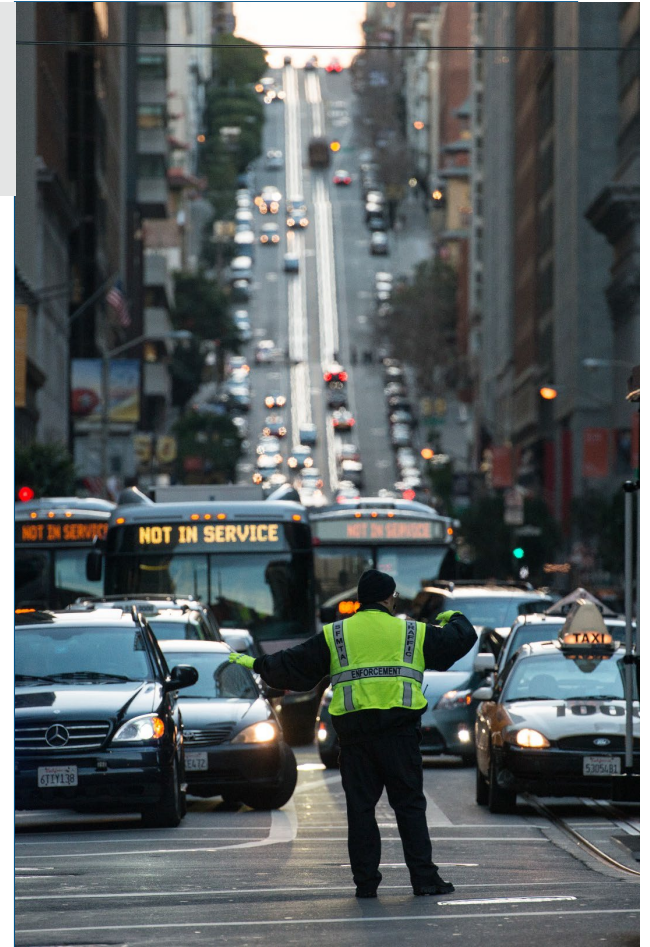
Evaluation and Reporting

The Strategic Plan will be a living document that can be updated as needed to respond to the constantly evolving city and region.

Will continue to fulfill our Charter-mandated reporting requirements and track progress towards upholding the values:

- Monthly online updates on the metrics
- Quarterly progress updates and metrics reports
- Semiannual Controller's Office reporting
- SFMTA Annual Report
- Biennial Municipal Transportation Quality Review

Will continue frequent internal status meetings to discuss the metrics and progress made on initiatives.



Questions?

www.sfmta.com/strategicplan



Appendix

- Past Implementation Process
- Transportation Recovery Plan (TRP)

Since the last plan was approved...

The last Strategic Plan was approved by the Board in April 2018. Since then, there have been significant changes in the agency and city.

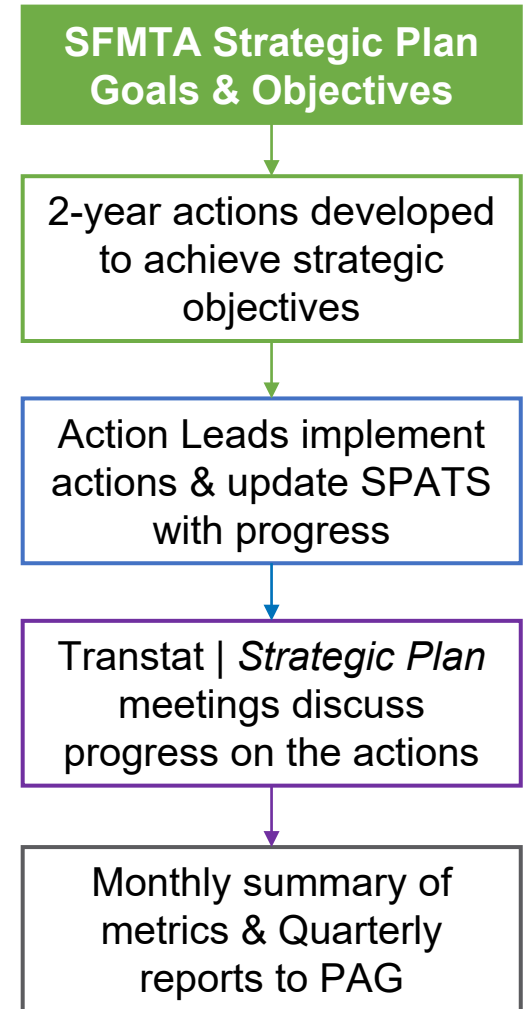
- Several new members of the Board and Executive Team
- Travel choices and needs have evolved in the city
- Priority to support the city's economic recovery



Strategic Plan Implementation

Pre-pandemic, the agency had a regular discussions and reporting processes to ensure the implementation of the Strategic Plan

- Monthly Transtat | Strategic Plan discussions
- Quarterly Policy & Governance Committee reports on actions and performance indicators



SPATS | Strategic Plan Action Tracking System

FY19-FY20 FY17-FY18 FY15-FY16 Full Archive Add a New Action Page (admin only) Goal & Objective System Management Page (admin only)

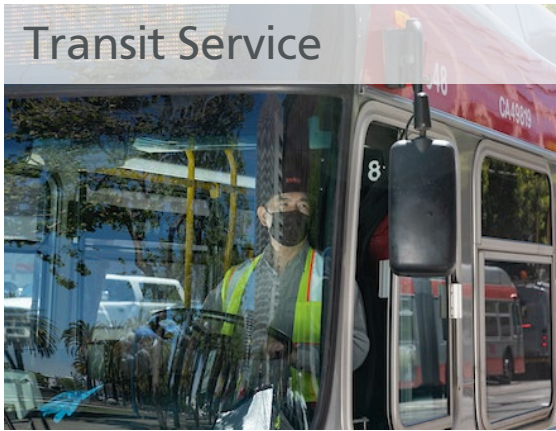
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Fiscal Year	Goal: Objective:	Division: Section:	Action Lead:	Status	Monthly Update
FY19-FY20	1. Create a safer transportation experience for everyone. 1.1. Achieve Vision Zero by eliminating all traffic deaths. 1.1.1 Develop 2019 Vision Zero Action Strategy.	Sustainable Streets Livable Streets	Reeves, Ryan	🟡	2/2019, The Vision Zero Action Strategy was released to the public at our quarterly Vision Zero Task Force on 2/28.
FY19-FY20	1. Create a safer transportation experience for everyone. 1.1. Achieve Vision Zero by eliminating all traffic deaths. 1.1.5 Reduce delivery timelines of projects on five high-priority corridors. (Safe Streets)	Sustainable Streets Livable Streets	Wong, Jennifer	🟡	6/2020, Townsend Street (3rd to 4th) and California St (Arguello to 18th) are under construction. Embarcadero (Mission to Harrison) will start construction this month.

Transportation Recovery Plan (TRP)

The Agency has been operating under the umbrella of the TRP for the last 18 months to support the city's emergency response efforts.

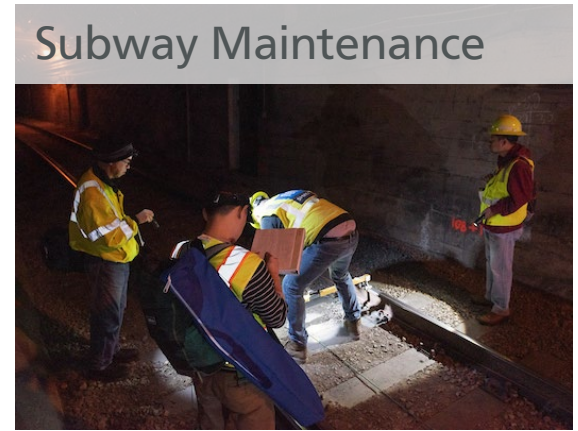
Transit Service



TETLs



Subway Maintenance



Slow Streets



Shared Spaces



Essential Trip Card



TRP – Online Dashboards

