

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

SFMTA Strategic Plan - Action Items to Meet MTC Transit Sustainability Project Goals

Obj #	Act #	Action	Action Description	TSP Goal Achieved
1.1	9	Continue to develop awareness program with SFUSD to address student safety on transit while providing safe rides for our regular passengers.	Reach out to school district on an on-going basis to assist with student safety and security on transit lines prior to and after school to meet the demand of MTAP presence on the troubled lines from reported incidents and disturbances on the troubled lines by superintendents and from operators that need the assistance on the lines.	1, 2, 3
2.4	5	Evaluate current RPP program, identify best practice strategies and establish next steps required for implementation of pilot program.	SFMTA will review and evaluate its Residential Parking Permit program, refine stated issues and goals for improvement, identify best practice strategies and establish what steps are necessary to enable the implementation of a pilot project to test proposed strategies (review by City Attorney, Environmental Review, changes to administrative processes, local/state legislation, etc.).	1, 2
3.4	20	Improve Customer Service Center services	50% of the customers accessing the SFMTA Customer Service Center are there to obtain a Lifeline monthly pass (approximately 7,000). The current process requires real-time look-up for eligibility and confirmation of sales in a web-based system. The SFMTA will develop and implement a new sales and distribution process for these passes by July 1, 2013.	1, 2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
1.3	6	1. Conduct safety skills training and testing in an environment that is conducive to real-time operation.2. Provide mandatory safety training for operators (taxi, PCOs and transit) to reduce collisions with pedestrians and bicyclists at intersections and key conflict transition areas.	Deployment of real-time training for staff (operators, taxi drivers, PCOs, transit personnel) will improve safety and performance overall. Full training of Taxi Services staff can be accomplished in 2 years.As part of creating a culture of safety, emphasize safety and sharing the road as an additional component to the regular operator safety training. Start outreach campaign to taxi drivers emphasizing the needs of bicyclists, especially as they enter a conflict zone in a curbside bike lane. This training should be coordinated with workplace safety training as specified in action # 5 in Objective 1.2.	1, 2
1.3	15	1. Establish a monthly report on accident trending and proposed mitigation actions2. Review and implement new accident review process	Create a monthly report on accident trends and mitigation actions to be reviewed with Executive Directors and presented to the Board quarterlyDevelop electronic, automated review process for accidents including review and comments from all departments	1, 2, 3
3.2	1	Actively involve external stakeholders with the Agency to forge ongoing partnerships through concerted, continuing outreach and gauge what is and is not working through periodic surveys.	Develop and maintain close ties and ongoing communications with the business sector and other external stakeholders to understand and act on issues of concern and interest to them as well as to support Agency priorities and Strategic Plan goals.	2
3.4	8	Assess number of vehicles needed to reduce fleet age and introduce regular replacement schedule.	The industry standard for bus useful life is 12 years. Older vehicles generally have more maintenance issues. Replacing the fleet on schedule will reduce maintenance costs. Complete analysis to implement staggered fleet procurement.	1, 2, 3
3.4	5	Assess operations & maintenance staffing levels needed to support the level of service and minimize overtime	Assessing staffing levels and filling open operator and maintenance positions can reduce overtime and improve service reliability	1, 2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
4.1	12	Assign Division coaches to assist in new business practices-----DOT Team identify one conflict in each division they want resolved collaboratively	Organizational development staff will be assigned to each division to assist staff create our new business practice habits and employee engagement systems.-----Begin to resolve problems in a consensus decision making approach which will create employee ownership and accountability	2
2.1	9	Broaden consumer research to cover all modes, products and services using smart phone social media applications in addition to more quantifiable research methodologies.	Expand research methodologies through expanded survey instruments; generate larger samples using crowd sourcing; develop platform for ratings of service, i.e., "rate the ride" in real time; cross post ratings as part of monthly dashboard; review cost/benefit of initiating on-call contracts with research firms and online surveys times for reporting on Strategic Plan objectives and metric.	2
2.2	1	Collect and analyze key transit data and create dashboard	This action involves collecting and analyzing both automated and manual transit data and creating a dashboard in order to assist with day-to-day operations, safety and planning. Automated data includes APC/Clipper/Schedule/collisions and fleet data, while manual data may include customer and employee surveys among other measures. Data collection can also utilize emerging technologies such as crowdsourcing and smartphone apps.	2
3.4	11	Collect and analyze key transportation data that analyzes our service delivery, customer and employee satisfaction.	Accurate and concise data will allow for more informed decisions to be made management as to how the strategic goals and objectives are being achieved. We are on track to have initial reports in July 2012 and build out the remaining content by the end of the calendar year.	1, 2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
1.2	6	Collect data and use information to drive safety, wellness and related programs, tie to workers compensation, training, etc.	The agency will collect data and use it to make decisions in a meaningful way re: safety incidents, particularly what and where incidents are occurring, and make changes based on this data while promoting worker and workplace safety in general. Additional measures to create a "culture of safety:" 1) Incorporate safety metrics in performance plans; 2) All supervisors have 5% reduction of lost time injuries included in their annual performance plans (this stipulation may be modified given the size and type of the work groups and those that may already have a low occurrence of lost time injuries, i.e. small office-area work groups).	1, 2, 3
2.1	3	Collect, clean and push out data for App developers for all modes	Collect, clean and push out data for App developers for all modes. SFMTA will design and implement web services to allow access to agency data. This framework will allow for all modes data not just Transit. As part of the implementation of the web services, SFMTA will deliver an example application to highlight the use of the web services, as previously done by other Transit agencies like BART to engage developers in the utilization of the provided data and interface.	2
3.5	6	Complete environmental review and implement Transportation Sustainability Fee (TSF)	TSF replaces the current Transit Impact Development Fee (TIDF), a one-time fee per sq. ft. on all non-residential development; TSF will be charges on all new development, including residential, in the City.	1
2.1	4	Complete SFMTA website rebuild.	Complete rebuild and redesign of website as a state-of-the-art transition platform offering content management, convenience, ease of use including streamlined navigation, rich media, interactive features, new revenue via paid advertising and incorporation of other Agency sites currently hosted externally. Manager contractor, budget and schedule, ensuring effective testing, training, acceptance and launch.	2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.3	12	Complete State of Good Repair inventory, analysis and prioritization	The Agency needs to continually inventory, monitor, analyze and prioritize the needed capital and maintenance measures to ensure a state of good repair. To achieve this, the SFMTA will need to invest significant resources in developing an Enterprise Asset Management (EAM) software as well as develop policy and prioritization frameworks to support it. While the State of Good Repair Program (SGR) is an ongoing program that is anticipated to require at least a three year time frame to fully implement, there are significant steps that the agency can take to move toward a dynamic asset management program. This includes the procurement of an EAM Software, the development of an SGR Implementation Strategy, and the continued refinement of asset data.	1, 2, 3
2.3	9	Complete the planning and pre-implementation phase of transportation corridor projects	Complete pre-development planning phases for: Geary, Van Ness, TEP, Transbay Center, High Speed Rail, Transportation Sustainability Fee, Better Market Street, Folsom & Howard, 7th and 8th street, North Beach Major Transit Investment Study, Ocean Beach Master Plan, Central Corridor, Moscone Redevelopment, Bicycle Plan, Pedestrian Plan, Vehicle Sharing Plan projects.	1, 2, 3
1.1	3	Conduct SFPD/SFMTA operations to address crime trends	Increase police presence on transit with covert and overt operations by SFPD/SFMTA Employees; Calendar more fare evasion saturations on a randomly assigned basis with new fare evasion saturations every quarter and modify approach to support 24-hour operations with all door boarding policy beginning July 1, 2012; customers should expect that they could be asked for proof-of-payment at anytime on any line.	1, 2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
4.4	9	Create advocacy partnership with key business groups on regional transportation issues	Groups like the Bay Area Council would like to partner with SFMTA on advocacy at the regional level regarding issues that affect regional commute trips (e.g., regional transit coordination, support for Caltrain funding, etc.). They do not know who to coordinate with on these issues, and mention that sometimes the SFMTA has different positions than the SFCTA. This action would bring together key SF business-agency transportation representatives to coordinate advocacy on shared regional goals.	1, 2
4.1	2	Create and maintain a sense of urgency for the reasons why we must adopt new business practices	Ed to send reminders every 2-3 weeks why we must change our work environment. This helps create a sense of urgency. Without this, the change effort will fail! Or take far longer than anticipated. Provide testimonial or examples where change efforts have been successful.	2
4.1	8	Create key contacts and share Agency news via new intranet, social media and gilley rooms.	Communications, Safety and Media Relations to receive and post real-time information to/from staff so that we can easily become Agency Ambassadors. A contact number/email address is essential for staff to know who to send information they have seen or heard in the field. A daily recap and weekly look ahead of Agency events including milestones of programs and projects, organization changes, major funding achievements to be included along with Ed's schedule of public appearances and presentations, Agency awards, etc.	2
1.1	1	Create monthly dashboard of Comp Stat Data from SFPD for SFMTA reporting	Analyze crime data and distribute to SFPD District Station Captains and SFPD members of SFMTA, as well as to SFMTA senior management, the transit superintendents and operators. Better data, analysis and training on how to use it will lead to more effective security measures and operations.	2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.1	6	Create new online and printed maps that capture all modes and highlight the most frequent, convenient and best connections, such as TEP Rapid services and exclusive bikeways.	Redesign, rename and rebrand the Official SF Street & Transit Map to include all modes and major connections and to clearly indicate high capacity and frequent service levels, i.e., Rapid services and exclusive bikeways. Map also to be coded to show bike corrals and parking, including employer parking if the data is available, car share locations and taxi stands.	2, 3
2.2	5	Cross train and empower rail-qualified personnel regardless of craft to be able to bypass and reset simple failures	Delays due to equipment will improve once we rehabilitate the fleet or procure new vehicles; when that is completed, re-focus capital program to improve existing infrastructure. Humans control running sharp/delays due to personal necessity so control those by conducting weekly reviews against performance. Automate alerts that send notice to Operators that chronically run sharp. Peer review performance. Item 4.1 will assist with improving culture so that we focus on good performance.	1, 2, 3
2.2	12	Decrease lead time to deliver parts	Review current procedures, identify potential areas within procedures to streamline the process, identify if current SHOPS system is adequately flexible or is a new system needed, revise procedures and seek governing body approvals. Implement new process. For Rail monitor new Vendor Managed Inventory contract to benchmark successes and areas of improvement within the contract and use that benchmark to either expand the program to Trolley Division or implement new processes internally.	1, 2, 3
3.3	5	Determine complete scope of project prior to commencement	Projects in one division often overlap with projects of another division but the overlap is not initially seen. This leads to scope revisions once baseline have been set and at times requires changes beyond the 30% design phase. Coordination at the CIP level between program managers in all SFMTA divisions can identify areas of collaboration which can be included in the initial scope. An inter-divisional meeting with mandatory attendance such as the TCC meeting will be convened on a monthly basis to review projects and coordination opportunities.	1

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.3	1	Develop a clear project development process for all project managers and re-align functions within the agency to improve project delivery	To improve project delivery, the agency needs to have a clear project development and delivery process that includes the planning, preliminary engineering, final design, construction and operations phases. Merging these scattered functions into core groups within the agency will improve project development and delivery. Each phase of project development will have milestone check-in, sign off and project tracking for scope, schedule and budget. Once development and functions re-aligned, will need to train PMs on new standardized process.	1, 2
2.1	5	Develop a comprehensive, effective branding and signage program reflecting all modes and encompassing vehicles and facilities including stations, transit stops and other Agency public facilities.	Rebrand the SFMTA to define and position it as the managers/operators of the inter-modal surface transportation network. Leverage the MTC Connectivity/Hub Program to expand it to non-Hub stations and other Agency facilities, and seek funding to cover fabrication and installation costs.	2, 3
2.3	15	Develop a multi-modal plan for late night life in San Francisco	Transportation demand is reportedly high as bars and nightclubs close; however little planning has been done to address transportation needs, enforcement, and safety of these system users. A multi-modal approach that engages taxi, parking, safety, transit, and other divisions of the agency would develop a pilot plan for an area. This pilot would be evaluated and then revised and replicated in other parts of the City.	1, 2, 3
1.2	2	Develop a new safety policy letter and new Injury Illness Prevention Program (IIPP)	Compose and accept with signature by the Director of Transportation and all Divisional Directors; new safety policy should include a "culture of safety" element with signage, competitions, etc. to draw attention to safety issues	1, 2, 3
1.2	7	Develop a prioritized list of workplace facility improvements based on the recommendations of the Real Estate and Facilities Vision for the 21st Century Report (Vision Report)	As part of the development of the Vision Report, a survey of all SFMTA facilities was conducted in FY2012. Prior to implementing the recommendations of the Vision Report, a prioritized list of improvements needs to be developed and incorporated into the Capital Plan so that funding can be allocated in the next budget cycle.	1

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
1.2	3	Develop a SOP on Workplace Violence.	Create standard operating procedures (sop) to address workplace violence issues.	1
4.1	5	Develop Agency communications guide for all staff and post on intranet.	Develop a guide for staff on how to communicate effectively with each other and the public (what communications need approval, which are fine to do at which levels, without approvals from high management). Develop clear Agency communications protocols, including emails and use of presentation materials. Revamp ppt do's and don'ts, create a unified look and feel for voicemail, email signatures, and correspondence. How to write effectively, incorporate Strategic Plan in Board items. How to comply with local, state and federal requirements, including ADA, Title VI and 508, for posting materials, public outreach, etc. These would be included in performance plan assessments.	2
3.5	8	Develop and adopt SFMTA Transit-Oriented Development (TOD) Policy for all agency assets and adjacent parcels (building upon on Real Estate Vision)	The agency has a great opportunity to harness its assets to create significant new revenues sources, ground leases, bond-financing and upgrade all its facilities in the process with a dedicated TOD policy and program. In addition, to the Strategic Real Estate Plan, this policy would engage the development community and set out the key principles, goals, objectives and opportunities for all agency assets to be monetized.	1
1.2	9	Develop and deliver prioritized list of facility state of good repair projects that will improve safety	With the aging infrastructure, new investment is needed to ensure employee safety. Staff must prioritize system improvements and work across all departments to secure funding and deliver projects. Programs may include lighting improvements at Green, Presidio, & Potrero Divisions, Green Division reroofing, Kirkland Division repaving, and subway agent booth rehabilitation.	1, 2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.3	1	Develop and identify the most cost-effective investments by mode for achieving mode shift	Complete strategy to reach 50% by 2018 (an 11% mode shift) and prioritize resources to those modes in Capital Improvement Plan. The goal would need to be a 3% mode shift in FY2013- FY 2014, 4% in FY 2015- FY 2016 and 4% in FY 2017- FY 2018. Transit is the most capital intensive and bicycle is the least to shift modes, with market-based road and parking pricing being the most effective. This strategy will investigate all options and their results if implemented, including shifts during the peak hour and innovations like the implementation of congestion pricing in conjunction with improving and increasing transit service.	1, 2, 3
2.3	10	Develop and implement a streamlined, uniform inter-agency transfer discount policy for all connecting regional transit service customers	Creating a regional transit fare policy will make transit more convenient for our customers to come to the city on transit and use transit/bike/walk while in San Francisco. MTC led a regional fare planning process approximately four years ago. A report was produced but they were unable to obtain regional transit agency buy-in. This action will focus on fare policy within the SFMTA control and would create a model for inter-agency fare policy across the region in the longer term. TWO YEAR MEASURABLE OUTCOME: Consistent, streamlined and rational inter-agency fare discount would be implemented on Clipper® for customers transferring to Muni from any connecting regional transit service.	2, 3
2.3	2	Develop and implement comprehensive Transportation Demand Management (TDM) strategy	Develop TDM action strategy that identifies priority policies, programs, and practices to reduce private vehicle trips in San Francisco, with a target of achieving at least 1% mode shift away from private auto annually.	1, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.1	10	Develop and implement customer focused program for mezzanine-level customer service interactions with the Muni station agents	Informed Station Agents will improve customer service. Central Control will be able to include station agents in email distribution. The subway map will help display delays in the subway. The bigger monitor will also allow to display surface service for a providing additional information. With proper training, Agents can control the monitors in order for them to get the information that they need. Cost includes computer/network equipment (15 booths).	2
3.2	6	Develop and implement local business/workforce opportunities in conjunction with our projects and programs		2, 3
2.2	2	Develop and Implement measures to improve reliability and reduce transit travel times	Measures to improve reliability and reduce transit travel time include the TEP (completing environmental clearance and readying projects for implementation) transit signal priority, all-door boarding, travel time reduction proposals and enforcing traffic laws.	1, 2, 3
3.4	6	Develop and implement needs assessment of consolidating agency maintenance support shops internally and with other City departments	Consolidation opportunities may exist with internal support shops and with other City departments. The Real Estate Vision will outline consolidation opportunities; merging organizational cultures of the support shops will be a challenge. Complete this analysis.	1
2.4	3	Develop and implement parking policies to improve access for the disabled and reduce placard abuse	Disabled placard abuse is a long standing issue in San Francisco that degrades access for the disabled while causing other broader parking-related transportation and access issues. The SFMTA will work with community stakeholders to develop a solution, which may require a change in state law.	1, 2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.2	3	Develop and implement policies for private shuttle loading/unloading to increase mode share	Private shuttle sector is growing rapidly and SF's policy framework has not caught up to accommodate them. These shuttles provide valuable transportation services, but can also create conflicts with other users when there are no established loading/unloading zones, and are difficult to communicate with when many shuttles lack identification. Shuttle providers would like clear and consistent approach to enforcement and reliable loading locations. This action would first develop and pilot policies, and then implement revised policies based on lessons learned from the pilot phase.	1, 2, 3
2.4	6a	Develop and implement policy for management of SFMTA-administered on-street parking.	The SFMTA needs clear and specific policies that articulate how we manage on-street parking to help us achieve our goals. Our parking management policies should be consistent with City and SFMTA goals for transportation. This policy proposal is likely to address how parking is priced, what rate types are allowed. It will recommend actions for the SFMTA Board to consider to direct SFMTA staff to implement.	1, 2
2.4	7	Develop and implement policy to improve commercial and passenger loading zone management	Commercial and passenger loading is a ubiquitous concern in dynamic commercial areas, and SFMTA could manage this more intelligently. This project would implement a pilot test of improved approaches of facilitating loading/unloading. The intent is to facilitate loading/unloading and thereby reduce double parking and improve transit reliability. This will lead towards adoption and implementation of a final policy proposal based on the pilot evaluation and additional outreach.	1, 2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.5	7	Develop and implement process to provide transparent budget development and financial reporting	"With real-time budget information regarding expenditure and revenue collections activity, all managers will be able to better adhere to their budgets. We need to be able to hold the division accountable and to do so they need transparent and understandable data. Also, It is important to share information of how the budget is developed, funding sources and key issues and opportunities with staff input along the way to effectively embrace the budget and identify potential new alignment and efficiency opportunities. Budget policy decisions are at DOT and Division Director's level and disseminated to appropriate staff levels. Finance to conduct budget "brown bag" sessions with budget liaisons to gain understanding of budget structure, components, terminologies . Input on session focus will be solicited."	1
2.4	2	Develop and implement proposal for expanding where and when SFMTA manages parking	SFMTA should evaluate where and when it would be appropriate to expand where it uses meters, time limits, and RPP to manage parking in the City. This could include metering on Sundays, into the evenings, and expanding parking management to additional blocks and areas of the City.	1, 2
2.4	10	Develop and implement strategies to improve parking enforcement and compliance rates	Parking policies and rules are much more effective when a high percentage of people comply with them. Using carefully evaluated tests of different strategies, SFMTA will test and roll out more broadly improved enforcement deployment strategies and technologies to improve enforcement efficiencies and compliance rates.	1

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.3	14.1	Develop and implement vehicle sharing strategy	There are models of carsharing, ridesharing, vanpool, bicycle, electric bicycle and electric scooter sharing that are popping up in SF and it is important to have an overall strategy on how to incorporate them into the overall transportation system, including their parking. SFMTA will conduct data collection on vehicle sharing usage and the possible expansion of the program to include electric cars, scooters, bicycles, etc. Building on the results of SFMTA's initial car sharing pilot tests, SFMTA will develop and implement clear and predictable rules for allocating parking spaces for car sharing pods in on-street spaces and implement system for vehicle share companies to request dedicated spaces.	2
2.3	4	Develop and pilot a speed reduction program for signalized corridors	By spring of 2013, formalize options for reduction of speeds on signalized corridors. Prioritize list of corridors and choose two corridors for which to perform outreach, develop speed reduction plans, complete preliminary designs, and get formal approvals. By spring of 2014, implement changes in field and complete evaluation.	1, 2, 3
3.3	3	Develop clear decision making process to improve project delivery	To ensure efficient capital project delivery, decision points need to be documented and locked in at each phase. This will minimize scope changes and re-design that has led to increased cost and schedule delays.	1
3.2	5	Develop co-branding and merchandising opportunities with SF businesses to increase mode share and revenues	Many new businesses in the city have innovative multi-modal business plans. SFMTA can capitalize on the cross-promotional, co-branding opportunities and include a merchandising platform that would result in better recognition of our services and revenue for the agency.	2
1.1	2	Develop District Station Monthly Muni plans with SFMTA to address crime trends in their districts	The San Francisco Police Department District Stations will continue to provide monthly enforcement plans to address crime trends in their districts. These plans are based on real time comp stat crime data, and will be provided to SFMTA Management and staff for entry into the dashboard, in order to measure crime reduction measures	2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.1	5	Develop efficiencies in conjunction with the Environmental Management System (EMS) to further reduce Agency energy use, waste, water, and operating costs	Just as the Environmental Management System (EMS) can improve workplace safety, it also has a direct benefit to reduce water, waste and energy consumption by monitoring and evaluating operating procedures. The waste recycling effort alone can save the Agency \$250,000 annually through better efficiencies.	1
2.1	12	Develop hiring/selection process for frontline employees that is aligned with selecting candidates who will excel in customer service and retrain existing staff on customer communications.	Identify a customer service training program for specific front-line employees; develop a company wide training plan . Identify and incorporated a customer service assessment test/program to be used in the selection process of specific front-line positions.	1, 2, 3
3.5	1	Develop operating needs of each function based on output and aligned to Strategic Plan.	The operating budget should reflect the priorities of the Agency as defined in the Strategic Plan. Ensure that outputs and service delivery can be provided within division operating budgets and available capital resources. FIT to prepare monthly reports to Divisions so that they can monitor spending to ensure that expenditures are within budgeted levels and scale project budgets so that they match current financial resources.	1
1.3	4	Develop process to incorporate safety into culture and daily processes to improve safety	Continue on-going safety process that positively reinforces good behavior and focuses on safety to reduce accidents and costs. On-going ride checks on transit fleet. Ensure all staff review safety information via intranet linked with performance review.	1, 2, 3
3.3	7	Develop project management processes to track and keep on track the scope, schedule, and budget of all capital projects.	Implement new business processes and re-engineer current business process to better manage the scope, schedule, and budget of Agency projects. This action includes assessing the needs of Transit and Sustainable Streets and integrating their requirements into the new Capital Project Controls System (CPCS). Train staff in the utilization of tools within the CPCS that allow the Agency to effectively deliver projects.	1
1.1	7	Develop protocol to follow up investigations re: Muni and parking garage crime	SFPD to conduct follow up investigations related to crime	2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.3	8	Develop robust project work plans that include detailed activities and resource-loaded schedules by phase	Establish comprehensive project work plans for key active projects that are reviewed and updated monthly. On a quarterly basis, evaluate resource planning at a program level and modify project work plans as needed.	1
1.1	5	Develop system for public to provide real time reporting of graffiti to SFPD/SFMTA	Improve graffiti reporting to SFPD assigned to SFMTA	2, 3
2.2	11	Develop system of accountability for supervisors, controllers, Central Control, maintenance, etc.	Track performance metrics and hold staff accountable for service performance; If significant buildout efforts are involved, FIT may need additional support.	1, 2, 3
3.4	14	Develop the Continuity of Operations Plan (COOP)	[Revised]Develop an approved Continuity of Operations Plan (COOP) by 12/31/2012 for SFMTA to carry on its essential functions after a major natural or man-made disaster.	2
2.1	14	Develop tourism-focused transportation demand strategy	Work with SF Travel in support of the 34th America's Cup events of 2012 and 2013, and as a long term legacy, to identify key needs and audiences; partner on materials (maps, signage, etc.) to promote transit, walking, bicycling for tourists; work with tourism industry and MTC to pilot and market Clipper Card for tourists; establish regional public-private working group (including other transit agencies and travel industry parties) on transit and tourism for joint initiatives (could include program to integrate Clipper into convention and hotel packages, work with cruise terminal users on maps, Clipper, etc.)	1, 2, 3
2.1	17	Develop training module for current drivers to continually improve safety and customer service, including retraining on issues that involve frequent complaints or safety issues	1. Develop written curriculum and A/V materials for retraining 2. Implement re-training schedule in coordination with permit renewal that begins 08/20123. Make recommendations regarding the potential acquisition of off-the-shelf training modules 4. Deliver ongoing re-training	2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
1.3	17	Develop written safety-related curriculum for SFMTA training of new drivers; monitor private taxi school curricula and develop Code amendments specifying regulatory standards for driver safety training for private schools to be presented to SFMTA Board.	1. Monitor existing private taxi school curricula and report on existing materials 2. Propose Transportation Code amendments requiring minimum private school training standards 3. Develop and implement written SFMTA safety training for taxi drivers.	2
4.1	1	DOT Team to identify and agree on a change leadership model and new business processes to implement	In order for this massive change initiative to be successful it must start from the top down. Each DOT Team member must fully support the new business processes which includes using them at the DOT Team, interdivision and intra-division levels. Suggested model is by John Kotter. Our iceberg is melting is the suggested reading reference. New business models include a) consensus problem solving b) superior achievement through recognition and redirection c) planning and leading effective meetings d) effective delegating e) continual learning f) labor relations training	2
3.4	10	Effectively budget overtime	Make sure overtime is budgeted and managed to the expected and acceptable levels. FIT to provide monthly status reports to divisions in order for division leaders to active manage and mitigate overtime.	1, 2, 3
4.4	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.	1
2.2	13	Enforce leave paperwork deadlines	Automate the identification of Operators that don't report to work by linking Trapeze work/absence history to HRDB leaves. We can we parallel the WC/ADA/Leave process so that decision is made ahead of time rather than waiting for each side to review.	1, 2
2.1	11	Enhance NextBus Software	Enhancement that will allow tracking of short turns (last minute service recovery orders) and that will allow for centralized record keeping.	1, 2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
4.1	16	Ensure all Agency Standard Operating Procedures (SOPs) are posted on InsideSFMTA intranet portal in a central repository.	Each Division will create a master list of their current and planned procedures and document each procedure. TAP staff will ensure the procedures are stored and displayed on InsideSFMTA in a logical manner. Process owners / stakeholders will identify opportunities to streamline procedures where appropriate. TAP staff could help facilitate process analysis and process mapping. Additional work on business process improvements could be accomplished through the restoration of a 1823/1824 vacancy as previously mentioned.	2
1.3	1	Ensure all operating staff safety training is completed on schedule.	Review annual re-certification/refresher training for staff and trainers every six months. Keep SFMTA current with latest safety requirements. Incorporate updates in regular staff meetings and new intranet.	1, 2
1.3	5	Ensure Training staff have met the latest qualifications and certifications Ensure necessary staff receive up to date training materials that meet new regulatory requirements	Retrain and qualify training staff.	1
1.3	5	Ensure Training staff have met the latest qualifications and certifications Ensure necessary staff receive up to date training materials that meet new regulatory requirements	Retrain and qualify training staff.	2
3.3	14	Establish capital program for replacement of small (low-cost) equipment	Identify needs by surveying all divisions current equipment (computers & furniture) for usability. Determine type and quantity of equipment needed and determine cost. Seek funding for equipment and purchase needed items.	1, 2, 3
2.2	16	Establish operator restroom locations for each route	Restrooms located at terminal locations will improve on-time performance by reducing on-route delays. Complete assessment and identify access opportunities for locate restrooms.	1, 2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.3	6	Establish pre-Conceptual phase to fund project estimating team.	Initiate and fund a pre-Conceptual phase for projects requiring the development of a refined scope, schedule, and budget. Begin this new process with multiple upcoming Transit Fixed Guideway projects and track performance, including CPI and SPI, for the duration of their project life cycles. CPI = Cost Performance IndexSPI = Schedule Performance Index	1
3.4	1	Evaluate and implement schedule deployment efficiencies	Accelerate part-time operator deployment to improve schedule efficienciesEfficiency is measured in a ratio. Our current ratio is 1.19, meaning we pay about 19% above what an operator is paid besides driving. Our goal is to bring that ratio down to 1.15.	1, 2, 3
3.4	13	Evaluate and Prioritize Technology Infrastructure upgrades	"By upgrading our infrastructure we provide the resources needed for our employees to provide management with the proper reports financial & statistical information that will assist in determining how service delivery is being impacted and meeting targets. This is an ongoing effort to improve our underlying infrastructure."	1
2.4	1	Evaluate the SFpark pilot projects and develop proposal for SFpark-related parking management at all SFMTA-administered paid parking	Rigorously evaluate how well the SFpark pilot projects delivered the benefits expected, and use lessons learned from the pilots to develop proposal for improving the approach and expanding it to all on- and off-street metered parking as well as all SFMTA-administered parking garages.	2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.1	2	Expand and refocus messaging to include all modes of the Agency's 50/50 mode split by goal by 2018	Launch campaign to introduce new branding and clearly define the "excellent transportation choices" offered and partnered by the SFMTA. Follow up with: mode-specific growth campaigns and leverage media and partnerships that reach both the broad market and specific market segments; an expansion of existing urban cycling workshop programs; developing partnerships with businesses to encourage customers to use non-private auto modes to access businesses; providing preloaded Clipper Cards and maps and travel information on non-auto modes for visitors as part of hotel and air-travel reservations; and increasing Bike/Walk to Work/Shopping/School Day Promotions. This program will also include an SFPD coordination component to use up-to-the-minute data in identifying areas in need of additional enforcement and education measures.	2, 3
2.4	11	Expand parking data collection and analysis to better integrate in agency-wide data systems	This tool is the foundation for the operation of SFpark parking pricing and real-time information, transportation-related analysis, evaluation of parking management initiatives, asset management and tracking, predictive analysis, business process improvements, as well as operational alerts for performance and contract management. It has been designed, and provisioned (in terms of hardware and software tools) to be a platform for broader SFMTA transportation-related reporting and analytical needs.	1, 2
2.1	7	Expand SFMTA visibility in industry journals and the media.	Capitalize on Agency Centennial and major capital projects to proactively broaden coverage by local, national and international media as well as in professional journals and trade press.	2
2.2	6	Expedite technology improvements that will positively affect on-time performance	LMC, in-bus driver displays, prominently displayed synchronized clocks at terminal locations and divisions, upgrade inductive loop cable, radio system, signage, NextBus	1, 2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.2	3	Facilitate the movement of transit vehicles with consistent enforcement of transit-only lanes and traffic laws through the use of vehicle cameras. The new system will also allow live-time recording of incidents.	Work with Enforcement and all SFMTA frontline staff to ensure that transit lanes and laws affecting transit are enforced to maximize service speed and efficiency. This includes the deployment of PCOs, supervisors and additional frontline staff and infrastructure upgrades like forward-facing cameras on buses. Ensure data collection and program management support for future efforts.	1, 2, 3
2.3	14.2	Formalize current vehicle sharing policies for off-street parking facilities.	SFMTA/OSP has supported and promoted car share organizations by providing prime spaces within parking garages and lots for use as car share pods. This effort will formalize the policies for assigning and managing spaces at SFMTA administered garages and lots.	2
1.3	10	Identify and implement key safety capital actions from up-coming Pedestrian Strategy specific to SFMTA	Implementing any specific key actions from the Pedestrian Safety Strategy currently in development, as well as developing specific actions for high risk locations, will reduce collisions and improve safety.	1, 2
1.3	11	Identify and implement remaining safety capital actions from Bicycle Plan and collisions analysis specific to SFMTA	The Bicycle Plan outlines key safety measures. Implement these remaining capital actions. There are also specific hot spots from recent collisions analysis that, if targeted, will reduce collisions and improve safety.	1, 2
3.4	2	Identify incremental opportunities to shift resources from underutilized routes to overcrowded routes and increase schedule efficiency	Review services by time of year (holiday, non-school, etc), day type (weekday, Saturday, Sunday), and service type (radial, crosstown, express, etc) to determine if service modifications can be made to improve service and modify service with minimal negative impacts to customers. While we're not in a position to increase service levels, we need to pro-actively manage current resources and redistribute to provide a better service.	1, 2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.2	17	Identify long term transit expansion needs to meet growing demand and approved development	Improving efficiency of the transit system will allow for more effective service delivery. These changes alone will not be able to meet the latent and growing demand for transit services. Strategic expansion of transit will require new rights of way, vehicles and facilities and funding capacity to meet the city's needs. This includes: identification of needs, development of near term project scopes, schedules and costs. Progress on the implementation of near and long term funding strategies such as TEP general obligation bond, Transit Sustainability Fee, etc.	1, 2, 3
2.2	4	Identify opportunities to prioritize transit during regular and special events	Ensure that engineering and planning staff in the Sustainable Streets Division know the Transit First Policy and incorporate its principles to improve transit performance in designs	1, 2, 3
4.1	11	Implement Change Leadership and Leadership training for all supervisors	All supervisors will attend initial change leadership training which will include why we must transition from where we are to an engaged work atmosphere. All supervisors will attend leadership training. The training will present our new business practices that will afford us a strategic advantage. New business models include a) consensus problem solving b) superior achievement through recognition and redirection c) planning and leading effective meetings d) effective delegating e) continual learning f) labor relations training	1, 2
3.3	4	Implement cost benefit analysis prior to agency committing to project phase	Establish a new agency wide standard operating procedure operated via the SFMTA TCC to complete cost benefit analysis prior to funding and construction, complete assessment of impacts on the agency and community, look at the return on investment and budget pre-development planning efforts and ongoing evaluation/ monitoring of the project.	1

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
1.1	8	Implement expanded educational campaign re: theft on Muni.-Develop new onboard safety announcements every quarter re pickpocketing, crimes, etc. Launch multi-modal Safety Outreach Program and survey customers.	Develop and maintain a holistic, ongoing messaging campaign on safety, security and enforcement issues across all modes to keep them top-of-mind with internal and external audiences. Incorporate new topics in the campaign as they emerge. Survey target audiences to determine awareness and review relevant data to gauge trends in specific crimes, accidents, security issues and campaign effectiveness.	2, 3
3.4	3	Implement negotiated provisions of all labor contracts	Ensure that SFMTA Operations are provided the tools needed to enforce the work rule provisions and utilize the scheduling flexibility of the labor contract resulting from the voter-approved Proposition G.	1, 2
4.1	10	Implement new employee orientation program and onboarding program	Create and implement and new employee orientation (NEO) program.	1, 2
4.1	9	Implement new Performance plan model and ensure all staff have performance plans	Create a new performance planning model that more easily and effectively identifies employee expectations and allows for two way feedback. Performance plan will be required for all staff in their service anniversary month rather than each fiscal year cycle (optional).	1, 2
3.5	2	Implement recommendations from Budget Balancing Panel	1. Implement recommendations included in the Final Report from the 2012 Budget Balancing Panel 2. 3. 4. 5.	1
4.1	19	Implement survey instruments to develop baseline and monitor progress	The objectives in this Goal require frequent surveying of staff to determine how the actions are achieving the objectives. Outreach methods including surveys, forums, focus groups etc. will need to reach out to all division staff.	2
3.1	2	Implement the Climate Action Strategy's key recommendations for SFMTA and City	The Climate Action Strategy (CAS) identified key actions over the next two years that were mainly policies for the SFMTA including city code amendments, changes to parking policies, electric vehicle infrastructure upgrades, TDM programs, congestion pricing policy and revenue generation schemes.	1

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
4.1	6	Implement the posting of monthly scorecard no later than the 6th workday of the following month	Implement the posting of monthly scorecard no later than the 6th workday of the following month** - On occasion, there may be some additional lag time based on data availability, the depth of data analysis, staffing availability, etc.	1
3.4	24	Implement transit productivity as outlined in MTC's final recommendations for the regional Transit Sustainability Project (TSP)	MTC's goal is to decrease regional operating expenses in order to address the projected 25 year operating shortfall for the region. Agencies will be directed to make productivity improvements to help close the projected regional budget deficit.	1, 2, 3
2.2	15	Improve dynamic supervision and service management, including a fully operational line management center	Having dynamic supervision using Nextbus technology or tablet computers helps to troubleshoot in real time to keep the transit system. Improve dynamic supervision and service management, including a fully operational line management center.	1, 2
3.1	6	Improve energy efficiency of SFMTA facilities	Review benefits of replacing all Agency lights with higher-efficiency bulbs, especially in the Muni Metro stations and facilities. The SFPUC is about to release an RFP to replace all lights with LED. This could result in up to 50% savings and electricity use. Replacements made on a ongoing basis using existing replacement schedule.	1
4.4	7	Improve internal communications to support external partnerships	Train staff on how to represent the SFMTA with stakeholders and external orgs and public; Be professional in tone, proactively provide information and be clear on ownership and response process.	2, 3
4.4	11	Improve relationship, communications and cooperation with Unions	Work more closely with labor unions and foster a relationship of open communications and cooperation.	1, 2
3.5	4	Improve the grant application, administration and billing processes	SFMTA must capitalize on grant and other capital funding and ensure our proposals are competitive based on clearly detailed and vetted project scopes, schedules, budget and project benefits. Once funds are awarded, SFMTA must ensure that project delivery is aligned to the dates and budget in the funding agreement. SFMTA must bill timely and meet progress reporting, timely use of funds, and other funding requirements.	1

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.2	8	In support of focusing agency investments on state of good repair projects, develop project scope and cost estimates for infrastructure system improvements and upgrades and fleet replacement/rehabilitation combination of 1.2 #9 and 3.4 #9	Developing project scope and cost estimates in advance will allow the SFMTA to be prepared for any future grant opportunities to fund necessary projects across all departments. For example: trolley coach replacement, diesel coach replacement, LRV rehabilitation, LRV wreck repair, bus leasing, PCC rehabilitation, ATCS rehabilitation, rail and signal replacement and upgrades. This will ensure employee safety and lead to lower maintenance costs for the agency.	1, 2, 3
3.4	4	Increase frequency of hiring for critical frontline positions	Increase frequency of hiring by reducing the time it takes to hire service critical positions, especially bus and rail operators and maintenance positions. Integrate training to reduce placement time.	1, 2, 3
4.4	10	Increase operating and capital revenue capture from development projects	1. TIDF – on-going review for collections of TIDF owed but not collected (past years)2. TSF - collection, audit Planning and DBI collection efforts3. Identify SFMTA sites for TOD development opportunities 4. Work with Mayor's Office on RFPs for developers5. Identify grant funding for TOD opportunities	1
3.5	12	Increase revenue and citation collection rate	More than half of fare evasion citations are not collected due to false information given at the time of ticketing. Creating a partnership with the SFPD will help citation collections rate and improve fare compliance. Develop, implement and evaluate strategies to improve collection rate on transit violations by increasing the accuracy of contact information obtained and implementing additional special collection measures.	1, 2
3.5	13	Increase the availability of off-board fare payment options to ensure revenues collected reflect ridership or fares paid	Identify opportunities and cost-effectiveness of various cashless fare collection strategies including increased utilization of Clipper, installation of ticket vending machines, and other forms of cashless payment options. Issue report with recommendations for cashless fare collection strategies and implementation plan.	1, 2
1.2	1	Increase visibility of security at all SFMTA facilities and monitor in real-time security camera network.	Maintain contract with Cypress Security for SFMTA facilities and expand to include real-time camera monitoring and provide contact information for staff.	1, 2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
4.4	4	Increase visibility of the SFMTA at public events.	Continue and expand upon profiling high priority SFMTA programs, projects and events (TEP, Central Subway, Sunday Streets, BRT, Centennial, tourism and commerce role) at major events to expand awareness, build and highlight partnerships and position the Agency as the city's mobility managers/operators. Leverage opportunities to conduct surveys and solicit input on issues, program and projects.	2, 3
3.3	9	Initiate mandatory milestone review meetings for timely and complete review of submitted materials by other divisions	Milestone review meetings for projects have been taken place during both the CER and Detailed Design Phases. It is important to have the clients' representatives participation in project review and in decision making at every milestones. To promote ownership, client's representatives should be assigned as part of the project team by their senior managers. Standardized meeting sign in forms and review comment resolution forms can be used to track participation level, and web based CPCS may be utilized for real time tracking so that upper management can monitored progress on a timely basis. Implementation of the plan can start per schedule on 7/2012. Evaluation and finalization of the plan will take another year.	1
2.1	13	Install improved electronic signage and customer information outside of the subway stations	Develop signage at subway entrances to inform public when subway service is down. Establish regular, alternative routes so passengers know exactly where to go when subway service is down.	2, 3
1.2	5	Institute an annual safety training requirement for staff and supervisors to improve workplace safety	As part of creating a culture of safety within the SFMTA, SFMTA staff to attend training on the updated SOPs (from Action #4 above) and all supervisors attend a mandatory up-to-8-hour Supervisor Safety Training class (shorter for senior managers/workplace type) held ongoing basis once a month. This action will be implemented in conjunction with the operational safety training stipulated in Action #16 of Objective 1.3, and timing and training materials should be coordinated to avoid redundancies.	1, 2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.1	8	Integrate the Ambassador Program into the Agency's culture by including in job postings and individual employee performance plans.	Incorporate employee participation in the Ambassador Program by making participation a requirement in the annual performance plans. Incorporate the Ambassador Program as part of all job postings similar to DSW section. Both programs added to intranet.	2
3.4	12	Maintain Hearings metric	Continue to serve 82 percent of hearing customers within 10 minutes. Train staff and monitor performance as the section absorbs SFPD tow and Safe Path of Travel hearings. Analyze monitoring results to drive continuous improvement and to maintain a reality of equity and efficiency.	1, 2
2.2	7	Maintain vehicles, equipment, and facilities in a state of good repair	Perform preventative maintenance as scheduled, rehabilitate and replace revenue and non-revenue vehicles (transit, SSD field ops, Parking Control etc.), equipment, and facilities on schedule; capitalize maintenance whenever possible and allocate resources to maintain vehicles at the time of procurement. Examples included trolley and diesel fleet replacement and rehabilitation, LRV rehabilitation, LRV wreck repair, PCC rehabilitation, bus leasing, ATCS rehabilitation and loop replacement, rail and signal rehabilitation and replacement.	1, 2, 3
2.1	16	Modify on-vehicle stroller policy	Revise the current SFMTA on-vehicle stroller policy to allow children to stay in strollers/carriers while on-board and specify preferential seating in the front of the bus for families and expectant mothers as well as seniors and disabled passengers. Also change the on-board announcements and advertise this change through media outreach. Long term, assess possibility of modifying vehicle specifications in the next vehicle procurement to incorporate more room at the front part of the bus for expecting/parents and their small children and methods to secure strollers in the disabled area. This will allow more families to choose to ride transit and create future riders.	2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.3	11	Prioritize and assign Communications staff to all SFMTA projects to oversee outreach.	Augment Communications staff structure so that time is assigned to work with all SFMTA project managers (transit, bicycles, pedestrians, taxi, parking, etc.) on the outreach needs of those projects.	1, 2, 3
1.1	14	Prioritize enforcement of operator assaults	Operator Assaults to be assigned to MTF, which will allow us to investigate and Present to DA when Arrest is made	1, 2
4.1	7	Proactively communicate with front line staff	Create a system to communicate easily to all staff that don't have Agency email including regular executive and senior management site visits and two-way communications forums	2
1.1	6	Procure and install cameras on historic streetcars (F-Line)	Installation of cameras will provide better incident management and discourage criminal activity	2, 3
3.1	8	Procure low-carbon or electric shop and service trucks	The SFMTA revenue fleet is already as green as it can be without significant investment in emerging technologies. Low-carbon, B20+ or electric vehicles can be phased-into the non-revenue fleet using the allocated replacement funding.	1
2.2	9	Procure low-floor buses to reduce dwell time	As part of next bus vehicle procurement for our rubber tire fleet, focus needs to be on low-floor, more open interiors to reduce dwell time and improve performance. Complete Specifications and procurement to begin delivery in late 2013.	2, 3
3.5	11	Reduce claims and workers compensation by 5% each year	Improve safety for customers and employees, which will help reduce claims and Workers Compensation costs. In addition to the current programs managed by Safety, expanded efforts including performing a Risk Review of the MTA will contribute to the effectiveness of current safety efforts. The Risk Review will also include a review of the Workers' Compensation Program, and there may be enhancements in this area as well.	1, 2, 3

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.1	9	Reduce SFMTA non-revenue passenger car fleet and increase access to bicycle and carshare fleets	Hybrid and natural gas vehicles have already been phased into the SFMTA non-revenue passenger car fleet. An assessment of the number of cars needed by staff and options to reduce this number (use of bicycles and possible contracting with carshare) should be investigated and implemented. Reduce the Number of Passenger Vehicles and Light Duty Trucks in municipal fleets by 5% per year through 2015, as well as remove from service all vehicles that are 12+ years old by the year 2014.	1, 3
1.1	13	Reduce transfer theft	Invest in new system that will automatically generate a time stamped, unique transfer for each passenger paying a cash fare	1, 2
2.4	13	Replace all meters citywide and integrate with SFpark data warehouse infrastructure	The majority of SFMTA's parking meters are antiquated and do not support SFpark. These meters are overdue for replacement, and this will enable the SFMTA to do SFpark citywide to achieve broad benefits. SFMTA is in the RFP process for their replacement and will ensure that they are more tightly integrated with SFMTA/SFpark data and parking management systems in order to facilitate operation and reduce costs.	1, 2
1.3	8	Research vehicle simulation tools for training and procure product to train staff.	Conducting research and analysis to assess whether to conduct a formal solicitation process or to seek a sole source waiver for vendor FAAC Incorporated, for the purchase of two training simulators.	1, 2
3.4	17	Review and reform hiring/requisition process.	- Increase transparency and efficiency in all phases of the hiring processes through leveraging existing technology, developing metrics and other measurables thus incorporating BI in all aspects decision making.- Formalize and document business processes	1
3.4	18	Review and reform purchasing process	Review current procedures, identify potential areas within procedures to streamline the process, revise procedures and seek governing body approvals. Implement new process.	1
1.2	4	Review and update the Agency's Industrial Safety SOPs for safety in the workplace.	A comprehensive review of clarity, accuracy and safe work practices used of all SFMTA Industrial Safety SOPs .	1, 2
3.5	9	Review budget & service levels quarterly with all SFMTA departments	Establish format and process for manager-level budget management, tracking, and accountability.	1

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.2	14	Review policy of stopping transit vehicle for drug testing whenever falls on board occur	Review policy to ensure proper compliance and ensure that routes may resume operation as soon as possible. Regarding falls on board, review how we measure them, how the Agency treats them, what are the claims, lost time and overtime costs to the Agency, where can we improve, etc. Then identify best practices to reduce and better respond to them and implement changes where needed.	1, 2
3.3	13	Review project portfolio and propose corrective action(s) for projects exceeding baseline budget and schedule	Evaluate project trends and identify areas of concern. Develop recovery plans that minimize schedule and budget overages.	1
3.5	5	Review work orders to assess whether reductions are possible	Seek ways to perform certain tasks in-house if less expensive or possibly look into some work orders to determine if they benefit the entire city and not exclusive to SFMTA, the possibility of having the City assume these costs.	1
2.4	6b	Review, modify and implement policy for management of SFMTA administered garages and lots.	SFMTA/OSP will review current policies and procedures for the management of SFMTA off-street garages and lots. This process will formalize recommendations to modify or augment current SFMTA policies and procedures which will properly align them with City and SFMTA transportation goals.	1, 2
4.1	13	Revise and implement new staff recognition program	Create a comprehensive employee recognition program that includes collaborative efforts and other measures towards the merit based program.	2
3.5	3	Secure Funding to Increase State of Good Repair budget to at least \$250 million annually	The capital budget must allocate funding to support at the minimum \$250 million annually for state of good repair. Eventually this should be attributed to only new funding and not reliant on carry forward funding.	1, 2
1.1	12	Secure subway elevators	Current platform elevators in subway allow passengers to bypass fare payment. Invest in new capital which will prevent fare evasion through elevator use.	1, 2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
3.4	23.1	Strengthen and formalize scheduled preventative maintenance throughout SSD's Sign and Paint Shop operations	The recent Controller's Office management audit of Sustainable Streets highlighted the need to schedule preventive maintenance throughout our Sign and Paint Shop operations. In order to meet the recommendations made by the auditors, additional field and engineering staff, materials and supplies, and database tracking systems will be required. The Controller's Office's audit recommendations were intended to bring the agency in line with best practices nation-wide, and to ensure that the Division is enabled to remain in compliance with MUTCD regulations and guidelines for signage reflectivity. As well, our traffic marking program's preventive maintenance element needs to be formalized, not just relying mainly on synergy with DPW's repaving program for opportunities to re-mark traffic lines. Without an increase in staffing, materials and equipment, we will fail to meet the audit team recommendation and will risk both our compliance and the city's state of good repair for Traffic Signs, and Striping.	1
3.4	23.2	Strengthen and formalize scheduled preventative maintenance in SSD Signal Shop operations	Begin in year 2012 to perform and track preventative (proactive) maintenance at each of the City's approximately 1,200 signalized intersections. For year 2012 perform preventative maintenance at 100 intersections. For year 2013 perform preventative maintenance at 500 intersections (two-year preventative maintenance cycle).	1
2.2	10	Update communications systems in subway stations so that transit supervisors are part of the communications network	Communications coverage in the subway stations is limited or does not exist. Installing Wi-Fi and cell service will improve agency communications and passenger communications.	2, 3
2.4	12	Upgrade SFMTA's SFPM parking meter management system and integrate with SFpark data management system	The SFMTA's SFPM meter management system needs to be updated and more tightly integrated with SFpark data management systems in order to improve meter operations, data granularity for reporting, facilitate payment technologies and integration with parking infrastructure and service providers.	1, 2

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Obj #	Act #	Action	Action Description	TSP Goal Achieved
2.1	1	Utilize social media tools (Facebook, Twitter, YouTube, Blogging) to communicate SFMTA news and information to our customers	Overall, all SFMTA outreach should be lighter, more engaging and more fun for our customers. Leverage social media to strengthen outreach to and facilitate feedback from users of the transportation system, their elected officials, the business community and community groups on Agency news and information including services, milestones, major issues, competitions etc. Develop SFMTA YouTube channel, Facebook site, Twitter feed & Blog for all modes to post. Identify Modal Leads to post info and updates and cross post at least 3 times a week. Provide forum for two-way feedback.	2
1.3	3	Utilize technology for data collisions reporting and analysis; expand in-depth analysis for pedestrian/bike crashes	The SFPD Traffic detail would be more effective if they had digital handheld devices to track and report on traffic, pedestrian, bicycle, and transit related injuries. These handheld devices would significantly shorten the reporting time of these incidents, allowing SFMTA staff to make data-driven safety improvements regarding SFMTA protocol, equipment, infrastructure changes, etc.	1

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership

Proposed SFMTA Transit Sustainability Project (TSP) Strategic Plan

Metropolitan Transportation Commission (MTC) TSP Goals: 1. Improve Financial Condition, 2. Increase Service for Customers, 3. Increase Ridership