

# Draft SFMTA Strategic Plan

# Agenda

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

# DEVELOPMENT OF THE PLAN

# Strategic Plan in Context

**Regional  
Sustainable  
Communities  
Strategy**

**City  
Climate &  
Sustainability  
Strategy**

**25-year  
Long Range  
Transportation  
Plan**

**20-year  
Long Range  
Operating  
Plan**

**10-year  
Short Range  
Transit  
Plan**

**6-year  
Strategic  
Plan**

**5-year  
Capital  
Program**

**2-year  
Cap & Ops  
Budget**

**Annual  
Performance  
Work  
Plans**

**Annual  
Mobility  
Progress  
Report**

**Integration of Plans and Programs maximizes results**



## Information Gathering – Surveys and Workshops





## Development of the Plan Elements

# **DRAFT FY2013-FY2018 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.

# Draft Strategic Goals

- GOAL 1:** Create a safer 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

# OBJECTIVES

# GOAL 1: Create a safer transportation experience for everyone

## OBJECTIVE 1.1: Improve security for transportation system users

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
# 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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
# of Muni collisions per 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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
Customer rating: Overall customer satisfaction	Monthly	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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
<p>% of trips that have less than a 2-minute spacing between vehicles by line and route on the Rapid Network</p> <p>% of trips where gaps in service exceed scheduled headway by more than 5 minutes by line and route on the Rapid Network</p>	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

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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
Mode Share	Quarterly	FY 2018 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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
% average occupancy of public parking spaces (SFpark areas and SFMTA garages)	Monthly	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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
Annual metric tons of CO2e for the transportation system	SFMTA: Quarterly  Transportation System: Annually			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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
Customer rating: Business community satisfaction with <b>transportation network's</b> ability to meet their needs	Monthly	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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
% 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		

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

## OBJECTIVE 3.4: Deliver services efficiently

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
Average annual transit cost per revenue hour	Monthly	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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
Structural deficit	Annually	Make progress towards closing Operating and mission critical Capital structural deficit	Closing Operating and mission critical capital structural deficit by more than 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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
Employee rating: satisfaction with information distribution	Quarterly Sample  Annual Agency Survey	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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
Employee rating: Overall employee satisfaction	Quarterly Sample  Annual Agency Survey	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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
% of employees with performance plans prepared by start of fiscal year	Annually	100% of employees with performance plans at the start of the fiscal year		
% of employees with annual evaluations based on their performance plans	Annually	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

KEY PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS		
		FY2014	FY2016	FY2018
Stakeholder rating: Satisfaction with SFMTA decision-making process and communications	Annually	Establish baseline and reach 4.5/5.0 (excellent) satisfaction rating		

# **DISCUSSION & 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