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Sent: Thursday, November 14, 2019 7:46 AM
To: CON, Controller (CON) <controller.con@sfgov.org>
Cc: paul.sapowanich@sfgov.org; transallosf@gmail.com; angelofigone@comcast.net
Subject: Mayor Breed's Ongoing SFMTA Task Force Work

Dear Mr. Rosenfield,

Late year the Transportation Alliance of San Francisco issued a 1424 word report, the product of six months of careful deliberation by a highly-experienced group of transportation experts. The report, containing 20 recommended ways of improving San Francisco's transportation condition, was sent to dozens of City officials in late 2018. No responses were received. Below are four excerpted recommendations which appear to be of particular relevance to the Task Forces's ongoing work. We are sending them to you because you seem willing to objectively consider new ways of looking at things.

Should there be interest, the complete report is available to you and the Task Force.

From the SFMTA GOVERNANCE AND ORGANIZATION Section...

- 1.)
- 2.) Streamline the Transportation Agencies: Review the functions and responsibilities of the SFMTA, SFCTA, City Planning Department and Mayor's office to ensure that there is no duplication of effort. Ensure that all transportation-related activities are coordinated and tightly managed.
- 3.) SFMTA Structure: Change the management element of the SFMTA as necessary to give public transit and particularly Muni the high priority it deserves. Clarify SFMTA management responsibilities and ensure accountability *at all levels*. Provide manager training where and as necessary.
- 4.) Outside Management Audit: Subject the SFMTA to a comprehensive and completely independent management audit once every two years. Make necessary changes and publicize results *
- 5.) SFMTA Board: Having the entire Board selected by the Mayor's office has not worked. Elected officials should find a way of picking candidates for the SFMTA Board who possess the qualifications and experience needed to properly oversee a large and complex transportation organization. This should apply to all seven members of the Board. If this is not possible, adopt a new way of selecting Board members. Alternative ways of populating the SFMTA Board:.....

* Why the need for an outside audit? A word of explanation is needed. The SFMTA is a large and complex organization operating in a difficult and very public environment. It has many divisions and management levels. Some of the divisions are very independent and set in their ways, and some of the individual managers have long-held agendas of their own that are not always in the best interests of the Muni, the SFMTA or the city. This is not new. It's been that way for decades. It is exceedingly difficult

for the tiny handful of top SFMTA managers subject to public exposure and criticism to find out what's going on down the line, much less do anything about it. A few nights ago the entire Owl Service was shut down for several hours because two dispatchers were arguing over who should do what. Despite the obvious seriousness of the problem and despite Central Control's "monitoring", the leadership of the Muni and MTA apparently heard about the problem only belatedly through non-official channels.

Corporations, and large agencies in the Eastern part of the Country are regularly subject to management audits, which look at all levels and all management attitudes and practices. If successful, such analyses will reveal redundancies, and can and often do lead to both better accountability at all levels and better internal communication.

Regards,

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