

SFMTA

Municipal Transportation Agency



Transforming the SFMTA

09 | 02 | 2009 | SAN FRANCISCO, CALIFORNIA

Why we're here today

- Our Agency's responsibilities and roles have grown tremendously
- Economic and political dynamics are changing
 - Emphasis on the link between transportation and the environment
 - Focus on efficiency and sustainability
- We must evolve to meet the challenges now and in the years ahead

Our recent achievements are significant...

- **On-time performance** reached highest level since passage of Proposition E
- **Bicycle Plan** adopted
- **Transit Effectiveness Program** endorsed
- **Safety** enhanced across all our modes
- **Taxis** integrated into the SFMTA
- **Central Subway** received final environmental clearance
- **Parking** policy being integrated through *SFpark*
- **Pedestrian** policy implemented through Better Streets Plan

Yet many opportunities and challenges are ahead...

- We are no longer just Muni and DPT: **We are the SFMTA**
- We plan, design, build and operate **San Francisco's pedestrian, bicycle, transit, taxi and automobile networks**
- We are charged with **integrating these modes into a seamless transportation system**
- We are faced with an **uncertain funding environment and significant budget pressure**
- Advancement will require **improved efficiency, project delivery, transparency and customer satisfaction**
- Our goal is to **transform the SFMTA into a world-class, fully integrated, multi-modal transportation agency that is economically, environmentally and socially sustainable**

We can achieve our goals through effective project delivery...

- Examples of key **short term** projects
 - Bicycle Plan implementation
 - Full TransLink® deployment
 - Major **stimulus projects**
 - **Market Street** redesign
 - **Muni Metro East** at full operation
 - Ongoing programs to improve **Transit safety, security and reliability**
 - *SFpark* pilot

We can achieve our goals through effective project delivery... (cont.)

- **Examples of critical mid-long term projects**
 - **Central Control and Communications Center (C3)**
 - **Central Subway**
 - **Full TEP implementation**
 - **Islais Creek Maintenance Facility**
 - **Overhead line rehabilitation**
 - **Radio replacement**
 - **Rail rehabilitation**
 - **SFgo**
 - **Van Ness BRT**

Policy advocacy and leadership...

- Strengthen our voice in
 - Citywide policy
 - Regional policy
 - State and federal legislation
- Climate Action Planning
 - Roadmap to meet targets, lens for capital improvements
- Lead the city's transportation policy direction on
 - High Speed Rail
 - Caltrain electrification
 - Transbay Transit Center
 - Neighborhood and Large Area redevelopment plans

Clear sustainability goals...

- Shift mode split auto/transit/walk-bike
 - 60%/20%/20% today
 - 30%/30%/40% by 2030
- Carbon neutral transportation system by 2030
- Integrate all modes (walking, bicycling, transit, car/bike/ride sharing, parking, taxis) under one system for the customer
 - Seamless payment, information, connectivity in one
- Identify and pursue new funding sources and new partnerships to fulfill the vision

...and a steadfast commitment to organizational improvement.

- **Promote individual accountability**
 - Improve performance at all levels of the organization
- **Relentlessly pursue improvement**
 - Enhance our efficiency and effectiveness in order to improve the quality and value of services we provide our customers
- **Refresh our commitment to the strategic plan**
 - Advance the Agency's long-term goals while effectively resolving immediate term concerns
- **Achieve organizational effectiveness**
 - Establish a culture that drives individual ownership rather than continuing the status quo

What organizational changes will empower us to succeed?

- Appropriately aligned functions, responsibilities and resources
- Accountability at all levels of the organization
- An efficient structure that removes layers or barriers to success in moving forward
- **An organization that moves beyond the old model of two large agencies in one to firmly establish the concept and function of one SFMTA**

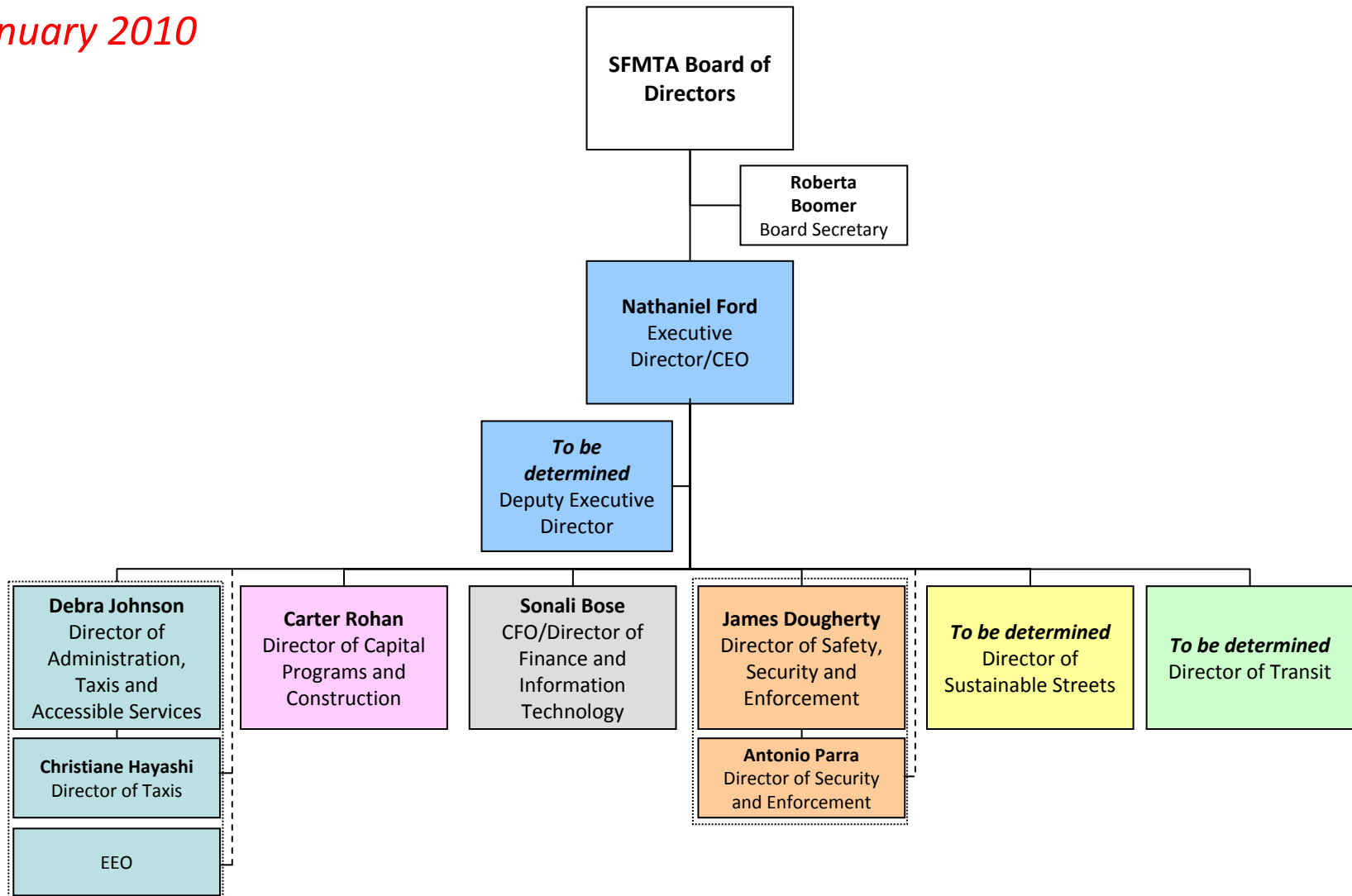
What organizational changes will empower us to succeed? (cont.)

- The Executive Team has developed a two-phased approach that will be fully implemented by January 2010
 - **Office of the Executive Director/CEO**
 - **Administration, Taxis and Accessible Services**
 - **Capital Programs and Construction**
 - **Finance and Information Technology**
 - **Safety, Security and Enforcement**
 - **Sustainable Streets**
 - **Transit**

SFMTA Organization Chart

PHASE 2 - Final implementation

by January 2010



SFMTA Organization Chart

PHASE 1

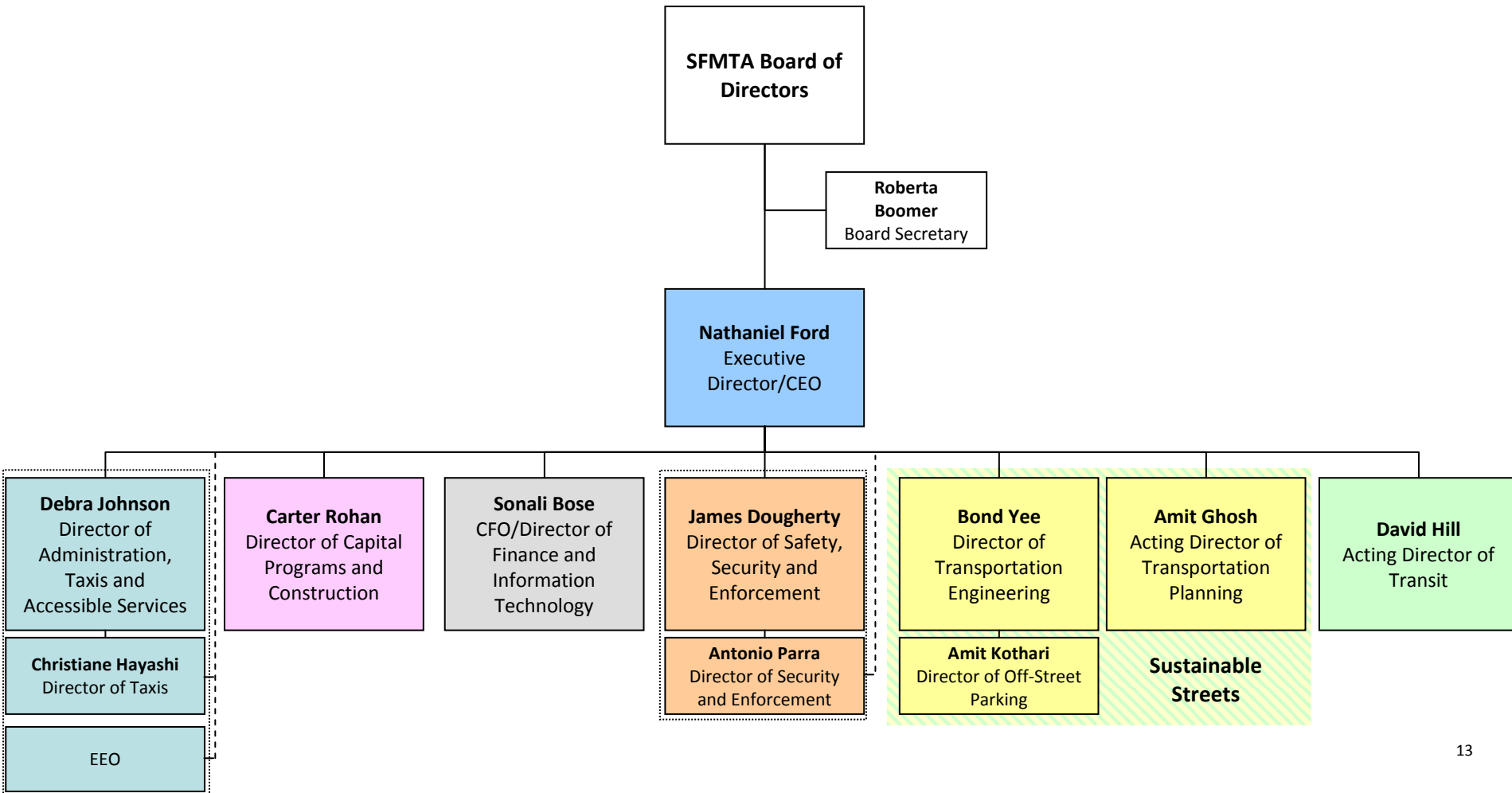
effective 9/21/09

- **Office of the Executive Director/CEO:** Nathaniel Ford
- **Administration, Taxis and Accessible Services:** Debra Johnson
- **Capital Programs and Construction:** Carter Rohan
- **Finance and Information Technology:** Sonali Bose
- **Safety, Security and Enforcement:** Jim Dougherty
- **Sustainable Streets**
 - Transportation Engineering: Bond Yee
 - Transportation Planning: Amit Ghosh
- **Transit:** David Hill

SFMTA Organization Chart

PHASE 1

effective 9/21/09



Office of the Executive Director/CEO | Responsibilities

- Executive Director/CEO
 - Give direction and leadership toward the achievement of the Agency's mission, vision, strategy, goals and objectives
 - Develop and maintain strong relationships with stakeholders (including the SFMTA Board, Board of Supervisors, City Hall leadership, advocates, etc.)
 - Provide regional leadership at key governance boards including TJPA, Peninsula Corridor Joint Powers Board, etc.
 - Champion the Agency's funding needs with MTC, FTA, FHWA, CTC, and other key public and private funding partners
- Deputy Executive Director
 - Manage day-to-day Agency operations
 - Resolve significant matters affecting Agency operations and policies
 - Drive accountability throughout the organization
 - Ensure SFMTA-wide near-term and long-term goals are being met
 - Ensure Board-approved projects, policies and programs are implemented

Office of the Executive Director/CEO | Responsibilities

- Support functions
 - Government Affairs and Media Relations
 - Develop and maintain Agency's overall policy agenda
 - Manage government affairs (federal, state, regional and local)
 - Manage overall communications agenda
 - Coordinate media relations, new media strategy, etc.
 - Participate in (and in some cases lead) Agency coordination of large scale or high profile events and crisis management
 - Coordinate Regulatory Affairs activities
 - Policy/enforcement, regulatory agency coordination, non-financial audit oversight and coordination
 - Organizational Analysis and Reporting
 - Direct the Agency's operational analysis, management reporting and data collection activities
 - Internal accountability (Divisional/program analysis to drive SFMTA STAT reviews, SFMTA Dashboard)
 - External transparency (Service Standards, SFMTA/311 relationship, expansion of 311/online services)
 - Data quality (Data collection, surveys, inventorying/standardizing reporting)
 - Transit Customer Services
 - Advance ED/CEO's four key organizational priorities
 - Hold individuals accountable, relentlessly pursue improvement, refresh our commitment to the strategic plan, achieve organizational effectiveness

Administration, Taxis and Accessible Services | Responsibilities

- Equal Opportunity Office (*dotted line ED/CEO reporting relationship*)
 - EEO, Contract Compliance, Contracts and Procurement, Employee Wellness (including Substance Abuse Management)
 - Materials Management (by January 2010)
- Human Resources
 - Payroll, Merit (Recruitment and Classification), Operations
- Marketing and Customer Communications
 - Marketing and Community Outreach, Customer Communication and Transit Operations Coordination, Internal Communications, Administrative Hearings
 - Lost and Found (Transit and Taxis)
 - Quality Review of External Deliverables (until January 2010)
 - Transit signage planning/design (stations, platforms, surface stops, poles, maps, etc.) (by January 2010)
- Employee and Labor Relations
- Organizational Development and Training
- Taxis (*dotted line ED/CEO reporting relationship*)
- Accessible Services

Capital Programs and Construction | Responsibilities

- Overall responsibility for major capital projects >\$5M and/or >18 months in duration
 - Capital Programs Engineering
 - Capital Project Management
 - Capital Project Controls
 - Capital Contract Administration
 - Capital Construction and Procurement Management
 - Capital Quality Assurance/Quality Control
 - Capital Constructability and Technical Compliance

Finance and Information Technology | Responsibilities

- Accounting/Controller
- Budget and Grants Administration
- Information Technology
- Parking and Fare Initiatives
 - Parking revenue policy
 - *SFpark*
- Real Estate
- Revenue Collection and Sales
 - Payment Processing Center
 - Citations and Residential Parking Permits
 - Fare Media

Safety, Security and Enforcement | Responsibilities

- Safety Administration
- Security and Enforcement (*dotted line ED/CEO reporting relationship*)
 - Administration
 - Transit Assistance Program, Video Surveillance
 - Enforcement
 - Operations and Investigations
 - Cypress Security, Transit Fare Inspectors
 - SFPD Transit Response Team
 - SFPD Traffic Company
 - SFPD Taxi Detail
- Training functions (by January 2010)
 - to include Division Instructors
- Workers Compensation
- Transportation System Safety
- Occupational Safety and Health

Transit | Responsibilities

- Bus Operations
 - Maintenance, Transportation, Street Operations
- Central Control
- Operations Maintenance Engineering
- Maintenance and Way
 - Infrastructure Maintenance
 - Track and Signal
- Materials Management (moving by January 2010)
- Non-Revenue Vehicles
- Program Management
- Rail Operations
 - Maintenance, Transportation, MRO, Station Agents
- Schedules and Data Collection
- Service Planning/TEP
- Training (moving by January 2010)
- Quality Assurance

Sustainable Streets | Responsibilities

- New director to be hired
- S/he will be charged with leading integration of these key functions
 - Strategic Planning and Regional Coordination
 - Capital and Long Range Transportation Planning (all modes)
 - Including policy and project prioritization planning
 - Environmental Planning (sustainability and climate change)
 - Public Life Planning (street and urban design)
 - Urban Planning Initiatives (neighborhood plans and large area redevelopment)
 - Transportation Engineering (Transit, Bicycle, Pedestrian, Auto)
 - SFgo
 - Special Projects/Street Use
 - Traffic Routing
 - Field Operations
 - Off-Street Parking
 - School Safety

What's next?

- Whether you represent our organization on the front lines, provide support, or lead a team, **you all play one or more roles in our transformation** into a fully integrated transportation system
- **Your participation is critical to our success**
- **Questions, ideas, or suggestions** about our path forward?
 - Forthcoming meetings with members of the management team will provide an opportunity for feedback
 - By email: ceo@sfmta.com