



Connecting Communities

FY 2018-2019 Annual Report



SFMTA

Connecting Communities

The San Francisco Municipal Transportation Agency (SFMTA) operates the Municipal Railway (Muni), the eighth largest transit agency in the United States, while also managing a street system where buses, cars, trucks, taxis, bicycles, pedestrians and new emerging mobility services; such as scooters, shared bicycles, electric mopeds, commuter shuttles and more; are all competing for limited space.

Managing such a complex transportation system often means confronting difficult tradeoffs and our actions aren't always popular. One thing is clear though — as a city, we are at our best when we lead with our values.

As San Franciscans, we believe that public transit should be an attractive and viable option for everyone. We believe that our streets should be safe for pedestrians, bicyclists and motorists. We value the economic vitality of our neighborhoods, clean air and convenient access to dining, entertainment and recreation that enhance our quality of life. And, of course, we are committed to promoting diversity, inclusion and equitable transportation options that meet the needs of all San Franciscans. Our expectations are high.

Every day, the SFMTA strives to meet those expectations. But, as our population and jobs continue to grow, and given our limited street space, we know that we have no choice but to move more people in fewer vehicles. It's simple geometry. As we work to attract more residents and visitors to public transit, and other sustainable modes of travel, we must continue make those options safer, more reliable, efficient and comfortable.

To improve the experience for our Muni customers, we have made historic investments to replace and expand our entire fleet of trains and buses, including adding 29 new LRV4 light rail vehicles in 2019. These state-of-the-art trains will reduce the frequency of breakdowns, one of the most common causes of subway delays. We are also

making strategic upgrades to our aging transit infrastructure and hiring more bus and rail operators to further improve reliability and ensure that we are delivering on our service commitments.

For the past five years, various city agencies have worked collaboratively to reduce and, ultimately, eliminate traffic fatalities through our shared commitment to Vision Zero. This effort treats traffic deaths for what they are — a public health crisis.

This year, we adopted a new approach to streamline critical safety improvements on the Vision Zero High Injury Network. These "quick build" projects are allowing us to expedite pedestrian and bicycle safety improvements as we work on comprehensive, longer-term street changes through our major bicycle and pedestrian capital projects.

This effort was a response to concerning local and national trends. After a record low number of fatalities in 2017, the number of deaths has crept up over the last two years, prompting us to look for new ways to improve road safety. While San Francisco is doing better than other US cities, we remain steadfastly committed to the idea that these fatalities are both unacceptable and preventable.

While there is no denying that many challenges remain, we also celebrated some notable successes in 2019.

We are proud again this year to operate the greenest transit fleet of any major city in North America. In 2019, Muni carried more than a quarter of all daily trips in San Francisco yet generated only three hundredths of one percent (.03%) of the city's transportation sector greenhouse gas emissions. This is down from two percent (2%) in recent years. But we are San Francisco and we should expect nothing less.

This September, the city welcomed the Golden State Warriors to their new Chase Center home in Mission Bay. While the presence of an 18,000-person arena in a dense urban neighborhood offered numerous challenges, our collaboration with the Warriors proved what can be accomplished when we work together. The Warriors delivered on their promise to promote public transit and other sustainable modes of travel

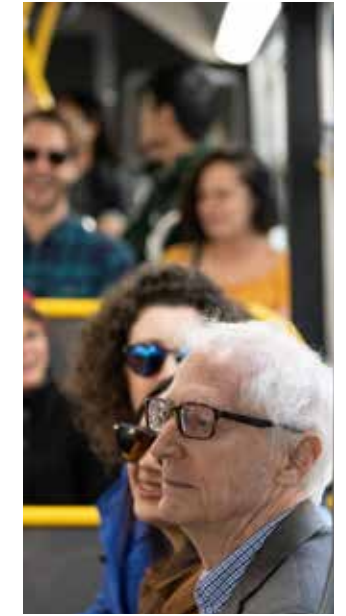
and implemented an agreement to bundle Muni day passes with all Chase Center event tickets. We added new bus and rail service to meet the growing demand and ensure that event goers can get to and from the arena without driving.

During my tenure as Interim Director of Transportation, I have been inspired by colleagues from every corner of the agency. None of what we have accomplished this year would have been possible without the 6,000 committed SFMTA employees who, every day, get you where you need to go easily and safely. Whether you ride Muni, drive a car, walk, ride a bicycle, take a taxi or ride paratransit, there they are — at your service.

Finally, I want to express my gratitude to the to the community stakeholders who give their time to write emails, attend meetings and keep us accountable to our values and focused on delivering outstanding service for the residents of, and visitors to, San Francisco. We are in this together and we are profoundly grateful for your ongoing support of public transportation.



Tom Maguire
Interim Director of Transportation



Transportation: It's What We Do

The San Francisco Municipal Railway (Muni) was established in 1912 as the first publicly-owned and operated municipal transit agency in the United States.

Eighty-seven years later, in 1999, San Francisco voters created the San Francisco Municipal Transportation Agency (SFMTA) to operate and manage the city's transportation network as a single, integrated system. This historic merger brought together multiple city departments under one roof; including Muni, the Department of Parking and Traffic and, in 2009, the Taxi Commission.

Today, the SFMTA operates the eighth largest public transit system in the United States. We also provide paratransit service, regulate taxis and emerging mobility services, and oversee on and off-street parking. We also collaborate with other city departments and regional agencies to define long-range transportation and equity goals, and more.

By performing these multiple, essential functions, we are keeping San Francisco moving while also reducing greenhouse gas emissions and ensuring the city's position as a center of economic vitality.



At Your Service

Every day, more than 6,000 SFMTA employees connect San Franciscans with their communities and enhance the economy, environment and quality of life in the city.

Our transportation system would not function without the transit operators, parking control officers, transit fare inspectors, mechanics, painters, electricians, station agents, custodians, crossing guards, planners, engineers and administrative support staff who, together, get you where you need to go each day.

Whether you ride Muni, drive a car, walk, bike, take a taxi or ride paratransit, we're there...at your service.




By The Numbers

6,046 
SFMTA employees

2,630 
Muni Operators

314 
Parking Control Officers

278,000 
Public parking spaces

28,000 
Metered parking spaces

38 
Off-street parking garages and lots


189 
Crossing Guards


18 
Labor unions that represent our workforce

901 
Muni buses and Trolleys


210 
Miles of Bike Route


140 
Miles of Bike Lanes

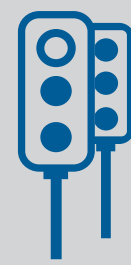
78 
Miles of Bike Path

215 
Light Rail Vehicles (LRV's)
149 Breda; 66 LRV4

77 
Historic streetcars

40 
Cable cars

28 
Miles of Protected Bike Lanes

1,247 
Signalized intersections

1,115 
Pedestrian countdown signals

280 
Accessible /Audible pedestrian signals

1426 
Taxi Medallions

800+ 
Disabled Parking Zones

156 
Paratransit vehicles

Transit: It's How We Roll

Every weekday, more than 560,000 people travel on Muni's 69 bus routes and more than 140,000 customers ride the Muni Metro light rail system.

Through the Muni Forward program, we are making transit service a safer, more reliable and, ultimately, more viable travel option for more San Franciscans. We are continuing to add "rapid line" bus service on busy routes, creating new transit-only lanes, implementing traffic signal priority to reduce trip times and building new bus boarding islands to reduce loading times.

Over the past several years, we have upgraded our entire fleet of buses and are in the process of replacing and expanding our light-rail fleet. The new state-of-the-art Siemens LRV4 trains are built to handle San Francisco's challenging operating environment, which includes sharp turns and our world-famous hills, and are less susceptible to vehicle breakdowns, the most common cause of service delays.

Delays do occur, however, and while our vehicles are brand new, our rail infrastructure is not. We recently renovated the Twin Peaks Tunnel and conducted extensive track and equipment maintenance throughout the subway system. In the coming years, we will continue to upgrade our infrastructure; including replacing the 20-year old computer system that controls trains while they operate in the subway.

Of course, it's the people who operate and maintain our vehicles who are the heart of Muni. In FY 2019, we successfully negotiated new contracts with the 18 labor unions that represent SFMTA employees, graduated more than 200 new transit operators and launched new apprenticeship and pre-apprenticeship programs to help us build our workforce to meet growing demands for service.

Through an ongoing series of 90-day action plans, and in collaboration with the Mayor's Muni Working Group, we are developing near and long-term approaches to improve the efficiency and reliability of San Francisco's transit system.



Safer Streets: Toward Vision Zero

Safety will always be our top priority.

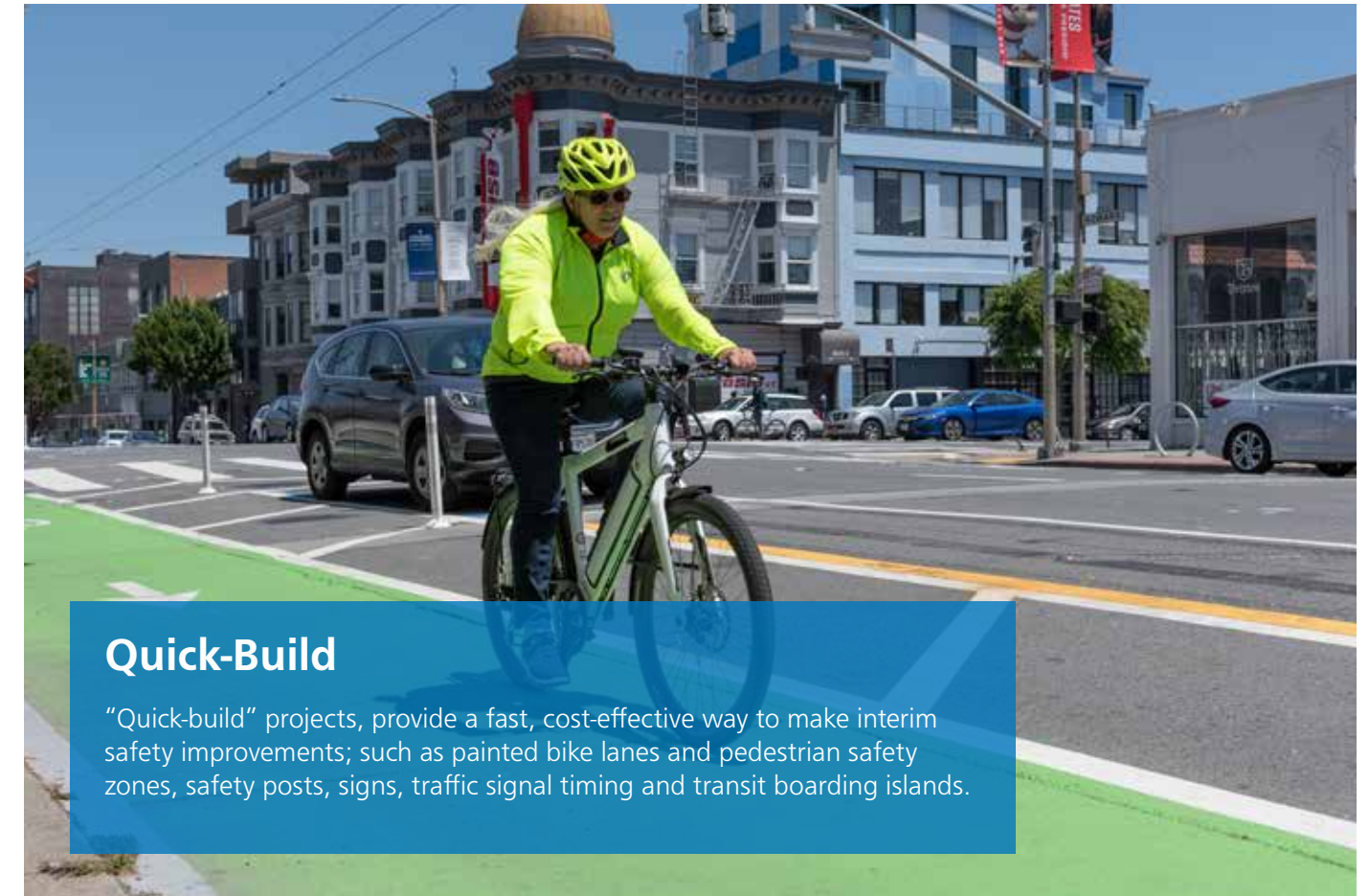
Every year, approximately 30 people lose their lives, and over 500 more are severely injured on our city streets. These deaths and injuries are both unacceptable and preventable.

In 2014, the City and County of San Francisco adopted Vision Zero, a commitment to end traffic fatalities by building safer streets, educating the public about traffic safety, enforcing existing traffic laws and advocating for changes to local, state and federal laws.

Vision Zero is a data-driven, interdisciplinary approach, which focuses resources on the areas of the city where the needs are greatest. Seventy-five percent of traffic fatalities and severe injuries occur on 13 percent of San Francisco streets. We call this the High Injury Network and that is where we prioritize improvements to make walking and biking safer and more comfortable.

In 2019, the SFMTA added nine miles of parking-protected bike lanes, an increase of 47 percent, and began expediting critical safety improvements on the High Injury Network with improvements like new striping and the installation of safety posts. Having completed six of these “quick-build” projects, we committed to nine more by the end of 2020. These are in addition to making comprehensive, long-term safety enhancements through our major capital projects.

In 2019, the Board of Supervisors unanimously passed a resolution to declare a state of emergency for traffic safety in San Francisco. We stand with the city’s elected leadership and will continue to work with them and with stakeholders throughout the city to address this public health crisis.



Quick-Build

“Quick-build” projects, provide a fast, cost-effective way to make interim safety improvements; such as painted bike lanes and pedestrian safety zones, safety posts, signs, traffic signal timing and transit boarding islands.



Welcome to the Future: Regulating Emerging Mobility

Public transit is the most efficient way to move people around San Francisco, but standard bus and rail vehicles are not always the answer for every trip. That is why it is important to offer a wide variety of mobility options.

The SFMTA manages six emerging mobility permit programs, in addition to regulating the taxi industry. These programs include: commuter shuttles; private transit services; and shared bicycles, scooters, electric mopeds and cars. Taken together, these services carry approximately 21,000 trips each day. When properly regulated, they have the potential to fill gaps in our transportation system and provide valuable first and last-mile connections to public transit.

In outlining a vision for the future of urban transportation, we worked closely with the San Francisco County Transportation Authority (SFCTA) to develop the Guiding Principles for Emerging Mobility Services and Technology. These principles help us hold new transportation services accountable and ensure that they operate in accordance with the City's policies and values.



Transportation for Everyone

Wherever you are in San Francisco, you are never more than a quarter of a mile from a transit stop. But ensuring transportation equity requires more than simply having stops in every corner of the city.

The Muni Service Equity Strategy is improving access to safe, convenient and reliable public transit service in eight priority neighborhoods with a high percentage of low-income households and people of color.

Access to services doesn't mean much if you can't afford to use them. In 2015, the SFMTA became the first public transit agency in the United States to offer no-cost rides for low-income students. We expanded the Free Muni program to cover 115,000 low and moderate-income youth, as well as seniors and people with disabilities, so they can get where they need to go without worrying about how they are going to pay.

In addition to removing financial barriers, we are making it easier for seniors and people with disabilities to move around the city. About one third of Muni customers report having one or more disabilities. Vehicle features, such as priority seating, kneeling buses, ramps and automated announcements make it easier for more people to ride Muni.

Despite these vehicle features, traditional transit service doesn't work for everyone. Each year, 775,000 paratransit trips serve those who are unable to independently use or access public transit because of a disability or disabling health condition. While a majority of these trips are served by paratransit vans, 40 percent are carried by our clean-air taxi fleet.

By working closely with our Multimodal Accessibility Advisory Committee, Paratransit Coordinating Committee and other disability rights advocates, we are empowering people with disabilities to help shape our programs to best meet their needs.



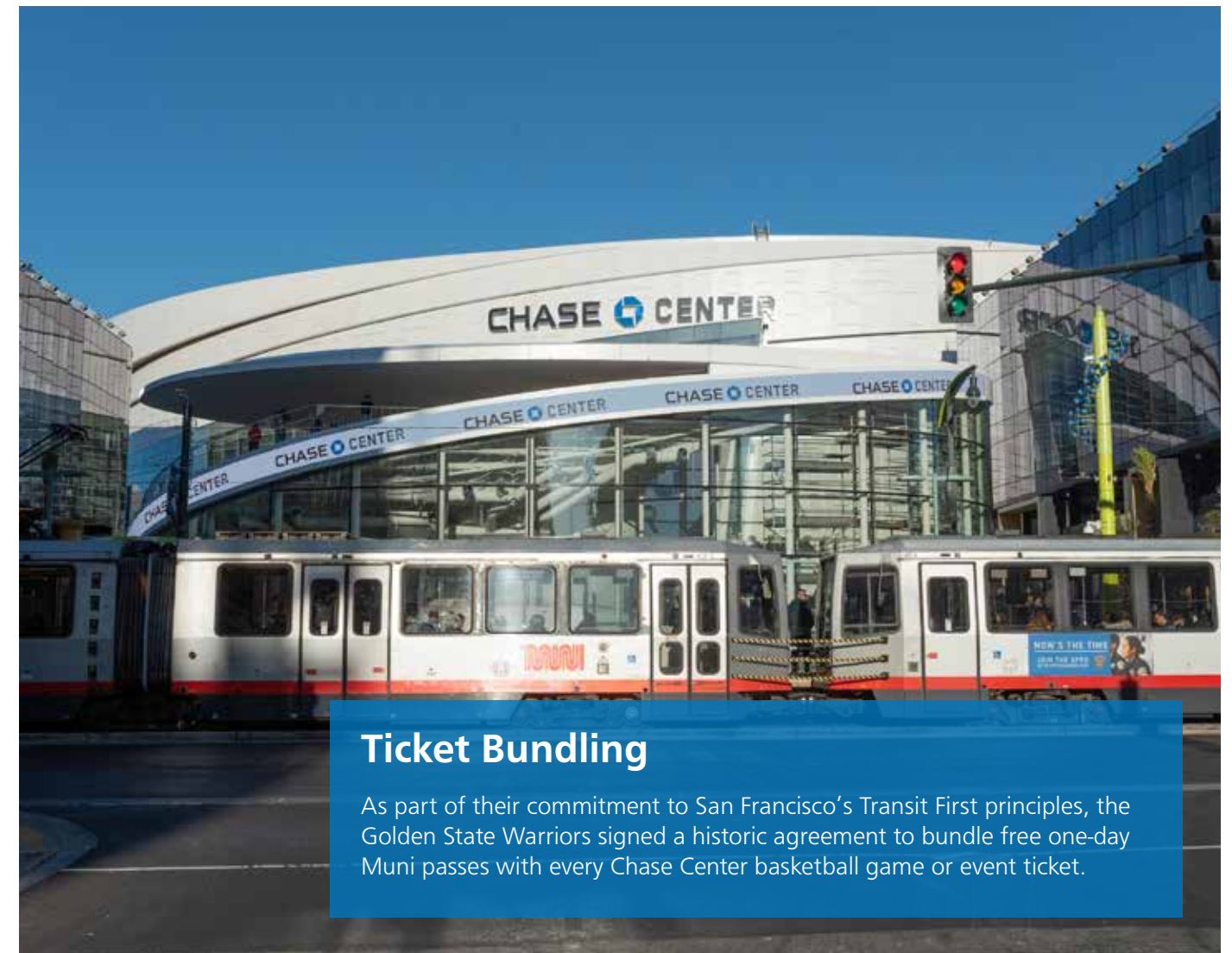
Chase Center: Welcoming the Warriors

San Francisco is the new home of the Golden State Warriors and Chase Center, the most transit-friendly arena in the United States. Opening a new 18,000-person arena in the heart of the bustling Mission Bay neighborhood provided both opportunities and challenges for the city's transportation system.

The SFMTA worked with the Warriors and other community stakeholders to ensure that event patrons are able to get to and from the arena safely, efficiently, sustainably and with the minimum possible impact on Mission Bay residents, merchants and employers.

To facilitate travel to and from Mission Bay, we constructed a new, larger UCSF/Chase Center (16th Street) platform and launched two new bus routes. The new 300-foot long boarding platform allows four, two-car trains to load simultaneously after events and the 78X and 79X express buses provide pre and post-game service to 16th Street Mission BART and down the Van Ness Corridor, respectively.

These improvements, along with the tireless efforts of SFMTA's Parking Control Officers, make it possible for us to clear the area around Chase Center within one hour after the end of an event.












Ticket Bundling

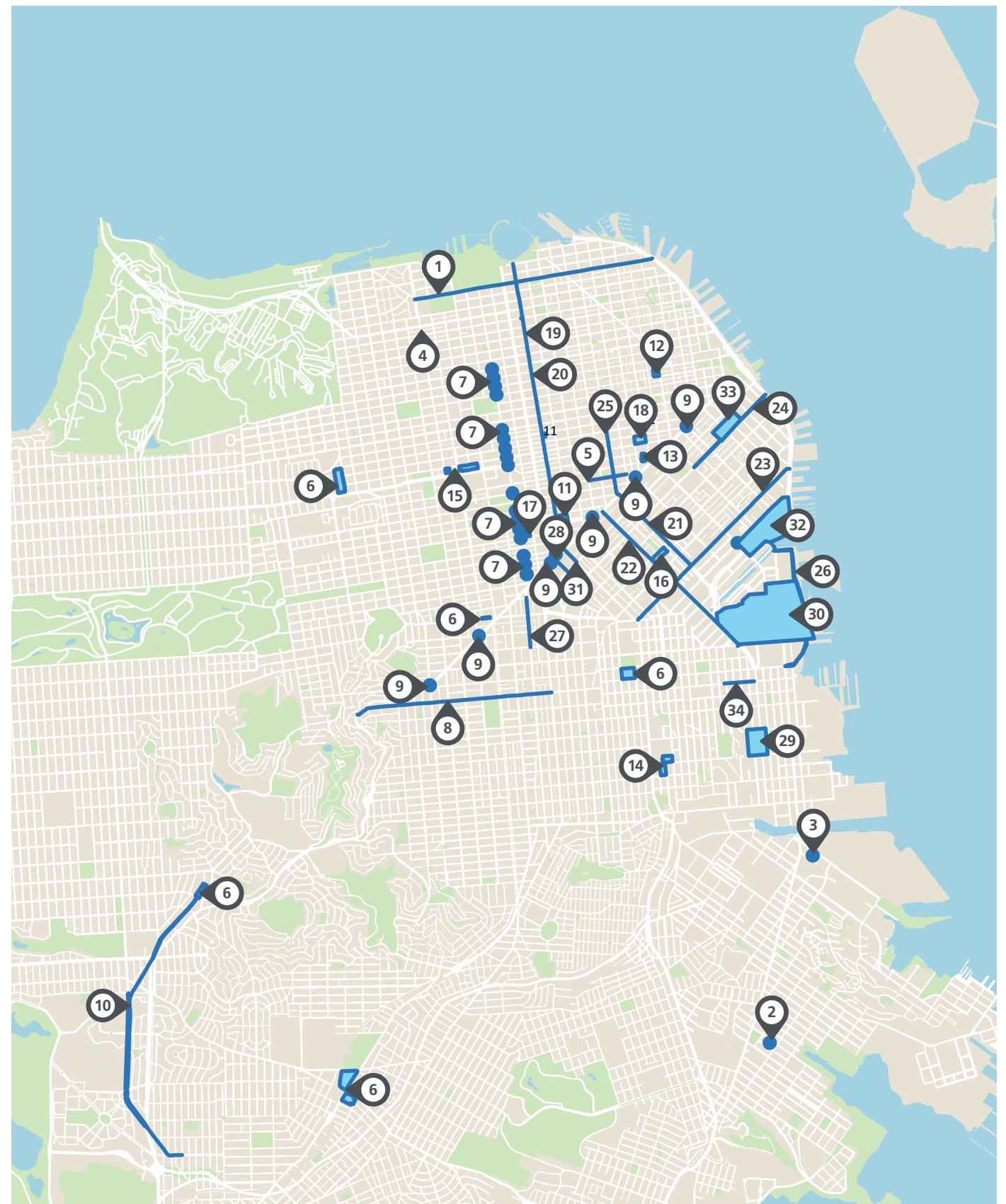
As part of their commitment to San Francisco's Transit First principles, the Golden State Warriors signed a historic agreement to bundle free one-day Muni passes with every Chase Center basketball game or event ticket.

Projects Completed

-  1. Bay Street Pedestrian Safety Project
-  2. Building Progress Program - 1508 Bancroft Rehabilitation
-  3. Building Progress Program - Burke Street Facility Renovation
-  4. Lombard Garage Waterproofing
-  5. Eddy Street Two-Way Conversion Project
-  6. Fall Protection System & Disconnect Switch Installation
-  7. Gough Street Traffic Signal Upgrade Project
-  8. Muni 33 Stanyan Pole and Overhead Reconstruction
-  9. Muni Metro Escalator Rehabilitation Project
-  10. Muni M-Line 19th Avenue Track Replacement
-  11. Parking Access Revenue Control Systems (PARCS) Upgrades at Civic Center Garage
-  12. Parking Access Revenue Control Systems (PARCS) Upgrades at St. Mary's Square Garage
-  13. Parking Access Revenue Control Systems (PARCS) Upgrades at Ellis-O'Farrell Garage
-  14. Parking Access Revenue Control Systems (PARCS) Upgrades at San Francisco General Hospital
-  15. Parking Access Revenue Control Systems (PARCS) Upgrades at Japan Center and Japan Center Annex Garages
-  16. Parking Access Revenue Control Systems (PARCS) Upgrades at 7th & Harrison Lot
-  17. Parking Access Revenue Control Systems (PARCS) Upgrades at Performing Arts Garage
-  18. Parking Access Revenue Control Systems (PARCS) Upgrades at Union Square Garage
-  19. Polk Street Signal Upgrade
-  20. Polk Street Streetscape Project
-  21. Quick Build - 6th Street (Market to Folsom)
-  22. Quick Build - 7th Street (Townsend to 16th)
-  23. Quick Build - Brannan Street (Embarcadero to Division)
-  24. Quick Build - Howard Street (3rd to 6th)
-  25. Quick Build - Taylor Street (Market to Sutter)
-  26. Quick Build - Terry Francois Boulevard (Mariposa to Mission Bay)
-  27. Valencia Bikeway Improvements Project
-  28. Van Ness Station Muni Metro Wiring
-  29. Curb Management Implementation: 22nd Street Caltrain
-  30. Curb Management Implementation: Chase Center
-  31. Curb Management Implementation: 10th & 11th Streets
-  32. Curb Management Implementation: Oracle Park
-  33. Curb Management Implementation: Salesforce Transit Center
-  34. Evening parking meters: 18th Street

Citywide Projects

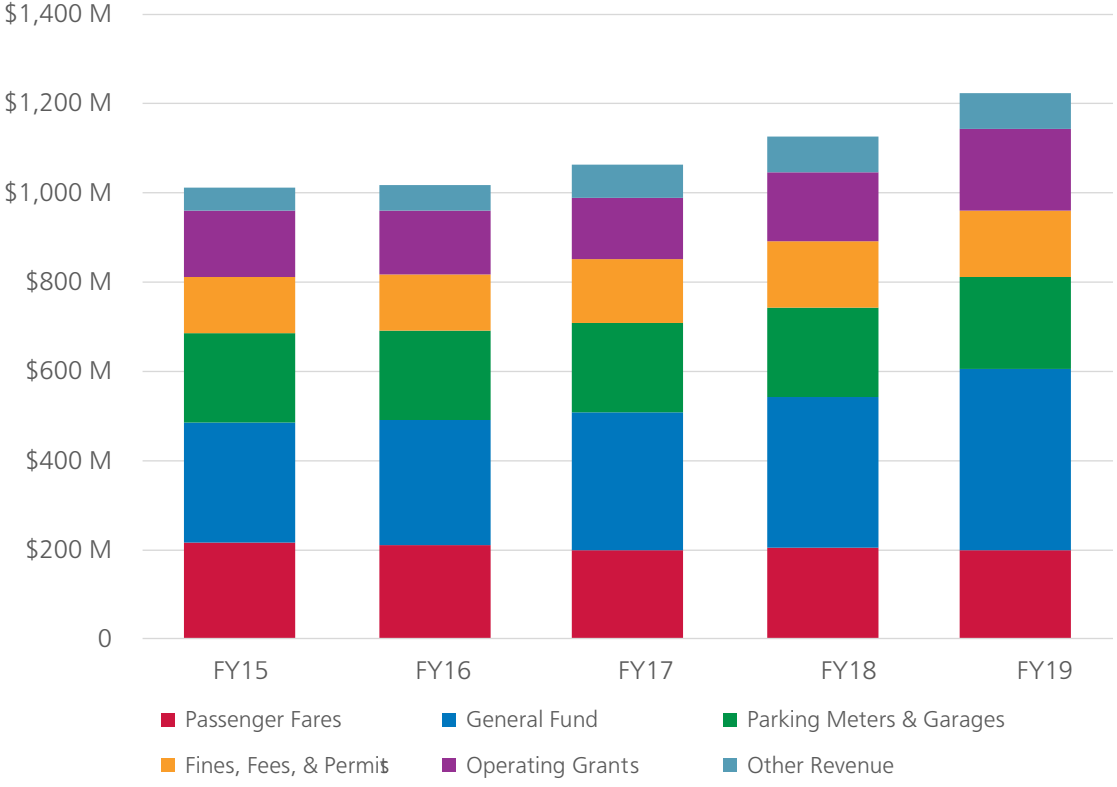
-  Operator Convenience Facility Project (Phase 2)
-  Pedestrian Countdown Signals on High Injury Corridors (17 locations)
-  Residential Traffic Calming Program (158 speed humps, 7 bulbouts, 2 curb ramps, 1 pedestrian island in four neighborhoods)
-  Traffic Signals for High Injury Corridors (9 locations)
-  On-street Car Share - new locations added
-  Paratransit Fleet Expansion/Replacement
-  Pay or Permit Regulations: Residents park free
-  Pay-by-license plate: All SFMTA parking lots
-  Procurement of 40' and 60' Hybrid Motor Coaches



This list reflects projects in their final phase or completely closed out by time of publication. We deliver projects at many stages. In our commitment to refine projects, we continue to solicit user feedback and projects continue to evolve. Follow projects in design, construction and completion stages at [SFMTA.com/Projects](https://www.sfmta.com/projects).

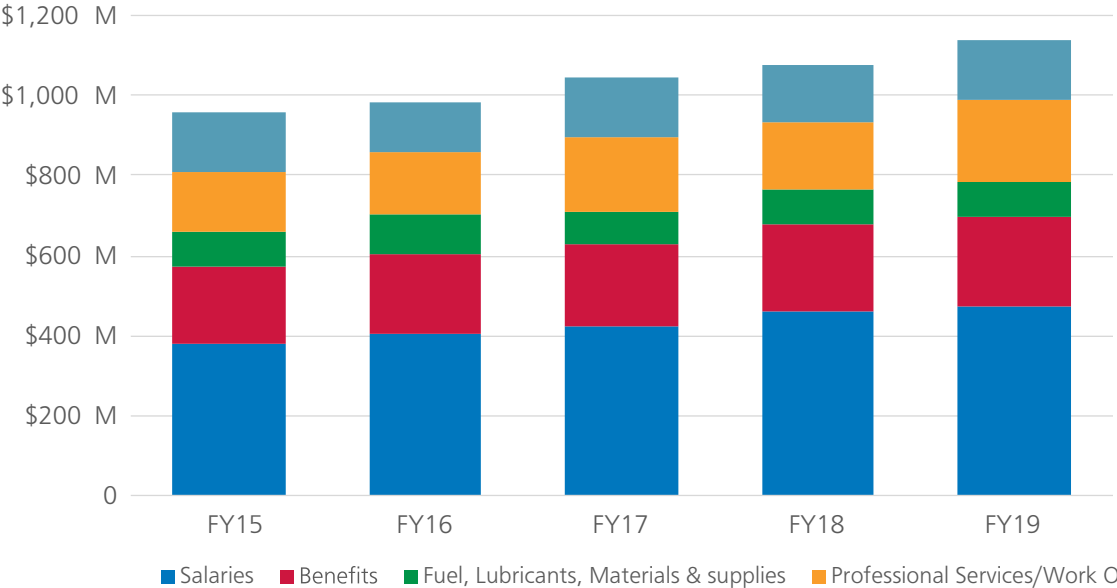
Budget

Operating Revenues



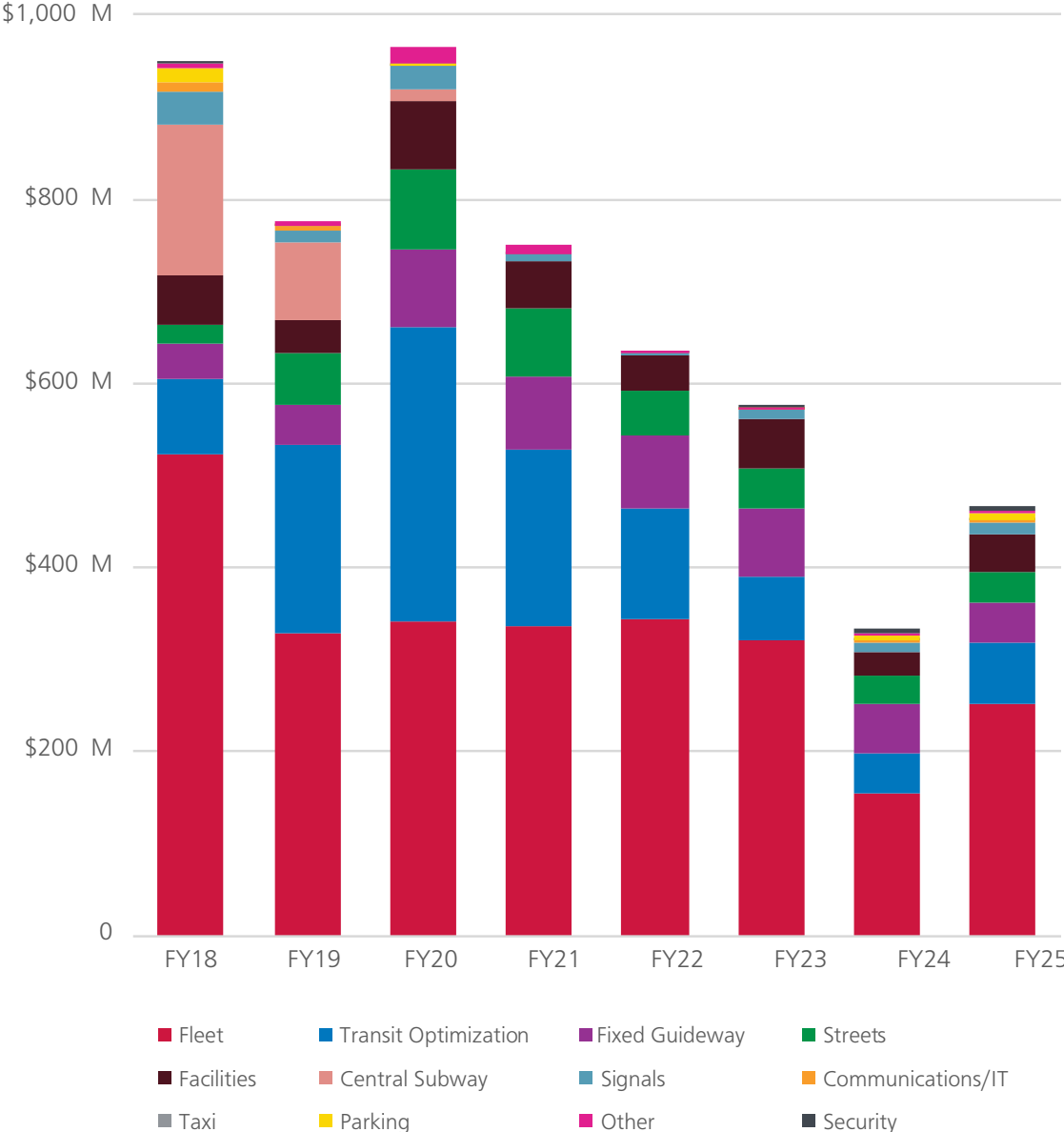
Note: Fines, Fees and Permits include Taxi Services. Other Revenue category includes the following: Advertising, Interest, Rental Income and Appropriated Fund balance.

Operating Expenses



Note: Other Operating Expense category includes insurance and claims, rent expense, debt service and payment to other governmental entities.

CIP Program

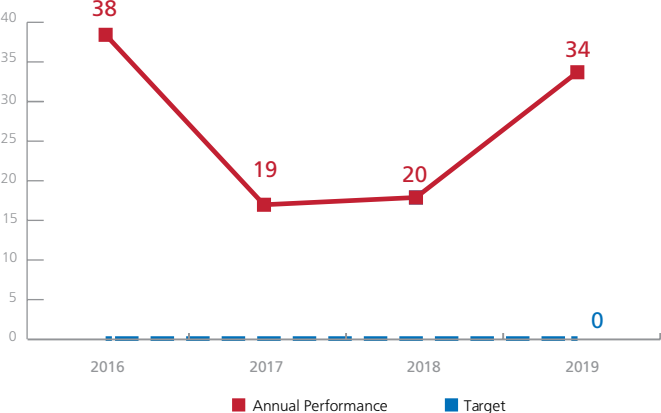


Key Performance Indicators

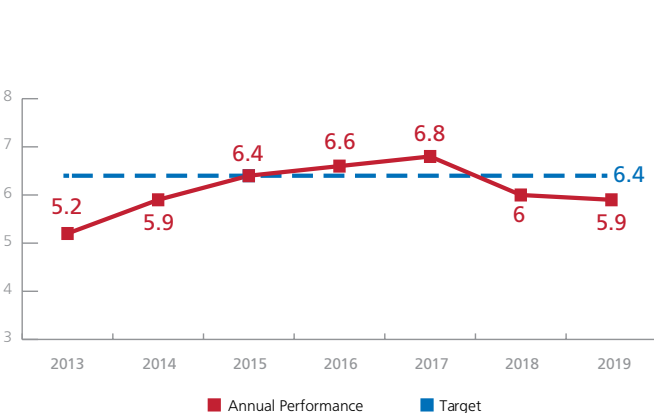
Goal 1 | Create a safer transportation experience for everyone.

Where investment has been made, incidents have decreased. However, traffic fatalities remain high. Our commitment to push harder for street transformations that save lives and make more vibrant and connected communities remains strong. Collisions have decreased due to a more focused approach including increased frequency of operator safety trainings focused on real-world incidents. Through initiatives such as Quick-Build, the early 2020 Market Street closure to vehicles, building 20 miles of protected bike paths by 2021 and updating traffic signals timed for pedestrian safety, the city will continue seek solutions to prioritize safe streets, guided by our Vision Zero policy.

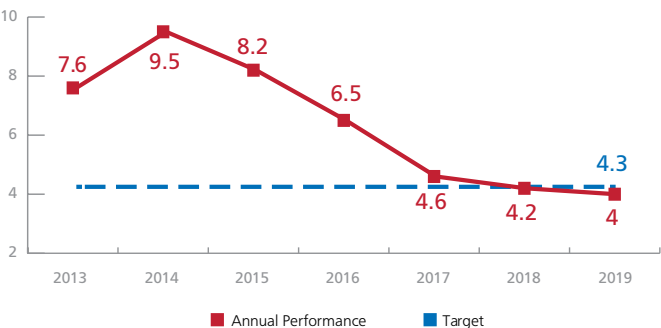
Objective 1.1.1 | Traffic Fatalities



Objective 1.2.1 | Muni collisions per 100,000 miles



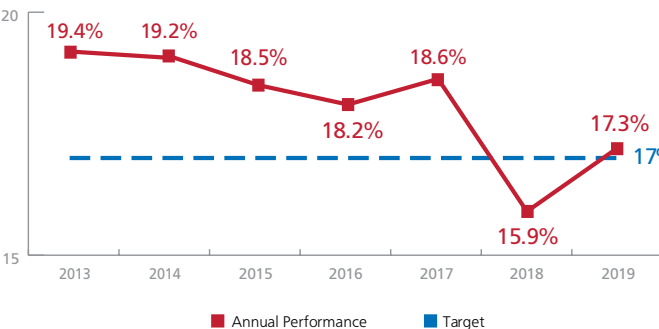
Objective 1.3.1 | SFPD-reported Muni-related crimes per 100,000 miles



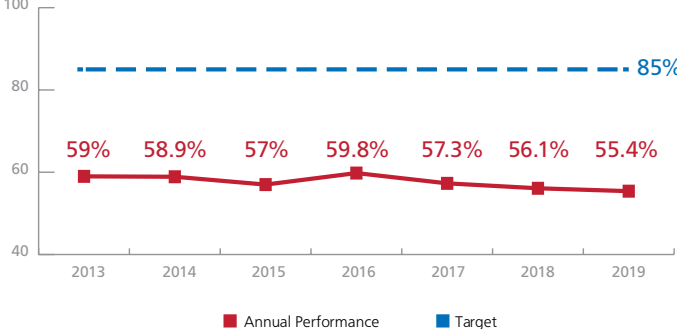
Goal 2 | Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

Nationally transit ridership has declined. While Muni faces similar challenges, including increased traffic congestion and competing travel options, it remains one of the most highly-utilized transit systems in the nation with ridership on Rapid lines increasing 14 percent over the past two years. Muni's Rapid network prioritizes frequency and reliability on many of the busiest lines. To match demand, capacity has been added along with increased frequencies on Rapid lines which has generated new ridership and even shifted demand from driving to transit. Ongoing upgrades such as transit lanes, wider sidewalks at stops for quicker boarding times and traffic signals that stay green for transit are all contributing to keeping Muni moving.

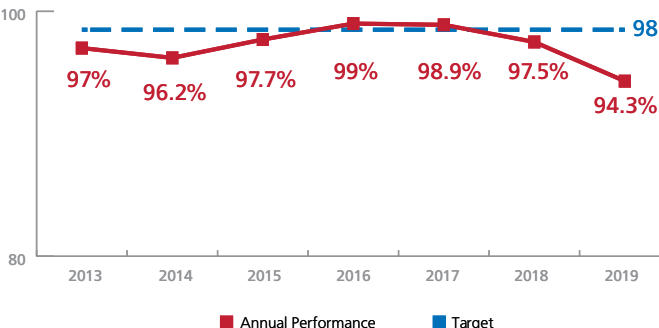
Objective 2.1.1 | % of Muni trips with service gaps



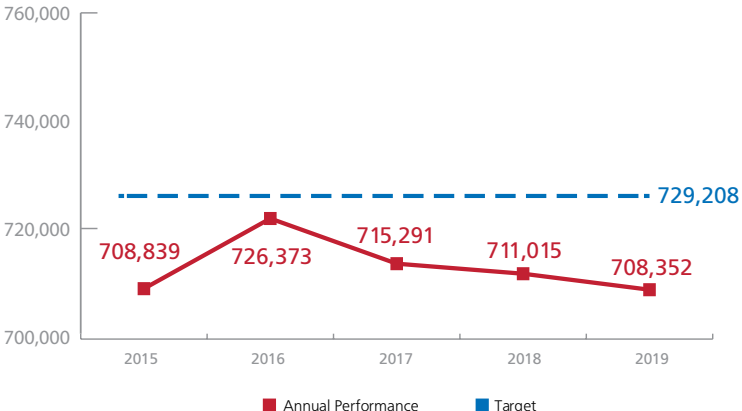
Objective 2.1.2 | Muni on-time performance



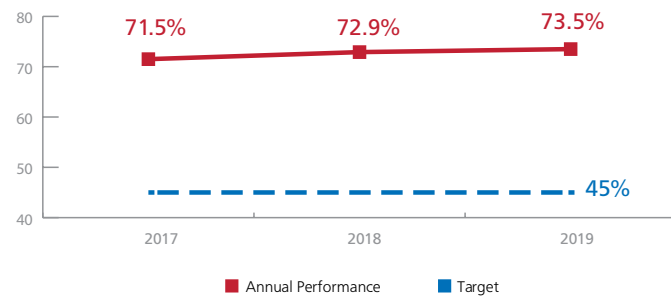
Objective 2.1.3 | % of scheduled Muni service hours delivered



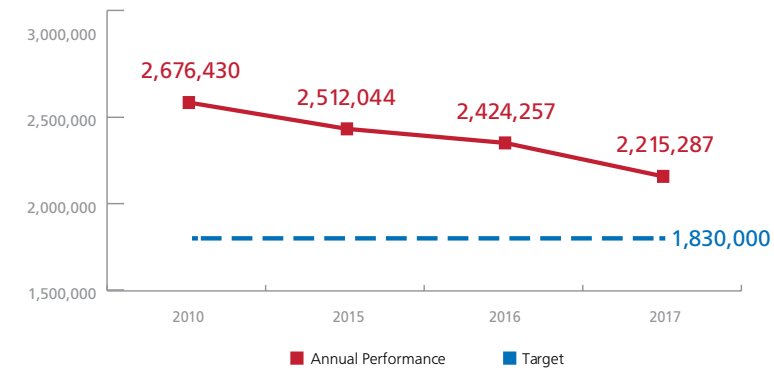
Objective 2.1.3 | Muni ridership



Objective 2.3.2 | % metered hours that meet parking occupancy targets



Objective 3.4.1 | Transportation sector carbon footprint (metric tons CO2e)



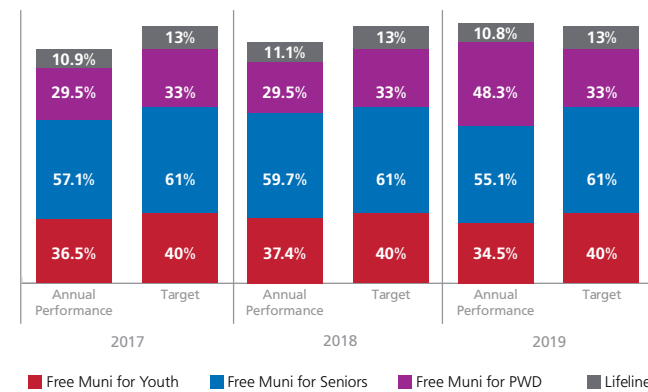
Goal 3 | Improve the quality of life and environment in San Francisco and the region.

The agency is committed to advancing a suite of comprehensive planning efforts with local and regional partners such as ConnectSF, to ensure that tomorrow’s transportation system is safe, sustainable, equitable and resilient. SFMTA is also helping to connect land use and transportation investments across the city which ideally will allow future residents to choose sustainable modes. Additionally, the agency is working to ensure that emerging mobility operations are consistent with the city’s expectations for safe, equitable and sustainable transportation.

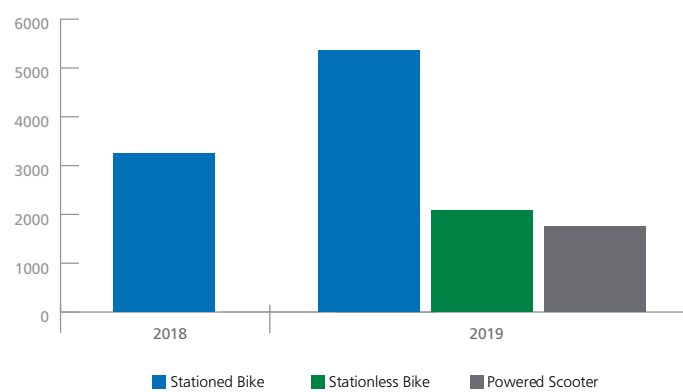
Goal 4 | Create a workplace that delivers outstanding service.

Goal 4 underpins the first three Strategic Plan goals, and we know that in order to achieve our safety, livability and sustainability goals, our team needs to feel supported and respected in the workplace. The agency continued to focus on identifying opportunities to improve on workforce management, employee productivity and engagement, with an emphasis on employee recognition and respect in the workplace. Based on employee surveys, we have created a holistic approach to employee engagement with a focus on training, townhalls, focus groups, employee interviews, and peer-to-peer recognition. The peer-to-peer “Going the Extra Mile” or GEM award was even more popular in its third year. From 2018 to 2019 the number of GEM nominations doubled. Last year we were also proud to add a team member to deliver, support and amplify racial equity programs to employees.

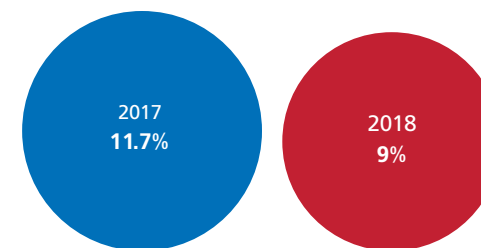
Objective 3.1.1 | % of eligible population utilizing free or discounted Muni fare programs



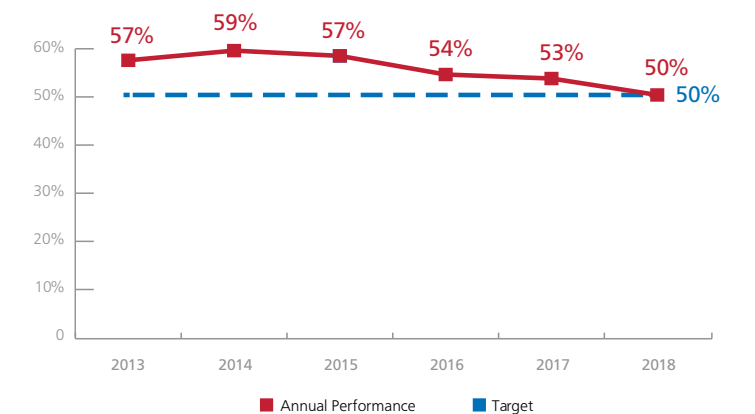
Objective 3.3.1 | # average weekday trips using Emerging Mobility Services (EMS)



Objective 4.1.1 | Employee unscheduled absence rate

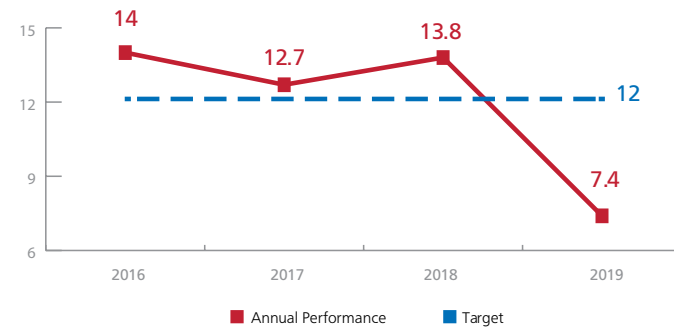


Objective 4.1.2 | Employee rating: Overall employee satisfaction

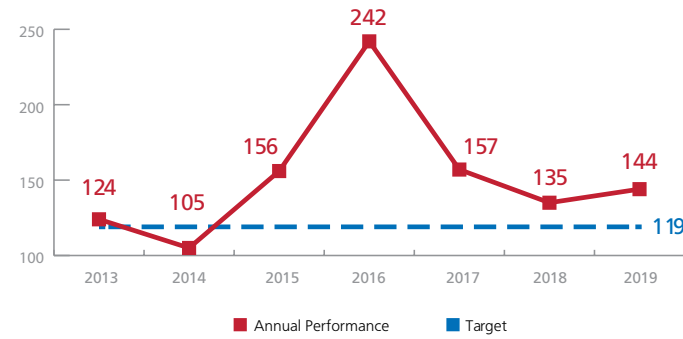


Acknowledgements

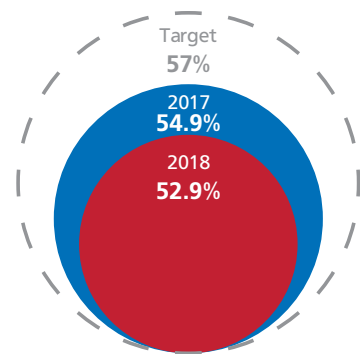
Objective 4.2.1 | Security incidents involving SFMTA employees (monthly average)



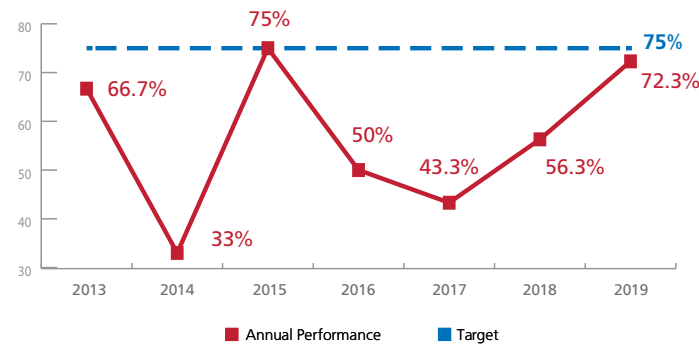
Objective 4.3.1 | Muni employee commendations to 311 (monthly average)



Objective 4.4.1 | Employee rating: I feel that the Agency values workplace diversity



Objective 4.5.1 | % of capital projects completed on time



Mayor London Breed

San Francisco Board of Supervisors

- Sandra Lee Fewer, *District 1*
- Catherine Stefani, *District 2*
- Aaron Peskin, *District 3*
- Gordon Mar, *District 4*
- Vallie Brown, *District 5*
- Matt Haney, *District 6*
- Norman Yee, *District 7*
- Rafael Mandelman, *District 8*
- Hillary Ronen, *District 9*
- Shamann Walton, *District 10*
- Ahsha Safai, *District 11*

State and Federal Delegation

- Hon. Dianne Feinstein, *US Senator*
- Hon. Kamala Harris, *US Senator*
- Hon. Nancy Pelosi, *US Representative*
- Hon. Jackie Spier, *US Representative*
- Hon. Scott Wiener, *State Senator*
- Hon. David Chiu, *State Assemblymember*
- Hon. Phil Ting, *State Assemblymember*

SFMTA Board of Directors

- Malcolm Heinicke, *Chair*
- Gwyneth Borden, *Vice Chair*
- Cheryl Brinkman
- Amanda Eaken
- Steve Heminger
- Cristina Rubke
- Art Torres
- Roberta Boomer, *Board Secretary*

SFMTA Executive Team

- Tom Maguire, *Interim Director of Transportation*
- Kimberly Ackerman, *Director of Human Resources*
- Kate Breen, *Director of Government Affairs*
- Deanna Desedas, *Acting Director of Communications & Marketing*
- Melvyn Henry, *Director of System Safety*
- Julie Kirschbaum, *Director of Transit*
- Leo Levenson, *Chief Financial Officer/ Director of Finance & Information Technology*
- Kate Toran, *Director of Taxi & Accessible Services*
- Siew-Chin Yeong, *Director of Capital Programs and Construction*

Annual Report Development Team

- Creative Services Team*
- Bradley Dunn, *Strategic Communications*
- Travis Fox, *Finance & Information Technology*
- Jonathan Rewers, *Finance & Information Technology*
- Jonathan Streeter, *Public Outreach & Engagement*
- Ethan Veneklasen, *Strategic Communications*

VISION

Excellent transportation choices for San Francisco.

MISSION

We connect San Francisco through a safe, equitable, and sustainable transportation system.

Goal 1

Create a safer transportation experience for everyone.

Goal 2


Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

Goal 3

Improve the quality of life and environment in San Francisco and the region.

Goal 4

Create a workplace that delivers outstanding service.

 **311 Free language assistance** / 免費語言協助 / Ayuda gratis con el idioma / Бесплатная помощь переводчиков / Trợ giúp Thông dịch Miễn phí / Assistance linguistique gratuite / 無料の言語支援 / Libreng tulong para sa wikang Filipino / 무료 언어 지원 / การช่วยเหลือทางด้านภาษา โดยไม่เสียค่าใช้จ่าย /

 [@SFMTA_Muni](https://twitter.com/SFMTA_Muni)

 [Facebook.com/SFMTA.Muni](https://www.facebook.com/SFMTA.Muni)

 [Instagram.com/SFMTAPhoto](https://www.instagram.com/SFMTAPhoto)

SFMTA.com