

MEMORANDUM

DATE: October 26, 2005

TO: MTA Board of Directors
Cleopatra Vaughns, Chairman
Mike Kasolas, Vice Chairman
Shirley Breyer Black, Director
Wil Din, Director
Rev. Dr. James McCray, Jr., Director
Peter Mezey, Director

FROM: Stuart Sunshine, Acting Executive Director of Transportation

RE: MTA Non-Operating Divisions Annual Budget Plans – FY 2006/2007

Attached are the Non-Operating Divisions Annual Budget Plans for your review. The Non-Operating Divisions of the MTA are comprised of the Executive Director's Office, Finance and Administration Division, Human Resources Division, Government Affairs Division, and Community Relations & Customer Service Division. On November 1, 2005 the Non-Operating Divisions will make individual presentations to the Board that will highlight the mission, goals and objective for each of the Divisions for Fiscal Year 2007. The presentations will also include significant budget highlights for both Fiscal Year 2006 and 2007, highlight the key performance measures and future budget considerations.

It is my desire to use these presentations to begin to build the contextual framework for the policy questions that will arise as we develop the MTA's budget for Fiscal year 2007. Please feel free to contact me if you have any questions.

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MTA Executive Director's Office

I - Division Mission Statement:

Under the policy direction of the Municipal Transportation Agency Board of Directors, the Executive Director's Office (ED) provides overall management, leadership, and direction to the twelve (12) Operations and Administrative divisions that comprise the Municipal Transportation Agency (MTA). Specifically, the ED ensures each division is working effectively to serve our community by providing safe, reliable, clean, accessible, and convenient transportation to all San Franciscans.

- A. Executive Office Mission Statement:** To provide general management direction and oversight of the Municipal Transportation Agency and establish Agency-wide priorities to meet Proposition E goals.
- B. Paratransit and Accessible Services Mission Statement:** To ensure the MTA provides a network of accessible, consumer-oriented and American with Disabilities Act (ADA)-compliant transportation options for seniors and persons with disabilities.
- C. Press and Media Relation Mission Statement:** To provide public information about the Agency to community groups and coordinates media relations. Additionally, to develop and implement employee communication and recognition programs.
- D. Real Estate Mission Statement:** To oversee MTA property holdings; and manage and negotiate real estate contracts, leases, and joint development projects.
- E. Contract Compliance Mission Statement:** To ensure the participation of Minority, Women, and Disadvantaged Business Enterprises in MTA's procurement system and contracting opportunities. Contract Compliance certifies minority and women-owned businesses, establishes contract goals, and monitors the participation of minority, women, and disadvantaged businesses on all MTA contracts, as well as ensures the Agency conforms to all labor, federal, State, and local contracting and procurement regulations.

II – Significant Budget Highlights:

A. FY 2005/2006 Budget Goals:

Executive Director's Office

- 1) Implement the merger of the Department of Public Transportation (Muni) and the Department of Parking and Traffic as specified in Proposition E.

Paratransit

- 1) Reduce costs associated with paratransit services and renew contract with paratransit broker.

Real Estate

- 2) Consolidate office space through lease negotiations and implement MTA Headquarter move to 1 South Van Ness.

B. FY 2006/2007 Budget Goals:

1) Executive Director's Office:

- A. Advance transportation goals consistent the City's Transit First policy.
- B. Continue to develop and implement policies that reduce the rate of accidents, enhance system-wide safety and security, and improve on-time performance.
- C. Establish the framework of policies and practices that foster the long-term financial stability of the Agency.
- D. Continue to promote policies and programs that advance the City's 'Transit First' policy, and develop, implement, and advance policies that ensure the proper coordination of all transportation issues and practices for the City and County of San Francisco.

2) Paratransit and Accessible Services Goals:

- A. Complete annual demographic and economic analyses that assist the Agency to budget for and project demand for its paratransit services.
- B. Keep costs down and manage demand while providing reliable service, through innovative budget management strategies such as taxi fraud mitigation, Scrip limits, and strategic planning efforts to identify new revenue sources.
- C. Implement a Paratransit debit card program for tax service through capital projects

3) Real Estate Goals:

- A. Cut Agency costs by consolidating leases and moving offices to 1 South Van Ness, as well as move forward in negotiating eventual building purchase for the Agency's headquarters through the City's Civic Center Working Group.

- B. Increase revenue from MTA property holdings, including the Hotel Vitale joint development, station areas, etc.
- C. Coordinate with facilities program to track long-term maintenance and replacement issues that impact Agency property.

4) Contract Compliance Goals:

- A. Ensure that MTA contracts are monitored for non-discrimination on the basis of race, color, sex or national origin in the award and administration of contracts and ensure that local, small, minority, women, and disadvantaged business enterprises have an equal opportunity to participate in local, state, and federally assisted contracts.
- B. Participate in and operate a U.S. Department of Transportation (DOT) Disadvantaged Business Enterprise (DBE) certification program to ensure labor standards, as well as federal, state, and local regulations regarding contracts and procurement are complied with across the Agency.
- C. Increase communication to the public of available contracting opportunities with the MTA for Minority, Women, and Disadvantaged Business Enterprises.

III – Key Performance Measures:

Executive Office Division

- 1) Develop a three-year Agency-wide strategic plan for the MTA by June 30, 2007.

Paratransit and Accessible Services

- 2) Through the SF Paratransit Broker, procure new service provider contracts for ADA Lift-van and ADA Access paratransit services that result in cost-effective service delivery and improve overall consumer satisfaction and on-time performance.
- 3) Deploy new ADA paratransit vans into service with contracted service providers; introduce a maintenance quality review and inspection program that allows for the maximum use of vehicles in the most efficient, cost-effective and safe manner.

Real Estate

- 4) Consolidate Operating Budget Lease expenses by moving satellite offices to 1 South Van Ness by June 30, 2007.

Contract Compliance

- 5) Develop an Agency-wide Contract Compliance Program for all MTA contracts by June 30, 2007.

IV – Future Budget Considerations:

The Executive Director's Office will prioritize its key projects for FY 2006/2007, in the following order:

1. Provide management and leadership of Proposition E mandated Agency-wide goals and objectives, including a full merger of Department of Public Transportation ("Muni") and Parking and Traffic functions as one Agency.
2. Operate efficient and effective customer-service program oriented to better serve Paratransit and Accessible services. Develop long-term financial strategies to optimize cost effectiveness of the paratransit program.
4. Develop a strategic plan for the contract compliance program of the MTA. Ensure the MTA is in compliance with the Federal, State, and Local regulations, laws, and ordinances.
5. Build effective property management strategies to leverage cost savings through lease consolidation of MTA properties and joint development projects.

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Finance and Administration Division

I – Division Mission Statement:

The mission of the Finance and Administration Division is to provide centralized budgetary, financial accounting and reporting systems to efficiently and effectively manage the operating and capital resources of the Municipal Transportation Agency (“MTA”) while complying with various Federal, State, and local laws, regulations, policies and procedures. Specifically, Finance and Administration ensures that the MTA is compliant with all assurances that must be met to continue to receive funding from its grantors and funding agencies, and that all financial transactions are in compliance with Generally Accepted Accounting Principles (GAAP), federal reporting procedures and regulatory requirements under Office of Management and Budget (OMB) Circular A-87, State, local, regional requirements and the government auditing standards. Also, Finance provides reasonable assurances that the MTA’s overall financial capability is solvent and it can support the issuance of future debt.

The Finance and Administration Division utilizes the budgetary, financial accounting and reporting systems to assist the leadership and management in carrying out the overall MTA missions which are to provide adequate service on the streets, adequate supervision for the operators, and ensuring the safety and security of the public. Each Section supports the MTA mission as follows:

- A. Management, Budget, and Analysis Section Mission Statement:** To develop and prepare the annual MTA’s budget within the Mayor’s Office and the Controller’s Office mission-driven budget instructions. Manage, track, monitor, and perform analysis on budgeted expenditures and revenues. Ensure the compliance with various Federal, State, and Local funding agencies requirements.
- B. Finance Reporting and Accounting Section Mission Statement:** To ensure all financial transactions are in compliance with Generally Accepted Accounting Principles (GAAP) and Government Auditing Standards. Manage the internal controls systems and prepare the annual Financial Statements.
- C. Process & Control Section Mission Statement:** To review, approve, control, monitor, and manage financial activities within the annual operating budget. Responsible for the certification of funds availability, labor distribution accounting, establish encumbrances, processing payments, coordinating interdepartmental work orders and budget reallocations. This unit processes approximately 150,000 transactions per year.

D. Payroll Section Mission Statement: To manage the Agency's payroll data on three different payroll systems. The unit is responsible for processing payroll data for approximately 5,000 employees every two weeks. It coordinates with the Controller's Office to ensure that employees receive paychecks in a timely manner and reviews department payroll documents for compliance with all applicable rules and regulations. Responsible for implementing the various incentives pays in accordance with the various bargaining units.

E. Information Technology Section Mission Statement: Responsible for the installation, maintenance and support, and implementation of all computer hardware and software systems for the MTA. Specifically, advances the technology and implementation of Next Bus, Translink, and Trapeze.

F. Revenue Collection Section Mission Statement: Responsible for the collection, tracking, and accountability of all Agency-wide fares and parking revenues.

II – Significant Budget Highlights:

A. FY 2005/2006 Goals:

- 1) To balance the Department's budget and maintain the Department's resources within approved parameters.
- 2) To close each fiscal year and compile financial records in compliance with Generally Accepted Accounting Principles (GAAP) and to facilitate the annual financial and compliance audit of these records.
- 3) To ensure the security of managed systems. To ensure high-level availability of Application Servers.
- 4) Improve Revenue Generation.

B. FY2006/2007Goals:

1) Budgetary Goals:

- a. Recast Financial Systems to reflect one MTA organization
- b. Develop consistent monthly budget to actual reporting models for MTAB and Division Managers.
- c. Develop an accurate position control report for monitoring budgeted personnel expenditures in accordance with the Mayors and Controller's Office new policy.
- d. Develop policies and procedures for annual Capital Improvement Budget development.

2) Financial Reporting and Accounting Goals:

- a. Improve the internal control systems for the MTA.
- b. Establish Agency-wide cash management policies and procedures.

- c. Develop quarterly financial analysis and reporting to the MTA focusing on changes in cash positions.
- d. Prepare a comprehensive Cost Allocation Plan (CAP) to be certified by the Federal Transit Administration (FTA) and implemented Agency-wide.

3) Process & Control Goals:

- a. Improve the accuracy, timeliness, and processing of accounts payables.
- b. Improve the tracking and collections of accounts receivables.

4) Payroll:

- a. Improve the accuracy of processing employee payroll.
- b. Ensure the labor rules and collective bargaining agreements information is accurately reflected in the payroll systems.

5) Information Technology:

- a. Advance and implement the pilot project of the Human Resource Information System (HRIS) and the new Payroll System (BETA).
- b. Advance the implementation of Translink (18-24 months)
- c. Continue the implementation of Trapeze (12 months)
- d. Continue the implementation of Nextbus.(18 – 24 months)

6) Revenue:

- a. Develop a Ticket Vending Machine (TVM) Plan to be implemented Agency wide.
- b. Reduce the cash handling requirements on cable cars and LRVs by working with Information Technology (IT) and Transportation Technology (TT) to advance the implementation of Translink.
- c. Develop policies and procedures for new Revenue center to be located at 1 SVN.

III – Key Performance Measures:

- 1) Develop and implement a recast plan to combine the two (2) financial systems of “MUNI” and “Parking and Traffic” into one budgetary, financial reporting and accounting system by July 1, 2006.
- 2) Develop policies and procedures for the implementation of the annual capital improvement budgeting process by July 1, 2006. This project includes the establishment of a cost engineering/analysis unit to close out capital projects, manage overall project costs, perform cost analysis, and grant administration.
- 3) Work with an outside consultant to develop MTA’s cost allocation plan to be certified by the Federal Transit Administration and implemented Agency-wide by fiscal year ending June 30, 2007.

- 4) Develop and implement Agency-wide internal control policies with specific emphasis on cash management by June 30, 2007.
- 5) Process and pay invoices within 5 days upon receipt of complete and adequate documentation.
- 6) Collect and record all pre-closing financial data within 90 days of fiscal year end.
- 7) Advance the implementation of Translink (estimated completion date FY 2007/2008), Trapeze, and Next Bus.

IV – Future Budget Considerations

The Finance and Administrative Division will prioritize its Key projects for FY 2006/2007, in the following order:

- 1) Develop and implement a recast plan to combine the two (2) financial systems of “MUNI” and “Parking and Traffic” into one budgetary, financial reporting and accounting system to further the implementation of Proposition E.
- 2) Develop policies and procedures for the implementation of the annual capital improvement budgeting process. Finance and Administration would establish a Capital Project Cost and Scheduling Unit to centralize the financial and fiscal oversight of capital project expenditures, perform cost analysis, and grant administration. The project will lessen the financial impact that the capital projects budget has on the MTA’s operating budget.
- 3) Develop and implement Agency-wide internal control policies with specific emphasis on revenue management to safeguard the cash and other revenues of the MTA.
- 4) Work with an outside consultant to develop a comprehensive cost allocation plan to be certified by the FTA and implemented Agency-wide to comply with Federal cost principles and OMB circular A-87.
- 5) Advance the implementation of Translink to enhance the electronic capabilities of the fleet transportation system of the MTA

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Human Resources Division

I - Division Mission Statement:

The Human Resources Division has the overall responsibility to attract and retain a well qualified, highly motivated and skilled workforce; assure employees have equal opportunity to advance, and to work in a safe environment, free from discrimination, harassment, substance abuse and violence; assure competitive wages and benefits; assure employees have unrestricted access to their statutory rights and contractually negotiated benefits; establish and maintain effective, collaborative working relationships with labor, and; to provide expert advice, guidance and training to enhance effective management, and to assist managers and supervisors in addressing human resources issues and resolving personnel problems. The five (5) sections of the Human Resources Division provide support to the employees, managers and supervisors of MTA to facilitate their achievement of the Agency's goals and objectives as defined in Proposition E, as follows:

- A. Employee/Labor Relations Section Mission Statement:** The Employee Relations Section provides comprehensive employee, personnel and labor relations support to ensure employees are hired with dispatch and personnel transactions are administered in compliance with Civil Service Rules and applicable labor agreements. Specifically, Employee/Labor Relations Section ensures employee discipline is fair and equitable; employees have unfettered recourse to unbiased grievance procedures; employee work status is accurately reported and monitored; attendance and leave records are kept timely and complete; disabled employees are reasonably accommodated; MTA specific labor contracts are negotiated and implemented; employees receive the wages, benefits and working conditions in accordance with applicable MTA and City labor agreements and statutes; employees are properly licensed and maintain appropriate credentials to perform their work; personnel requisitions are properly submitted and all MTA positions are accurately accounted for; employee personnel files are accurate and confidential; and employees and dependents receive appropriate transportation passes and identification credentials. The Employee/Labor Relations Section manages and administers the following programs and activities; ADA, reasonable accommodations placements; compensation and pay administration; discipline programs; employee and dependent transit pass administration; employee appointments and separations; incentive program administration; labor contract interpretation and consultation; labor contract negotiations; labor relations policy research, planning and development; labor relations training; Labor/Management "Meet and Confer; leave of absence administration; license and medical certification and administration; new employee orientation; personnel file and

record maintenance; position Control administration; Return-to-Work Program administration ; the “In and Out” Process.

- B. Employee Services Section Mission Statement:** Responsible for the management and coordination of the bereavement program; drug and alcohol testing; drug and alcohol treatment and rehabilitation; health promotion program; outside vendor contacts oversight and administration; retiree recognition program social, recreational activities and special events coordination; substance abuse program administration; and substance abuse training. Specifically, administers the federally mandated drug and alcohol testing program for safety-sensitive employees; train employees on substance abuse and misuse; provide expert advice, consultation and training to managers and supervisors in recognizing, addressing and resolving substance abuse issues and problems; sponsor events to enhance employee morale and build team spirit through social and recreational activities and special events.
- C. Equal Employment Opportunity (EEO) Section Mission Statement:** Investigates and resolves complaints of unlawful discrimination, harassment and violence in the workplace; receive and evaluate employee requests for reasonable accommodation, and determining eligibility pursuant to Federal and State guidelines; respond to EEO complaints filed by employees with outside Federal and State compliance agencies; ensuring full compliance with Federal, State and City non-discrimination guidelines in all Agency personnel activities; prepare EEO Plan, periodic reports, and maintain demographic information regarding composition of the workforce, and; prevent unlawful discrimination, harassment and violence through EEO training, coaching, counseling and mediation. Also, EEO processes ADA Reasonable Accommodation certification requests; discrimination complaints and investigations; EEO program planning, development and administration; EEO training programs; outside compliance agency complaints and liaison (EEOC and DFEH) and Violence-in-the-Workplace complaints and investigations.
- D. Recruitment, Selection and Classification Section Mission Statement:** Provide the (MTA) with a well qualified, highly motivated and skilled workforce; conduct fair, competitive recruitment processes; attract and select the most qualified employees who reflect the rich diversity of our community; evaluate job classifications to determine if work is properly classified; ensure job equity and “equal pay for equal work” for all employees; provide expert advice and consultation to managers and supervisors to assist them in addressing and resolving recruitment, selection and classification problems. Also, this unit manages and coordinates the Civil Service examinations and testing; Civil Service Rules consultation and interpretation; classification plan development and administration; employment recruitment and advertising; examination validation research; job announcements and postings; job audits and classification reviews; provisional and exempt positions administration; service-critical class designations.

E. Workers Compensation Section Mission Statement: Responsible for fostering employee rehabilitation; facilitate injured employees early return to full duty; provide outside employee assistance counseling and support (EAP); and reduce workers compensation claims, lost days and costs. Manage and coordinate the assault pay administration; Back-First strengthening program; injury prevention program; on-site physical therapy program; Peer Assistance Program; TPA oversight and administration; Transitional Work Program (TWP); trauma response program; workers compensation claims management and administration; and workers compensation fraud investigations.

II – Significant Budget Highlights:

A. FY 2005/2006 Goals:

- 1) To negotiate all MTA specific labor agreements by end of fiscal year.
- 2) To reduce workers compensation costs through claims management and the return to Work program.
- 3) To administer Federal Transportation Authority (FTA) drug testing program.

B. FY 2006/2007 Goals:

- 1) To implement first-time managers core competency training program.
- 2) To implement Agency- wide performance appraisal program.
- 3) To conduct exams for all MTA only classifications.
- 4) To reduce workers compensation costs through claims management and the return to Work program.

III – Key Performance Measures:

- 1) Train 50% of first and second line managers and supervisors in basic supervision, coaching and performance appraisal annually.
- 2) Obtain 100% compliance during FTA audit of drug testing.
- 3) Obtain 100 % compliance with California Highway Patrol (CHP) audits of license and medical administration.
- 4) Create and maintain current eligible lists for 90% of MTA positions to expedite hiring.
- 5) Respond to 95% of EEO complaints within 30 days.

IV – Future Budget Considerations:

The Human Resources Division will prioritize its Key projects for FY 2006/2007 and bring the MTA Human Resources in compliance with Civil Service Reform directives for modernization and revitalization, as described in Mayor Newsom's directive dated August 15, 2005, specifically in the following areas of concentration:

- 1) Implement faster permanent hiring and the elimination of provisional appointments through increased examination and recruitment activity aimed at having permanent eligible lists containing qualified applicants continually available to the department.

- 2) Upgrade Human Resources technology through expanding the MTA's use of web-based recruitment and hiring and continued refining of the integrated MTA specific human resources database to monitor absences, workers compensation, leaves, training and performance appraisals.
- 3) Implement a career development program through restoring to the Human Resources budget the position of Training Coordinator, who will be tasked with developing curriculum for ongoing training of employees in areas of core competencies, and for working with the City Department of Human Resources for the delivery of this training.
- 4) Implement a performance planning and appraisal system through developing an online performance appraisal system that will include the ability to monitor due dates, issue electronic reminders and electronic appraisal submission and tracking.
- 5) Conduct continuous position classification plan modernization through continued review of vacant classifications to assure that positions descriptions are updated prior to recruitment to reflect the current needs of the MTA and to assure that, where appropriate, department specific classifications are created.

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Government Affairs Division

I - Division Mission Statement:

The Mission of the Government Affairs Division is to manage and coordinate a proactive legislative program, focused on policies and projects with legislative bodies, regulatory agencies and stakeholders groups at the local, regional, state and federal levels.

Government Affairs staff serve as the primary point of contact for legislators. The division coordinates state and federal legislative initiatives, including measures sponsored by the Municipal Transportation Agency (MTA), the federal earmarking process, and is also responsible for regulatory activities, such as managing the FTA triennial review.

II – Significant Budget Highlights:

A. FY 2005/2006 Budget Goals:

This division was formed in July 2005 with functions previously included in Capital Planning and External Affairs budget. Therefore, its budget goals for FY 2005/2006 were embedded in capital planning and included local, regional, state, and federal coordination with policymakers.

B. FY2006/2007 Budget Goals:

- 1) Develop a baseline budget that supports the mission of the division in support of MTA Government Affairs objectives.
- 2) Adopt an annual State and Federal legislative program.
- 3) Complete all required audits in a timely manner, e.g., Federal Transit Authority (FTA) Triennial Review, Prop E and Transit Development Act (TDA) audits.
- 4) Bring the MTA to compliance on local policy ordinances.
- 5) Coordinate all federal appropriations requests to ensure the MTA is a proactive stakeholder among transportation funders at the local, regional, state, and federal level.

III – Key Performance Measures:

The Government Affairs Division's performance indicators are in development, as this is a new division to the Agency. Key measures will include:

- 6) Coordinate and complete triennial audits requirements in a timely manner.
- 7) Adopt annual legislative program to include key issues that affect MTA's future appropriations and government funding.
- 8) Serve on the Executive Council of the California Transit Association to ensure local interests are being served through transit decisions at the statewide level.

IV – Future Budget Considerations:

The Government Affairs Division will prioritize its key projects for FY 06/07, as follows:

- 6) Develop and assist in the implementation of a proactive legislative program at the local, State and national level. This includes the development of long-range funding sources, such as federal earmarks and appropriations, as well as staying apprised of policies, mandates or ordinances that may affect the Agency's ability to receive to develop long range funding sources.
- 7) Serve as MTA liaison to the City and County of San Francisco Board of Supervisors.
- 8) Ensure MTA priorities are represented on regional transportation boards such as the Caltrain Joint Powers Board (JPB) and the San Francisco County Transportation Authority (SFCTA).
- 9) Participate in key legislative affairs conferences and committees, such as the American Public Transit Association (APTA) Legislative Conference, and CA Transit Association Executive Committee.
- 10) Participate in activities associated with Third Street Light Rail Transit (LRT) opening, such as coordination of political components of opening service events.

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Community Relations & Customer Service

I - Division Mission Statement:

The Mission of the Community Relations and Customer Service Division is to provide prompt, quality information to the public regarding MTA services, and to efficiently administer the parking citation program and the Muni passenger service report program. Major functions are discussed below, by section.

A. Communications Section Mission Statement: The mission of Communications is to provide excellent community outreach regarding MTA activities. The Communications section is responsible for: carrying out public information campaigns regarding MTA construction projects, ongoing activities, or initiatives; producing annual agency events such as the Cable Car Bell Ringing contest and Safe Driver Award Banquet; and working with community groups, the Mayor's Office, and the Board of Supervisors on constituent issues.

B. Marketing Section Mission Statement: The MTA marketing section is committed to producing positive representation and promotion of every department within the organization, and maintains an unwavering dedication toward creating the most user-friendly transit system in the Bay Area. Major functions of this section include design and production of all informational materials (car cards, brochures, etc.), development of the Annual Marketing Plan, development of a signage program, management of MTA's portion of the advertising contract, management of the MTA web site, and merchandising items that promote the MTA.

C. Citations and Hearings Section Mission Statement: We are a customer service organization striving to provide excellent customer service by granting individuals who receive a parking citation the ability to pay or fairly challenge the citation and to provide information and customer service to persons who are in the process of challenging or paying citations, and the issuing and processing of residential, contractor, teacher, vanpool and carpool permits.

D. Passenger Services Section Mission Statement: To provide accurate, timely information to callers regarding Muni service, and to administer the Passenger Services Report process. This section is composed of the Telephone Information Center, which provides information about Muni services to callers; the Passenger Services unit, which administers the PSR process along with Operations; and the Lost and Found department, for patrons who wish to retrieve items they left on a Muni vehicle or at a facility.

II – Significant Budget Highlights:

A. FY 2005/2006 Goals: This division was formed in July 2005. The primary budget goal for the FY 2005/2006 fiscal year is to establish a baseline for the division and reach fully budgeted staffing levels.

B. FY 2006/2007 Goals:

1) Finish adjustments to budget to reflect the functions and staff that have been merged with this new division.

2) Build a budget that supports mission of the division to provide information about MTA services and programs, and to improve MTA image in the community.

III – Key Performance Measures:

Parking Services and Administrative Hearings

1) To serve at least 80% all walk-in citation or residential parking permit customers within 20 minutes of arrival.

2) To decrease the turn-around time for mailing renewals for residential parking permits and return at least 95% of all renewal permit application within 21 days of receipt.

3) To serve at least 80% all walk-in customers requiring an administrative hearing within 10 minutes of arrival.

Marketing

4) To develop an annual Marketing Plan that will identify specific programs and projects to promote increased ridership, by January 1, 2007

5) To publish and distribute to the public during FY2007, schedules for all trips taken by all vehicles which shall consist of specific arrival times at terminals and established intermediate points.

Customer Service

6) To resolve 75% of all Passenger Service Reports/ operator conduct complaints within 30 days, while being consistent with due process and required confidentiality.

7) Conduct a Rider Survey and an Employee Survey with follow-up by management.

IV – Future Budget Considerations:

In addition to carrying out the regular, ongoing activities of the department, the following major projects will occur during FY2007:

1) Third Street Light Rail Line Opening. The start of service on the Third Street line will require a major public outreach campaign. Portions of this outreach will occur during FY06; however, the start of service will require a ramping up of community activities such as safety campaigns, working with schools, community meetings, and an opening ceremony, as well as redoing signage and maps.

2) Improvements at Citations & Hearings Section. During FY07 we expect to continue the improvements at these sections that were begun in FY06. Steps for FY07 include further adjustments to staffing, as well as installation of an ATM and pay copier to reduce staff time spent making copies or change. In addition, the current contract for the Citation Processing vendor expires in FY07; selection for Citation Processing vendor must be completed and a new contract finalized. The new contract should include provisions for: image processing, online payments for permits and citations, online residential permit applications and renewal, online protests, online reports, etc.

3) 311 Transitions. The City's 311 system is expected to be up and running by the summer of 2006, though it may be some time after that when a full range of services are available through 311. Nevertheless, it will be a major effort for MTA to provide all necessary information, work with 311 staff on transition plans, and eventually transfer some customer service functions to that center. This is expected to occur over the next two years. Budget impacts of this program are unknown at this time; potentially could reduce personnel costs, but dept. could be charged for service. Details will be known during FY06.

4) Moves to 1 South Van Ness. Moves of the Citations & Hearings and Passenger Services sections are expected to occur during FY07. The new facility will have greatly improved customer interface areas and will be a more modern, centrally located building for employees and customers. Budget for these moves is being handled agency-wide.

5) Expansion of Communications and Marketing Activities. The Communications and Marketing sections have been severely affected by budget pressures in recent years. Nevertheless, MTA has great needs for public outreach, and it is planned that public relations will be a more vital presence in MTA projects and the larger community. These efforts will include: a substantial upgrade of the MTA web site integrating Muni and DPT; production of information about changes to service (Third St. and any other) including a new map, signs, and timetable; development of more user-friendly communications materials for employees and riders, including a general information booklet; a complete redesign of the Muni map; and development of a significant and ongoing marketing campaign to promote transit and get people out of their cars.