

Streets for All

SFMTA

Fiscal Year 2016-2017 Annual Report

SFMTA Vision

San Francisco: great city, excellent transportation choices.

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Streets For All

*Message from Cheryl Brinkman, Chairman, SFMTA Board of Directors
and Edward D. Reiskin, SFMTA Director of Transportation*

It was a remarkable year in unpredictable times.

At the San Francisco Municipal Transportation Agency, we believe our recent achievements and progress reflect the unique values that make San Francisco a great city. That by connecting San Francisco through a safe, equitable and environmentally sustainable transportation system, we align the commitments of our city government with the ideals of the people who live and work here.

The stories captured in this Fiscal Year 2016-2017 SFMTA Annual Report demonstrate the role transportation plays in living out those values—chief among them the city’s Transit First Policy. Included in this report are performance tracking and other data that show our progress as we strive to provide San Francisco’s residents, businesses and visitors with a world-class transportation system for our 7x7 city.

In these pages you’ll get insight into transit investments and route enhancements that are completed and on the horizon; including those tied to our inclusive Muni Service Equity Strategy, a pioneering effort to strengthen the mobility of communities who need it most. In the future, we are certain to have many more transit investments to highlight, thanks to the landmark transportation funding package, Senate Bill 1, which was signed into California law in 2017. It marks the biggest new state commitment to public transit and transportation infrastructure in more than 40 years, and San Francisco’s total annual shares to SB1 funding are estimated at more than \$60 million. More than half of these funds will support continued funding of transit service, upgrades in rail infrastructure, and improve maintenance and storage facilities that service Muni’s expanding fleet of trains and buses.

You’ll be introduced to a wide range of agency milestones, spanning venerable anniversaries such as 100 years of Muni bus service and also such breakthrough achievements as our new Muni light rail train that began service in 2017.

Through this annual report we look back at the recent actions we have taken to prioritize safety. Our Strategic Plan’s No. 1 goal is to create a safer transportation experience for everyone. This responsibility is also reflected in our work toward Vision Zero, the citywide initiative to end traffic deaths.

We share ways we’ve shepherded new means of sustainable transportation onto our city streets, such as bike share and car share, that help us achieve the city’s ambitious climate goals. And we look to the future. As transportation continues to make technological advances that were once unimaginable, these new options must be incorporated in ways that do not have negative impacts on San Francisco as a whole. Forward-looking efforts are being led by the SFMTA and regional partners to guide transportation progress while keeping with San Francisco’s interests in managing transportation as one integrated system.

At the center of the values that guide us are people.

There is one person we’d like to take a moment to especially recognize here. Mayor Edwin M. Lee was a strong champion of our transportation work. He stood firmly for public safety and making a resilient San Francisco. With his guidance and support, we have sustained the city’s existing infrastructure and laid the foundation for a stronger transportation system. The investments Mayor Lee oversaw made it possible for the SFMTA to grow our Muni fleet, install

key street safety projects, and work to address city growth. We truly mourn his untimely passing and are deeply grateful for his long career in public service.

Central to our work are also the people who care enough to engage with us in public meetings across the city and help us meet the needs of local communities.

The people of San Francisco can also be credited with the formation of our agency. Established by voter proposition in 1999, and reaffirmed in 2007, San Franciscans called for the consolidation of the Municipal Railway and the Department of Parking and Traffic to affirm the city's Transit First Policy. Integrating the city's transportation system, voters have said, is the best way to ensure the safe and efficient movement of people and goods on city streets. Their faith in us drives our work to enhance mobility and make San Francisco a safer, more environmentally sustainable city.

Fundamental to all of our agency advances are the people who come to work at the SFMTA each day to make the city better, putting the well-being of everyone who moves around San Francisco at the center of everything they do. Bound by common principles, it takes the joint effort of the SFMTA's 6,000 public employees and everyone we serve to deliver a transportation system worthy of San Francisco.

We hope you'll join us in reflecting upon the collective accomplishments of San Francisco's transportation agency this past year. The SFMTA is proud of our role in supporting streets for all and providing integrated public transit, and we are committed to serving you for years to come.

Edward D. Reiskin, SFMTA Director of Transportation

Cheryl Brinkman, Chairman, SFMTA Board of Directors

ABOUT THE SFMTA

What does the SFMTA do?

A department of the City and County of San Francisco, the SFMTA oversees the city's surface transportation. Whether you take Muni, walk, bike or drive, we get you where you need to go and keep San Francisco's families and neighborhoods connected.

As you move about San Francisco, you see the work of the SFMTA.

- *Muni Transit*
- *Pedestrian Environment and Safety Programs*
- *Bicycling Infrastructure*
- *Public Parking*
- *Taxicab Regulation*
- *Paratransit Services*
- *Traffic Engineering*
- *Transportation Policies and Enforcement*

In 1999, voters made the visionary decision to merge the Municipal Railway with the Department of Parking and Traffic to create the SFMTA. Later, taxi regulation was added, and the SFMTA became an agency that addresses the mobility needs of everyone in the city.

Today, guided by the city's longstanding *Transit First* Policy and other social, economic and environmental edicts laid out in the City Charter, we pursue our vision of an excellent transportation system—the most unique one in the world.

THE YEAR ON MUNI

It's been said that riding Muni proves you're a true San Franciscan.

Whether a matter of civic pride or simple necessity, over 200 million people use Muni each year, and Muni vehicles are boarded almost 720,000 times each weekday.

The SFMTA is proud Muni is such a vital part of San Francisco's life and identity. And as the agency overseeing our unique fleet, we're committed to making Muni safe, efficient, reliable—and equitable. From hybrid buses to trolley buses, light rail trains to historic streetcars—and our world-famous cable cars—Muni lines are the web that weaves our city of hills together.

Service improvements and vehicle upgrades were some of the ways we moved Muni Forward in fiscal 2017. The results of our 2017 Muni customer satisfaction survey indicate our performance remained steady. Customers again gave us a 70-percent positive satisfaction rating, consistent with last year's all-time-high. Topping the customer list of most important attributes were on-time performance, frequency and efficiency. Here are some of the steps we took in the past year to improve Muni and meet the public's expectations.

SERVICE

Light Rail's Future, Today November 2017 marked a major milestone for San Francisco. We cut the ribbon on our first next-generation Muni train and sent it on its maiden trip along the N Judah line. Quieter and roomier than older Muni trains, Car 2006 whisked through tunnels and glided over San Francisco streets sporting a whisper-sleek, lightweight design. The car also carried a plaque dedicated to the late Larry Martin, a distinguished union and civil rights leader who started his Muni career as an operator.

Of the many remarkable things about this new Muni light rail vehicle, we must mention its delivery time: In fiscal year 2017 five new trains were built locally at Siemens' Sacramento plant and delivered to our agency in record time. Similar light rail orders take about five years to turnaround, but Car 2006 came online just three years after Siemens took our order. It's a testament to the dedication of the people at the Siemens' plant, as well as the leadership from San Francisco officials who helped acquire these five new trains and the 200 others on the way that will replace and expand our current fleet. This new, more reliable generation of light rail vehicles will go 10 times longer without requiring maintenance than the old trains.

The new Car 2006 is also a tribute to the 8,000 Muni riders who told us what features they'd like on their new trains. And it's the physical embodiment of strong teamwork by the SFMTA's transit staff. Thanks go out to everyone who helped us usher in a new era for Muni.

INSET:

Key Features of Muni's New Light Rail Trains

- New seating designed to widen aisles and create more space for passengers, strollers and luggage
- Modern diagnostic software helps our maintenance teams troubleshoot complex issues and track patterns

- Doors and steps have fewer parts, reducing breakdowns or the need for repairs
- New destination signs will help highlight the train's line
- New front step mechanisms will let customers use handicap-accessible platforms with less wear on other steps

PHOTO CAPTION:

Car kick-off: Mayor Ed Lee, Board of Supervisors President London Breed, Assemblymember Phil Ting and other local and state leaders joined SFMTA Director Ed Reiskin to welcome Car 2006 into service.

1917-2017: Century-Old Bus Fleet Gets New Blood We may have celebrated a century of Muni bus service last September, but we're getting younger all the time. In fiscal 2017, we added 138 new buses. Of them, five were 60-foot trolleys, 46 were 60-foot hybrids and 87 were 40-foot hybrids. Back in 2012, we were the oldest fleet in the country, with the average age of our buses 12.4 years. Now with more new buses in service and more arriving every week, we've retired older vehicles and brought the average age of our buses down to 9.2 years. The new, energy efficient buses are more reliable and less prone to breakdowns, thanks in part to enhanced maintenance procedures.

Hooray for the J: The J Church turns 100 Sharing the spotlight with our newest train was an old star; the J Church celebrated its 100th birthday this August. Still looking spry for a centenarian, the J has operated since 1917 along essentially the same route: down Market and Church streets, on a central path through Dolores Park and Noe Valley, with an extension to Glen Park and Balboa Park in the '80s. While not the oldest transit line in the city, the J Church is the oldest of Muni's remaining original "letter lines."

Remembering Harvey Milk: Historic Streetcar Back in Action We honored the late San Francisco Supervisor Harvey Milk this year with the street re-dedication of the 69-year-old F streetcar. Milk was a dedicated Muni rider, and as California's first openly gay politician, a pioneering force for the LGBTQ movement. The Harvey Milk Streetcar, which transports 25,000 riders daily, is painted in the same green and cream colors used when Milk was elected to the Board of Supervisors in 1977. Inside are exhibits detailing Milk's life. The reintroduction of this streetcar is part of a \$31.5 million fleet expansion program to restore 26 historic streetcars.

Inset

Making a Big Difference on Muni

Muni provides over 3 million hours of service each year, from before the morning rush hour through "Owl" service in the wee hours. And with 80 different routes and 3,551 stops across the city, we're constantly on lookout to make Muni safer and more reliable.

Some of the Muni achievements we did in fiscal year 2017:

First new LRV4's arrived - Improves transit reliability across our Muni Metro system

N Judah Hillway Shuttle launched -- adding 4 additional N trips in the morning to Cole Valley to relieve crowding on Muni's heaviest-ridership line.

S Shuttle Launched – adding more capacity in the Muni Metro tunnel. Each train carried 100 passengers per trip, reducing crowding on other lines.

Completed Green Light Rail Center Track Replacement – bringing a vital piece of transit infrastructure into a State of Good repair.

Radio replacement on all buses completed -- providing better communication between buses and central control

Launched 60-foot vehicles on the 5 Fulton and 5R Fulton Rapid – reducing crowding on a vital crosstown bus route

Sansome Contraflow Lane opened – providing a more direct and faster route for the 10 Townsend and 12 Folsom/Pacific. This saves riders up to 3 minutes!

Muni service hours increased by 10 percent on lines throughout the city in fiscal 2016 -- and remained at that level in fiscal 2017

And riders have noticed these investments! See the 2017 Muni Customer Satisfaction Survey which said:

- 70 percent of Muni riders rate its overall service as “good” or “excellent” – steady with 2016’s highest-ever rating!
- 53 percent of riders take Muni to work
- 78 percent rate Muni’s accessibility for people with disabilities as “excellent” or “good” – the transit service’s highest rated attribute
- 71 percent rate Operator helpfulness as Muni’s best attribute. They’re the friendly people wearing red-and-charcoal-gray now, Muni operators got new uniforms in 2017!

STANDALONE-QUOTE

“What’s great about Muni is that there are so many options for getting around and each is a totally different journey through the city and beyond.” - *Greg Wong, lifelong Muni rider and resident of the Parkside neighborhood*

Red Carpet Treatment: Painting Bus-Only Lanes Red Two studies we conducted in 2017 revealed that bus-only lanes we painted red were less frequently violated by drivers, and had fewer traffic collisions and more reliable Muni service. After the Federal Highway Administration reviewed our findings, we got the go-ahead to roll out the red carpet for more of our bus-only lanes. This is not only great news for our city—it may also lead to the Federal Highway Administration’s adoption of red bus-only lanes nationwide.

Putting Transit First: Our Board Mandates 40-Mile Makeover The SFMTA Board has mandated 40 miles of streets that prioritize transit. Slated improvements include transit-only lanes, rounded sidewalk extensions and consolidation of bus stops. So far, we've installed over 5 miles of transit-only lanes along congested transit corridors as well as 350 transit priority signals—we're rolling out more signals each month as part of Muni Forward.

5s and 5Rs

Our agency is improving Muni's reliability and comfort on many fronts. See our new, 60-foot articulated trolley buses serving the 5 Fulton corridor, part of Muni Forward's Rapid Network. In August 2016 we introduced these bigger buses to the 5 Fulton and 5R Fulton Rapid: lines that together handle 22,000 daily boardings, making them among Muni's busiest bus routes. Now buses can accommodate nearly 50 percent more customers. More room helps improve travel times on these crucial crosstown routes, which serve various Communities of Concern such as the Tenderloin and Western Addition. Customers can also board more easily now; as part of the continuing 5 Fulton Rapid Project we repaved roadways and new sidewalk bulb-outs on Fulton Street stops between 25th and 46th avenues. There's a new downtown terminus for the 5 also—the Salesforce Transit Center.

Direct Muni Route on Sansome Street

Our agency turned a one-way, southbound section of Sansome Street into a two-way lane extension for transit and commercial vehicles. Now Muni riders on the 10 Townsend and 12 Folsom/Pacific routes have a more direct route, saving up to three minutes per trip!

Up, Up and Away: The Launch of the N Judah Hillway Shuttle To ease crowding on the N Judah, our most heavily used line, we added a couple of one-car N Judah Hillway shuttles to run nonstop during peak hours. The little shuttle has helped us reduce pass-ups (when buses are too full to make stops) by 63 percent.

Rush Hour Relief: S Shuttle Re-Launched To relieve overcrowding during the morning commute, we've re-launched regular S Shuttle subway service between Embarcadero and Castro stations. The one-car trains carry about 100 people, freeing up space on the K Ingleside, L Taraval and M Ocean View trains.

TWEET CAPTION:

- **@sfmta_muni the extra morning N shuttle is definitely better than sliced bread. Only 4 min wait + lots of seats at Stanyan/Carl. Thank you!" - micahber <https://twitter.com/micahber/status/782968603003936768>**

Muni Subway System Upgrades To avert delays and disruptions of subway service, we continue to prioritize programs to rehabilitate aging infrastructure. In addition, we continue to add real-time transit management tools to our toolbox, such as our upgraded Automatic Vehicle Location System to better track vehicles. We also continue to modernize our Automatic Train Control System, which serves as a "brain" for controlling Muni trains underground.

Making Subways Safer: Blue Light Emergency Phone Project Gets Award

Our blue light phones give first responders and Muni customers in subway tunnels direct access to emergency services in the event of natural disasters or medical emergencies. To improve communications, from 2016 to 2017 we replaced 90 old phones with 181 new ones. To minimize subway service disruptions, we used this construction time to also upgrade our old

analog radio system to a system using digital technology. Modernizing this emergency phone system attracted national attention; our building team won a 2017 Best Projects Award from Engineering News-Record in the Specialty Construction category – ENR California Region. This award celebrates the best regional construction and design projects of 2016-2017, with winners selected by juries of prominent industry professionals.

This year's annual Muni Heritage event gave families and transit enthusiasts a rare peek at classic vintage vehicles not usually seen in service. We co-sponsored the event with nonprofit partner Market Street Railway.

Leveraging Passenger Service Reports With an eye toward improving customer service, the SFMTA spends over 10,000 hours a year reviewing and investigating Muni Passenger Service Reports from our customers. In fiscal year 2017, the Controller's Office reviewed our processes and suggested improvements. We've already implemented many changes: from intake (most come through the city's 311 system) through data analysis and action steps. And we continue to plan for additional improvements.

Introducing New Fareboxes and Tickets After more than 25 busy years of transit transactions, it was time to replace our old fareboxes with state-of-the-art fare machines. Our new machines issue newly designed Muni tickets, too. The new tickets feature Muni Art-winning work printed on the back and are truly collector's items.

Thumbs Up: Introducing Rate My Ride Look for something new on your MuniMobile® app: Muni's new thumbs-up-or-down rating feature. Rate My Ride gives customers yet another way to tell us how we can improve their transportation experience, and help our team understand what's working (and what's not).

The best way to submit a detailed Muni compliment or complaint is still to call 311.

Increasing Security: The SFMTA works closely with the SF Police Department to provide a safe and secure environment for customers, employees and the people of San Francisco. The arrangement is working; criminal activity aboard Muni vehicles continues to decline. Per 100,000 miles of transit service, we've seen an almost 30 percent decrease in security incidents compared with the previous fiscal year.

Running Trains Safely: Through **Ultrasonic Rail Testing** on trackway we establish and evaluate State of Good Repair for SFMTA's Muni Light Rail System. This includes such efforts as monitoring the safety of the subway system, tunnels, and open tie and ballast sections on exclusive right-of-ways, and checking the quality of running rails. It's all part of maintaining the integrity of the rail system. By modifying train signal interlockings we can better integrate traffic and train signals, which improves safety and reliability and allows for more efficient train management. We completed this type of signal work at St Francis Circle station, which serves K Ingleside and M Ocean View trains. Currently, Muni trains are guided by three different types of train signals and we are converting them to a single design. We have nearly completed the process of upgrading 400 signals along the T Third Line to one uniform system.

Reducing Collisions: In support of Vision Zero and to reduce Muni collisions, this past year we created a **Collision Reduction & Safety Implementation Team** and put an action plan into place that includes:

- Analyzing trends monthly
 - Standardizing transit signals
 - Reinforcing a culture of safety
 - Focusing on the city's top 20 collision locations and most common collision patterns
- Since implementing these changes, we've seen shortened post-incident response times and increased more timely follow-up.

Helping Students Ride Muni: Muni has at least one route serving every middle school and high school in the San Francisco Unified School District. The SFMTA also offers supplemental Muni routes—"school trippers"—that serve schools after school hours. And our agency is making sure students can travel safely and affordably with initiatives such as discounted youth fares, crossing guards and our Free Muni for Youth and Muni Transit Assistance programs. In 2017, we helped give 500 incoming sixth graders skills for taking public transit independently and how to load bikes onto a Muni bus as part of the SFUSD's Step Up Muni Training.

Byron Cobb took top honors home for the sixth time at our 54th Annual Cable Car Bell Ringing Competition in July 2017.

Why do you ride? Transit Week celebrates public transit and the people who use it. Activities for the second annual event in 2017, coordinated by SF Transit Riders and co-sponsored by organizations like the SFMTA, included a Twitter campaign using the hashtag #WhyIRide. Thanks for telling us why you ride!

TWEET

State Assemblymember David Chiu @DavidChiu "Lower carbon emission, reduced congestion, easier for everyone to get around"

<https://twitter.com/DavidChiu/status/912720935815340032>

CONSTRUCTION

Safer, Faster 9 San Bruno We've completed the **9 San Bruno Rapid Project 9 San Bruno Rapid Project on 11th and Bayshore**. Thanks to transit and safety improvements along 11th Street and Bayshore Boulevard, now thousands of people have a quicker, more reliable ride—and a safer space to get on and off buses. Currently in the works: The **San Bruno Ave Multimodal Improvement Project** is addressing parking availability, pedestrian safety and Muni reliability in the neighborhood. We're also rolling out near-term improvements such as painted safety zones and stop consolidations.

Staying On Track: Green Light Rail Project Improvements to make service at Balboa Park Station more reliable and efficient are nearing completion. They include replacing worn storage and revenue tracks for the J Church and K Ingleside lines, upgrading the overhead contact and track switch control systems, adding curb ramps and a new boarding stop with an ADA-accessible ramp for people with disabilities—and building a bus shelter at San Jose Avenue with seating and safety lights. We're also repairing and improving the stormwater drainage system and replacing worn tracks inside the Muni Yard

Getting People On and Off The L Taraval Train Safely

Looking out for others: An interview with Julia Fox, the Muni rider who has your back

A few years ago on the L Taraval train, a stranger saved Julia Fox's life. "I was about to step off at 35th Avenue," she recalls, "and someone grabbed the scruff of my jacket to stop me. My first reaction was anger at being handled. And then I saw it: a huge yellow truck barreling past the open doors. That's when I became a Muni activist. It's personal."

The safety issue has been on our agency's radar as part of our Vision Zero efforts. Taraval Street is on the city's high-injury network for pedestrians, with 46 injury collisions in the last five years—22 involving people getting on or off Muni trains. Julia Fox was one of those citizens who decided to take action. Besides alerting fellow Muni commuters to dangers when they exited—paying forward the kindness a stranger once extended to her—Fox began sending comments to Muni's contact line. Then she started emailing the SFMTA Board directly.

When we launched the **L Taraval Rapid Project** in 2015, Fox attended public meetings, and became a vocal advocate for street design changes to improve safety on Taraval Street.

"I believe in the process of including citizens, and I've learned that the SFMTA needs us," says Fox. "We spend our lives on Taraval, and besides passionate complaints we also have suggestions and solutions."

Starting in 2015, the SFMTA worked with the community to shape proposed changes, which were approved in late 2016. We then began implementing the first phase of the project in 2017. Upgrades in the first phase include:

- Transit-only lanes
- Painted clear zones at stops and painted safety zones at sidewalk corners
- High-visibility signage and stenciling
- New parking meters and time limits

To improve customers' safety as well as transit reliability, additional street work will take place on Taraval Street between 15th and 46th avenues, as well as on certain side streets intersecting Taraval. The full project will break ground in 2018, and will include replacement of all track and overhead wires; new boarding islands, traffic signals and pedestrian and transit bulbs; complete repaving; and sewer and water replacement.

PULL-OUT QUOTE:

"I believe in the process of including citizens, and I've learned that the SFMTA needs us. We spend our lives on Taraval, and besides passionate complaints we also have suggestions and solutions." - Julia Fox, long-time L Taraval rider

Modernizing Service Management: New Control Center Ushers In New Era We've nearly finished moving from our outdated Operations Control Center to a state-of-the-art facility on Market Street. Our new Transportation Management Center will consolidate all operating functions and staff, and use advanced technology to improve system performance and communications with our workforce and customers. The multi-modal facility will include new, advanced radio communications and integrated audio/visual systems.

GROUNDBREAKING

Reimagining Van Ness: In its prime, Van Ness was a grand avenue, and the backbone of San Francisco. Parades were held here, and rebuilding efforts launched here after the 1906 earthquake. Now a different sort of rebuilding is in the works to restore Van Ness Avenue to its former glory—and propel it into the future. The **Van Ness Improvement Project** will create state-of-the-art transit, increase pedestrian safety and beautify the landscape along a 2-mile corridor of Van Ness Avenue between Mission and Lombard streets.

Specific improvements will include:

- The city's first Bus Rapid Transit service (known as BRT)
- Low-floor buses for easy boarding
- Repaved roadways
- New water main and twin sewer lines to replace the 100-year-old infrastructure
- New LED sidewalk lighting, landscaping and rain gardens
- Sidewalk extensions at intersections to shorten crossing distances for people walking
- Conversion of two mixed-flow traffic lanes to dedicated bus lanes
- New high-quality boarding platforms
- Transit priority traffic signals to give the green light to buses and improve traffic circulation

“Van Ness is going to be gorgeous when this project is completed. It will be a beautiful boulevard, instead of just a street.” - Olivia Guthrie, resident living near Van Ness and Pine streets

ON THE HORIZON

Keeping customers informed To take Muni's customer information system to the next level, we launched a massive public outreach campaign in 2017. The campaign solicited input via a customer survey (with almost 6,000 respondents to date) as well as focus groups with diverse community stakeholders. Our new, **Next-Generation Customer Information System** will reflect their feedback and deploy the latest technology: enabling customers to access up-to-the-moment, reliable transit information and to travel with confidence and ease.

Upgrading Geary The Geary bus corridor is one of the busiest west of the Mississippi—nearly 54,000 people rely on the 38 Geary local, Rapid, and Express buses. Crowding and uneven wait times are common (although SFMTA initiatives such as more frequent rush hour service, new buses and downtown red lanes have helped). Geary is also home to a disproportionate number of severe and fatal traffic-related crashes, especially collisions involving people walking. To make Geary safer and improve transit reliability, the **Geary Rapid Project** between Market and Stanyan streets is slated to include:

- Dedicated bus-only lanes
 - Safety improvements for people walking
 - Traffic signal optimization to improve circulation and give buses the green light
- As the environmental review stage nears completion, we're gearing up to finalize the design and implement these much-needed upgrades.

Extending the T The **Central Subway** will extend the Muni Metro T Third Line to directly link the Bayshore and Mission Bay communities to SoMa, downtown and Chinatown. This is San Francisco's first subway line since the '70s and will connect the fast-growing southeastern area

of the city to premier business and shopping destinations with a direct course through downtown.

Looping around Mission Bay To add more service between Mission Bay and the Market Street Muni Metro during special events and peak periods, we're creating a Mission Bay Loop. The loop, which is designed to support operation of the Central Subway, will be in the central waterfront area on Illinois, 18th and 19th streets. It will allow trains to turn around when needed to provide additional service during periods of high demand.

Muni Forward Project for 16th Street Signaling grand plans in 16th Street's future, we've renamed the 22 Fillmore Transit Priority Project as the **16th Street Improvement Project**. This change highlights the large scope of upgrades coming to 16th Street between Church and 3rd streets, including transit priority for buses, expanded service into Mission Bay, pedestrian safety enhancements and streetscape improvements such as new trees and bus shelters. Construction starts in 2018 and will be coordinated with a much-needed modernization of underground water, sewer and communication utilities.

Faster Buses Along 19th Avenue Together, the 28 19th Avenue and 28R 19th Avenue carry about 15,000 customers every day, from and to the Daly City BART, making the corridor one of Muni's busiest. As part of Muni Forward, we're anticipating construction for the **28 19th Avenue Rapid Project** to begin in 2018. The project will bring transit priority and pedestrian safety improvements to 19th Avenue, enhancing the customer experience—both on and off the bus.

FOR EQUAL TRANSPORTATION ACCESS

How people get from place to place deeply impacts their livelihood and quality of life. Whether it's traveling to work or school, doctors or grocery stores, friends' homes or countless other destinations—transportation opens doors, shatters barriers and fosters community growth.

As the city increases efforts to support diversity and inclusion, the SFMTA is right in step: working to build a world-class transportation network that's accessible and affordable to all. Our commitment begins with policies and strategies, and manifests in concrete capital and service projects to change the lives of marginalized San Franciscans for the better.

Walking the Talk: Guidelines and Programs for Making Equity a Reality

The SFMTA is guided by state and federal laws prohibiting discrimination, including Title VI of the Civil Rights Act of 1964. We also recognize our obligations under the Americans with Disabilities Act and the city's Language Access Ordinance.

In addition, we have our own programs to accelerate equity. In 2014, the SFMTA Board adopted the Muni Equity Policy, and in 2016 the Board adopted the first **Muni Service Equity Strategy**: a two-year plan for fiscal 2017 and fiscal 2018. The strategy was developed jointly with transportation equity and affordable housing advocates, and builds upon transit service monitoring already required by Title VI. It uses a neighborhood-based approach to improving the transit routes most critical to households with low incomes, people of color, seniors and people with disabilities. Many of the recommendations in the Muni Service Equity Strategy Report have already been implemented, with more service improvements on the way.

The project team is now gearing up to develop fiscal 2019 and fiscal 2020 equity strategies, with a major focus on community involvement. For fiscal 2017 we analyzed performance in seven neighborhoods:

- Bayview
- Chinatown
- Excelsior-Outer Mission
- Mission
- Tenderloin/South of Market (SoMa)
- Visitacion Valley
- Western Addition

In 2018, when we adopt the new Muni Service Equity Strategy for fiscal 2019 and fiscal 2020, we'll add another neighborhood, Ingleside/Oceanview.

Upgrading Bayshore Service: Responding To Needs Identified By Our Equity Strategy

According to our recent Muni Equity Strategy analysis, the route of the 8 Bayshore bus is one of the most critical to people of color and residents of low-income households. The 8's schedule is also one of the most challenging in the system because the bus travels on the freeway, subjecting it to unpredictable traffic conditions that change dramatically throughout the week.

To address these issues of reliability highlighted by our Equity Strategy, we've identified Potrero Avenue as the alternative route for the 8 Bayshore when there is a problem on the freeway. We've also increased 8 Bayshore service by 15 percent during the peak morning commute and, through transit signal priority changes, we've given the 8 Bayshore the green light along streets. In addition, we extended service hours to 10:30 am on the 8AX Bayshore A Express, and to 9:30 am on the 8BX Bayshore B Express, and in February 2017 we increased service frequency during morning and evening peak periods on the 8AX Bayshore A Express.

Currently undergoing a community planning process are transit performance and pedestrian safety improvements to San Bruno Avenue and Stockton Street. The upcoming Central Subway will create a faster, more direct north-south trip than the current T Third line, serving as a new option for people who ride the 8 Bayshore and 8BX Bayshore B Express. Longer term, we are partnering with the San Francisco County Transportation Authority to evaluate carpool or roadway pricing on the freeway to help protect buses on freeway segments.

Vital lines such as the 8 Bayshore help the city as a whole with its commitment to equal services and treatment.

STANDALONE QUOTE

"I'm a lifelong rider as well as an ex-Muni employee. I've ridden, driven and instructed on the 8 Bayshore, 30X Marina Express, 27 Bryant, and 9R San Bruno Rapid. Although I've been retired for almost seven years, I still ride. As a Sunnyside resident with a homing instinct for Chinatown, I head down to [the newly named City College Terminal] to pick up the 8 Bayshore. Although it takes longer than Muni Metro or BART, seating is plentiful and there's no need to transfer. So, I can sit the whole way and alternately sleep, read and evaluate the operator's operation — just kidding....Kind'a." - Alvin Ja, member of Sunnyside Neighborhood Association

STANDALONE QUOTE

"I'm a Muni rider. I sold my car way back in the early 2000s, and I never bought another one. I was working from home for 14 years and I would take Muni to meetings across town. I'd usually take the 8BX Bayshore B Express downtown to the Folsom Street area from Bayview, or the 9 San Bruno over to Nordstrom Rack or to Costco for my hot dog cravings." - Lydia White, 8BX Bayshore B Express rider and Bayview resident

Muni Owl Service: Late-Night Transit for Communities of Concern Adding portions of the 44 O'Shaughnessy and 48 Quintara-24th Street routes to our late-night Owl Service in 2016 closed a gap in our Owl network. It also marked “a huge advancement for transportation justice,” says Transit Riders Executive Director Rachel Hyden. The 44 O'Shaughnessy and 48 Quintara-24th Street run through several Communities of Concern. Thanks to service increase recommendations that grew out of the Muni Service Equity Strategy, now these communities have affordable transportation options all night long.

Affordable Muni Fare Programs Our Free Muni programs for youth, seniors and people with disabilities serve 71,000 residents, providing eligible low-to-moderate income city residents free access to Muni when using a Clipper® Card. That's in addition to the more than 20,000 residents we serve with our longstanding program for discounted Lifeline passes for low-income adults. Muni fare changes, set by our Automatic Fare Indexing Policy, included a 25-cent discount for single-trip fares paid with a Clipper® Card or the MuniMobile® app starting in 2017. Because of the time it takes to process cash fares during Muni boarding, this benefit for cash-free payments helps save everyone time. We also raised the age limit for Free Muni and discounted youth fares by a year; now 18-year-olds can ride at the reduced youth fare.

Our agency is held up as a model across the state: In discussions about extending youth transit discounts across California, the state legislature cited our Free Muni for Youth program as a pioneer. And San Francisco topped 2017's Best Cities for Immigrants list, compiled by TransferWise and New York Immigration Coalition and based on criteria that includes the affordability of a city's mass transit.

INSET:

By the Numbers: Who Needs Affordable Transit?

Whether young and carless, part of a low-income household, or new to San Francisco, a variety of populations ride on—and rely on—Muni transit:

- 71,000 people have signed up for our Free Muni programs
- About 20,000 people have signed up for a Lifeline (low-income) Pass

According to our Title VI triennial onboard survey:

- 53% of Muni riders live in households earning less than \$50,000
- 7% of Muni riders are 65 or older

Helping College Kids Ride: Introducing the Muni Gator Pass

Now thousands of college students won't have to bother their roommates for rides. San Francisco State University's roughly 33,000 students will get a reduced Muni semester rate automatically at registration--Their new Muni pass is loaded on to a dual-use Clipper®/Student ID card. The “Gator Pass” gives students unlimited Muni use and a 25 percent discount on BART trips that start or end in Daly City. SFMTA staff worked closely with administrators and students at SF State, the Metropolitan Transportation Commission and BART staff to implement the pass, which is the first application of Muni's Class Pass program on the Clipper® system. In addition to encouraging transit use, the program will reduce operational and revenue-processing

costs. And the administrative process developed for the Gator Pass will serve as a model for future programs.

Modernizing Escalators and Elevators In the words of Muni rider Lisamaria Martinez, “if you have a physical disability that doesn’t allow you to climb stairs very easily,” riding the Muni Metro “can be really tough.” The same can be said if you’re a senior, or a parent with a baby. That’s why we’ll be working over the next four years to replace all of our original, 40-year-old subway elevators and escalators with new, updated ones. In all there will be 12 new elevators with state-of-the-art technology to improve safety and reliability for stations including Van Ness, Church, Castro and Forest Hill. And work will take place to rehabilitate 17 escalators at stations including Montgomery, Powell, Civic Center, Van Ness, Church and Castro, as well as Hallidie Plaza.

Follow our Elevator and Escalator Rehabilitation Projects at SFMTA.com. If you want to make sure a particular Muni Metro elevator is in service, you can call the San Francisco Customer Service Center information number, 311, to get information about Metro station elevators 24/7.

Speaking Up For Access

Promoting travel for all: An interview with Roland Wong, Chairman, Paratransit Coordinating Council

Ask Paratransit Coordinating Council (known as the PCC) Chairman Ronald Wong the mission of the committee he leads, and he’d say it’s to be “the voice of paratransit riders.”

Feedback about the city’s paratransit service has guided our efforts since our paratransit services began in the ‘70s, more than a decade before legal requirements introduced by the federal Americans with Disabilities Act. Back then the Council advised on our door-to-door paratransit and accessible bus and rail service for people who were unable to travel independently.

Today, the SFMTA makes 800,000 door-to-door paratransit trips possible each year. And the 36-member PCC, comprised of people with disabilities, seniors, service providers and other stakeholders, has helped us introduce Shop-a-Round, a grocery shopping shuttle for seniors and individuals with disabilities; automate a Trip Reminder Call to SF Access riders through TripInfo, as well as an Imminent Arrival call when the vehicle is close to pick you up; and implement Mobility Management, which seeks to provide information and resources to seniors and individuals with disabilities to improve their transportation choice.

“As a frequent rider of the SF Paratransit vans,” notes Wong, “I experience the up and downs of riding the service. While riding our older vehicles, as a wheelchair user, I feel the bumps of the roads more often.”

With the PCC’s guidance, we expanded our paratransit fleet to 27 new vans and 22 new minivans in fiscal 2017.

“The SFMTA’s efforts to provide new paratransit vehicles and replace the old reinforces the values of San Francisco of inclusion and equity,” says Wong, a member of the PCC since 2010. “For many, the service provided through the SF Paratransit program is their only means of staying engaged and maintaining their independence.”

To receive more information about the PCC or to be placed on a mailing list to receive agendas and meetings minutes, please contact Accessible Services at 415.701.4485 (TDD 415.701.4730).

PULL-OUT QUOTE

“For many, the service provided through the SF Paratransit program is their only means of staying engaged and maintaining their independence. - Roland Wong, chairman, Paratransit Coordinating Council

By the Numbers: Pioneering Paratransit

- Since 1979, our agency has proudly provided door-to-door taxi and van services to people unable to use Muni independently.
- The SFMTA continues to ensure quality service and access to independence to roughly 13,000 ADA-eligible people.
- In fiscal 2017, we added 49 vehicles to our paratransit fleet, for a total of 147 paratransit vehicles in all.

Inset

Good for Equity, Good for the Environment: Our Sustainability Efforts

Those with the least means face the most environmental burdens--That's why addressing climate change is seen as a critical part of environmental justice.

San Francisco is doing its part as a global climate action leader. In 2017, the city achieved two important climate goals. Citywide greenhouse gas emissions were reduced by 28 percent from 1990 levels; and over half of all trips were made by bike, transit, foot or other sustainable, non-private modes. However, San Francisco has ambitious climate goals, including reducing emissions contributed by the transportation sector--over 90 percent of which comes from cars and trucks.

At the SFMTA, we have slashed our agency's co2 emissions. We are happy to report that for all the people we carry on transit--customers board Muni nearly 720,000 times on weekdays--we are experiencing an eightfold reduction in greenhouse gases from the previous year use of renewable diesel and hydroelectric energy has led to this positive result. That's why the **American Public Transportation Association's Sustainability Program** recognizes us at the "platinum" level—its highest environmental stewardship level-- alongside just four other city transportation agencies.

By the Numbers:

More than 50% San Francisco trips were made using non-private auto modes in fiscal year 2017. That means people chose transit, walking and biking instead of driving alone.

INVITING STREETS

How do you turn city streets into public places that people are drawn to?

The SFMTA story isn't only about getting people from place to place. In our role managing city streets, the SFMTA also helps transform them into inviting open spaces. We temporarily close roadways to cars and help community groups fill them with game tables, live music, fresh food, and booths connecting residents with city resources. Our staff shows up with orange traffic cones and "No Parking" signage. Sometimes we set up transportation-themed activities, such as a scavenger hunt aboard a Muni bus. With every "open streets" event, our agency strives to give families and neighbors a safe, pleasurable space to gather under coastal skies.

Bringing Neighborhoods Together

The impact of Play Streets: An interview with Bayview organizer Maya Rodgers

Bayview resident Maya Rodgers is on a mission. She wants to bring more recreational space to the neighborhood she calls home. As an '80s kid growing up on Revere Avenue, she says there were more kid-centered activities. "Everything was family friendly. We played in the parks, we had fun in the street." But over time Rodgers noticed Bayview kids had less space to play outdoors.

So she set out to make a difference for her 9-year-old daughter and littlest neighbors. She started by founding Parks 94124, a group that advocates for more green space in Bayview-Hunters Point. (Her organization recently helped city agencies renovate Hilltop Park, home to San Francisco's oldest skate park.)

Then Rodgers signed up for **Play Streets**, a citywide program developed by the SFMTA and executed jointly with the San Francisco Planning Department and the San Francisco Department of Public Health. Play Streets promotes healthy communities by closing public rights-of-way to traffic and making space for kids to be active outside. In Bayview, this meant that from June to October 2017 Play Streets took over Jamestown Avenue between Hawes and Griffith streets. With Rodgers as the lead organizer, each designated Saturday a Play Streets trailer showed up bringing street games, musical instruments, chalk art and other supplies for what Rodgers describes as "an instant block party."

Besides being a lot of fun, Rodgers says that the neighborhood events are all about connecting people. If you ask for proof, she'll point to a day when the SF temperature soared past 90 degrees and the kids filled balloons with water. "We had to guide it," Rodgers says of the water balloon intervention. "But it felt like every single person who was there was involved, every single kid and adult. Everyone was talking to everyone. That was the moment that I said, 'This is what's supposed to happen.'"

PULL QUOTE:

"It felt like every single person who was there was involved, every single kid and adult. Everyone was talking to everyone. That was the moment that I said, 'This is what's supposed to happen.'"

Currently, Play Streets can be hosted by schools, community groups and neighbors within Metropolitan Transportation Commission-defined "Communities of Concern." Stay tuned to the Play Streets website to learn when we'll be expanding the program throughout San Francisco!

Open Streets, Open Dialogue

Creating opportunities for people to shape public spaces: that was the SFMTA's goal for **Octavia "Open Street" Week**. For a few sunny days in April, our agency closed a small block of Hayes Valley's Octavia Street, from Linden to Hayes streets. People walked and biked freely along the road adjacent to Patricia's Green park as we tested how an open design could serve this fast-growing community. The weeklong experiment also served as an outdoor open house. Our agency and San Francisco Public Works collected local input on streetscape designs for the **Octavia Boulevard Enhancement Project** and **Upper Market Street Safety Project**. And we heard from Hayes Valley neighbors who have desired more open, walkable space ever since the elevated Central Freeway came down--whether that's through closures similar to what we did on Octavia Street or other placemaking* efforts.

***What is placemaking?**

The global movement called “placemaking” seeks to improve the quality of a city’s public spaces—and the lives of its residents. To create an inclusive sense of place, it promotes collaborations between skilled professionals and local citizens driving the changes they want to see.

Sunday Mini-Fests

A chance to explore the city’s diverse neighborhoods in car-free ways, each **Sunday Streets** event transforms miles of road into a mini-festival. Sunday Streets can include such attractions as rock climbing walls, pop-up art, local vendors, live music and even a petting zoo with goats—and are organized annually by the nonprofit Livable City, with the SFMTA as the primary city sponsor. The 2017 season ran from March through October and attracted 100,000 attendees to the Mission, Tenderloin, Sunset, Western Addition, Excelsior, Bayview and Dogpatch neighborhoods.

To mark the 10th anniversary of Sunday Streets, the 2018 series will expand to 10 events and even more neighborhoods.

By the Numbers: We Support Special Events

In fiscal 2017, our agency helped more than 600 events come to life: from block parties such as Neighborfest to annual events such as San Francisco Pride and the Chinese New Year Parade. We helped residents and businesses permit and plan street closures, and provided event support services such as traffic control, parking enforcement and Muni rerouting, for:

- ~ 110 neighborhood block parties
- ~ 415 street closures for events and film shoots
- ~ 8 weekly farmers markets
- ~ 32 protests and demonstrations
- ~ 65 sporting events

VISION ZERO: MAKING OUR STREETS SAFER

About the city’s goal to end traffic deaths and create more livable streets

When San Francisco approved **Vision Zero** in 2014, we spoke with one voice to say that traffic deaths are unacceptable. We said that as a city, we would strive to make these preventable fatalities a thing of the past. This effort continues.

Led by the San Francisco Police Department, Department of Public Health and the SFMTA, the city pursues its goal of zero fatalities by building better and safer streets, educating the public about traffic safety, enforcing traffic laws, and adopting policy changes that save lives. While we believe we are making progress, we still have far to go.

Every year, some 30 people lose their lives and over 200 more are seriously injured while traveling on San Francisco streets. Data from recent years reveal that people who bike or walk account for more than half of traffic deaths in San Francisco. Groups who have historically been discriminated against and have not had a seat at the table bear the heaviest burden. Higher rates of pedestrian injuries and fatalities happen in non-English speaking communities with high densities of seniors, people with disabilities or low-income households who rely on walking and public transit to get around. This highlights how the prevalence of traffic crashes in San Francisco is not only a health crisis—it’s a social justice issue.

In response, the SFMTA has taken a data-driven approach to identify road dangers, applying targeted solutions to the city's high-injury network—the 12 percent of city streets that account for 70 percent of severe and fatal traffic injuries.

In fiscal 2017, our agency worked hard to show that we value the lives of the people who live, work and play in our city. With every road safety campaign we launched, every school crossing guard we deployed, every crosswalk upgrade and infrastructure improvement we added to the bicycle and pedestrian environment, the SFMTA affirmed its commitment to achieving zero traffic deaths in San Francisco. Simply put, protecting the public is the primary role of government. And there is more work to do.

San Francisco's Two-Year Vision Zero Action Strategy for 2017-2018 includes projects and policy changes that build safety and livability into SF streets. This citywide roadmap to safer streets can be found at visionzerosf.org.

Let's Save Lives

A father honors his son's memory: An interview with Alvin Lester, co-founder of San Francisco Bay Area Families for Safe Streets

Alvin Lester was never a street safety activist. Then a devastating phone call on November 1, 2014 changed everything.

"It was a cousin of mine who hadn't called me in years," Lester recalls. "Two seconds into the conversation he told me my son was killed. It didn't hit me automatically. He gave me the details." That his 21-year-old son Arman had been struck by a car in the crosswalk at 3rd Street and Cargo Way. That the child he'd raised alone for over a dozen years had been instantly killed. "It didn't seem real. I drove in bumper-to-bumper traffic on the Bay Bridge to get to Arman. I didn't think clearly enough to even have somebody take me."

Now Lester is fighting to change our roadways—and our thinking—when it comes to pedestrian safety. A San Francisco native and current Suisun City resident, Lester co-founded the volunteer group San Francisco Bay Area Families for Safe Streets. When he's not working his day job at a chemical plant, he's lobbying government officials to achieve Vision Zero, and helping traffic victims and families in the aftermath of collisions. "There's a mountain of things to discover—who to talk to, what questions to ask. That's why groups like ours are here, so people won't feel alone and desperate."

To help prevent these tragedies, Lester's Families for Safe Streets group joined our agency and several community groups to support California Assembly Bill 342. Sponsored by State Assemblymember David Chiu, the bill in its amended form would establish a five-year pilot program to allow the use of automated speed enforcement on high-injury streets in San Francisco and San Jose. "We don't want any parent or loved one to go through the pain I've experienced," says Lester. "No one has to lose their lives going from point A to point B."

Lester carries forth that message in a new Vision Zero ad appearing citywide. "We can prevent this, San Francisco," the ad reads beneath an image of Lester in the crosswalk where his son was killed.

"Arman wanted to be a computer engineer," Lester shares. "He loved electronics; he was going to San Francisco's City College. He was just a good kid."

Being a safe streets activist is how Lester honors Arman's memory. "I spent hours and days and months and years teaching him how to be a productive adult in society. Of course I want my son here. That's physically impossible. But I can help others. That's my pledge to him as a father."

Alvin Lester encourages everyone to get involved with traffic safety at visionzerosf.org. "You could be that person with a grand idea that saves lives."

PULL QUOTE:

“We don’t want any parent or loved one to go through the pain I’ve experienced. No one has to lose their lives going from point A to point B.”

Three New Parking-Protected Bike Lanes

As part of Vision Zero and the city’s efforts to make biking safer in San Francisco, the SFMTA is working to install protected bike lanes as quickly as possible. Spurred by Mayor Ed Lee’s Executive Directive on Bicycle and Pedestrian Safety issued August 2016, our agency undertook three parking-protected bike lane projects. Now infrastructure separates cars from bikes and pedestrians on both **7th and 8th streets** between Market and Folsom in SoMa. We also installed a parking-protected eastbound bike lane on **13th / Division Street** from Harrison to Bryant. And to create a more comfortable barrier between curbside bike lanes and vehicle traffic, we constructed concrete dividers along Division between 10th and 11th streets.

A Safer Golden Gate Park

As called for in Mayor Lee’s Executive Directive, the SFMTA teamed up with the Mayor’s Office and the San Francisco Recreation and Park Department to reduce unsafe speeding in Golden Gate Park. You’ll now find 10 new speed humps on John F. Kennedy Drive—a park road with historically high numbers of severe and fatal traffic injuries. The humps are working. On that portion of JFK Drive, data show that prevailing speeds have been reduced by 19 percent, down from 32 mph to 26 mph. This is encouraging news. Studies reveal that if you hit someone while driving 30 mph in a 25 mph zone, you’re almost twice as likely to kill them. By lowering car speeds in Golden Gate Park we’re making our landmark park more wonderful. Additional work to eliminate crashes here continues with our **Golden Gate Park Traffic Safety Project**.

Calming City Streets

Our agency helps create more welcoming residential streets by calming traffic. This past year we launched quick and effective measures at a number of intersections. These include paint improvements (such as high-visibility crosswalks and advanced limit lines) and signal upgrades (such as pedestrian head start signals, 4-second yellows, and appropriately timed phases where all cars have a red light). To see an example of traffic calming, head to Sherman Street between Bessie Carmichael Elementary School and Victoria Manalo Draves Park. There, you’ll find a raised midblock crosswalk we installed to lower car speeds, new curb ramps, crosswalk warning signage, pavement markings—and a painted safety zone to make children, parents and teachers more visible as they get to and from school.

We invite applications for traffic-calming measures such as speed humps, raised crosswalks, median islands, traffic circles, lane shifting and changes to lane widths. Make a request at SFMTA.com.

By the Numbers: The SFMTA Helps Build Safety Into The Pedestrian Environment

We provide the city with:
1,212 signalized intersections
960 pedestrian countdown signals

191 school crossing guards
176 audible pedestrian signals

art caption

Kill With Kindness:

We're raising awareness about the need for safer streets and the role we all play in Vision Zero--getting San Francisco to zero traffic deaths.

Campaign for Safe Driving Speeds

For a campaign called **Safe Speeds SF**, the SFMTA partnered with the SF Police Department and the Department of Public Health to boost street safety. Radio ads illustrating the serious consequences of speeding aired throughout the Bay Area, and San Francisco's high-injury and high-speed corridors received stepped-up strategic speed enforcement.

New Motorcycle Education Campaign

Promoting safe motorcycle riding skills and ending motorcycle-related road deaths are the goals of this Vision Zero campaign. Led by our agency, the SF Police Department and the Department of Public Health, this three-year pilot offers safety tips and resources specifically to the riding community. It aims to move the needle on making streets safer for people on motorcycles: a group that makes up a small percentage of San Francisco road users, yet suffers a disproportionately high number of traffic deaths. This motorcycle education effort is considered the first of its kind in the nation. "San Francisco is a leader in many ways," says Denny "Budman" Kobza, a local motorcycle activist who advised on the campaign. "Being the first city to include motorcyclists in a Vision Zero program is very important to me."

Brush up on your safe riding skills. Watch our new [SF Motorcycle Safety Video on YouTube](#).

Bike Training for Kids

In fiscal year 2017, the SFMTA conducted bicycle safety education in 10 public middle schools. Our agency also helped support a two week YMCA program called YBike that teaches children how to bike safely. Across the city over 1,150 children were served in 2017—including 133 kids who learned to ride a bike for the first time!

PROTEST CITY

On the front lines of active citizenship: An interview with SFMTA Parking Control Officer Chablis Scott

The surge of protests on city streets this year was perhaps the highest in a decade. And it falls on people like Chablis Scott to safeguard protesters and ensure safety on the ground.

One of our agency's 316 parking control officers (also known as PCOs), Scott frequently works near City Hall, the epicenter of citizen action.

What's a typical protest day like for Scott? "In regards to the route, you're blocking cars, working the light box to trigger red traffic signals and to stop vehicles. You're using your PCO cart. You're using your body, your vest, your flashlight. You kind of turn into a human stoplight."

While constitutionally protected, many of these demonstrations don't receive city permits, so the SFMTA learns about them from live police updates or agency staffers monitoring social media—or as the events unfold on the street. "Sometimes you see a gathering group of people," explains Scott. "They start congregating and you see they're carrying signs. That's when we use our radios and reach out to our supervisors. Then you help people utilize their rights. You always help."

Sudden demonstrations touch off many SFMTA responses, from rerouting traffic and Muni service away from impacted streets to mobilizing a street response to protect demonstrators.

For city staff working the front lines, this has been a remarkable time for civil demonstrations. "The one that stood out to me," says Scott, "was in November 2016, when it looked like every school kid was out on Market Street. The protest was youth driven and youth led. And it was peaceful."

PULL QUOTE

"You're using your PCO cart. You're using your body, your vest, your flashlight. You kind of turn into a human stoplight."

CITY UNDER CONSTRUCTION

The work to repair the city for the good of our community is critical.

Construction activity is often paired with population growth. As the city continues to grow we continue to see construction projects along heavily trafficked thoroughfares and in many San Francisco neighborhoods. This year, navigating road construction was difficult for all road users. Aboard Muni our on-time performance statistics were affected. For instance, the work to rebuild the infrastructure that keeps our light rail system running safely and efficiently impacted service on some of our Muni Metro lines. We have since implemented a strategy to address work at the Curtis E. Green Light Rail Center next to Balboa Park Station, and we continue to introduce new buses and new trains to the system to pick up the slack overall.

Currently underway are capital improvement projects involving the San Francisco Public Utilities Commission, Public Works and the SFMTA that will bring bus rapid transit to San Francisco through the **Van Ness Improvement Project**. Underway there's also efforts such as the

Second Street Improvement Project to transform 2nd Street into a pleasant multi-modal corridor improving safety and access for all road users on Second Street; the **Masonic Avenue Streetscape Project** to upgrade this busy corridor with a variety of improvements; the **Polk Streetscape Project**, to protect all the people who enjoy this vibrant commercial street; and the **Central Subway Project** that will extend the Muni Metro T Third Line.

In the short term, these infrastructure upgrades may create challenges. But the maintenance work, beautification projects and street reconfigurations we're undergoing now are essential for growth and will benefit everyone who travels in San Francisco.

Explore SFMTA's current projects by neighborhood at [SFMTA.com](https://www.sfmta.com).

CITY BEAUTIFUL

Can a transportation agency help make a city more beautiful?

At the SFMTA we know the power of a tree planted in the median, or of wider sidewalks to stroll. With more than 200 capital projects in progress, we view each as an opportunity to make San Francisco more visually appealing and safe.

See the SFMTA's contributions alongside Public Works, BART and Caltrans for the multi-agency **Balboa Park Station Area and Plaza Improvement Project**. The red transit-only lanes we've added on Geneva Avenue improve Muni travel times for the 29 Sunset, 43 Masonic, 54 Felton, 8, 8AX and 8BX Bayshore riders. We've furnished bus shelters with seats and new stops with accessible platforms to better accommodate customers. And together our agencies have added landscaping and design touches such as pedestrian-scale lighting, helpful wayfinding signs, wider sidewalks and medians with water-wise landscaping.

Creating a more enticing environment around this station will inspire more people to choose transit, says Ingleside resident Robert Muehlbauer. A member of the Balboa Park Station Community Advisory Committee, Muehlbauer adds that he's grateful for the much-needed attention "here in the outer neighborhoods."

Public Art and Parking:

Murals on the street? That's what you'll find on a slice of pavement at the corner of Fell and Divisadero streets, in the bike corral space outside Madrone Art Bar. The work of local artist Kristin Farr, this on-street mural made of colorful geometric designs is also the site for a bike corral (a curbside parking area for up to 10 bikes). San Francisco is said to have the most bike corrals in the country.

If you're looking for more public art on property overseen by the SFMTA, head to the Moscone Center Garage to take in the art installations by renowned local Barry McGee, also known as Twist. Then round out your tour of city garage art by viewing the mural painting on the Gough Street side of the Performing Arts Garage, the neon sculpture on the Lombard Street Garage, and the mural at the Mission-Bartlett Garage.

Beautification in Action: Ocean Avenue Gets a Park

For years the neighbors surrounding a Muni turnaround near City College dreamed of remaking parts of the bus loop into a mini-park. In a project managed by our agency and led by Public Works, we helped them realize bigger dreams: by demolishing the loop so it could be converted into an affordable housing development, a bus loop now known as the City College Terminal, and a fully accessible community space called **Unity Plaza**.

Officially opened October 2016 and named through a community contest overseen by the SFMTA, Unity Plaza has trees and plants, benches, new pedestrian lighting, a domed climbing structure for play, and steps linking the plaza to the adjacent City College campus adorned with photo tiles that show the history of Ocean Avenue.

"People from all walks of life can come here and relax," says community representative Maria Picar of the Plaza Citizens Advisory Committee. "It is a great use of public space and ties in beautifully with Mercy Housing and the new commercial developments."

“This was once the eyesore of Ocean Avenue,” says Rev. Roland Gordon, a fellow advisory member and pastor of Ingleside Presbyterian Church since 1978. For him, the new Unity Plaza, home now to fairs and farmers markets, does more than connect residents, students, businesses and Muni routes in the area. It’s “a living model of world harmony.”

Muni’s Role in the Arts

San Francisco values the arts. Even our transit vehicles have a role to play in promoting cultural experiences and artists here.

Yerba Buena Night Photo Caption with quote

2017’s Yerba Buena Night featured a “theater installation” on a Muni bus.

“Muni isn’t simply public transportation, it’s the personality and character of San Francisco. From the underground metro lines to the cable cars and streetcars, there is no imagining this city without our world-recognized and beloved transportation system. When we wanted to create the quintessential artistic experience that personifies our city, having Muni as that setting was really the only showcase.” - Richard Ciccarone, Yerba Buena Night director

MUNI ART WITH CAPTION

*We also showcase the city’s artistry through **Muni Art**, our program with San Francisco Beautiful that turns our buses into galleries on wheels. New this year was the involvement of the Poetry Society of America. The society invited artists to visually interpret the words of local poets for the Muni Art contest. The artwork chosen by public vote will be displayed on 100 Muni buses in early 2018.*

Further evidence that culture and transit make good partners? Since 2004 our agency has supported **San Francisco Trolley Dances**. During the event Muni streetcars and trolleys take audiences on a dance tour--the only cost is their fare.

“We expose incredible performance from all styles and cultures and put those performances in unusual places along a Muni route,” says Epiphany Dance Theater’s Kay Epifano, who produces SF Trolley Dances. “It’s important for the Bay Area community. In a city that is changing rapidly, it helps people feel a part of the place.”

What makes Trolley Dances a success, one 2017 attendee said, is that it’s casual, affordable and approachable.

Another critical item for the dance event’s success? Says its annual organizer Epifano: “Well it would not work without Muni...it *is* called San Francisco *Trolley Dances*.”

BIKE TOWN

In its biennial list of the 50 most bicycle-friendly cities in the U.S., *Bicycling magazine* ranked San Francisco No. 2. If our agency’s hard work continues to pay off, it won’t be long before San Francisco takes the top spot.

The SFMTA’s efforts are varied. We build miles of high-quality bike facilities. Paint those green pathways and sharrows you see on roadways. Add bike racks and bike parking corrals to make biking more convenient. Install concrete medians and other devices that separate bike lanes from traffic lanes. And we create residential “neighborways,” streets that are calm and inviting for people who bike and walk.

Our agency does this in the interest of *all* road users. Using a “complete streets” approach, we plan and design streets to make bicycling activity more visible and everyone’s behavior more predictable. This approach reduces conflicts between people driving, biking and walking, and makes it safer and easier for everyone to get around.

ENJOY THE RIDE

We all know that bike-friendly streets are good for the environment and your health. Research also shows bikes are good for business, because commercial areas that are less congested with cars make it easier for people to get to work, entertainment and shops.

In fiscal year 2017, the SFMTA installed new bike facilities and improved old ones throughout the city: from miles of protected bikeways in heavily trafficked areas to improvements that calm traffic and safely guide travelers through residential areas.

Up, Up and Away: San Francisco’s First Parking-Protected, Raised Bike Lane

To clearly separate people biking from people driving and walking, we built our first parking-protected, raised bike lane on a stretch of Valencia from Duncan to Cesar Chavez streets. The new parking-protected lane is part of the Mission Valencia Green Gateway Project led by the SF Public Utilities Commission.

Concrete Protection: San Jose Bike Lanes Get a Buffer

The SFMTA and Public Works installed new, protective concrete barriers on the Bernal Cut section of San Jose Avenue to buffer bicycles from cars. Pedestrian safety upgrades were also added.

Check out users’ enthusiastic tweets:

“proof [@sfmta_muni](#) knows how to engineer a real bike lane! more of these, please!



[@wednesdaynight](#)

<https://twitter.com/wednesdaynight/status/908162547110469633>

<https://twitter.com/notspelledright/status/892437432649490433>

“Thanks [@sfmta_muni](#) for the new protection on the bike lane on San Jose southbound!” -@notspelledright

Done! Little Things We Did in Fiscal 2017 That Made a Big Difference

- **17th Street, between Kansas and Mississippi streets** = installed nine new blocks of bike lanes to safely connect Mission Bay with the Mission, as part of the 16th Street Improvement Project
- **13th & Folsom streets** = added new bicycle-guide striping and yield signs and painted median curbs
- **8th & Folsom streets** = upgraded to 12" signal heads
- **Fell & Baker streets** = added new bike boxes, limit lines and guide signs
- **Harrison Street between 15th & 22nd streets** = converted a standard bike lane to a buffered-bike lane using through-striping
- **Market & Polk streets** = added new guide sign at two-stage turn box
- **Herbst Road at Janet Pomeroy Center** = installed flexible delineators, upgraded buffered-bike lane and optimized a bus stop
- **14th & Folsom streets** = painted the bike box with green so vehicles at this intersection can anticipate people on bikes
- **34th Avenue Bike Network Improvement** = installed sharrows and signs rerouting bikes from Sunset Boulevard to 34th Avenue entry for Golden Gate Park
- **8th Street between Market and Harrison streets** = updated buffered-bike lanes
- **Folsom, northbound, north of 13th Street** = added buffer with flexible delineators to separate bike lanes from traffic lanes
- **Laguna Honda Boulevard between 7th Avenue & Plaza Street** = installed flexible delineators, upgraded buffered-bike lane and optimized a bus stop
- **Throughout San Francisco** = installed approximately 651 new bike racks

Biking is Booming: By the Numbers

In 2016:

- An estimated 82,000 bike trips were made in San Francisco on an average day
- On an average day more than 25,000 bikes were counted by the city's 44 automated counters
- 790,000 bikes were counted in May, the busiest bicycling month of the year
- Bike trips were up 10 percent from 2015 at the 19 locations where we conducted manual bike counts, and up 213 percent from 2006

Want more numbers? See our newly-launched bicycle metrics dashboard at [SFMTA.com](#).

Inset

How did San Francisco become one of the most bike-friendly cities in the nation?

One bike lane at a time.

The SFMTA commonly designs and installs four types of bicycle facilities:

Class I -- bike paths separated from interaction with motor vehicle traffic

Class II -- bike lanes designated by stripes and stencils, sometimes with a striping buffer

Class III – also known as “shared bicycle-vehicle lanes,” these are mixed-traffic streets with sharrows (shared-lane markings) and/or wayfinding signage

Class IV -- bike lanes protected by a physical barrier—often a parked car, vertical delineators or low foliage

To date in San Francisco there are:

~4717 bike racks on sidewalks
a total of 445 miles of bike paths
77 miles of Class I
136 miles of Class II
216 miles of Class III
16 miles of Class IV

And we’re continuing to work hard to provide high-quality, safe bike facilities throughout the city in the upcoming years.

Bike Sharing Takes Off

Bicycle sharing allows people to rent bicycles cheaply for short trips. Any day user or member of a bike sharing program can check out bikes from automated docking stations found in parking lanes or on sidewalks, and return them to any station in the system.

Our agency, along with partners in the region, worked for years to get the region’s bike sharing off the ground, starting with a pilot program called Bay Area Bike Share. Then things expanded exponentially when a large-scale, Bay Area-wide program administered by the company Motivate and sponsored by Ford Motor Company was launched June 2017. No doubt you’ve seen the new Ford GoBikes around town--the SFMTA issues permits for their docking stations in the city. By November there were 120 Ford GoBike stations in San Francisco alone.

In 2018, another 300 stations will be added to city neighborhoods, along with many more throughout the Bay Area. To demonstrate a commitment to equity, over 35 percent of stations will be installed in Communities of Concern*, and \$5 first-year memberships available to low-income residents.

** The regional Metropolitan Transportation Commission defines Communities of Concern (also known as CoC) in its equity analysis to comply with federal civil rights and environmental justice laws. The definition of CoC has evolved over the last 20 years using various census data to better capture concentrations of low-income, minority communities. This CoC designation informs regional and local planning efforts to advance equity and serve San Francisco's disadvantaged communities.*

Pedaling Forward: Our Road Map for the Next Five Years

At the SFMTA, we envision a city where....

- You can bike around town in comfort—whether you're 8 (or 80) years old.
- Air pollution and traffic congestion are radically reduced.
- Streets are reconfigured so people bike, walk and drive in harmony.
- Shoppers and visitors flock to local merchants by bike—bringing lots of new business with them.
- Bike-friendly streets are so numerous and safe that choosing to bike is a breeze.

San Francisco has come a long way already. Over the next five years, working closely with community partners, we'll help it go much further. The SFMTA will seek to expand the number of protected bikeways and neighborways and add new bike racks and new bike corrals. To learn more about our vision for a bike-friendly San Francisco and how we're making it a reality, check out our 2017 **Pedaling Forward** report found on the Bike section of our new SFMTA website.

DRIVING AND PARKING

As the city's transportation agency, we also aid driving and parking around the city. That means we install and maintain traffic signage...regulate taxis and commuter shuttles...manage San Francisco's limited, public parking supply...improve commercial loading zones...and generally increase the availability of safe, convenient parking.

Our agency also administers parking policies and programs that support the city's *Transit First* mandate. We look for ways to reduce traffic congestion and environmental impacts, and to help you get to your destination.

Parking 2.0

Here are some of the innovative ideas we drove this year:

- **Smarter Pricing** There's a science to making parking available for people who need it. Using demand-responsive pricing technology developed during our **SFpark** pilot program, the city's parking meters and garages can now charge the lowest rate to ensure there's not a shortage of parking spaces. This data-driven approach adjusts parking prices quarterly, and helps reduce double parking, traffic congestion, and time spent searching for parking. Our pioneering demand-responsive pricing model has won international awards and is being studied by other cities around the world.
- **Sharing Made Simpler** Car share programs not only increase parking availability—they also reduce traffic congestion and greenhouse gas emissions. In 2013, we launched our **On-Street Shared Vehicle Permit Program** as a pilot project. The program permitted hundreds of dedicated parking spaces to car-share vehicles. (Only qualified Vehicle Sharing Organizations receive vehicle permits.) In 2017, we made the initiative permanent and expanded it. Research from the pilot program showed that on any given month, an average of 19 different people (and in some cases 50 people or more) used each on-street shared vehicle in San Francisco—compared to two people for a private vehicle. The SFMTA also helped promote low-cost, zero-emission travel options by creating a Shared Electric Moped parking permit that makes it easier to use this new green travel choice.
- **Clearing the Air** We're all breathing easier now that the SFMTA installed new ventilation systems at three of our older garages--Japan Center, Sutter Stockton and Golden Gateway, all built in the '50s and '60s. The new system features carbon-monoxide monitoring, so fans only run when this gas reaches a certain level. The system has slashed energy costs by more than 90 percent in some cases, in addition to mitigating car exhaust. As David Dunham of the SFMTA's parking group notes, "beyond ensuring environmental sustainability, the new system provides a level of assurance that the health and safety of all those in the garage are protected, while holding energy consumption in check."

State-of-the-Art Garages

Supporting local businesses: An interview with James Lizotte, owner of People's Barber

Just a minute's walk from the Polk-Bush Garage our agency oversees is People's Barber, where you'll find a "chiweenie" dog named Rocco and 300 weekly customers getting shaves, beard trims and haircuts.

"The Polk-Bush Garage is beneficial to my business," says People's Barber owner James Lizotte. "A great deal of my patrons and patrons of other businesses in the area park in that garage."

Back in February 2017, the SFMTA made this public garage the city's first example of state-of-the-art parking by replacing its 16-year-old hardware and software with new **Parking Access and Revenue Control System** technology (also known as PARCS).

The new system lets customers pay parking fees before returning to their cars—eliminating the transaction process as customers exit, and preventing long lines from forming during peak times. PARCS also accepts new payment forms such as chip-enabled credit and debit cards, and it enhances credit-card processing security.

To increase safety in busy pedestrian neighborhoods, exiting vehicles trigger an audible alarm and flashing lights. And if you lose your parking ticket, the new system can determine the duration of your parking from your license plate—resolving a common frustration. So far we've installed PARCS in our Lombard, Pierce, North Beach, Vallejo and Polk-Bush garages, with plans in the works to install it in all 22 city-owned garages.

The garage innovations all sound fine to Lizotte, who opened People's Barber in 2012. But the feature his clientele likes most remains the same: "It's convenient." Lizotte continues, "They'll only be here for an hour. If they don't see a spot on the street immediately, they're not going to circle the block. They'll use the garage."

Did you know? City-owned garages typically cost 50 to 60 percent less than private garages. Many offer amenities such as valet service, car and electric scooter sharing, discounted carpool rates, merchant validation, shuttle programs, electric vehicle chargers, and secure bicycle parking.

Mission District Businesses Get a Boost

Thanks to a new SFMTA parking program, Mission District businesses can now offer their customers free parking at nearby garages. The **Mission District Parking Validation Program** lets merchants buy booklets of parking validation stickers at a 50 percent discount, then offer them to visitors, employees and employers for up to \$6 of free parking at our Mission-Bartlett and 16th & Hoff garages.

Making Residential Parking Easier

Our **Residential Parking Permit Program**, which limits parking time for anyone other than residents and other permit holders, has changed little in the 40 years since it was instituted.

The time was ripe for comprehensive, data-driven evaluation and reform. This year we analyzed impacts and sought feedback and recommendations to better align the program—which has over 78,000 on-street parking spaces under its jurisdiction—with both the needs of our permit-holders and our overall strategic goals.

We're currently considering several policy proposals. On a much smaller scale, we're also finalizing permit pilot plans for the northwest Bernal Heights and Dogpatch residential neighborhoods.

Smart City: Some Winning Ideas

In March 2016, San Francisco was named a national finalist for the **Smart City Challenge**, the U.S. Department of Transportation's invitation for mid-sized cities across America to develop urban ideas for the smart transportation system of tomorrow. While this grant was ultimately awarded to Columbus, Ohio, some of the innovative improvements our agency pitched in partnership with the Mayor's Office and UC Berkeley, have received support elsewhere.

The city received an \$11 million grant from the U.S. DOT's Advanced Transportation and Congestion Management Technologies Deployment program to bring to life elements of San Francisco's Smart City Challenge proposal including a Smart Carpool Pilot, Smart Traffic Signals Pilot, and a Treasure Island Transportation Plan that includes an electronic tolling system and automated shuttle pilot.

By the Numbers: In FY 2016-2017 the SFMTA...

Managed:
28,000 on-street metered parking spaces
38 off-street parking facilities (19 garages, 19 surface lots)

275,000 on-street parking spaces

90,000 Residential Parking Permits (RPP)

Installed, modified and maintained:

more than 200,000 traffic and parking signs

Permitted and painted:

more than 6,500 color curb zones

Responded to:

950 engineering requests within 90 days

Issued:

4,043 special traffic permits to keep people and traffic moving safely around construction sites

Taxi Triumphs

It was our city that boasted the first fleet of hybrid taxis in the nation. The city's regular fleet has mostly converted to alternative fuel vehicles, and, guided by the clean taxi program we administer with city partners, these cabs exceed clean-air vehicle standards. That's why San Francisco is one of the greenest taxi cities in the U.S.

Environmental friendliness isn't the only kind of goodwill that distinguishes San Francisco's taxi fleet. In 2016, we held a luncheon honoring 27 taxi drivers singled out by customers, cab companies and SFMTA staff for exceptional customer service.

Commuter Shuttles — Coordinated

For years employee commuter shuttles stopped to load passengers wherever they could find space, regardless of whether it was legal. (State law allows employee commuter shuttles to travel on our streets.) In 2014, the SFMTA introduced the Commuter Shuttle Pilot Program, which allows shuttles to stop only in certain places while making sure they pay their fair share and follow rules to improve safety and keep Muni moving. These regulations have resulted in fewer conflicts with Muni and pedestrians while taking large shuttles off small neighborhood streets.

In 2017, the SFMTA Board of Directors voted to make the **Commuter Shuttle Program** permanent, with regulations that are designed to be flexible. Moving forward, the SFMTA will continue using GPS and other data to move shuttle stops, target enforcement in problem areas, and explore new policies that address community concerns. Shuttles play a key role in our transportation system, carrying over 10,000 passengers a day to and from work and keeping cars off the road. It's important that we make sure they operate safely and efficiently.

COMMUNITY COLLABORATIONS

How do you solve a neighborhood's transportation problems? You talk to the experts—the people who live and work there. We know that the best ideas for transportation projects can come from the public we're serving. So we've deepened our engagement with community stakeholders, and created more pathways for their input, using our **Public Outreach and Engagement Team Strategy** as a roadmap. Through tools such as open houses, community meetings, focus groups, surveys and newsletters, we're regularly tapping the wisdom of the people who use our system daily.

To share your own thoughts about transportation in your neighborhood, please see our calendar of meetings and events at [SFMTA.com/calendar](https://www.sfmta.com/calendar).

Planning Partners: Working with Western Addition Residents

Designated as one of San Francisco's Communities of Concern by the Metropolitan Transportation Commission, the Western Addition is a historically underserved neighborhood. Its transportation challenges date back to controversial urban renewal projects in the 20th century. Neighborhood street characteristics such as multi-lane one way streets encourage high vehicle speeds and reduce pedestrian safety, impacting residents' quality of life. A number of Western Addition streets, such as Turk, Webster and Gough, are part of the city's high-injury network.

Over the course of a 10-month outreach process, SFMTA staff participated in 11 community events to get input on neighborhood concerns. We enlisted the support of a neighborhood-focused collaborative, Mo'MAGIC, and heard local concerns about speeding, congestion, and pedestrian safety and security. Our SFMTA project team engaged the community in planning efforts by meeting them at their regularly scheduled neighborhood events and meetings.

The resulting **Western Addition Community-Based Transportation Plan** was approved in March 2017. As part of it, the SFMTA is launching a series of near-term measures to improve pedestrian safety, including signal, paint and parking modifications at prioritized intersections that were identified by the community.

Longer-term projects are also in the works to increase safety and access for people in the area and enhance their travel experience. These include upgrades to Golden Gate Avenue, group discussions for stakeholders to discuss various improvements such as upgrades to bicycling infrastructure, and multi-agency capital projects including improvements to the Buchanan Street Mall and Margaret Hayward Playground. As projects transition from the planning phase, the SFMTA will work with the community to refine conceptual designs and continue these productive conversations.

INSET

The Western Addition Community-Based Transportation Plan owes a huge debt to the efforts of citizens like Daniel English. A community organizer who lives in a Western Addition co-operative housing complex, English helped get his neighbors together to tell us their concerns about car traffic on smaller streets. The people in his residence complex—more than half of whom are over 55—weighed in on the SFMTA's conceptual designs for potential improvements. It was a noteworthy effort, English says, who describes our community engagement as "above and beyond."

“In the 13 years I’ve lived in the neighborhood, that was the first Q&A and solicitation of feedback,” he explains. “The project could’ve been done with less involvement from the neighborhood or a top-level down plan. That’s what people are used to.” Instead, “the residents had a real clear say-so in what was happening. I think the energy and coordination it took for SFMTA staff to be intentional and involve community people at this level was notable.”

English says he hopes the SFMTA will continue forging these kinds of communication pathways and “looking at people in the neighborhood as assets, as opposed to just everyday pedestrians.”

SFMTA Named Organization of the Year for Public Outreach Efforts

In 2017, the **International Association of Public Participation** named the SFMTA its **Organization of the Year**, its highest North American honor. The award spotlighted the success of our Public Outreach and Engagement Team Strategy program: our initiative to institutionalize public participation best practices across the agency and create an organizational culture that values community input. To date, 70 SFMTA employees have completed the program’s week-long course in public participation, which is certified by the International Association of Public Participation.

Pull-quote

“While there is still much work to be done, this award reflects we are on the right path and making much progress.” - Deanna Desedas, SFMTA’s Public Outreach and Engagement Manager

Van Ness Project Gets Kudos for Community Engagement

In late 2016, we launched the massive **Van Ness Improvement Project** to overhaul 2 miles of aging infrastructure and bring the city’s first Bus Rapid Transit service to this iconic avenue. To keep the local community in the loop and get their input, we’ve been reaching out regularly via online videos, newsletters, text messages and open-door office hours where people in the community can drop in and speak their minds.

Our outreach efforts are attracting national attention. For its pre-construction community outreach, our Van Ness Improvement Project team won the **2016 Creativity & Innovation Award from the International Association for Public Participation**. And GovDelivery honored the team with a **Digital Strategy & Impact Award** for “creative use of digital citizen engagement.”

In an effort to be a good steward to the neighborhood during construction, our team also brought together Van Ness business leaders and merchants to form the **Van Ness Business Advisory Committee**. It’s the first business advisory committee to partner with us on a construction project, and members have direct access to project staff throughout each stage of the three-year upgrade. The committee helps strategize ways to bring out the character of this grand avenue and attract customers during the construction period.

Speaking Your Language In our multilingual city, ensuring that SFMTA services are accessible is no small feat. To best understand and address the needs of people who may have limited-English proficiency, our agency works with the community-based organizations that serve them. We also conduct in-language focus groups and administer customer surveys in multiple languages, including Chinese (Cantonese), Spanish, Filipino (Tagalog), Vietnamese and Russian. At intervals we use census data and other data points to monitor the number of people

in these populations who are likely to encounter our services. Our **Language Assistance Plan** (updated in 2016 in keeping with federal guidance) is a roadmap as we strive to provide excellent transportation service to everyone who travels in San Francisco.

Boosting Community Participation After conducting surveys in 10 languages, holding input sessions with stakeholders and organizations, and researching ways of best increasing the involvement of low-income and minority populations, in 2016 our agency updated our **Public Participation Plan**. The new plan guides our efforts to include more citizens in our transportation decisions, and to empower community members to partner with us in meaningful ways. This research showed that the SFMTA website is the public's preferred source of information about our agency—to improve this digital resource we revamped SFMTA.com so that it's more user-friendly and easier to navigate.

Helping Merchants Do Business Over fiscal year 2017, we met bimonthly with our **Small Business Working Group** of business leaders representing all 11 supervisorial districts: updating the group on key transportation projects and soliciting their input. We also co-sponsored San Francisco's Small Business Week, which supports the 85,000 small businesses so integral to our community and culture. And the SFMTA has continued to improve curbside loading zones for businesses, with efforts such as our ongoing Folsom-Howard Streetscape Project.

Community Acknowledgements

We would like to thank all the residents, businesspeople, volunteers and governing bodies, who give their time to improve transportation in San Francisco. Here are some of the groups we worked with fiscal year 2017:

- Alliance for Retired Americans
- Archie Green Fund for Labor Culture & History
- Asian Law Caucus
- Balboa Park Station Community Advisory Committee
- Bay Area Riders Forum
- Bernal Heights Neighborhood Center
- Bessie Carmichael Elementary School
- Bicycle Advisory Committee
- Board of Trustees of the War Memorial & Performing Arts Center
- Boys and Girls Clubs of San Francisco
- California Bicycle Coalition
- California Trucking Association
- California Walks
- Castro Community Benefit District
- Castro Merchants Association
- CC Puede
- Chinatown Community Development Center
- Chinatown Merchants Association
- Chinatown TRIP
- Citizens' Advisory Council

- Civic Center Community Benefit District
- Coalition to Save the Historic Van Ness Street Lamps
- Copra Crane Labor Landmark Association
- Council of Community Housing Organizations
- Council of District Merchants
- District 3 Working Group
- District 11 Neighborways Community Planning Project
- Dogpatch and Northwest Potrero Hill Green Benefit District
- Dogpatch Business Association
- Dogpatch Neighborhood Association
- Duboce Triangle Neighborhood Association
- Economic Development on Third
- Epiphany Dance Theater
- Excelsior Action Group
- FDR Democratic Club
- Fisherman's Wharf Community Benefit District
- Fontana West HOA
- Friends of Harvey Milk Plaza
- Friends of Islais Creek
- Friends of Monterey Boulevard
- Geary Community Advisory Committee
- Golden Gate Heights Neighborhood Association
- Greater Rincon Hill Community Benefit District
- Greater West Portal Neighborhood Association
- Haight Ashbury Neighborhood Council
- Holy Trinity Cathedral
- Independent Living Resource Center San Francisco
- India Basin Neighborhood Association
- Inner Sunset Neighborhood Association
- International Longshore & Warehouse Union
- Jewish Community Relations Council
- Large Vehicle Safety Working Group
- Lighthouse for the Blind and Visually Impaired
- Livable City
- Lower Polk Community Benefit District
- Lower Polk Neighbors
- Market Street Railway
- Mission Dolores Neighborhood Association
- Mo'MAGIC
- Multimodal Accessibility Advisory Committee
- North East Mission Business Association
- Northwest Bernal Heights Parking Alliance
- Pacific Heights Residents Association

- Paratransit Coordinating Council
- Pedestrian Safety Advisory Committee
- People of Parkside Sunset (POPS)
- Portola Neighborhood Association
- Potrero Boosters
- Russian Hill Neighbors
- Safe Passage
- Safe Routes to School National Partnership
- San Francisco Arts Commission
- San Francisco Bay Area Families for Safe Streets
- San Francisco Bay Area Planning and Urban Research Association (SPUR)
- San Francisco Beautiful
- San Francisco Bicycle Coalition
- San Francisco Chamber of Commerce
- San Francisco Heritage
- San Francisco Interfaith Council
- San Francisco Outer Mission Merchants and Residents Association
- San Francisco Transit Riders
- San Francisco Unified School District
- Self Help for the Elderly
- Senior & Disability Action
- sf.citi
- SFMTA Small Business Working Group
- Shape Up San Francisco Coalition
- South of Market Business Association (SOMBA)
- South of Market Community Action Network (SOMCAN)
- South Beach/Rincon/Mission Bay Neighborhood Association Taxi Advisory

Council

- Tenants and Owners Development Corporation
- Tenderloin Neighborhood Development Corporation
- Union Street Association
- Union Square Business Improvement District
- United Playaz
- Urban Habitat
- Van Ness Bus Rapid Project Community Advisory Committee
- Van Ness Business Advisory Committee
- The Village
- Vision Zero Network
- Vision Zero SF Coalition
- Walk San Francisco
- Yerba Buena Community Benefit District

PEOPLE FIRST

One of the SFMTA's chief goals is to deliver outstanding service to the hundreds of thousands of people who move around San Francisco each day. It's a responsibility that rests squarely on the shoulders of the 6,000 public servants who keep the city's transportation system going 24/7.

And by serving these employees and improving their workplace experience, we improve the experience of everyone we aim to serve.

Here are some of the ways we invested in our people in 2017.

Safe and Sound: Supporting Our Staff

The Basics: Most workers don't have to think twice about when and where they can go to a restroom. But for folks who spend their work day on the road, even how much water they drink on the job can be an issue. (Just ask Muni operator Gregory Hogg, who drives the 45 Union, a one-and-a-half-hour route. "Depending on traffic.")

Which is why we launched our **Transit Operator Convenience Facility Project**. Our agency is building more restrooms for operators, as well as securing licenses, leases and use permits through free restroom agreements with businesses and organizations to increase operators' access to restrooms. Adding restrooms is not only good for operators' health (studies link limited restroom access to higher blood pressure), it also reduces the unscheduled restroom breaks that impact Muni's service reliability. So far, over 141 restrooms are now available to Muni operators and SFMTA field staff in addition to restrooms in Muni yards.

The initiatives have boosted morale tremendously, says Juan Coleman, Muni operator and Presidio Union representative. Now, operators "don't have to stop while in service to ask to go to the restroom, or buy something in order to use the bathroom at someplace that's not an approved Muni location."

What's more, "They're enthused," Coleman says. "They're happy that they have a location. You can't operate in a safe fashion if you've got to use the bathroom."

Combating Violence: In the summer of 2016 we launched the ongoing ad campaign **#KeepThemSafe** to protect people on the front lines of city transportation. Ads around the city remind the public our transit operators, parking control officers, fare inspectors, station agents and custodians are *also* parents, friends and neighbors doing tough jobs—and that they deserve to make it home safely. The campaign is the first step in a multi-pronged initiative to prevent violence against SFMTA staff, spearheaded by a task force that includes the SF Police Department and SFMTA specialists in transit, security, communications, human resources and workplace safety.

Teaching Safety: This year, almost 1,700 of our rail employees and contractors participated in our **Roadway Worker Protection Training** to learn on-track safety procedures to help them stay safe on the job.

Wellness at Work: Beyond addressing basic health and safety needs, the SFMTA also builds programs to promote our staff's fitness and general well-being. In 2017, our efforts included:

- Adding two new "Wellness Rooms," with exercise equipment and general fitness support, at Muni's Green and Presidio divisions (You can also find Wellness Rooms at

our 1 South Van Ness headquarters, Muni Metro East division and Transportation Management Center.)

- Offering classes, cooking demos, fitness activities and health coaching through our Road to Fitness program, which has reached over 50 percent of employees to date
- Rolling out an Ergonomics Lab where employees can try out equipment to make their work environment more comfortable
- Developing a Wellness Data Dashboard that tracks employee enrollment rates for programs and helps us improve our outreach and programming efforts

Workplace Wellness Champion

Boosting well-being: An interview with Dino Duazo, SFMTA's Wellness Management Assistant

It takes many hands to make a successful Wellness Program, and one helpful hand behind ours is Dino Duazo.

A management assistant for the SFMTA's Wellness Program, Duazo speaks of "wellness" as "physical, nutritional, mental, emotional and financial. It's that combination of things that make you grateful in life, when nothing is out of balance and you're feeling positive."

To up our staff's wellness quotient, Duazo puts out a monthly newsletter with information about everything from fitness to financial health, including agency-wide "wellness challenges." (A recent one focused on gratitude; another, on nutrition.) He makes sure that the information bulletin boards found at our facilities are pinned with monthly wellness-related updates.

Duazo also coordinates activities such as the SFMTA-sponsored, community-led yoga classes held at our 1 South Van Ness headquarters. Instructors and participants come from different city departments with their yoga mats to attend. "Just yesterday I ran into one of the yoga instructors," says Duazo. "She'd gotten this email from one of the city workers taking the class who was singing its praises...saying it had done wonders for their health and that their blood tests had come back better than ever before." As Duazo would be the first to point out, that's something to be grateful for.

What's Up? Improving Internal Communications

One of the biggest challenges in a large agency like ours is keeping everyone in the loop. In 2017, we launched a digital signage project to share news across our agency. Digital screens were installed at locations including Van Ness headquarters, the SFMTA Paint & Sign Shop, and at all enforcement and transit divisions. The screens share agency promotions and other timely agency communications such as safety and job announcements, weather, upcoming events and current news: helping us come together as a team and boosting our effectiveness.

Fashion Forward: Muni Uniforms Get a Makeover

It was time. After decades of brown uniforms and berets, we rolled out Muni's fashionable new wardrobe in September 2017 (chosen by transit operators and the leadership of Transport Workers Union Local 250A along with transit management). Muni operators now sport contemporary red-and-charcoal-gray uniforms in high-tech fabrics and knits, keeping with the

spirit of today's Muni. The new uniforms come in several stylish options and have generated enthusiastic responses from our front line staff.

To see a gallery of Muni uniforms through the years, visit the SFMTA Photo Archives.

People Power: By the Numbers

- **20% of the roughly 30,000 employees of the City and County of San Francisco work for the SFMTA**
- **18 labor organizations represent our diverse staff**
- **250 new Muni operators were hired and trained in fiscal 2017, putting an average of 50 more people behind the wheel each month, and increasing the total number of operators by more than 10%**

Celebrating Safety: Honoring Muni's Top Operators

Think maneuvering a Muni vehicle around hilly San Francisco is easy? We know it's not. That's why our annual **Safe Driver Awards** banquet celebrates operators who've driven 15 years or more without a single avoidable collision. In 2017, we honored 330 such employees — up from 315 in 2016. Cable car operator Oliverio Valle had the longest safe-driving record at 43 years. We thank all of our safe drivers for making San Francisco a safer place.

Public Agency of the Year: SFMTA Receives Honor for Diversity

We're committed to diversity within our agency. So we were extremely pleased when in 2017 the Northern California Chapter of the Conference of Minority Transportation Officials—the foremost organization for the training and professional development of minority transportation professionals—named the SFMTA its **Public Agency of the Year**.

SFMTA's Future: Hiring For a Diverse City

Hiring a workforce as diverse as the people we serve is central to our recruitment strategy. Some of the steps we took recently:

- Working with veterans' organizations and the Employment Development Department-- and upping our participation in veterans' job fairs—to ensure that veterans are aware of SFMTA job opportunities
- Participating in the LGBTQ Career Fair and Boys and Men of Color Career Summit and continuing to support City College of San Francisco's job fair
- Stepping up our outreach to youth — hiring a record number of youth interns for the Project Pull program administered by the city (They'll work in paid internships during the summer of 2018.)

THE PATH FORWARD

By 2040 the Association of Bay Area Governments predicts there will be up to 100,000 new homes and 190,000 new jobs in San Francisco. How we keep the people who fill those homes and jobs moving around our great city is a transportation challenge the SFMTA seeks to solve.

While we can't fully predict what changes the future will bring, we can make sure that city policies prepare us for them and shape them. Because a big vision for San Francisco transportation involves not only an array of projects, but an array of bold approaches for addressing growth, innovation and inclusion.

Sustainable Transportation as Healthy Framework for Growth Many of San Francisco's vital transportation corridors, assets and facilities are located along the shoreline--which could be significantly impacted by projected sea level rise and coastal flooding events. In 2017, the SFMTA and partner agencies developed the **Transportation Sector Climate Action Strategy**. This strategy serves as a call to action for the accelerated reduction of greenhouse gas emissions from the transportation sector, and for the development of a more resilient transportation system in the face of future climate impacts such as sea level rise.

San Francisco's primary goal is to have 80 percent of trips be taken by sustainable, non-private auto modes by 2030. Through the city's **Transportation Sustainability Program**, a joint effort of the SFMTA, Planning Department and Transportation Authority, we can plan smartly and invest in a transportation network that accommodates new growth through safe, efficient alternatives to driving.

This work is reflected in **Transportation Demand Management**, a powerful set of low-cost tools and near-term strategies to make walking, biking, transit and shared rides more convenient and cost-effective. This past year, the city moved forward with legislation requiring new developments to provide more sustainable transportation perks than ever before. We're also working with our partner agencies to deliver other aspects of Transportation Demand Management. In this way we're helping to safeguard the environment, improve road safety, reduce congestion and transit crowding—and boosting the efficiency of the transportation system for years to come.

Supporting Emerging Mobility Bike share...car share...private transit vehicles and soon-to-come autonomous vehicles. These are the sorts of innovations that are revolutionizing the way we get around city streets and transforming our curbs from static spaces for private car storage to dynamic public places for an array of transit and courier options. It's our agency's job to integrate these new travel modes in a way that's consistent with San Francisco's adopted policies and priorities. To help meet our goal of reducing single occupancy vehicles— as well as reducing greenhouse-gas emissions—our agency is working with the Transportation Authority and partners from the public and private sector.

In July 2017, the SFMTA Board of Directors approved a framework of guiding principles developed jointly by the SFMTA and Transportation Authority. These **Emerging Mobility Guiding Principles** are a framework to help us evaluate and influence transportation innovations. They include safety, transit priority, equity, accessibility and sustainability. They also factor in congestion, accountability for transportation network companies like Uber and Lyft (governed by the California Public Utilities Commission), financial impacts, as well as impacts for workers and consumers.

In addition, we're also creating a **Shared Mobility Framework**: a guide to how we integrate new, shared transportation services and incentivize customers and providers to use them.

PULL-OUT QUOTE

“In our growing city and in these interesting times, we want to ensure that all people, especially those with the fewest options and the greatest needs, can get to where they’re going safely and reliably. We have to manage the ways cars are used to benefit the greatest amount of people in the most equitable way. That may require some hard trade-offs, but we have strong San Francisco values to guide us and a lot of exciting technology with the potential to make it better for all of us to get around the great city that is San Francisco.” - *Ed Reiskin, SFMTA Director of Transportation*

Looking Ahead to 2045 In 2017, Mayor Ed Lee and Board of Supervisors President London Breed convened the citywide **Transportation Task Force 2045**. This group is charged with developing and evaluating options for generating additional revenue, and prioritizing city transportation expenditures that balance our local and regional needs. The Task Force embraces community engagement rather than a top-down approach, and brings a variety of community stakeholders together including transportation, housing and environmental justice advocacy groups; labor and civic organizations; small and large businesses; city and regional transportation agencies; and individuals representing various San Francisco neighborhoods. Together, we're working to ensure a safe, reliable and affordable transportation system decades into the future.

Visioning with Connect SF What's the roadmap for the next 50 years? **Connect SF** is a multi-agency collaboration designed to come up with some potential answers. Our agency joins the Transportation Authority, Planning Department and the San Francisco Office of Economic and Workforce Development to discuss the city's transportation values and priorities. We also tap the wisdom of the people we serve. The Connect SF project team crowdsourced ideas for subway expansion through a series of neighborhood pop-up workshops and an online tool, and dubbed the effort San Francisco's "Subway Vision." The result: an online map featuring more than 2,600 ideas for future San Francisco subway lines.

Check out your neighbors' answers to futuristic transportation questions and get involved at connectsf.com.

Housing our Vehicles and People As evening commutes wind down, activities in our Muni yards ramp up. Hundreds of operators return their buses to yards around the city, where staff empty fareboxes and tag vehicles that need maintenance—then fuel, wash and repair vehicles throughout the night to get them back on the street and ready to go the next morning. In all, our agency operates eight major transit yards and 20 support buildings (including our Van Ness headquarters). We also run shops where we create street signs, ready new parking meters (and upgrade old ones), repair traffic signals and restore cable cars.

The SFMTA has been growing and replacing our fleet to make it one of the most modern in the country and meet increasing demand. In 2017, the SFMTA completed an assessment of all of our facilities. Two of our Muni yards are over 100 years old and even more need to be rebuilt to make our maintenance operations safer and more effective. Findings show that by 2025 we won't have enough space to park, repair and service all of our vehicles. That's why our new **Building Progress Program** was launched to expand and modernize our aging structures and

bus yards all the way through 2040. This program is currently in the pre-development phase as we continue working with stakeholders and the communities that host our facilities.

Promoting Racial Equity Part of our vision for the city is of a place where all residents and businesses have an equal chance to thrive. To that end, SFMTA staff representatives are part of the city's **Government Alliance on Race and Equity (GARE)**, led by the San Francisco Human Rights Commission. The alliance provides the SFMTA and a team of city agencies with an opportunity to look at systemic barriers to racial equity, and to make policy recommendations, craft diversity and inclusion strategies, and find ways to improve racial equity throughout the city. We're also looking at ways to apply GARE findings and solutions throughout our own agency.

Citywide Strategy for Minimizing Construction Impacts How do you minimize the short-term pain of rehabilitating old infrastructure in order to reap the long-term benefits? That's what San Francisco agencies are coming together to determine through the city's newly announced **Construction Mitigation Program**. The program will standardize citywide efforts to mitigate negative impacts during infrastructure projects spanning streets, water, power, sewers and transportation.

The SFMTA already builds construction mitigation solutions into our projects. Our existing Public Outreach and Engagement Strategy guides our approach to working with impacted communities and helps the SFMTA be accountable to their needs. The new city program is set to offer mitigation guidance that defines contingencies and protocols for every agency doing infrastructure work in San Francisco.

MAP OF PROJECTS COMPLETED FISCAL YEAR 2016-2017

We oversee a range of transportation projects—and each plays a part in keeping our system in good shape. Capital projects are one-time efforts to construct, acquire, replace, improve, expand or rehabilitate city-owned transportation assets. Our performance tracker shows that in fiscal 2017 we delivered 92 percent of all capital projects on-budget by phase.

Project Name	Project Type	Location	MTC Community of Concern
5R Fulton Rapid Project	Transit	Fulton St, between 25th Ave and La Playa St	
9R San Bruno Rapid Project	Transit	11th St & Harrison St	
		Bayshore Blvd & Jerrold Ave	
		Bayshore Blvd & Oakdale Ave	
		Bayshore Blvd & Flower St	
		Bayshore Blvd & Cortland Ave	
Balboa Park Station Area and Plaza Improvement Project	Transit	Balboa Park Station	
Operator Convenience Facility Project Phase 1	Transit	Bowley St & Lincoln Blvd	
		Ortega St & 48th Ave	
		25th St & Potrero Ave	
		Hudson Ave & 3rd St	
		Fitzgerald Ave & 3rd St	
		Geary Blvd & 32nd Ave	
		20th Ave & Buckingham Way	
		Parkridge Dr & Burnett Ave	
		48th Ave & Rivera St	
		Sunnydale Ave & McLaren Bike Park	
		6th-7th Avenue & Fulton St	
		Van Ness Ave & North Point St	
Rail Signal Upgrades Phase 2	Transit	The Embarcadero	

		King St	
		3rd St	Yes
St. Francis Circle Transit Signal Interlock Modifications	Transit	St Francis Circle	
Subway Blue Light Emergency Telephone Replacement	Transit	All Muni Metro Subway Stations	Yes
Transit-Only Lanes	Transit	California St, from Powell St to Grant Ave	Yes
		Judah St, between 9th and 10th avenues	
		Sansome St, between Broadway and Washington St	Yes
Ultrasonic Rail Testing Phase 1	Transit	All Muni Metro Subway and Tunnels	Yes
Unity Plaza	Transit	Ocean Ave & Phelan Loop	
Golden Gateway Garage Ventilation Upgrade	Parking	250 Clay St	
Japan Center Garage Ventilation Upgrade	Parking	1610 Geary Blvd	Yes
Polk-Bush St Garage PARCS Upgrades	Parking	1399 Bush St	Yes
Sutter Stockton Garage Ventilation Upgrade	Parking	444 Stockton St	
Denman Middle School Safe Routes to School	Traffic and Pedestrian Safety Projects	Onondaga Ave & Alemany Blvd	
Denman Middle School Safe Routes to School	Traffic and Pedestrian Safety Projects	Ocean Ave & Ostego Ave	
Golden Gate Park Traffic Safety Project	Traffic and Pedestrian Safety Projects	JFK Dr, between Transverse Dr and Great Hwy	
Traffic Signal Upgrades	Traffic and Pedestrian Safety Projects	2nd St & King St	
		3rd St & 18th St	
		3rd St & 19th St	
		3rd St & 20th St	
		3rd St & Bayview St	
		3rd St & King St	

		3rd St & Mission Rock St	
		3rd St & Oakdale Ave	
		4th Ave & Irving St	
		4th St & 16th St	
		4th St & 16th St	
		5th Ave & Lincoln Way	
		5th St & Bryant St	
		5th St & Market St	
		6th Ave & Irving St	
		6th Ave & Lincoln Way	
		7th Ave & Clement St	
		7th Ave & Judah St	
		7th Ave & Kirkham St	
		7th St & 16th St	
		7th St & Brannan St	
		7th St & Bryant St	
		7th St & Charles J. Brenham	
		7th St & Charles J. Brenham	
		7th St & Folsom St	
		7th St & Harrison St	
		7th St & Howard St	
		7th St & Mission St	
		7th St & Townsend St	
		7th St & Townsend St	
		8th Ave & Clement	
		8th St & Brannan St	
		8th St & Bryant St	
		8th St & Folsom St	
		8th St & Folsom St	
		8th St & Fwy Exit	
		8th St & Howard St	

		8th St & Mission St	
		8th St & Mission St	
		8th St & Natoma St	Yes
		9th St & Bryant St	
		9th St & Folsom St	
		9th St & Mission St	
		10th St & Mission St	
		12th Ave & Geary Blvd	
		13th St & Duboce Ave	Yes
		14th St & Folsom St	
		14th St & Valencia St	
		15th St & Church St	
		15th St & Folsom St	
		16th St & Bryant St	
		16th St & Church St	
		16th St & De Haro St	
		16th St & Folsom St	
		16th St & Guerrero St	
		16th St & Kansas St	
		16th St & Mission St	
		16th St & Owens St	
		16th St & Rhode Island St	
		16th St & Vermont St	
		17th Ave & Geary Blvd	
		18th Ave & Judah St	
		18th St & Dolores St	
		18th St & Guerrero St	
		19th Ave & Ocean Ave	
		22nd Ave & Geary	
		22nd St & Dolores	
		22nd St & Valencia St	

		23rd St & Dolores St	
		23rd St & South Van Ness Ave	
		24th Ave & Geary Blvd	Yes
		24th St & Dolores St	
		24th St & Harrison St	Yes
		25th Ave & Anza St	
		25th Ave & Balboa St	
		25th Ave & Clement St	
		26th Ave & Geary Blvd	
		26th St & Mission St	
		29th St & San Jose Ave	
		30th Ave & Fulton St	
		Acton St & Mission St	
		Alameda St & Potrero Ave	
		Alemany Blvd & Geneva Ave	
		Alemany Blvd & Onondaga	
		Appleton Ave & Mission St	
		Arch St & Brotherhood Way	Yes
		Arguello Blvd & California St	
		Arguello Blvd & Euclid Ave	
		Arguello Blvd & Lake St	
		Bacon St & Bayshore Blvd	Yes
		Baker St & Chestnut St	
		Bay St & Cervantes	
		Bay St & Franklin St	
		Bay St & Laguna	
		Bay St & Leavenworth St	
		Bay St & Octavia	
		Bay St & Taylor St	
		Bayshore Blvd, between Cesar Chavez & Marin streets	

		Bessie St & Folsom	
		Bosworth St & Diamond St	
		Bosworth St & Mission St	
		Brannan St & The Embarcadero	
		Brazil Ave & Mansell St	Yes
		Brazil Ave & Mission St	Yes
		Brighton Ave & Ocean Ave	
		Broadway & Columbus Ave	
		Broadway & Franklin St	
		Broadway & Gough St	
		Broadway & Sansome St	Yes
		Broadway & Van Ness Ave	
		Broderick St & Fulton St	
		Broderick St & Lombard St	
		Bryant St & The Embarcadero	
		Bryant St & Main St	
		Buchanan St & Bush St	
		Buchanan St & Lombard St	
		Bush St & Divisadero St	
		Bush St & Gough St	
		Bush St & Laguna	
		Bush St & Powell St	
		Bush St & Van Ness Ave	
		California St & Gough St	
		California St & Sansome	
		California St & Taylor St	
		California St & Van Ness Ave	
		Capitol Ave & Ocean Ave	
		Cayuga Ave & Geneva Ave	
		Central Ave & Fulton St	
		Cesar Chavez St & South Van Ness Ave	

		Chestnut St & Fillmore St	
		Chestnut St & Van Ness Ave	
		Clay St & Kearny	
		Clay St & Van Ness Ave	
		Collins St & Geary blvd	
		Columbus Ave & Lombard St	
		Cyril Magnin St & Eddy St	
		Del Vale Ave & O'Shaughnessy Blvd	
		Divisadero St & Eddy St	
		Divisadero St & Ellis	
		Divisadero St & Fulton St	
		Divisadero St & Golden Gate	
		Divisadero St & Grove	
		Divisadero St & Lombard St	
		Divisadero St & McAllister St	
		Divisadero St & Post St	Yes
		Divisadero St & Turk St	
		Eddy St & Fillmore St	
		Eddy St & Fillmore St	
		Eddy St & Franklin St	
		Eddy St & Leavenworth St	Yes
		Eddy St & Leavenworth St	Yes
		Eddy St & Mason St	Yes
		Eddy St & Van Ness Ave	
		Eddy St & Taylor St	Yes
		Ellis St & Van Ness Ave	
		The Embarcadero & Folsom St	
		The Embarcadero & Harrison St	
		The Embarcadero & Kearny St	
		The Embarcadero & King St	
		Euclid Ave & Mason St	

		Fair Ave & Mission St	
		Fell St & Fillmore St	
		Fell St & Franklin St	
		Fell St & Van Ness Ave	
		Filbert St & Franklin St	
		Fillmore St & Fulton St	Yes
		Fillmore St & Golden Gate	
		Fillmore St & Lombard St	
		Fillmore St & Oak St	
		Fillmore St & Post St	Yes
		Fillmore St & Turk St	
		Fillmore St & Union St	
		Foerster St & Monterey Blvd	
		Francisco St, between Powell and Stockton streets	
		Francisco St & Richardson	
		Francisco St & Van Ness Ave	
		Franklin St & Fulton St	Yes
		Franklin St & Fulton St	Yes
		Franklin St & Geary Blvd	
		Franklin St & Golden Gate Ave	
		Franklin St & Green St	
		Franklin St & Greenwich St	
		Franklin St & Grove St	
		Franklin St & Hayes St	
		Franklin St & Hayes St	
		Franklin St & Jackson St	
		Franklin St & Lombard St	
		Franklin St & McAllister St	Yes
		Franklin St & McAllister St	Yes
		Franklin St & Oak St	

		Franklin St & Oak St	
		Franklin St & Post St	
Franklin St & Sacramento			
Franklin St & Sutter St			
Traffic Signal Upgrades	Traffic and Pedestrian Safety Projects	Franklin St & Turk St	
		Franklin St & Washington St	
		Fulton St & Gough St	Yes
		Geary Blvd & Laguna St	
		Geary Blvd & Van Ness Ave	
		Geneva Ave & Ocean Ave	
		Golden Gate & Van Ness Ave	
		Gough St & Jackson	
		Gough St & Lombard St	
		Gough St & Pacific	
		Gough St & Post St	Yes
		Gough St & Post St	Yes
		Gough St & Washington St	
		Great Hwy & Judah St	
		Great Hwy & Lawton St	
		Great Hwy & Noriega St	
		Great Hwy & Pacheco St	
		Great Hwy & Rivera St	
		Great Hwy & Taraval St	
		Great Hwy & Vicente St	
		Green St & Van Ness Ave	
		Greenwich St & Van Ness Ave	
		Harrison St & Spear St	
		Hayes St & Van Ness Ave	
		Hyde St & McAllister St	
		Hyde St & O'Farrell St	
		Hyde St & Turk St	

		Irving St & Sunset Blvd	
		Jackson St & Van Ness Ave	
		John F Shelly Dr West & Mansell St	Yes
		Jones St & Pine St	
		Jones St & Post St	
		Jones St & Turk St	
		Kearny St & Pine St	
		Kezar Dr, between JFK Dr and Waller St	
		Kirkham St & Sunset Blvd	
		Laguna St & Lombard St	
		Laguna St & Post St	Yes
		Laguna St & Sutter St	
		Laguna St & Sutter St	
		Laguna St & Turk St	Yes
		Laguna Honda Blvd & Portola Dr	
		Larkin St & Post St	Yes
		Larkin St & Turk St	
		Leavenworth St & Post St	Yes
		Leavenworth St & Turk St	
		Lombard St & Octavia	
		Lombard St & Scott St	
		Lombard St & Steiner St	
		Lombard St & Van Ness Ave	
		Lombard St & Webster St	
		Mariposa St & Off Ramp I-280	
		Market St & Spear St	
		Market St & Valencia St	
		Mason St & Pine St	
		Mason St & Post St	
		McAllister St & Polk	
		McAllister St & Van Ness Ave	

		Mission St & Onondaga Ave	Yes
		Mission St & Precita Ave	
		Mission St & Richland Ave	
		Mission St & Virginia St	
		Montgomery St & Pine St	
		Oak St, between Franklin and Gough streets	
		Oak St & Scott St	
		Oak St & Webster St	
		Ocean Ave & Off Ramp I-280	
		Ocean Ave & On Ramp I-280	
		O'Farrell St & Van Ness Ave	
		Ortega St & Sunset Blvd	
		Persia Ave & Sunnydale Ave	Yes
		Pine St & Powell St	
		Pine St & Van Ness Ave	
		Portola Dr & Santa Clara Ave	
		Post St & Powell St	
		Post St & Stockton	
		Post St & Taylor St	
		Post St & Van Ness Ave	
		Quintara St & Sunset Blvd	
		Sacramento & Van Ness Ave	
		Santiago St & Sunset Blvd	
		Sunset Blvd & Ulloa St	
		Sutter St & Van Ness Ave	
		Turk St & Van Ness Ave	
		Union St & Van Ness Ave	
		Vallejo St & Van Ness Ave	
		Van Ness Ave & Washington St	
	Bikeway Projects	11th St from Harrison to Bryant streets	

Bikeway Upgrades and Improvements	Bikeway Projects	13th St from Bryant to Folsom streets	
		17th St from Potrero Ave to Mississippi St	Yes
		3rd St from Le Conte Ave to Paul Ave	Yes
		7th Ave & Lincoln Way	
		7th St from Stevenson to Cleveland streets	Yes
		8th from Stevenson to Ringold streets	Yes
		9th St & Division St	
		Arguello Blvd from West Pacific Ave to Fulton St	
		Bayshore Blvd from Flower St to Cortland Ave	
		Cesar Chavez St from Sanchez to Guerrero streets	
		Cherry St from Jackson to Sacramento streets	
		Division St from Bryant to Vermont streets	
		The Embarcadero from Bay to North Point streets	
		Folsom St from 12th to 13th streets	
		Harrison St from 17th to 22nd streets	Yes
		Jackson St from Cherry St to Arguello Blvd	
		JFK Dr from GGP Access Rd to Kezar Dr	
		Laguna Honda Blvd from Plaza to Noriega streets	
		Lake St from 12th Ave to Park Presidio Blvd	
		Mansell St from University St to Sunnydale Ave	Yes
	McAllister St from Leavenworth St to Charles J Brenham Pl	Yes	
	North Point St from The Embarcadero to Grant Ave		
	Paul Ave from Bayshore Blvd to 3rd St	Yes	

		Persia Ave from Sunnydale Ave to Dublin St	Yes
		Sacramento St from Cherry St to Arguello Blvd	
		Scott S & Fell St	
		Tiffany Ave from Valencia to Duncan streets	
		Twin Peaks Blvd from Christmas Tree Point Rd to Twin Peaks	

Communities of Concern

The Metropolitan Transportation Commission designates **Communities of Concern** as those communities in the Bay Area that face particular transportation challenges due to factors such as income and disability, among others. Based on an assessment of these areas of concern, equity measures can be taken to address issues faced by vulnerable and disadvantaged communities in the region.

DISCLAIMER

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.

BUDGET

Investing in Transportation for Today and Tomorrow

Fiscal Year 2016-2017 represented the first of a two-year budget passed in 2015. The next two-year budget was approved with funding of more than \$1 billion annual for SFMTA operations

OPERATING BUDGET

Funding for SFMTA operations comes from the City and County of San Francisco's General Fund, passenger fares, parking revenues, operating grants and various fees and fines. Operating expenses cover the cost of employing 6,000 staff, fuel, materials and supplies, as well as contracted services and work orders.

In Fiscal Year 2016-2017, the operating revenue was \$1.063 billion and our operating expenses were \$1.041 billion. Revenues exceeded expenses because of the strength of the local economy.

The focus of our operating budget is to continue addressing affordability and equity while making strategic investments that create a safer, more reliable and resilient transportation system.

CAPITAL

Our capital budget allows us to invest in expanding our transportation infrastructure. In addition to local funds like those that come from the Proposition K sales tax, we also receive regional, state and federal funding from grants awarded for specific projects.

For Fiscal Year 2016-2017, the capital budget was \$829 million. The SFMTA's capital investments prioritize projects that keep the transportation system in a State of Good Repair, improve safety, maximize resources through Complete Street investments, and improve the reliability of the transit system.

The capital budget supports over 220 projects that make up our Capital Improvement Program, which takes a five-year look at our capital needs and is updated every two years.

STRATEGIC PLAN FY 2013-2018

Our Strategic Plan is a unifying vision for our agency. As the blueprint that articulates how we as an agency set out to deliver excellent transportation choices for San Francisco, the plan helps align our people, services, projects and processes. By setting our SFMTA priorities and spelling out our goals and objectives, this Strategic Plan steers our work.

Covered throughout this Fiscal Year 2016-2017 SFMTA Annual Report are examples of the programs, policies and planning efforts that will help us achieve the strategic objectives laid out in the SFMTA's Fiscal Year 2013-2018 Strategic Plan. In the following pages, we share progress made toward achieving our goals, and ultimately our vision.

In 2018 we will roll out a new Strategic Plan. This new blueprint will better reflect the city's changing economic, environmental and social environments. It will also address and incorporate the latest thinking and approaches to the significant shifts we've seen in the transportation sector. And the new Plan will be a living document that will be assessed and updated biannually for each budget cycle to respond to our evolving city and region, and to serve the needs of the residents, workers and visitors who use San Francisco's transportation system.

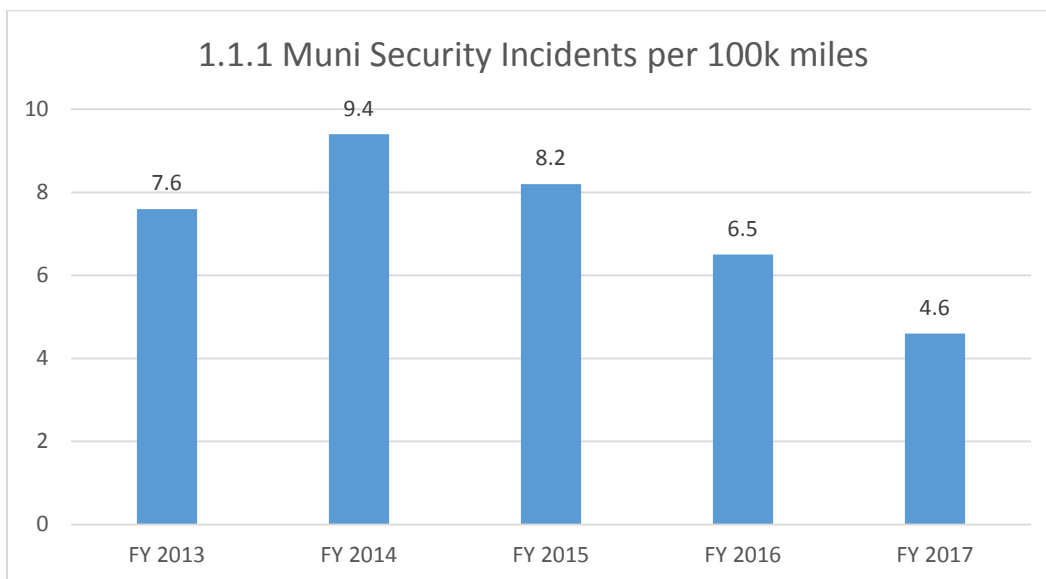
KEY PERFORMANCE INDICATORS

To track the agency's progress in meeting the objectives outlined in the SFMTA's Fiscal Year 2013-2018 Strategic Plan, we established Key Performance Indicators linked to each strategic objective. In the following pages, you can see how we're doing and track the progress we made in Fiscal Year 2016-2017.

OBJECTIVE 1.1.1 Muni Security Incidents per 100k Miles

We strive to improve security throughout the Muni system by identifying and reducing criminal activity. To show our progress, we report data on crimes that occur on Muni vehicles or at Muni stops and stations for every 100,000 miles of Muni service, with a goal of reducing the crime rate by 10% every two years.

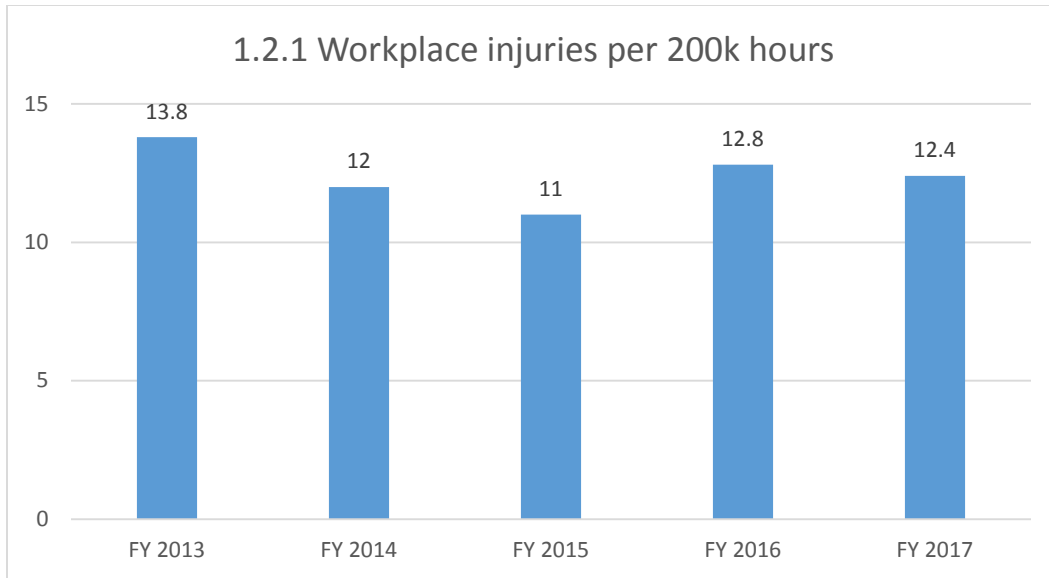
The chart depicts annual rate of Muni security incidents per 100,000 miles. The reported rate was 7.6 for fiscal year 2013; 9.4 for fiscal year 2014; 8.2 for fiscal year 2015; 6.5 for fiscal year 2016 and 4.6 for fiscal year 2017.



OBJECTIVE 1.2.1 Workplace Injuries per 200k Hours

To improve workplace safety, we track the number of workplace injuries for every 200,000 work hours. Our goal is to reduce the injury rate by 10% every two years.

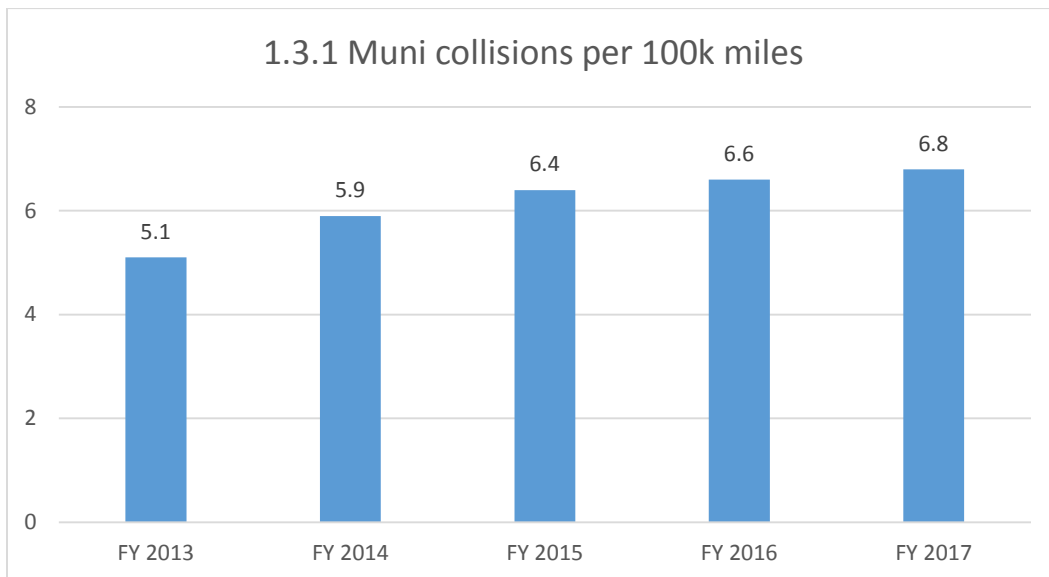
The chart depicts annual rate of workplace injuries per 200,000 hours. The reported rate was 13.8 for fiscal year 2013; 12.0 for fiscal year 2014; 11.0 for fiscal year 2015; 12.8 for fiscal year 2016 and 12.4 for fiscal year 2017.



OBJECTIVE 1.3.1 Muni Collisions per 100k Miles

To reduce collisions, we track the number of Muni vehicle collisions for every 100,000 vehicle miles traveled, with a goal of reducing the collision rate by 10% every two years.

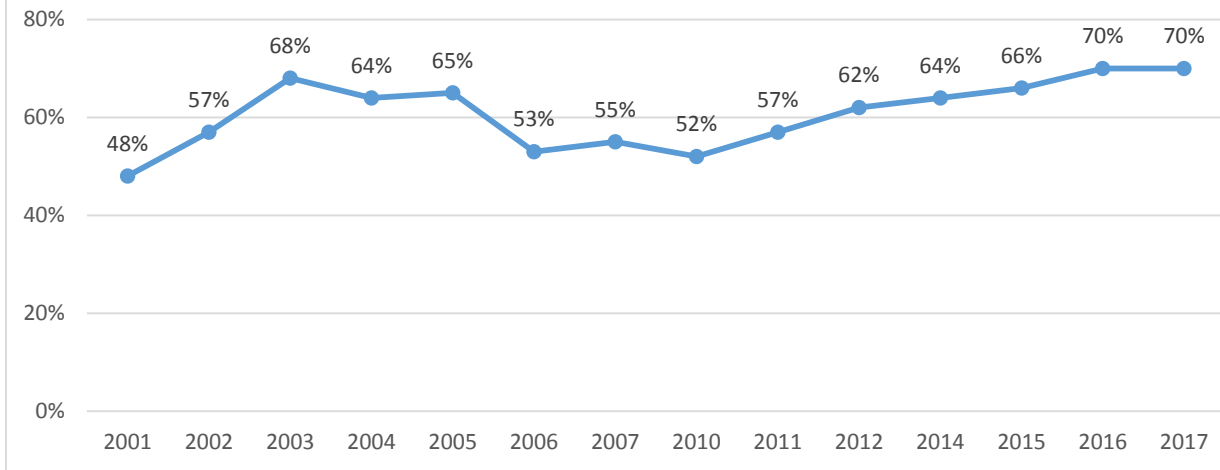
The chart depicts annual rate Muni collisions per 100,000 miles. The reported rate was 5.1 for fiscal year 2013; 5.9 for fiscal year 2014; 6.4 for fiscal year 2015; 6.6 for fiscal year 2016 and 6.8 for fiscal year 2017.



OBJECTIVE 2.1.1 Customer Rating: Muni Customer Rider Survey

To improve customer satisfaction and increase ridership, we track customer satisfaction annually. The chart depicts a 70 percent overall satisfaction rate for 2017; maintaining the all-time high from 2016.

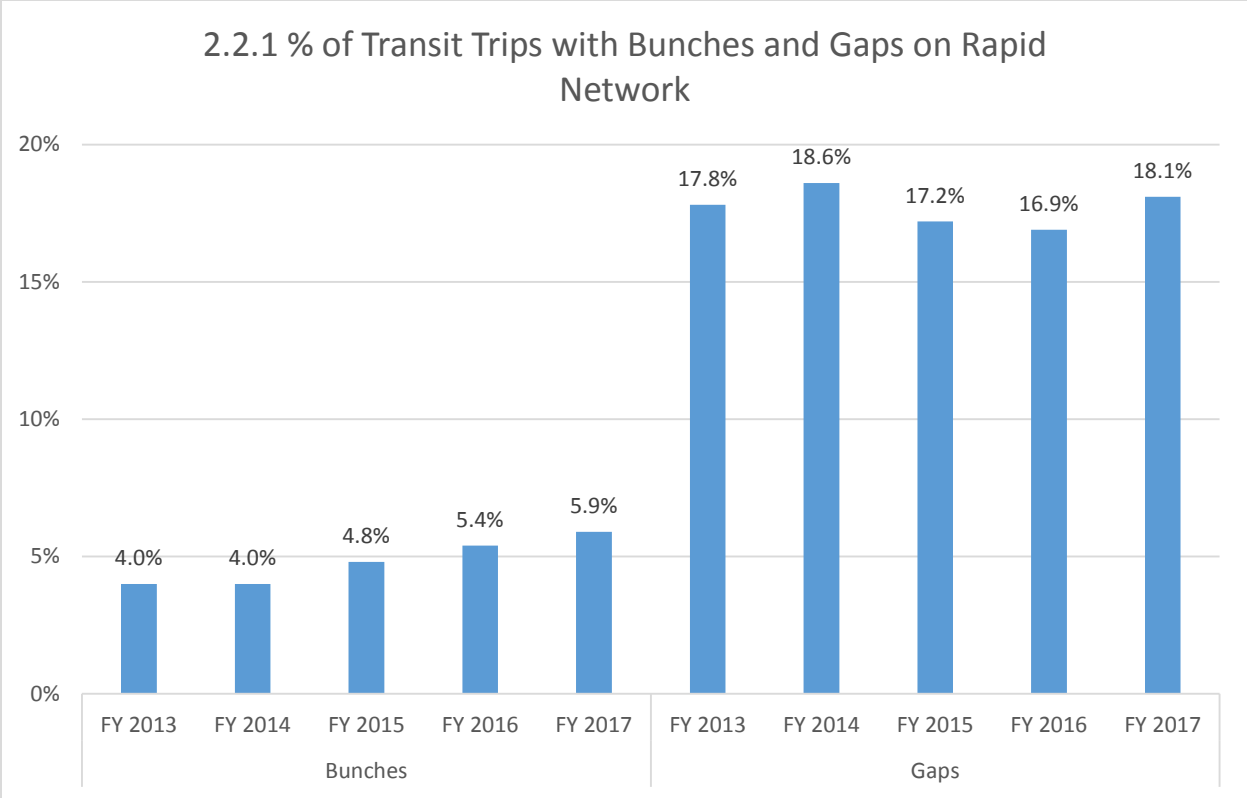
Overall Rating of Muni Service (Excellent and good ratings combined)



OBJECTIVE 2.2.1 % of Transit Trips with Bunches and Gaps on Rapid Network

To improve transit service reliability, we track the percentage of transit trips with bunching or gaps on the Rapid Network, with a goal of reducing bunching and gaps by 65% over the fiscal 2012 baseline by the end of fiscal 2018.

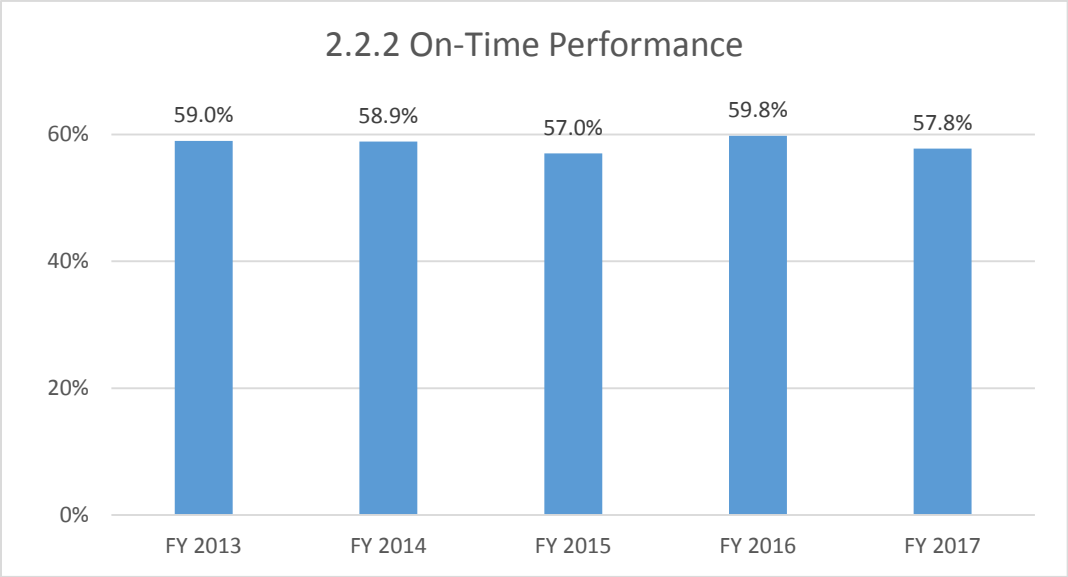
The chart depicts annual percentage of transit trips with bunches and gaps on the Rapid Network. The reported percentage for bunches and gaps was 4.0% and 17.8%, respectively, for fiscal year 2013; 4.0% and 18.6% for fiscal year 2014; 4.8% and 17.2% for fiscal year 2015; 5.4% and 16.9% for fiscal year 2016; and 5.9% and 18.3% for fiscal year 2017.



OBJECTIVE 2.2.2 Transit On-Time Performance

On-time performance is a City Charter-mandated measure of the timeliness of Muni arrivals, with a voter-approved standard of 85% or more.

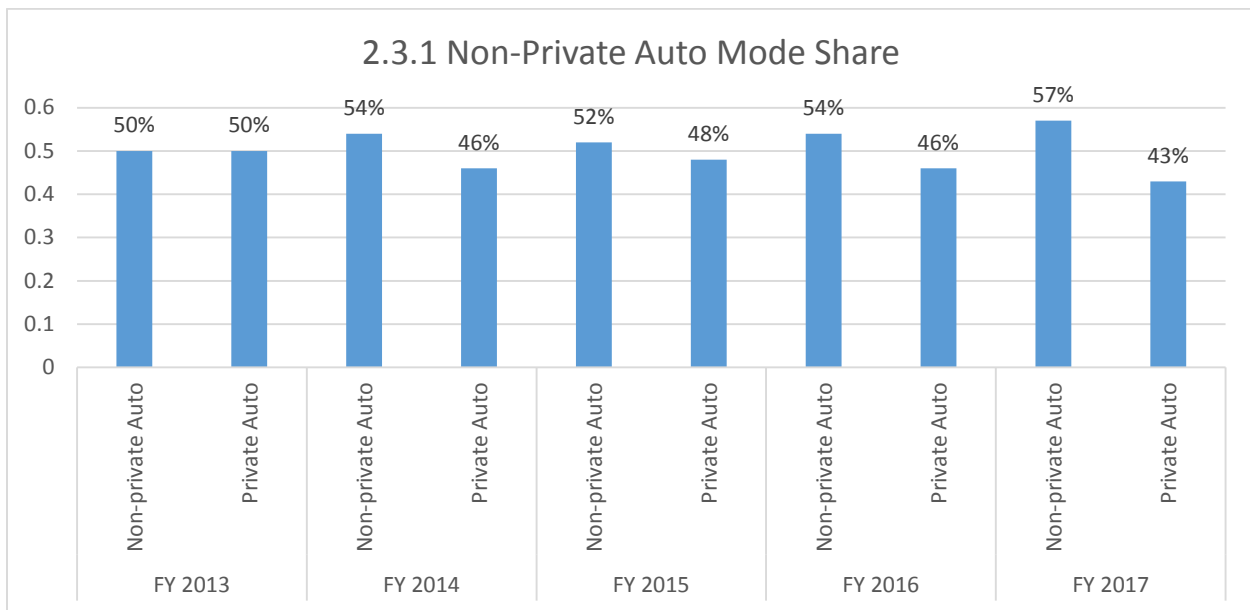
The chart depicts annual transit on-time performance percentage. The reported percentage was 59.0% for fiscal year 2013; 58.9% for fiscal year 2014; 57.0% for fiscal year 2015; 59.3% for fiscal year 2016 and 57.3% for fiscal year 2017.



OBJECTIVE 2.3.1 Non-Private Auto Mode Share

San Francisco's long-standing *Transit First Policy* focuses our transportation planning efforts to encourage travel in the city by walking, bicycling and public transit. We track our progress in promoting these modes of travel by surveying transportation users to estimate the percentage of trips by mode on an annual basis. This allows us to monitor the impact of our planning and initiatives, and can help align agency personnel and resources towards improving San Francisco's transportation network. Our goal is to increase the share of trips taken using non-private auto modes, including transit, walking, biking, taxis and on-demand ride services to more than 50% of all trips.

The chart depicts annual non-private and private auto mode share percentage. The reported percentage was 50% and 50%, respectively, for fiscal year 2013; 54% and 46% for fiscal year 2014; 52% and 48% for fiscal year 2015; 54% and 46% for fiscal year 2016; and 57% and 43% for fiscal year 2017.

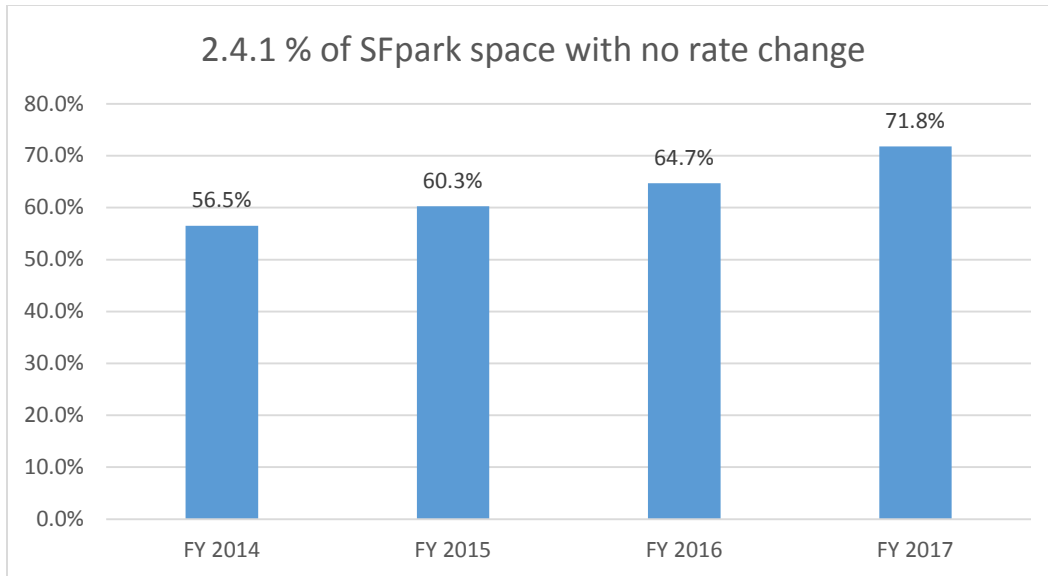


OBJECTIVE 2.4.1

% of **SFpark** Spaces with No Rate Change

Demand-responsive pricing opens up parking spaces on each block and reduces circling and double-parking. To gauge progress in improving parking availability, we track the percentage of metered hours that did not require rate changes. Increasing the percentage of metered hours with no rate change indicates achievement of price point and parking availability goals.

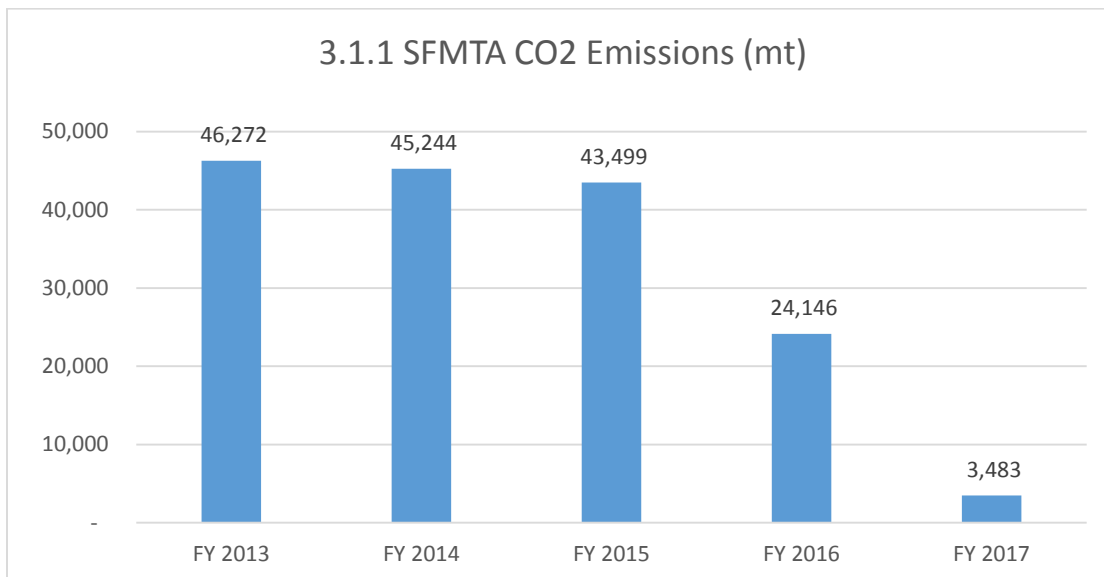
The chart depicts annual percentage of metered SFpark parking spaces with no rate change. The reported percentage was 56.5% for fiscal year 2014; 60.3% for fiscal year 2015; 64.7% for fiscal year 2016 and 71.8% for fiscal year 2017.



OBJECTIVE 3.1.1 SFMTA CO2 Emissions (mt)

To honor the SFTA's APTA Platinum Sustainability commitment, we track production of greenhouse gas emissions from the SFMTA's operations. Through new programs and initiatives, the SFMTA has reduced its greenhouse gas emissions by over 90% since fiscal 2015.

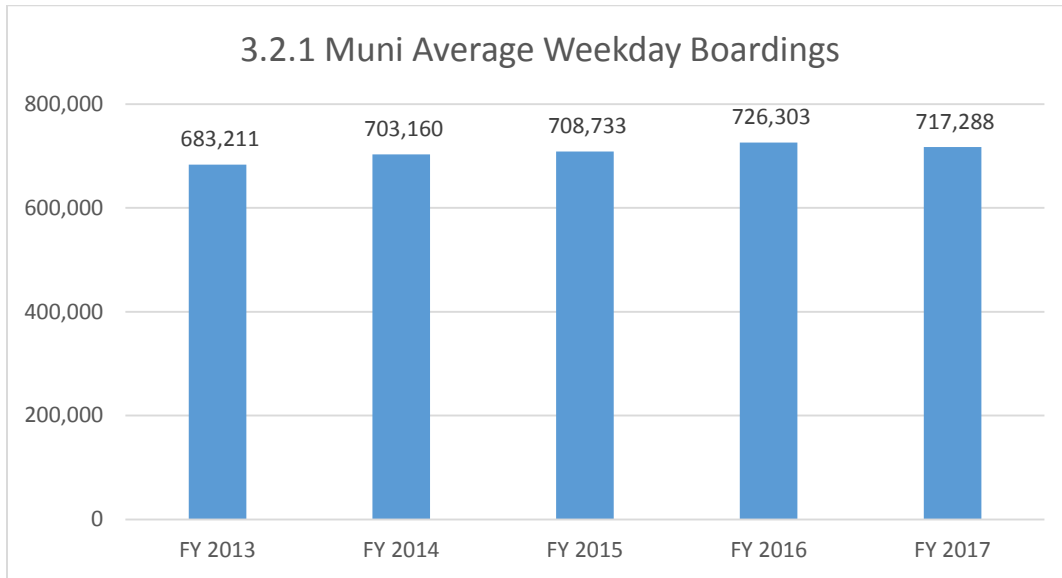
The chart depicts annual metric tons of SFMTA CO2 emissions. The reported amount was 46,272 for fiscal year 2013; 45,244 for fiscal year 2014; 43,499 for fiscal year 2015; 24,146 for fiscal year 2016 and 3,483 for fiscal year 2017.



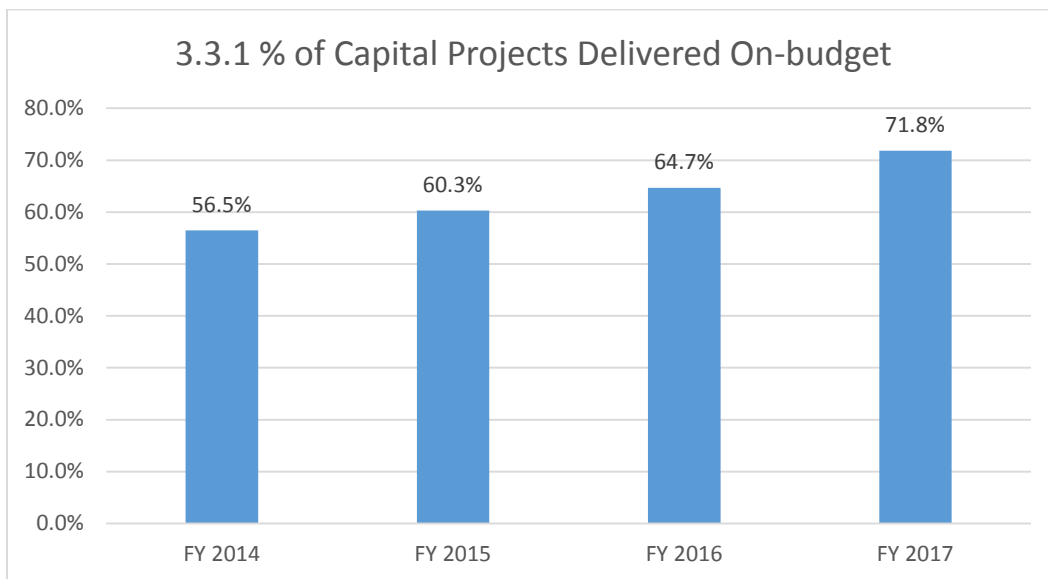
OBJECTIVE 3.2.1 Muni Average Weekday Boardings

Ridership is the key indicator of the SFMTA's positive economic benefit to the city. Growing ridership is both a significant correlate and contributor to urban growth. This metric assesses the value of the transportation system to the city and replaces the economic impact of Muni delays as a measure.

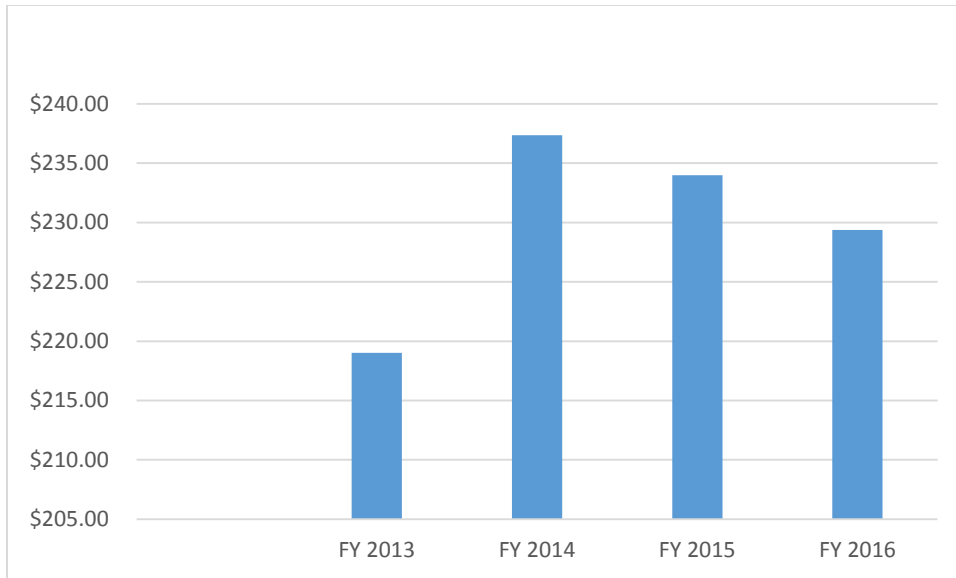
The chart depicts annual Muni average weekday boardings. The reported boardings were 683,211 for fiscal year 2013; 703,160 for fiscal year 2014; 708,733 for fiscal year 2015; 726,303 for fiscal year 2016 and 717,288 for fiscal year 2017.



OBJECTIVE 3.3.1 Percentage of All Capital Projects Delivered On-Budget by Phase
 To ensure that capital projects are delivered on-budget, we track the percentage of capital projects that are completed at or below their budget. Our goal is to improve the percentage of projects completed on or under budget by 10% every two years.



OBJECTIVE 3.4.1 Transit Cost Per Revenue Hour
 The chart depicts annual transit cost per revenue hour. The reported cost was \$219.02 for fiscal year 2013; \$237.37 for fiscal year 2014; \$233.99 for fiscal year 2015 and \$229.37 for fiscal year 2016.



OBJECTIVE 3.5.1 State of Good Repair Capital Budget Deficit

To make progress towards closing the structural capital deficit, we track the difference between the annual cost of full asset replacement in order to achieve a State of Good Repair and the funds we've secured to address those needs.

\$586 million (full scheduled asset replacement) - \$279 million (funds booked) = \$307 million (SOGR Deficit)

OBJECTIVE 4.1.1 & 4.2.1 Employee Rating; Scale of 1 to 5

To ensure good internal communication and workplace satisfaction, we track employee responses to annual Employee Survey questions: "I feel I have the information needed to do my job." and "I feel informed about agency issues, challenges and current events." A higher rating on a scale of 1 to 5 means that we are improving internal communication. To help create a better workplace, we also track employees' overall satisfaction level on the annual Employee Survey. Our goal is to increase the satisfaction rating by 0.2 points every two years.

Note that in fiscal 2016, the question "I have access to information about agency accomplishments, current events, issues and challenges." was updated to "I feel as though the agency communicates current events, issues, challenges and accomplishments clearly."

The chart depicts annual employee survey ratings for four survey questions. The rating for the question "I have access to information about Agency accomplishments, current events, issues and challenges."

was:

- 57% agree/strongly agree and an average of 3.4 on a 5-point scale in fiscal year 2013;
- 63% agree/strongly agree and an average of 3.6 on a 5-point scale in fiscal year 2014; and
- 67% agree/strongly agree and an average of 3.6 on a 5-point scale in fiscal year 2015.

The rating for the question "I feel as though the Agency communicates current events, issues, challenges and accomplishments clearly." was:

- 50% agree/strongly agree and an average of 3.2 on a 5-point scale in fiscal year 2016; and

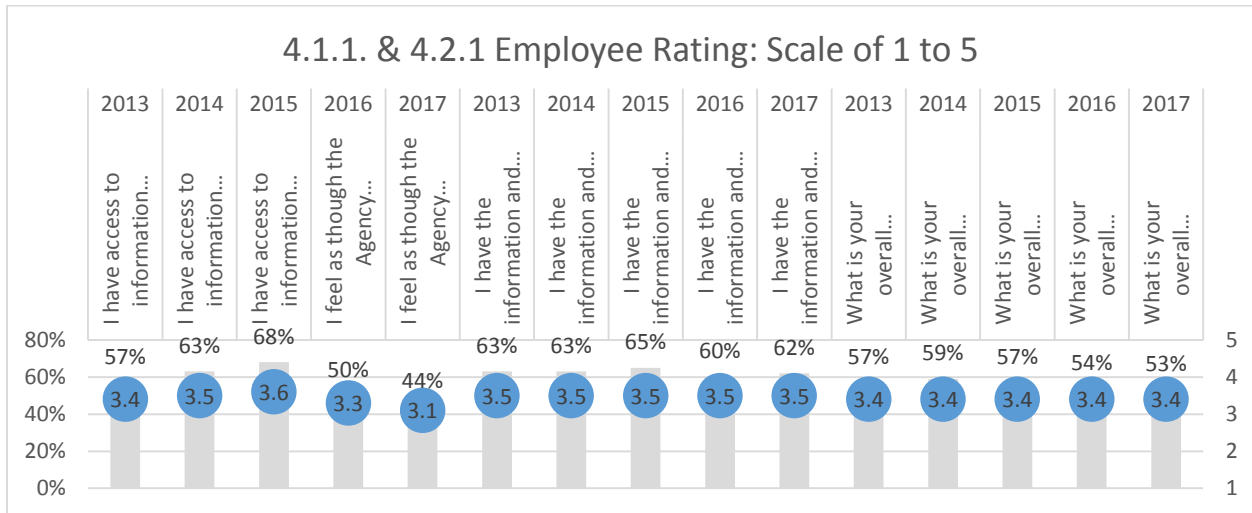
- 44% agree/strongly agree and an average of 3.4 on a 5-point scale in fiscal year 2017.

The rating for the question “I have the information and tools I need to do my job.” was:

- 63% agree/strongly agree and an average of 3.5 on a 5-point scale in fiscal year 2013;
- 63% agree/strongly agree and an average of 3.6 on a 5-point scale in fiscal year 2014;
- 65% agree/strongly agree and an average of 3.5 on a 5-point scale in fiscal year 2015;
- 60% agree/strongly agree and an average of 3.4 on a 5-point scale in fiscal year 2016; and
- 62% agree/strongly agree and an average of 3.5 on a 5-point scale in fiscal year 2017.

The rating for the question “What is your overall satisfaction as an employee of the Agency?” was

- 57% satisfied/very satisfied and an average of 3.4 on a 5-point scale in fiscal year 2013;
- 59% satisfied/very satisfied and an average of 3.5 on a 5-point scale in fiscal year 2014;
- 57% satisfied/very satisfied and an average of 3.4 on a 5-point scale in fiscal year 2015;
- 54% satisfied/very satisfied and an average of 3.3 on a 5-point scale in fiscal year 2016; and
- 53% satisfied/very satisfied and an average of 3.4 on a 5-point scale in fiscal year 2017.

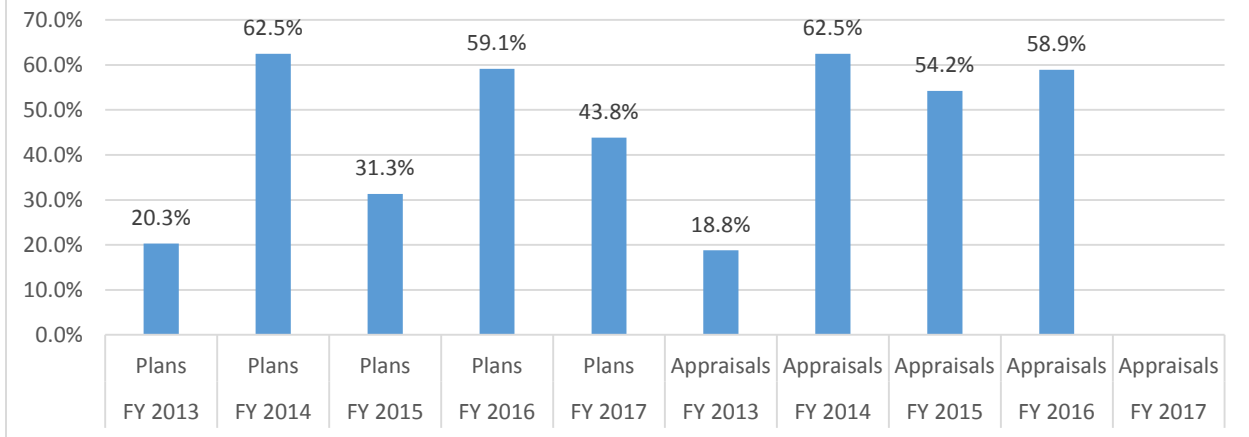


OBJECTIVE 4.3.1 Performance Plan, Appraisal Completion

To improve employee accountability, we track the percentage of employees with performance plans established at the beginning of the year and the percentage of employees with performance appraisals completed by the end of the year. Our goal is to ensure that 100% of employees have plans and receive feedback on their performance each year. *The appraisal data was not available by publication time.*

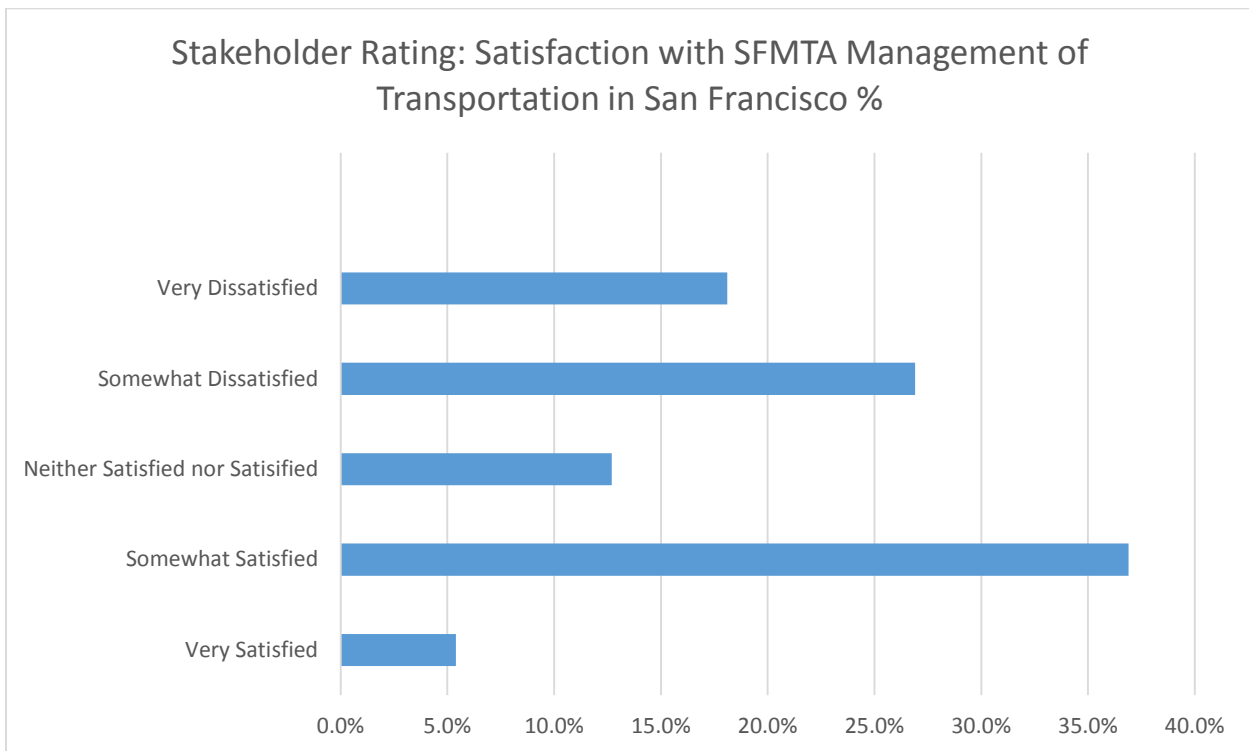
The chart depicts annual percentage of SFMTA with performance plans and appraisals completed by the start and end of the fiscal year. The reported percentage of staff with plans and appraisals was 20.3% and 18.8%, respectively in fiscal year 2013; 62.5% and 62.5% in fiscal year 2014; 31.3% and 54.2% for fiscal year 2015; 59.1% and 58.9% in fiscal year 2016; and 43.8% of staff with plans submitted for fiscal year 2017.

4.3.1 Performance Plan, Appraisal Completion



OBJECTIVE 4.4.1 Stakeholder Rating: Satisfaction with SFMTA Management of Transportation in San Francisco

To help us improve relationships and partnerships with the community and our stakeholders, we've observed how residents rate our ability to manage the city's transportation system by asking the following question in a recent perception survey: "How satisfied are you with the job the SFMTA does managing transportation in San Francisco?" Our goal is to improve the average rating on a scale of 1 to 5 by 0.2 points over the next two years.



The chart depicts the annual overall customer rating of Muni service. The reported percentage of respondents who rated Muni as good or excellent was 48% in 2001; 57% in 2002; 68% in 2003; 64% in 2004; 65% in 2005; 53% in 2006; 55% in 2007; 52% in 2010; 57% in 2011; 62% in 2012; 64% in 2014; 66% in 2015; 70% in 2016 and 70% in 2017.

Remembering Mayor Ed Lee

The people of San Francisco lost a cherished member of our family on December 12, 2017.

Mayor Edwin Mah Lee was a great champion for transportation and a strong advocate for our city. Through infrastructure investments made during his seven-year tenure, Mayor Lee demonstrated a strong commitment to making San Francisco safer, more resilient and more livable.

Mayor Lee was San Francisco's first Asian-American mayor and the 43rd person to govern our city. An attorney who defended the housing rights of immigrants, he was appointed to his first city administrator role in 1989. He inherited the mayor's role in January 2011, when the Board of Supervisors named him as interim replacement to fill a vacancy left by Gavin Newsom, who had been elected California's lieutenant governor. Mayor Lee went on to decisively win the 2011 election and was re-elected in 2015.

Mayor Lee oversaw a robust economy and a drastically reduced unemployment rate. He also spurred the city to tackle critical projects addressing public safety, city growth, and taking care of San Francisco's existing infrastructure.

We here at the SFMTA cherish Mayor Lee's legacy. His leadership allowed for the continued replacement of our Muni fleet. He oversaw the citywide adoption of Vision Zero as a policy in 2014, whose goal to eliminate traffic deaths is reflected in our engineering and street safety education work.

And as we mourn the passing of Mayor Lee, we pledge to continue his forward-looking approach to addressing San Francisco's transportation needs.

CREDITS

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Mission:

We work together to plan, build, operate, regulate and maintain the transportation network, with our partners, to connect communities.

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