



# streets for all

FISCAL YEAR 2016-2017 ANNUAL REPORT



**SFMTA**  
Municipal  
Transportation  
Agency



# 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.

**Cheryl Brinkman**  
Chairman, SFMTA Board of Directors

**Edward D. Reiskin**  
SFMTA Director of Transportation

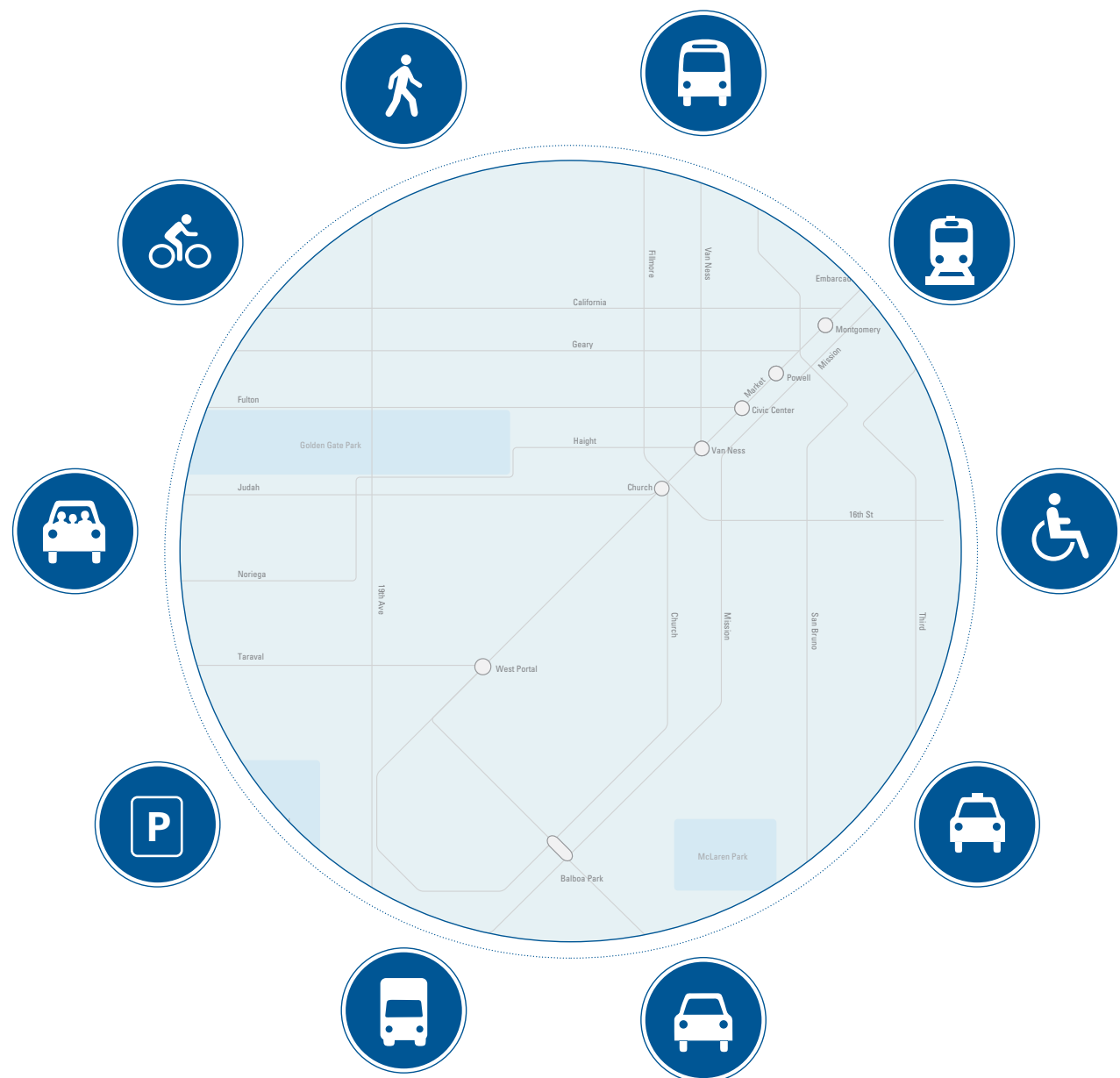


Chairman of the Board  
**CHERYL BRINKMAN**



Director of Transportation  
**EDWARD D. REISKIN**

# ABOUT THE SFMTA



The San Francisco Municipal Transportation Agency (SFMTA) is the department of the City and County of San Francisco responsible for the management of all ground transportation in the city. The SFMTA oversees the Municipal Railway (Muni) public transit, as well as bicycling, paratransit, parking, traffic, pedestrian safety and infrastructure, and taxis. We serve San Francisco by creating transportation options that are constant, practical and everywhere; we connect people with their community to enhance the economy, environment and quality of life. We operate today's transportation system and work with our partners to plan the transportation system of tomorrow.

The SFMTA is governed by a Board of Directors who are appointed by the Mayor and confirmed by the San Francisco Board of Supervisors. The SFMTA Board provides policy oversight, including budgetary approval and changes of fares, fees and fines, ensuring representation of the public interest.

Our story is unlike that of any transportation agency in the country. Established by voter mandate in 1999, the SFMTA aggregated multiple San Francisco city agencies, including the Department of Parking and Traffic, Muni and, since 2007, the Taxi Commission.

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

- Municipal Railway
- Pedestrian Environment and Safety Programs
- Bicycling Infrastructure
- Paratransit Services
- Public Parking
- Traffic Engineering
- Taxicab Regulation
- Transportation and Land Use Policies



# 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.

From hybrid buses to trolley buses, light rail trains to historic streetcars, and our world-famous cable cars, Muni lines knit the fabric of our city together. And at the SFMTA, we're proud to be making Muni more efficient, safe, reliable and equitable every day.

Service improvements and vehicle upgrades helped move Muni Forward in fiscal 2017. We expanded service on our most-used lines and made our fleet and operations greener to do our part to meet the city's ambitious climate change goals.

The results of our 2017 Muni customer satisfaction survey indicate that our riders saw that hard work, matching last year's all-time-high assessment of our performance. Customers again gave us a 70 percent positive satisfaction rating. Topping the customer list of most important attributes were on-time performance, frequency of service and efficiency. Here are some of the steps we took in the past year to improve Muni and meet the public's expectations.





# Key Features of Muni's New Light Rail Trains



Lighter trains, quieter ride; and **new destination signs** will help highlight the train's line

**Modern diagnostic software** helps our maintenance teams troubleshoot complex issues and track patterns

Doors and steps have fewer parts, **reducing breakdowns** and the need for repairs

**New front step mechanisms** will let customers use accessible platforms with less wear on other steps

**New seating design** widens aisles and creates more space for passengers, strollers and luggage

## LIGHT RAIL'S FUTURE, TODAY

November 2017 marked a major milestone for San Francisco. We cut the ribbon on our new 21st-century 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. Five new trains were built locally at Siemens' Sacramento plant and delivered to our agency in fiscal year 2017—which was record time. Similar light rail orders take about five years to turn around, 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, especially the late Mayor Ed Lee, 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 more than 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 Metro.

*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 Service Gets New Blood

We may have celebrated a century of Muni bus service last September, but we're getting more modern. 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 at 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 in August 2017. 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 past 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.

## 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 of fiscal year 2017:

- **First new LRV4 trains 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 re-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 buses 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
- **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 transit 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!



THE YEAR ON MUNI



## 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. This little shuttle has helped us reduce pass-ups by 63 percent, so no passengers are left behind on Muni Metro's busiest line.

## 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.



"@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

## Putting Transit First: Our Board Mandates a 40-Mile Makeover

The SFMTA Board of Directors 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—and we're rolling out more signals each month as part of **Muni Forward**, the implementation of the Transit Effective-

ness Project to re-envision transit on San Francisco streets.

## 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!

## Bigger 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 on these lines. 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 also a new downtown terminus for the 5—the Salesforce Transit Center.

## Red Carpet Treatment: Painting Bus-Only Lanes Red

Two studies we conducted in 2017 revealed that bus-only lanes 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.

## 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 the "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 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 the 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.





## 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 service – “school trippers” – that serve students 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 teach 500 incoming sixth graders skills for taking public transit independently, including loading bikes onto a Muni bus, as part of the **SFUSD’s Middle School Step Up program**.

“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

## 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 San Francisco 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!



“🚗🚌🚆 Lower carbon emission, reduced congestion, easier for everyone to get around. #WhyIRide #TransitWeek @SFTRU”  
-@DavidChiu, State Assemblymember

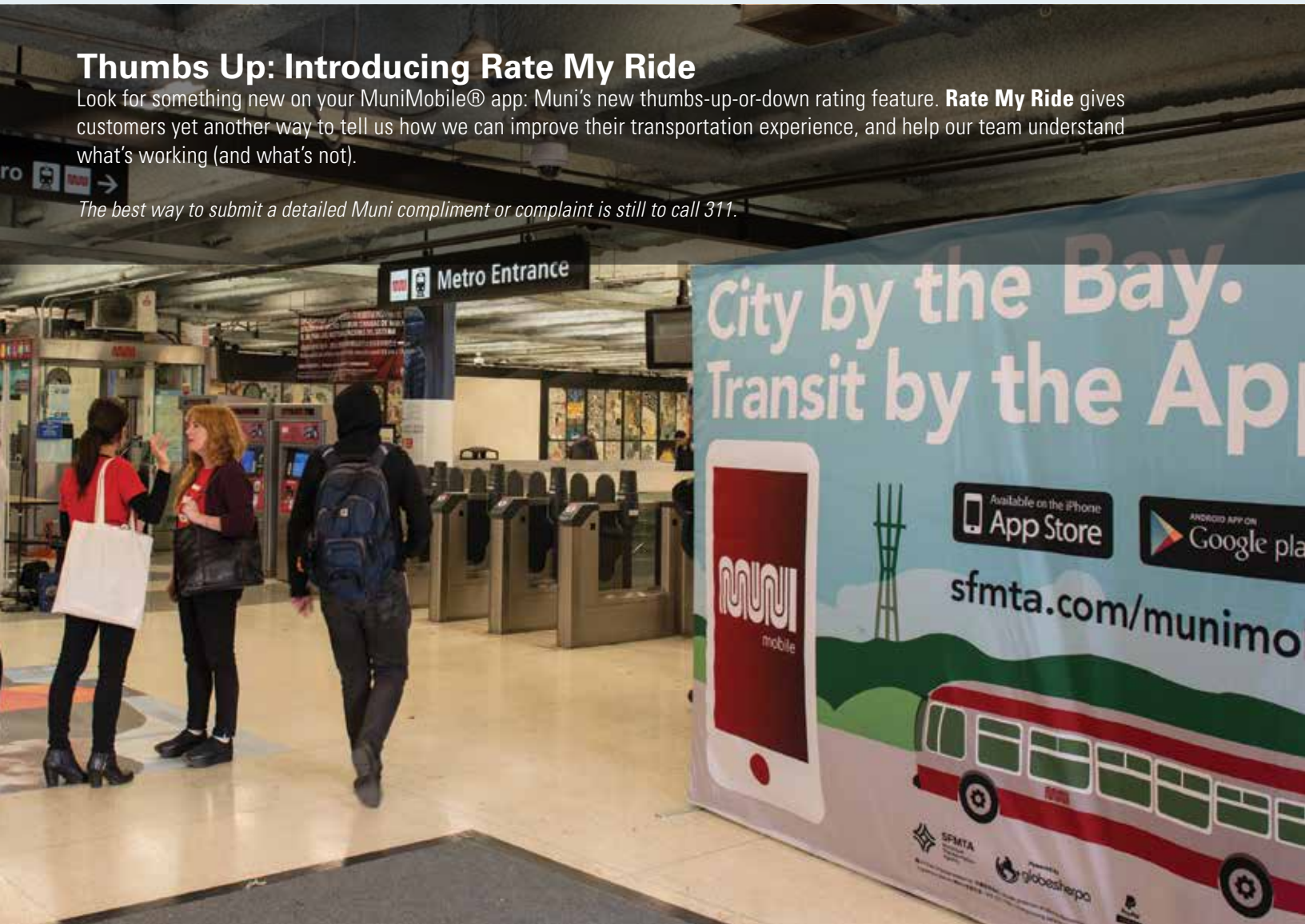
## Running Trains Safely

Through **Ultrasonic Rail Testing** on trackway we establish and evaluate State of Good Repair for SFMTA’s Muni Metro System. This includes such efforts as monitoring the safety of the subway system, tunnels and open tie and ballast sections on exclusive rights-of-way, 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.

## 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.





## 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 accelerated more timely follow-up.

## Increasing Security

The SFMTA works closely with the San Francisco 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.

## Safer, Faster 9 San Bruno

We've completed the **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 Avenue Multimodal Improvement Project** is addressing parking availability, pedestrian safety and Muni reliability. 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.

## Modernizing Service Management: New Control Center for Integrated Transportation

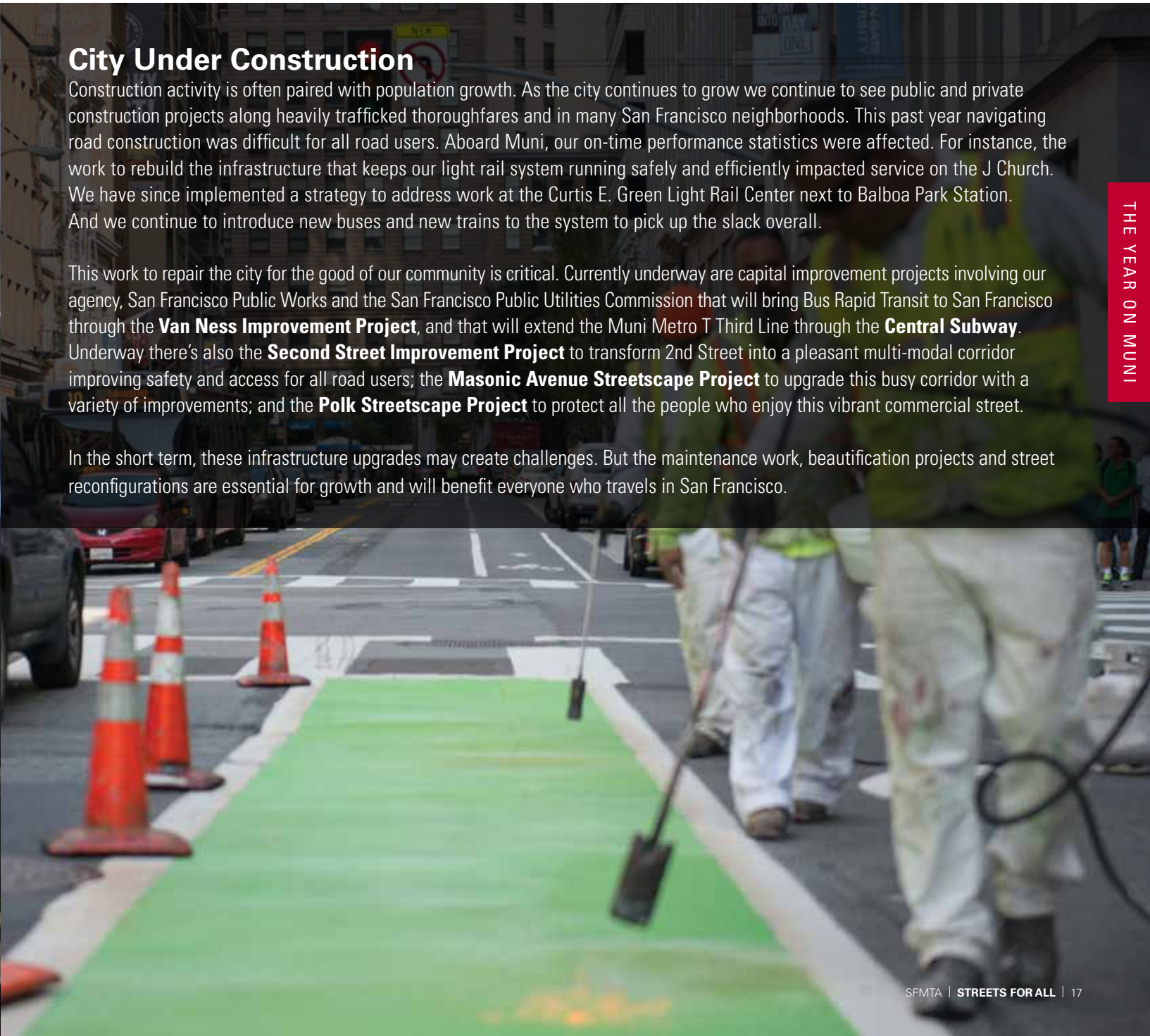
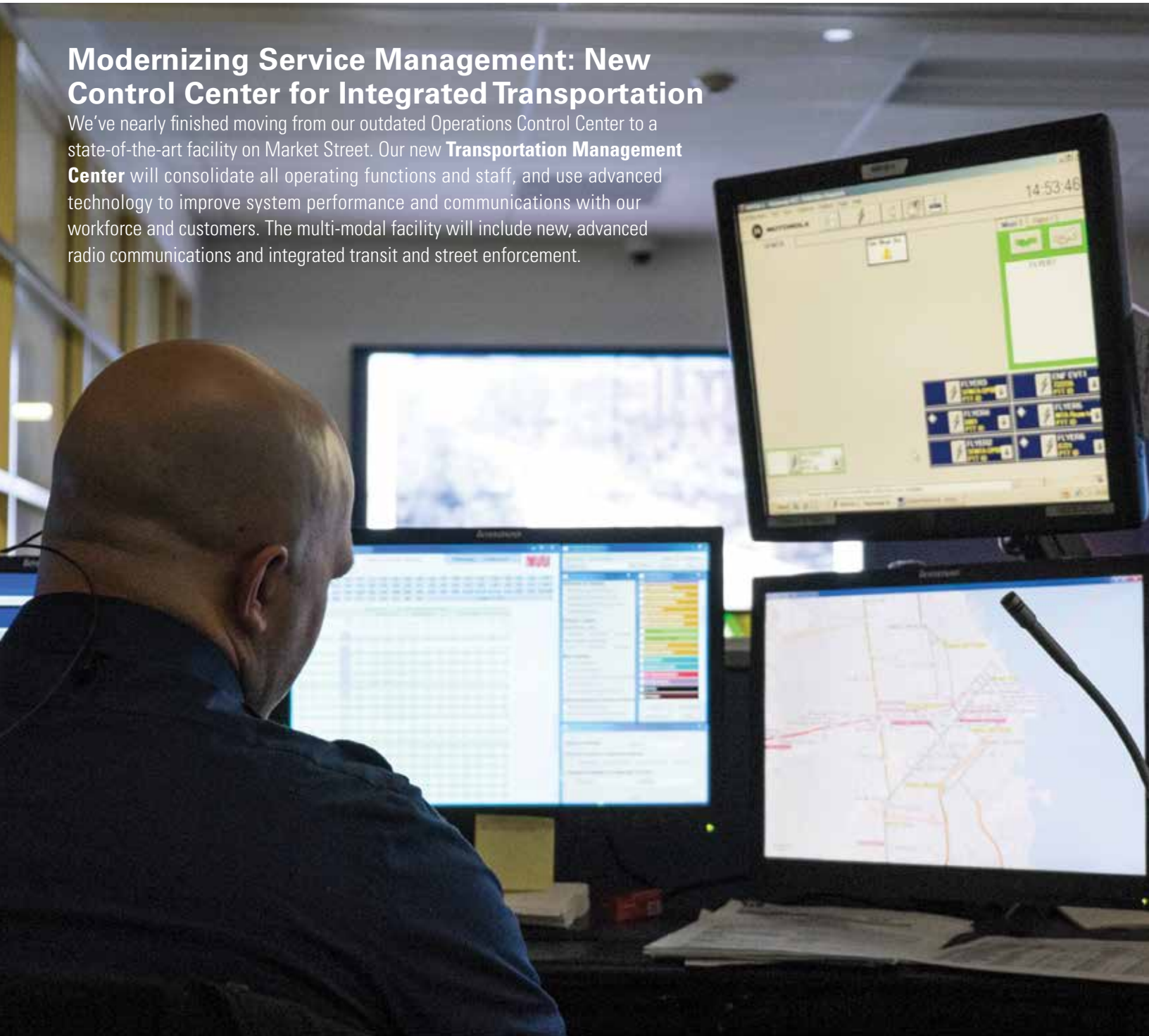
We've nearly finished moving from our outdated Operations Control Center to a state-of-the-art facility on Market Street. Our new **Transportation Management Center** will consolidate all operating functions and staff, and use advanced technology to improve system performance and communications with our workforce and customers. The multi-modal facility will include new, advanced radio communications and integrated transit and street enforcement.

## City Under Construction

Construction activity is often paired with population growth. As the city continues to grow we continue to see public and private construction projects along heavily trafficked thoroughfares and in many San Francisco neighborhoods. This past 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 the J Church. 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.

This work to repair the city for the good of our community is critical. Currently underway are capital improvement projects involving our agency, San Francisco Public Works and the San Francisco Public Utilities Commission that will bring Bus Rapid Transit to San Francisco through the **Van Ness Improvement Project**, and that will extend the Muni Metro T Third Line through the **Central Subway**. Underway there's also the **Second Street Improvement Project** to transform 2nd Street into a pleasant multi-modal corridor improving safety and access for all road users; the **Masonic Avenue Streetscape Project** to upgrade this busy corridor with a variety of improvements; and the **Polk Streetscape Project** to protect all the people who enjoy this vibrant commercial street.

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





“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.”



INTERVIEW WITH

Julia  
Fox

## Getting People On and Off The L Taraval Train Safely

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

A few years ago on the L Taraval train, a stranger saved Julia Fox from harm. “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.”

This 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 residents 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.”

#### L Taraval Rapid Project 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 customer 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.



# 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 Van Ness 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
- Transit priority traffic signals to give a green light to buses and improve traffic circulation
- 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

“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, neighbor who weighed in on the Van Ness Improvement Project*





# ON THE HORIZON



## Extending the T Third

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.

## Introducing New Fareboxes and Tickets

After more than 25 busy years of transit transactions, it is time to replace our old fareboxes with state-of-the-art fare machines. Our new machines will be introduced throughout 2018 and will issue newly designed Muni tickets, too. The new tickets feature winning Muni Art work printed on the back and are truly collector's items.

## 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 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.

## 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

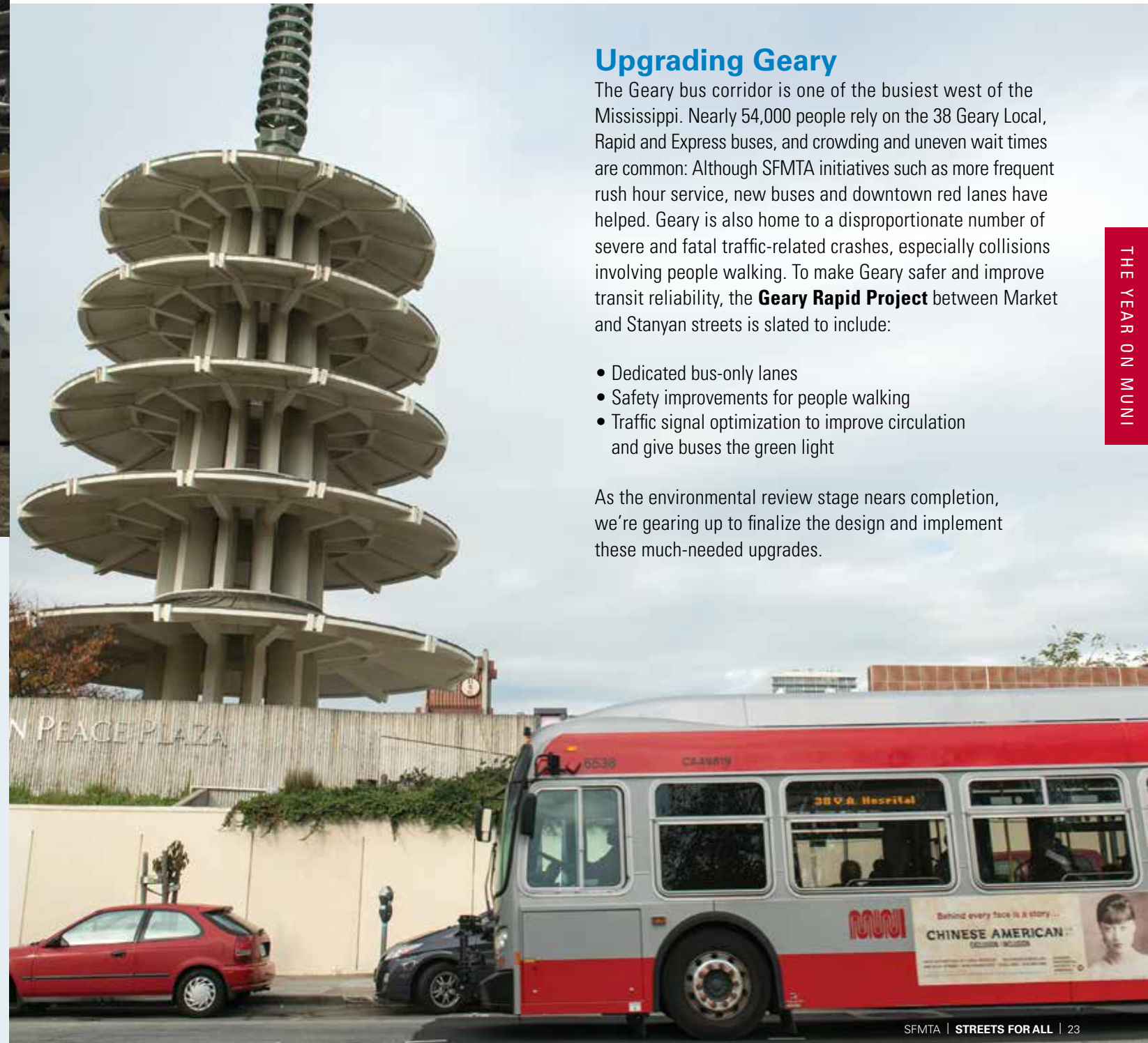
Together the 28 19th Avenue and 28R 19th Avenue carry about 15,000 customers every day from and to the Daly City BART, making the corridor one of Muni's busiest. As part of Muni Forward, we're anticipating construction for the **28 19th Avenue Rapid Project** to begin in 2018. The project will bring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

## 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, and 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.





# FOR INCLUSIVE TRANSPORTATION

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.





## 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.

“ 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

## 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've extended service hours to 10:30 a.m. on the 8AX Bayshore A Express, and to 9:30 a.m. 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.

Transit performance and pedestrian safety improvements to San Bruno Avenue are currently undergoing a community planning process. 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 and 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.

## 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.



FOR INCLUSIVE TRANSPORTATION

“ 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 [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...Kinda. ”

- Alvin Ja, member of Sunnyside Neighborhood Association



# 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:



Number of people who have signed up for our low-income Muni programs



Number of people who have signed up for a Lifeline (low-income) Pass

According to our Title VI triennial onboard survey:



Percentage of Muni riders living in households earning less than \$50,000



Percentage of Muni riders who are 65 or older

## 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 discounted **Lifeline** passes for low-income adults. Starting in 2017 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. 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 pioneering. And San Francisco topped 2017's Best Cities for Immigrants list, which is compiled by TransferWise and the New York Immigration Coalition, and based on criteria that includes the affordability of a city's mass transit.

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





“For many, the service provided through the SF Paratransit program is their only means of staying engaged and maintaining their independence.”



INTERVIEW WITH

Roland Wong

## Speaking Up For Access Promoting travel for all: An interview with Roland Wong, Chairman, Paratransit Coordinating Council

Ask Paratransit Coordinating Council Chairman Roland 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 Paratransit Coordinating Council (known as the PCC) advised us regarding 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 (which is 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 picking you up; and implement Mobility Management, which seeks to provide information and resources to seniors and individuals with disabilities to improve their transportation choices.

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

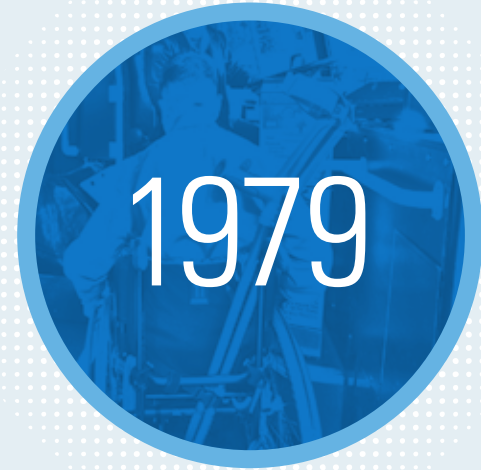
With the support of the PCC, SF Paratransit replaced 27 lift-equipped vans and expanded its fleet of six minivans to 22, bringing the fleet total up to 148 vehicles.

"The SFMTA's efforts to provide new paratransit vehicles and replace the old ones reinforce 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 meeting minutes, please contact Accessible Services at 415.701.4485 (TDD 415.701.4730).*



# BY THE NUMBERS: PIONEERING PARATRANSIT



Year we began providing door-to-door van services to people unable to use Muni independently



ADA-eligible people who use the SFMTA paratransit services



Number of vehicles in our paratransit fleet, after adding 49 this fiscal year

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

Those with the least means face the greatest 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. Still, 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've 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 each weekday—we are experiencing an eightfold reduction in greenhouse gases from the previous year. Muni's 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.



FOR INCLUSIVE TRANSPORTATION

## Modernizing Escalators and Elevator

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 in the coming years to replace all of our original, 40-year-old subway elevators and escalators with new, updated ones. In all there'll 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. Work to rehabilitate 17 escalators at all Muni stations will continue.

Follow our Elevator and Escalator Rehabilitation Projects at [SFMTA.com](http://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.



# 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.





“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.’”

INTERVIEW WITH  
**Maya  
Rodgers**

## 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 creating 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 the 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 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.’”

*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: [groundplaysf.org/projects/play-streets](http://groundplaysf.org/projects/play-streets).*



## 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 week-long 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 through closures similar to what we did on Octavia Street or other placemaking\* efforts.

*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 residents 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 stretches 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.

## 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:



Neighborhood Block Parties



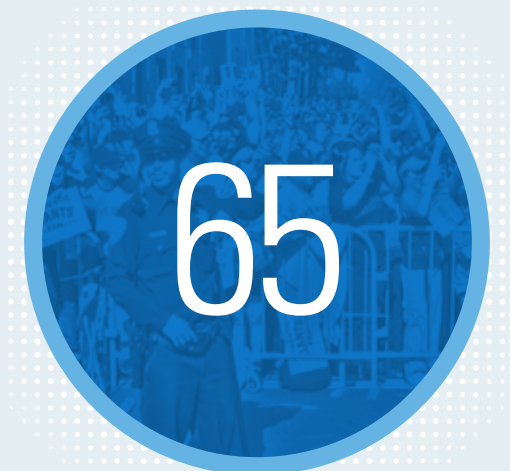
Street Closures for  
Events and Film Shoots



Weekly Farmers Markets



Protests and Demonstrations



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, the 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

*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 road map to safer streets can be found at [visionzerosf.org](http://visionzerosf.org).*

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.

# 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 Assembly member 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](http://visionzerosf.org). "You could be that person with a grand idea that saves lives."*



## 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 and 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.



## 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.*



**Kill With Kindness Campaign:** We're raising awareness about the need for safer streets and the role we all play in Vision Zero—the citywide effort to end traffic deaths.

## 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**.

## Bike Training for Kids

In fiscal 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!

## 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 go 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](http://SFMTA.com).*



# BY THE NUMBERS

In fiscal 2017 the SFMTA provided the city with:

1,212

Signalized  
Intersections

191

School  
Crossing  
Guards

176

Audible  
Pedestrian  
Signals

960

Pedestrian  
Countdown  
Signals





# PROTEST CITY

“You’re using your PCO cart. You’re using your body, your vest, your flashlight. You kind of turn into a human stoplight.”



INTERVIEW WITH  
**Chablis  
Scott**

## On the front lines of citywide demonstrations: An interview with SFMTA Parking Control Officer Chablis Scott

The surge of protests on city streets this past 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 civic 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.”



# 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 created 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."



CITY BEAUTIFUL



## 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.

## 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.

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 and 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 Kim Epifano, who produces 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*."

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 past 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.



## 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 and converting the loop 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 that are adorned with photo tiles that show the history of Ocean Avenue.

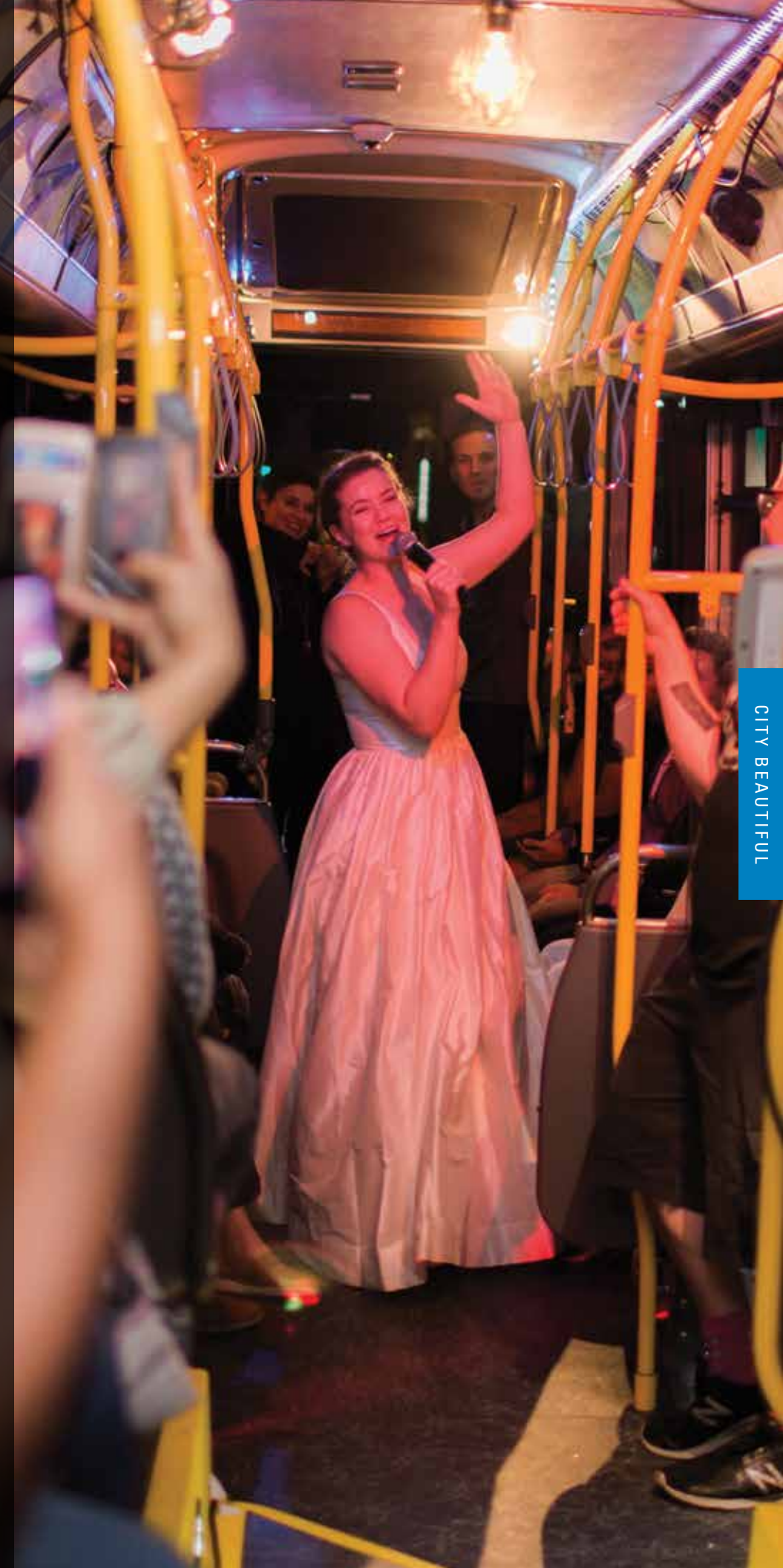
"People from all walks of life can come here and relax," says community representative Maria Picar of the Plaza Citizens Advisory Committee. "It is a great use of public space and ties in beautifully with Mercy Housing and the new commercial developments."

"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 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*

2017's Yerba Buena Night featured  
Melissa Quine performing on a Muni bus.  
Photo by Terilyn Steverson





# 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 interests of all road users. Using a "complete streets" approach, we plan and design streets to make bicycling 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.



"proof @sfmta\_muni knows how to engineer a real bike lane! more of these, please! 🙌🌟🌟🌟🌟🌟🌟🌟"  
-@wednesdaynight

## 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 San Francisco 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.



"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



## 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 – 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:

- 4,717 bike racks on sidewalks
- 445 miles of bike paths including:
  - 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 private company Motivate and sponsored by Ford Motor Company was launched in 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\*, with \$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 that 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 in the Bike section of our new SFMTA website.

# BIKING IS BOOMING: NUMBERS IN 2016



Estimated bike trips made in San Francisco on an average day



Number of city automated bike counters



Number of bikes counted in May, the busiest bicycling month of the year



Increase in bike trips from 2015 at the 19 locations where we conducted manual bike counts, up 213 percent from 2006

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



# 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 Policy. We look for ways to reduce traffic congestion and environmental impacts, and to help you get to your destination.







# BY THE NUMBERS: PARKING PROGRESS IN FISCAL YEAR 2016-2017



On-street metered parking spaces



Off-street parking facilities (19 garages, 19 surface lots)



On-street parking spaces



Residential Parking Permits (RPP)



Traffic and parking signs installed, modified and maintained



Color curb zones permitted and painted



Engineering requests responded to within 90 days



Special traffic permits issued to keep people and traffic moving safely around construction sites

## Parking 2.0

Here are some of the innovative ideas we drove this past 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 no 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."



“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.”



INTERVIEW WITH  
**James  
Lizotte**

## 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 that 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.” As Lizotte observes, “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.”





## Our Green Taxi City

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. The SFMTA honors taxi drivers singled out by customers for exceptional service at taxi driver appreciation events. Over 200 drivers have been honored over the past few years.

## 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 between 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. The SFMTA works to make sure commuter shuttles operate safely and efficiently.

## 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 the 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. This will 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.

## 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.

### Did you know?

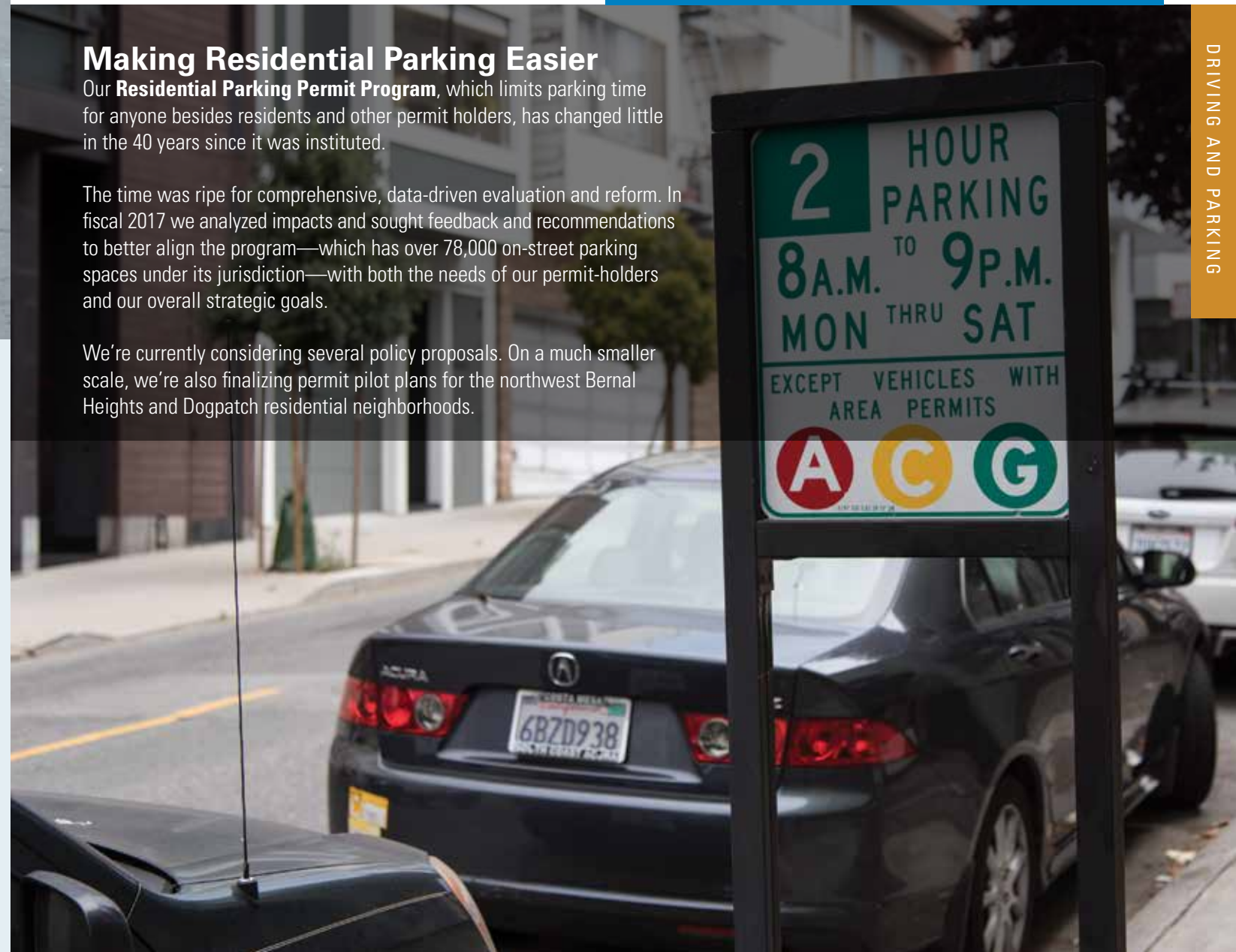
City-owned garages typically cost 50 to 60 percent less than private garages. Many offer amenities such as valet service, car and electric scooter sharing, discounted carpool rates, merchant validation, shuttle programs, electric vehicle chargers, and secure bicycle parking.

## Making Residential Parking Easier

Our **Residential Parking Permit Program**, which limits parking time for anyone besides 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. In fiscal 2017 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.





# 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 road map. Through tools such as open houses, community meetings, focus groups, surveys and newsletters, we're regularly tapping into the wisdom of the people who use our system daily.

COMMUNITY COLLABORATIONS



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 with 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.



The Western Addition Community-Based Transportation Plan owes a huge debt to the efforts of residents like Daniel English. A community organizer who lives in a Western Addition cooperative 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."

## 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 road map 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 residents in our transportation decisions, and to empower community members to partner with us in meaningful ways. This planning 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 on project corridors, with efforts such as our ongoing **Folsom-Howard Streetscape Project**.

## SFMTA Named Organization of the Year

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: 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 certified week-long course in public participation.





## Community Acknowledgements

We'd like to thank all of the residents, businesspeople, volunteers and governing bodies who give their time to improve transportation in San Francisco. Here are just a few of the groups we worked with in 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 fiscal year 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, a 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

some place that's not an approved Muni location." "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."

**Teaching Safety:** This past 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.

**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, and is spearheaded by a task force that includes the SF Police Department and SFMTA specialists in transit, security, communications, human resources and workplace safety.

## Fashion Forward: Muni Uniforms Get a Makeover

It was time. After decades of brown uniforms and berets, in September 2017 we rolled out Muni's fashionable new wardrobe (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.



I get you home safely  
during rush hour traffic.  
I want him to get home  
safely, too.



**#KeepThemSafe**

Assault on a parking control officer is punishable  
by a fine and jail time.



I get you across  
town safely.  
I want to get home  
safely, too.



**#KeepThemSafe**

Every 11 days a Muni operator is assaulted.



## 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.





INTERVIEW WITH  
**Dino  
Duazo**

## **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 a wealth of 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 feature 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.



## Wellness at Work

Beyond addressing basic health and safety needs, the SFMTA also creates and expands 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.

## 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 in 2017:

- 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 San Francisco City College's job fair
- Stepping up our outreach to youth—and 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.)

## Improving Internal Communications

One of the biggest challenges in a large agency like ours is keeping everyone in the loop. In 2017, we launched InsideSFMTA TV, 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 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.

# BY THE NUMBERS: PEOPLE POWER



Percentage of the roughly 30,000 employees of the City and County of San Francisco who work for the SFMTA



Number of labor organizations representing our diverse staff



New Muni operators 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%



# 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.





“ 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. ”

*Edward D. Reiskin,  
SFMTA Director of  
Transportation*



## 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 the County Transportation Authority, San Francisco Department of the Environment and Planning Department 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 boost the efficiency of the transportation system for years to come.

THE PATH FORWARD



## 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.

## 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 October 2017, the SFMTA Board adopted the **Private Transit Vehicle Permit Program**, which also aligns with the aforementioned Guiding Principles.

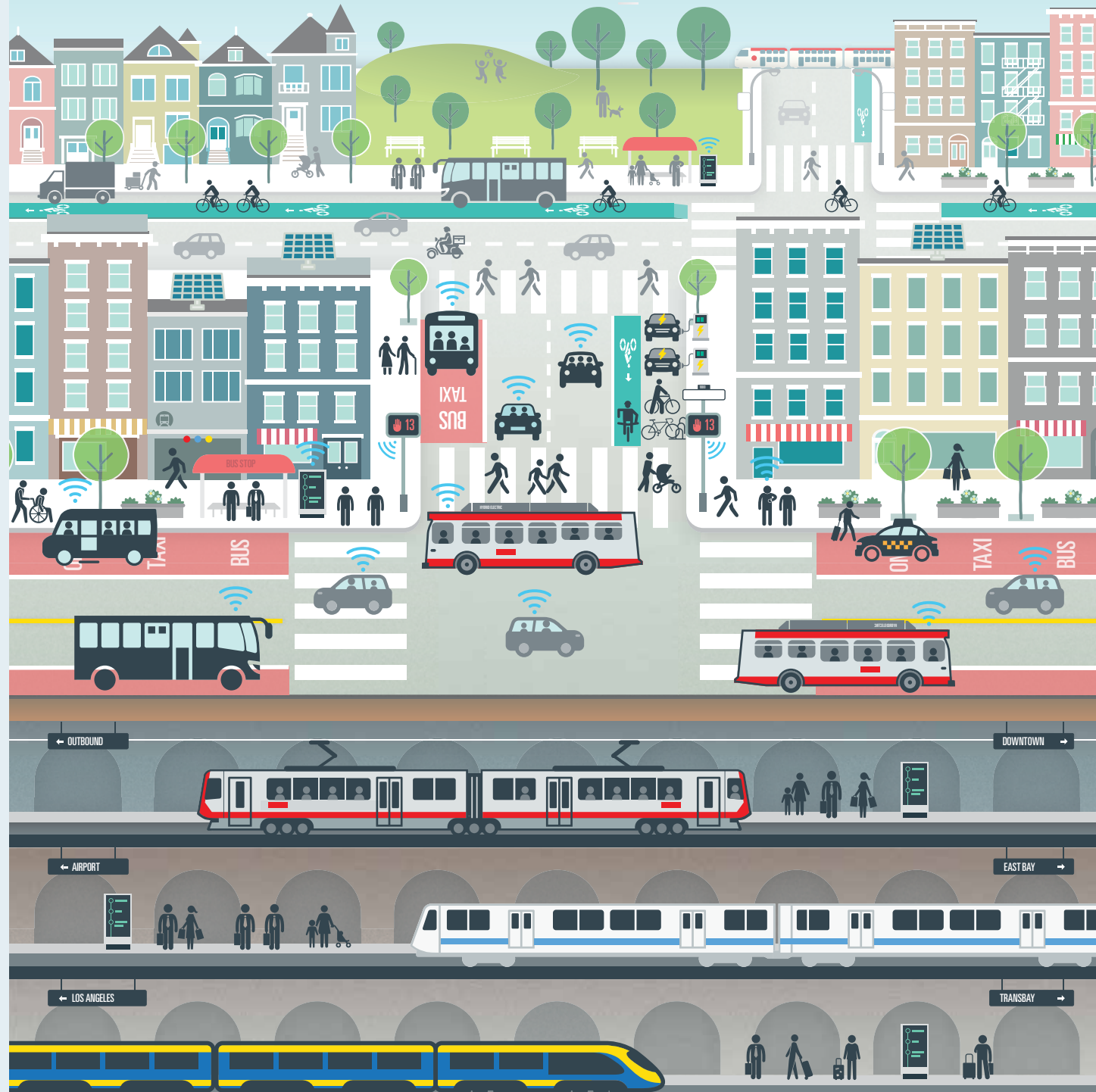
In addition, we’re also creating a **Shared Mobility Framework**: a guide to how we integrate new, shared transportation services and incentivize customers and providers to use them.



## Visioning with Connect SF

What's the road map 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 San Francisco'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.org](http://connectsf.org).*



## 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 to 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.



THE PATH FORWARD

## 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.



# A FISCAL YEAR IN REVIEW

Fiscal Year 2016-2017 represented the first year of a two-year budget and included over \$1 billion annually for SFMTA operations. The next two-year budget was approved with funding of more than \$1 billion annually for SFMTA operations.





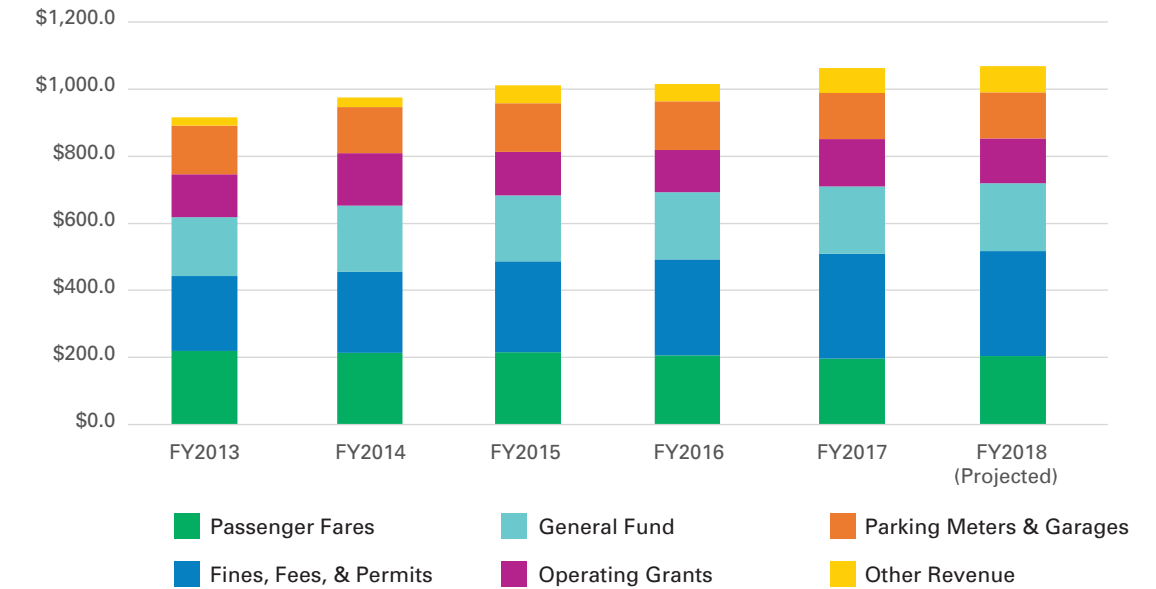
# OPERATING BUDGET

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 providing daily services such as Muni, enforcement, traffic engineering and safety oversight.

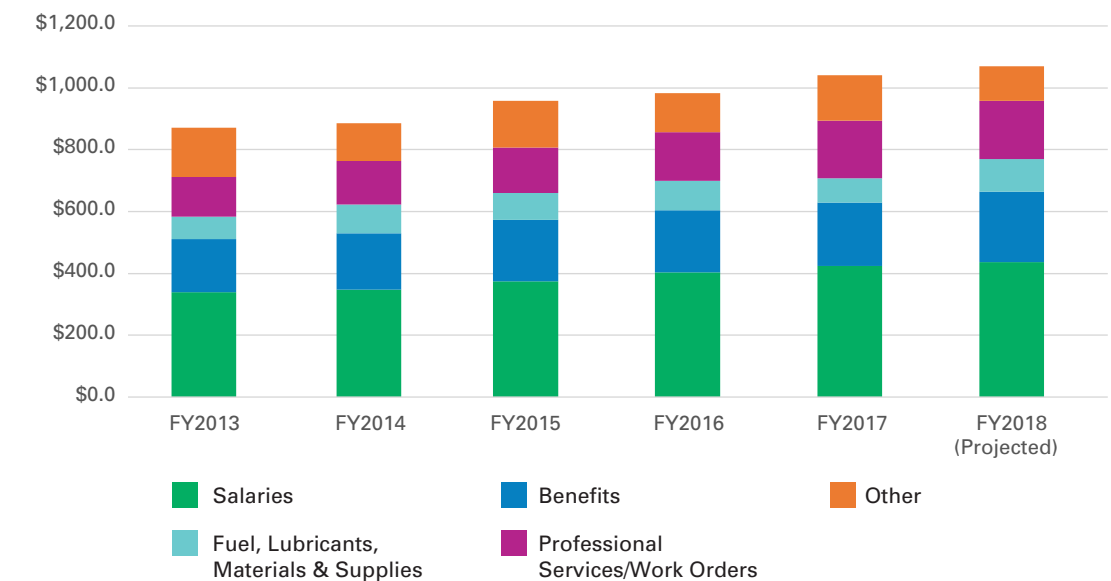
In Fiscal Year 2016-2017, the operating revenue was \$1.063 billion and our operating expenses were \$1.041 billion. Revenues exceeded expenses because of the strength of the local economy.

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

## Operating Revenues (in millions)



## Operating Expenses (in millions)



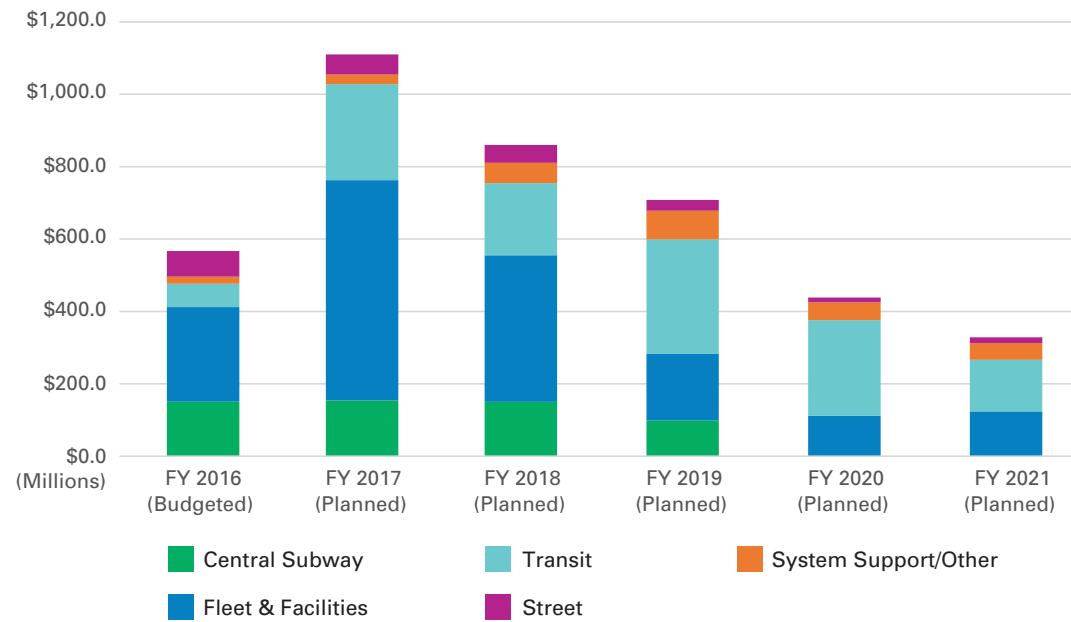


# CAPITAL BUDGET

Our capital budget allows us to invest in expanding our transportation infrastructure. In addition to local funds like those that come from the General Fund Baseline tied to population, City General Obligation bonds and 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 FISCAL YEAR 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.



# 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.

## Transit Projects

1. 5R Fulton Rapid Project
2. 9R San Bruno Rapid Project
3. Balboa Park Station Area and Plaza Improvement Project
4. Operator Convenience Facility Project Phase 1
  - \* **Multiple Locations Citywide**
5. \* **Rail Signal Upgrades Phase 2**
6. St. Francis Circle Transit Signal Interlock Modifications
7. \* **Subway Blue Light Emergency Telephone Replacement**
8. Transit-Only Lanes
  - \* **California Street**  
Judah Street
  - \* **Sansome Street**
9. \* **Ultrasonic Rail Testing Phase 1**
10. Unity Plaza

## Parking Projects

11. Golden Gateway Garage Ventilation Upgrade
12. \* **Japan Center Garage Ventilation Upgrade**
13. \* **Polk-Bush Garage PARCS Upgrades**
14. Sutter Stockton Garage Ventilation Upgrade

## Traffic and Pedestrian Safety Projects

15. Denman Middle School Safe Routes to School
16. Golden Gate Park Traffic Safety Project
17. Traffic Signal Upgrades
  - \* **Multiple Locations Citywide**

\* Projects in Communities of Concern

### 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](http://SFMTA.com).

## Bikeway Projects

18. Bikeway Upgrades and Improvements
  - 11th from Harrison to Bryant
  - 13th from Bryant to Folsom
  - \* **17th from Potrero to Mississippi**
  - \* **3rd from Le Conte to Paul**  
7th Ave & Lincoln
  - \* **7th from Stevenson to Cleveland**
  - \* **8th from Stevenson to Ringold**  
9th & Division
  - Arguello from West Pacific to Fulton
  - Bayshore from Flower to Cortland
  - Cesar Chavez from Sanchez to Guerrero
  - Cherry from Jackson to Sacramento
  - Division from Bryant to Vermont
  - Embarcadero from Bay to North Point
  - Folsom from 12th to 13th
  - \* **Harrison from 17th to 22nd**  
Jackson from Cherry to Arguello
  - JFK from GGP Access Rd to Kezar
  - Laguna Honda from Plaza to Noriega
  - Lake from 12th to Park Presidio
  - \* **Mansell from University to Sunnydale**
  - \* **McAllister from Leavenworth to Charles J Brenham**  
North Point from Embarcadero to Grant
  - \* **Paul from Bayshore to 3rd**
  - \* **Persia from Sunnydale to Dublin**  
Sacramento from Cherry to Arguello
  - Scott & Fell
  - Tiffany from Valencia to Duncan
  - Twin Peaks from Christmas Tree Point to Twin Peaks

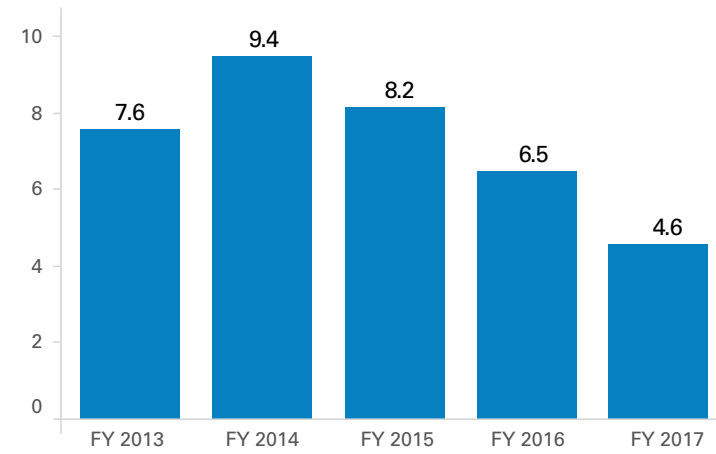


**Communities of Concern** The Metropolitan Transportation Commission designates Communities of Concern as those communities in the Bay Area that face particular transportation challenges due to factors such as income and disability, among others. Based on an assessment of these areas of concern, equity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

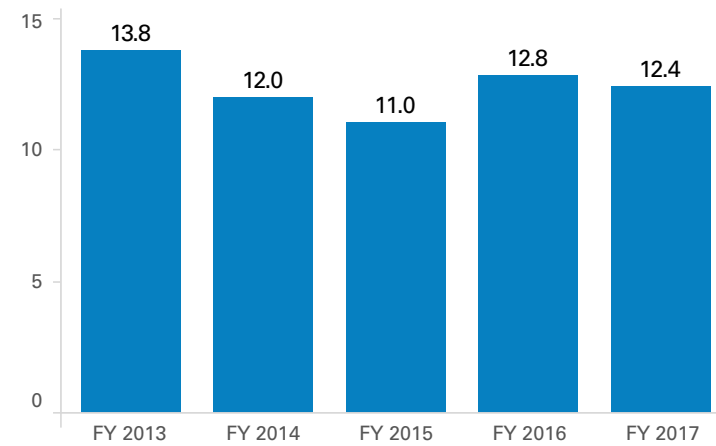


# KEY PERFORMANCE INDICATORS

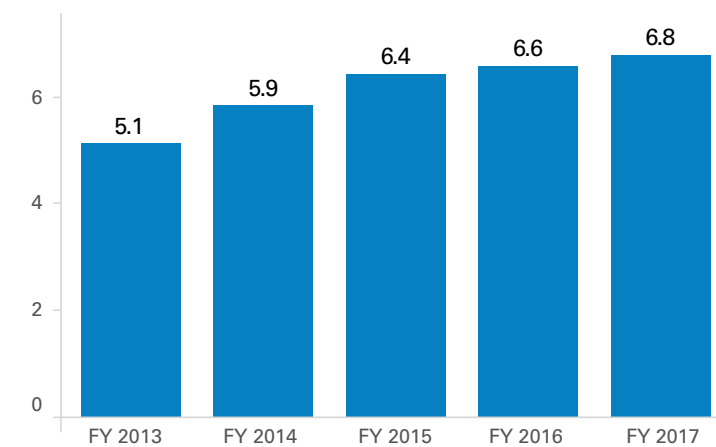
To track the agency's progress in meeting the objectives outlined in the SFMTA's Fiscal Year 2013-2018 Strategic Plan, we established Key Performance Indicators linked to each strategic objective. In the following pages, you can see how we're doing and track the progress we made in Fiscal Year 2016-2017.



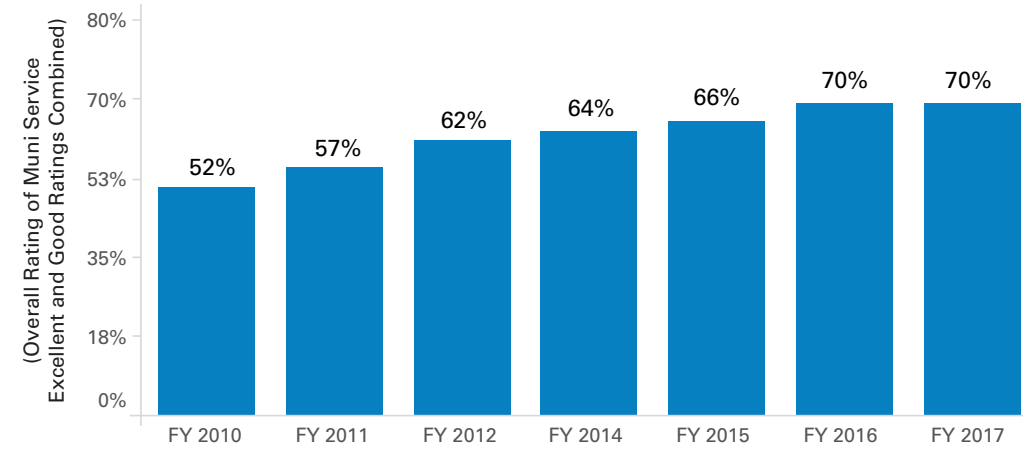
**OBJECTIVE 1.1.1**  
**Muni Security Incidents per 100k Miles**  
 We strive to improve security throughout the Muni system by identifying and reducing criminal activity. To show our progress, we report data on crimes that occur on Muni vehicles or at Muni stops and stations for every 100,000 miles of Muni service, with a goal of reducing the crime rate by 10% every two years.



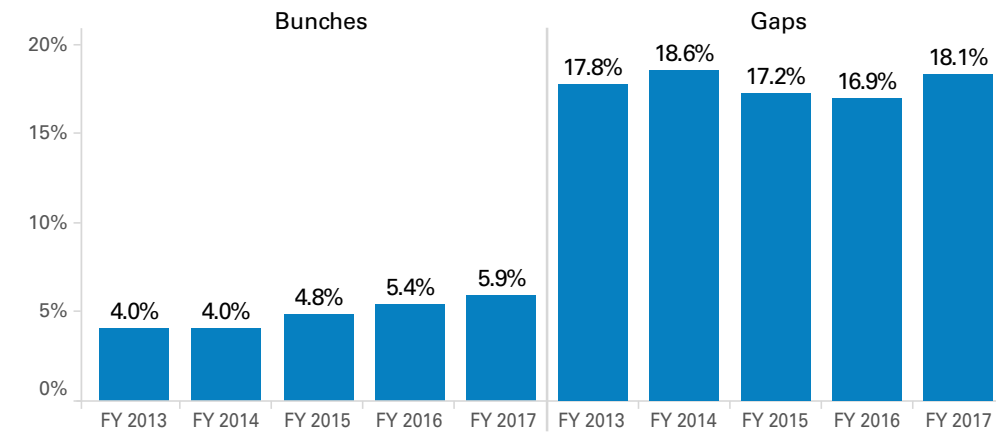
**OBJECTIVE 1.2.1**  
**Workplace Injuries per 200k Hours**  
 To improve workplace safety, we track the number of workplace injuries for every 200,000 work hours. Our goal is to reduce the injury rate by 10% every two years.



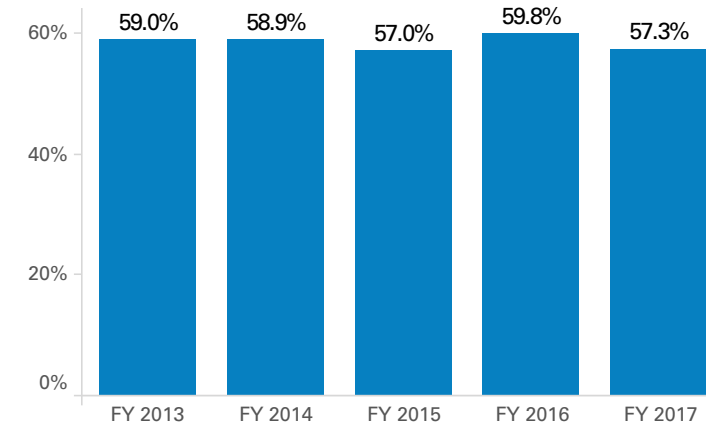
**OBJECTIVE 1.3.1**  
**Muni Collisions per 100k Miles**  
 To reduce collisions, we track the number of Muni vehicle collisions for every 100,000 vehicle miles traveled, with a goal of reducing the collision rate by 10% every two years.



**OBJECTIVE 2.1.1**  
**Customer Rating: Muni Customer Rider Survey**  
 To improve customer satisfaction and increase ridership, we track customer satisfaction annually.

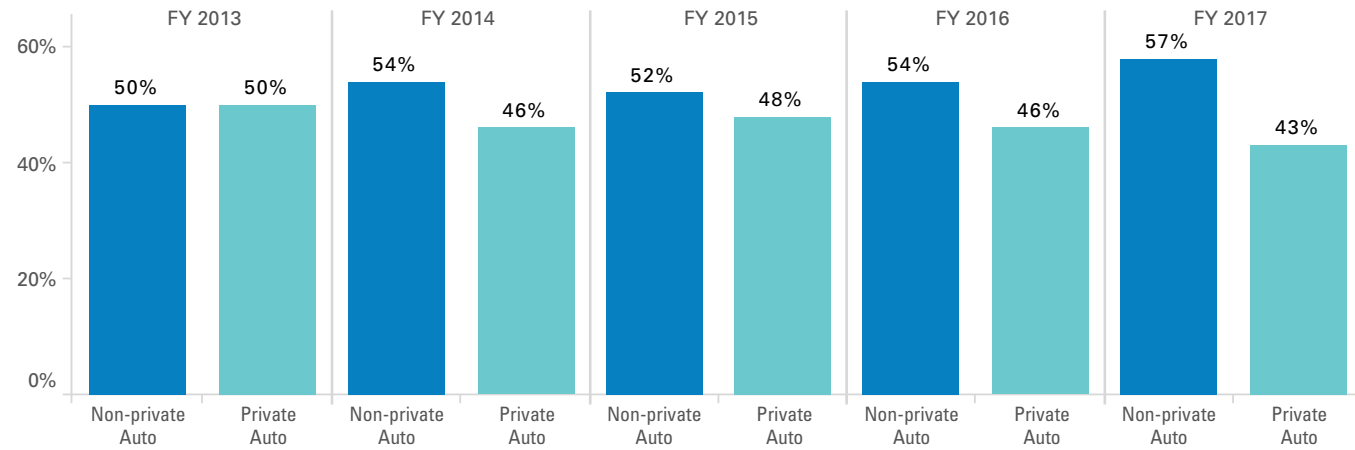


**OBJECTIVE 2.2.1**  
**% of Transit Trips with Bunches and Gaps on Rapid Network**  
 To improve transit service reliability, we track the percentage of transit trips with bunching or gaps on the Rapid Network, with a goal of reducing bunching and gaps by 65% over the fiscal 2012 baseline by the end of fiscal 2018.



**OBJECTIVE 2.2.2**  
**On-Time Performance Transit**  
 On-time performance is a City Charter-mandated measure of the timeliness of Muni arrivals, with a voter-approved standard of 85% or more.



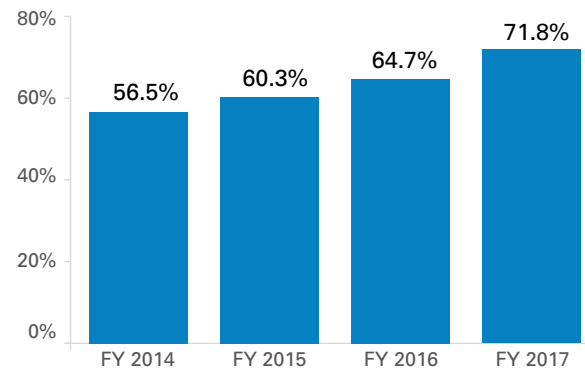


### OBJECTIVE 2.3.1

#### 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

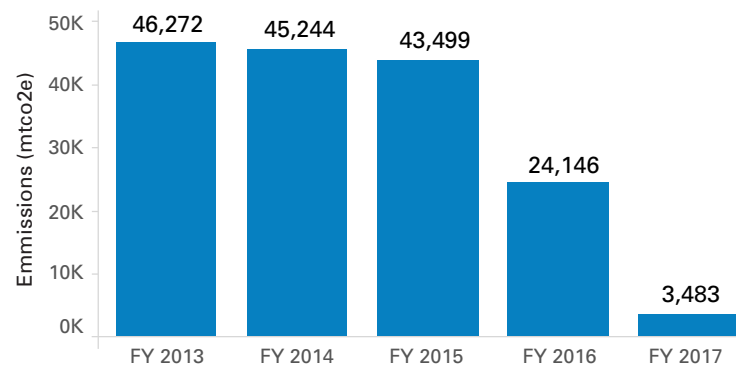
planning and initiatives, and can help align agency personnel and resources towards improving San Francisco's transportation network. Our goal is to increase the share of trips taken using non-private auto modes, including transit, walking, biking, taxis and on-demand ride services to more than 50% of all trips.



### OBJECTIVE 2.4

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

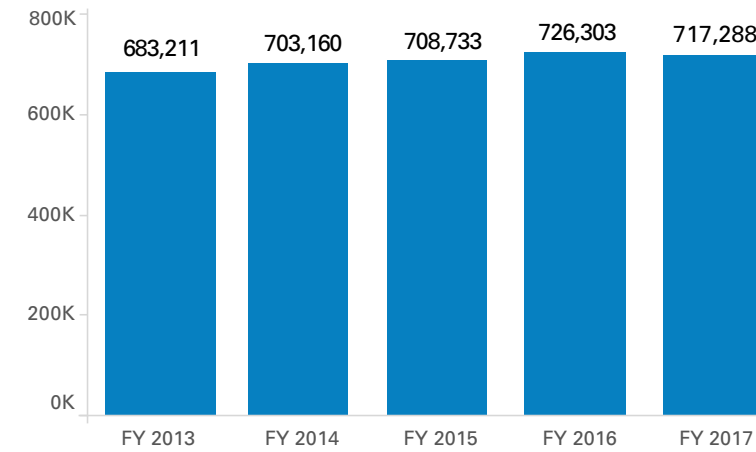
Demand-responsive pricing opens up parking spaces on each block and reduces circling and double-parking. To gauge progress in improving parking availability, we track the percentage of metered hours that did not require rate changes. Increasing the percentage of metered hours with no rate change indicates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



### OBJECTIVE 3.1.1

#### SFMTA CO2 Emissions (mt)

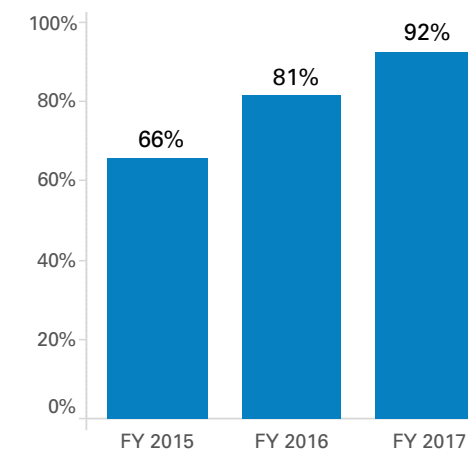
To honor the SFTA's APTA Platinum Sustainability commitment, we track production of greenhouse gas emissions from the SFMTA's operations. Through new programs and initiatives, the SFMTA has reduced its greenhouse gas emissions by over 90% since fiscal 2015.



### OBJECTIVE 3.2.1

#### Muni Average Weekday Boardings

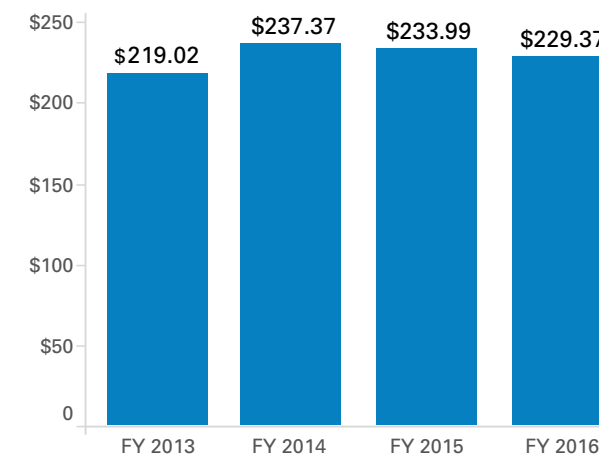
Ridership is the key indicator of the SFMTA's positive economic benefit to the city. Growing ridership is both a significant correlate and contributor to urban growth. This metric assesses the value of the transportation system to the city and replaces the economic impact of Muni delays as a measure.



### 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.

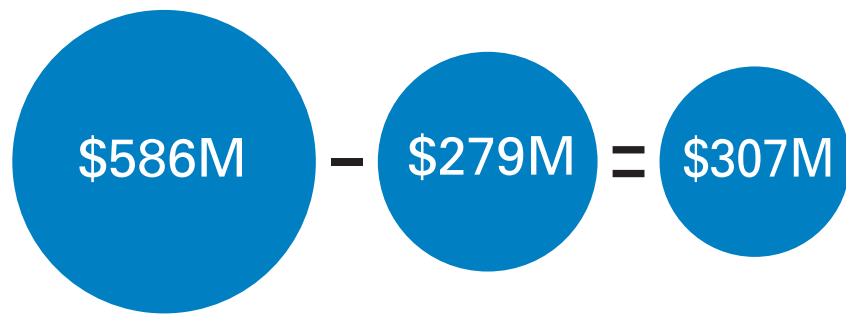


### OBJECTIVE 3.4.1

#### Transit Cost per Revenue Hour

To support our objective of delivering services efficiently, we track the average cost of transit per hour of revenue service and try to keep it low by minimizing costs and improving service efficiencies. This measure relies on financially audited data that lags by more than a year.

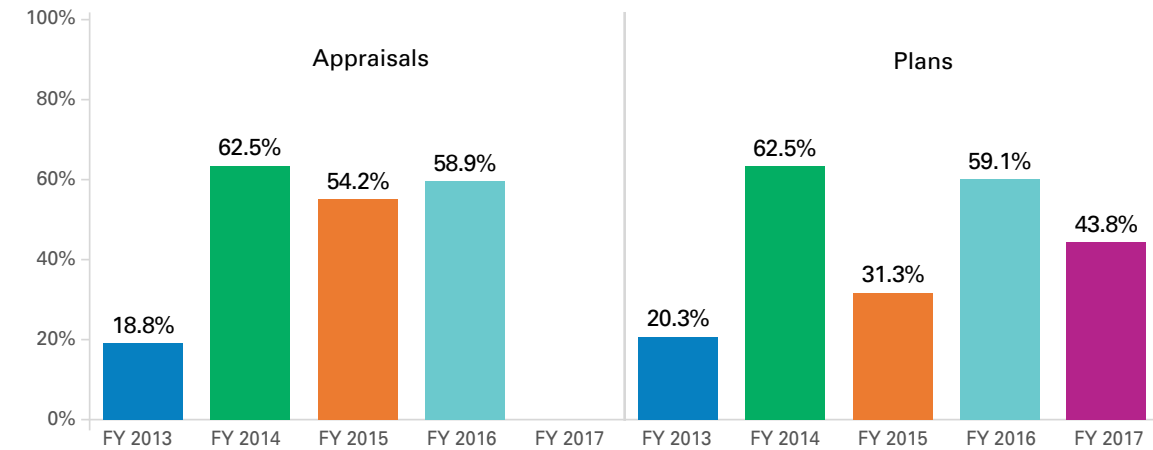




(Full Scheduled Asset replacement) - (Funds Booked) = (SOGR Deficit)

**OBJECTIVE 3.5.1  
State of Good Repair  
Capital Budget Deficit**

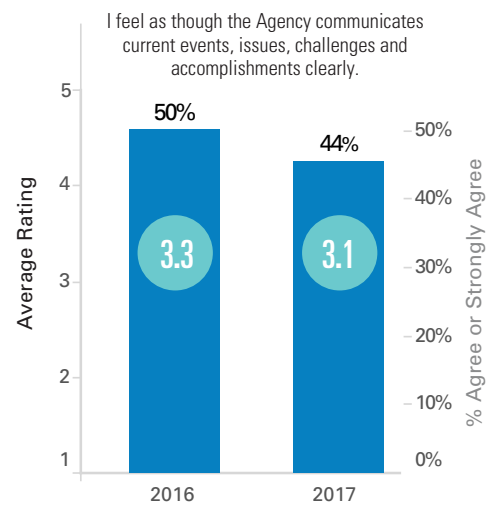
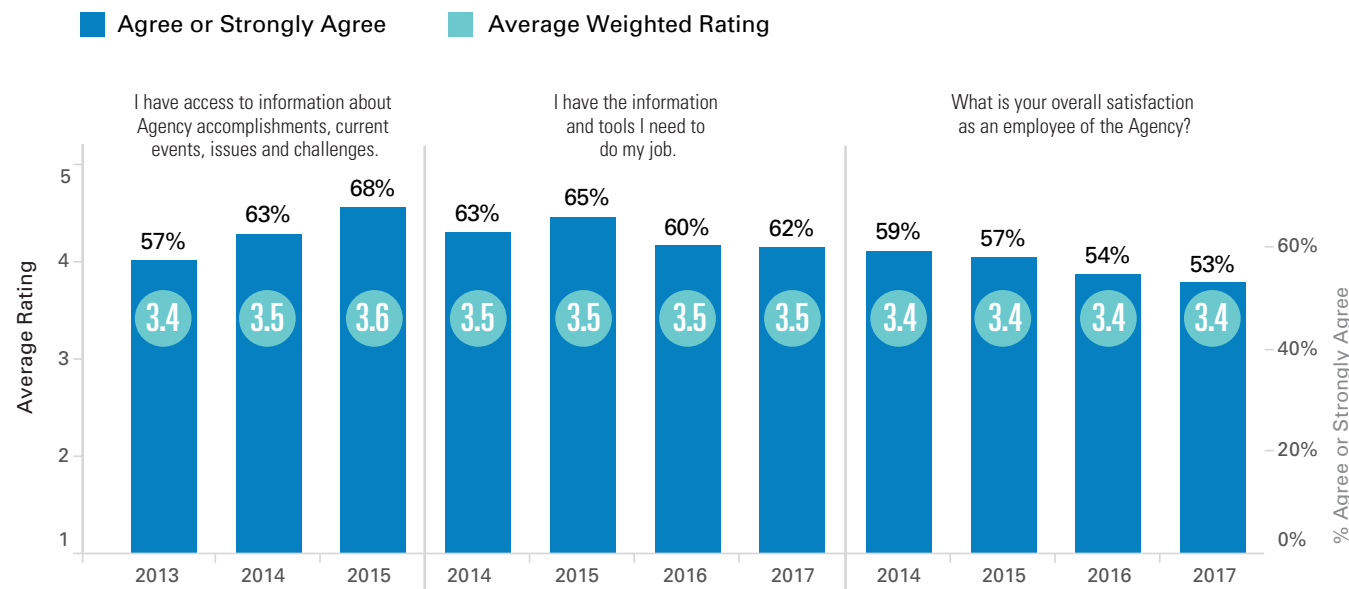
To make progress towards closing the structural capital deficit, we track the difference between the annual cost of full asset replacement in order to achieve a State of Good Repair and the funds we've secured to address those needs.



**OBJECTIVE 4.3.1  
Performance Plan, Appraisal Completion**

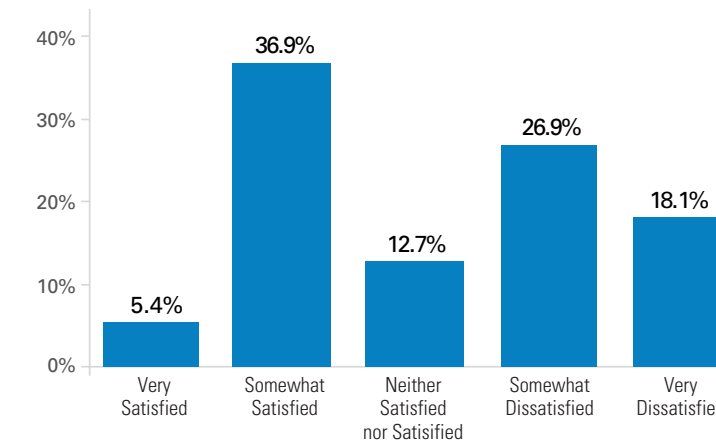
To improve employee accountability, we track the percentage of employees with performance plans established at the beginning of the year and the percentage of employees with performance appraisals completed by the end of the year. Our goal is to ensure

that 100% of employees have plans and receive feedback on their performance each year. The fiscal 2017 appraisal data was not available by publication time.



**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."



**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.



# SFMTA MISSION

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

## Mayor Edwin M. Lee

### SF Board of Supervisors

- London Breed, *President of Board of Supervisors, District 5*
- Sandra Lee Fewer, *District 1 (Eric Mar through January 2017)*
- Mark Farrell, *District 2*
- Aaron Peskin, *District 3*
- Katy Tang, *District 4*
- Jane Kim, *District 6*
- Norman Yee, *District 7*
- Jeff Sheehy, *District 8 (Scott Wiener through January 2017)*
- Hillary Ronen, *District 9 (David Campos through January 2017)*
- Malia Cohen, *District 10*
- Ahsha Safaí, *District 11 (John Avalos through January 2017)*

### SFMTA Board of Directors

- Cheryl Brinkman, *Chairman of the Board*
- Malcolm A. Heinicke, *Vice Chairman*
- Gwyneth Borden
- Lee Hsu
- Joél Ramos
- Cristina Rubke
- Art Torres
- Roberta Boomer, *Board Secretary*

### SFMTA Executive Team

- Edward D. Reiskin, *Director of Transportation*
- Sonali Bose, *Finance and Information Technology*
- Kate Breen, *Government Affairs*
- Donald Ellison, *Human Resources*
- John Funghi, *Central Subway*
- John Haley, *Transit*
- Siew-Chin Yeong, *Capital Programs & Construction*
- Melvyn Henry, *System Safety*
- Tom Maguire, *Sustainable Streets*
- Candace Sue, *Communications & Marketing*
- Kate Toran, *Taxis & Accessible Services*



# 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.



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[instagram.com/sfmtaphoto](https://instagram.com/sfmtaphoto)

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