

San Francisco Municipal Transportation
Agency

2018 Improvement Program

Advancing Transparency, Accountability,
Engagement and Responsiveness

April 2019



SFMTA

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1.0 Summary

The San Francisco Municipal Transportation Agency (SFMTA) continuously strives to identify process improvements that streamline our work and deliver better projects. To address stakeholders' needs more effectively, and to deliver better public service, SFMTA is implementing the 2018 Process Improvement Program. The 2018 Process Improvement Program picks up and expands on these efforts with emphasis on **transparency, accountability, engagement** and **responsiveness**. Specifically, SFMTA will deliver timely project reporting and information dissemination, reliable tracking and follow-up systems, better public engagement and quick action on basic improvements to neighborhood streets.

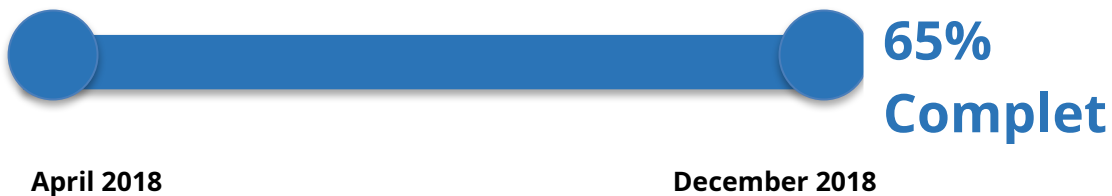
To that end, one key change is the creation of a Community Response Team (CRT), which will quickly implement street changes that are prioritized by San Francisco's elected officials. Other efforts include better notification and process for the Public Engineering hearings, tracking of Board of Supervisor requests in a comprehensive database, and Public Outreach and Engagement requirements. In sum, the process improvements are intended to provide comprehensive information about the

SFMTA's work, better customer service, and a quick, nimble response to priorities identified by the Board of Supervisors who represent the interests of the Agency's customers.

This report describes each of the process improvements and conveys their implementation plan and timeline. The improvements in this document are anticipated to be implemented by the end of the 2018 calendar year or earlier. Success of implementation will largely depend on staff coming together and prioritizing the four key areas of emphasis: **transparency, accountability, engagement** and **responsiveness** in their day-to-day work.

Update

The 2018 Process Improvement Program began in April 2018, with a set of recommendations for improvements. To date 65% have been completed.



2.0 Transparency

2..1 - Reporting – MTAB/BOS Quarterly Report

The SFMTA 5-Year Capital Improvement Program in any cycle has as many as 300 planned projects and up to \$3 billion in public investments. Once approved by the SFMTA Board of Directors, it should be the responsibility of the Agency and its project delivery staff to regularly share updates on its commitments with MTA Board and Board of Supervisors to improve San Francisco's transportation system.

The source of data should be the SFMTA's project system of record, the SFMTA Capital Project Controls System (CPCS), through the Ecosys application. Procedures have been put in place to require the regular reporting and inclusion of critical metadata, and on a monthly and quarterly basis project delivery staff are populating critical information about each project in the SFMTA portfolio.

The Finance and Information Technology Division is in the process of developing a standardized quarterly report for the SFMTA Board of Directors in coordination with the Project Management Office (PMO). This same report should be used for

presentations and updates to the Board of Supervisors. The BOS should be consulted on the prototype of the report during the course of its development in coordination with the Government Affairs Division.

On a quarterly basis, the Director of Transportation (DOT) will review the status and upcoming major corridor projects with the District Supervisor. The review would take place during the monthly DOT standing meetings. For Districts that do not have monthly meetings, Government Affairs staff would send out an email offering this review and DOT the Supervisors who express interest. These discussion should be used to:

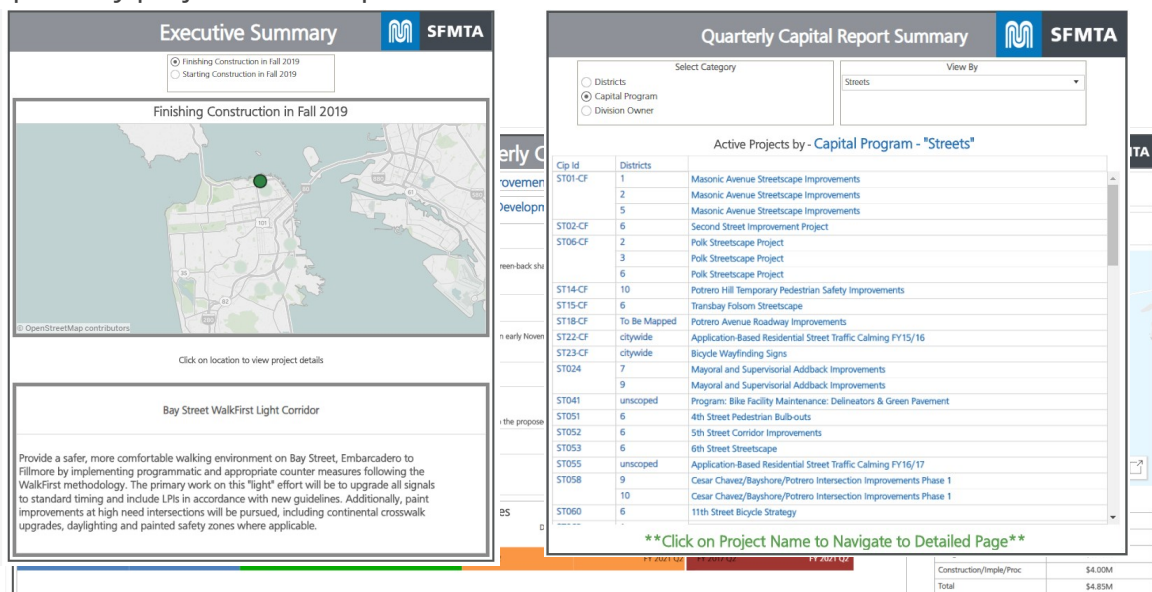
- Agree on approach to project design, public outreach and engagement;
- Solicit feedback from the Supervisor about which community groups SFMTA should be working with; and
- Discuss the timing of project delivery to ensure that cumulative effects of all projects do not adversely affect a specific neighborhood or a supervisorial district.

Quarterly discussion between the DOT and the District Supervisor would allow for a more in-depth discussion and better alignment on the Agency's Capital Improvement Program projects.

Update – In-Process (expected completion date May 2019)

The SFMTA over many months has been working to make a functional Quarterly Capital Report to show progress made on SFMTA projects across San Francisco. The complete this task the Agency went through a rigorous process of updating all project data across all divisions for active capital projects currently being delivered. This included for the first time the addition of all projects completed by SFMTA's Transit Division.

The next step included getting the most accurate budget numbers based on the SFMTA's 5-Year Capital Improvement Program and integrating that data with the quarterly project status report.



All information was then digitized, and is being made available in real time on SFMTA.com.

2.2 - Reporting – Digital Capital Improvement Program

The Digital Capital Improvement Program was added to the SFMTA Public Website in Fiscal Year 2017. It is meant to provide the public with real time information on the SFMTA's Board Adopted 5-Year Capital Program.

The Government Affairs Division, FIT Capital Finance and FIT Project Controls should work to provide transparency and visibility to this tool to District Supervisors and their staff. Over the next 6-months they should solicit ideas for improvements.

Project controls should continue working with staff to ensure the regular monthly update of the Digital CIP via data in Ecosys. This information should be additive to information provided to the SFMTA Board and BOS through the Quarterly Report.

Updates and revisions should be collected by the end of FY 18, with implementation completed by the end of calendar year 2019. Implementation means having an up to date Digital CIP that is popularized with BOS staff.

Update – In-Process (expected completion date May 2019)

Upon review, the Digital Capital Improvement Program will be discontinued and replaced by a complete SFMTA Capital Program page on SFMTA.com, which will feature a digital Quarterly Capital Report. It was decided, rather than produce a paper report quarterly, to simply make all the information public on SFMTA.com. The SFMTA Quarterly Capital Report functions similarly to the old Digital CIP, and in fact provides more real-time project status information.

2.3 - SFMTA Website Improvement

At the end of 2017, SFMTA launched a revised website. Typically, each major corridor project receives a web presence for the purpose of highlighting impactful changes and gathering community feedback. The Communications and Marketing Division spent a significant amount of time designing and implementing enhancements to these project pages. These efforts were targeted at project pages readability and their content in the hopes of increasing the traffic to those pages and enhancing the reach of our community engagement. Additionally, new neighborhood pages highlight projects and Agency news based on the Planning Department's neighborhood map.

The PMO will develop a General Notice with the Communications and Marketing Division to require project delivery staff have updated all major corridors. In addition, division project delivery team staff should prepare regular summary data integrated into the website. Project Controls staff should perform a regular audit of project pages, consistent with monthly reporting and inform Division Directors and project delivery staff of needed updates.

The goal is to ensure transparency in the Agency's public calendar with projects, committees, and Agency units to enhance exposure to relevant outreach meetings and public notification.

Going forward the Agency should add a page for a project upon a Supervisor's request.

*Update – **In-Process** (expected completion date June 2019)*

The SFMTA to date has completed an audit of all active projects, and has identified those projects that should be included on SFMTA.com providing them a more public presence. Specifically, due to the time and labor tied to volume to add especially smaller projects to SFMTA.com. The SFMTA will be focusing on updating active project pages, ensuring that staff are trained and reminded to do so through the Agency's Project Management Office (PMO), and will focus on creating pages to update the public on small improvements at a programmatic scale. Specifically, this includes developing pages

2.4 – Interactive Projects Map

Mapping is an important planning, visualization, and communication tool. Sustainable Streets Planning, FIT Information Technology, and Communications are part of a collaborative effort to improve mapping of capital and non-capital projects to enhance transparency of the Agency's work for the public and elected officials, and improve coordination within the Agency and among other City agencies.

This project includes data development, and embedded mapping on the SFMTA website. This project will improve access to project data and manage data development. The system will be designed to enable regular updates so that maps are current and comprehensive. This system will improve stakeholder understanding of SFMTA's work on a citywide scale, and how these various changes to the public right of way can affect a geographic area. This initiative will result in a citywide projects map, as well as individual project maps embedded on the agency website.

In the first phase of this project, Sustainable Streets Planning, FIT Information Technology, and Communications are developing a map of capital and non-capital projects which are featured on the SFMTA website. Technical development was initiated in Q2 of FY18 and the initial deliverables, a citywide projects map and individual project page maps, will be launched publicly by the end of Q4 of FY18. In the second phase of this project, the team will work on incorporating additional data sources and expanding the map to include a broader range of projects, including programmatic work that the agency does, for a more comprehensive overview of the agency's work. This phase will be initiated in Q1 of FY19.

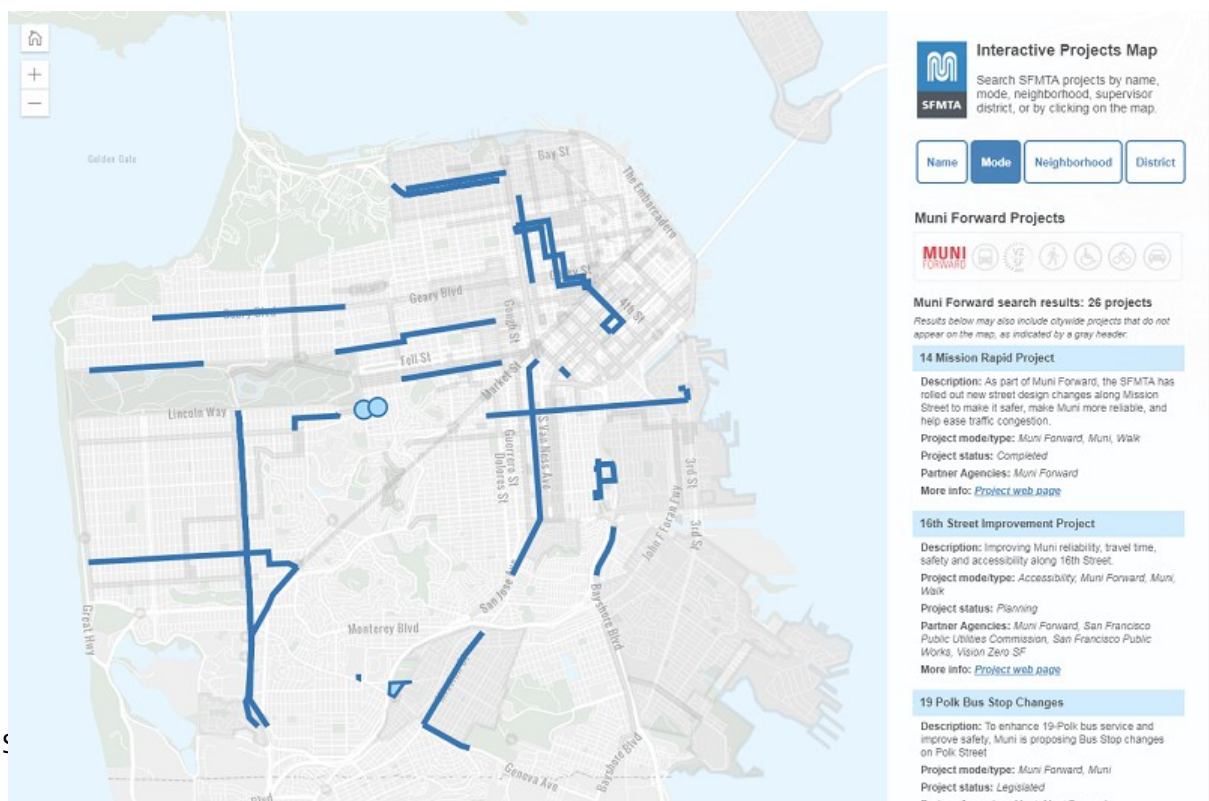
Update – **Completed (July 2018)**

<https://www.sfmta.com/blog/introducing-sfmta-interactive-projects-map>

The SFMTA Interactive Projects Map was launched in July 2018, and made accessible to the public on SFMTA.com. The Interactive Projects Map is an online map of plans and projects sponsored by or in partnership with the SFMTA. The map offers a new way to learn about SFMTA projects and explore the work we are doing around the city. The map helps us share information about our projects with members of the public, city leaders and our city partners in an easily navigable format. Staff can also use the map to better understand projects in adjacent communities, and improve coordination with nearby projects or partner agencies.

The SFMTA is working on constantly improving the map, and will shift the day-to-day function from Sustainable Streets Planning to the Project Controls Unit in the Finance and Information Technology Division early in 2019.

The map can be found on the [SFMTA Projects Page](#).



Interactive Projects Map
Search SFMTA projects by name, mode, neighborhood, supervisor district, or by clicking on the map.

Name Mode Neighborhood District

Muni Forward Projects

MUNI FORWARD

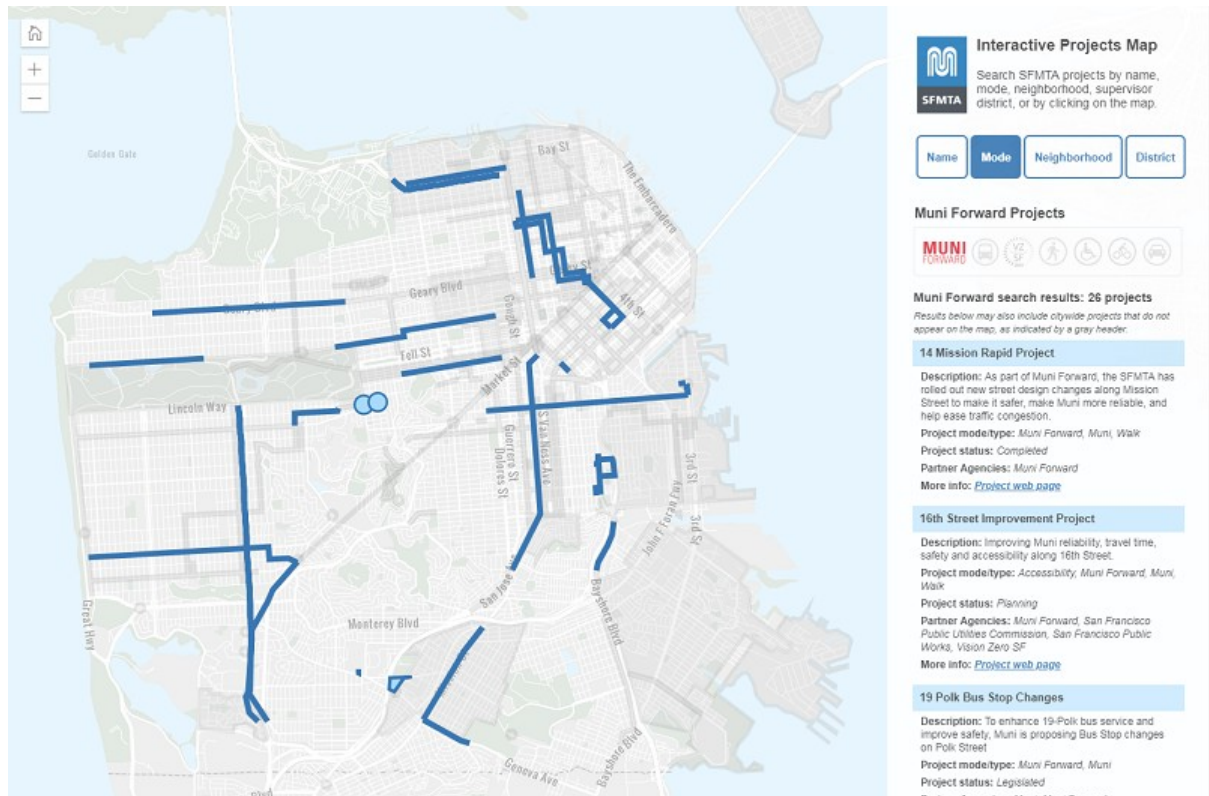
Muni Forward search results: 26 projects
Results below may also include citywide projects that do not appear on the map, as indicated by a gray header.

14 Mission Rapid Project
Description: As part of Muni Forward, the SFMTA has rolled out new street design changes along Mission Street to make it safer, make Muni more reliable, and help ease traffic congestion.
Project mode/type: Muni Forward, Muni, Walk
Project status: Completed
Partner Agencies: Muni Forward
More info: [Project web page](#)

16th Street Improvement Project
Description: Improving Muni reliability, travel time, safety and accessibility along 16th Street.
Project mode/type: Accessibility, Muni Forward, Muni, Walk
Project status: Planning
Partner Agencies: Muni Forward, San Francisco Public Utilities Commission, San Francisco Public Works, Vision Zero SF
More info: [Project web page](#)

19 Polk Bus Stop Changes
Description: To enhance 19-Polk bus service and improve safety, Muni is proposing Bus Stop changes on Polk Street.
Project mode/type: Muni Forward, Muni
Project status: Legislated
Partner Agencies: Muni, Muni Forward

The map can be found on the [SFMTA Projects Page](#).



3.0 Accountability

3.1 - Definitions

Different project types and actions require different responses and processes. The PMO will work in the next 90-days to clarify definitions for projects and responses. As a general rule, major corridor projects are projects that are on commercial corridors. Projects on the Walk First High Injury network are also major corridors or corridors of importance.

Update – **Completed (September 2018)**



SFMTA Project Types

Project Type	Definition
Minor Spot Improvement	Projects that include minor paint and sign changes, signal timing changes, installation of bicycle racks and changes to parking meters and can be completed with in-house forces. (example: Stop Sign)
Major Spot Improvement	Projects that include, paint, signal and sign work at intersections or various intersections, but require civil work or a construction contract. (examples: 9th & Division, Diamond & Bosworth, Traffic Signals, Bulb Outs).
Corridor Improvement	Projects that include paint, signal and sign work along various intersections of a single corridor, may be on a commercial corridor or major thoroughfare. (example: Neighborways)
Major Corridor Project	Projects that include paint, signal, sign, street and transit infrastructure work, likely includes major civil infrastructure improvements awarded through a construction contract – may also include coordination with utilities. (example: Masonic Avenue, 22 Fillmore/16th Street)
Transit Infrastructure Project	Projects that include rail replacement, automatic train control or other transit systems, overhead catenary work, or other civil work to improve the efficiency of the transit system. (example: Twin Peaks Tunnel)
Major Transit Infrastructure Project	Projects that include rail replacement, overhead catenary work, civil work as well as infrastructure work coordinated with the Department of Public Works and Public Utilities Commission. (example: Van Ness Corridor)
Transit Megaproject (Major System Expansion)	Projects that are over \$500 million, typically involving the creation of new infrastructure or capacity. (example: Central Subway)
Minor Facility Project	Remodel or reconstruct a component or portion of a maintenance, administrative or shop space, facilities and associated grounds. (example: Kirkland Underground Storage Tank, Fire Life Safety System, Fall Protection)
Major Facility Project	Build, rebuild, or expand maintenance, administrative or shop spaces and facilities and associated grounds. (example: Islais Creek Maintenance Facility)
Information Technology Project	Projects that improve information technology infrastructure, public communications systems and support system integration. (example: Business Systems, Customer Information System, Video Systems, Cellular in Subway).
Planning/Policy Project	Projects that complete a plan with recommendations for future advancement such as service changes, parking or curb management plans or regulatory changes. (example: M Line Subway Study, Collision Avoidance RFI, Dogpatch Parking Plan, Muni Forward Service Changes)
Procurement Project	Projects that purchase an asset or commodity such as parts, systems, revenue or non-revenue vehicles. (example: Trolley Coach Replacement, Server Storage Array)

The SFMTA PMO went through the process of identifying the different types of projects delivered by the SFMTA by complexity of construction and duration to get those projects completed and on the street. Often the SFMTA shows and expresses projects via transportation mode, which might not express to the public the complexity in completing that overall project. It is therefore important to be clear about what it takes to get a project planned, designed and delivered to the public. A clear project type list has now been developed, and will be added as a data attribute

in the SFMTA's project management system with the SFMTA capital program.

In addition, as website improvement occur or new projects are added to SFMTA.com, this project type will be added as a sub-title so the public generally understands the improvement proposed, and the complexity of the project overall. The list will be added to SFMTA.com.

3.2 - BOS Report Tracking

The Local Government Affairs Section of the Government Affairs Division with the support of the Marketing and Communications Division uses a Salesforce Database to track requests from the Board of Supervisors and the Mayor's office. Mayoral staff, members of the Board of Supervisors or their staff often request that SFMTA implement various changes in their Districts, and support them on constituent requests specific to SFMTA

In order to better organize and prioritize the requests, SFMTA staff will work to fully implement the Salesforce platform to capture this inventory of constituent requests and other requested changes. This database will capture basic information (e.g., date of the request, anticipated date of approval/decision, project delivery date, assigned staff, and any associated notes/issues) to allow SFMTA to demonstrate responsiveness and accountability.

The goal should be to develop a regular report that can be used during the monthly Supervisor and DOT as well as Sustainable Streets Director meetings. One important aspect to note is that the Salesforce Database will be used to track requests made directly by Supervisors and the Mayor's office. Constituent requests made through 311 will continue to be tracked in the Corlog system.

Local Government Affairs should regularly facilitate communications with key SFMTA staff to ensure that items are responded to.

Use of Salesforce is in process, however specific management reports should be developed for regular use by July 2018.

Update

SFMTA will be working to onboard Corlog cases into the Salesforce platform in 2019.

Response Times

As requests come in from District Supervisors or their staff, these requests should be logged in the Salesforce Database, and then responded to meet the following

standards:

- Within **48 hours**, the recipient of the request responds directly to the Supervisor, the requestor (and Local Government Affairs staff if they are not yet included), acknowledging that SFMTA is in receipt of request, and letting them know that an assigned person will be in touch within one week.
- Within **one week** of acknowledging the receipt of the request, the assigned staff person will respond directly to the Supervisor and requestor describing what next steps would be taken, and providing an estimated timeline for resolution or follow-up.
- Assigned staff and manager should **make every effort to resolve the request within 30-90 days**.

Requests from District Supervisors that are assigned to the CRT should follow the following protocol:

- The City Traffic Engineer or Livable Streets Director, in consultation with SSD Director, will assign to CRT team members with instructions;
- Assigned CRT member responding directly to BOS, requestor and Local Government Affairs staff, **acknowledging that they have been assigned within 24 hours of receiving request**, describing what next steps would be taken, and providing an estimated timeline for resolution or follow-up.
- Assigned CRT member should make every effort **to resolve the request within 10-90 days**.

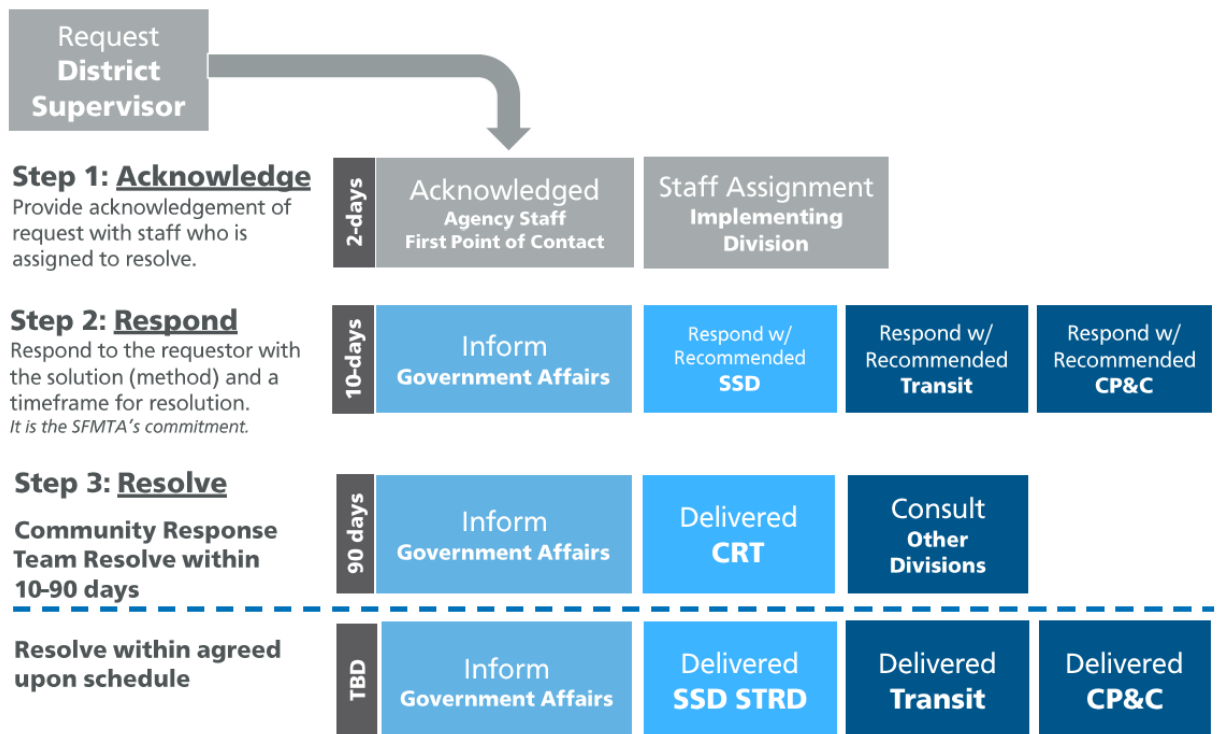
The Government Affairs Division should facilitate a regular meeting of key staff to review pending requests at a minimum of a bi-weekly basis. The PMO will work to identify participants.

*Update – **Completed (September 2018)***

The SFMTA has developed, reviewed and refined a clear protocol for responding for requests from the San Francisco Board of Supervisors. This protocol was shared with all SFMTA Senior Management on September 24, 2018.

SFMTA 2018 Process Improvements

Response Times – All Divisions



The SFMTA has also worked to create a full tracking mechanism for all requests from the BOS in Salesforce, which is now being used by almost all SFMTA divisions. Lead staff have been identified in each division, and trainings have occurred for the appropriate staff.

The next step is to fully operationalize this procedure, ensure staff are trained, and resources are in place to make this a functional system for the long-term. In addition, to report out on requests the SFMTA is working up update its Monthly Reports to the BOS to ensure that updates on actions are regularly communicated in meetings and upon request.

4.0 Engagement

4.1 - Community Engagement – Transportation Forum

The majority of interactions with the public have to do with issues generated by the SFMTA in the implementation of a specific project. However, it is also important to be present in the community to share with our customers the various services that the Agency offers, provide a broad overview of all the projects going on in their

neighborhoods, and hear from members of the public about their transportation challenges.

It is therefore recommended that the Sustainable Streets Planning Section work toward the development of Transportation Forums in each Supervisorial District (up to 3 total forums per year). The forums should be co-hosted by the District Supervisors and would be hosted at Supervisor's requests.

The forum would be in the District and would include tables with relevant transportation information (e.g., life line, Residential Parking Permit Program, Traffic Calming Program) as well as posters of projects in the supervisorial district. It would be an opportunity for SFMTA staff to meet and hear from district constituents as well as educate them on various Agency programs.

Update – In-Process (expected completion date December 2019)

Upon review, the SFMTA has decided to integrate the Transportation Forum concept into the next update of the SFMTA Capital Plan, expected to begin in February 2019.

In reviewing the SFMTA's Capital Plan, the plan is designed to reflect the 20-year needs of San Francisco's Transportation System, as such, it should go through a rigorous community process. As of December 2018, a scope of work is being developed for the next update of the SFMTA 20-Year Capital Plan, including a full outreach plan consistent with POETS. This will integrate the concept of the Transportation Forum to get feedback and thoughts on what the transportation system's needs are.

4.2 - Community Engagement – 20-Year Capital Plan Development

The SFMTA 20-Year Capital Plan is an assessment of the SFMTA's anticipated capital needs for the upcoming twenty years. It is a financially unconstrained plan and includes capital needs for which funding has not yet been committed. The purpose of the Capital Plan is to identify all of the Agency's capital investment needs. These investment needs are based on the analysis provided by a number of strategies and programs. However, the majority of these planned investments and projects are, staff identified.

It is recommended that during the next update of the SFMTA Capital Plan, that the Sustainable Streets Planning Section, work with District Supervisors to develop an outreach process for the plan, and work to develop a process of soliciting ideas for transportation investments from the public to be scored and evaluated with other recommendations generated by SFMTA staff.

The process should be developed during the 3rd and 4th Quarters of Fiscal Year 2018 and implemented after the approval of the 5-Year Capital Improvement Program in Fiscal Year 2019. These may also be combined with the recommendation to develop Transportation Forums.

*Update – **In-Process (expected completion date September 2019)***

The scope of work for the next update of the SFMTA 20-Year Capital Plan is was completed in February 2019, project kick-off has begun, and the update is in-process with completion expected in September 2019.

4.3 - Community Engagement – Parking Enforcement

Parking enforcement is one of the most sensitive issues for San Francisco neighborhoods, and often comes up during the design of projects in the right-of-way. In order to create a better relationship, and understand the needs of communities when it comes to parking enforcement, it is recommended that the Agency assign a Parking Control Officer Sargent or Assistant Director to meet with District constituents twice a year to discuss community concerns about parking enforcement and to hear from residents about enforcement issues that SFMTA may not be aware of. Additionally, this would be an opportunity for residents to learn about parking enforcement functions. The name of the program would be coffee with a PCO and it would be deployed per request from a Supervisor. It would be effective immediately.

*Update – **Completed (July 2018)***

4.4 - Public Noticing Improvements

Street and traffic modifications performed by the SFMTA require public notification of Public Engineering Hearings to solicit public and community opinion on proposed changes that will affect the streetscape and right-of-way. For very large projects (such as major corridor improvement projects), SFMTA engages in extensive outreach, including community meetings and mailings. In any given year, however, SFMTA makes thousands of changes to the City's infrastructure, only a minority of which would qualify as a large project. The majority of changes are relatively small modifications. Currently, there is no established threshold for when minimum notification is sufficient for the relatively small projects and when more-than-minimum public notification might be preferred. Moreover, it is time to revisit how the public is notified about the small modifications and the Engineering Hearings. To that end, SFMTA has partnered with the Office of the Controller to evaluate our existing practices.

The Communications and Marketing Division with the Sustainable Streets Division will work with the City Performance staff, using specific tools and techniques to facilitate the implementation of improvements to the public outreach process and public hearing process. The collaboration with the Office of the Controller will deliver the following benefits:

- Understanding of internal and external customer frustrations and desires regarding the current process.
- Action plan on how to address root causes behind public complaints that slow down project execution.
- Immediate improvements for low-hanging fruit (e.g., improved design of notification document itself).
- Metrics to measure the performance of action plan's impact.
- Goal-setting regarding performance of improved process.

This work was already initiated in the 3rd Quarter for FY 2018 and is expected to conclude by the 4th Quarter of FY 2018.

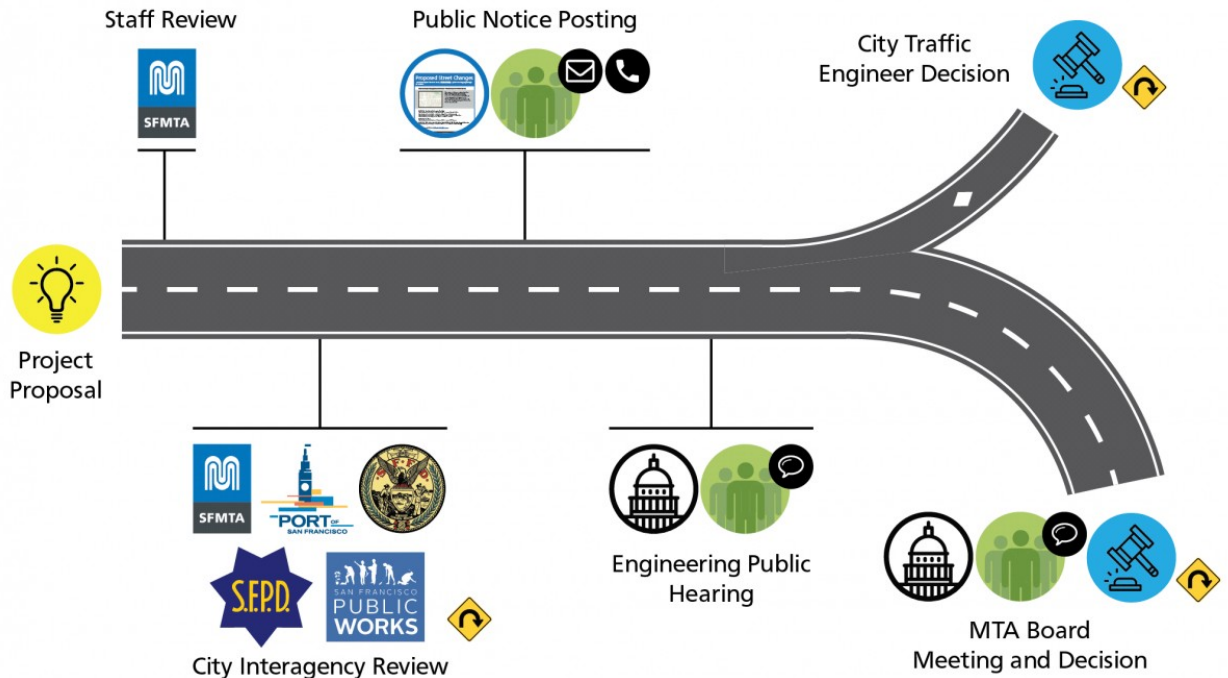
The deliverables will include a current process map and a future process map as well as an action plan for implementation of identified improvements. Between June 30th, 2018 and September 30th, 2018, the City Performance staff will meet with SFMTA to monitor action plan progress and new process' performance.

*Update – **Completed (July 2018)***

Throughout 2018, the Controller's Office has assisted the SFMTA in improving the Engineering Public Hearing Process. In July 2018, they presented to the SFMTA Board of Directors Policy and Governance Committee on the results of their work with SFMTA staff. See Controller's Office Report [here](#).

Improvements to the process include the following:

- Standard operation procedure & script for public hearing;
- Posting decisions made on all hearing items;
- Improvements to notice;
- Infographic on process;
- Salesforce comment queue;
- Auto-response for Sustainable Streets email;
- Satisfaction measurement (Textizen and hearing survey);
- Map of agenda items;
- Posting Project Manager contacts, and
- Email decision to those interested.



In addition, an action plan was developed with an additional 27 small improvement projects to be implemented throughout 2019 and beyond. The SFMTA is working on resourcing this work committing to continuous improvements to this process.

4.5 - Public Outreach and Engagement Strategy – Standards Update

As a result of an extensive 12 month assessment, the Communications and Market Division developed the Agency's Public Outreach and Engagement Team Strategy (POETS). POETS was created with specific Public Outreach Notification Standards developed for conducting public outreach and engagement that all projects were expected to meet. After two years of testing and implementing these standards, it was evident that a stronger effort was necessary in order to improve upon the Agency's approach to its public outreach & engagement.

In 2018, the Agency will launch the first significant revision to the original Public Outreach Notification Standards. The new version of this core document is designed to support the implementation of the Public Outreach & Engagement Strategy based on what we have learned over the past two years.

There are several key lessons that informed the new document:

- Standards alone do not ensure implementation at the project level. The new document will be renamed the Public Outreach Notification Requirements, clarifying that compliance is mandatory. The essential requirements are that every project team must have a written Plan for public outreach and engagement, must implement the Plan, and must document the implementation and results of the Plan.

- Be clear about the kinds of actions that are subject to compliance. What is the definition of a “project?” The new requirements clarify this definition. They also allow for “programmatic” plans for public outreach and engagement that apply to entire categories of smaller, routine projects.
- Link POETS requirements to internal agency procedures. Staff members are faced with a multitude of requirements and processes. It is important to connect the requirements for public outreach to the agency’s procedures and milestones for planning, budgeting and project approvals.

In preparation for launching the new requirements, the POETS team is conducting internal reviews of draft documents and concepts. Internally, staff members across divisions are reviewing and commenting on versions of the Public Outreach Notification Requirements and supporting documents. But for this to be a genuine public participation process, input from all key stakeholders must be gathered and utilized to shape the final document.

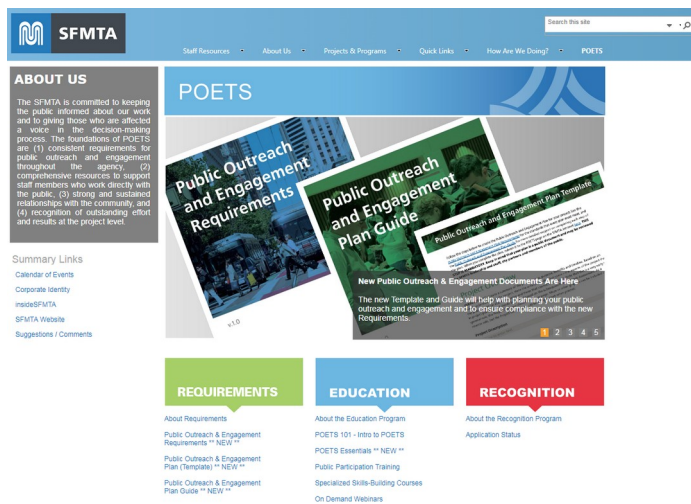
From January 2018 through March 2018, the Public Outreach and Engagement Manager is conducting numerous Public Outreach & Engagement Requirement Input Sessions to gather input from key external stakeholders across the city to give them an opportunity to help shape this critical final document. Input Sessions will be facilitated for a wide range of external stakeholders - neighborhood and merchant groups, advocacy groups, local leaders, contractors, etc. Additional input sessions will also be conducted for our key city family stakeholders such as our Supervisors and Aides, and various city departments. Once all of these sessions have been completed, the input will be tabulated and used to shape the Agency's final Public Outreach & Engagement Notification Requirements, mandatory for all staff conducting outreach for projects to follow. This final document is projected to be completed by June 2018.

*Update – **Completed (November 2018)***

The updated POETS requirements were completed in late June 2018, and were presented to the SFMTA Board of Directors on June 19, 2018. The report to the SFMTA Board can be found [here](#).

In the Fall 2018, the final documents were developed, and internal SFMTA website updated for SFMTA project delivery and other staff. The fundamental principle behind POETS is that those who are impacted by our work have a right to be included in the decision-making process. The SFMTA through POETS is committed to communicate clearly about its plans and consider how public input can help inform

those plans. When the public is satisfied with the SFMTA's work, it is easier to complete projects on time and on budget.



5.0 Responsiveness

5.1 - Curb Management Program

San Francisco's transportation landscape has evolved rapidly over the past several years. Curb demand today is drastically different than it was 10 years ago. The changes in how people and goods get around have also transformed how curb space is used. Much of this is due to the expansion of bike sharing and car sharing, increases in deliveries as a result of e-commerce, the growth of private transit services and, of course, the popularity of Uber and Lyft. On top of all that, we still have very important curb needs for transit, paratransit, privately owned vehicles, traffic safety improvements and more.

It is imperative that the Agency shift from incremental to holistic curbside management to ensure a safe, efficient and effective transportation system for all users. The holistic perspective better addresses resident and business needs, allows for informed trade-off decisions between various curb users, provides consistency and alignment across Agency projects, and ultimately identifies the correct value of the curb. It also presents an opportunity to prepare for the proliferation of autonomous vehicles and to harness existing and emerging technology to better balance competing curb uses and create more automated enforcement mechanisms.

How the Agency has been managing "parking" remains dispersed and decentralized across the Agency, without an underlying agency plan or approach. To keep pace with transportation innovations, prepare for future growth, and respond to the needs of our communities, the SFMTA will take a more holistic and strategic

approach to curb management.

Therefore, a Curb Management Team has been created in the Parking section (now called the Parking & Curb Management section) of the Sustainable Streets Division. This new team will develop policies and provide guidance and support to the rest of the agency on curb-related changes.

The Curb Management Team has five core responsibilities:

- Development of an agency Curb Management Strategy;
- Development of an agency Curb Data Strategy;
- Development of area-wide curb management plans;
- Administration of curb management programs such as car sharing, moped sharing, demand- responsive pricing, RPP and tour/casino buses; and
- Support SFMTA staff by providing data, developing curb management proposals and participating in community engagement.

Furthermore, this team will work collaboratively and matrix across the SFMTA. For example, there are key people outside of the Curb Management Team, like the Color Curb Program, with institutional knowledge and real-world curb management experience.

*Update – **In-Process (expected completion date June 2020)***

In November 2018, draft Curb Management Guidelines were developed by the SFMTA which will be used on various pilots throughout 2019. These pilots will result in an update to the Curb Management Guidelines and finalized through the development of an overall Curb Management Strategy in 2020.

5.2 Community Response Team

It is recommended that the Agency create a Community Response Team (CRT), with technical staff and budget to respond to District Supervisor requests above and beyond what SFMTA responds to under existing programs. The CRT will mostly serve to improve communications with the BOS, but will also follow up on requests that are urgent, highly sensitive, or do not fall neatly under an existing program.

Staff will be assigned to be the main point of contact for BOS requests routed through Local Government Affairs and in-consultation with the District Liaisons in the Communications and Marketing Division. Their core purpose, however is to respond and to follow up with field investigations and implementation as needed, with appropriate funding identified.

Any request either originating or forwarded by a District Supervisor or their staff

would be forwarded through Government Affairs to the City Traffic Engineer, Livable Streets Director, and the CRT Team Lead. The CRT Lead will manage the program of requests and commitments.

An allocation of \$1.1 million has been made a part of the capital budget annually to fund CRT staff time and implementation of measures not covered by other programs (\$100,000 per district on average). Rather than share this funding amount externally, staff should use this funding level as a guide and a place to charge their time for investigations and communications.

In addition to the CRT Lead, staff from Transportation Engineering and Livable Streets have been identified to evaluate and respond to requests. These staff members should have enough flexibility in their work plan to manage **4 CRT items per month**. CRT items would be assigned to staff based on their expertise, familiarity with the neighborhood and another factor.

*Update – **Completed (April 2018)***

The Community Response Team was fully operationalized in April 2018.

5.2 - Community Based Transportation Planning

A key initiative is the development of Community Based Transportation Plans (CBTPs). This type of process involves working closely with a neighborhood to understand broad goals and priorities, identify how mobility can play a role in achieving these goals, and then identify transportation efforts that can support them. As the name indicates, close partnership with the District Supervisor and with organizations within the neighborhood are essential to successful community-based transportation planning. CBTPs are also a fundamental first step in defining how our transportation system can support a more equitable city.

SFMTA completed its first such effort in 2017, the Western Addition Community Based Transportation Plan, with community partner Mo' MAGIC. Neighborhood residents identified safety and connectivity as primary concerns, and the plan defined short-, medium- and long-term measures to achieve these goals. In many cases, the identified steps did not involve lengthy, costly or disruptive capital improvements. In December 2017, Caltrans awarded a grant to SFMTA to complete a Community Based Transportation Plan for the Bayview. The goal of this effort is to ensure that future transportation investments support the needs of Bayview residents and businesses.

*Update - **In-Process (expected completion date in 2020)***

