# SFMTA Board Workshop

February 7, 2017 San Francisco War Memorial | Green Room



SFMTA Municipal Transportation Agency

#### **Workshop Agenda**

- Financial & Legal Training
- Transit Division Programs
- Major Upcoming Projects
- Lunch & Project Fair
- Sustainable Streets Programs
- The SFMTA Strategic Plan

## Legal & Financial Training

OF TRAL

Controller's Office, Micki Callahan, CAO



SFMTA Municipal Transportation Agency

## SFMTA Transit Division

John Haley, Director of Transit

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SFMTA Municipal Transportation Agency



**SFMTA** Municipal Transportation Agency

# Delivering Excellent Transit Service

SFMTA Board Workshop Transit Division

# 2016 Transit Accomplishments

### **Ridership Trending Up**



#### AVERAGE WEEKDAY BOARDINGS

- Nearly 25,000 (16%) new LRV boardings since last full count in 2008
- T Third and L Taraval driving growth
- In addition, we carried
  1.9 million special
  events customers on
  bus and rail last year

### **SFMTA Shines at Special Events**

- Over 100 significant events each year requiring a total of 1,000 extra trains and buses
- Major Events Included: Super Bowl 50, Chinese New Year Parade, Sunday Streets, Pride, Bay to Breakers, Bluegrass, Fleet Week, Outside Lands
- Ridership increasing
  - Super Bowl 50 = 360K
  - Pride = 90K
  - Chinese New Years = 80k
  - Outside Lands = 60K



#### **Service Increases Yielding Benefits**

# Customer feedback informed our biggest service changes in decades



the Rapid Network has reduced peak period crowding by 26%.

on improved Rapid Network routes for a more efficient and predictable system.

### **Shifting Customer Perceptions**

#### Improvements paying off, and customers are noticing!

- Since 2010 overall satisfaction among Muni riders continues to trend upwards
- Public Perception Survey says 70% of respondents rate Muni service as excellent or good





#### **Redesigning Streets to Put Transit First!**



## **Delivering on our Promise for Equity**

- SFMTA Board adopted the first Muni Equity Strategy for FY17 and FY18 in April 2016
- Many recommendations implemented, with more on the way this month
- Next Steps community outreach Spring 2017



#### MUNI SERVICE EQUITY STRATEGY REPORT

San Francisco Municipal Transportation Agency Fiscal Year 2016-17 and 2017-18



April 2016

#### **Proactive Service Management**

- New Field Managers
  and Inspectors hired
- Service management focused on:
  - Operator mentoring
  - Safety campaigns
  - Incident response
  - Terminal management
  - On-time pull outs from the yard





#### **Transit Management Center (TMC) Transition**

- Developed TMC vision, work underway to leverage full organization to improve transit
- Consolidated all operating functions under a Chief Transit Officer
- Prepared staff to adapt to a more technology focused service environment
- Developed new Standard Operating Procedures (SOPs) and training materials



#### **Launched Collision Reduction Action Team**

- Improved post-incident response time and more timely Operator follow up
- Implementing signal standardization program
- Focusing improvements on top 20 worst collision locations and on most common collision patterns
- Reinforcing safety culture





#### We're Looking Younger Already!

2012	2016
Oldest fleet in the	360 new buses in
country – more than	service, ~500 more to
350 buses past their	be delivered by 2019
useful life	
A	A

Average age: 12.4

Average age: 9.2



#### **Vehicle Performance Benefits**

New buses and enhanced maintenance procedures have resulted in fewer breakdowns and more reliable service.

#### **Bus Mean Distance Between Failures**



#### First New Light Rail Vehicle Arrived!



#### **2016 Transit Achievements**

- Improved customer perceptions
- Increased ridership
- Delivered excellent special events
- Implemented key safety programs
- Added more service and transit priority streets as part of Muni Forward
- Developed First Equity Strategy
- Improved street supervision and created field managers (9160s)
- Purchased new vehicles, retired older vehicles
- Delivered first new Light Rail Vehicle (LRV)

# 2016 Transit Challenges

#### Collisions per 100,000 miles 2010-2016

- Bus collisions continue to be a challenge
- Rail collisions are trending in the right direction





#### **Congestion & Construction Impact Reliability**

## Citywide, traffic congestion is up 20%





#### Infrastructure Upgrades Create Short Term Challenges



## **Worst Performers Drag System Down**

Our oldest fleet (40ft trolleys, Electronic Transit, Inc. (ETI)) is also our least reliable

New 40ft trolleys begin arriving in late 2017





#### Challenges aligning service needs with training throughput



### **Subway Infrastructure Aging**

- Need to continue prioritizing programs to rehabilitate key systems that impact subway
- Ongoing infrastructure issues in the subway (e.g., switches not functioning correctly, corroded wiring)





Insulated track switch power wiring corroded at Muni Metro Turnaround (MMT)

Temporary solution for corroded wiring at Muni Metro Turnaround (MMT)

#### **2016 Transit Challenges**

- Bus collisions trended up
- Congestion and construction increased
- 40ft trolley breakdowns dragged down fleet performance
- Aligning training throughput with service needs
- Aging subway infrastructure led to service disruptions and delays
- On-time performance decreased, especially on Market Street and rail system

#### **2017 Transit Priorities**

# Safety

# Reliability

# Muni Forward

# LRV Service Expansion

### Safety is Our Highest Priority

- Reinforce Safety Culture
- Dedicate a Collision Reduction Team to focus on follow-up investigations and action items
- Reduce injuries on the job through continued investment in industrial safety

## **Safety:** It's up to all of us.

#### REMEMBER THE FIVE BASICS OF SAFE DRIVING:

AIM HIGH – look ahead at least 1½ blocks for hazards GET THE BIG PICTURE – always know what's around your vehicle KEEP YOUR EYES MOVING – check mirrors 5-8 seconds, look left-right-left LEAVE YOURSELF AN OUT – keep open lane to one side & increase following distance MAKE SURE THEY SEE YOU – Get eye contact



#### Service Delivery will Continue to be Prioritized



#### **Integrated Vision of TMC Rolling Out**









#### 24 hour Street Management Coverage



#### LRVs Planned to be in Service this Summer



#### New Trolleys, More Hybrids, in 2017



### **Maintenance Support Improvements**

- Enhanced maintenance practices will be augmented with:
- Support shop consolidation
- Vendor Managed Inventory (VMI) expansion planning


### Finding and Deploying Workforce of the Future

- Technology is changing essential job functions
- Workforce is aging and approaching retirement
- Maintenance training and apprenticeship programs needed





# **Protecting Transit from Congestion**

- Traffic management needed to address challenging Downtown transit intersections
- Muni Forward capital projects underway





# **Managing Upcoming Construction**

Construction continues into 2017; Major initiatives include:

- Twin Peaks Tunnel Rerailing
- Kirkland Tank Replacement
- Islais Creek Construction (top picture)
- Green Rerailing
- Van Ness Improvement Project
- Subway Improvements (rewiring, Automatic Train Control System upgrades, camera upgrades)





# Faster and More Reliable T Third

- Reducing travel time by 10%
- Improving bottleneck at 4<sup>th</sup> and King
- Improving safety and reducing illegal left turns and red light violations



### **Branded Vehicles and Stops**

- Bus wraps and shelter enhancements signifying Rapid lines
- New flags and solar lanterns provide easier wayfinding to stops and clearer route info





# L Taraval Early Implementation

- 6-Month boarding Zone Pilot
- Clear zones at train stops
- Painted safety zones at sidewalk corners
- Wider stop spacing
- Transit-only lanes
- Parking changes





# **Preparing for Growth**

- We anticipate 130,000+ new households and 310,000+ new jobs by 2040
- LRV ridership expected to increase by over 80,000 customers per day



# **Planning for Bus Expansion**

- Community dialogue will focus on equity neighborhoods and areas experiencing rapid growth
- We will be working with stakeholders to identify service needs in the Spring/Summer to inform FY19/20 budget



# **Planning for LRV Expansion**



### **Current System Demand**

# **AM Peak Total Ridership**



# **Principles for Service Expansion**

- Use new LRVs for capacity in segments with highest demand through longer trains and express shuttles
- Minimize turn backs at Embarcadero
- Improve reliability by addressing bottlenecks (e.g., 4<sup>th</sup>/King, St. Francis Circle)
- Invest in surface safety and capacity enhancements to complement new vehicles

#### **Building on Castro and Cole Valley Shuttle Success**



🛃 Follow

Dear @sfmta\_muni, The N-shuttle has changed my life. Best, Nick #sf #commute



Micah Berman @micahber @sfmta\_muni the extra morning N shuttle is definitely better than sliced bread. Only 4 min wait + lots of seats at Stanyan/Carl. Thank you!

> Brunch Weasel @nicolemacias · Nov 21 Exchanging grins with strangers on a Monday because #Castroshuttle #muni #gamechanger #Thankful @sfmta\_muni

URTAL.



Amanda Richardson @amandarich01 · 8h Castro shuttle 3x this week and double stopping?!? @sfmta\_muni I love you!!

# Increase N Judah Service in 2017



- N Judah is the most crowded Muni route and will be the first priority for more capacity
- SFMTA will introduce three car trains



# Introduce two-car T Third in 2018



 Adding two-car trains and separating K Ingleside from
 T Third recommended to improve reliability and prepare for growth



# **Surface Signaling and Related Investments**

#### **Capital Investments**

- Dynamic surface signaling and positive train control
- New Warriors Platform
- Signal redesign at bottleneck locations
- New pocket track on Embarcadero to relieve Muni Metro Turnback

#### Benefits

- Reduced collisions
- Better special event management and incident recovery
- Fewer service gaps, more even vehicle spacing
- Builds on current investment (e.g., transit signal priority)



# **Post Central Subway LRV Service**

- New Vehicles
  in Service!
- Frequent T Third from Chinatown to Bayview
  - rinatown riew trains
- Longer trains on N Judah, S Shuttle and J Church
- Evaluating multiple service scenarios including express trains, route interlining and coupling practices for increased flexibility
- Assessing bypass tracks at selected locations



# Success in 2017

- We are committed to delivering more reliable, frequent, safer, customer friendly service now and into the future
- We are committed to laying the foundation that supports city goals of cleaner air, access to jobs, community building and economic growth and development in the City and region

# We ask for your support in 2017 as we deliver on our promises

# Major Upcoming Projects

SFMTA Project Managers



SFMTA Municipal Transportation Agency



Grahm Satterwhite Sustainable Streets Division

#### **Understanding the Constraints**



### **Developing Potential Solutions**



### **Analyzing Alternatives**



### **Project Schedule & Next Steps**





# THE MARKET STREET HUB PROJECT (THE HUB)

Erin Miller

Sustainable Streets Division

### A Sub-Area Plan of Market & Octavia

#### **Background & Project Need**

- Market Octavia Plan, 2008
- Development pending throughout
- Accelerated growth and low housing supply have resulted in:
  - Tremendous demand for affordable housing
  - Major pressures on transportation system
- Single occupant vehicles remain the main mode

#### **Hub Project Goals**

- Increase affordable housing
- Enhance the public realm
- Support transit improvements



### **Project Benefits**

#### **Coordination with private developers**

- One Oak
- 10 S Van Ness
- 30 Van Ness

#### **Complete streets & public realm**

- 12<sup>th</sup> St. Streetscape and Circulation
- Valencia St. Cycle Track to Market St.
- Protected bike lanes on 13<sup>th</sup> St. between Folsom St. and Valencia St.

#### **Increased fees for transit**

~ \$11 M in new development fees

#### **Revisit zoning regulations**

- Reduce permitted parking
- Remove Conditional Use parking allowance



The Fell St.

Otiss.

### **Schedule & Next Steps**



### **GENEVA HARNEY BUS RAPID TRANSIT**

Kenya Wheeler Sustainable Streets Division

#### **Geneva Harney Bus Rapid Transit**



Harney Way at the future Candlestick Point Wedge Plaza

### **Geneva Harney BRT**

A new seven-mile transit connection connecting Southeast San Francisco with the 19<sup>th</sup> Avenue Corridor



- Links SFMTA Equity Strategy neighborhoods and new development areas to regional destinations
- Incorporates Complete Streets designs (new / upgraded bicycle & pedestrian facilities along route)

### **Project Route & Potential Stations**

Agency

# Three separate segments with separate but coordinated planning, design, and implementation efforts.



#### **Current Status & Next Steps**



### **T-THIRD PHASE 3 PROJECT STUDY**

Paul Bignardi Sustainable Streets Division

#### **Study Overview**

#### Background:

- Follow up to Four Corridor Plan (1994), SPUR Study Session (2013) and T-Third Concept Study (2014)
- Interest by stakeholders in North Beach and Fisherman's Wharf
- Coordinate planning with Connect SF and D3 Supervisor

#### **Outcomes:**

- Inclusive outreach process that determines key stakeholder interests/issues
- Advance development of alternative concepts to ready for environmental review
- Initiate screening process



### **Project Features & Map**



- Map showing four alternative alignments identified in the Concept Study
- Not shown, but listed in text (alignments can be Subway or Subway-Surface combination)

### **Current Status & Next Steps**

- Combine information sources to direct a targeted engineering and technical analysis to achieve multiple goals
- Prepare for next steps: future environmental (EIS/EIR) process


### **MUNI SUBWAY EXPANSION PROJECT**

Liz Brisson Sustainable Streets Division

### **Muni Subway Expansion Project**



A proposed major investment to

- 1. Upgrade the Muni Metro to provide fast, reliable, uncrowded service
- 2. Re-design 19<sup>th</sup> Avenue as a safer street for everyone

### **Alternatives Development**



#### Full Subway: proposed alignment and stations



\*Re-route of J-line through Ocean View proposed, subject to additional technical analysis and community engagement

#### Proposed Street Re-design for Safety/Beautification





\*Representative cross-section of 19th Avenue at SF State, proposed transfer point between J extension and M in Full Subway alternative

- A less crowded train
- Faster, more reliable trips on Muni Metro
- Safe station access
- Safe comfortable street
- Improve environment/ quality of life

#### \$2.5-\$3 Billion

Must compete for limited funding against other worthy projects.

### **Current Status & Next Steps**



- Still in the Planning Phase
- Environmental Review and Preliminary Engineering phase could begin in 2018, dependent on outcome of ConnectSF citywide prioritization of major transit investments

### TRANSBAY TRANSIT CENTER & DOWNTOWN EXTENSION

Ed Reiskin Director of Transportation

### **Project Location**



### Transbay Transit Center - benefits



#### Transbay Transit Center – project features



### Phase 2 Scope – Downtown Extension (DTX)



Element added (\*) or modified (\*\*) in the Supplemental Environmental Impact Statement/Environmental Impact Report (SEIS/SEIR)

#### **Rail Alignment Options to Transbay Transit Center**



### Phase 2 Draft Project Delivery Schedule



Delivery schedule timelines are based on Design Bid Build procurement.

## Lunch & Project Fair

15

101 101



### **On Display:**

#### **Project Posters:**

- Central Subway
- Twin Peaks Tunnel Rail Replacement
- Muni Forward Under Construction
- T-Third Time Savings
- Van Ness Improvement Project
- Geary Bus Rapid Transit
- Balboa Park Station Area & Plaza Improvements
- Masonic Streetscape Project
- Polk Streetscape Project
- Second Street Improvement Project
- Better Market Street
- Arguello Boulevard Bike Project

# Information Booths & Demonstrations:

- Bicycle Wayfinding Signs
- Safe-Hit Posts
- Parking Meters
- "Train Coming" Signal Demonstration
- Transportation Demand Management (TDM)
  Ordinance Development Toolkit
- Radio "Bus-in-a-Box"

# Sustainable Streets Division

Tom Maguire, Director of Sustainable Streets





**SFMTA** Municipal Transportation Agency

# Keeping San Francisco Moving Today and Tomorrow

SFMTA Board Workshop Sustainable Streets Division February 7, 2017

### Strategic Plan Goals 1 & 2

- 1. Create a Safer Transportation Experience for Everyone
- Make Transit, Walking, Bicycling, Taxi, Ridesharing & Carsharing the Preferred Means of Travel



### What We Do



#### **Operations**

- Manages traffic, transit, bicycle and pedestrian circulation
- Implements street striping projects like crosswalks, bike lanes, transit lanes, and other pavement markings
- Modifies and maintains over 1,200 traffic signals and related hardware
- Installs, modifies, and maintains over 225,000 signs citywide and posts temporary signs for construction and special events
- Updates and maintains over 28,000 parking meters
- Manages 38 parking facilities and enforces City's parking regulations
- Maintains safe and secure bus and rail lines and oversees the dedicated services provided by the SFPD Traffic Division
- Enforces compliance of transit fares

#### Planning

- Provides multi-modal transportation planning, design, engineering and construction of roadway improvements
- Develops and implements new multimodal transportation policy to keep the city moving safely and efficiently

### **DELIVERING OUTSTANDING OPERATIONS**

### **2016 Operations By The Numbers**



#### **Sustainable Streets Shops**

#### Accomplishments

- Completed 855 work orders
- Projects include Arguello Bike Lane, Mission Red Lanes, and Sansome Street Muni Re-Route
- Multiple paving projects
- Three meter rate adjustments and special event pricing

#### Upcoming

 Implementation of projects on Taraval, 7<sup>th</sup>/8<sup>th</sup> streets, and 16<sup>th</sup>/17<sup>th</sup> streets



### **Traffic Engineering**

#### Accomplishments

- Completed over 1,200 constituent engineering requests
- Issued over 3,500 Special Traffic Permits for record number of private and public construction projects
- Completed signal upgrades on Franklin, Divisadero, and Sansome

- Signal upgrades starting for Polk, South Van Ness, Webster, Eddy, and Ellis
- Completing 11 more pedestrian countdown signals



### Security, Enforcement and Special Events

#### Accomplishments

- Super Bowl City
- Supported over 650 events citywide, including 8 Sunday Streets events
- Managed a six percent increase in community block parties
- Enforced Safer Market Street, Mission Street red lanes, Commuter Shuttles
- Data driven deployment of police and transit fare inspectors is driving down crime on Muni
- Launched joint training and deployment of Parking Control Officers with Transit Division

- Support special events in 2017
- Closing funding gap for Muni Task Force and SFPD Surge Program
- 20+ new Parking Control Officers will start work in 2017, helping us reverse the recent downward trend in citations and enforcement coverage

#### **Parking Access and Revenue Control System**

#### **Benefits**

- Enhance customer service
- Improve efficiency of operations
- Bring added security to credit card payment processing

#### Schedule

- Installation at Polk-Bush Garage in Feb. 2017
- Upgrades at 20 garages over next 30 months



### **Muni Forward Coordination**

#### Accomplishments

- Approval of L-Taraval and implementation of Mission Street red lanes
- Transit Signal Priority

#### Upcoming

 Continued support of transit optimization planning, design, and construction projects on numerous streets like Powell, Stockton, California, Haight, San Bruno, 19<sup>th</sup> Ave., and Van Ness



**BUILDING A SAFER CITY THROUGH VISION ZERO** 

### **2016 Vision Zero By The Numbers**



#### **Vision Zero 2016 Outcomes**

San Francisco Traffic Deaths, 2005-2016\*



\*As of January 12, 2017, we are still awaiting final investigation results from the Medical Examiner's Office for 2 traffic fatalities from June and December 2016. Until these results are released from the Medical Examiner, these cases will remain preliminary and are not included in the data for 2016.

#### **Vision Zero 2016 Outcomes**

2016 Vision Zero Traffic Fatalities by Month\*



\* As of January 12, 2017, this data summarizes all 2016 year to date traffic fatalities through December 2016. Due to pending cases, we are still awaiting final investigation results from the Medical Examiner's Office for 2 traffic fatalities from June and December. Until remaining final results are released from the Medical Examiner, these cases will remain preliminary and are not included in this data.

#### 2017-2018 Vision Zero Action Strategy

- A resource for city staff, the public and elected officials
- Developed to promote the core principles of Vision Zero and identify future actions
- 17-18 Strategy highlights:
  - Leading by design
  - Public engagement
  - Equity



### **Vision Zero Engineering**

#### Accomplishments

- 7<sup>th</sup>/8<sup>th</sup> Safety Project approved
- Folsom/Essex bike spot improvement completed
- Construction started on Polk, Masonic, and 2<sup>nd</sup> St. near-term
- 9<sup>th</sup> and Division protected intersection completed
- Golden Gate Park traffic calming

- Turk
- Folsom/Howard
- Townsend



### **Vision Zero Education**

#### Accomplishments

- Safe Speeds campaign
- Speeding campaign with the Office of Traffic Safety targeted visitors to SF
- Safety videos: paratransit, taxis, passenger vehicles

- Kickoff Motorcycle Safety campaign
- Second run of anti-speeding media





### **Vision Zero Enforcement**

#### Accomplishments

- Safe Speeds campaign: speeding enforcement increasing by 132 hours per week
- SFPD has issued at least 50% of traffic tickets for "Focus on the Five" violations



- Expand e-citation pilot
- Launch e-stops pilot
- Seek state law change to authorize Automated Speed Enforcement

**PREPARING FOR CLIMATE CHANGE**
# **Climate Action Strategy**

### **Overview:**

- Updating the SF Transportation Sector Climate Action Strategy
- Dual roles:
  - Mitigation: reduce greenhouse gas emissions from the SF transportation sector
  - Adaptation: increase the resilience of SF transportation system to future climate impacts



# **Climate Action Strategy**

### **Mitigation:**

Seven program areas:

- Prioritize transit
- Integrated land use and transportation
- Pricing and congestion management
- Complete streets
- Travel choices and information
- Shared, electric, connected, and automated transportation system
- Electric vehicles and infrastructure

Figure 3. San Francisco GHG Emissions, 2010 Inventory



# **Climate Action Strategy**

### Adaptation

Four new program areas:

- Education, capacity, and communication
- Assessment and strategies
- Plans, policies, and projects
- Partnerships and collaboration



San Francisco GHG Emissions Trends and

# **Climate Action Strategy**

### Upcoming:

- Updated Strategy in 2017
- Strategy will serve as a "call to action" for the accelerated reduction of emissions to meet mid century targets
- SFMTA Climate Adaptation
   Working Group



PREPARING OUR TRANSPORTATION SYSTEM FOR THE FUTURE

# **Shared Mobility Framework**

### Purpose

Develop a framework that **grows public transit and integrates new transportation services** to create a measurably safer, more sustainable, equitable, cohesive, customer-focused and economically competitive transportation network



# **Shared Mobility Methods & Outcomes**

### Methods:

- 1. Data collection
- 2. Analysis of service and usage
- 3. Community engagement
- 4. Research of best practices
- 5. Pilots and prototypes

### **Outcomes:**

- 1. Develop and prioritize mobility recommendations
- 2. Guide policies and regulations
- 3. Establish guidance for public-private partnerships
- 4. Identify future mobility projects

# SFMTA Draft Guiding Principles for Management of Emerging Transportation Services

- Safety
- Transit First
- Equity
- Disabled Access
- Clean Air/Sustainability
- Traffic Congestion
- Data Transparency
- Financial Sustainability
- Labor and Consumer Practices

# **Commuter Shuttle Program**

### Accomplishments

 6-month program evaluation showed increase in ridership yet decrease in negative impacts on SF streets

### Upcoming

 Bringing program to SFMTA Board of Directors in the coming weeks



# SFpark Citywide Expansion



**Demand-responsive parking pricing** expanding across SF

### Accomplishments

- Performed sensor pilot analysis
- Secured information technology assets for back-end buildout
- Created real-time meter data feeds

#### Upcoming

- SFMTA Board of Directors Spring 2017
- First citywide rate adjustment



# **Residential Permit Parking Reform**

### Accomplishments

- Completed public outreach, including 2,300+ survey responses and 25+ public meetings
- Developed alternatives and recommendations

### Upcoming

- Recommendations to SFMTA Board of Directors in Spring 2017
- Implementation



# **Car Share Pilot Program**

### Accomplishments

- 200+ on-street spaces permitted to 3 car share organizations
- 19 average unique users monthly

### Upcoming

 Operational program recommendations to SFMTA Board of Directors Spring 2017



# **Bay Area Bike Share Expansion**

### Accomplishments

 45 permits issued for Phase I

### Upcoming

- Phase 1 expansion Spring 2017
- 4,500 new bikes to SF by 2018



# ConnectSF

**ConnectSF** is a citywide effort to both consolidate and coordinate all transportation-related planning efforts to improve mobility for all people in San Francisco.

### Transportation Vision (2016-17)

San Francisco Transportation Plan Update (2019) Modal Studies (2017-19) General Plan Transportation Element Update (2019)

Stakeholder Involvement (ongoing)



SFMTA Municipal Transportation Agency







# Operations

- Loss of federal funding for Police Department service
- Maintenance and State of Good Repair

# Vision Zero

• Showing progress on reducing fatalities

# **Climate Change**

• Mode shift to address climate change

# **Shared Mobility**

- Addressing rapidly changing shared mobility services
- Planning for autonomous vehicles

## **Questions?**



# SFMTA Strategic Plan

Ed Reiskin, Director of Transportation



SFMTA Municipal Transportation Agency

# FY 2013 – FY 2018 Strategic Plan

### **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.



# FY 2013 – FY 2018 Strategic Plan Goals



### **GOAL 1: SAFETY**



**GOAL 3: LIVABILITY** 



#### **GOAL 2: TRAVEL CHOICES**



# Implementation of the Strategic Plan

- *First cycle focus:* gathering information and establishing baselines.
- Second cycle focus: identifying internal processes to improve and getting traction on major projects.
- *Third cycle focus:* meeting our policy commitments and implementing cross-divisional internal improvements.



# Key Performance Indicators (FY2013–FY2016)

### Improvements in:

- Muni Security
- Customer Ratings
- Reducing gaps
- On-time performance
- % of SF*park* Spaces with No Rate Change
- SFMTA CO2 Emissions
- Economic Impact of Muni Delays (\$M)
- Capital projects delivered on-budget by phase

### Keeping steady:

- Workplace Injuries
- Mode share
- Transit Cost per Revenue
   Hour
- Employee Rating
- Performance Plan & Appraisal Completion

### Still need to improve:

- Muni Collision Reduction
- Transit Vehicle bunching

# **Strategic Planning Process**

- Winter 2016: gather information and refine process to develop the next Strategic Plan.
- February 2017: kickoff development of the next Strategic Plan elements.
- Summer 2017: work with SFMTA staff and SF Community to draft new strategic planning framework.
- July 2017: start the budgeting process for FY 2019 – FY 2020.

# **SWOT Analysis -** defined



# SWOT Analysis - defined

### **Strengths**

# Positive internal characteristics of the agency:

- What the agency does well.
- What internal resources the agency has – both in the knowledge and skills of its people and the capital resources.
- What our customers think we do well.

#### Weaknesses

Internal characteristics that stops the agency from performing at its peak level:

- What could be improved.
- What should be avoided.
- What the agency lacks.
- What our customers think we need to improve.

### **Opportunities**

# Positive external factors that would help the agency do well:

- Social and economic trends in the city or region will positively impact the agency.
- Changes in government policies, technology, and customer needs.

### **Threats**

External factors that have the potential to negatively impact the agency:

- Changing needs of the customers or shifting expectations re: products and services.
- Social and economic trends in the city or region will negatively impact the agency.
- Changes in government policies and funding structures.



<ul> <li>Strengths</li> <li>A skilled workforce proud to serve the SFMTA</li> <li>Citywide service delivery</li> <li>Commitment to equity</li> <li>Solid coordination in cases of emergency</li> </ul>	Weaknesses
Opportunities	Threats

### **Strengths**

- A skilled workforce proud to serve the SFMTA
- Citywide service delivery
- Commitment to equity
- Solid coordination in cases of emergency

#### Weaknesses

- Administrative barriers & internal workflow
- Aging workforce

### **Opportunities**

### **Threats**

#### Weaknesses **Strengths** A skilled workforce proud to Administrative barriers & serve the SFMTA internal workflow Citywide service delivery Aging workforce • ٠ Commitment to equity • Solid coordination in cases of emergency **Threats Opportunities** Innovative and forward-thinking • policies New technologies for vehicles • & public outreach Local fiscal health and stability

### **Strengths**

- A skilled workforce proud to serve the SFMTA
- Citywide service delivery
- Commitment to equity
- Solid coordination in cases of emergency

### Weaknesses

- Administrative barriers & internal workflow
- Aging workforce

### **Opportunities**

- Innovative and forward-thinking policies
- New technologies for vehicles & public outreach
- Local fiscal health and stability

#### Threats

- Federal funding uncertainty
- Public trust in agency work
- Population growth & congestion
- Emerging technologies & new modes of transport
- Conflicting stakeholder interests

## **Board of Directors SWOT Discussion**

