

Draft SFMTA Strategic Plan

11/14/2011, San Francisco California

Agenda

- Development of the Strategic Plan.
- Draft FY2013-FY2018 Strategic Plan.
 - Vision.
 - Mission.
 - Goals.
 - Objectives with Indicators & Targets.
- Discussion and Recommendations.
- Next Steps.

DEVELOPMENT OF THE PLAN

Strategic Plan in Context

Integration of Plans and Programs maximizes results

Graphic: a series of arrows showing how the 6-year Strategic Plan relates to the other planning documents for the SFMTA. The Regional Sustainable Communities Strategy leads to the City Climate & Sustainability Strategy which leads to the 25-year Long Range Transportation Plan which leads to the 20-year Long Range Operating Plan which leads to the 10-year Short Range Transit Plan which leads to the line below, where the 6-year Strategic Plan leads to the 5-year Capital Program which leads to the 2-year Capital and Operating Budget which leads to the Annual Performance Work Plans

Information Gathering – Surveys and Workshops

Images: A series of four images, each showing a group of people holding a discussion while seated around a table.

Development of the Plan Elements

Image: A man writing down feedback on the vision at the Open House

Image: Three colleagues discussing the Strategic Plan at the Open House

Image: A large group of people attending a presentation

DRAFT FY 2013 – FY 2018 STRATEGIC PLAN

Draft Vision

San Francisco: great city, excellent transportation choices

Draft Mission Statement

We work together to plan, build, operate, regulate and maintain the transportation network, with our partners, to connect communities.

PAGE 2.

Draft Strategic Goals

GOAL 1: Create a safe transportation experience for everyone

GOAL 2: Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel

GOAL 3: Improve the environment and quality of life in San Francisco

GOAL 4: Create a workplace that delivers outstanding service

Draft Strategic Goal 1

Create a safer transportation experience for everyone

Image: pedestrians fill the sidewalks on Powel Street near the Cable Car turnaround at Market Street

Draft Strategic Goal 2

Make transit, walking, cycling, taxi, ridesharing and carsharing the most attractive and preferred means of travel

Image: Bicyclists riding in a separated bikeway on Market Street alongside a Muni bus

Image: Pedestrian crossing Market Street in a crosswalk in front of a fire truck, bicyclists and a taxi

Draft Strategic Goal 3

Improve the environment and quality of life in San Francisco

Image: The Embarcadero full on bicyclists at a Sunday Streets event

Draft Strategic Goal 4

Create a workplace that delivers outstanding service

Image: SFMTA colleagues attending a presentation

OBJECTIVES

GOAL 1: Create a safer transportation experience for everyone

OBJECTIVE 1.1: Improve security for transportation system users

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
# of SFPD crimes on Muni/100,000 passengers	Monthly	10% reduction in incidents	10% reduction in incidents	10% reduction in incidents

GOAL 1: Create a safer transportation experience for everyone

OBJECTIVE 1.2: Improve workplace safety and security

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
---------------------------	---------------------	----------------	----------------	----------------

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Workplace injuries/200,000 hours (100 FTEs)	Monthly	10% reduction in incidents	10% reduction in incidents	10% reduction in incidents

GOAL 1: Create a safer transportation experience for everyone

OBJECTIVE 1.3: Improve the safety of the transportation system

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
# of Muni collisions/100,000 miles	Monthly	10% reduction in incidents	10% reduction in incidents	10% reduction in incidents

GOAL 2: Make transit, walking, cycling, taxi, ridesharing and carsharing the preferred means of travel

OBJECTIVE 2.1: Improve customer service & communications

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Customer rating: Overall customer satisfaction Scale of 1 (low) to 5 (high)	Monthly	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating

GOAL 2: Make transit, walking, cycling, taxi, ridesharing and carsharing the preferred means of travel

OBJECTIVE 2.2: Improve transit performance

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
---------------------------	---------------------	----------------	----------------	----------------

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Percent of trips that have less than a 2-minute spacing between vehicles by line and route on the Rapid Network	Monthly	Eliminate bunches and gaps for 25% of ridership	Eliminate bunches and gaps for 45% of ridership	Eliminate bunches and gaps for 65% of ridership
Percent of trips where gaps in service exceed scheduled headway by more than 5 minutes by line and route on the Rapid Network				

GOAL 2: Make transit, walking, cycling, taxi, ridesharing and carsharing the preferred means of travel

OBJECTIVE 2.3: Increase use of all non-private auto modes

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Mode Share	Quarterly	n/a	n/a	Mode split goal - Private Auto: 50% Non- private auto: 50%

GOAL 2: Make transit, walking, cycling, taxi, ridesharing and carsharing the preferred means of travel

OBJECTIVE 2.4: Improve parking utilization and manage parking demand

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
% average occupancy of public metered parking spaces (SFpark areas and SFMTA garages)	Monthly	Maintain 75-85% range of occupancy in SF Park areas	Maintain 75-85% range of occupancy in SF Park areas	Maintain 75-85% range of occupancy in SF Park areas

GOAL 3: Improve the environment and quality of life in San Francisco

OBJECTIVE 3.1: Reduce the Agency's and the transportation system's resource consumption, emissions, waste, noise

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Annual metric tons of CO2e for the transportation system	Quarterly (for Agency) Annual for the transportation system	n/a	n/a	25% below 1990 levels by 2017 for the system

GOAL 3: Improve the environment and quality of life in San Francisco

OBJECTIVE 3.2: Increase the transportation system's positive impact to the economy

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Customer rating: Business community satisfaction with transportation network's ability to meet their needs Scale of 1 (low) to 5 (high)	Annually	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating

GOAL 3: Improve the environment and quality of life in San Francisco

OBJECTIVE 3.3: Allocate capital resources effectively

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
% of projects delivered on-time and on-budget by phase	Quarterly (monthly when CPCS is fully implemented)	Establish baseline and reach 10% improvement over baseline each budget cycle	Establish baseline and reach 10% improvement over baseline each budget cycle	Establish baseline and reach 10% improvement over baseline each budget cycle

GOAL 3: Improve the environment and quality of life in San Francisco

OBJECTIVE 3.4: Deliver services efficiently

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Average annual transit cost per revenue hour	Monthly	5% reduction in fully allocated cost of transit service per budget cycle	5% reduction in fully allocated cost of transit service per budget cycle	5% reduction in fully allocated cost of transit service per budget cycle

GOAL 3: Improve the environment and quality of life in San Francisco

OBJECTIVE 3.5: Reduce capital and operating structural deficits

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Operating and Capital structural deficit	Annual	Make progress towards closing Operating and mission critical Capital structural deficit	Close Operating and mission critical Capital structural deficit by at least 50%	Close Operating structural deficit and mission critical Capital deficit

GOAL 4: Create a workplace that delivers outstanding service

OBJECTIVE 4.1: Improve internal communication

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Employee rating: Do you feel you have the information you need to do your job? Do you feel informed about agency issues, challenges and current events? Scale of 1 (low) to 5 (high)	Quarterly Sample Annual Agency Survey	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating

GOAL 4: Create a workplace that delivers outstanding service

OBJECTIVE 4.2: Create a collaborative and innovative work environment

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Employee rating: Overall employee satisfaction. Scale of 1 (low) to 5 (high)	Quarterly Sample Annual Agency Survey	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating

GOAL 4: Create a workplace that delivers outstanding service

OBJECTIVE 4.3: Improve employee accountability

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
% of employees with performance plans prepared by start of fiscal year	Annual	100% of employees with performance plans at the start of the fiscal year	100% of employees with performance plans at the start of the fiscal year	100% of employees with performance plans at the start of the fiscal year
% of employees with annual evaluations based on their performance plans	Annual	100% of employees with annual performance evaluations completed and submitted to Human Resources by completion of fiscal year	100% of employees with annual performance evaluations completed and submitted to Human Resources by completion of fiscal year	100% of employees with annual performance evaluations completed and submitted to Human Resources by completion of fiscal year

GOAL 4: Create a workplace that delivers outstanding service

OBJECTIVE 4.4: Improve relationships and partnerships with our stakeholders

Table: key performance indicator and targets

Key Performance Indicator	Reporting Frequency	FY 2014 Target	FY 2016 Target	FY 2018 Target
Stakeholder rating: Satisfaction with SFMTA decision-making process and communications. Scale of 1 (low) to 5 (high)	Annual	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating

DISCUSSION AND RECOMMENDATIONS

Items for Discussion

- Does vision sound right in terms of where we want to be?
- Does mission capture what we do?
- Have we identified the right goals to achieve the vision?
- Have we identified the right objectives to achieve the goals?
- Will the performance indicators give a good picture of how we're doing?
- Are the performance targets too timid or aggressive?
- Should we be more explicit (e.g., modal priority, maintenance & expansion)?

Next Steps

- Revise and review the Strategic Plan (November 2011).
- Present the Strategic Plan to MTA Board (January 2012).
- Begin developing initiatives and actions (January 2012).
- Coordinate the Capital and Operating Budget with the Strategic Plan (April 2012).
- Each Division develops plans to implement the Strategic Plan (June 2012).