

DRAFT STRATEGIC PLAN ACTIONS FOR TAXI SERVICES 2012-2014
FOR DISCUSSION AT
MAY 14, 2012, TAXI ADVISORY COUNCIL MEETING

Strategic Plan Goal	Obj. #	Objective Description	Action #	ACTIONS	DESCRIPTION
1. Create a safer transportation experience for everyone	1.1	Improve security for transportation system users	4	Develop database to track and investigate taxi-industry related crimes for prosecution	Develop a taxi-related crime database and perform enforcement operations to track, investigate and reduce taxi-related crimes. Taxi Services will need to work with SFPD to obtain reports and statistics through their office in order to compile the most accurate data, and will need the cooperation of the District Attorney's Office in bringing prosecutions.
	1.3	Improve the safety of the transportation system	17	Improve taxi driver safety training through continual improvement of SFMTA curriculum and adoption of taxi school safety training standards	Review and improve SAFETY-related elements of SFMTA curriculum for new drivers; monitor private taxi school curricula and develop regulatory standards for driver SAFETY training for private schools to be presented to SFMTA Board.
	1.3	"	18	Draft regulations requiring taxi driver drug testing	Require pre-employment, post-accident and random testing; explore amendment to state laws regarding testing upon permit renewal, employee vs. independent contractor status, medical marijuana issue.
	1.3	"	19	Review the current taxi vehicle inspection system and adopt changes as needed to improve safety of taxi vehicles	Currently the San Francisco International Airport Ground Transportation Unit of the Police Department is the SFMTA's designee for the performance of annual taxi vehicle inspections. This process should be reviewed and upgraded as needed to protect public safety, possibly through an RFP to outside parties.
2. Make transit, walking, bicycling, taxi ridesharing and carsharing the preferred means of travel	2.1	Improve customer service and communications	17	Improve new taxi driver service training by continually improving SFMTA curriculum and adoption of taxi school customer service training standards	Review and improve customer service-related elements of SFMTA curriculum for new drivers; monitor private taxi school curricula and develop regulatory standards for customer service training for private schools to be presented to SFMTA Board.
	2.1	"	18	Implement mandatory driver re-training requirement through permit renewal	Develop and implement training module for CURRENT drivers to continually improve safety and customer service, including retraining on issues that involve frequent complaints or safety issues
	2.3	Increase use of all non-private auto modes	12	Improve customer service in the taxi mode by increasing taxi company accountability for customer service performance	Develop regulations for consideration by the SFMTA Board for color scheme /dispatch service accountability for customer service
	2.3	"	13	Expand and improve avenues available for direct customer-to-taxi driver communications	Issue Requests for proposals for smartphone taxi finder applications and uniform taxi toplights to expand and improve avenues of communications between taxi drivers and customers
	2.3	"	11A	Increase taxi availability throughout the city	Implement Taxi Best practices Study recommendations by drafting regulations authorizing the issuance of the appropriate number and type (single operator, direct lease, full-time medallion, etc.) of permits to realize the best delivery of taxi service. Staff will also review development of various leasing models to drivers and/or color schemes color scheme permits. The rate of deployment of new permits will depend on the level of Taxi Investigator staffing available to qualify applicants.
	2.3	"	11B	Implement pilot program to include bicycle racks in taxis	If few financial resources are available, 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 financial resources are available, we can look into encouraging the private companies to purchase or consider sponsorship from a bicycle maker or advocacy group.
3. Improve the environment and quality of life in San Francisco	3.1	Reduce the Agency and the transportation systems' resource consumption, emissions, waste and noise	10		

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	3.4	Deliver services efficiently	15	Establish web-based taxi company reporting, electronic trip data requirements and coordinate data with SFO SmartCard system	To eliminate all paper forms and reports, allow the taxi drivers and companies to submit all forms and reports electronically and integrate data between taxi companies, the San Francisco International Airport and the SFMTA.
	3.4	"	16	Develop and implement part-time single operator permit program for taxis and identify the seniority of the 7,000 taxi drivers for single operator permit eligibility	Distribute Single Operator Permits authorized by the SFMTA Board to the most senior drivers on the A-Card List. This will help address times of high-level taxi demand while minimizing competition during slow times.
	3.4	"	21	Keep unnecessary industry costs down for taxi industry members	The SFMTA will partner with private industry to work to reduce taxi industry costs such as insurance and fuel through collaborative strategies.
	3.4	"	22	Encourage development of cashless technology for taxi payments and receipts	In order to discourage criminal assaults against drivers and to discourage color scheme employees from illegally requiring tips from drivers, and to minimize driver transaction costs, seek low-cost cashless payment systems that reduce the opportunities for theft and graft in the industry.
4. Create a workplace that delivers outstanding service	4.3	Improve employee accountability	1	Document internal (taxi-related) procedures and policies and develop Taxi Services performance standards following Best practices Consultant recommendations	In order to maintain regulatory consistency and institutional knowledge all internal process, forms and procedures should be documented and revised as needed. Once the Taxi Best Practices Study is complete, performance standards measuring Taxi Services' effectiveness should be adopted.
	4.4	Improve relationships and partnerships with our stakeholders	12	Effectively enforce regulations as to illegal operators without SFMTA motor-vehicle-for-hire (MVFH) permits, and enforce regulations fairly and rationally across the board with respect to MVFH permit holders.	Follow through on all available regulatory enforcement avenues consistently with respect to all permit holders and all regulations; implement system for collection of citations from non-permit holders; work with SFPD to refer criminal cases to the District Attorney's Office.
	4.4	"	13	Develop and implement driver recognition program	Undertake initiatives such as badge re-design to recognize driver experience, driver award and advanced driver certification programs to recognize exceptional taxi drivers.
	4.4	"	14	Develop a Driver and Customer Bill of Rights for the taxi industry	Other taxi regulating jurisdictions require a passenger bill of rights to be posted inside the taxicab. It would also be important to have a bill of rights for taxi drivers so that they know when they are within their rights with respect to their dealings with customers and companies.
	4.4	"	15	Draft legislation and supporting materials for regulatory amendments to the Transportation Code taking into account consultant recommendations of Taxi Best Practices Study.	Outreach to drivers to determine new badge design and materials, deployment of new badges through permit renewal process.