M E M O R A N D U M

DATE: May 8, 2012

TO: SFMTA Board of Directors
  Tom Nolan, Chairman
  Cheryl Brinkman, Vice-Chairman
  Leona Bridges, Director
  Malcolm Heinicke, Director
  Jerry Lee, Director
  Joél Ramos, Director

FROM: Edward D. Reiskin
  Director of Transportation

SUBJECT: Implementing the Fiscal Year 2013-2018 SFMTA Strategic Plan

The Fiscal Year 2013-2018 SFMTA Strategic Plan, adopted on January 3, 2012, is our commitment to developing a more connected, sustainable and vibrant San Francisco.

Building upon the city's *Transit First* policy, the implementation of this plan will result in a faster and more reliable transit system, better bicycle and walking conditions for all age groups, easier access to taxis, more vehicle and ridesharing options, smarter parking solutions and more convenient payment and information options. Moreover, the SFMTA is committed to delivering these services with a customer-focused team, building lasting relationships among all team members and with our partners, including San Francisco city departments, regional transportation providers and advocacy groups.

In addition to a new vision and mission statement developed to guide the Agency, the Strategic Plan also outlined four goals and 16 objectives that specify how the Agency will realize the vision over the course of the next six years. As part of the implementation process, staff has identified a list of actions to take for each of the 16 objectives. The attached list of actions has been suggested for the next two years, or the first budget cycle of the Strategic Plan.

However, this list is not yet fiscally constrained. Because our focus is on achieving the strategic goals in an efficient and timely manner by utilizing our current resources, the Division Directors will be assessing the proposed unconstrained list of actions, discussing Agency priorities, and formulating the final list of actions in mid-May. To inform the finalization of the action list, we will develop a work plan for each action that includes the major milestones/deliverables, schedule, and resources needed. The final list of actions will then be incorporated into Action Plans for each SFMTA Division and then into the individual performance plans for all staff members. In this way, the entire agency will be working to achieve the goals stipulated in the SFMTA Strategic Plan.

The action list will be discussed at the Policy and Governance Committee meeting on May 18. We welcome your feedback on our approach and this preliminary list of Strategic Plan actions.

Attached: Preliminary Fiscally-Unconstrained List of Actions

Preliminary Unconstrained List of Actions FY 2012/13 - FY 2013/14

GOAL 1: Create a safer transportation experience for everyone

Objective 1.1: Improve security for transportation system users.

	ACTIONS	DESCRIPTION
1	Create monthly dashboard of Comp Stat Data from SFPD for SFMTA reporting	Analyze crime data and distribute to SFPD District Station Captains and SFPD members of SFMTA, as well as to SFMTA senior management, the transit superintendents and operators. Better data, analysis and training on how to use it will lead to more effective security measures and operations.
2	Develop District Station Monthly Muni Plans with SFMTA to address crime trends in their districts	Captains to submit monthly plans to Cmdr. and Transit Management; Cmdr. to then forward these plans to Travis Fox for inclusion in the dashboard (Action #1)
3	Conduct SFPD/SFMTA operations to address crime trends	Increase police presence on transit with covert and overt operations by SFPD/SFMTA Employees; Calendar more fare evasion saturations on a randomly assigned basis with new fare evasion saturations every quarter and modify approach to support 24-hour operations with all door boarding policy beginning July 1, 2012; customers should expect that they could be asked for proof-of-payment at any time on any line
4	Develop database to track and respond to taxi related crimes	Develop a taxi-related crime database and perform covert operations to track and reduce taxi-related crimes. Taxi operations will need to work with SFPD to obtain reports and statistics through their office in order to compile the most accurate data.
5	Develop system for public to provide real time reporting of graffiti to SFPD/SFMTA	Improve graffiti reporting to SFPD assigned to SFMTA
6	Procure and install camera implementation on historic streetcars (the F line)	High incident rate on the F line; pickpockets know that there are no cameras
7	Develop protocol to follow up investigations re: Muni and parking garage crime	SFPD to conduct follow up investigations related to crime
8	Implement expanded educational campaign re: theft on Muni	Develop and maintain an educational campaign targeting theft on Muni; evaluate campaign effectiveness and target subsequent campaigns accordingly to regularly improve effectiveness
9	Develop program with SFUSD to address student safety on transit	Reach out to school district employees on an on-going basis to assist with student safety and security on transit prior to and after school
10	Develop new onboard safety announcements every quarter re: pickpocketing, crimes etc.	On-going onboard announcements re: pickpocketing on problematic lines; announcements should change every quarter in order to stay fresh and interesting to the customers
11	Develop SFPD/SFMTA reporting database on bicycle thefts/vandalism from bike parking	Establishing this database will enable SFPD/SFMTA personnel to target locations in need of bicycle theft and vandalism deterrent measures
12	Secure subway elevators	Current platform elevators in subway allow passengers to bypass fare payment. Invest in new capital which will prevent fare evasion through elevator use.
13	Reduce transfer theft	Invest in new system that will automatically generate a time stamped, unique transfer for each passenger paying a cash fare

	ACTIONS	DESCRIPTION
14	Prioritize enforcement of operator assaults	Ensuring operator safety and follow up on operator assaults is essential to promoting a safe work environment

Objective 1.2: Improve workplace safety and security.

	ACTIONS	DESCRIPTION
1	Increase visibility of security at all SFMTA facilities and monitor in real-time security camera network	Maintain contract with Cypress Security for SFMTA facilities and expand to include real-time camera monitoring and provide contact information for staff
2	Develop a new safety policy letter and new Injury Illness Prevention Program (IIPP)	Compose and accept with signature by the Director of Transportation and all Divisional Directors; new safety policy should include a "culture of safety" element with signage, competitions, etc. to draw attention to safety issues
3	Develop standard operating procedures (SOPs) for security in the workplace, particularly workplace violence issues and commit to resolve pending incidents	Create standard operating procedures (SOP) to address workplace violence issues
4	Review and update the Agency's standard operating procedures (SOPs) for safety in the workplace	A comprehensive review of SFMTA standard operating procedures is needed and updates should be made where SOPs are obsolete or unclear. This includes, but is not limited to, ensuring all codes of safe practices are in place, i.e. deployment and use of personal protective equipment (PPE) and assessing the training programs for effectiveness.
5	Institute an annual safety training requirement for staff and supervisors to improve workplace safety	As part of creating a culture of safety within the SFMTA, SFMTA staff to attend training on the updated SOPs (from Action #4 above) and all supervisors attend a mandatory up-to-8-hour Supervisor Safety Training class (shorter for senior managers/workplace type) held ongoing basis once a month. This action will be implemented in conjunction with the operational safety training stipulated in Action #16 of Objective 1.3, and timing and training materials should be coordinated to avoid redundancies.
6	Collect data and use information to drive safety, wellness and related programs, tie to workers comp, training, etc.	The agency will collect data and use it to make decisions in a meaningful way re: safety incidents, particularly what and where incidents are occurring, and make changes based on this data while promoting worker and workplace safety in general. Additional measures to create a "culture of safety:" 1) Incorporate safety metrics in performance plans; 2) All supervisors have 5% reduction of lost time injuries included in their annual performance plans (this stipulation may be modified given the size and type of the work groups and those that may already have a low occurrence of lost time injuries, i.e. small office-area work groups).
7	Develop a prioritized list of workplace facility improvements based on the recommendations of the Real Estate and Facilities Vision for the 21st Century Report (Vision Report)	As part of the development of the Vision Report, a survey of all SFMTA facilities was conducted in FY2012. Prior to implementing the recommendations of the Vision Report, a prioritized list of improvements needs to be developed and incorporated into the Capital Plan so that funding can be allocated in the next budget cycle.
8	Develop supervisor program to actively monitor employee safety	Develop a program for supervisors to actively monitor employee safety and instruct employees on safe operations (non-punitive)

	ACTIONS	DESCRIPTION
9	Develop and deliver prioritized list of facility state of good repair projects that will improve safety	With the aging infrastructure, new investment is needed to ensure employee safety. Programs to include lighting improvements at Green, Presidio, & Potrero Divisions, Green Division reroofing, Kirkland Division repaving, and subway agent booth rehabilitation

Objective 1.3: Improve the safety of the transportation system.

	ACTIONS	DESCRIPTION
1	Ensure all operating staff safety training is completed on schedule.	Review annual re-certification/refresher training for staff and trainers every six months. Keep SFMTA current with latest safety requirements. Incorporate updates in regular staff meetings and new intranet.
2	Launch multi-modal Safety Outreach Program and survey customers	Develop and implement a multi-modal safety campaign for transit, bicycle, taxi and pedestrian safety. Link to regional transit agencies and other organizations to reach a greater share of the population; Incorporate youth safety education into program.
3	Utilize technology for data collisions reporting and analysis; expand in-depth analysis for pedestrian/bike crashes	The SFPD Traffic detail would be more effective if they had digital handheld devices to track and report on traffic, pedestrian, bicycle, and transit related injuries. These handheld devices would significantly shorten the reporting time of these incidents, allowing SFMTA staff to make data-driven safety improvements regarding SFMTA protocol, equipment, infrastructure changes, etc.
4	Develop process to incorporate safety into culture and daily processes to improve safety	Continue on-going safety process that positively reinforces good behavior and focuses on safety to reduce accidents and costs. On-going ride checks on transit fleet. Ensure all staff review safety information via intranet linked with performance review.
5	Ensure necessary staff receive up to date training materials that meet new regulatory requirements	Train staff to meet State and Federal Regulatory Compliance and sync with APTA and other standards for transit. Also coordinate with the SF Department of Emergency Management for emergency training. Full training of Taxi Services staff can be accomplished in 2 years.
6	Conduct safety skills training and testing in an environment that is conducive to real-time operation.	Deployment of real-time training for staff (operators, taxi drivers, PCOs, transit personnel) will improve safety and performance overall. Full training of Taxi Services staff can be accomplished in 2 years.
7	Ensure Training staff have met the latest qualifications and certifications	Retrain and qualify training staff.
8	Research vehicle simulation tools for training and procure product to train staff	Research and acquire vehicle simulators for system familiarity and to aid in the operator decision making process.
9	Implement citation diversion program to provide bicycle safety education in lieu of citations	Creating this program will provide a better outcome for better bicycling practices.
10	Identify and implement key safety capital actions from up-coming Pedestrian Strategy specific to SFMTA	Implementing the key actions (within the 2 year timeframe) from the Pedestrian Safety Strategy will reduce collisions and improve safety through specific crosswalk signal and striping recommendations. Add these spot improvements as an item in CIP to implement short term changes identified through various sources including the Pedestrian Safety Study.

	ACTIONS	DESCRIPTION
11	Identify and implement remaining safety capital actions from Bicycle Plan and collisions analysis specific to SFMTA	The Bicycle Plan outlines some key safety measures. There are also specific hot spots from recent collisions analysis that, if targeted, will reduce collisions and improve safety.
12	Develop policy at State level to incorporate bicycle awareness into driver education materials and tests	Driver behavior and bicyclist safety would improve with the inclusion of a bicyclist safety component in the driver education materials.
13	Educate SFPD,PCOs, Taxi Operators on bicycle and pedestrian accident reporting process	All incidents involving pedestrians and bicyclists need to be reported so that SFMTA personnel can make appropriate decisions regarding resource allocation and implementation of safety treatments in the roadway and sidewalks.
14	Provide mandatory safety training for operators (taxi, PCOs and transit) to reduce collisions with pedestrians and bicyclists at intersections and key conflict transition areas.	As part of creating a culture of safety, emphasize safety and sharing the road as an additional component to the regular operator safety training. Start outreach campaign to taxi drivers emphasizing the needs of bicyclists, especially as they enter a conflict zone in a curbside bike lane. This training should be coordinated with workplace safety training as specified in action # 5 in Objective 1.2.
15	Establish a monthly report on accident trending and proposed mitigation actions	Create a monthly report on accident trends and mitigation actions to be reviewed with Executive Directors and presented to the Board quarterly
16	Review and implement new accident review process	Develop electronic, automated review process for accidents including review and comments from all departments

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

Objective 2.1: Improve customer service and communications

	ACTIONS	DESCRIPTION
1	Utilize social media tools (Facebook, Twitter, YouTube, Blogging) to communicate SFMTA news and information to our customers	Overall, all SFMTA outreach should be lighter, more engaging and more fun for our customers. Leverage social media to strengthen outreach to and facilitate feedback from users of the transportation system, their elected officials, the business community and community groups on Agency news and information including services, milestones, major issues, competitions etc. Develop SFMTA YouTube channel, Facebook site, Twitter feed & Blog for all modes to post. Identify Modal Leads to post info and updates and cross post at least 3 times a week. Provide forum for two-way feedback.

	ACTIONS	DESCRIPTION
2	Expand and refocus messaging to include all modes in pursuit of the Agency's 50/50 mode split goal by 2018	Launch campaign to introduce new branding and clearly define the "excellent transportation choices" offered and partnered by the SFMTA. Follow up with: mode-specific growth campaigns and leverage media and partnerships that reach both the broad market and specific market segments; an expansion of existing urban cycling workshop programs; developing partnerships with businesses to encourage customers to use non-private auto modes to access businesses; providing preloaded Clipper Cards and maps and travel information on non-auto modes for visitors as part of hotel and air-travel reservations; and increasing Bike/Walk to Work/Shopping/School Day Promotions. This program will also include an SFPD coordination component to use up-to-the-minute data in identifying areas in need of additional enforcement and education measures.
3	Collect, clean and push out data for App developers for all modes	DataSF sets are currently limited to transit and traffic. We need to push out taxi, car-sharing, parking and bicycle and transit signal data when available to the app development community. Recent estimates suggest we have almost 2/3 of the city using smart phones. We can utilize crowdsourcing for location-specific multi-modal improvement requests, customer service ratings by type of service in real-time and tailor demand for specific services and other information.
4	Complete SFMTA website rebuild	Complete rebuild/redesign of SFMTA website as a state-of-the-art application platform capable providing information in rich media and that is easy to use and comprehend. Generate a new revenue stream with online advertising. Oversee contract schedule, budget and deliverables and ensure effectiveness of testing, launch and acceptance.
5	Develop effective branding and signage of transit vehicles and integrate multi-modal wayfinding of all modes at stations, stops and in vehicles	Having uniform signage (fonts, etc.) and a more symbols (in place of lengthy statements) and starting with "please" in front of all statements inside the transit vehicles, stations, signs posts and stops makes the system more legible and attractive to use. Including multi-modal wayfinding signage with distance, destination, direction and time is a very cost-effective tool for multi-modal trip making.
6	Create a new online and physical transportation map to show relative weight of frequent higher capacity transit services, bicycle routes and key multi-modal connections.	Improves regional connectivity and coordination for our customers; Marketing efforts, timed connections and information/Wayfinding improve legibility of regional transit options; also insert regional transit connections into SFMTA transit map, along with bikeways; consider a time/frequency-based map that show connections to major centers; focus on rapid network and rapid regional network with bicycle parking locations and taxi stands
7	Expand SFMTA visibility in industry journals and in the media	Capitalize on Agency Centennial and major capital projects to proactively broaden coverage by local, national and international media as well as in professional journals and trade press.
8	Integrate the Ambassador Program into the Agency's culture by including in job postings and individual employee performance plans.	The agency can better leverage the workforce to be the eyes and ears and customer service representatives for the various modal systems by assigning staff the role as "ambassadors."

	ACTIONS	DESCRIPTION
9	Broaden consumer research to cover all modes, products and services using smart-phone social media applications.	Broaden consumer research to cover all modes, products and services through expanded survey instruments; get larger samples using crowd sourcing, develop platform for ratings of services, i.e. "rate this ride" in real-time; cross-post ratings as part of monthly dashboard; review the cost/benefit of initiating on-call contracts with research firms and online surveys timed for reporting on Strategic Plan objectives and metrics.
10	Develop and implement customer focused program for mezzanine-level customer service interactions with the Muni station agents	Informed Station Agents will improve customer service. Central will be able to include station agents in email distribution. The subway map will help display delays in the subway. The bigger monitor will also allow to display surface service for a providing additional information. With proper training, Agents can control the monitors in order for them to get the information that they need. Cost includes computer/network equipment (15 booths).
11	Enhance NextBus software	Enhancement that will allow tracking of short turns (last minute service recovery orders) and that will allow for centralized record keeping. With this information NextBus will be more informed on the predictions.
12	Develop hiring/selection process for frontline employees that is aligned with selecting candidates who will excel in customer service and retrain existing staff on customer communications.	Hiring standards should include assessment of communications skills with the public. Work with new employees and current employees on interpersonal communications.
13	Install improved electronic signage and customer information outside of subway stations	Develop signage at subway entrances to inform public when subway service is down. Establish regular, alternative routes so passengers know exactly where to go when subway service is down.
14	Develop tourism-focused transportation demand strategy	Work with SFTravel to identify key needs and audiences; partner on materials (maps, signage, etc.) to promote transit, walking, bicycling for tourists; work with tourism industry and MTC to pilot and market Clipper Card for tourists; establish regional public-private working group (including other transit agencies and travel industry parties) on transit and tourism for joint initiatives (could include program to integrate Clipper into convention and hotel packages, work with cruise terminal users on maps, Clipper, etc.)
15	Develop and implement an annual customer service training/refresher for front line employees	Developing and regularly refreshing customer service training will help improve customer service
16	Modify on-vehicle stroller policy	Revise the current SFMTA on-vehicle stroller policy to allow children to stay in strollers/carriers while on-board and specify preferential seating in the front of the bus for families and expectant mothers as well as seniors and disabled passengers. Also change the on-board announcements and advertise this change through media outreach.

Long term, assess possibility of modifying vehicle specifications in the next vehicle procurement to incorporate more room at the front part of the bus for expecting/parents and their small children and methods to secure strollers in the disabled area. This will allow more families to choose to ride transit and create future riders. |

Objective 2.2: Improve transit performance

	ACTIONS	DESCRIPTION
1	Collect and analyze key transit data and create dashboard	Transit data is plentiful but it needs to be collated, analyzed distributed daily to be used more effectively for day-to-day operations, safety and planning purposes. This includes APC/Clipper/Schedule/collisions and fleet data to be combined into a transparent dashboard. Data collection can utilize crowdsourcing and smartphone apps to identify line by line hot spots, corridors issues and identify measures to reduce bunching and keep consistent headways.
2	Develop and Implement measures to improve transit travel speed and reduce travel times	Measures to improve transit travel time include the TEP (completing environmental clearance and readying projects for implementation) transit signal priority, all-door boarding, fare payments systems, travel time reduction proposals on Mission Street, enforcing traffic laws.
3	Facilitate the movement of transit vehicles with consistent enforcement of transit-only lanes and traffic laws	Work with Enforcement and all SFMTA frontline staff to ensure that transit lanes and laws affecting transit are enforced to maximize service speed and efficiency. This includes the deployment of PCOs, supervisors and additional frontline staff and infrastructure upgrades like forward-facing cameras on buses, colored pavement pilots and physical barrier pilots. Ensure data collection and program management support for future efforts.
4	Identify opportunities to prioritize transit during regular service and special events	Ensure that all staff at SFMTA are making traffic design decisions that incorporate *Transit First* principles to improve transit performance
5	Cross train and empower rail-qualified personnel regardless of craft to be able to bypass and reset simple failures	Delays due to equipment will improve once we rehabilitate the fleet or procure new vehicles; when that is completed, re-focus capital program to improve existing infrastructure. Humans control running sharp/delays due to personal necessity so control those by conducting weekly reviews against performance. Automate alerts that send notice to Operators that chronically run sharp. Peer review performance. Item 4.1 will assist with improving culture so that we focus on good performance.
6	Expedite technology improvements that will positively effect on-time performance	LMC, in-bus driver displays, prominently displayed synchronized clocks at terminal locations and divisions, upgrade inductive loop cable, radio system, signage, NextBus announcements, etc.
7	Maintain vehicles, equipment, and facilities in a state of good repair	Perform preventative maintenance as scheduled, rehabilitate and replace revenue and non-revenue vehicles (transit, SSD field ops, Parking Control etc.), equipment, and facilities on schedule; review the possibility of capitalizing maintenance and allocating resources to maintain vehicles at the time of procurement.
8	Develop detailed project scope and solid project cost estimates for infrastructure system improvements and upgrades and fleet replacement and rehabilitation	Developing solid project scope and cost estimates (no more than 10% contingency) in advance will allow SFMTA to be prepared for future grant opportunities to fund necessary projects
9	Procure low-floor buses to reduce dwell time	As part of next bus vehicle procurement for our rubber tire fleet, focus needs to be on low-floor, more open interiors to reduce dwell time and improve performance. Complete Specifications and procurement to begin delivery in late 2013.

	ACTIONS	DESCRIPTION
10	Update communications systems in subway stations so that transit supervisors are part of the communications network	Key Supervisor at Embarcadero cannot use NextBus to see gaps in service; because there is no cell service at this location. (can be Wi-Fi or cell as long as they are able to get email, voice, data). These enhancements are being delivered as part of the radio program.
11	Develop system of accountability for supervisors, controllers, Central Control, maintenance, etc.	Track performance metrics and hold staff accountable for service performance; If significant buildout efforts are involved, FIT may need additional support.
12	Decrease lead time to deliver parts	Work with procurement and materials management to shorten lead times which will lead to higher vehicle availability
13	Enforce leave paperwork deadlines	Automate the identification of Operators that don't report to work by linking Trapeze work/absence history to HRDB leaves. We can we parallel the WC/ADA/Leave process so that decision is made ahead of time rather than waiting for each side to review.
14	Review policy of stopping transit vehicle for drug testing whenever falls on board occur	Review policy to ensure proper compliance and ensure that routes may resume operation as soon as possible. Regarding falls on board, review how we measure them, how the Agency treats them, what are the claims, lost time and overtime costs to the Agency, where can we improve, etc. Then identify best practices to reduce and better respond to them and implement changes where needed.
15	Improve dynamic supervision and service management, including a fully operational line management center	Having dynamic supervision plays the same role as having a traffic cop on the street-keeps things moving and helps to troubleshoot in real time to keep the transit system more reliable.
16	Establish operator restroom locations for each route	Restrooms located at terminal locations will improve on-time performance by reducing on-route delays. Complete assessment and identify access opportunities for locate restrooms.
17	Identify long term transit expansion needs to meet growing demand and approved development	Improving efficiency of the transit system will allow for more effective service delivery. These changes alone will not be able to meet the latent and growing demand for transit services. Strategic expansion of transit will require new rights of way, vehicles and facilities and funding capacity to meet the city's needs. This includes: identification of needs, development of near term project scopes, schedules and costs. Progress on the implementation of near and long term funding strategies such as TEP general obligation bond, Transit Sustainability Fee, etc.

Objective 2.3: Improve use of all non-private auto modes

	ACTIONS	DESCRIPTION
1	Develop and identify the most cost-effective investments by mode for achieving mode shift	Complete strategy to reach 50% by 2018 (an 11% mode shift) and prioritize resources to those modes in Capital Improvement Plan. The goal would need to be a 3% mode shift in FY2013- FY 2014, 4% in FY 2015- FY 2016 and 4% in FY 2017- FY 2018. Transit is the most capital intensive and bicycle is the least to shift modes, with market-based road and parking pricing being the most effective. This strategy will investigate all options and their results if implemented, including shifts during the peak hour and innovations like the implementation of congestion pricing in conjunction with improving and increasing transit service.

	ACTIONS	DESCRIPTION
2	Develop and implement comprehensive Transportation Demand Management (TDM) strategy	Work with employers, residents, commercial districts, schools, cultural institutions and hospitality industry to reduce private auto trips; Grow program to provide cafeteria style commuter benefits for all non-private auto modes. Target at least 1% mode shift away from auto-mode each budget cycle. Include policies re: parking around major transit and working with corporate shuttles
3	Develop and Implement revised Traffic Calming Program to focus on pedestrian and bicycle safety	Establish new program objectives; new methods for project screening, project selection, project prioritization and public input; Identify and prioritize streets that do not meet Better Streets Plan principles and secure funding for implementation
4	Implement 2 corridor speed reduction projects	Effort focused on corridors with high rates of pedestrian injury collisions identified by the Pedestrian Safety Task Force; Includes routine improvements such as pedestrian countdown signals, red visibility curbs, continental crosswalks.
6	Implement 10 miles of new bicycle facilities each year	Includes developing and piloting innovative bicycle treatments, building new facilities in order to meet our mode shift goals. 10 miles roughly equates to a 0.5% mode shift based on experience.
7	Implement comprehensive bicycle sharing program and expand scope	Implement 500 bicycle pilot and expand number of bicycles to 1,000 by mid-2014 .
8	Provide a bicycle commuter benefit that is simple to use	Developing a bicycle commuter benefit will allow commuters access to similar benefits for transit riders.
9	Complete the planning and pre-implementation phase of transportation corridor projects	Complete pre-development planning phases for: Geary, Van Ness, TEP, Transbay Center, High Speed Rail, Transportation Sustainability Fee, Better Market Street, Folsom & Howard, 7th and 8th street, North Beach Major Transit Investment Study, Ocean Beach Master Plan, Central Corridor, Moscone Redevelopment, Bicycle Plan, Pedestrian Plan, Vehicle Sharing Plan projects
10	Develop and implement a streamlined, uniform inter-agency transfer discount policy for all connecting regional transit service customers	Creating a regional transit fare policy will make transit more convenient for our customers to come to the city on transit and use transit/bike/walk while in San Francisco. MTC led a regional fare planning process approximately four years ago. A report was produced but they were unable to obtain regional transit agency buy-in. This action will focus on fare policy within the SFMTA control and would create a model for inter-agency fare policy across the region in the longer term. TWO YEAR MEASURABLE OUTCOME: Consistent, streamlined and rational inter-agency fare discount would be implemented on Clipper® for customers transferring to Muni from any connecting regional transit service.

	ACTIONS	DESCRIPTION
11	Increase taxi availability throughout the city	Improve customer service by authorizing the appropriate number and type (single operator, direct lease, full-time medallion, etc.) of permits to realize the best delivery of taxi service; Collect and use electronic data to enhance taxi service and increase the efficiency of taxis; Implement pilot project to provide bicycle racks on taxis. Staff will also review development of various leasing models, or usage of color scheme permits. Current staff has the ability to perform these functions, but for efficiency as well as the ability to move transactions quicker, it is better to have more FTE's to allow the agency to issue more permits within a given year. If only half resources, we could look for low cost Bike Racks for the vehicles or help subsidize the company/driver cost for Bike Rack with a rebate. If no resources, we can look into encouraging the private companies to purchase or consider sponsorship from a bicycle maker or advocacy group.
12	Develop and implement customer service program for taxi drivers	Implement regulatory reform to hold taxi companies accountable for dispatch success
13	Develop taxi-2-customer communications	Implement technologies such as smart-phone taxi finder applications to improve communication between dispatch services, drivers and customers and require all taxi operators and dispatch services to participate. This will likely be done through an RFP to an outside party.
14	Develop and implement vehicle sharing strategy	There are models of carsharing, ridesharing, vanpool, bicycle, electric bicycle and electric scooter sharing that are popping up in SF and it is important to have an overall strategy on how to incorporate them into the overall transportation system, including their parking. SFMTA will conduct data collection on vehicle sharing usage and the possible expansion of the program to include electric cars, scooters, bicycles, etc. Building on the results of SFMTA's initial car sharing pilot tests, SFMTA will develop and implement clear and predictable rules for allocating parking spaces for car sharing pods, both in SFMTA-administered garages and lots as well as on-street spaces and implement system for vehicle share companies to request dedicated spaces.
15	Develop a multi-modal plan for late night life in San Francisco	Transportation demand is reportedly high as bars and nightclubs close; however little planning has been done to address transportation needs, enforcement, and safety of these system users. A multi-modal approach that engages taxi, parking, safety, transit, and other divisions of the agency would develop a pilot plan for an area. This pilot would be evaluated and then revised and replicated in other parts of the City.

Objective 2.4: Improve parking utilization and manage parking demand

	ACTIONS	DESCRIPTION
1	Evaluate the SFpark pilot projects and develop proposal for SFpark-related parking management at all SFMTA-administered paid parking	Use lessons learned from the SFpark pilot projects to develop proposal for improving the approach and expanding it to all on- and off-street metered parking as well as all SFMTA-administered parking garages.

	ACTIONS	DESCRIPTION
2	Develop and implement proposal for expanding where and when SFMTA manages parking	SFMTA should evaluate where and when it would be appropriate to expand where it uses meters, time limits, and RPP to manage parking in the City. This could include metering on Sundays, into the evenings, and expanding parking management to additional blocks and areas of the City.
3	Develop and implement parking policies to improve access for the disabled and reduce placard abuse	Disabled placard abuse is a long standing issue in San Francisco that degrades access for the disabled while causing other broader parking-related transportation and access issues. The SFMTA will work with community stakeholders to develop a solution, which may require a change in state law.
4	Develop and implement policies on motorcycle/ scooter parking	SFMTA currently allows long-term parking for motorcycles in parking meters and in SFMTA garages, but has not formally evaluated whether or not it should encourage motorcycles/scooters (i.e., whether or not they help to achieve environmental or other transportation-related goals). SFMTA will develop policies on motorcycle parking management, provision of motorcycle parking and demand-responsive parking rates for motorcycles.
5	Develop and implement a pilot test of best practice approach to residential parking management and pricing structure	Finding parking in residential areas can be very difficult. To improve parking management and reduce externalities related to circling for parking, SFMTA will develop and pilot, best practice approaches to residential parking management to better match demand to a finite parking supply. This information will be used to later (beyond this two year horizon) develop a proposal to update the SFMTA's approach to managing parking in residential areas. As part of the development of the residential parking permit management policies, the SFMTA will develop a park-and-ride plan to encourage people to switch to transit, personal bicycles or bicycle sharing within San Francisco without parking their personal vehicles in the residential neighborhoods surrounding major transit hubs, to encourage reductions in car ownership rates.
6	Develop and implement policy for management of SFMTA-administered and private garages and lots	At present, SFMTA does not have clear specific policies for the goals of parking garages and lots and how they are managed. SFMTA should develop and implement policies that are consistent with City and SFMTA goals for transportation. This policy proposal is likely to address how parking is priced, what rate types are allowed, the proportion of spaces in SFMTA garages that SFMTA will allocate to all-day or commuter parking, and how queues at SFMTA garages can be minimized. Any hardware upgrades to address this should be included as part of the new PARCS systems
7	Develop and implement policy to improve commercial and person loading zone management	Commercial and passenger loading is a ubiquitous concern in dynamic commercial areas, and SFMTA could manage this more intelligently. This project would look at best practices to develop a pricing-based approach to better managing these spaces and a data-driven approach to determining how and where SFMTA places these zones. The intent is to facilitate loading/unloading and thereby reduce double parking, circling, and transit reliability.
8	Develop and implement bicycle parking strategy	Identify and increase secure short- and long-term bike parking at residences (both on-street and off-street); prioritize short-term on-street bike parking based on demand; parking at transit stations; onsite audits at major employers to review/improve bike parking.

	ACTIONS	DESCRIPTION
9	Develop and approve land use-generated parking reforms	Modify planning code and/or transportation code to give SFMTA authority to enforce carshare parking space requirements in new developments; Amend SF Planning Code, Article 1.5 to eliminate minimum parking requirements for all new development, require all multi-family construction provide unbundled parking, require mobility passes as part of new residential and commercial development, and require higher ratios of car share and bicycling parking and charging infrastructure in new developments
10	Develop and implement strategies to improve parking enforcement and compliance rates	Parking policies and rules are much more effective when a high percentage of people comply with them. High capture rates increase compliance. Using carefully evaluated tests of different strategies, SFMTA will test and roll out more broadly improved enforcement deployment strategies and technologies to improve enforcement efficiency, capture rates, and compliance rates.
11	Expand parking data collection and analysis to better integrate in agencywide data systems	This tool is the foundation for the operation of SFpark parking pricing and real-time information, transportation-related analysis, evaluation of parking management initiatives, asset management and tracking, predictive analysis, business process improvements, as well as operational alerts for performance and contract management. It has been designed, and provisioned (in terms of hardware and software tools) to be a platform for broader SFMTA transportation-related reporting and analytical needs.
12	Upgrade SFMTA's SFPM parking meter management system and integrate with SFpark data management system	The SFMTA's SFPM meter management system needs to be updated and more tightly integrated with SFpark data management systems in order to improve meter operations, data granularity for reporting, facilitate payment technologies and integration with parking infrastructure and service providers
13	Replace all meters citywide and integrate with SFpark	The majority of SFMTA's parking meters are antiquated and do not support SFpark. These meters are overdue for replacement, and this will enable the SFMTA to do SFpark citywide to achieve broad benefits. SFMTA will conduct an RFP for their replacement and ensure that they are more tightly integrated with SFMTA/SFpark data and parking management systems in order to facilitate operation and reduce costs.

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

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

	ACTIONS	DESCRIPTION
1	Ensure SFMTA garages have EV charging and support SFE's EV charging station installation	Work with SFEnvironment to ensure that progress is made in public charging infrastructure in SFMTA facilities and future on-street sites.

	ACTIONS	DESCRIPTION
2	Implement the Climate Actions Strategy key recommendations for SFMTA and City	The Climate Action Strategy identified key actions over the next two years that were mainly policies for the SFMTA including water, noise and water reduction.
3	Collaborate with partner agencies in the Bay Area to reduce GHGs through policy efforts	Complete the SFMTA component of the Sustainable Communities Strategy, SF Climate Plan update and San Francisco Transportation Plan and identify key SF measures for the transportation system with local, state, and federal partners.
4	Develop and approve new citywide fuel contract	The Agency's projected biodiesel blend fuel expenditures for FY2012 is approx. $18-20 million for the year. A new biofuel contract with the city would allow the development of a local biofuel source reducing cost and CO2emissions by 25%.
5	Develop efficiencies in conjunction with the Environmental Management System to further reduce water, waste, energy and reduce operating costs	Just as the Environmental Management System (EMS) can improve workplace safety, it also has a direct benefit to reduce water, waste and energy consumption by monitoring and evaluating operating procedures. The waste recycling effort has saved the agency almost $200,000 in fees.
6	Improve energy efficiency of SFMTA facilities	Review benefits of replacing all Muni lights with higher-efficiency bulbs, especially in the Muni Metro stations and facilities. The SFPUC is about to release an RFP to replace all lights with LED. This could result in up to 50% savings and energy emissions. Replacements made on a ongoing basis using existing replacement schedule.
7	Procure low-carbon or electric vehicles for PCO use	The SFMTA revenue fleet is already as green as it can be without significant investment in emerging technologies. Low-carbon, B20+ or electric vehicles can be phased-into the non-revenue fleet using the allocated replacement funding.
8	Procure low-carbon or electric shop and service trucks	The SFMTA revenue fleet is already as green as it can be without significant investment in emerging technologies. Low-carbon, B20+ or electric vehicles can be phased-into the non-revenue fleet using the allocated replacement funding.
9	Reduce SFMTA non-revenue passenger car fleet and increase access to bicycle and carshare fleets	Hybrid and natural gas vehicles have already been phased into the SFMTA non-revenue passenger car fleet. An assessment of the number of cars needed by staff and options to reduce this number (use of bicycles and possible contracting with carshare) should be investigated and implemented

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

	ACTIONS	DESCRIPTION
1	Meet with business organizations regularly to create business advocacy for SFMTA projects and programs.	Meetings would identify top issues of concern and areas of interest that affect the business sector, establish on-going communication between SFMTA and the business sector. Business groups such as BC3, the Chamber of Commerce, SF.Citi, merchant organizations and other established business groups would be invited to participate. Identify groups, join in on their meetings to discuss key items and outcomes. Use social media to survey, connect news and information for mutually beneficial purposes.

	ACTIONS	DESCRIPTION
2	Develop tourism-focused transportation strategy to increase mode share	Work with SF Travel to identify key needs and audiences; partner on materials (maps, signage, etc.) to promote transit, walking, bicycling for tourists; work with tourism industry and MTC to pilot and market Clipper Card for tourists; establish regional public-private working group (including other transit agencies and travel industry parties) on transit and tourism for joint initiatives (could include program to integrate Clipper into convention and hotel packages, work with cruise terminal users on maps, Clipper, etc.)
3	Develop and implement policies for private shuttle loading/unloading to increase mode share	Private shuttle sector is growing rapidly and SF's policy framework has not caught up to accommodate them. These shuttles provide valuable transportation services, but can also create conflicts with other users when there are no established loading/unloading zones, and are difficult to communicate with when many shuttles lack identification. Shuttle providers would like clear and consistent approach to enforcement and reliable loading locations. This action would first develop and pilot policies, and then implement revised policies based on lessons learned from the pilot phase.
4	Develop and conduct survey with businesses to gauge satisfaction	Partner with businesses to develop survey and to administer it annually, measuring success of this action. This survey could also be used to solicit input on key transportation issues and decisions
5	Develop co-branding and merchandising opportunities with SF businesses to increase mode share and revenues	Many new businesses in the city have innovative multi-modal business plans. SFMTA can capitalize on the cross-promotional, co-branding opportunities and include a merchandising platform that would result in better recognition of our services and revenue for the agency.
6	Develop and implement local business/workforce opportunities in conjunction with our projects and programs	Make sure city guidelines are met re: local vendors. The SFMTA staff needs to be proactive in seeking these out and making this a factor in competitive RFPs. We cannot let other SF Departments take care of this for us, but instead regulate this ourselves.

Objective 3.3: Allocate Capital resources effectively

	ACTIONS	DESCRIPTION
1	Develop a clear project development process for all project managers and re-align functions within the agency to improve project delivery	To improve project delivery, the agency needs to have a clear project development and delivery process that includes the planning, preliminary engineering, final design, construction and operations phases. Merging these scattered functions into core groups within the agency will improve project development and delivery. Each phase of project development will have milestone check-in, sign off and project tracking for scope, schedule and budget. Once development and functions re-aligned, will need to train PMs on new standardized process.
2	Develop clear set of project delivery priorities for each budget cycle per the CIP and post on web-based tracker	The Agency needs to have a clear set of project priorities laid out in a work plan with the order and timing of projects. This includes pre-development planning and necessary approvals, design and construction/operation and shared with stakeholders. The development of a web-based project tracker for each project will greatly improve transparency and accountability.

	ACTIONS	DESCRIPTION
3	Develop clear decision making process to improve project delivery	To ensure efficient capital project delivery, decision points need to be documented and locked in at each phase. This will minimize scope changes and re-design that has led to increased cost and schedule delays.
4	Implement Cost Benefit Analysis prior to agency committing to project phase	Establish a new agency wide standard operating procedure similar to MTC's tool operated via the SFMTA TCC to complete a cost-benefit analysis on projects prior to funding and construction; complete assessment of impacts on the agency and community; look at the return on investment and budget pre-development planning efforts and ongoing evaluation/monitoring of the project. This type of project-level evaluation will occur on a regular basis at the completion of each project phase to assess recovery options.
5	Determine complete scope of project prior to commencement	Projects in one division often overlap with projects of another division but the overlap is not initially seen. This leads to scope revisions once baseline have been set and at times requires changes beyond the 30% design phase. Coordination at the CIP level between program managers in all SFMTA divisions can identify areas of collaboration which can be included in the initial scope. An inter-divisional meeting with mandatory attendance will be convened on an as-needed basis to review projects and coordination opportunities.
6	Establish pre-Conceptual phase to fund project estimating team	Implementing a phase specifically for the development of budget and scope allows for the reduction of project contingencies, a clearer projection of funding needs, a smaller delta between CIP budgets and baseline budgets, and improved coordination between project managers and project engineers.
7	Develop management processes to track and keep on track scope, schedule, budget of all capital projects	Implement Capital Project Controls System, assess Transit and SSD's PM requirements and integrate into CPCS and the CRIS system. Develop management process for the agency to track scope, schedule and budget of projects and train staff to use all of the tools in the CPCS system to analyze status, view financials (tie expenditures to actuals) and see trends of projects. This tool needs to be able to output a 1 page summary for every project
8	Develop robust project work plans that include detailed activities and resource-loaded schedules by phase	Establishing comprehensive project work plans that are reviewed and updated regularly can improve project delivery. Better measurement of planned vs. budgeted labor hours by activity, improved projection of actual schedule and cost, real-time evaluation of ROI, and resource planning at a program level are just a few outcomes.
9	Initiate mandatory milestone review meetings for timely and complete review of submitted materials by other divisions	Engineering documents which are prepared for milestones in the conceptual and detailed design process frequently get little, tardy or no review by other divisions leading to misunderstanding of the scope of the project. Can utilize Pre-TASC meeting to get all depts. on same page and Transportation Capital Committee to monitor progress.
10	Establish a Complete Streets Team(s) for the Agency's CIP programs	Project Delivery support is not consistent througout the agency. Form matrixed Complete Streets project teams including planners, engineers, public outreach and finance and contracting staff to ensure that key capital projects are carried through the planning-design-construction-operation phases more effectively.

	ACTIONS	DESCRIPTION
11	Prioritize and assign Communication staff to all SFMTA projects	Many non-SFMTA Transit Projects conduct public outreach from scarce grants, taking away from resources that should be devoted to the technical aspects of the project. Augment the communications staff structure so that time is assigned to work with all SFMTA project managers (transit, bicycle, pedestrian, taxi, parking, signals etc.) for the outreach needs of those projects.
12	Complete State of Good Repair inventory, analysis and prioritization	The Agency needs to continually inventory, monitor, analyze and prioritize the needed capital and maintenance measures to ensure a state of good repair.
13	Review projects and propose corrective action(s) for projects exceeding milestones	Projects which are trending to exceed budget, scope and/or schedule milestones as tracked by CPCS will be reviewed by Project Controls and a recovery plan will be established with project team.
14	Establish capital program for replacement of small (low-cost) equipment	Small (low-cost) equipment such as computers and furniture is outdated and broken at divisions. Replacement of this equipment would not only improve intra-agency communication but improve morale and create a more pleasant working environment for all staff.

Objective 3.4: Deliver services efficiently

	ACTIONS	DESCRIPTION
1	Evaluate and implement schedule deployment efficiencies	Accelerate part-time operator deployment to improve schedule efficiencies
2	Identify incremental opportunities to shift resources from underutilized routes to overcrowded routes	Review services such as weekend and express services to determine if service modifications can be made to improve service and modify service with minimal negative impacts to customers
3	Implement negotiated provisions of all labor contracts	Ensure that SFMTA Operations are provided the tools needed to enforce the work rule provisions and utilize the scheduling flexibility of the labor contract resulting from the voter-approved Proposition G.
4	Increase frequency of hiring for critical frontline positions	Hiring part-time and full-time bus and rail operators, as well as maintenance staff to meet current system needs and reduce overtime expenses is SFMTA HR's highest priority. Also, SFMTA should assess the cost/benefit of compressing the hiring program with sequential training follow-ups to bring people on board sooner.
5	Assess operations & maintenance staffing levels needed to support level of service and minimize overtime	Assessing staffing levels and filling open operator and maintenance positions can reduce overtime and improve service reliability
6	Develop and implement needs assessment of consolidating agency maintenance support shops and with other City departments	Consolidation opportunities may exist with internal support shops and with other City departments. The Real Estate Vision will outline consolidation opportunities; merging organizational cultures of the support shops will be a challenge. Complete this analysis.
7	Assess opportunities to operate service more efficiently on a trip level basis	Assessing segment level ridership and short lining opportunities that have a minimal impact on ridership decreases vehicle mileage and increases passenger productivity
8	Assess number of vehicles needed to reduce fleet age and introduce regular replacement schedule.	The industry standard for bus useful life is 12 years. Older vehicles generally have more maintenance issues. Replacing the fleet on schedule will reduce maintenance costs. Complete analysis to implement staggered fleet procurement.

	ACTIONS	DESCRIPTION
9	Review capital programs and align to current and future operations and maintenance needs	Capital programs supporting rehabilitation and replacement of old vehicles, equipment, and infrastructure will lead to lower maintenance costs
10	Effectively budget overtime	Make sure overtime is budgeted and managed to the expected and acceptable levels. Provide monthly status reports to divisions in order for division leaders to active manage and mitigate overtime.
11	Collect and analyze key transportation data that analyzes our service delivery, customer and employee satisfaction.	Accurate and concise data will allow for more informed decisions to be made management as to how the strategic goals and objectives are being achieved We are on track to have initial reports in July 2012 and build out the remaining content by the end of the calendar year.
12	Maintain Hearings metrics	Continue to serve 82 percent of hearing customers within 10 minutes. Train staff and monitor performance as the section absorbs SFPD tow and Safe Path of Travel hearings. Analyze monitoring results to drive continuous improvement and to maintain a reality of equity and efficiency. SFMTA TAP group to support analysis of this data, and this is something that they can assist with on an ongoing basis with no additional staff required.
13	Evaluate and Prioritize Technology Infrastructure upgrades	By upgrading our infrastructure we provide the resources needed for our employees to provide management with the proper reports financial & statistical information that will assist in determining how service delivery is being impacted and meeting targets. This is an ongoing effort to improve our underlying infrastructure.
14	Complete update of the Continuity of Operations Plan	SFMTA must revise and formalize the operations plan in case of a disaster or a technology breakdown so that we will be able to continue to provide service. If plan is not revised, it could impact our ability to provide reliable service and customer safety and ridership may decrease adding to the impact of the structural deficit.
15	Establish web-based taxi company reporting	To eliminate all of the paper forms and reports and allowing the taxi drivers and companies to submit all forms and reports on the web.
16	Develop and implement single operator permit programs for taxis and identify the seniority of the 7,000 taxi drivers	To all single operators permits that allows them to drive form 60-80 hours per week. These permits are to be distributed to the most senior drivers on the A List. Therefore determination of drive seniority must be accomplished in order to deliver the permits. This will help the regulatory function of the Agency, which will make it possible to reduce traffic congestion.
17	Review and reform hiring/requisition process	The process should be reviewed for simplification and automation, and then documented and posted to be accessible to all staff and applicants. Hiring standards need to include demonstrated verbal communication skills, care for all modes of transportation.
18	Review and reform purchasing process	The purchasing process is slow and difficult to follow. The process should be reviewed for simplification, documented and posted to be accessible to all staff. The review of the process will include the steps necessary to complete a purchase order, duplicative processes and how to allow regularly purchased items an easier method to get through the system. Also, the review will assess the processes by which each SFMTA facility purchases parts and materials.
19	Prioritize and Implement key findings from Parking Enforcement Services audit	Recommendations will include staffing, processes, citations, customer service and fleet management. Findings come out in late June.

	ACTIONS	DESCRIPTION
20	Improve Customer Service Center services	Identify best practices and opportunities to reduce queuing, time at counter and increase on-line services. TWO YEAR MEASURABLE OUTCOME: Reduce average customer wait time by 50%
21	Keep unnecessary industry costs down for taxis	The SFMTA will partner with private industry to work to reduce taxi industry costs such as insurance and fuel through collaborative strategies.
22	Encourage development of cashless technology for taxi receipts	Taxi drivers are often expected to tip dispatcher, fuel provider and others in order to operate a vehicle. This practice is illegal and difficult to enforce. It also undermines taxi operators' ability to make a living wage. The taxi section believes that cashless technologies would reduce this practice.
23	Strengthen and formalize scheduled preventive maintenance throughout SSD's Sign, Signal and Paint Shop operations	The recent Controller's Office management audit of Sustainable Streets highlighted the need to schedule preventive maintenance throughout our Sign, Signal and Paint Shop operations. In order to meet the recommendations made by the auditors, additional field and engineering staff, materials and supplies, and database tracking systems will be required. The Controller's Office's audit recommendations were intended to bring the agency in line with best practices nation-wide, and to ensure that the Division is enabled to remain in compliance with MUTCD regulations and guidelines for signage reflectivity, as well as Signal Electrician staffing best practices. As well, our traffic marking program's preventive maintenance element needs to be formalized, not just relying mainly on synergy with DPW's repaving program for opportunities to re-mark traffic lines. Without an increase in staffing, materials and equipment, we will fail to meet the audit team recommendation and will risk both our compliance and the city's state of good repair for Traffic Signs, Signals and Striping.
24	Improve transit productivity as outlined in MTC's final recommendations for the regional Transit Sustainability Project (TSP)	MTC's goal is to decrease regional operating expenses in order to address the projected 25 year operating shortfall for the region. Agencies will be directed to make productivity improvements to help close the projected regional budget deficit.

Objective 3.5: Reduce capital and operating structural deficits

	ACTIONS	DESCRIPTION
1	Develop operating needs of each function based on output and aligned to Strategic Plan.	The operating budget should reflect the priorities of the Agency as defined in the Strategic Plan. Ensure that outputs and service delivery can be provided within division operating budgets and available capital resources. Monitor spending weekly to ensure that expenditures are within budgeted levels and scale project budgets so that they match current financial resources.
2	Implement recommendations from Budget Balancing Panel	Pursue the recommendations finalized by the Budget Balancing Panel
3	Secure Funding to Increase State of Good Repair budget to at least $250 million annually	The capital budget must allocate funding to support at the minimum $250 million annually for state of good repair. Eventually this should be attributed to only new funding and not reliant on carry forward funding.

	ACTIONS	DESCRIPTION
4	Improve the grant application, administration and billing processes	SFMTA must capitalize on grant funding and ensure our applications are competitive based on clearly detailed project scopes, schedules, budget and project benefits. Once grants are received, SFMTA must ensure project delivery is aligned to the dates and budget in the application. SFMTA must submit progress reports timely and bill quarterly.
5	Review work orders to assess whether reductions are possible	Seek ways to perform certain tasks in-house if less expensive or possibly look into some work orders to determine if they benefit the entire city and not exclusive to SFMTA, the possibility of having the City assume these costs.
6	Complete environmental review and Implement Transportation Sustainability Fee (TSF)	Replaces the current TIDF (Transit Impact Development Fee). A one-time fee per square foot on all new residential and commercial development that will recover the operating subsidy and capital expansion costs of the SFMTA.
7	Develop and implement process to provide transparent budget development and financial reporting	With real-time budget information regarding expenditure and revenue collections activity, all managers will be able to better adhere to their budgets. We need to be able to hold the division accountable and to do so they need transparent and understandable data.

Also, It is important to share information of how the budget is developed, funding sources and key issues and opportunities with staff input along the way to effectively embrace the budget and identify potential new alignment and efficiency opportunities. Budget policy decisions are at DOT and Division Director's level and disseminated to appropriate staff levels. Finance to conduct budget "brown bag" sessions with budget liaisons to gain understanding of budget structure, components, terminologies . Input on session focus will be solicited. |
8	Develop and adopt SFMTA Transit-Oriented Development (TOD) Policy for all agency assets and adjacent parcels (building upon on Real Estate Vision)	The agency has a great opportunity to harness its assets to create significant new revenues sources, ground leases, bond-financing and upgrade all its facilities in the process with a dedicated TOD policy and program. In addition, to the Strategic Real Estate Plan, this policy would engage the development community and set out the key principles, goals, objectives and opportunities for all agency assets to be monetized.
9	Review budget & service levels quarterly with all SFMTA departments	Schedule quarterly meeting across departments to review current budget status and service levels
10	Reduce overtime expenses to budgeted amounts	Manage resources appropriately so that overtime expenses do not exceed budget
11	Reduce claims and workers compensation by 5% each year	Improve safety for customers and employees, which will help reduce claims and Workers Compensation. Ensure that validity of Workers Compensation payments.
12	Increase revenue and citation collection rate	More than half of fare evasion citations are not collected due to false information given at the time of ticketing. Creating a partnership with the SFPD will help citation collections rate and improve fare compliance. TWO YEAR MEASURABLE OUTCOME: Improve collection rate on transit violations by 20% by increasing the accuracy of contact information obtained and implementing additional special collection measures.

	ACTIONS	DESCRIPTION
13	Increase the availability of off-board fare payment options to ensure revenues collected reflect ridership or fares paid	Identify best practice cost-effective cashless fare collection strategies (including a dense distribution of vendors dispensing Clipper cards, ticket vending machines, and other forms of cashless payment options) to reduce the amount of cash collected on vehicle fare boxes. Implementation cost and timeframe dependent on results of analysis. Involvement of Transit Service planning in process is critical. TWO YEAR MEASURABLE OUTCOME: Issue report with recommendations for cashless fare collection strategies and implementation plan.

GOAL 4: Create a workplace that delivers outstanding service.

Objective 4.1: Improve internal communication
Objective 4.2: Create a collaborative and innovative work environment
Objective 4.3: Improve employee accountability

	ACTIONS	DESCRIPTION
1	DOT Team to identify and agree on a change leadership model and new business processes to implement	In order for this massive change initiative to be successful it must start from the top down. Each DOT Team member must fully support the new business processes which includes using them at the DOT Team, interdivision and intra-division levels. Suggested model is by John Kotter. Our iceberg is melting is the suggested reading reference. New business models include a) consensus problem solving b) superior achievement through recognition and redirection c) planning and leading effective meetings d) effective delegating e) continual learning f) labor relations training
2	Create and maintain a sense of urgency for the reasons why we must adopt new business practices	Ed to send bi-weekly reminders why we must change our work environment. This helps create a sense of urgency. Without this, the change effort will fail! Or take far longer than anticipated. Provide testimonial or examples where change efforts have been successful.
3	Communicate to all staff why we must adopt this strategic plan	Ed Reiskin to present why we must achieve this strategic plan which describes what we are to complete. Equally important is how he expects us to work together as we accomplish the strategic plan objectives. Ed to share his/DOT Team's management/leadership model he expects staff to follow. (this could be the core values or something else.) The short presentation will be recorded and shared with all staff and uploaded to internet/intranet and SFMTA YouTube channel. A copy of it will be looped on the monitors in the divisions, placed on our intranet etc. All staff are asked to watch it.
4	Communicate our quarterly achievements and updates via social media	Ed Reiskin to present our key milestones toward the Strategic plan actions uploaded on 1 min YouTube clip on SFMTA YouTube channel. This will keep the public and staff informed on our commitment and achievements to the strategic plan. This is part of the social media realignment outlined 2.1 #1 and if staff are realigned we will get this done.

	ACTIONS	DESCRIPTION
5	Develop agency communications guide for all staff and post in intranet.	Develop a guide for staff on how to communicate effectively to each other and the public (what communications need approval, which are fine to do at which levels without approvals from above). Develop clear agency communication protocols. including emails and use of presentation materials. Revamp PPT template and key PPT do's and don'ts unified look and feel for voicemail, email signatures, correspondence. How to write effectively, incorporate Strategic Plan in Board Reports. How to comply with local, state and federal requirements (ADA, Title VI) for posting materials, public outreach etc. This would be included in Performance plans assessment.
6	Implement the posting of monthly scorecard no later than the 6th workday of the following month	This would be posted on intranet and part of DOT's updates.
7	Proactively communicate with front line staff	Create a system to communicate easily to all staff that don't have email including regular executive and senior management site visits and two-way communication forums.
8	Create key contact and share agency news via new intranet, social media and gilley rooms	Communications, Safety and Media Relations to receive and post real time information to/from staff so that we can easily become Agency ambassadors. We shouldn't have to go to the chronicle to get our information. A contact number/email address is essential for staff to know who to send information they have seen or heard on the field. A daily recap and weekly look ahead of agency events including key milestones of projects or programs, re-organization changes, major funding achievements, Ed's schedule of public appearances and presentations, agency awards etc. is invaluable how we communicate as a team.
9	Implement new Performance plan model and ensure all staff have performance plans	Create a new performance planning model that more easily and effectively identifies employee expectations and allows for two way feedback. Performance plan will be required for all staff in their service anniversary month rather than each fiscal year cycle.
10	Implement new employee orientation program and onboarding program	Create an new employee orientation and onboarding program, sharing information and processes with all Divisions and optimize for redundancies
11	Implement Change Leadership and Leadership training for all supervisors	All supervisors will attend initial change leadership training which will include why we must transition from where we are to an engaged work atmosphere. All supervisors will attend leadership training. The training will present our new business practices that will afford us a strategic advantage. New business models include a) consensus problem solving b) superior achievement through recognition and redirection c) planning and leading effective meetings d) effective delegating e) continual learning f) labor relations training
12	Assign Division coaches to assist in new business practices	Organizational development staff will be assigned to each division to assist staff create our new business practice habits and employee engagement systems.
13	Revise and implement new staff recognition program	Create a comprehensive employee recognition program that includes collaborative efforts and other measures towards the merit based program.
14	Announce all employee new hires, promotions, retirements, departures and major changes of assignments as they occur	This can be posted on the intranet for people to welcome new staff, updates their contact information with major re-assignments or say farewell to departing staff.

	ACTIONS	DESCRIPTION
15	Ensure all staff receive the opportunity for Exit Interviews	Exit interviews will be conducted on a monthly/quarterly basis and will be shared with the DOT Team
16	Develop and document all Agency Standard Operating Procedures (SOP) and post on the new intranet	Each Division will create a master list of all the procedures that need to be documented. Each division is required to document a minimum of 5 procedures monthly, starting with the most important or most commonly requested procedures. Procedures need to be reviewed by key staff to determine solutions to contradictory, duplicative and/or overly bureaucratic procedures. Once developed, these SOPs will be posted to the new Intranet site on the appropriate section page or "How Do I..." link page as needed. FIT would be to do business process analysis/review of these procedures make changes, and ensure they are posted online. The business process piece could be accomplished by the restored 1823/1824 mentioned previously.
17	Assign an internal ombudsman for agency staff	An internal ombudsman will be identified so staff will have an objective third party to communicate suggestions, improvements and address key process, personnel and other challenges. This will be a way to engage staff at all levels and allow for new ideas to be reviewed by senior management on a more frequent basis.
18	Implement management by wandering around	Directors are required to visit staff a minimum of two levels below them on a quarterly basis. This ensures that the directors are more involved and are getting more comprehensive two-way communication.
19	Implement survey instruments to develop baseline and monitor progress	The objectives in this Goal require frequent surveying of staff to determine how the actions are achieving the objectives. Outreach methods including surveys, forums, focus groups etc. will need to reach out to all division staff.

Objective 4.4: Improve relationships and partnerships with our stakeholders

	ACTIONS	DESCRIPTION
1	Clearly assign staff roles and responsibilities for SFMTA communications	Establish clear roles and responsibilities for all SFMTA communications functions (local, regional, state and federal government, business and community). Realign functions (avoid duplication and non-engagement) for efficiency and clarity for staff and stakeholders. Post information on intranet and internet.
2	Clearly identify external stakeholders and engage in survey development	Establish list of stakeholders and partners to participate in developing baseline survey and evaluating via performance indicator stakeholder survey. Contact stakeholders to secure participation in strategic plan process now.
3	Define lead liaisons for each of key stakeholder categories for staff and external interests	Designate section ambassadors and point persons who can provide accurate connections to the right Communications people to ask for help/ask for updates/expertise, etc. Create and post agency wide stakeholder list with contact information for staff and stakeholders.
4	Increase visibility of SFMTA at all public events	Use high profile projects and events (TEP, Centennial, Sunday Streets, Central Subway, Tourism and Commerce role) to increase Agency's communications roles, visibility and raise profile of partnerships.

	ACTIONS	DESCRIPTION
5	Better coordinate with redundant city transportation functions	Define roles better to minimize redundancy and competition with other agencies: why is there a transportation function in the Dept. of the Environment, how do we better coordinate with transportation decisions in the city? Develop quarterly focus groups to define roles, processes and opportunities more effectively.
6	Build better two-way partnerships	Work with stakeholders to identify how they can own and support the SFMTA as their key partner, make it a two-way relationship. Target organizations (by division) as key stakeholders and develop clear annual goals to establish clear partnerships. Hold workshops/focus groups and then quarterly meetings with stakeholders to discuss outcomes/survey results.
7	Improve internal communications to support external partnerships	Train staff on how to represent the SFMTA with stakeholders and external orgs and public; Be professional in tone, proactively provide information and be clear on ownership and response process.
8	Effectively and transparently communicate our policy objectives and the reasoning behind them to staff and stakeholders	Policies are either not written or not clear on why we are pursuing a key agenda. It is important to make our various policies for multi-modal transportation outcomes available to staff and to our stakeholders. Document the key policy decisions for parking, bicycle, transit, taxi walking and other areas and post on intranet/internet.
9	Create advocacy partnership with key business groups on regional transportation issues	Groups like the Bay Area Council would like to partner with SFMTA on advocacy at the regional level regarding issues that affect regional commute trips (e.g., regional transit coordination, support for Caltrain funding, etc.). They do not know who to coordinate with on these issues, and mention that sometimes the SFMTA has different positions than the SFCTA. This action would bring together key SF business-agency transportation representatives to coordinate advocacy on shared regional goals.
10	Increase operating and capital revenue capture from development projects	SFMTA staff improve working relationships and coordination with SF Planning and Port Authority on large development projects that impact the entire transportation system, including the speed, reliability and loading factors of Muni vehicles. In partnership with the Mayor's Office and Planning Department, the SFMTA should continue to negotiate with developers to capture revenues above the proposed Transportation Sustainability Fee that would help offset the additional costs resulting from development. TIDF legislative changes are in process in FYs 2011-13 to increase development impact fees. Transportation Sustainability Fee, if implemented, will bring in additional revenue, including that from future residential development. Future TOD/JD projects may offer opportunities to bring improvements to facilities, as well as additional revenue - e.g., land and/or air rights leases, base and participation rent, etc.
11	Improve relationship, communications, and cooperation with unions	Work more closely with labor unions and foster a relationship of open communications and cooperation