SFMTA FY15-16 Strategic Plan Action Items

Goal	Objective #	Objective Name	REF	Action Items
1	1.1	Improve security for transportation system users	A	Refine Transtat database to include comprehensive taxi related crime data and ensure transfer to the Taxis and Accessible Services tacking system
			B	Procure and install cameras on all historic streetcars by 10/16/14
			C	Identify specific times and lines to be monitored for student safety on transit
			D	Create and implement a training course in employee safety and a procedure for reporting incidents to SFPD
			E	Work with SFPD to deploy Police Officers more effectively
			F	Develop a taskforce to improve safety on Muni by encouraging appropriate behavior
			G	Conduct risk and vulnerability assessment study of all SFMTA properties and systems
1	1.2	Improve workplace safety and security	A	Increase visibility of security at all SFMTA facilities and monitor in real-time security camera network
			B	Institute an annual safety training requirement, as well as monthly safety meetings for staff and supervisors to improve workplace safety
			C	Initiate the new Injury and Illness Prevention Program (IIPP)
			D	Develop and implement an SOP, policy and procedures for operating non-revenue vehicles
			E	Review and modify pre-employment physicals to match essential functions of job classifications
			F	Implement and provide training on drug and alcohol policy for all safety sensitive employees
			G	Create and implement a training course in employee safety and a procedure for reporting incidents to SFPD
			H	Implement an employee safety and security hotline
			I	Implement and maintain an agency-wide Wellness Program in coordination with the City's Wellness Program
1	1.3	Improve the safety of the transportation system	A	Implement Phase I of the Intelex transit incident and safety data tracking system
			B	Develop best practices for taxi vehicle inspections
			C	Develop scope of work, purchase and begin implementation of the Training Simulator
			D	Identify and implement key safety capital actions from the Bicycle Plan and Collisions Analysis specific to SFMTA
			E	Evaluate and make recommendations on rail camera training systems
			F	Evaluate and make recommendations to track safety monitoring devices per GO 175
			G	Develop and implement rail field observations program for safety practices and procedures
			H	Collaborate with key staff to review incident data and trend analysis, to provide corrective actions that will reduce or prevent the repeat of
			I	Develop a long-term educational strategy for bike, ped and roadway safety
2	2.1	Improve customer service and communications	A	Develop and implement a comprehensive, effective branding strategy for SFMTA
			B	Create and launch new online and printed maps that capture all modes and highlight the most frequent, convenient and best connections, such as Muni Forward Rapid network and bikeways
			C	Redefine the Station Agent role, protocols and measures to focus on customer support and information
			D	Install improved electronic signage and customer information outside of the subway stations
			E	Develop tourism-focused transportation demand management
			F	Develop training module for current taxi drivers to continually improve safety and customer service, including retraining on issues that involve frequent complaints or safety issues
			G	Design and implement improved process for handling PSRs
			H	Define, create and rollout Muni Forward campaign to support awareness of Muni improvements including new Rapid Network
			I	Develop a citywide communications plan that defines, builds awareness for and of Vision Zero
			J	Explore and recommend the next phase of real time audio/digital customer information

SFMTA FY15-16 Strategic Plan Action Items

2			K	Define customer service standards, and provide supporting tools and training to staff at all levels of the organization including customer-facing employees
			L	Initiate phase II website enhancements
			M	Drive customer awareness and use of (Gov Delivery) email and text alerts for Muni and SFMTA projects
			N	Develop and implement an SFMTA blog communications channel. Continually build awareness and usage metrics
			O	Implement a customer relationship management system to track customer interactions across the agency
			P	Plan and implement a clear and cohesive wayfinding signage program for transit, pedestrian, bicycling and parking facilities that encompasses on street signage, and transit vehicles, facilities, stations and transit stops.
			Q	Develop and define employee and management roles and expectations for the Agency's Ambassador Program, and identify methods for integrating the Program in to the Agency's culture
2	2.2	Improve transit performance	A	Fully staff the transit operator workforce
			B	Reduce transit operator workers comp by 50% and long term leave by 50%
			C	Reduce vehicle hold count
			D	Reduce lost service hours associated with vehicle delays and increase MDBF
			E	Reduce delays caused by security incidents such as vandalism, subway intrusions, passenger incidents
			F	Reduce lost service hours associated with infrastructure delays
			G	Realign Transit Transtat meetings to focus on 1-2 lines and provide a comprehensive agency-wide list of actions and report back on progress each month
			H	Reduce the average delay time, improve response time, decrease system wide recovery time
			I	Increase traffic control and transit priority throughout City
			J	Complete TMC transition and implement integrated service management approach
			K	On-going review and modifications to scheduled running times to reflect traffic delays, transit engineering improvements, etc.
			L	Develop and implement systematic reporting on Fleet Appearance
			M	Establish operator restroom locations for each route
			N	Identify long term transit expansion needs to meet growing demand and approved development
			O	Rail Capacity Strategy: Complete the assessment of near term improvements and a long vision for the rail network by December 2014
2	2.3	Improve use of all Non-Private Auto Modes	A	Quantify the efficacy of Transportation Demand Management (TDM) measures, develop TDM framework for development and formal policies and processes
			B	Implement or enhance 6 lane miles of new bicycle facilities each year
			C	Develop and implement permanent, expanded bicycle sharing program
			D	Develop and implement a streamlined, uniform inter-agency transfer discount policy for all connecting regional transit service customers
			E	Develop regulations for consideration by the SFMTA Board for color scheme /dispatch service accountability for customer service
			F	Improve and increase mechanisms for direct customer-to-taxi driver communications
			G	Develop and implement vehicle sharing strategy
			H	Implement pilot program to include bicycle racks in taxis
			I	16th Street Corridor: Complete NEPA review by the end of 2014 and work with the Planning Department to initiate community outreach on streetscape improvements in 2015
			J	Better Market Street: Support DPW in completing the environmental review phase of the project (CEQA and NEPA). Final EIR (CEQA) anticipated by late summer 2016. NEPA clearance TBD
			K	Central SoMa: Support Planning Department in completing the environmental review phase of the project (CEQA) by fall 2015

			L	Geary BRT: Support the TA in completing the environmental review phase of the project (CEQA and NEPA) by summer 2015
			M	Lombard Street Transportation Improvements: Support DPW in developing the project scope and environmental clearance in coordination with Caltrans' repaving project by spring 2015
			N	T Third Phase 3 Concept Study: Complete the assessment of a potential T Third extension to the northern waterfront by September 2014
			O	Complete the strategy for TDM that includes baseline data, program goals, evaluation, funding needs and five-year work-plan
			P	Develop and implement innovative TDM and mode-shift encouragement pilots and programs
2	2.4	Improve Parking Utilization and Manage Parking Demand	A	Develop and implement parking policies to improve access for the disabled and reduce placard abuse
			B	Evaluate current RPP program, identify best practice strategies and establish next steps required for implementation of pilot program
			C	Develop a plan to improve enforcement effectiveness, enhance customer outreach
			D	Implement 18-month commuter shuttle pilot program
3	3.1	Reduce the Agency's and transportation system's resource consumption, emissions, waste and noise	A	Develop policies for managing existing EV infrastructure
			B	Actively participate in climate adaptation studies, including Sea Level Rise Committee and Seawall Assessment
			C	Collaborate with partner agencies/organizations to reduce Agency GHGs and increase sustainability through regulatory negotiations, policy development, and greening commitments, including CTA/CARB hybrid regulations
			D	Reduce fuel related Agency and lifecycle emissions, energy use, and cost through the use of higher blends of non-petroleum diesel fuel, including related legislative and ongoing technical/quality management
			E	Assess all Agency facilities to prioritize waste reduction improvements and maximize related cost savings to meet the city's Zero Waste 2020 goal
			F	Assess all Agency facilities to prioritize water reduction improvements to achieve Mayor's directive of a minimum 10% reduction from 2013 baseline
			G	Assess all Agency facilities, taking into account function, size, hours of operation, and number of staff, to prioritize energy efficiency retrofits/modifications
			H	Assess viable EV prototypes, using a formal, uniform testing plan, to develop PCO fleet procurement approach charting the course to zero emissions
			I	Assess viable alternative fuel vehicle products to inform fleet turnover options that reduce emissions and operating costs
			J	Implement Agency's HACTO Compliance Plan to reduce SFMTA's non-revenue passenger car fleet
			K	Increase access to bicycle and carshare fleets for SFMTA staff business use
3	3.2	Increase the transportation system's positive impact on the economy	A	Assess the transportation system's economic impact and make policy recommendations to increase its benefits to San Francisco and the region
			B	Develop and innovative fare products to take advantage of customer demand
			C	Develop and implement technology required to advance innovative fare payment systems
3	3.3	Allocate capital resources effectively	A	Develop and implement a clear project development process for all project managers and re-align functions within the agency to improve project delivery
			B	Develop and implement clear set of project delivery priorities for each budget cycle per the CIP and post on web-based tracker
			C	Develop and implement a clear decision making process to improve project delivery
			D	Develop robust project work plans that include detailed activities and resource-loaded schedules by phase
			E	Initiate mandatory milestone review meetings for timely and complete review of submitted materials by other divisions
			F	Review project portfolio and propose corrective action(s) for projects exceeding baseline budget and schedule
			G	Design, develop, and implement Enterprise Asset Management System
			H	Review current cost and schedule estimating practices and develop standardized estimating process

			I	Review current closeout practices and develop standardized closeout process
3	3.4	Deliver services efficiently	A	Reduce the pay to platform ratio by hiring and scheduling more part-time operators
			B	Assess operations & maintenance staffing levels needed to support the level of service and minimize overtime
			C	Develop and implement needs assessment of consolidating agency maintenance support shops internally and with other City departments
			D	Establish web-based taxi company reporting
			E	Review and reform purchasing process
			F	Strengthen and formalize scheduled preventative maintenance throughout SSD's Sign and Paint Shop operations
			G	Modify schedules to reinvest travel time savings from TSP and other transit priority investments into additional service
			H	Develop a comprehensive, cross-functional approach to planning and managing Special Events that considers the needs of customer and other stakeholders
3	3.5	Reduce capital and operating structural deficits	A	Develop a revised capital structural deficit based on current state of good repair needs and projected capital needs
			B	Secure funding to increase State of Good Repair budget to at least $250M annually
			C	Develop MTA properties
			D	Identify operating structural deficit, secure operating funding, and create transparent operating budget
			E	Disseminate monthly claims data and work proactively with divisions to reduce workers' compensation claims by 5% each year
			F	Support T2030 as needed including oversight of new revenues
			G	Disseminate monthly legal claims data and work proactively with divisions to reduce legal claims by 5% each year
4	4.1	Improve internal communications	A	Develop a best practice internal resource for communications protocols and resources that define use of tone, graphics, policies and
			B	Ensure all Agency Standard Operating Procedures (SOPs) meet the definition of an "SOP," follow the appropriate format, and are posted on InsideSFMTA intranet portal in a central repository
			C	Improve the usability of the *Inside* SFMTA intranet site
			D	Develop communications vehicles that allow for improved communications with operators and frontline staff
4	4.2	Create a collaborative and innovative work environment	A	Implement Culture Change Initiative
			B	Develop a program and train managers on how to improve communication with staff
			C	Improve the efficiency and effectiveness of the hiring process
			D	Improve recruitment for SFMTA positions
			E	Innovate Office Space & Facilities for all SFMTA locations
			F	Create and Implement a Feedback Program
			G	Improve Cross Divisional Exchange of Information
			H	Develop a planning process and framework to determine Agency policy priorities
4	4.3	Improve employee accountability	A	Establish a new employee orientation program to support adoption of Agency standards and culture
			B	Establish an employee recognition program to encourage accountability and strong performance
			C	Establish an exit interview program to provide continuous learning for the Agency
			D	Establish apprenticeship programs to meet staffing needs and to support local workforce development
			E	Establish staff development programs, including mentorship, leadership training, and supervisory training, to support employee development and to meet Agency staffing needs
			F	Develop a succession planning program - considering workforce trends and employee attraction/retention/development - to meet Agency staffing needs
			G	Develop an Agency-wide performance management program to support employee accountability and a strong workforce
			H	Establish an Agency-wide attendance management program
			A	Increase awareness and visibility of the SFMTA to improve reputation

SFMTA FY15-16 Strategic Plan Action Items

			B	Create an advocacy partnership with key stakeholder groups on local and regional transportation issues, focusing on a roundtable
			C	Improve the SFMTA's relationship, communications and cooperation with Unions
4	4.4	Improve relationships and partnerships with our stakeholders	D	Develop and improve relationships with regulatory oversight agencies
			E	Implement the first phase of the agency's Public Outreach and Engagement Team Strategy (POETS)
			F	Improve SFMTA's Customer Service Experience for Taxi Drivers
			G	Implement a monthly electronic Taxi Services newsletter (SFMTA Taxi News) for the taxi industry