

**THIS PRINT COVERS CALENDAR ITEM NO. : 12**

**SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY**

**DIVISION:** Sustainable Streets Division, Strategic Planning & Policy

**BRIEF DESCRIPTION:**

Approve the Fiscal Year (FY) 2013 – FY 2018 SFMTA Strategic Plan, which outlines the vision, mission statement, goals and objectives for the Agency for the next six fiscal years.

**SUMMARY:**

- The Strategic Plan will cover six fiscal years from 2013-2018, to coincide with the next three, two-year budget cycles. In addition, the plan will link the five-year capital improvement plan and annual division work plans for greater consistency.
- Using the information gathered from workshops with internal and external stakeholders, the Executive Team drafted a new vision and mission statement, and four overarching goals with their related objectives, proposed measurement indicators and targets.
- Workshops with the staff from various disciplines within the Agency were held over the last six months to gather feedback and suggest changes.
- Additional outreach presentations, workshops and off-site surveys were held to give stakeholders, partner agencies and all SFMTA staff the opportunity to participate in the process.

**ENCLOSURES:**

1. SFMTAB Resolution
2. Fiscal Year 2013 – Fiscal Year 2018 SFMTA Strategic Plan

**APPROVALS:**

**DATE**

DIRECTOR \_\_\_\_\_ 12/27/11

SECRETARY \_\_\_\_\_ 12/27/11

**ASSIGNED SFMTAB CALENDAR DATE:** January 3, 2011

## **PURPOSE**

The Fiscal Year (FY) 2013 – FY 2018 SFMTA Strategic Plan defines the purpose of the Agency and establishes goals and objectives that will guide the Agency's priorities for the next six years. The plan will also be used as a guide to effectively manage the Agency's resources. The SFMTA Strategic Plan outlines performance indicators and targets that will provide the method by which the Agency's progress will be measured.

## **GOAL**

The FY 2013 – FY 2018 SFMTA Strategic Plan is an update to the FY 2008 – FY 2012 SFMTA Strategic Plan. This new plan addresses each of the six current goals and revised them to better address the changed needs of the SFMTA for the next six years.

## **DESCRIPTION**

Adopted in July 2007, the current Strategic Plan covers FY 2008 – FY 2012. In September 2010, the Board reviewed this plan and discussed the current issues and opportunities facing the Agency. The Board requested that staff engage in an interactive discussion with all stakeholders regarding how best to update the plan and incorporate new opportunities that had arisen since the plan was last adopted.

The FY 2013 – FY 2018 Strategic Plan responds to the suggestions from the September Board workshop and the multiple stakeholder meetings that were held in summer 2011. This plan also reflects the changes made to the regional residential and employment growth projections in response to the recent economic downturn.

In essence, the FY 2013 – FY 2018 Strategic Plan is the six-year work plan for the SFMTA. The Strategic Plan will guide the prioritization of the capital investments needed to support the Agency's goals and objectives through the development of the five-year Capital Improvement Program (CIP). The CIP in conjunction with the 20-year Financial Operating Plan, will inform the development of the two-year operating and capital budgets. Each SFMTA Division will use the Strategic Plan as the basis of their individual annual staff performance plans.

### **Framework of the Strategic Plan**

The new Strategic Plan framework focuses on the new vision for the Agency and the goals and objectives needed to achieve this vision. The establishment of strong strategic goals and objectives for this plan provides a solid foundation on which each of the SFMTA Divisions will develop initiatives and actions in line with the next two-year operating and capital budgets.

The elements included in this Strategic Plan are defined as follows:

- **Vision:** Describes what the Agency wants to accomplish by FY 2018
- **Mission:** Defines what the SFMTA does; its reason for being
- **Goals:** Key areas on which to focus the Agency's efforts to achieve our vision
- **Objectives:** Specific ways the Agency can accomplish the goals

- **Performance Indicators:** How the Agency will track the implementation of the plan
- **Targets:** Specific levels of accomplishment to work towards in each of the next three budget cycles

The key actions outlining the programs and initiatives for the first two years (FY 2013 – FY 2014) will be developed in conjunction with the development of the capital and operating budgets in spring 2012.

### **Development of the Strategic Plan**

Developing the FY 2013 – FY 2018 Strategic Plan has been a year-long process that started with the Board Workshop in September 2010. The first step included customer surveys and information-gathering sessions with SFMTA staff, representatives from city departments, regional transportation partner agencies, businesses, labor and advocacy organizations and other external stakeholders. The SFMTA Executive Team took this information and drafted the plan's elements. Through surveys and a series of multidisciplinary staff workshops, the staff-led strategic planning team collected feedback on the plan and reported suggested modifications back to the Executive Team. Once the Strategic Plan's vision, mission statement, goals and objectives were set, performance indicators and targets were developed so the Agency can chart its progress towards achieving the vision.

#### *Information Gathering*

The first step in the development of the FY 2013 – FY 2018 Strategic Plan was to survey San Franciscans to ascertain their use of the transportation network and their priorities for infrastructure growth, funding and prospective changes in policy. The phone and online surveys conducted December 2010 to February 2011 were completed by 579 and 813 respondents, respectively. Although the questions asked in both surveys were on similar themes, the phone survey was structured to capture a "snapshot" of the residential demographics of San Francisco and the online survey available on the SFMTA website, was open to any residents, visitors or workers who chose to participate.

In addition to the surveys, a series of three workshops were held during July and August 2011 to gather more specific information regarding the current transportation network in San Francisco and how the Agency should best proceed over the next six years. The first two workshops were comprised of SFMTA staff nominated by the Executive Team and key external stakeholders from city departments, transportation partner agencies, businesses, and labor and advocacy groups. The 45 senior level participants offered comments on the strengths, weaknesses, opportunities and threats to the SFMTA (SWOT analysis) and offered broad comments on five themes relating to the Agency:

- Customer focus,
- Network performance,
- Communications,
- Financial sustainability, and
- Organizational development.

The second workshop expanded the discussion of the five theme areas and asked the participants to propose specific objectives and actions in each area to get a better understanding of how the stakeholders believe the Agency should move forward. The third information-gathering workshop was designed to engage sixteen targeted SFMTA staff members from specific groups within the Agency to gather a different perspective of the Agency's strengths, weaknesses, opportunities and threats. The workshop participants also discussed the five theme areas and this information served as a valuable check against the work already conducted by the broader key stakeholders in the first two workshops. This input informed the Executive Team's development of the draft vision, mission statement and four overarching goals.

*Input on the draft Strategic Plan*

In an effort to make the development of the Strategic Plan a collaborative and inclusive process, the strategic planning team ensured staff attendance matched the diversity and multidisciplinary nature of the Agency. The team set up targeted outreach meetings, open houses and web surveys for staff to participate in the feedback process. In addition, the team presented with the Division Director at all-staff meetings when possible to maximize staff exposure to the Strategic Plan while it was in development. These meetings resulted in manual, electronic and verbal comments, including responses to a paper survey distributed to frontline staff that does not have web access while at work.

In total, thousands of handwritten and electronic comments have been submitted during this process, providing a rich overview of the issues and opportunities facing the SFMTA. The strategic planning team has spent many hours sifting, sorting and distilling the key themes and relayed that information to the Executive Team throughout this process.

A draft of the Strategic Plan framework and key elements was presented to the Board at its November 14, 2011 workshop. Each of the directors provided comments on the draft.

The Strategic Plan was presented to the SFMTA Citizens' Advisory Committee (CAC) on December 1, 2011. The CAC offered comments regarding the goals, objectives and key performance indicators.

The comments from each of these groups were reviewed by the Director of Transportation. The Strategic Plan was revised and reflects this feedback.

**Implementation of the Strategic Plan**

The Strategic Plan will serve as the foundation to develop specific policies, programs and projects over the course of the next six years. The SFMTA Divisions will develop detailed actions and measure performance to meet the new objectives within the six-year timeframe. This effort will be coordinated with the development of the FY 2013 – FY 2014 capital and operating budgets. Divisional goals and individual performance plans for SFMTA staff in FY 2013 will also be developed in line with the new Strategic Plan.

## **PAGE 5.**

SFMTA staff will repeat this process during each budget cycle, with the initiatives and actions changing to take into account the progress made towards meeting each objective in the Strategic Plan. SFMTA staff will also assess conformance with the Strategic Plan for each project brought to the Board for approval. The section in the SFMTA Board Calendar Item template will be revised to fully describe how the project, policy or contract directly advances the goals of the Strategic Plan and outline the impact of the proposed actions in meeting the Strategic Plan's targets.

Going forward, a key tool in evaluating the progress made towards meeting the Strategic Plan's targets will be the Annual Mobility Report, released at the end of each fiscal year. The first of these scorecards will be drafted in July 2012 to set the baseline for future reporting.

### **ALTERNATIVES CONSIDERED**

The development of a new SFMTA Strategic Plan is critical to the functioning of the Agency. Without one, the SFMTA would not have an effective way to manage its resources and improve the transportation system of San Francisco.

### **FUNDING IMPACT**

The Strategic Plan will guide the Agency's funding decisions over the next six years. The initiatives and actions developed to meet the targets included in this plan will make up each of the capital and operating budgets that will be developed over the course of the next six years.

### **OTHER APPROVALS RECEIVED OR STILL REQUIRED**

The SFMTA Strategic Plan has set up a framework on which project funding approvals will be made. The Capital Improvement Program (CIP) and the capital and operating budgets will implement the elements of the Strategic Plan and detail which initiatives will be directly funded for the next five and two years, respectively. The CIP and the capital and operating budgets will be presented to the Board for approval in spring 2012.

### **RECOMMENDATION**

It is recommended that the San Francisco Municipal Transportation Agency Board of Directors approve the FY 2013 – FY 2018 SFMTA Strategic Plan.

SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY  
BOARD OF DIRECTORS

RESOLUTION No. \_\_\_\_\_

WHEREAS, The SFMTA developed a vision, mission statement, four overarching goals, objectives, and key performance indicators using the information gathered from workshops with internal and external stakeholders; and,

WHEREAS, Additional outreach presentations, workshops and surveys were held to give all SFMTA staff the opportunity to participate in the development of the Strategic Plan; and,

WHEREAS, The Strategic Plan will cover six fiscal years from 2013-2018, to coincide with the next three, two-year budget cycles; and,

WHEREAS, The Strategic Plan will directly inform the develop of the two-year operating and capital budgets; now, therefore, be it

RESOLVED, That the San Francisco Municipal Transportation Agency Board of Directors approves the FY 2013 – FY 2018 SFMTA Strategic Plan, which represents the vision mission statement, goals and objectives for the Agency for the next six fiscal years; and, be it further

RESOLVED, That the Director of Transportation is authorized to make any necessary technical and clerical corrections to the approved FY 2013 – FY 2018 SFMTA Strategic Plan.

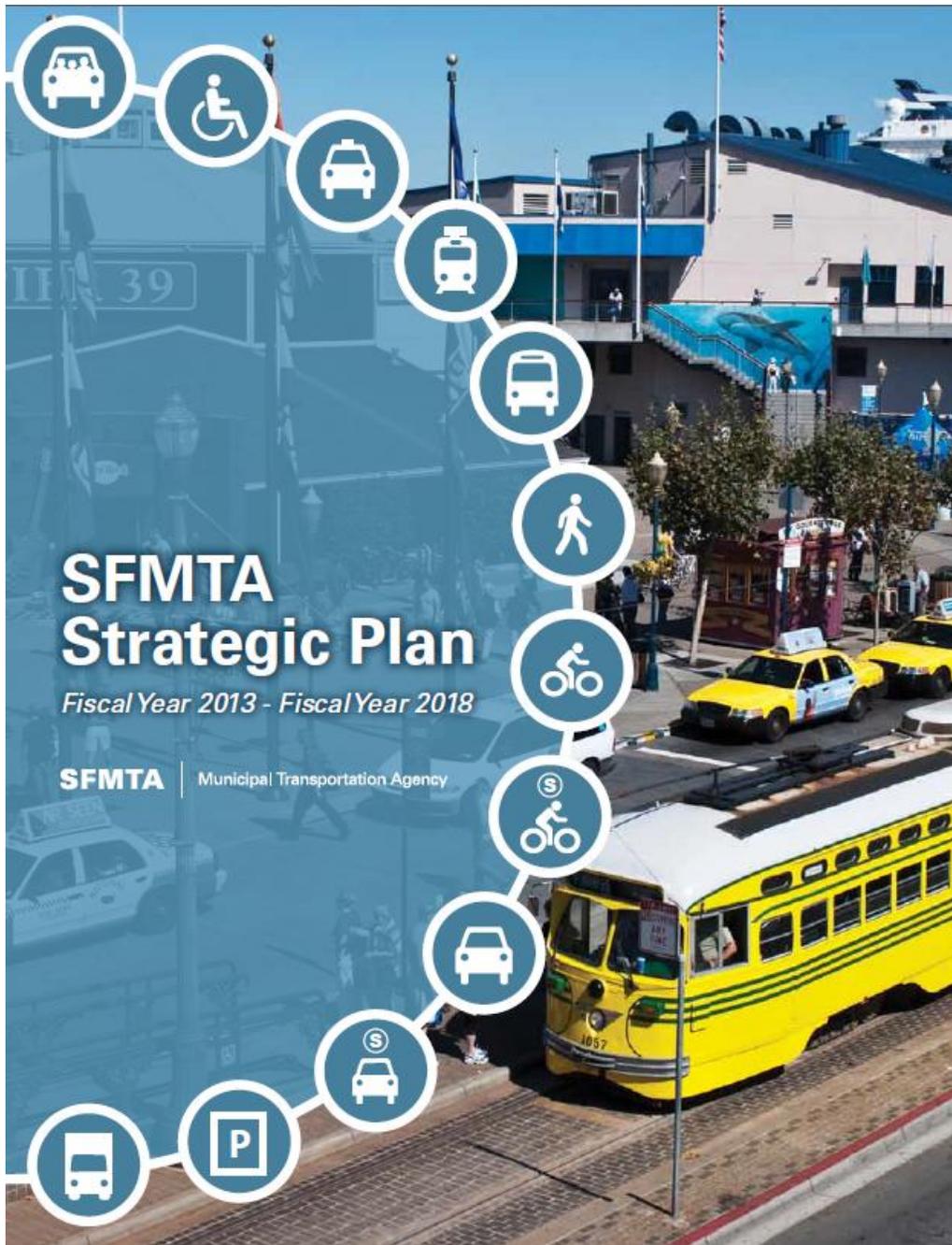
I certify that the foregoing resolution was adopted by the San Francisco Municipal Transportation Agency Board of Directors at its meeting of January 3, 2011.

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Secretary to the Board of Directors  
San Francisco Municipal Transportation Agency

SFMTA Strategic Plan  
Fiscal Year 2013 - Fiscal Year 2018

SFMTA logo



Cover graphic: the international icons for the twelve types of transportation in the SFMTA system (rideshare, paratransit, taxi, light rail, bus, walking, bicycling, bicycle share, driving, carshare, parking, and commercial vehicles) arranged in a half moon shape.

Background image: transportation options near Pier 39.

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## ACKNOWLEDGEMENTS

### Mayor Edwin M. Lee

### San Francisco Municipal Transportation Agency

#### Board of Directors

Tom Nolan	Chairman
Jerry Lee	Vice-Chairman
Leona Bridges	
Cheryl Brinkman	
Malcolm Heinicke	
Bruce Oka	
Joél Ramos	

#### Executive Team

Edward D. Reiskin Director  
Debra Johnson Administration  
Shahnam Farhangi Capital Programs & Construction  
Sonali Bose Finance & Information Technology  
Reginald Mason Safety, Training, Security & Enforcement  
Bond Yee Sustainable Streets  
John Haley Transit

The San Francisco Municipal Transportation Agency (SFMTA) Fiscal Year 2013 - Fiscal Year 2018 Strategic Plan sets the direction for the Agency over the next six fiscal years and forms the basis for the Agency's two-year capital and operating budgets. Developed by the SFMTA Executive Team, this plan is a culmination of nearly a dozen forums with SFMTA staff from each division (Administration; Capital Programs & Construction; Finance & Information Technology; Safety, Training, Security & Enforcement; Sustainable Streets; and Transit) and key stakeholders representing transit customers, community, government, business, labor, and transportation service provider partners.

The information gathered to create this document incorporates more than 1,000 comments from internet and telephone surveys, email messages, and workshop comments, including a strengths, weaknesses, opportunities and threats analysis, a review of local, regional, state, federal, and international policies and trends, and comparisons to peer organizations.

This document is version 1.0 of the six-year Strategic Plan. The Agency will update the plan every two years to inform development of the Agency's capital and operating budgets. Moreover, we will submit an annual report to the SFMTA Board each year to track and report on Agency progress and network performance.

## **FOREWORD**

### **SFMTA Board Chairman Tom Nolan**

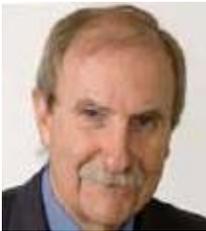


Image: Tom Nolan

On behalf of the SFMTA Board of Directors, we adopt this Fiscal Year 2013-2018 Strategic Plan. We believe this plan sets the right course for our Agency and the city's transportation network. Since our directive to staff to develop the plan a year ago, the level of engagement and commitment by everyone involved has been very satisfying. We trust in the Director of Transportation to lead his team towards realizing our residents' vision and mandate when they voted to create the SFMTA: an integrated, multimodal transportation Agency delivering excellent customer service and providing great transportation choices for San Francisco.

We look forward to adopting Agency policies, budgets, projects and programs that will successfully deliver this plan. For us, that means we will continue to uphold the city's *Transit First* policy by improving transit service, improving walking and bicycling environments, improving taxi, carsharing and ridesharing partnerships and managing private automobile and parking demand.

It is our intent that this plan be the guiding document for all decisions regarding how we will move forward together. As a living document, it will be refined periodically over the next six years with regular reports to track progress towards the accomplishment of the goals. Although at times we will be challenged to make exceptions, we will look at the big picture impacts where those challenges arise. This means looking beyond the individual or isolated impacts of the project to assess the impact to the city's transportation system as a whole and the quality of life for residents, workers and visitors to the city.

**Banner:**

SFMTA Vision: San Francisco: great city, excellent transportation choices.

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

**Director of Transportation Ed Reiskin**



Image: Ed Reiskin

Our challenges are immense and there is no time like the present to tackle them. Our strategic vision lays the path for a very different SFMTA and transportation experience than the one we know today.

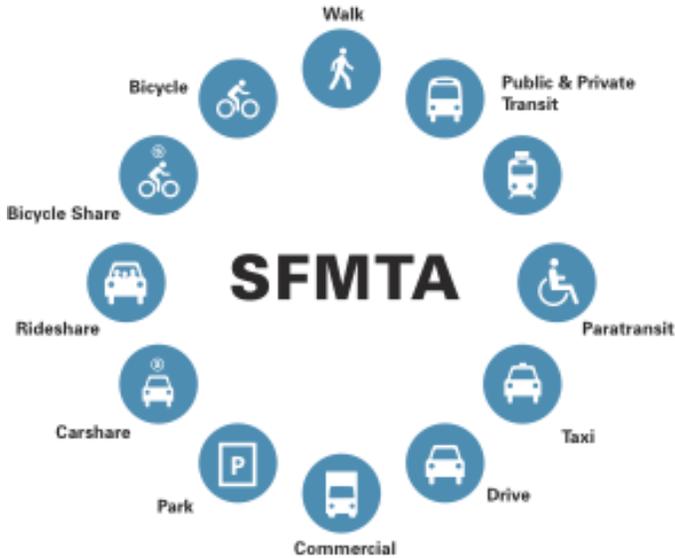
Imagine that six years from now... Our transit system, the backbone of our city's quality of life and economy, will provide fast and reliable access to our city and region, making it a great choice for getting around San Francisco. We will see our transit fleet upgraded to better accommodate the needs of families, seniors, and the disabled community. We will also see improved bicycling conditions so that a wider range of bicycle riders, from families to seniors, will choose the bicycle for everyday transportation. Walking in this great city will be safer and the public spaces that connect our neighborhoods will become more accessible. Taxis will be more convenient to use and connect people to where they want to go. Using technology more effectively, parking will be more rational and easier to find. Sharing of cars, rides, and bicycles will grow and provide greater access for many more residents, workers, and visitors who will choose to live in, work in, and visit the city. These services, combined with private shuttles, will meet more of our everyday transportation needs, freeing up more time to spend with family and friends. Using smartphone apps and social media, people will have better access to data that is meaningful and helpful. Information, payment, and reservations will be more integrated and customized to better meet your personal travel and business needs.

The next six years chart the course for a future of integrated of transportation choices that will improve the quality of life for us all. I will lead the SFMTA team to accomplish the goals in this plan and deliver the required actions. We will build a culture of innovation and collaboration with greater attention to customer service, project partnership and delivery, and team accountability. We will have better-trained staff and improved communications to support smart decision-making with greater transparency for our customers and partners.

While our challenges are great, so are the opportunities. We know we cannot realize this vision alone and we will need to strengthen our partnerships in the city, our region, and beyond to make this plan truly successful so that San Francisco becomes even greater through excellent transportation choices.

## WHO WE ARE

The San Francisco Municipal Transportation Agency (SFMTA) is a unique organization. Created in 1999 through a voter initiative to combine the former Municipal Railway (Muni) and Department of Parking and Traffic (DPT), this resident-led change to the City Charter was designed to create an integrated transportation agency to manage the city's streets more effectively in support of the *Transit First* policy. Since then, the Agency has continued to evolve through the merger with the Taxi Commission in March 2009 and the establishment of a direct reporting relationship with the San Francisco Police Department's traffic enforcement detail. This evolution has created a comprehensive agency that oversees the movement of people and goods on city streets to enhance the economy, environment, and quality of life.



Graphic: The twelve types of transportation (walking, public and private transit, paratransit, taxi, driving, commercial, parking, carshare, rideshare, bicycle share, and bicycle) in the SFMTA system arranged in a circle around the SFMTA logo.

## WHAT WE DO

The SFMTA plans, designs, builds, operates, regulates, and maintains one of the most diverse transportation networks in the world. In addition to the four modes of transportation (transit, walking, bicycling, and driving, which includes private vehicles, taxis, carsharing, and commercial vehicles), the Agency directly oversees five transit modes (bus, trolley bus, light rail, historic streetcar, and cable car), in addition to overseeing paratransit service, which serves individuals unable to use fixed-route transit service. The SFMTA also partners with regional transit operators who connect the city

with the region using four additional transit modes (heavy rail (BART), commuter railroad, regional bus, and ferry).

In addition to being an operator and regulator, the SFMTA has a robust planning, design, and construction function that includes reviewing all proposed land use developments with our partners; planning, designing, and building the transportation modal networks (transit and paratransit, streets, signals, bicycle, pedestrian, taxi, commercial delivery and loading); and providing long-range forecast analyses of the fleets, facilities, and right-of-way infrastructure in the city and their relation to the region.

The SFMTA also oversees on- and off-street public parking and manages it to complement the policy objectives of this *Transit First* city. Last but not least, the Agency creates and enforces rules on the city's streets, transit system, and parking. Combined, these efforts make an all-in-one transportation agency that directly impacts the daily life of everyone who moves about the city.

## **OUR CORE VALUES**

As the transportation agency for the one of the most dynamic cities in the world, our values reflect the city we serve. We hold these values:

### **For the Transportation Network:**

- *Transit First*: Transit, walking, bicycling, taxi, carsharing, and ridesharing have the highest priority
- Complete and Green Streets: Streets are designed and managed to be attractive, inviting public spaces for people
- Green, Clean, and Quiet Mobility: Use greenest, most efficient, and quietest technologies available
- Social Equity and Access: Prioritize the most affordable and accessible modes

### **For Our Team:**

- Leadership: Realizing and implementing the vision to the fullest
- Teamwork: Working together in partnership to provide excellent customer service
- Integrity: Working with the highest standards of honesty and ethics
- Accountability: Taking joint responsibility to set and meet or exceed the Agency's goals
- Effectiveness: Achieving results through collaboration and efficient use of resources
- Respect: Holding those with and for whom we work in high esteem and regard

**KEY ISSUES AND OPPORTUNITIES FOR OUR SYSTEM, CITY AND REGION**

<b>Focus Area</b>	<b>Issues</b>	<b>Opportunities</b>
<b>System/ City/ Region</b>	<ul style="list-style-type: none"> <li>● Projected 25% increase in jobs and 15% increase in population by 2035; more seniors, fewer families with children</li> <li>● Funding, particularly federal and state, is declining</li> <li>● Local and regional funding becomes more important to finance our capital and operational needs</li> <li>● Insufficient resources to operate and maintain the transportation system and to address state-of-good-repair and expansion needs</li> <li>● Different modes are not integrated, systems are hard to navigate and require separate payment</li> <li>● Mixed traffic, circling, and double parking slows down transit, taxis, and deliveries</li> <li>● Electric vehicle parking demand impacts public garages</li> </ul>	<ul style="list-style-type: none"> <li>● Better linkages between transportation and smart land uses can create efficiencies in future development</li> <li>● New funding sources and new funding partnerships can help meet growing needs</li> <li>● New technology and good planning will allow integration of all modes, customer information, and payments</li> <li>● Dedicating lanes and spaces for shared mobility can be effective</li> <li>● City is positioned to be greater voice in regional, state, and federal forums</li> <li>● Transportation system can benefit from zero- and low-emission vehicles</li> </ul>
<b>Walking</b>	<ul style="list-style-type: none"> <li>● Population aging</li> <li>● Demand for walking increasing</li> <li>● Most collisions are preventable</li> <li>● Traffic speeds not compatible with land uses in key locations</li> </ul>	<ul style="list-style-type: none"> <li>● Public support to implement best practices in street design and the Mayor’s Directive on Pedestrian Safety</li> <li>● Technology applications for speed enforcement and education</li> <li>● Infrastructure support for walking is cost-effective</li> </ul>

Focus Area	Issues	Opportunities
<b>Transit</b>	<ul style="list-style-type: none"> <li>• Transit system safety</li> <li>• Transit speeds lowest in the nation; vehicles are operating mostly in mixed traffic</li> <li>• Peak crush loads mean people shifting back to auto, with some switching to bicycle and walking</li> <li>• State-of-good-repair and major maintenance needs</li> <li>• Existing vehicle fleet is difficult for families to use and needs major overhaul</li> <li>• Many stops not fully accessible</li> </ul>	<ul style="list-style-type: none"> <li>• New technology and educational opportunities to improve system safety</li> <li>• Ability to speed transit and increase reliability through cost-effective measures like dedicated transit lanes, all-door boarding, stop spacing, and signal priority tools</li> <li>• Upcoming fleet replacement cycle</li> <li>• Public support to prioritize the funding of mission-critical assets to ensure the preservation of a safe and reliable system</li> <li>• Capital and operations funding through development agreements</li> </ul>
<b>Bicycling</b>	<ul style="list-style-type: none"> <li>• Interest in bicycling is growing; mode share expected to double in next five years</li> <li>• Bicycle network connectivity is fragmented</li> <li>• Limited bicycle parking supply</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding bicycle infrastructure is cost-effective: lanes, parking facilities, signals and marketing yield high returns</li> <li>• Bike sharing provides cost-effective access for inner-urban trips</li> <li>• Business community is open to bicycle parking as prudent customer strategy</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Parking is not efficiently used and creates congestion through double parking and circling; results in slower transit speeds</li> <li>• Residential parking is not consistent across city</li> <li>• Disabled placard abuse is compromising access to parking spaces for the disabled community</li> <li>• Demand for parking for family vehicles is increasing</li> <li>• State Vehicle Code limits best practices in parking management</li> </ul>	<ul style="list-style-type: none"> <li>• New technologies make it easier to find and pay for parking</li> <li>• Demand-responsive parking pricing</li> <li>• Parking maximums and California's Parking Cash-Out Law provide incentives for <i>Transit First</i> modes</li> <li>• Growing support to amend the State Vehicle Code to allow flexibility in local parking management and better parking management strategies across the state</li> </ul>

<b>Focus Area</b>	<b>Issues</b>	<b>Opportunities</b>
<b>Taxi/ Carshare/ Rideshare</b>	<ul style="list-style-type: none"> <li>• Demand for taxis not being met</li> <li>• Improved collaboration is needed for carshare/vehicleshare growth</li> <li>• Shuttle and ridesharing providers need expanded coordination and partnerships with city</li> </ul>	<ul style="list-style-type: none"> <li>• Public support to identify the number of taxis needed in the city and improve taxi services</li> <li>• Growth of carshare and vehicleshare usage leads to the reduction of single occupant automobile trips</li> <li>• Ridesharing and regional shuttles can mitigate regional traffic coming to the city</li> </ul>

## STRATEGIC PLAN FRAMEWORK AND RELATED PLANS

The development of this Strategic Plan is the first attempt to integrate and create consistency with all the plans the Agency develops or contributes to. The U.S. Department of Transportation requires Metropolitan Planning Organizations (MPOs) to create long-range transportation plans as prioritization documents for how state and federal funds will be programmed. These plans also include policies and performance outcomes. The Metropolitan Transportation Commission (MTC), the Bay Area’s MPO, is responsible for the development of the Regional Transportation Plan. Recent passage of California Senate Bill 375 requires regional planning agencies in California to partner with each other to develop a Sustainable Communities Strategy to integrate a region’s housing, employment, transportation and energy needs. The SFMTA used the strategic planning process as an opportunity to draw from these guiding principles and policies of the regional, state, and federal agencies and develop this six-year Strategic Plan.

In addition to the regional plans, the San Francisco County Transportation Authority (SFCTA) is the designated congestion management agency for the city and, in coordination with the SFMTA, develops the 25-year long-range transportation plan for the city and county. The SFMTA and SFCTA are collaborating on the development of the San Francisco Transportation Plan, drawing heavily from regional planning efforts, demographic projections and local long-term land use development plans. Lastly, the Agency develops internal multimodal and modal mid- and long-range plans for transportation capital and operational needs. The Capital Plan provides an unconstrained prioritization of capital needs and filters projects based on performance criteria. The five-year Capital Improvement Program includes those multimodal capital needs that can be delivered in that funding timeframe.



Figure 1: Relationship between the FY 2013- FY 2018 SFMTA Strategic Plan with other regional and SFMTA plans

Figure 1: graphic showing how the 6-year Strategic Plan relates to the other planning documents for the SFMTA: The Coordinated Regional Plans (the Regional Transportation Plan, the Sustainable Communities Strategy, the San Francisco Transportation Plan, the San Francisco Climate Action Plan, and the SFMTA 25-year Capital and Operating Plan) were developed concurrently by Bay Area planning agencies and each have informed the development of the FY 2013 – FY 2018 SFMTA Strategic Plan. The development of the Strategic Plan now starts a closed loop cycle of planning within the SFMTA that leads to the development of the 5-Year Capital Improvements Program, the development of Initiatives and Actions for the Agency, the 2-year capital

and operating budgets, the annual division work plans, the annual SFMTA staff individual work plans, and finally to the Annual Mobility Report.

The six-year Strategic Plan is a workplan to meet the mid- and long-term goals of the Agency and is the basis for the two-year capital and operating budgets to meet the strategic goals and objectives. This integration is a first for the Agency and forms the basis for ensuring that the two-year capital and operating budgets support the strategic goals and objectives. Once these capital and operational budgets are approved, each division within the Agency will use the budgets to prioritize work products and include performance measures for each employee through a performance evaluation plan. Each division will have a unique role to play and lead elements of the Strategic Plan. This framework provides a continuous link from the employee to Agency policy to ensure consistency and accountability at all levels.

The framework for this new plan focuses on a new vision and mission for the Agency and the goals and objectives needed to achieve this vision. The development of strong strategic goals and objectives with specific targets and timeframes guides SFMTA divisions to develop and own initiatives and actions as part of the two-year budget.

The elements included in this Strategic Plan are defined as follows:

- **Vision:** What we, as a city, want to be by fiscal year 2018
- **Mission:** What the SFMTA does
- **Goals:** Key areas on which to focus Agency efforts to achieve our vision
- **Objectives:** Specific ways the Agency can accomplish the goals
- **Performance Indicators, and Targets:** How the Agency will track implementation of the Strategic Plan

## **VISION, MISSION, GOALS AND OBJECTIVES**

The new vision for the SFMTA identifies what we want to be as an agency and as a city by the end of the next six years, allowing the SFMTA to better address its broadened responsibilities, opportunities, and challenges over this timeframe. Developed by the SFMTA Executive Team, the vision and mission statement are intended to be powerful statements to guide the Agency. Our new vision statement conveys our commitment to enable a range of choices in how to get around the city with the *Transit First* policy as our key directive. Rather than try to list every positive outcome, we wanted a simple statement to convey our vision to motivate our staff, our stakeholders, and the public as a whole.

Our concise mission statement will guide staff to meet the vision. The key element in this statement is “work together,” as we are currently an amalgamation of different work cultures and functional areas and teamwork will be essential to achieving our goals. Adding “with our partners” recognizes that the SFMTA cannot do it alone and that the city’s transportation network is dependent on agencies and stakeholders at the local,

regional, state, and federal levels. There is also an opportunity to partner with businesses and other stakeholders to create new opportunities. Lastly, “connect communities” is the outcome, the reason why we operate and maintain the transportation network.

Banner:

SFMTA Vision: San Francisco: great city, excellent transportation choices.

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

### **Strategic Goals:**

We developed the strategic goals through a process led by the SFMTA Executive Team, with input from SFMTA staff and external stakeholders to determine the most important areas to focus our future efforts. From the initial surveys with the general public and a focused strengths, weakness, opportunities, and threats (SWOT) analysis, five key themes consistently emerged as needing the most attention. These were: 1. Customer service (for all modes); 2. Communications (internal and external); 3. Transportation network improvements (all modes); 4. Financial sustainability (operating and capital); and 5. Organization development (human resources). These key themes evolved into the four overarching goals for the Strategic Plan that will shape how the Agency focuses its attention, resources, and staff.

The four goals are:

1. Create a safer transportation experience for everyone.
2. Make transit, walking, bicycling, taxi, ridesharing, and carsharing the preferred means of travel.
3. Improve the environment and quality of life in San Francisco.
4. Create a workplace that delivers outstanding service.

The following section provides an overview of each goal, the objectives that relate to that goal, the key performance indicators that serve as proxies for measurement, and the targets to measure progress towards each goal. This feedback loop of information, evaluation, and corrective measures is designed to provide the necessary information to meet the vision and intent of this Strategic Plan.



Left image: cyclist passing taxi queue.

Right image: wheelchair user using the lift to board the bus

**Goal 1**

**Create a safer transportation experience for everyone**

The safety of our system, its users, and our employees is of the utmost importance to us. Creating a safer transportation experience for everyone means a secure and comfortable system for users of all transportation modes and SFMTA programs, as well as safe facilities and vehicles and areas in which to work.

Over the next six years, the SFMTA will work to accomplish this goal through programs and initiatives like meeting the Agency’s goals for achieving a state-of-good-repair for our fleet and facilities, expanding safety training programs for our employees, reducing walking, bicycle, transit, taxi, and auto incidents and accidents, and working with our colleagues and city partners to reduce crime on and near our transit system. The three objectives listed below are the main areas in which we will focus our efforts and resources. Each objective is tied closely to the others, and only with a consistent and continual effort made in each area will the SFMTA achieve the goal of a safer transportation system for everyone.

**Objective 1.1:** Improve security for transportation system users.

**Objective 1.2:** Improve workplace safety and security.

**Objective 1.3:** Improve the safety of the transportation system.

The performance indicators listed below are the key measures that will indicate how the SFMTA is performing with respect to this goal. We will monitor and manage many other measures to provide a comprehensive picture of how we are doing in terms of safety.

<b>KEY PERFORMANCE INDICATORS</b>	<b>FY 2014 TARGETS</b>	<b>FY 2016 TARGETS</b>	<b>FY 2018 TARGETS</b>
<b>OBJECTIVE 1.1:</b> # of SFPD-reported transit system-related crimes (i.e. assaults, thefts, etc.)/100,000 miles	Achieve 10% reduction in incidents each budget cycle	Achieve 10% reduction in incidents each budget cycle	Achieve 10% reduction in incidents each budget cycle
<b>OBJECTIVE 1.2:</b> # of Workplace injuries/200,000 hours (100 FTEs)	Achieve 10% reduction in incidents each budget cycle	Achieve 10% reduction in incidents each budget cycle	Achieve 10% reduction in incidents each budget cycle
<b>OBJECTIVE 1.3:</b> # of preventable Muni collisions/100,000 miles	Achieve 10% reduction in incidents each budget cycle	Achieve 10% reduction in incidents each budget cycle	Achieve 10% reduction in incidents each budget cycle



Left image: group using the elevators to access the Muni subway platforms  
Right image: a group of crossing guards with signs

## **Goal 2**

### **Make transit, walking, bicycling, taxi, ridesharing & carsharing the preferred means of travel**

The SFMTA is committed to making non-private auto modes of transportation not just a viable option, but the preferred means of travel in San Francisco. As we look towards the future and estimate the growth of the city and the Bay Area region, we realize that we need to increase mobility for our residents, workers, and visitors without relying on private automobiles. Driving will be a necessary choice for many people at certain times; however, we will start to see more people choose a car-free or reduced-car-use lifestyle using the various modes. Also, for people who do need to drive, we will endeavor to make it easier to find and pay for parking.

The objectives listed below pinpoint key areas that the SFMTA is committed to improve. Specifically, the SFMTA will continue to implement the Transit Effectiveness Project, the Van Ness Bus Rapid Transit Project, the launch of the bikeshare pilot, and the continued construction of the Central Subway. In addition to these large-scale projects, the SFMTA will work with its city partners and community advocates to complete the Bicycle Plan and implement the Better Streets policy with specific neighborhood transportation improvement projects.

The SFMTA is also committed to doing our part to make San Francisco more inviting to live in, work in, and visit without needing or wanting to use a private vehicle. Over the next six years, the Agency will investigate innovative programs like promoting the use of ridesharing and shuttles, prioritizing neighborhood parking, improving taxi use, and exploring transit vehicle interior designs to accommodate family needs like strollers, infants, groups, groceries, and luggage.

**Objective 2.1:** Improve customer service and communications.

**Objective 2.2:** Improve transit performance.

**Objective 2.3:** Increase use of all non-private auto modes.

**Objective 2.4:** Improve parking utilization and manage parking demand.

The performance indicators listed below are the key measures that will indicate how the SFMTA is performing with respect to this goal. We will monitor and manage many other measures to provide a comprehensive picture of how we are doing in terms of *Transit First*.

<b>KEY PERFORMANCE INDICATORS</b>	<b>FY 2014 TARGETS</b>	<b>FY 2016 TARGETS</b>	<b>FY 2018 TARGETS</b>
<b>OBJECTIVE 2.1:</b> Customer rating: Overall customer satisfaction; Scale of 1 (low) to 5 (high)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle
<b>OBJECTIVE 2.2:</b> Percent of trips that have less than a 2-minute spacing between vehicles by line and route on the Rapid Network (“bunches”); percent of trips where gaps in service exceed scheduled headway by more than 5 minutes by line and route on the Rapid Network (“gaps”)	Eliminate bunches and gaps for 25% of ridership	Eliminate bunches and gaps for 45% of ridership	Eliminate bunches and gaps for 65% of ridership
<b>OBJECTIVE 2.3:</b> Mode Share	n/a	n/a	FY 2018 Mode split goal - Private Auto: 50% Non-private auto: 50%
<b>OBJECTIVE 2.4:</b> % average occupancy of public metered parking spaces (SFpark areas and SFMTA garages)	Maintain 75% - 85% range of occupancy in SF Park areas	Maintain 75% - 85% range of occupancy in SFpark areas	Maintain 75% - 85% range of occupancy in SF Park areas

### **Goal 3**

#### **Improve the environment and quality of life in San Francisco**

One of the keys to a good quality of life is access to a green, clean, efficient, affordable, and cost-effective transportation system. With the inclusion of this goal in the Strategic Plan, the SFMTA is committed to understanding the needs of those that use the system.

We will allocate our resources more effectively and reduce our structural deficit while maintaining a transportation system that will provide more reliable connectivity for people and businesses.

The SFMTA is already one of the nation’s leaders in the reduction of transportation-related greenhouse gas emissions (CO2e). In conjunction with the San Francisco Department of the Environment, we will continue our programs to further reduce emissions and resource consumption through the expansion of the biofuels program, reducing the emissions of non-revenue vehicle fleets, and identifying greener choices for private vehicles. We are further committed to meeting the needs of San Francisco residents and businesses, whether it is facilitating workers and customers to and from their businesses via an integrated multimodal transportation system or through judicious use of curb markings and marked loading zones to allow deliveries to be made efficiently. Overall, we are dedicated to the financial sustainability of the SFMTA and the environmental and economic sustainability of San Francisco as a whole.

**Objective 3.1:** Reduce the Agency’s and the transportation system’s resource consumption, emissions, waste, and noise.

**Objective 3.2:** Increase the transportation system’s positive impact to the economy.

**Objective 3.3:** Allocate capital resources effectively.

**Objective 3.4:** Deliver services efficiently.

**Objective 3.5:** Reduce capital and operating structural deficits.

The performance indicators listed below are the key measures that will indicate how the SFMTA is performing with respect to this goal. We will monitor and manage many other measures to provide a comprehensive picture of how we are doing in terms of enhancing San Francisco’s environment and quality of life.

<b>KEY PERFORMANCE INDICATORS</b>	<b>FY 2014 TARGETS</b>	<b>FY 2016 TARGETS</b>	<b>FY 2018 TARGETS</b>
<b>OBJECTIVE 3.1:</b> Annual metric tons of CO2e for the transportation system	n/a	n/a	25% below 1990 levels by 2017 for the system
<b>OBJECTIVE 3.2:</b> Customer rating: Business community satisfaction with transportation network’s ability to meet their needs; Scale of 1 (low) to 5 (high)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle

<b>KEY PERFORMANCE INDICATORS</b>	<b>FY 2014 TARGETS</b>	<b>FY 2016 TARGETS</b>	<b>FY 2018 TARGETS</b>
<b>OBJECTIVE 3.3:</b> % of projects delivered on-time and on-budget by phase	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
<b>OBJECTIVE 3.4:</b> Average annual transit cost per revenue hour	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
<b>OBJECTIVE 3.5:</b> Operating and capital structural deficit	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**

The creation of the SFMTA in 1999 combined Municipal Railway and the Department of Parking and Traffic into one transportation agency. With the addition of the Taxi Commission ten years later, the SFMTA is in the unique position of directing the entire transportation system in San Francisco. However, the combination of these once separate entities has also challenged us to come together as one agency to create a range of excellent transportation choices. In order to deliver outstanding services, the SFMTA must create a collaborative and engaging work environment that trains, encourages, and supports its staff at all levels, while holding each other and the Agency accountable.

We are committed to investing in our workforce and will initiate a variety programs to promote a collaborative organizational culture across SFMTA facilities and divisions. We will also improve communications with our colleagues and our external stakeholders, hold our employees accountable with meaningful performance planning and evaluation, and recognize and celebrate our high-performing employees. With approximately 5,000

employees, the SFMTA workforce is one of the Agency’s major assets and we will work to come together as a stronger team over the next six years.

**Objective 4.1:** Improve internal communications.

**Objective 4.2:** Create a collaborative and innovative work environment.

**Objective 4.3:** Improve employee accountability.

**Objective 4.4:** Improve relationships and partnerships with our stakeholders.

The performance indicators listed below are the key measures that will indicate how the SFMTA is performing with respect to this goal. We will monitor and manage many other measures to provide a comprehensive picture of how we are doing in terms of making the SFMTA a great, productive, and effective place to work.

<b>KEY PERFORMANCE INDICATORS</b>	<b>FY 2014 TARGETS</b>	<b>FY 2016 TARGETS</b>	<b>FY 2018 TARGETS</b>
<b>OBJECTIVE 4.1:</b> 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)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle
<b>OBJECTIVE 4.2:</b> Employee rating: Overall employee satisfaction. Scale of 1 (low) to 5 (high)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle
<b>OBJECTIVE 4.3:</b> % of employees with performance plans prepared by start of 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	100% of employees with performance plans at the start of the fiscal year

<b>KEY PERFORMANCE INDICATORS</b>	<b>FY 2014 TARGETS</b>	<b>FY 2016 TARGETS</b>	<b>FY 2018 TARGETS</b>
<b>OBJECTIVE 4.3:</b> % of employees with annual appraisals based on their performance plans	100% of employees with annual performance appraisals completed and submitted to Human Resources by completion of fiscal year	100% of employees with annual performance appraisals completed and submitted to Human Resources by completion of fiscal year	100% of employees with annual performance appraisals completed and submitted to Human Resources by completion of fiscal year
<b>OBJECTIVE 4.4:</b> Stakeholder rating: Satisfaction with SFMTA decision-making process and communications. Scale of 1 (low) to 5 (high)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle

## **MONITORING AND EVALUATION OF THE PLAN**

The Strategic Plan will serve as the foundation on which we will develop specific policies, programs, and projects over the course of the next six years. We will develop initiatives and actions for the next two years in conjunction with the operating and capital budgets in Spring 2012. This process will be repeated at each budget cycle, with the initiatives and actions changing as needed to take into account the progress made towards meeting each objective listed in the Strategic Plan. These initiatives and actions will inform the divisional and individual workplans for each section of the Agency. This closed loop process will lead to full accountability at all levels and the achievement of our goals.

SFMTA staff will also assess each decision brought to the Board for conformance with the Strategic Plan. The section in the SFMTA Board Calendar Item template will be revised to fully describe how the project, policy, or contract directly advances the goals of the Strategic Plan and outline the impact of the proposed actions in meeting the Strategic Plan's targets.

A key tool in evaluating the progress made towards meeting the Strategic Plan's targets will be the Annual Mobility Report released after the end of each fiscal year. The first of these scorecards will be published in July 2012 to set the baseline for future analysis. In addition to the annual report, the Agency will produce quarterly reports on the key indicators in order to more effectively focus resources throughout the year.



Top image: Children and adults with bicycles.

Bottom image: Pedestrians crossing King Street in front of a T-Third light rail vehicle.

## **MOVING FORWARD**

We are excited and optimistic as we move forward to implement this Strategic Plan. San Francisco is a great city and will become more so with transportation choices that meet the needs of its people. We are honored to be able to move San Francisco in this direction, and look forward to working with you all to make it happen.

**CONTRIBUTORS**

**Strategic Planning Team**

Timothy Papandreou  
Anne Fritzler  
Darton Ito  
Warren Cole

**Performance Metrics Team**

Lucien Burgert  
Patricia Fieldsted  
Travis Fox  
Melvyn Henry  
Christopher Veatch

**SFMTA Staff**

Peter Albert  
Ken Anderson  
Shalonda Baldwin  
Beth Barner  
Marcel Barnes  
Murray Bond  
John Brandenburg  
Kate Breen  
Peter Brown  
Carlos Carrillo  
John “Randy” Catanach  
Toni Coe  
Edward Dennis  
Kenneth Edmonson  
Don Ellison  
John Michael Fernandez

Paula Florence  
James Flores  
John Funghi  
Peter Gabancho  
Jason Gallegos  
Diana Hammons  
Elson Hao  
Virginia Harmon  
Christiane Hayashi  
David Hill  
Hoppers  
Joy Houlihan  
Drew Howard  
Neville Hunt  
Ken Jew  
Jim Kelly  
Julie Kirschbaum  
Nancy Kirshner-Rodriguez  
Amit Kothari  
Chimmy Lee  
Matt Lee  
Steven Lee  
Kerstin Magary  
Fariba Mahmoudi  
Bree Mawhorter  
Lea Militello  
Erin Miller  
Landon Modena-Kurpinsky  
Jarvis Murray  
Tess Navarro  
Roger Nguyen

Trinh Nguyen  
Leanne Nhan  
Ricardo Olea  
Carli Paine  
Jesse Papalii  
Ava Perkins  
Carlos Peza  
Neal Popp  
Davide Puglisi  
Adrienne Ricker  
Jerry Robbins  
David Rojas  
Paul Rose  
Bridget Smith  
Miriam Sorrell  
Kimberly Stampfer  
Kezia Tang  
Katherine Tapia  
Annette Taylor  
Ted Unaegbu  
Carla Villarreal-Montes  
Matt West  
Annette Williams  
Gerald Williams  
Terrie Williams  
Gordon Wong  
Claudia Wu  
Wayne Yoshida  
Alan Yuan

**City & Regional Partners**

Bay Area Rapid Transit

Department of the  
Environment

Department of Public  
Health

Department of Public  
Works

Mayor's Office on  
Disability

Mayor's Office on the  
Environment

San Francisco Planning  
Department

San Francisco County  
Transportation  
Authority

**Key Stakeholders**

City CarShare

Citywide Dispatch

Labor organizations

Livable City

San Francisco Bicycle  
Coalition

SFMTA Citizens'  
Advisory Council

San Francisco Planning  
and Urban Research

Association (SPUR)

San Francisco Transit  
Riders Union

Senior Action Network

Walk SF

Back cover.

SFMTA logo

One South Van Ness Avenue  
San Francisco, CA 94103

[www.sfmta.com](http://www.sfmta.com)

[StrategicPlan@sfmta.com](mailto:StrategicPlan@sfmta.com)



Cover graphic: the international icons for the twelve types of transportation in the SFMTA system (rideshare, paratransit, taxi, light rail, bus, walking, bicycling, bicycle share, driving, carshare, parking, and commercial vehicles) arranged in a half moon shape.

Background image: Cyclists and runners using a path with the Golden Gate Bridge in the background.

