

Date: August 31, 2011

To: SFMTA Policy and Governance Committee

Through: Edward D. Reiskin  
Director of Transportation

From: Timothy Papandreou  
Deputy Director, Sustainable Streets Long Range Planning & Policy

Subject: SFMTA Strategic Plan Status Update

The following information provides an update to the Strategic Plan development including:

- A revised timeframe to incorporate the feedback from the first round of workshops.
- A summary discussion of the revised plan elements, framework and descriptions of the strategic planning workshops.
- A summary of the additional outreach including the SFMTA Board’s opportunity for input.

**Revised Strategic Plan Development Timeline**

As staff has been conducting workshops, it has become evident that additional outreach to key parts of the agency and further refinement of the visioning and scoping process would be beneficial to the overall process. The revised detailed schedule is as follows:

- |  |                       |
|--|-----------------------|
| • Customer surveys conducted                                 | Winter 2010-2011      |
| • Customer surveys analyzed with key themes                  | Spring 2011           |
| • Executive Team Scoping                                     | June 2010             |
| • Key Stakeholder Workshop #1                                | July 14               |
| • Key Stakeholder Workshop #2                                | August 17             |
| • SFMTA Junior Staff Workshop                                | August 18             |
| • Executive Team Workshop #1 - <i>Visioning</i>              | Week of September 12  |
| • Division Meetings - <i>Visioning &amp; Scoping</i>         | Week of September 19  |
| • Executive Team Workshop #2 - <i>Priorities &amp; Goals</i> | Week of September 26  |
| • Division Meetings - <i>Key Objectives</i>                  | October 3 – 14        |
| • Key Stakeholder Workshop #3 - Draft Review                 | Week of October 17    |
| • Develop Draft Strategic Plan                               | October 17 - 28       |
| • SFMTA Board and Stakeholder Input & Feedback               | October-December 2011 |
| • Present Strategic Plan to Board                            | January 2012          |

**Summary of Key Focus Areas, Plan Elements and Workshops to date**

After starting the process of developing the new strategic plan, it was apparent that several changes should be made to the structure of the new plan in order for this document to serve its intended purpose. Specifically, the new plan will now include detailed actions to complete the initiatives within the allotted timeframe, tie probable funding sources to each initiative and assign a lead and supporting division to handle the work.

The elements to be included in the plan are as follows:

- **Vision, Mission and About Us:** These three elements will be developed through the Executive Team to help articulate to staff at all levels who, what, and where we want to be in the five year horizon.
- **Goals:** The goals will help define how we focus agency efforts to fulfill our mission and vision.
- **Objectives:** Specific ways the Agency can meet the broader goals
- **Initiatives:** Programs and projects that can be undertaken by each agency division to achieve each the objectives
- **Actions:** Detailed methods to complete the initiatives within the allotted timeframe and resources
- **Performance Indicators:** How the Agency will determine success of these actions and initiatives

### **Strategic Planning Workshops**

A series of workshops have been conducted, and further workshops will be held during the fall of 2011 to gather the pertinent information for the plan. The following summaries highlight the workshops conducted to date.

#### **Key Stakeholder Workshop #1 (July 14)**

The first workshop included key SFMTA staff and stakeholders representing our partners from City department and agencies, business, advocacy and labor groups. This session served primarily to gather information and participants offered comments on the strengths, weaknesses, opportunities and threats (SWOT) to the SFMTA.

#### **Major comments from participants:**

- Communicate more clearly and more frequently with its customers
- Improve transit reliability and right size the system
- Develop clearer modal priorities so that financial resources and personnel can be allocated appropriately
- Improve intra-agency and inter-agency coordination and communications
- Develop an orientation for new staff and provide clear instructions for project and team management
- Streamline the hiring, contractual and administrative processes and develop a method of succession planning

#### **Key Stakeholder Workshop #2 (August 17)**

Staff synthesized the comments and grouped them into major focus areas for feedback and refinement. This workshop presented the five focus areas to the participants and asked them to define what objectives and/or actions were needed for the SFMTA to succeed. These focus areas were:

1. Provide excellent customer service

2. Improve network performance
3. Maintain transparent communications
4. Maximize use of financial resources
5. Improve organizational capacity and capability

These focus themes were presented on posters to the participants along with the major issues and challenges during the last workshop. Feedback from this workshop will be given to the Executive Team to inform their work in developing the vision and goals for the Agency.

### **SFMTA Additional Staff Workshop** (August 18)

This workshop engaged new and/or junior-level staff and served as valuable check against the work already conducted by the key stakeholders in the first two workshops. These participants also conducted a SWOT analysis of the Agency and then discussed the focus areas developed for the Key Stakeholder Workshop #2. The staff members who participated in this workshop will attend subsequent staff workshops and work with their supervisors to complete the elements of the strategic plan. The feedback from this group was consistent with the five focus areas for the Strategic Plan.

### **Executive Team Workshop #1 – *Visioning*** Week of September 12

Using the information gathered in the customer surveys and through the review of the Capital Plan, the Transit Effectiveness Project (TEP) Implementation Strategy, the Climate Action Strategy and the Better Streets Plan, the Executive Team developed an initial draft SFMTA Vision and Mission Statement. Feedback given throughout the first three workshops has shown that further changes are needed so that the vision is simpler, less “wonky,” and relevant to all agency employees. The Executive Team will use this workshop to develop a concise vision, values and mission statement that will serve as powerful statements to guide the SFMTA for the duration of the strategic plan.

### **Division Meetings – *Vision Feedback by Division*** Week of September 19

Once the Executive Team has defined a vision and mission for the Agency, the strategic planning team will meet with each of the divisions to get feedback on the vision and understand how staff relates them to their responsibilities. These meetings will be a chance to reach those employees who did not participate in a strategic planning workshop, particularly the frontline staff that have historically been harder to reach.

### **Executive Team Workshop #2 – *Priorities & Goal Setting*** Week of September 26

Once divisions’ staff has given input on the vision, the Executive Team will meet for their second workshop to finalize the vision and develop goals for the agency. Taking into account the information gathered from the first three workshops, the Executive Team will discuss their priorities for the agency and set goals that will be attainable over the next five years.

### **Division Meetings - *Objectives*** October 2011

After the Executive Team has made their final revisions to the vision and developed the goals for the Agency, the strategic planning team will once again meet with each of the divisions. This time,

the team will record feedback on the goals developed by the Executive Team and provide a chance for all staff members to suggest objectives for inclusion in the new strategic plan.

### **Key Stakeholder Workshop #3 October 2011**

Once the Executive Team and staff has developed the new vision, mission statement, goals and objectives, the key stakeholders from the first two workshops will reconvene in order to discuss the draft strategic plan elements. During this workshop, they will also have a chance to discuss the agency's priorities and how the strategic plan elements may be revised.

### **Additional Outreach**

A complete draft of the plan will be distributed to the key external stakeholders and SFMTA staff for comment in November 2011, and the final version will be presented to the SFMTA Board of Directors this winter.

### **SFMTA Board of Directors Role in Strategic Plan**

Prior instruction from the Board of Directors empowered SFMTA staff to take the lead in defining the goals, objectives, initiatives and actions for inclusion in the plan and to work through the Policy and Governance (PAG) Committee. The Board of Directors will have an opportunity for feedback and input during these key milestones:

- Regular progress updates to the PAG Committee
- Review of the draft Strategic Plan's goals, objectives, initiatives and actions in late October
- Presentation and adoption of the Strategic Plan in January 2012