

San Francisco Municipal Transportation Agency
Administration, Taxi and Accessible Services Division
Overview
FY 2010-2011 and FY 2011-2012

MISSION

The mission of the Division of Administration, Taxis and Accessible Services (ATAS) is to effectively and accurately communicate and represent the values, policies and accomplishments of the SFMTA to its employees, policy bodies, partner agencies, the community and other stakeholders. ATAS staff manages a comprehensive communication program that provides accurate, timely and responsive information and the highest level of customer service both internally and externally.

Furthermore, the 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 that employees have unrestricted access to their statutory rights and contractually negotiated benefits; establish and maintain effective, collaborative working relationships with labor; 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 Division oversees the provision of contracted paratransit services for customers who cannot use regular Muni service due to disability and assists other customers with disabilities who can utilize Muni services. The Division also regulates the taxi industry in San Francisco with the focus on overdue reforms and the provision of safe, customer-centric taxi services for residents and visitors alike.

STRATEGIC PLAN GOALS AND OBJECTIVES

Division activities support achievement of the following Strategic Plan goals and objectives:

Goal 1: Customer Focus

To provide safe, accessible, clean, environmentally sustainable service and encourage the use of auto-alternative modes through the Transit First Policy

- Improve accessibility across transit services
- Increase percentage of trips using more sustainable modes (such as transit, walking, bicycling, rideshare)

Goal 2: System Performance

To get customers where they want to go, when they want to be there

- Reduce congestion through major corridors

Goal 3: External Affairs/Community Relations

To improve the customer experience, community value, and enhance the image of the SFMTA, as well as ensure SFMTA is a leader in the industry

- Improve economic vitality by growing relationships with business, community, and stakeholder groups

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- Pursue internal and external customer satisfaction through proactive outreach and heightened communication conduits
- Provide a working environment that fosters a high standard of performance, recognition for contributions, innovations, mutual respect, and a healthy quality of life
- Enhance proactive participation and cooperatively strive for improved regional transportation
- Lead advocacy efforts with local, regional, state and federal legislative bodies to advance priority projects and policies for the SFMTA

Goal 4: Financial Capacity

To ensure financial stability and effective resource utilization

- Ensure efficient and effective use of resources

Goal 5: SFMTA Workforce

To provide a flexible, supportive work environment and develop a workforce that takes pride and ownership of the agency's mission and vision and leads the agency into an evolving, technology-driven future

- Increase resources available for employees in performing their jobs (tools, staff hours, etc.)
- Improve facilities in which people are working
- Improve internal communications and employee satisfaction
- Increase internship/apprentice opportunities to fill critical positions (determine current and future critical needs and create opportunities)
- Improve SFMTA's ability to grow and retain strong leadership (Succession Planning)
- Improve the performance management process across all classifications (Increase the number of performance expectation discussions and employee assessments)
- Provide Leadership and Management Training
- Improve work/life balance of employees (e.g. daycare options, costs of getting to work, etc.)
- Improve access to HR System information
- Improve access to knowledge capital across the SFMTA (HR portal)

Goal 6: Information Technology

To improve service and efficiency, the SFMTA must leverage technology

- Information and Technology Leadership: Identify, develop and deliver the enhanced systems and technologies required to support SFMTA's 2012 goals

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DIVISION TACTICS AND INITIATIVES

The Division will employ the following tactics and initiatives to support fulfillment of the Strategic Plan:

HUMAN RESOURCES

- Consolidate all SFMTA employees currently paid through TESS and DETS onto one payroll system for better efficiencies
- Coordinate analysis of division management and administrative policies, procedures, and systems to optimize performance and efficiency
- Advance implementation of SFMTA priorities through strategic planning, organizational development activities, and development of policy initiatives
- Train and evaluate all current managers and supervisors on effective employee communication and counseling
- In coordination with Department of Human Resources (DHR) - implement agency wide New Employee Orientation program that introduces the agency, its leaders, and its strategic goals to new employees and gets them “excited” about being part of a world renowned transportation agency
- Align all agency departments with an online performance management system that tracks annual assessments and expectation discussions - System should easily transition to the future PeopleSoft eMerge system
- Continue to update and improve requisition process and vacancy reporting
- Coordinate with the Finance Division in the management of position control
- Conduct exams for all SFMTA only classifications

LABOR RELATIONS

- Complete labor negotiations: IBEW Local 6, TWU Local 200 , TWU Local 250A (7410), TWU Local 250A (9132. Identify and develop strategy to achieve cost savings through labor negotiations
- Design and implement tracking method to analyze Drive-Cam related discipline data

EQUAL OPPORTUNITY /ADA

Equal Opportunity Office

- Manage internal and external discrimination complaints
- Implement ADA reasonable accommodation process
- Provide training to ensure a discrimination free workplace

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Employee Wellness- License & Medical/Substance Abuse Program

- Ensure consistent implementation of Employee Wellness policies and procedures
- Ensure SFMTA employees are physically and mentally able to perform the duties of their jobs
- Ensure all Safety Sensitive employees who operate a commercial vehicle maintain a valid commercial California Driver License and Department of Motor Vehicle (DMV) Medical Card as defined by the DOT/FTA, DMV and California Highway Patrol (CHP) regulations
- Ensure compliance with Department Of Transportation (DOT) mandated drug and alcohol rules and regulations
- Develop programs and policies for the prevention of drug & alcohol abuse; and thereby promote a safe, productive and healthy work environment

Contracts & Procurement

- Facilitate contract selection process for the agency including capital projects below \$5,000,000; ensuring that all phases of the process are followed to include review of scope, advertising, bid evaluation, award and certification
- Ensure compliance with local, state & federal contracting rules and regulations

Materials Management

- Procure parts for Muni revenue and non-revenue fleets
- Procure maintenance services for Muni Facilities Management and Maintenance divisions

Contract Compliance

- Implement LBE, DBE and SBE programs on contracts
- Certify DBEs pursuant to federal regulations
- Implement federal, state, and local employment requirements on contracts
- Enhance Opportunities for Small, Local and Disadvantaged Business Enterprises on SFMTA procurements

TAXIS

- Collect data and prepare reports for use by the Board of Directors in determining taxi fares and gate fees, the appropriate number of medallions to serve the public convenience and necessity, the need for peak time and neighborhood taxi service and the opportunities to improve ramp (wheelchair accessible) taxi service in the City
- Update emissions regulations to continue conversion of San Francisco taxi fleet to 'green' vehicles, and, depending on the results of grant applications, oversee the

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acquisition and distribution of between 25 and 125 electric taxi vehicles for use in San Francisco

- Implement administrative enforcement of regulations in the field
- Develop appropriate staff resources to implement program goals
- Develop updated forms, procedures and performance metrics for all facets of the program operations
- Continue implementation of Taxi Medallion Sales Pilot Program and identify other revenue generating opportunities
- Improve customer service elements such as lost and found handling and complaint processing and follow-up
- Reevaluate the taxi medallion waiting list to reduce waiting times for qualified medallion applicants
- Collect and archive historical materials to preserve institutional memory, including a regulatory history reference tool to track the transitions of regulations between the Police Commission, Taxi Commission and now the SFMTA Board of Directors
- Implement web-based taxi company reporting to eliminate data entry by Taxi Services' staff and provide for real-time, web-based monitoring
- Implement electronic waybills to replace the current system of paper waybills in order to make it possible to analyze and respond to taxi industry data, such as miles driven, number of passengers carried, heaviest routes of travel, average fares and other vital trip statistics
- Increase the depth and functionality of the driver database by incorporating historical records from the Treasurer/Tax Collector's system, scanning paper driver files in searchable formats, and linking the entire driver system to the PRWT citation collection system to make all driver data easily accessible to office and field staff, and establish a link to driver Department of Motor Vehicle records through pull-notice contract
- Work with the Airport to integrate driver identification cards and the soon-to-be procured Airport smart cards for taxi driver payment of Airport fees
- Perform outreach to the taxi industry and the public to improve safety and service
- Develop improved taxi driver training and reference materials
- Provide effective Agency representation at Board of Appeal proceedings when administrative hearing decisions are challenged
- Continue the development and enforcement of regulations governing motor vehicles for hire to protect public safety, to provide high quality service for the public and to advance transportation goals consistent with the City's Transit First Policy

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ACCESSIBLE SERVICES

- Improve paratransit services by completing implementation of the new debit card payment system which allows electronic fare payment for all taxi customers, improves trip monitoring and reduces costs for SFMTA. Implement a new scheduling and dispatch system for Paratransit Van Services to improve customer service and program efficiency
- Further improve van service reliability through the purchase and deployment of an Automatic Vehicle Locator/Mobile Data Terminal system on the Paratransit Van fleet
- Implement a shopping shuttle to provide door-to-door van services, including assistance with shopping bags, for seniors and persons with disabilities who live in communities where shopping opportunities are limited. This service augments Muni services for those targeted mobility impaired persons who have difficulty using Muni for shopping trips
- Promote Translink®/Clipper to the 35,000 Senior and Disabled Regional Transit Connection (RTC) card customers who currently purchase monthly passes or stickers, in order to shift customers from paper passes to electronic fare media. And to enhance convenience for the customer and fare collection for the SFMTA
- Collaborate with TEP to develop a plan to increase wayside disabled access to the surface light rail operation with additional key stops
- Complete, in association with BART, the seismic retrofit of the elevators in the four shared downtown stations
- Complete an Emergency Operations Plan for Paratransit and conduct outreach to Paratransit customers to help them become more aware of their own personal preparedness and expectations for paratransit service operation in the event of an emergency
- Collaborate with Transbay Terminal staff to ensure state-of-the-art accessibility at the new Transbay Terminal Facility
- Ensure that the design of the T Third Extension adheres to the standards of Universal Design and is fully accessible to persons with disabilities and seniors
- Ensure that new office space for Discount ID staff is optimal for both Accessible Services staff and customers
- Continue to work with Accessible Services staff on opportunities for professional development and work life balance
- Provide a variety of mechanisms for customer feedback on customer satisfaction including the staffing of the Muni Accessibility Advisory Committee and the Paratransit Coordinating Council
- Work to maintain and augment San Francisco's reputation as a city that provides an exemplary system of accessible transportation for persons with disabilities and seniors

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COMMUNICATIONS AND MARKETING

- Improve the relevance, timeliness, accuracy and accessibility of information regarding SFMTA accomplishments, programs, projects and services
- Improve internal communications among divisions and staff by leveraging multiple strategies and tactics for information dissemination, most notably front-line employees in the field
- Expand and enhance business partnerships and joint promotions to market sustainable modes including 49ers, San Francisco Symphony and Ballet, Bay to Breakers, Asian Heritage Festival, Chinese Moon Festival and New Year Parade and leverage \$1 million or more in free media to promote green modes to these events
- Improve internal and external customer communications including an overhaul of signage, printed materials and Web site; expansion of social media; and enhancements to community outreach initiatives regarding capital and operating projects
- Provide timely, consistent and objective administrative hearings to those who appeal parking citations and other infractions as required by state law
- Reduce costs and improve customer service by working with City departments to alleviate improper towing and issuance of citations

GOVERNMENT AND REGULATORY AFFAIRS

- Adopt a strategic, comprehensive legislative program advancing the priorities of the SFMTA at the local, regional, state and federal levels including support for priority projects including the Central Subway and Van Ness Bus Rapid Transit (BRT)
- Establish and maintain positive relationships with local governing bodies
- Coordinate regulatory affairs issues with oversight agencies at all levels

ORGANIZATIONAL DEVELOPMENT AND TRAINING

- Train and evaluate all current managers and supervisors on effective employee communication and counseling
- Conduct annual employee survey to gauge employee satisfaction
- Organize senior leadership groups to create strategies and tactics to improve areas for improvement based on employee survey results
- Coordinate semi-annual field visits between ED/CEO and staff
- Train all division representatives on new performance planning process
- Review performance plans to ensure they conform with SFMTA Performance Planning Guidelines
- Conduct leadership training

ORGANIZATION

There are eight operating sections under the division:

- Human Resources
- Employee/Labor Relations

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- Equal Opportunity & Diversity
- Taxi Services
- Accessible Services
- Communications and Marketing
- Administrative Hearing
- Government and Regulatory Affairs
- Organizational Development and Training