

**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**

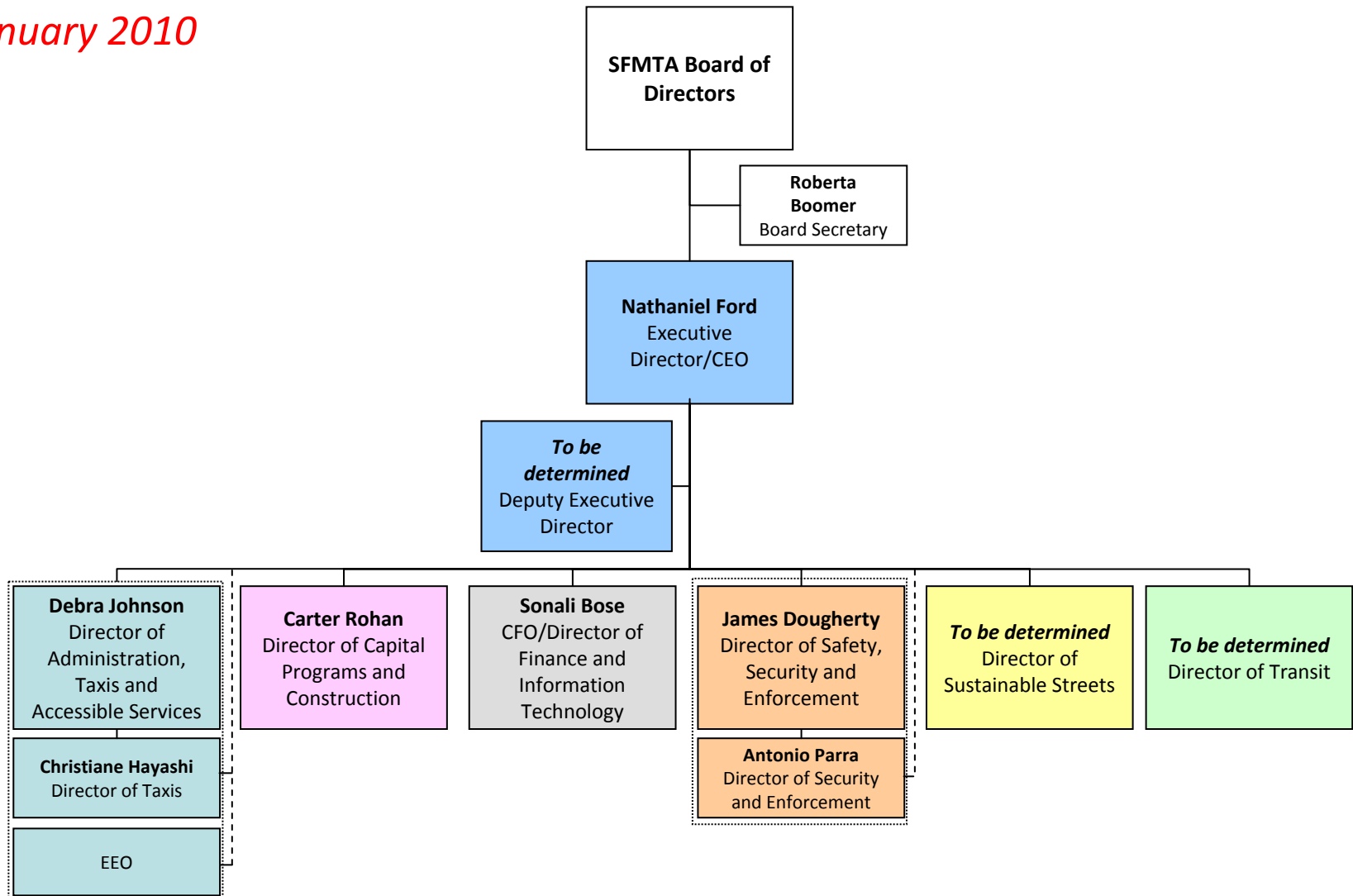
# What organizational changes will empower us to succeed? (cont.)

- 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

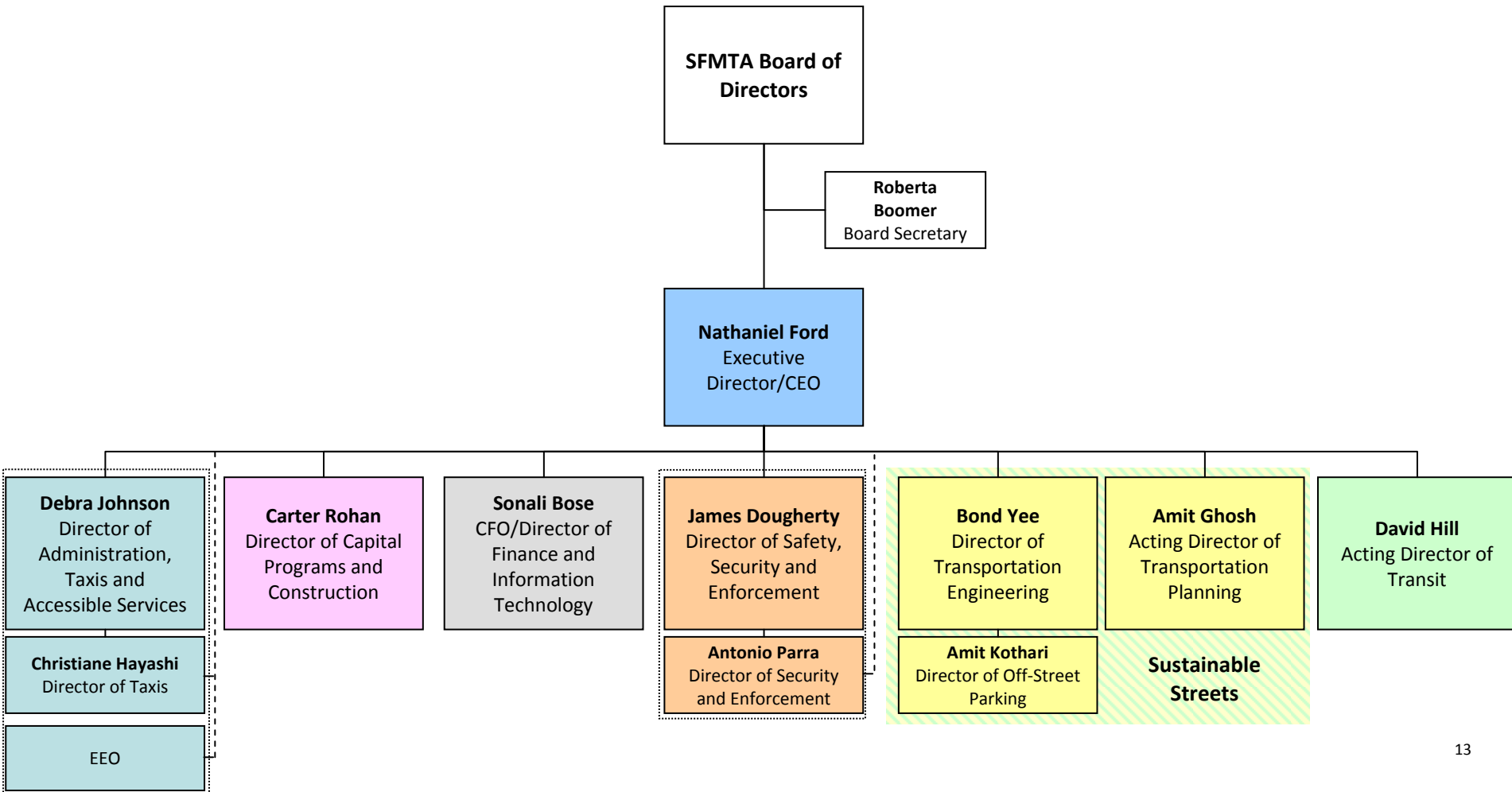
*effective 9/21/09*

- **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](mailto:ceo@sfmta.com)