



SFMTA

Strategic Plan Progress Report

SFMTA Board of Directors

Policy and Governance Committee Meeting

August 27, 2019



SFMTA

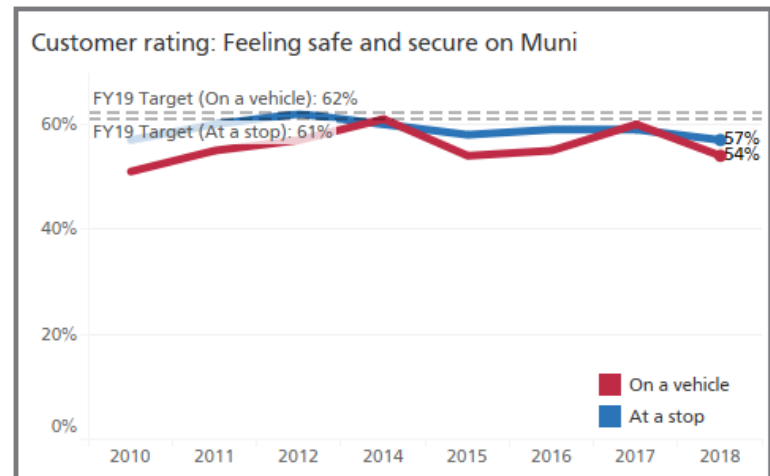
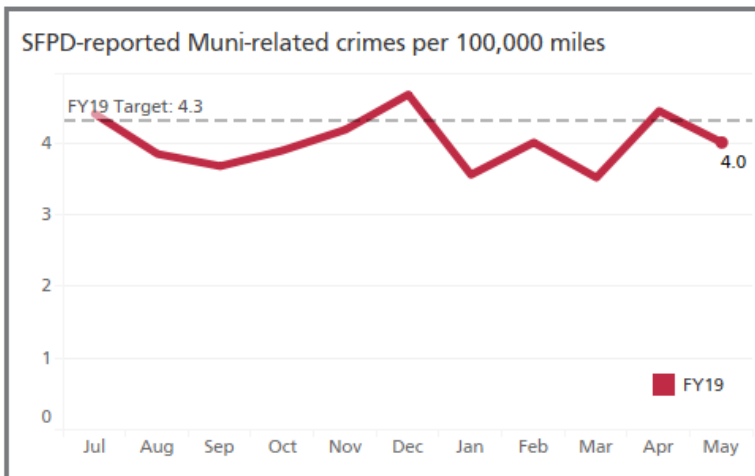
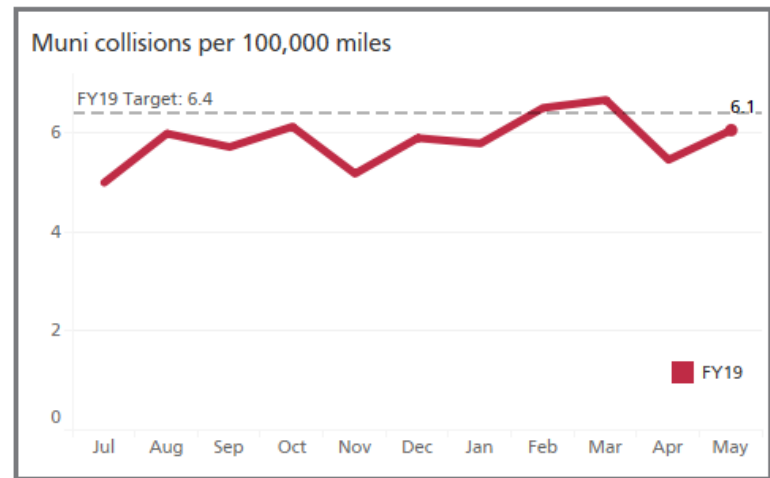
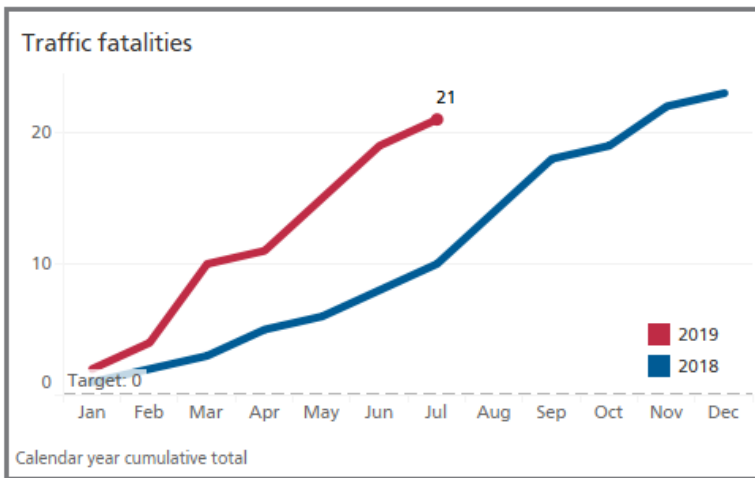
Goal 1: Create a safer transportation experience for everyone.

Objective 1.1: Achieve Vision Zero by eliminating all traffic deaths.

Objective 1.2: Improve the safety of the transit system.

Objective 1.3: Improve security for transportation system users.

Goal 1 Metrics





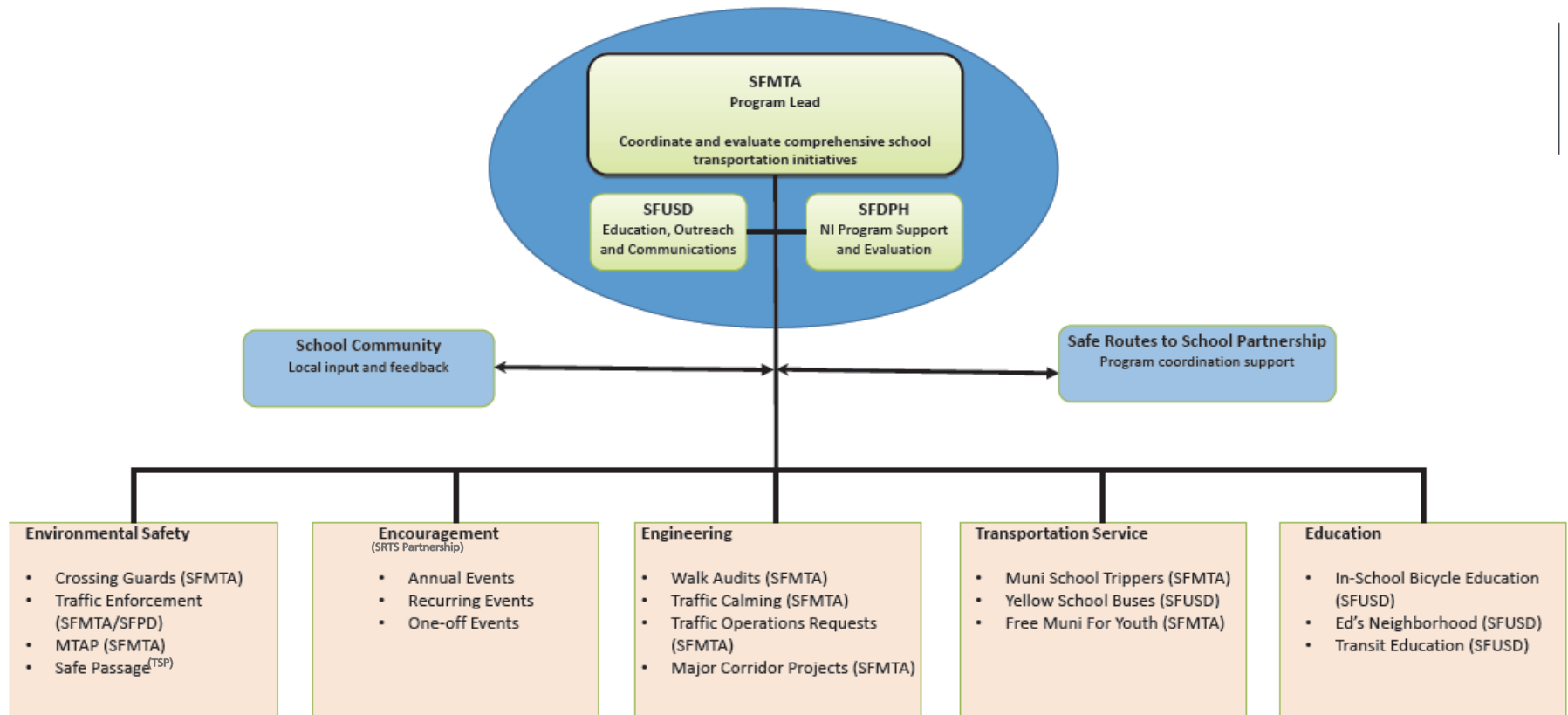
SFMTA

Action 1.1.12: Enhance the Safe Routes to Schools program at 103 SF Unified School District schools.

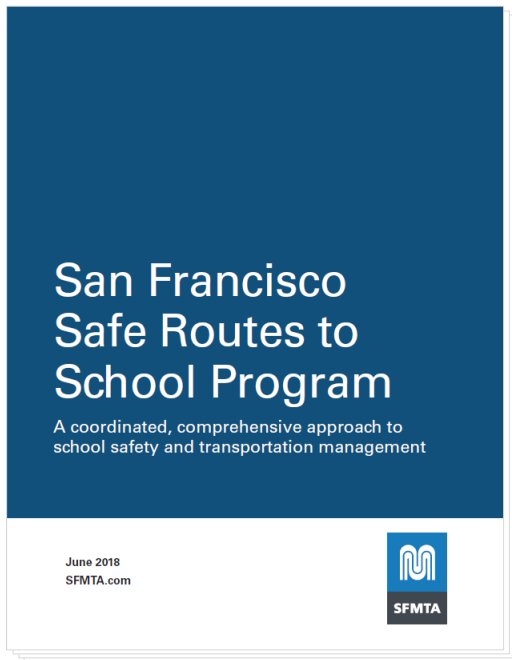
Ana Vasudeo

Safe Routes to Schools Coordinator

SRTS Program



Safe Routes to School Partnership



SRTS Program Funding



- Prop K: Local match for OBAG project and various schools engineering projects
- OBAG: Funding for non-infrastructure program for 2019-20 and 2020-21 School years (\$2.813 million)
- SFMTA: Ongoing programs include MTAP, Crossing Guards, Traffic Operations and more

Refocused Program Priorities

- Expand number of schools reached
- New programmatic goals
 - By 2030, reduce single family vehicle trips from the current 48% to 30%
 - By 2030, reduce school area collisions by 50%
- Stronger coordination and communication

Reaching All Schools

- Safety programs (such as crossing guard and engineering) available to all 240+ public and private schools, prioritized by collision history and school size
- Mode shift outreach expanded from 27 schools to all 103 non-charter public schools including:
 - SRTS Displays
 - On-site tabling
 - Trainings open for all
 - Opt-in model
 - Multilingual materials



Reduce Driving to School

- Scale up efforts to promote “Four Fun Ways” – Walking, Carpool, Transit, Biking
 - Lessons from Behavior Change science
 - Ensure how-to information easily accessible
- Kick-off School year with greater emphasis on Walk & Roll to School Day
- First Transit to School Day
- Smaller pilots at individual schools place emphasis on evaluating impacts



Reduce Collisions

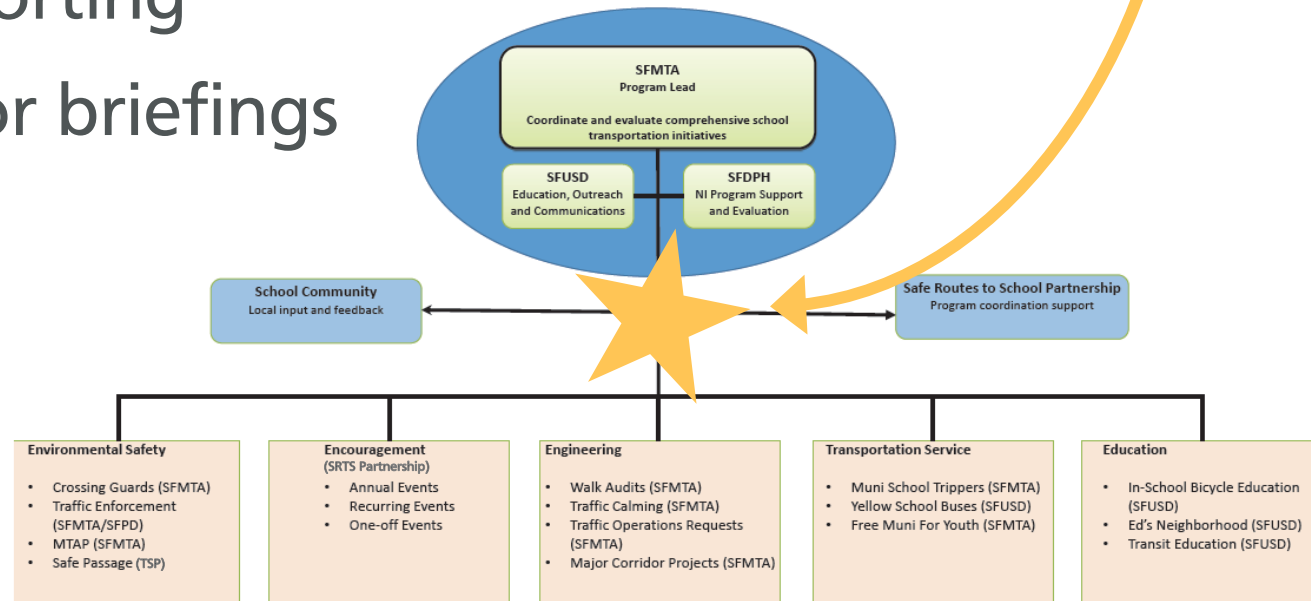
- Baseline traffic engineering assessment at 103 schools
- 19 school locations approved for speed humps
- Will finalize 5 schools for Walk Audits in fall semester
- Continue to improve Crossing Guard program



Coordination & Communication

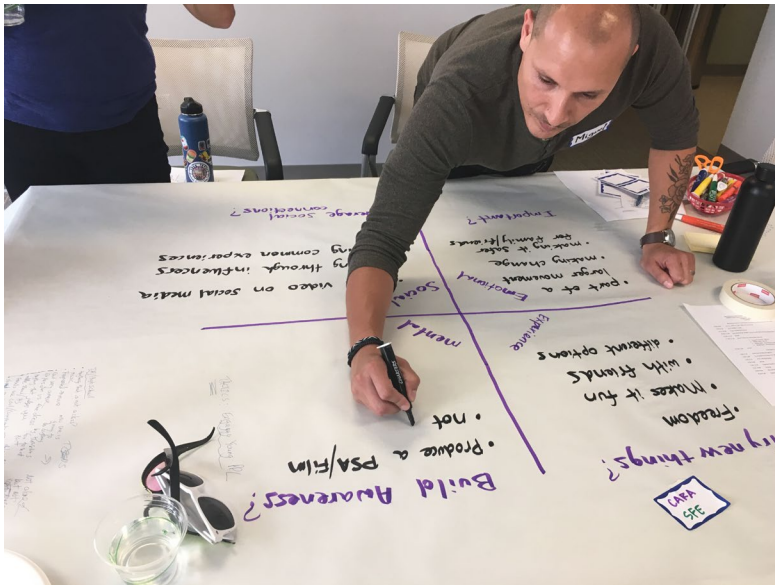
Welcome Ana Vasudeo – ana.vasudeo@sfmta.com

- Dedicated SRTS Coordinator housed at SFMTA
- Proactive communication with stakeholders
- Annual reporting
- Available for briefings



Partnership Retreat – August 2019

- All partners attended
- Hosted a facilitated discussion about middle school and high school engagement
- On-boarded SRTS outreach staff



Thank You

Safe Routes to School is a continuously evolving program – we welcome feedback and are available for briefings to discuss!

miriam.sorell@sfmta.com / ana.vasudeo@sfmta.com





SFMTA

Action 1.2.3: Reduce Signal and Stop Sign Violations

August 2019

"FOCUS ON THE FIVE"

- 1 Cell Phones
Do not use cell phones within 6 feet near of any rail, or at any time while you are operating. Cell phones must be turned off, stowed away, and out of reach when operating a transit vehicle
- 2 **Signal & Stop Violations**
Red Light Violations: Do not rush through an intersection when the light is yellow and about to turn red.
Stop Sign Violations: Stop completely at all stop signs and red lights.
- 3 Muni vs Muni Contact
Be aware of where your transit vehicle is relative to other vehicles, especially when approaching terminals or when passing another transit vehicle on the opposing track in a curve.
- 4 Yard Collisions
When operating within the yard area, you must operate on sight and not exceed the posted speed. Be prepared to stop short of any obstruction. Utilize a spotter before attempting any reverse maneuvers.
- 5 Fixed Object Collisions
Be aware of illegally parked cars, and the sudden opening of car doors.

Areas within the System

SIGNAL VIOLATIONS (Highest reported locations to the CPUC)

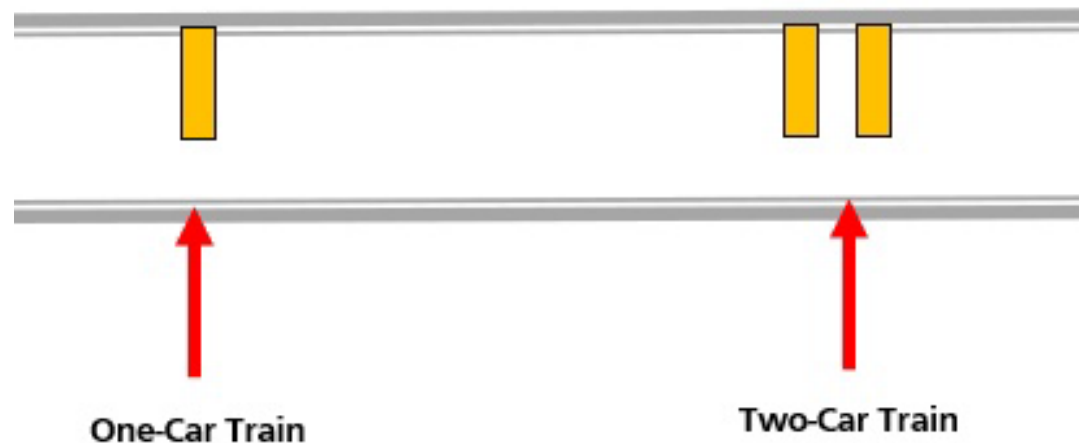
- 4th And King
- 6th and King
- St. Francis Circle

SPEED VIOLATIONS (Compliance Tests seeing low compliance)

9th and Irving

Rail Rule Book 4.13.7 Employees shall observe posted speeds in curves until rear of the consist or car has cleared the curve. If no speed posting is visible, employees shall not exceed 5mph.

- One Trailing End Hash Mark = Trailing End of One-Car Train Has Cleared Restricted Speed
- Two Trailing End Hash Marks = Trailing End of Two-Car Train Has Cleared Restricted Speed



Current Activities

- Random Video Review
 - **4X Increase of Video Pulls**
- Compliance Checks
 - **Increased by 50%**
- Bi-Weekly Rules of the Week, Focus on Speed
 - **Weekly Safety Check-ins**
- DRIVE-CAM review for Rubber Tire
 - **Ongoing**
- SMART-DRIVE for Rail
 - **Exploring**

Objective 1.3: Improve security for transportation system users.

Action 1.3.4: Address homelessness-related issues adjacent to agency facilities.

- Coordinating with the San Francisco Police Department (SFPD) Healthy Street Operations Center (HSOC) to implement a 30-day plan to address the issues at three of our facilities.
 - Engage the Homeless Outreach team
 - Ensure the area is clear of tents so agency operations can continue safely
 - Assess locations for environmental solutions for prevention
- Working with SFPD to develop new ideas to address these challenges.



SFMTA

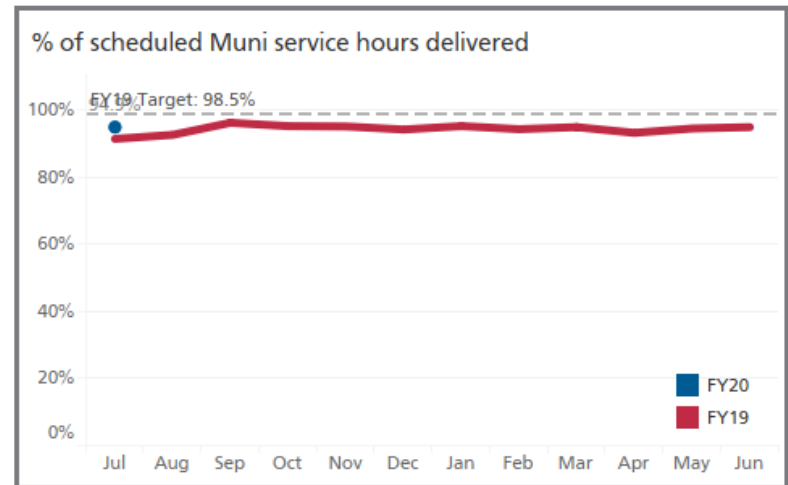
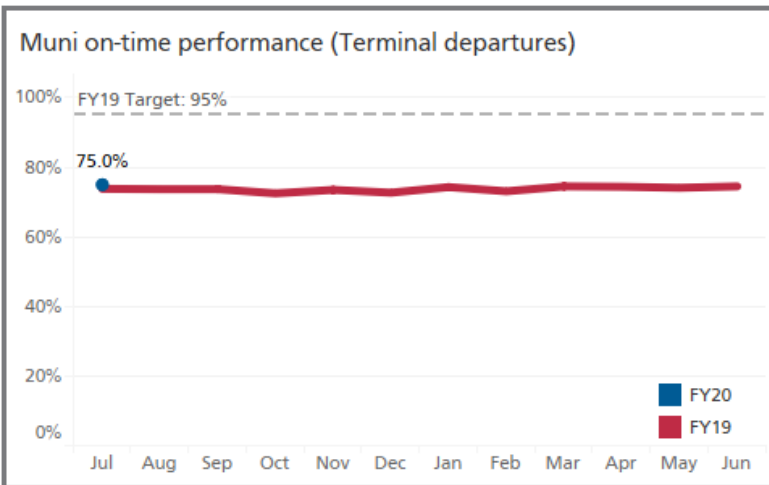
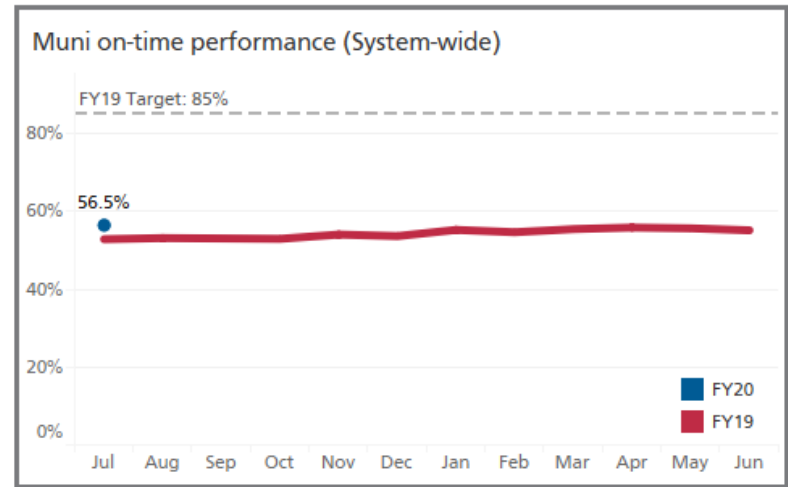
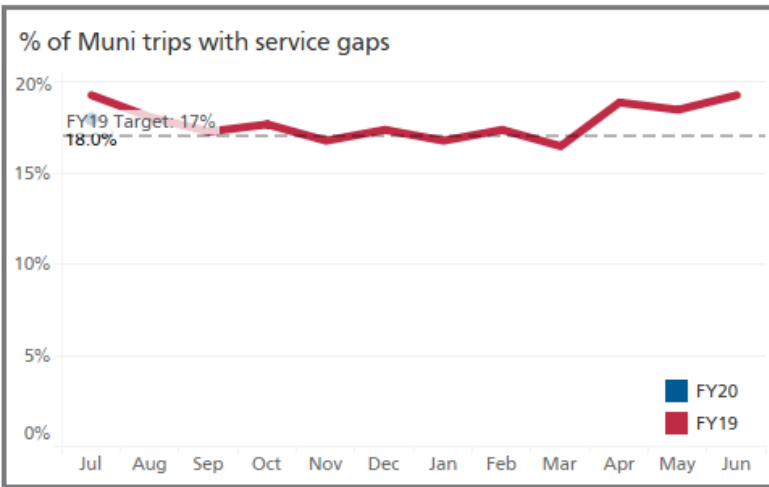
Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

Objective 2.1: Improve transit service.

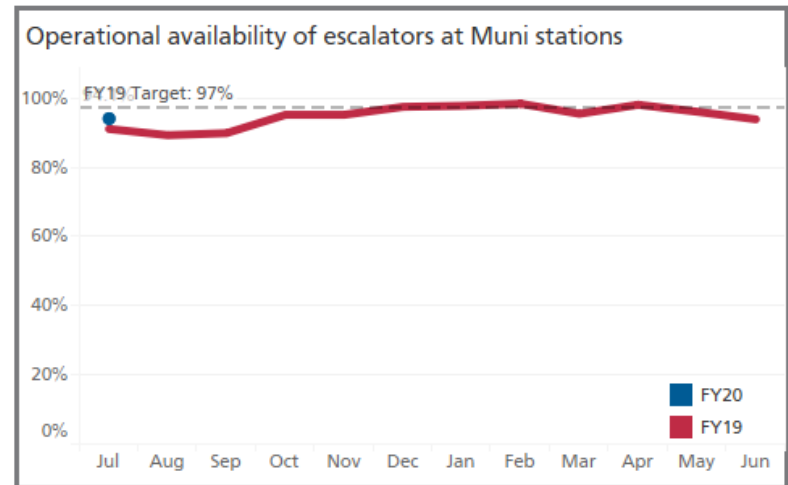
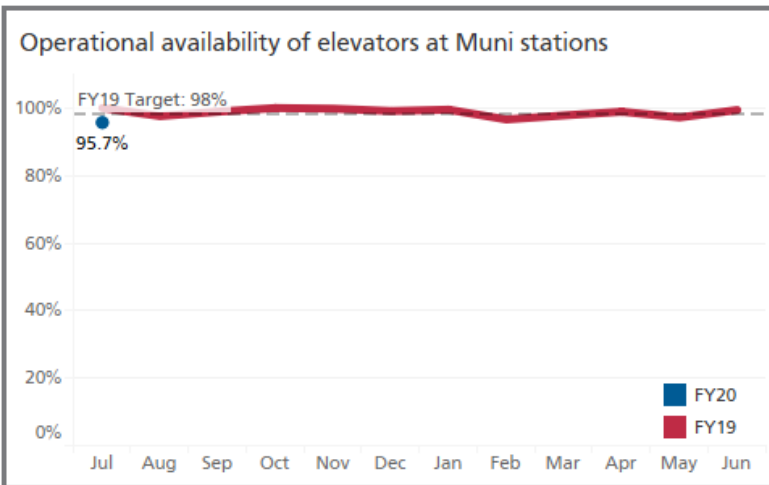
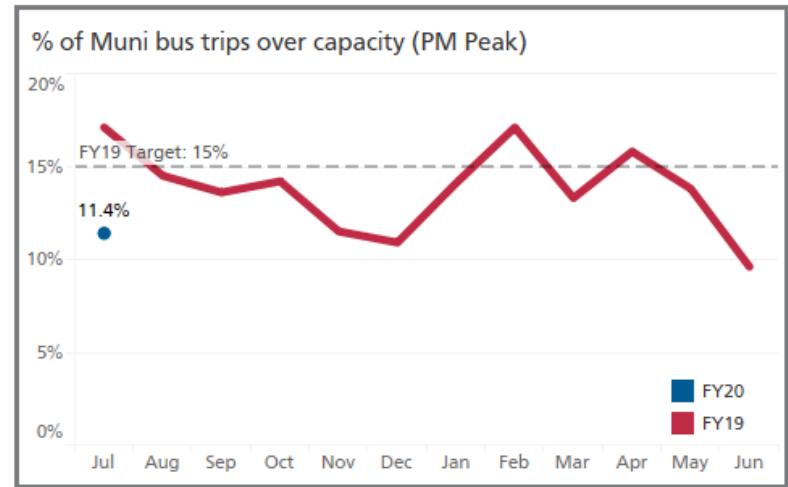
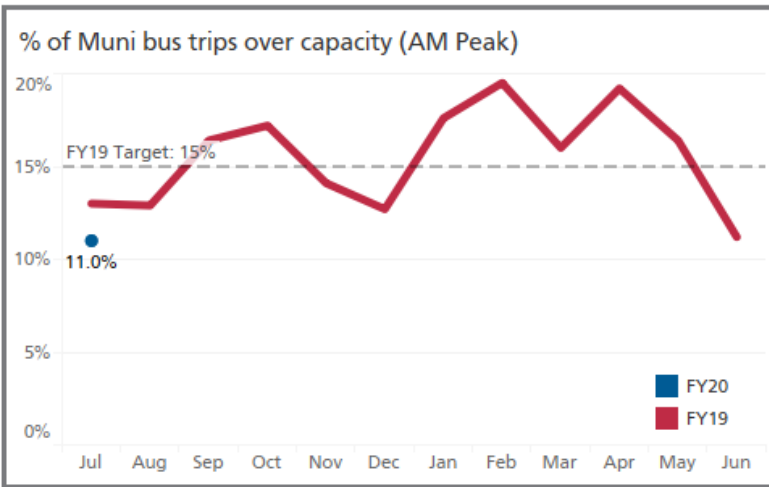
Objective 2.2: Enhance and expand use of the city's sustainable modes of transportation.

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

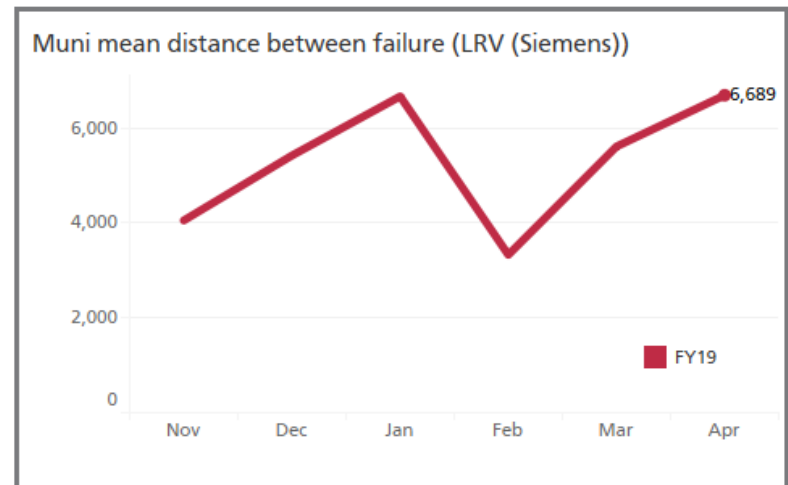
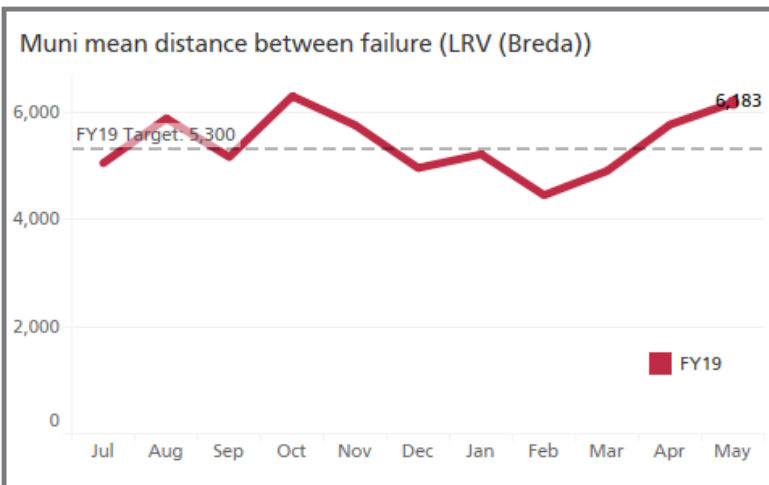
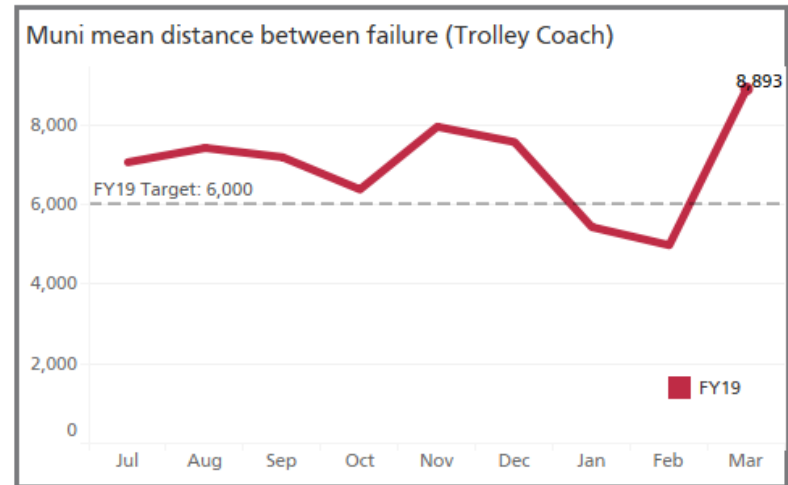
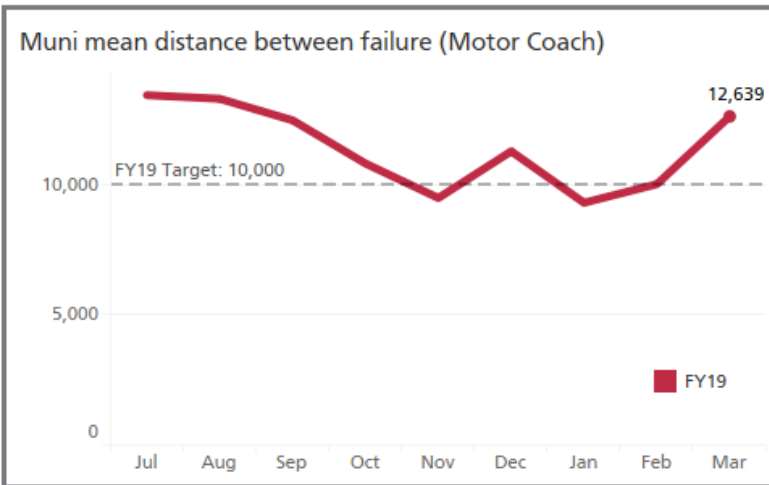
Goal 2 Metrics



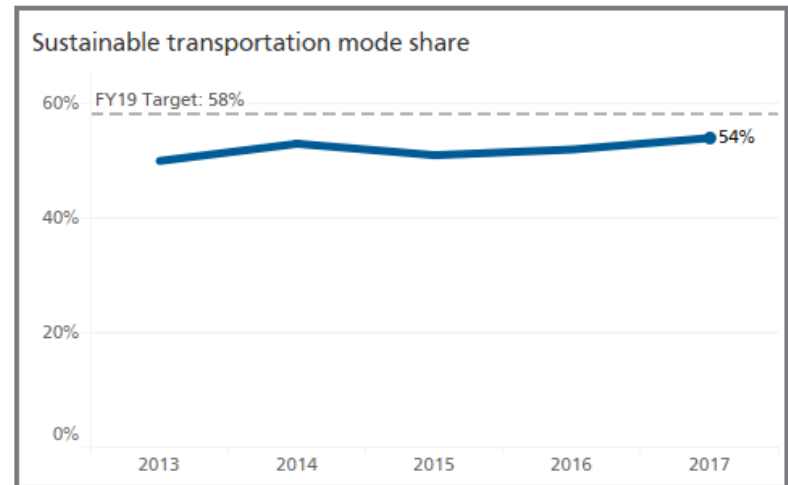
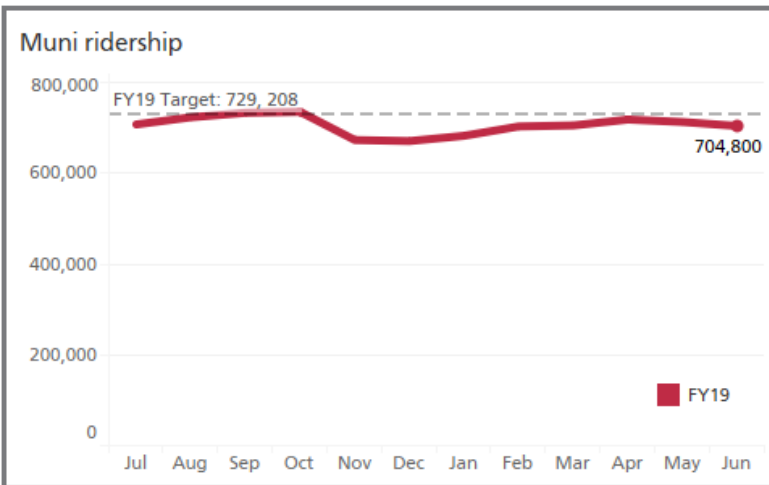
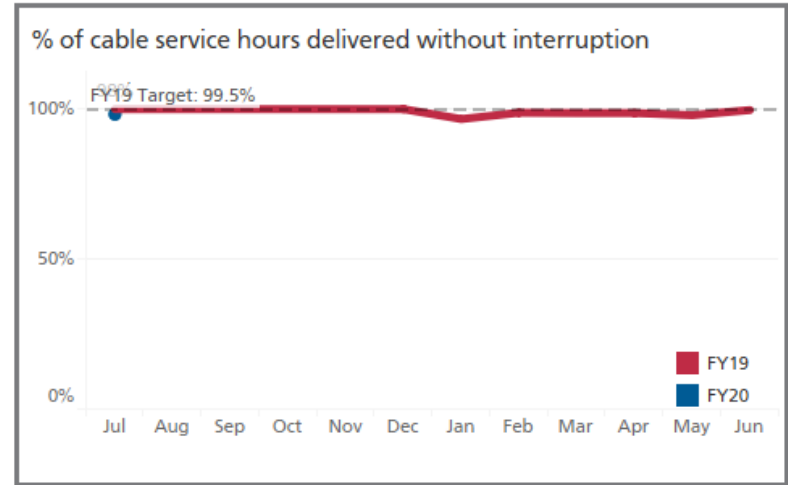
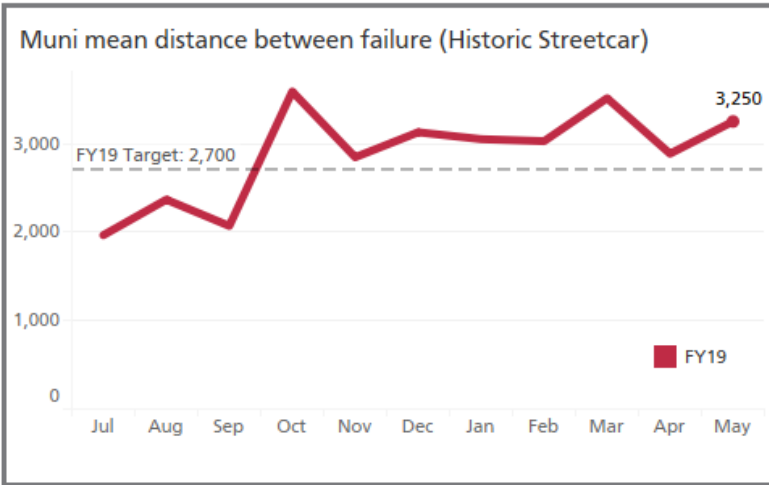
Goal 2 Metrics



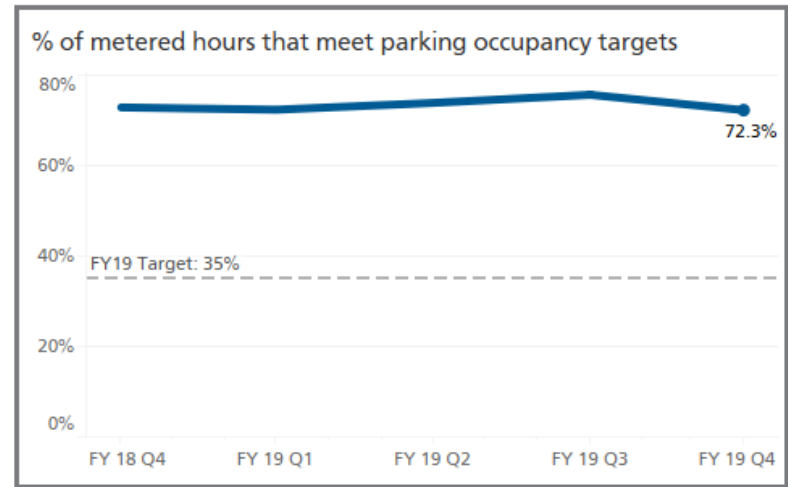
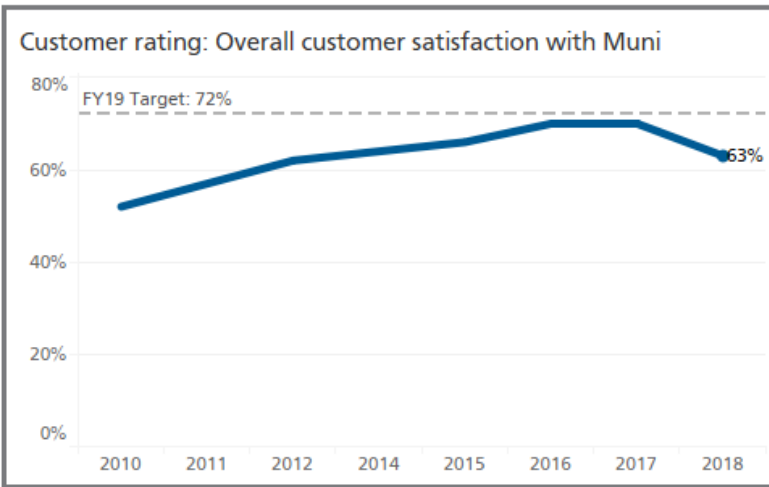
Goal 2 Metrics



Goal 2 Metrics



Goal 2 Metrics



Goal 2 Metrics

Metrics under development:

In support of Objective 2.2:

- Average weekday bicycle trips
- Average weekday taxi trips

In support of Objective 2.3:

- Muni average travel time on key transit segments

Objective 2.1: Improve transit service.

Action 2.1.4: Implement State of Good Repair programs for Maintenance of Way

Key Ongoing Programs:

- Insure 90% or better for inspection on-time performance.
- Replace 2,000 Track Fasteners in the subway.
- Replace Main Storage Batteries at Civic Center, Downtown and West Portal substations.

Subway Maintenance Early Shutdown: The shutdown series started Monday, August 12 and will continue until Sunday August 25. The last revenue train is expected at 9:30pm each night with the possible exception of a late Giants game. Revenue service will resume each morning on the current schedule.

Early Subway Shutdown Goals:

- Continue regular preventive maintenance activities.
- Conduct expanded inspections and investigations to determine long term maintenance needs.
- Address critical repair priorities difficult to complete due to limited engineering hours.

Objective 2.1: Improve transit service.

Action 2.1.4: Implement State of Good Repair programs for Maintenance of Way

Critical Repair Priorities:

| Track Maintenance | Overhead Lines | Mechanical Systems Group | Signal Maintenance |
|---|---|--------------------------|------------------------------------|
| Replace Switch Points - Church and Duboce | Replace overhead contact wire at various locations | Wet Standpipes | Replace Relay Room Batteries |
| Replace Switch Points - MMT | Eliminate numerous wire splices | Life Safety Systems | Duboce Loop Adjustments |
| Clean Tracks | Inspect, adjust and replace hardware | Inspect for Water Issues | Support Track Crew |
| Repair and replace 3 Sticks Rail - MMT | Remove Temporary Section Breaks installed for the Twin Peaks Tunnel project | Crossover Doors | Inspection of Blue Lights and CCTV |
| Adjust plates and fasteners - MMT | | Catwalk Grates at MMT | Buildings and Grounds |
| Inspect and adjust Rail Lubricators | | Fire Panels | Steam Cleaning Platform Stations |
| | | Deluge System | Motive Power |
| | | Crossover lighting | Electrical Switching and Support |
| | | Station lighting | |

Objective 2.2: Enhance and expand use of the city's sustainable modes of transportation.

Action 2.2.6: Develop and implement a Muni marketing campaign to increase ridership and improve public perception of Muni.

2018 launched citywide Muni Public Perception survey:

- Majority of SF residents (57%) identify Muni as one of the ways they get around the city. Nearly half (28%) name Muni as their primary mode.
- Research identified New Rider targets – 24% of the total population of San Francisco attitudinally open to riding Muni for the first time or first in a long time.
- 75% own a car, 7% use car share, 13% have no car access
- 72% have a Clipper card
- Research identified key value propositions for Muni: being a passenger, eco-friendly, convenient
- Nearly three-quarters of this New Rider target group already like that Muni is good for the environment.

Next steps: Marketing campaign to increase awareness of the advantages of riding Muni so SF residents better consider Muni as one of their transportation options.

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

Action 2.3.1: Complete the NoMa-SoMa Signal Retiming project.

- Will retime approximately 345 signalized intersections in San Francisco
- Funded by a Highway Safety Improvement Program (HSIP) grant that MTA applied for in 2014
- In the HSIP application, one of the key goals highlighted was to improve pedestrian safety improvements in the NoMa-SoMa neighborhoods where many vehicle-pedestrian collisions have occurred.

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

Action 2.3.1: Complete the NoMa-SoMa Signal Retiming project.

Key project benefits include:

- Updating the walking speed to three feet per second
- Adding leading pedestrian intervals
- Updated synchronization for key corridors
- Updated signal timing to accommodate key MUNI lines
- Updated cycle, yellow, and all-red intervals

Objective 2.3: Manage congestion and parking demand to support the Transit First Policy.

Action 2.3.1: Complete the NoMa-SoMa Signal Retiming project.

Current status:

- To date this year, signal timing successfully implemented at over 100 intersections including Western Addition, Bush/Pine west of Van Ness, and the Broadway signal systems.
- New pedestrian scrambles for Tenderloin to be implemented in coordination with NoMa-SoMa retiming
- NoMa-SoMa project team is finalizing signal timing plans while Signal Shop completes programming of new signal timing.
- Goal is to implement new timing by end of the year.

1B: BUSH/PINE WEST OF VAN NESS - 57
 IMPLEMENTED ON 7/20/19 AND 7/21/19

NOMA-SOMA IMPLEMENTATION STATUS - AS OF 7/30/19

2B: NOMA CENTRAL - 56

2D: NOMA EAST BROADWAY- 13
 IMPLEMENTED 5/29/19

2A: NOMA WEST - 47

2C: NOMA EAST - 34

NOMA & SOMA
Traffic Signal Systems
 July 2018

Please contact Geraldine de Leon at geraldine.deleon@sfmta.com if you are modifying the timing card for any location shown on the map and/or is listed as part of the NOMA or SOMA systems at the top right corner of the card.

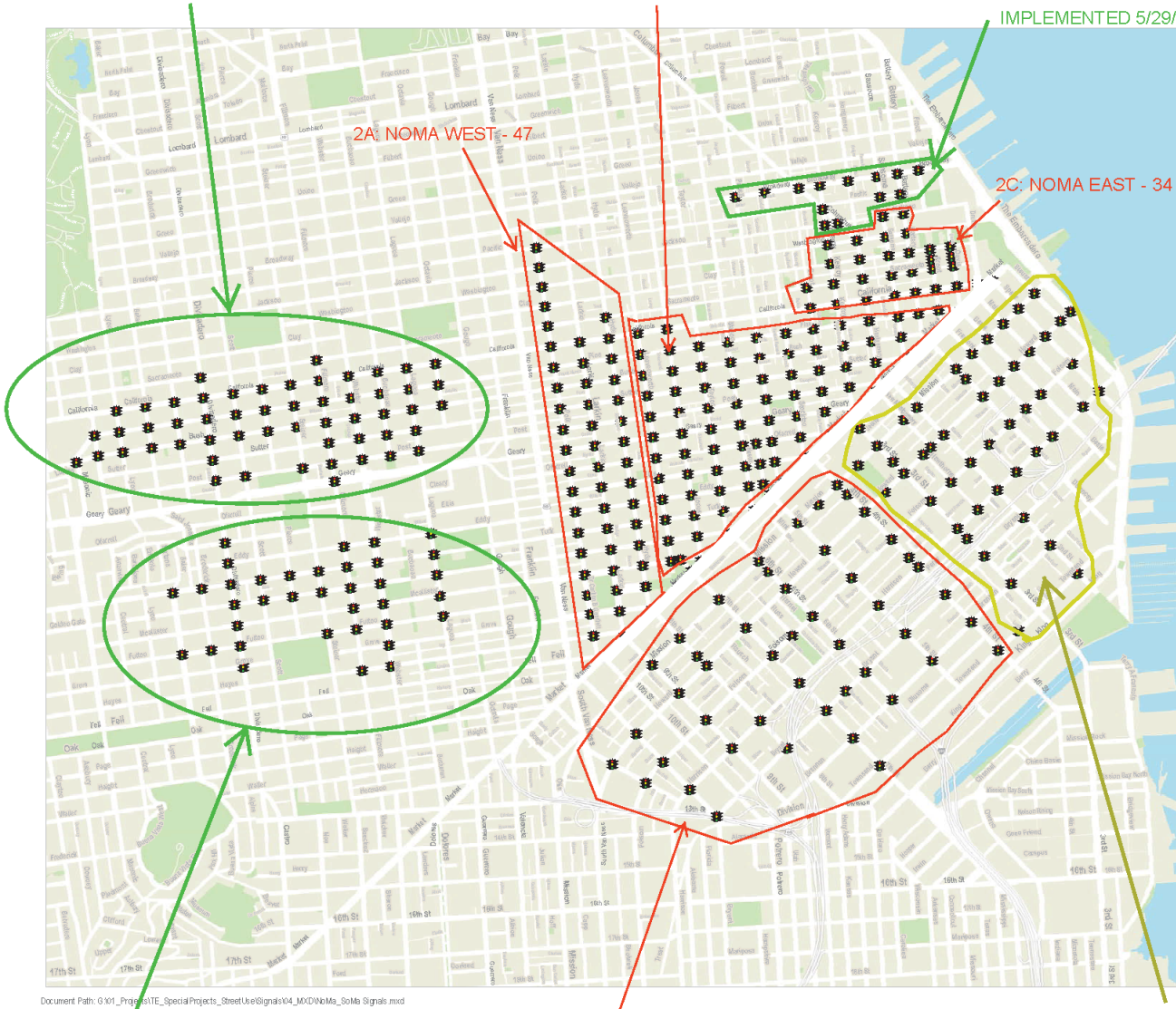
Legend

☒ Signalized Intersection in NOMA/SOMA System

IN GREEN - NEW TIMING IMPLEMENTED IN FIELD

IN YELLOW - TIMING CARDS ALMOST DONE BEING PROGRAMMED

IN RED - TIMING CARDS BEING FINALIZED OR STARTED TO BE PROGRAMMED



Scale 1:6,569

Date Saved: 7/6/2018

For reference contact: jarrett.hornbostel@sfmta.com

By downloading this map, you are agreeing to the following disclaimer: "The City and County of San Francisco ("City") provides the following data as a public record and no rights of any kind are granted to any person by the City's provision of this data. The City and County of San Francisco ("City") makes no representation regarding and does not guarantee or otherwise warrant the accuracy or completeness of this data. Anyone who uses this data for any purpose whatsoever does so entirely at their own risk. The City shall not be liable or otherwise responsible for any loss, harm, claim or action of any kind from any person arising from the use of this data. By accessing this data, the person accessing it acknowledges that she or he has read and does so under the condition that she or he agrees to the contents and terms of this disclaimer."



Document Path: G:\01_Programs\ITE_SpecialProjects_StreetUse\Signals\04_MXD\NoMa_SoMa_Signals.mxd
 User Name: jhorstos

1A: WESTERN ADDITION - 39
 IMPLEMENTED ON 4/30/19

3B: SOMA WEST - 48

3A: SOMA EAST - 55
 TENTATIVELY SCHEDULED FOR IMPLEMENTATION
 IN LATE AUGUST/EARLY SEPTEMBER 2019



SFMTA

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

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

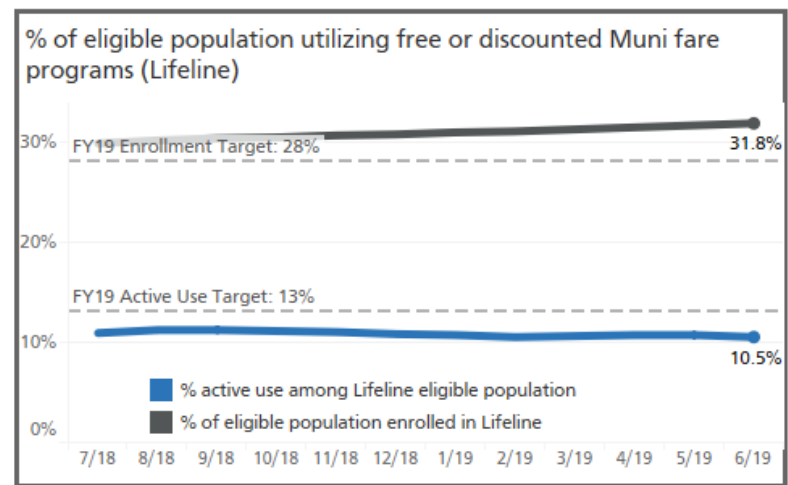
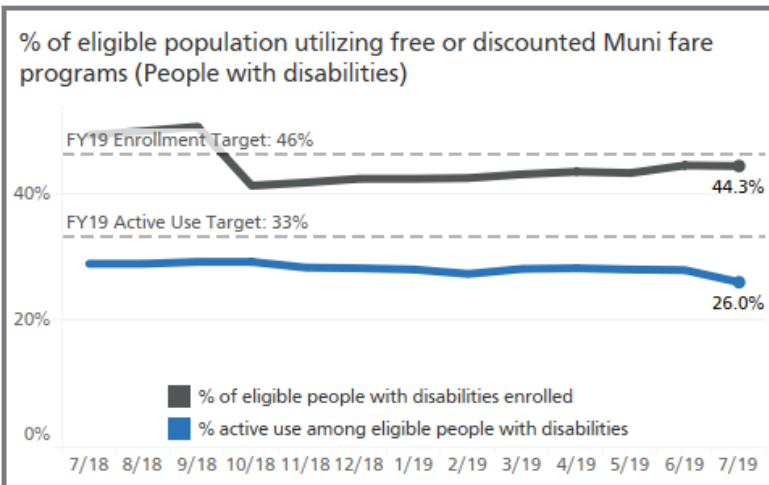
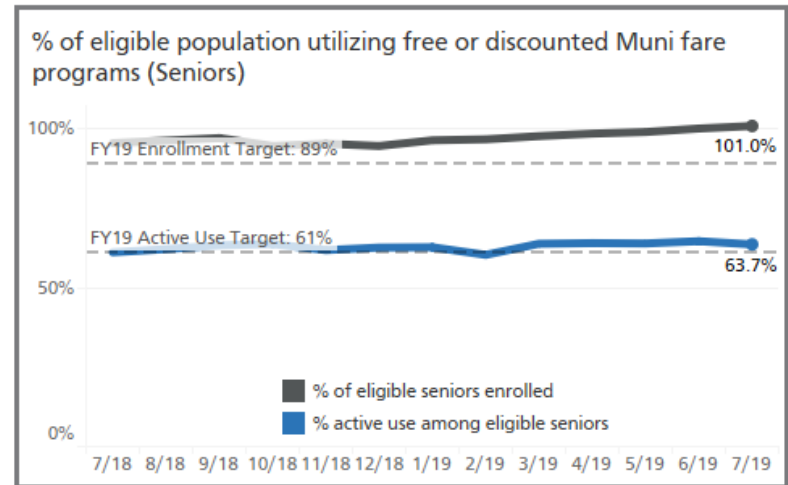
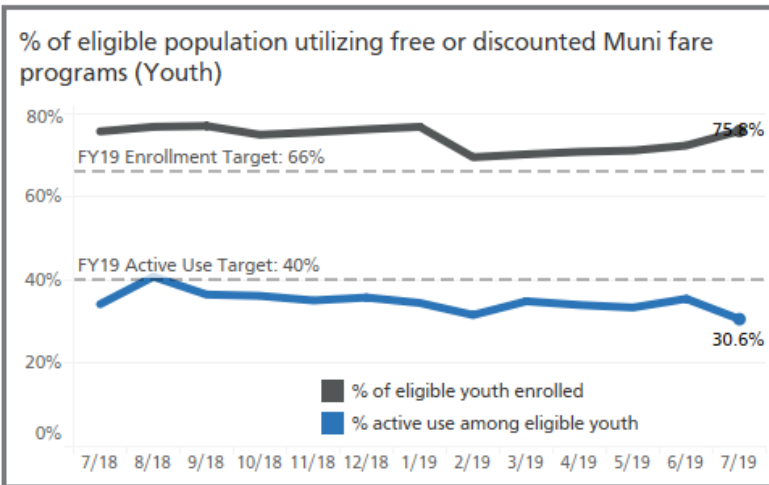
Objective 3.2: Advance policies and decisions in support of sustainable transportation and land use principles.

Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

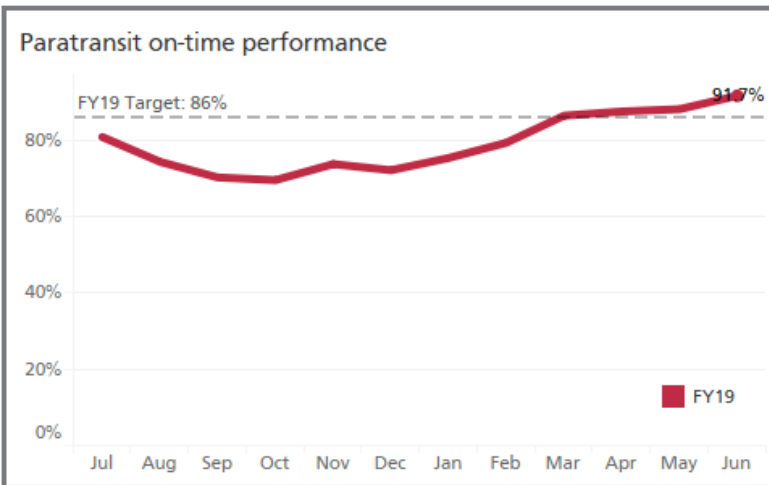
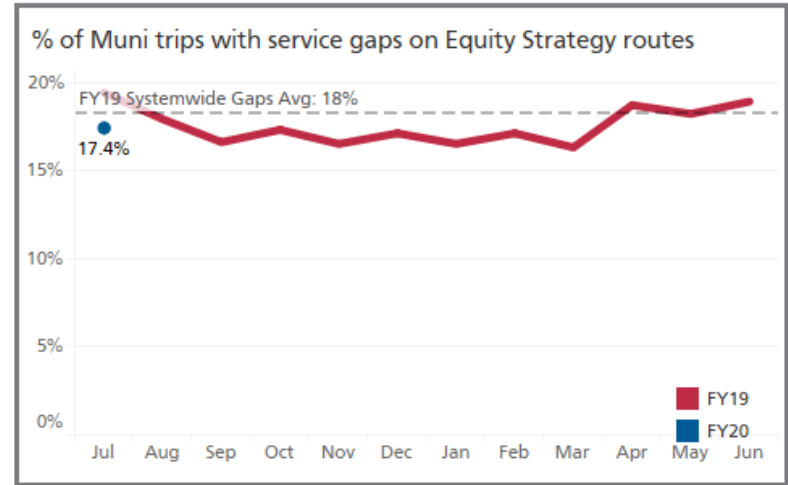
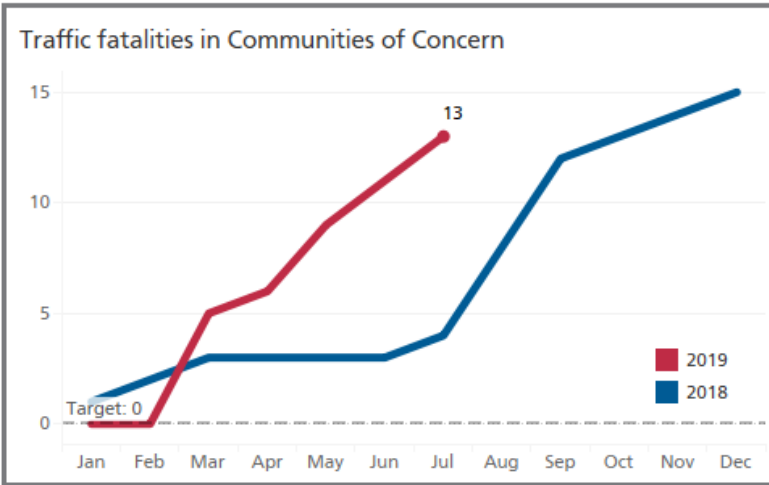
Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Objective 3.5: Achieve financial stability for the agency.

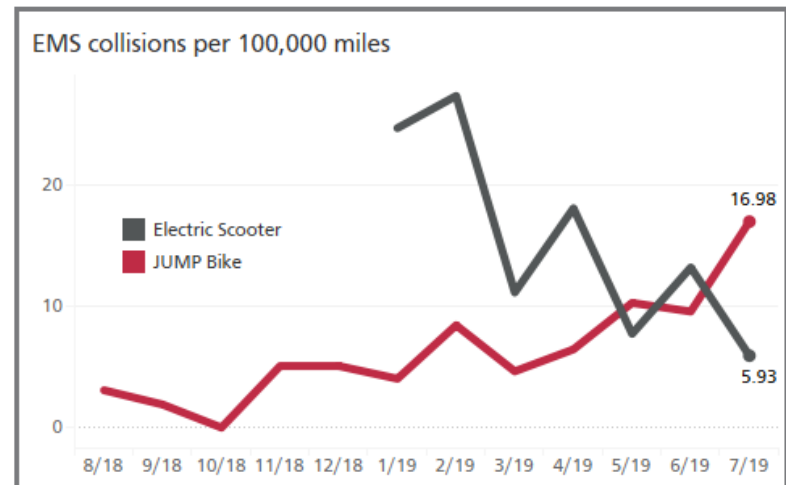
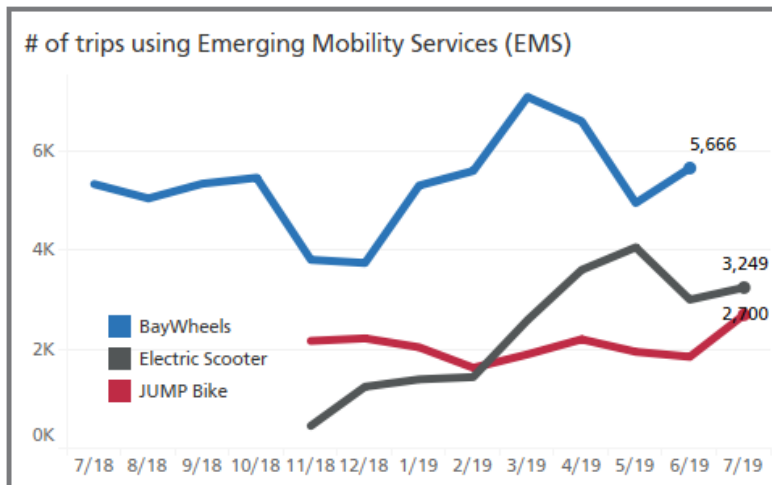
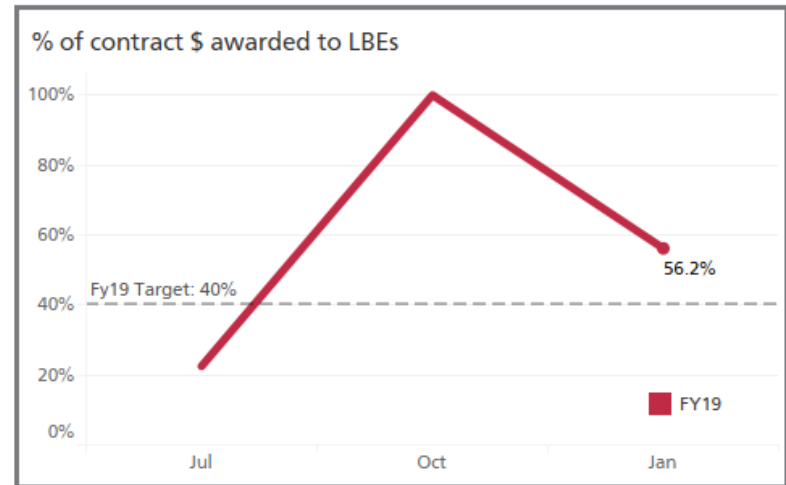
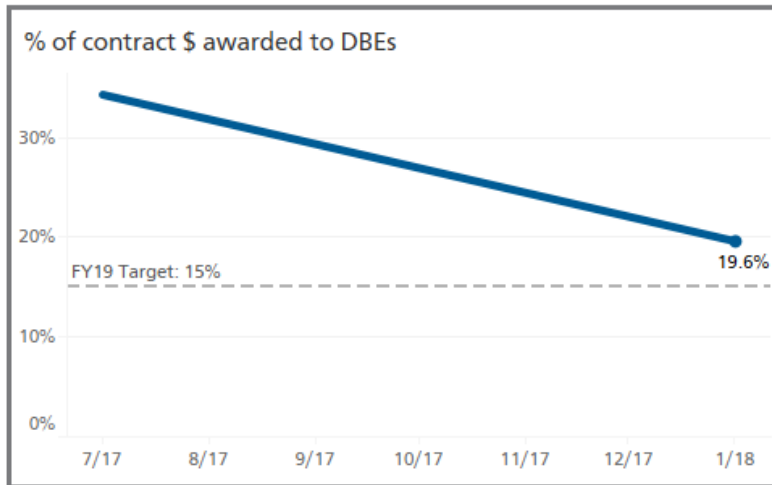
Goal 3 Metrics



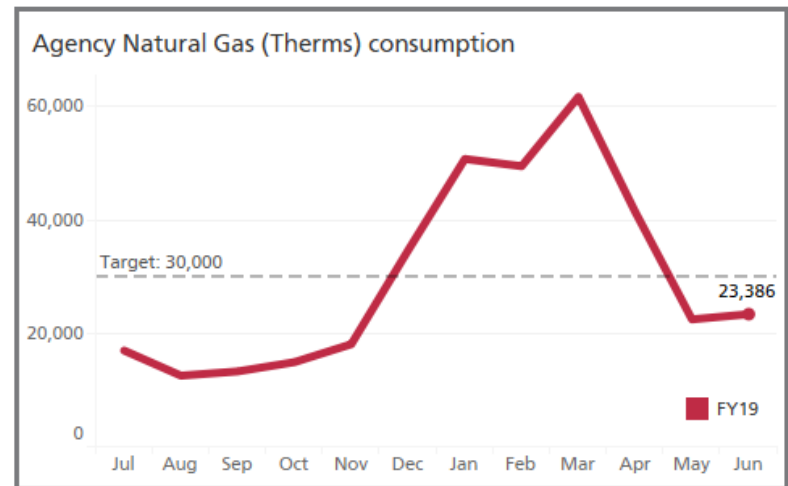
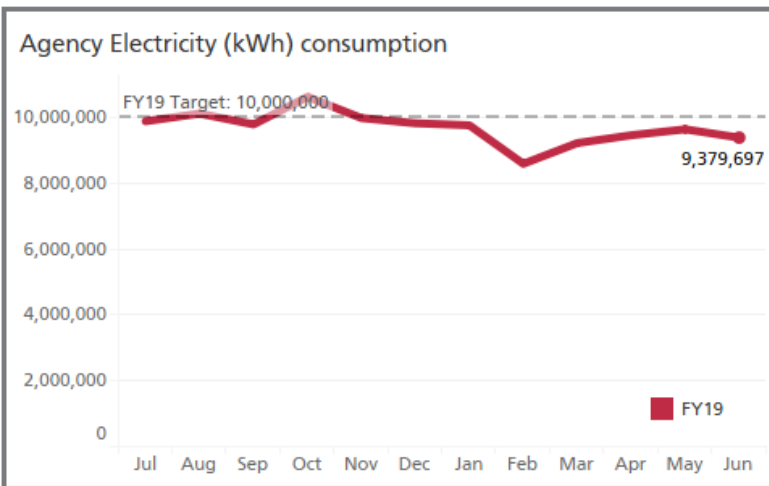
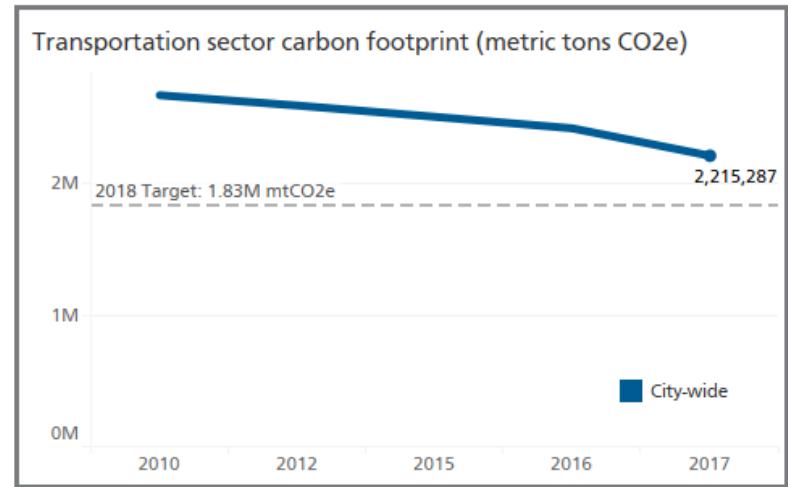
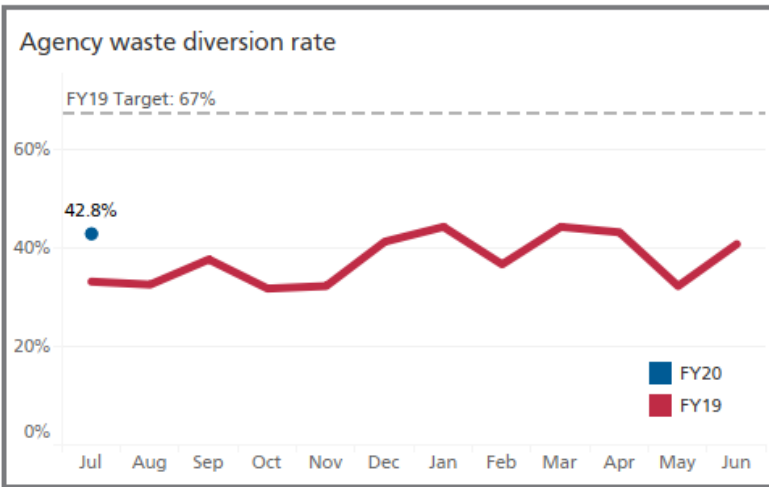
Goal 3 Metrics



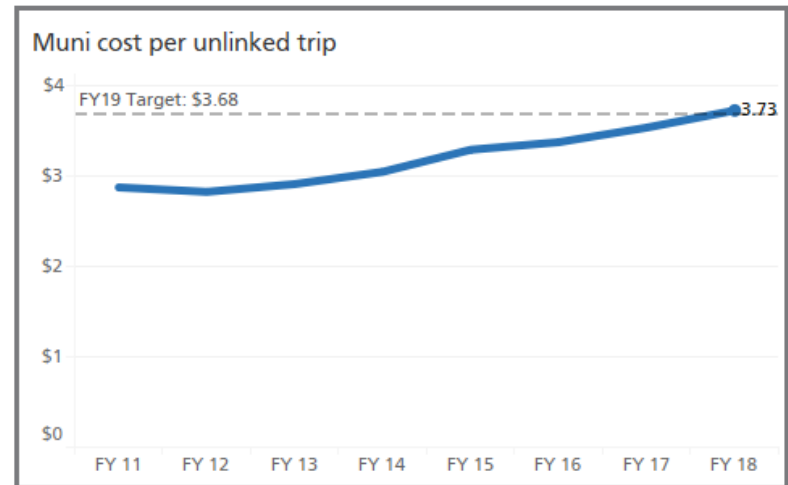
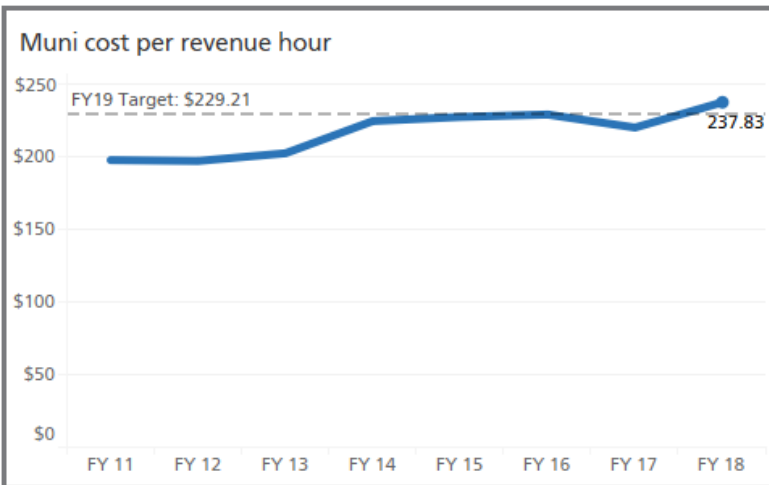
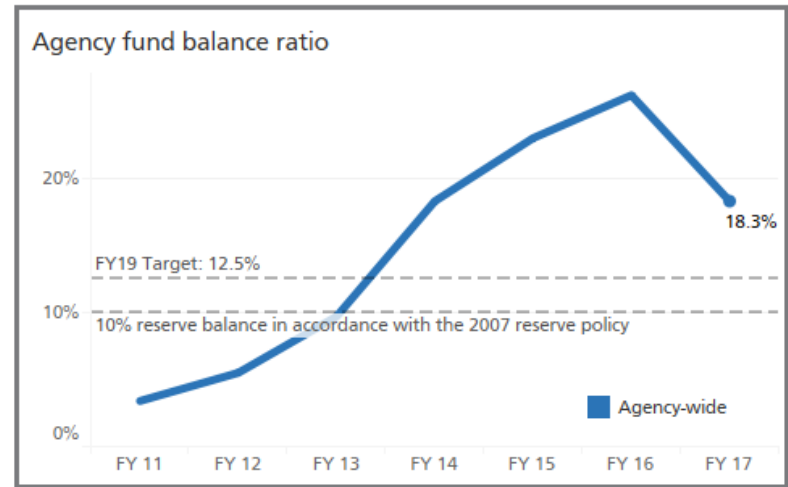
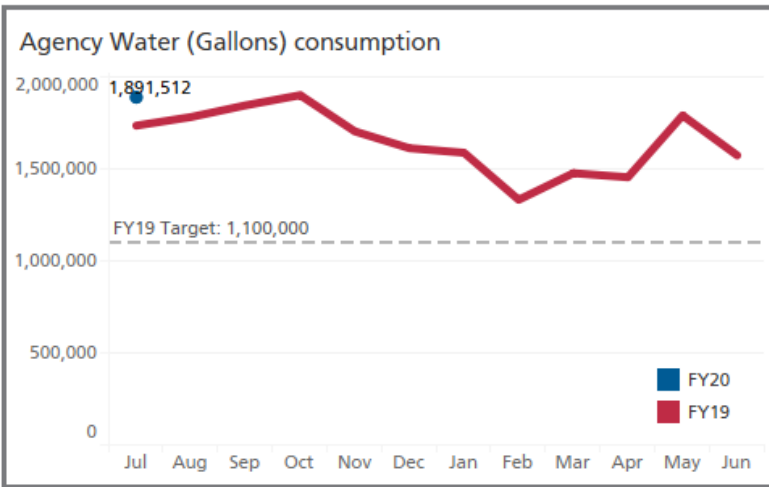
Goal 3 Metrics



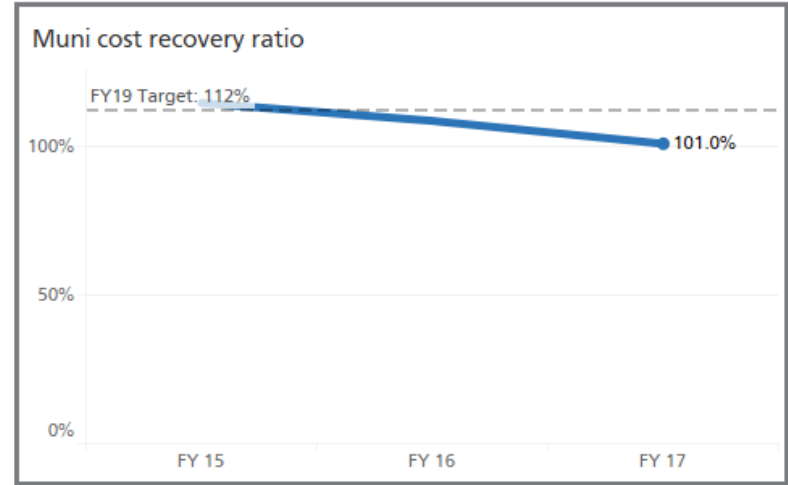
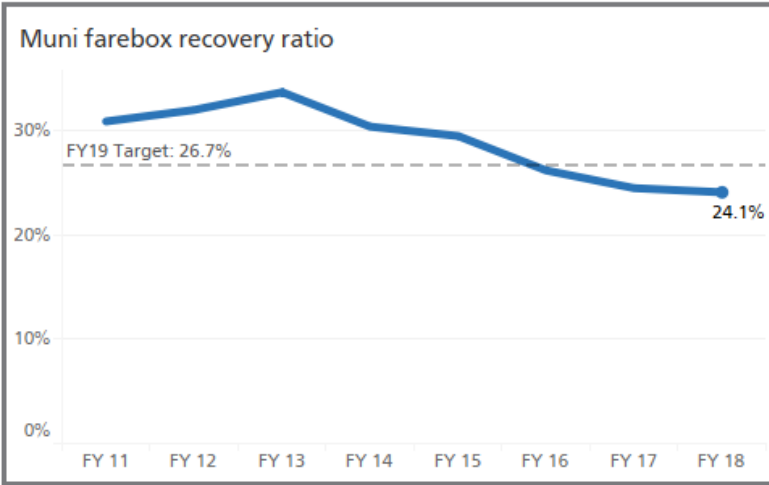
Goal 3 Metrics



Goal 3 Metrics



Goal 3 Metrics



Goal 3 Metrics

Metrics under development:

In support of Objective 3.2:

- Ratio of parking spaces to units in newly entitled projects

In support of Objective 3.3:

- Percent of EMS trips provided to and from Communities of Concern
- Number of EMS trips provided to people with disabilities

In support of Objective 3.5:

- Year-end investment toward State of Good Repair

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

Action 3.1.2: Improve customer satisfaction with the SF Paratransit Program.

- Survey conducted in April-May 2019
- Overall customer satisfaction: 81%
 - 2018: 84%
- Customer satisfaction on surveyed trip: 90%
 - Dissatisfaction came from late vehicle arrival or late arrival at final destination
- Overall Broker satisfaction rating: 93%

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

Action 3.1.3: Improve the Paratransit on-time performance.

- Increased hourly wages | February 2019
- Utilizing subcontracted back up service with a taxi company to supplement SF Access
- Continued promotion of SF Paratransit taxi as an alternative
- 10 new hybrid sedans and 8 cutaway vehicles joined the fleet

Objective 3.2: Advance policies and decisions in support of sustainable transportation and land use principles.

Action 3.2.6: Implement Executive Directive 17-02 to accelerate the approval and construction of housing.

- The addition of 100% affordable housing projects to the original Executive Directive projects has resulted in competing priorities for engineering review.
- Communications with Mayor's implementation team to resolve are ongoing, requiring both funding and hiring process changes.

Objective 3.3: Guide emerging mobility services so that they are consistent with sustainable transportation principles.

Action 3.3.4: Develop A Policy Framework for Advanced Driver Assistance Systems (ADAS) and Automated Driving Systems (ADS)

Project Goals:

- Develop a vision for ADAS and ADS in San Francisco based on existing City strategy documents, plans and visioning work
- Determine key ADAS/ADS issues and examine the potential positive and negative impacts on the City
- Research what cities are doing around the world to leverage ADS benefits or mitigate risks
- Identify tools that can be used to shape the further development and commercialization of ADAS/ADS to maximize alignment with the City's goals

Next Steps:

- Community, technical stakeholder and industry outreach

Objective 3.4: Provide environmental stewardship to improve air quality, enhance resource efficiency, and address climate change.

Action 3.4.3: Advance private vehicle electrification and the Electric Vehicle Roadmap.

- **EV Roadmap:** released in July and provides goals and a suite of actions that can reduce emissions from the transportation sector by strategically electrifying the transportation sector.
- **Charging Network / Intake Form:** the city has 38 off-street parking facilities that may be suitable for the expansion of a citywide charging network. We have created an intake form for industry partners to submit project proposal and also have a framework in place to evaluate projects to ensure that the network aligns with transportation policies and principles.
- **Off Street Commercial Garages:** an ordinance was introduced in July that requires commercial garages to install charging infrastructure which will also help to develop a comprehensive network of charging infrastructure.

Objective 3.5: Achieve financial stability for the agency.

Action 3.5.7: Update the SFMTA Contingency Reserve Policy.

- Capital contingency fund guidelines were issued as part of budget instructions, which mandated a 2% reserve by capital program and recommended a 10% reserve by capital program.
- Staff are currently reviewing the City's reserve policy to help inform a new approach for SFMTA's operating reserves. The City maintains a Rainy Day Reserve, a Budget Stabilization Reserve, and a General Reserve.
- *Potential recommendation:* Develop a Contingency Reserve consisting of an Operating Reserve with a target of 10% of operating expenditures, and a Budget Stabilization Reserve with a target of 5% of operating expenditures. The Budget Stabilization Reserve would support the agency's budget during economic downturns.



SFMTA

2019 20-Year Capital Needs

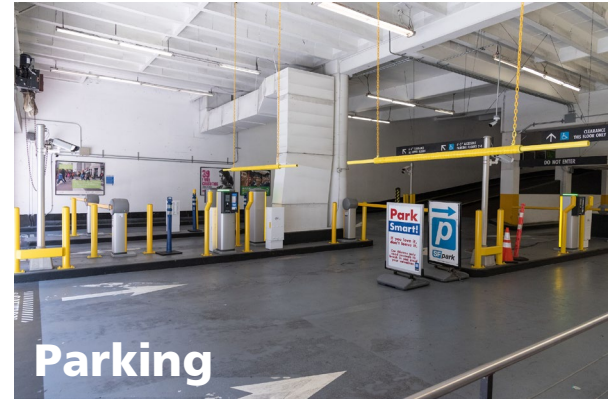
Investments by Capital Program

Notes:

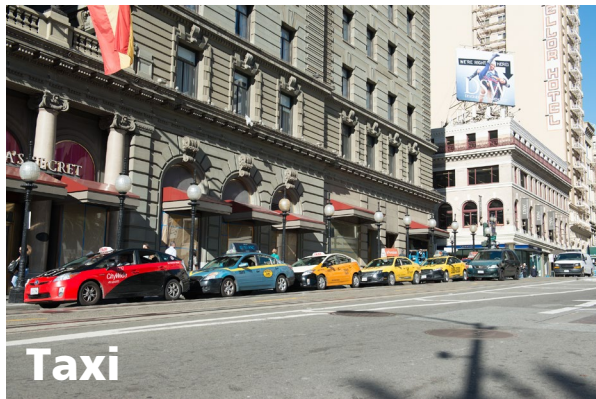
- Inflationary growth has raised the cost estimates of most capital needs in the last two years.
- The cost estimates are in constant 2017 or 2019 dollars as identified.
- Most programs saw updates to the scopes of work for specific capital needs and the inclusion of a contingency.

Capital Programs

The ten capital programs allow for each area of the SFMTA to identify its capital needs and better coordinate across the agency so that the SFMTA can better serve the city.



Capital Programs, cont.



➔ *Embedded within these ten specific capital programs are capital needs related to SFMTA Accessible Services. Including these needs across existing capital programs allows for the agency to incorporate related investments in all projects as needed.*

Follow-ups from our last discussion

Discussion at March PAG centered around:

- Multimodal infrastructure-related capital needs
- Accessibility
- Communications
- General financial concerns and agency operations

Draft 2019 Summary of Capital Needs

| PROGRAM | 2019 Capital Needs <i>(constant 2019 dollars, \$M)</i> | Percent of 2019 Capital Needs |
|--|--|--------------------------------------|
| Communications & Information Technology | \$218 M | 0.7 % |
| Facility | \$4,599 M | 14.9 % |
| Fleet | \$5,419 M | 17.6 % |
| Parking | \$681 M | 2.2 % |
| Security | \$557 M | 1.8 % |
| Streets | \$4,936 M | 16.0 % |
| Taxi | \$65 M | 0.2 % |
| Traffic Signals & Signs | \$1,488 M | 4.8 % |
| Transit Fixed Guideway | \$1,755 M | 5.7 % |
| Transit Optimization & Expansion | \$11,068 M | 36.0 % |
| Total (all programs) | \$30,784 M | |

Next Steps

Aug 27

***Update Policy & Governance Committee
on draft 2019 Capital Needs***

Sept 5

Discuss draft 2019 Capital Needs with SFMTA
Citizens' Advisory Council

Sept 17

Anticipated Board approval of the 2019
Capital Needs



SFMTA

Goal 4: Create a workplace that delivers outstanding service.

Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

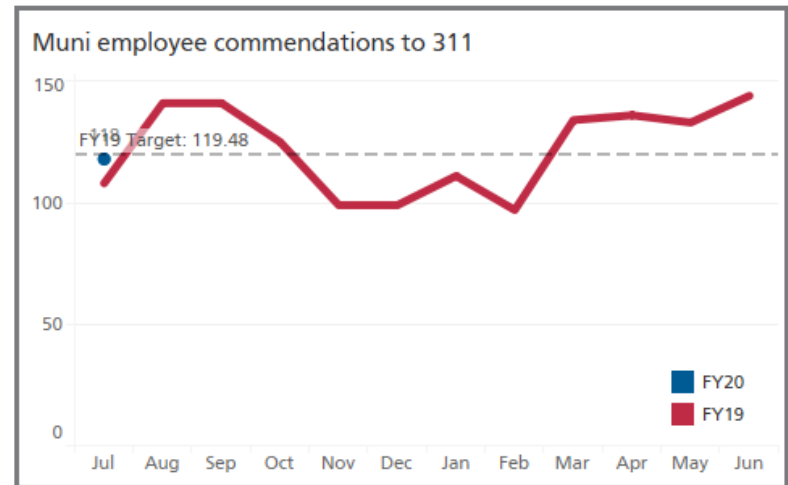
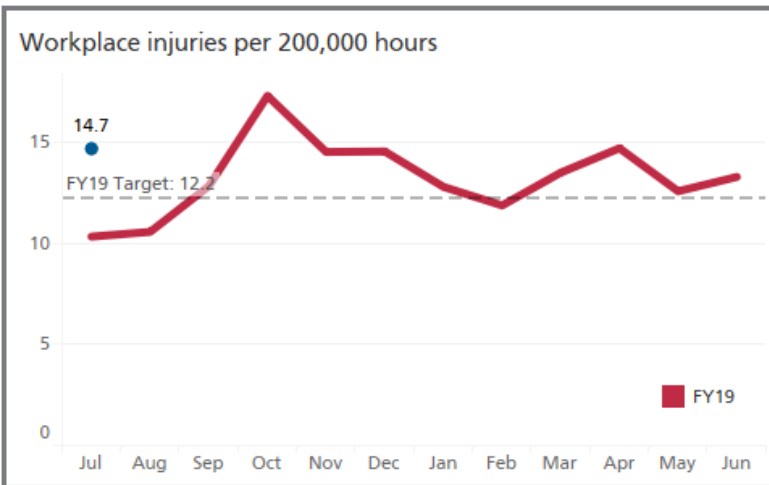
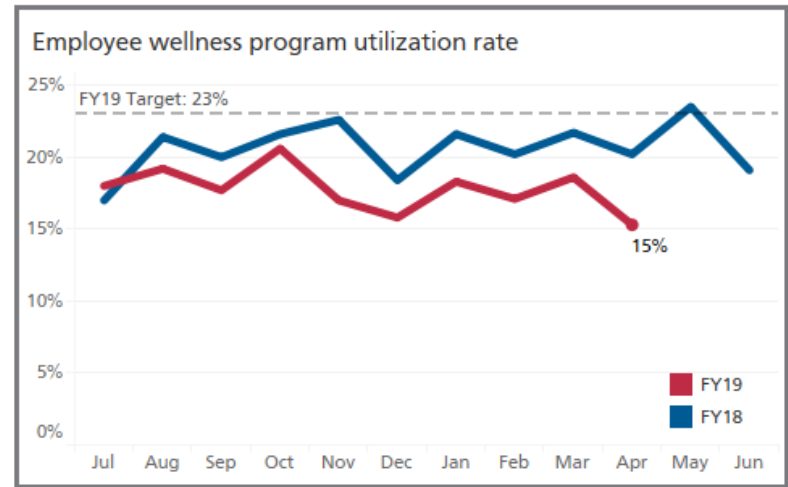
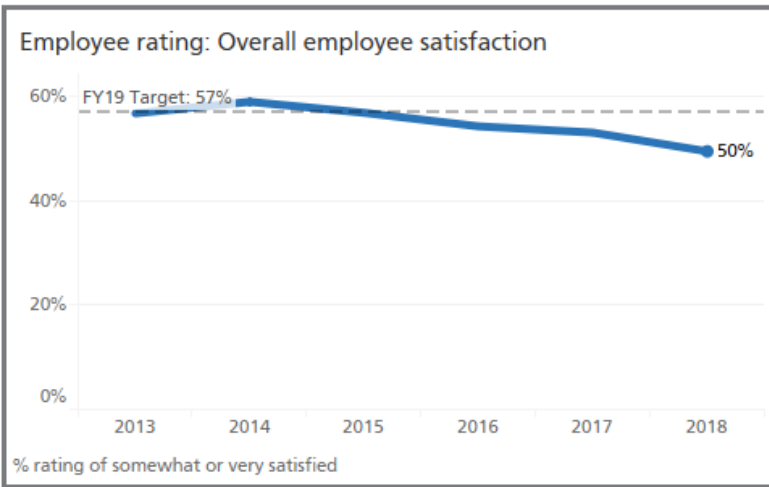
Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Objective 4.3: Enhance customer service, public outreach, and engagement.

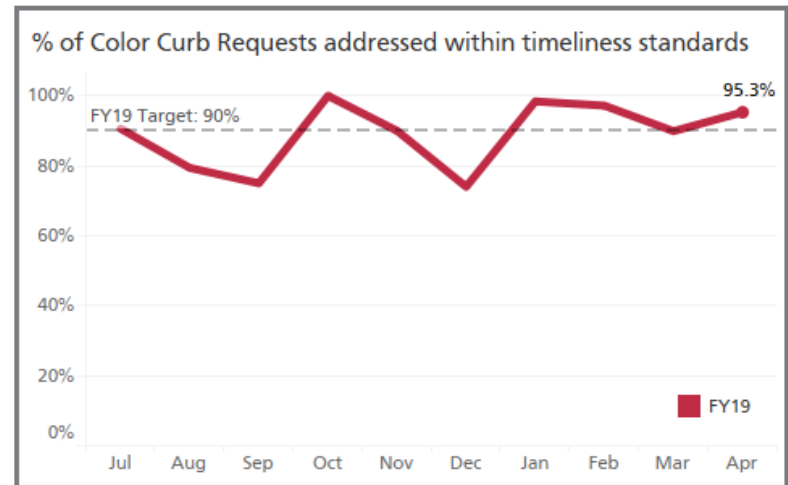
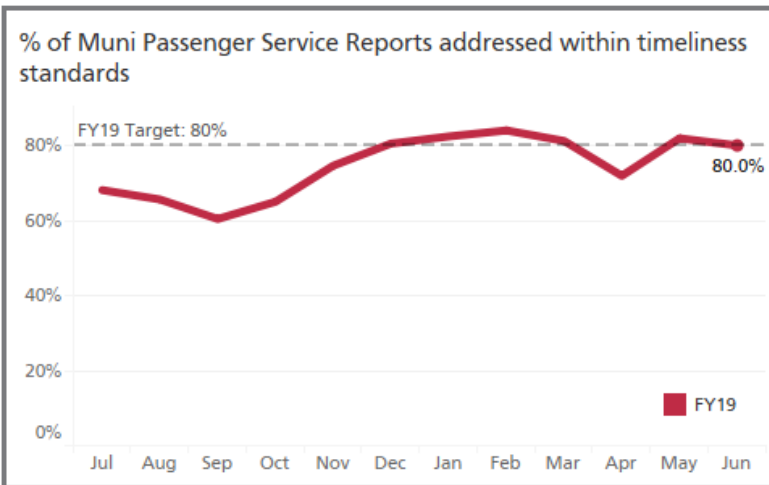
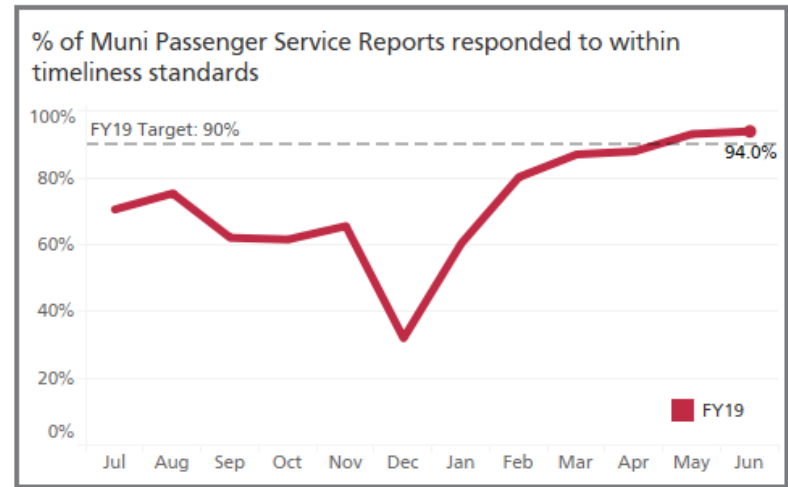
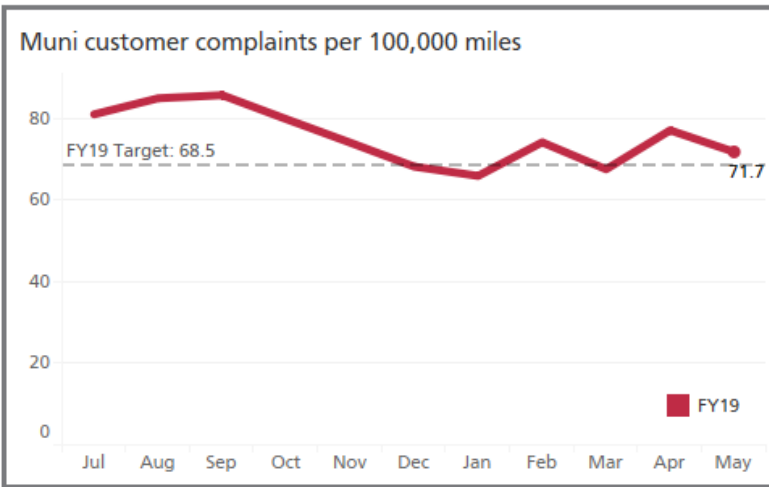
Objective 4.4: Create a more diverse and inclusive workforce.

Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

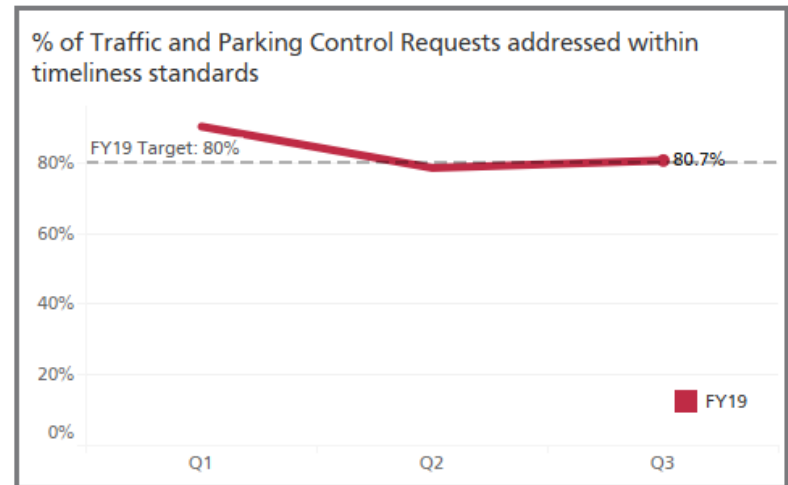
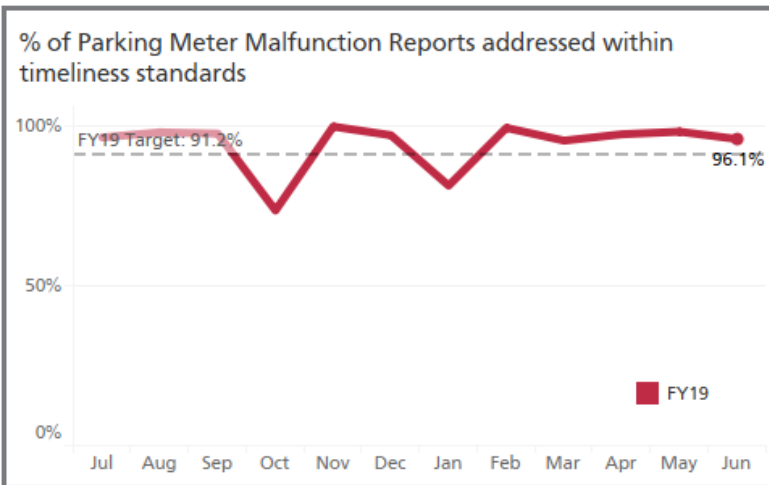
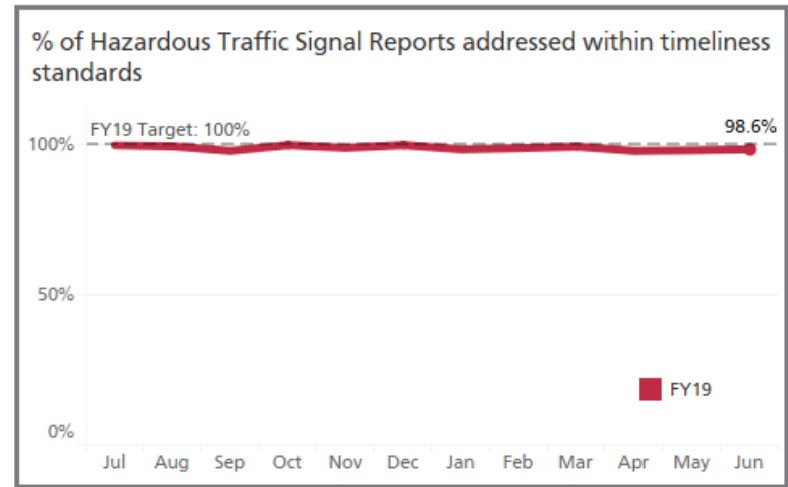
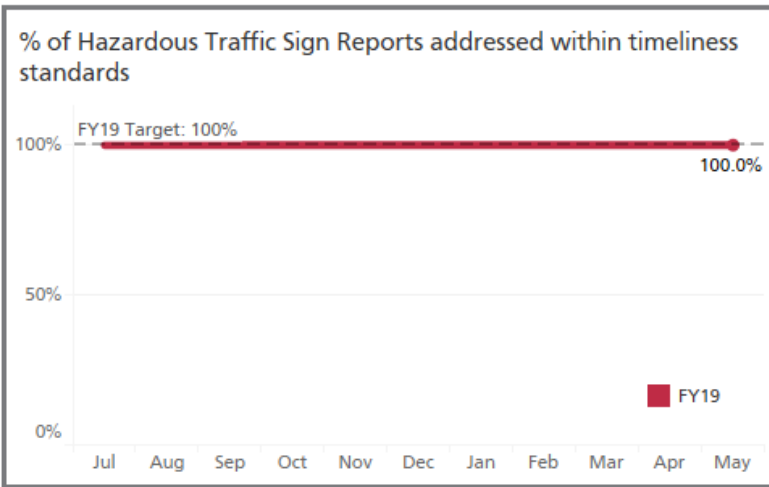
Goal 4 Metrics



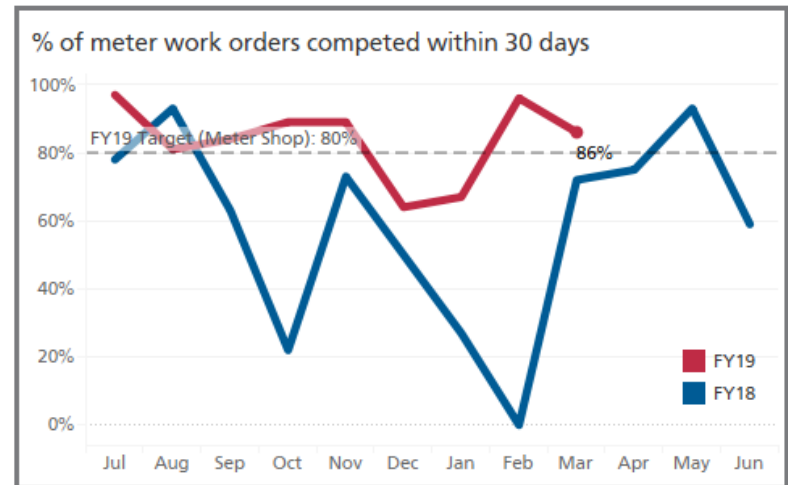
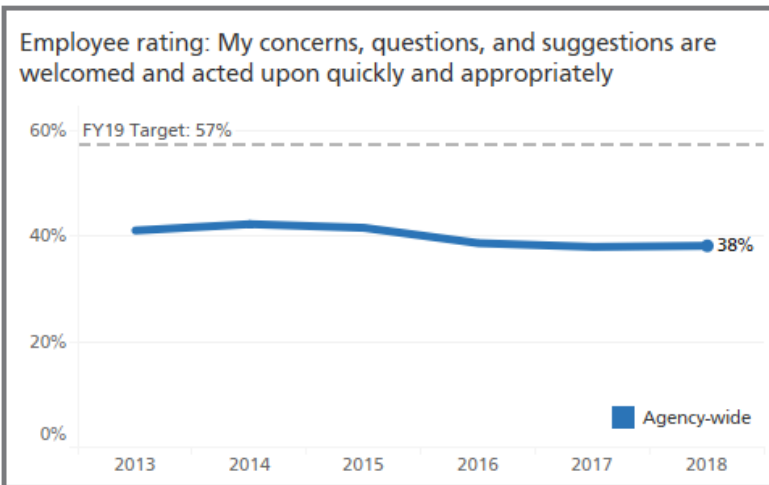
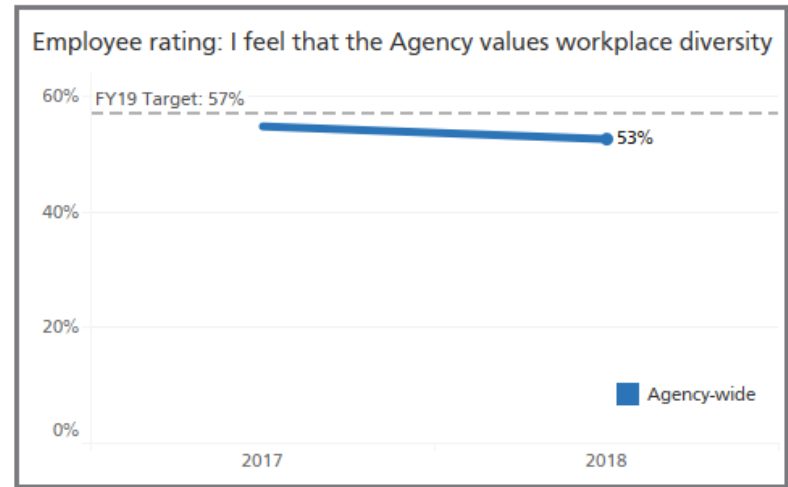
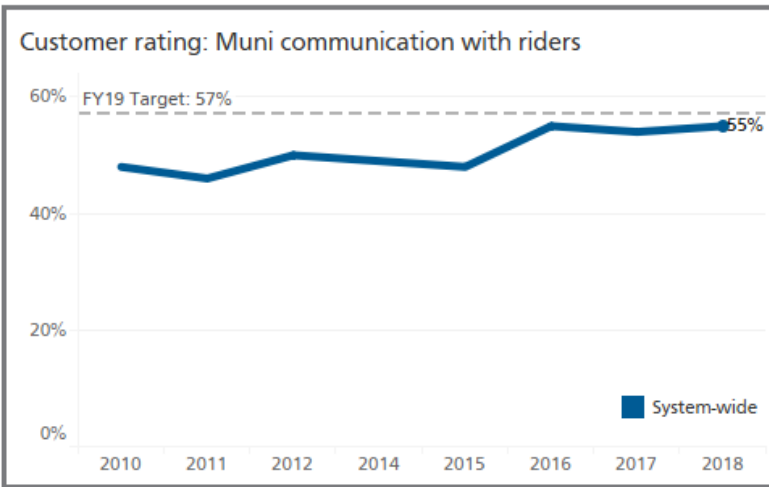
Goal 4 Metrics



Goal 4 Metrics



Goal 4 Metrics



Goal 4 Metrics

Metrics under development:

In support of Objective 4.1:

- Employee unscheduled absence rate

In support of Objective 4.2:

- Security incidents involving SFMTA employees

In support of Objective 4.3:

- Community rating: Feeling of being informed about SFMTA projects Establish baseline and improve community rating
Establishing baseline (FY19)

In support of Objective 4.5:

- Percentage of capital projects initiated/completed on time
- Percentage of capital projects completed within budget
- Service critical operations and maintenance staff vacancy rate
- Percentage of sign work orders completed within timeliness standards

Objective 4.2: Improve the safety, security, and functionality of SFMTA work environments.

Action 4.2.1: Implement the Building Progress Program.

Potrero Yard Modernization Project

- August 10: Public Outreach Event held on new transit facility planning
- Description of existing vs. proposed facility and planned transit uses
- Conceptual rendering of transit facility massing

Existing Facility

Future Facility

Who Works at Potrero Yard?

Street Operations

The Street Operations Inspectors maintain transit rider safety and troubleshoot special events and construction rerouting.

Muni Operations

The Muni Operations team includes Muni drivers and dispatchers who assign buses and routes.

Muni Maintenance

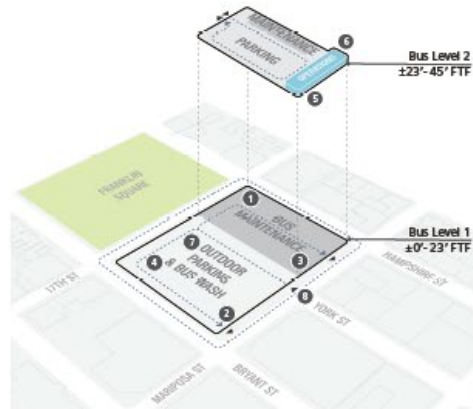
Muni Maintenance workers, like mechanics and car cleaners, keep our buses in top condition.

Existing Capacity

2 levels of transit
138 buses
16 bus bays
391 employees (245 operators)

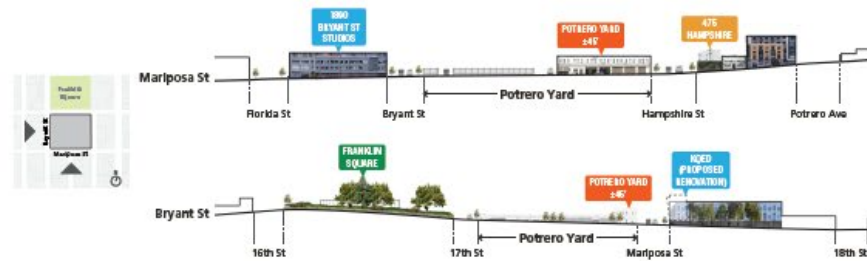
Challenges at Potrero Yard

- Vulnerable to a major earthquake
- Outdoor repair due to low ceilings
- Underground pit repair due to low ceilings
- Crowded outdoor bus parking
- Aging building with insufficient space for an expanding fleet, operations and maintenance team
- Cramped and outdated office space
- Obsolete outdoor bus wash requiring hand scrubbing
- Inefficient bus circulation on adjacent streets



■ SFMTA Bus Maintenance
 ■ SFMTA Operations
 ●●●● Bus Circulation
 ▲ Bus Access Points

Neighborhood Fabric Today



Future Capacity

Future Capacity

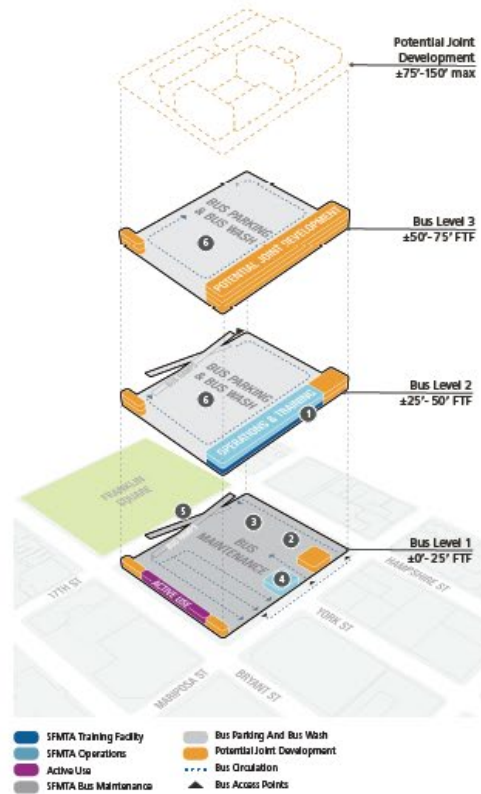
3 levels of transit
213 buses
24 bus bays
829 employees (583 operators)

New Building Features

- LEED Gold Certification
- Structural Updates For Earthquake Safety
- Conversion to Battery Electric Buses

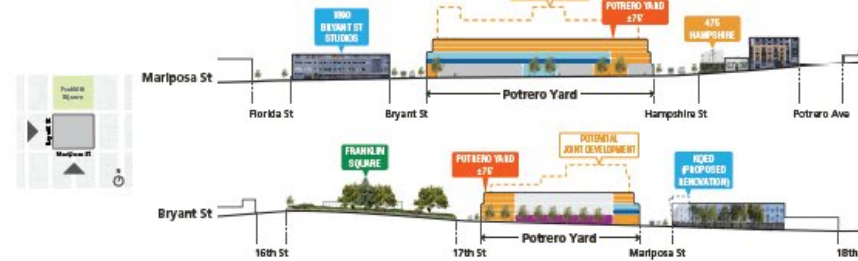
Improvements At Potrero Yard

- Dedicated operator training facility with bus simulator technology
- Bus lifts for easy, safe repair
- High ceilings for safe, indoor maintenance
- Modern facility with upgraded amenities
- Ramps for efficient on-site circulation
- Advanced bus wash bays



■ SFMTA Training Facility
 ■ SFMTA Operations
 ■ Active Use
 ■ SFMTA Bus Maintenance
 ■ Bus Parking And Bus Wash
 ■ Potential Joint Development
 ●●●● Bus Circulation
 ▲ Bus Access Points

Future Neighborhood Fabric



Objective 4.3: Enhance customer service, public outreach, and engagement.

Action 4.3.1: Implement the Public Outreach and Engagement Strategy (POETS).

- Finalizing POETS metrics to better measure program, compliance, and progress.
- Implementing Agency's Public Outreach & Engagement Requirements:
 - Closing feedback loop with key stakeholders via additional input session to review new Agency.
 - Attending merchant & neighborhood group monthly meetings
 - Introduced at the July 2019 American Public Transportation Association (APTA) Sustainability & Multimodal Planning Workshop
- Continued training & professional development for staff

Objective 4.4: Create a more diverse and inclusive workforce.

Ongoing work in the Office of Cultural Change, Equity, Employee Experience and Engagement:

Strengthening culture through process and action:

- Performance Planning and Appraisal Reports
- Quality People & Engagement Resource Guide
- Performance Planning Review Calls and Coaching Clinics
- Email Access for All Employees

Developing and updating tools that will enhance the employee experience:

- Employee Self-Assessment Tools
- Weekly Status Report for all Employees
- Performance Management Log for Managers and Supervisors
- EEO Complaint Form
- Non-Discrimination Employee Complaint Form
- Internal Agency Wide Disciplinary Guidelines
- Disciplinary Tracking Forms
- Policies and Standards to Respond to Disciplinary Infractions
- Anti-Violence in the Workplace Policy

Facilitating workforce development and training:

- Racial Equity Trainings
- Post Racial Equity Follow-Up Workshops
- Respect in the Workplace
- Stand-Up (Anti-Bullying in the Workplace) and Respect, Inclusion and Value
- 24 Plus

Upcoming training opportunities:

- Understanding the Roots of Institutional and Structural Racism and Impacts on Bias, Inequality, Exclusion and Inequity
- How to Address Micro-aggressions, Workplace Bullying and Cultural Insensitivity in the Workplace
- Lead to Succeed
- DiSC for Teams
- Coaching and Supporting Employees Effectively
- Emotional Intelligence
- Customer Service, Implicit Bias, De-escalation Training

Objective 4.5: Increase the efficiency and effectiveness of business processes and project delivery through the implementation of best practices.

Action 4.5.3: Implement the Project Delivery Framework.

Eight of the 14 recommendations of the 2016 Project Delivery Framework have been completed.

In progress:

- Recommendation #9 - decision making by the Transportation Capital Committee: improvements implemented include: CIP Program Review, Updated and Formal Memos and Documentation of Project Changes, updated CIP Process, Schedule Change Justifications, with future cost-benefit impacts to be added for Financial Considerations (*anticipated completion by Summer 2019*).
- Recommendation #1 - Project Delivery Playbook: the Project Management Office (PMO) intranet site is being updated with required tools; PMO General Notice in draft review; Agency Phases updated, (*anticipated completion by Summer 2019*).

Next step:

- Convene a "Project Delivery Retreat" to focus on metrics and recommendations for scope control, schedule adherence and budget management.



SFMTA

Next Strategic Plan Progress Update in November 2019.