

# 2022 Board Workshop

*Focus Area Breakouts – summaries and discussion questions*

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## Workplace Culture and Operations

### **Employee Survey** (Presenter: Viktoriya Wise)

Last fall the SFMTA administered our annual employee survey. This session will give a very high-level overview of the results and key insights from that survey. The session will focus on a specific proposal to increased and create more targeted internal communications and associated budget needs. The session is also intended to explore other ideas for how to better connect with our workforce. This is one of the areas identified in the survey that needs improvement.

- Do you have suggestions for other strategies to better connect with our workforce and explain the decisions that are made?
- Would an MTA Board member be willing to attend one of our monthly all staff meetings and talk about the rationale for a decision that was recently made at the board?
- How do we increase employee participation in the future?
- How can we increase employees' confidence in the integrity of SFMTA leaders?

### **Update on the Office of Racial Equity and Belonging (OREB)** (Presenter: Josephine Ayankoya)

This session will give an overview of ongoing work of OREB and detail the specific methods by which the agency will be implementing the Phase One Racial Equity Action Plan (REAP) to improve the agency's discipline and hiring processes. This session will also include updates on the Racial Equity Policy, which will establish equity standards for MTA staff and the MTAB which ensure that racial equity commitments are sustained through intentional action. Focusing on MTAB's scope of work, span of authority, and impact on MTA oversight, this policy establishes foundational guidelines for equity-centered practices in decision-making, prioritization, and evaluation.

- Thinking of MTAB decision-making practices, where and how does prioritization occur?
- Given racial equity will not a one-time, check-the-box requirement, there will always be a need to understand equity impacts. There is also a standing need to use racial equity to drive decisions. How might the Racial Equity Officer and the forthcoming Racial Equity Policy account for the ever evolving need to integrate equity into complex budget, planning and policy decisions?
- Which MTAB forms, meetings or methods are helpful for integrating from standard racial equity analyses steps?
- Which forthcoming policy decisions or projects should we prioritize when launching racial equity-driven decision-making standards to be formalized in the Racial Equity Policy?
- Which measures/metrics do you find most helpful for measuring racial equity?

### **Outreach and Engagement** (Presenters: Deanna Desedas, Lulu Feliciano, Kate McCarthy, Bonnie Jean von Krogh, Jamie Parks)

The agency's work touches every corner of the city, helping hundreds of thousands of people get where they need to go every day. Outreach and engagement make this service delivery possible, ensuring that it meets the needs of San Francisco and upholds our values. This session will outline agency processes and resources needed to keep the public informed

- What is the significance of public outreach and engagement throughout the agency?
- How does public outreach and engagement uphold the agency's values of equity and trust?

- How do we balance project delivery and outreach?
- How do we ensure our outreach is equitable?
- What are our lessons learned from the pandemic? about SFMTA's work and give those affected a voice in the decision-making process.

### **Project Delivery** (Presenters: Jane Wang, Tom Maguire, Jonathan Rewers)

Recent audits have identified specific areas improvement, staffing and resources are necessary to improve project delivery processes. This session will introduce the updated internal processes that are needed to deliver quality capital projects and make use of alternative contracting strategies to be more efficient and effective.

- For the Board members to be responsive in their duties, to what level of understanding do they feel they need for projects or portfolios of projects, what are they receiving now – so we know what gaps we have and need to bridge. (Ex. Are we missing data in reporting that they need – are there levels of change they would prefer to being informed of as opposed to being a gatekeeper of change).
- Two key resources that are not currently in house - Cost Estimator/Scheduler may require change to existing or new classifications to bring the resources in house. Is the Board aware of the need and are they supportive of an effort with DHR and Local 21 to push this issue forward?
- Are there projects or aspects of projects, either SFMTA or otherwise that we should be looking towards to model our change. We would like to improve, and more is expected from us. We would like to know in what direction they would also like us to ahead from their perspective.

## **Streets and Infrastructure**

### **Funding the Vision Zero Strategy** (Presenter: Jamie Parks, Ryan Reeves)

The recent update to the Vision Zero Action Strategy identifies the significant shifts needed to advance Vision Zero and outlines the actions and programs needed to end traffic deaths in San Francisco. This breakout session will discuss the funded and unfunded needs of each core program component that are critical to delivering and sustaining investments in Vision Zero over the next five years.

- Of the unfunded needs, what are your highest priorities to advance?
- Within the funded needs, are there areas you would seek to increase commitments?
- In speed management, what is the Board's feedback on the alternatives to traditional enforcement that are being considered?

### **Digital Curb** (Presenters: Hank Willson, Steph Nelson, Alex Demisch)

The SFMTA currently has detailed digital records of most parking and curb regulations that are updated frequently. Unfortunately, these data sets are often stored separately and do not always readily communicate with each other. As a result, the agency does not always have a single source of truth and must conduct surveys on the streets to be certain of assets, regulations, and conditions on the street. This breakout session will introduce the Digital Curb Program that will bring together all curb assets and regulations to provide the public and staff with a complete and up-to-date picture of every asset and regulation on the curb.

- The Digital Curb provides a foundation for more dynamic curb pricing – what kind of policies/revenue opportunities should we explore?
- What kind of public-facing maps or tools would be most helpful/useful for the public and elected officials?
- How can we get private companies to provide SFMTA important data about how they use the curb?

**Subway Renewal** (Presenters: Julie Kirschbaum, Charles Drane, Emily Stefiuk, Roger Nguyen, Jerad Weiner, Jim Morrill)

The Muni Metro Subway is critical for providing transit access to downtown, San Francisco neighborhoods, iconic attractions and is vital to supporting regional connections for San Francisco commuters, residents and visitors alike. This breakout session on Subway Renewal – the SFMTA’s 10-year plan for investment in the subway to make our system work better, improve reliability, and prepare for increased growth in the region – will focus on program challenges, goals, and delivery principles and the significant amount of resources required for success.

- Does the Board support Subway Renewal as a priority capital program?
- Does the Board agree with the delivery principles? Is anything missing from our approach?
- What is their comfort level with potential construction scenarios? Does the Board support strategically planned subway shutdowns?

*Lifecycle Management:*

- What resources are needed to maintain the infrastructure through its lifecycle? Do we have the funding/personnel necessary to maintain state of good repair?
- How do you consider lifecycle management in your decision-making process? What information would help you better understand the state of good repair of our system?

**Shared Spaces** (Presenter: Monica Munowitch, Mari Hunter, Nick Chapman)

Shared Spaces has been a lifeline to businesses during this challenging time and has proven successful for safely activating the public realm in a community-focused manner. This demonstrated success and the ongoing state of economic recovery will make Shared Spaces a permanent fixture of our public right of way for years to come. This breakout session will discuss how expanding the program and using of effective Curb Management policies can balance diverse transportation needs as we recover from the pandemic.

- Since Shared Spaces are here to stay beyond the State of Emergency, how can we sustain the high density of parklets that positively activate the ROW while balancing competing space needed for various transportation activities?
- How does our Vision Zero, Transit First, and Climate action values that help us prioritize allocation of curb space integrate with parklets as the economy reopens?

## **Transit Operations**

**Service Equity Expansion** (Presenters: Sean Kennedy, Jessica Garcia)

Increasing ridership and improving access and connections for residents and visitors is paramount to helping the city recover and reducing greenhouse gas emissions. This breakout session will outline the planning efforts that will define future transit service, ongoing efforts to improve service performance and infrastructure and the resources needed to equitably deliver future service.

- We plan to work with community and policy stakeholders over the next 6 months to outline service expansion priorities. Should we constrain the work to current resources or plan for increased service investments?
- Are there places the Board would like to see increased service (e.g., school trippers, rapid routes, etc.)?

**Muni Forward 2.0** (Presenters: Sean Kennedy, Michael Rhodes)

To improve reliability and increase transit ridership, SFMTA will continue to plan and implement the Muni Forward program. This breakout session will be an opportunity to discuss how the agency will build on past

successes and initiate a robust 12-month workplan to deliver long-, medium- and near-term capital projects that accompany day-to-day service planning of the system.

- Does the Board agree with the program vision?
- Should we take on greater trade-offs by taking on more complicated projects in order to achieve the program vision? Or focus on less controversial investments?
- Does the Board agree with the priority projects outlined in the handout?
- Does the Board want us to pursue projects like the 3 car N Judah that are going to require more auto tradeoffs than we've had in the past? E.g., closing intersections and removing full blocks of parking?

**Customer Experience Program** (Presenters: Julie Kirshbaum, Brent Jones)

The Muni Customer Experience Program offers an integrated approach to providing consistent, cohesive, and quality digital, audio and visual information to our customers across all stages of their journey, with a focus on the customer experience while traveling on our vehicles, waiting at stops and transferring at terminal and interlined key locations. Additionally, creating a meaningful feedback loop where we are able to take customer feedback, provide timely responses, open two-way dialog and ultimately actionize customer suggestions where applicable. This breakout session will focus on how an investment in the operating budget to improve existing programs and start critical new ones will enhance overall service quality for all our customers.

- Does the Board agree that investing in the customer experience should be a budget priority?
- Are there elements of the customer experience that the Board feels we should prioritize over others?

**Apprenticeship Program** (Presenters: Rashid Herd, Margot Reed, Doug Lee, Julie Kirschbaum)

Connecting SFMTA's trade careers with working San Franciscans is an opportunity to directly invest in the community while filling a key need for the agency. The SFMTA currently participates in the citywide apprentice, fellowship, and summer intern programs that introduce high school attendees, college attendees and recent college graduates to the maintenance trades. This breakout session will outline the opportunities and resources needed to build on our current success and cost-effectively recruit new journey-level workers into several critical job classifications.

- Does the Board agree that expanding our apprentice programs should be a budget priority?
- Should the grants team pursue new apprenticeship-specific funding sources?