

STATE OF THE SFMTA



SFMTA BOARD OF DIRECTORS WORKSHOP

Nathaniel P. Ford Sr.
Executive Director/CEO

September 21, 2010

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Corey Marshall, Manager of Performance Analysis
Timothy Papandreou, Deputy Director of Sustainable Streets, Long Range Planning
Jonathan Rewers, Principal Financial Analyst of Fund Programming
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LETTER FROM EXECUTIVE DIRECTOR/CEO

SFMTA | Municipal Transportation Agency

Gavin Newsom | Mayor
 Tom Nolan | Chairman
 Jerry Lee | Vice-Chairman
 Cameron Beach | Director
 Cheryl Brinkman | Director
 Malcolm Heinicke | Director
 Bruce Oka | Director
 Nathaniel P. Ford Sr. | Executive Director/CEO

September 21, 2010

To Our Customers:

In 2008, the San Francisco Municipal Transportation Agency (SFMTA) Board of Directors adopted its first-ever strategic plan. We are now midway through the 2008 – 2012 Strategic Plan which set forth the Agency's mission and six paramount goals:

- Goal 1: Customer Focus
- Goal 2: System Performance
- Goal 3: External Affairs/Community Relations
- Goal 4: Financial Capacity
- Goal 5: SFMTA Workforce
- Goal 6: Information Technology

While the plan was carefully crafted to take the City's transportation network to the next level in terms of customer service and keeping the system in a state of good repair to enhance safety and reliability, it could not have anticipated the dire consequences of a global recession that followed its development.

Although the past few years have often been daunting and contentious due to operating budget deficits as the economy continued to decline, we were indeed fortunate to achieve a number of major accomplishments. This State of the SFMTA reflects on events since the "Great Recession" started: the unending challenges, the many difficult actions that we had to take to balance the operating budgets, and the important improvements made to the transportation network to protect your investment in it.

With that history in perspective, we are now focusing on continued and new challenges, as well as, on emerging opportunities in our quest to enhance the quality of life for everyone who moves about our world-class City. Accordingly, the SFMTA Board has begun the process of updating its Strategic Plan to refine and set new direction, goals, strategies and tactics in synch with current and projected realities.

As we advance this vital undertaking, we ask that you join us by sharing your priorities for San Francisco's transportation future in the coming years. Please begin by going online at www.sfmta.com/strategicplan/survey and completing the survey.

We look forward to receiving your survey feedback and to your continued input as discussions lead us to a revitalized Strategic Plan.

Sincerely,



Nathaniel P. Ford Sr.
 Executive Director/CEO

San Francisco Municipal Transportation Agency
 One South Van Ness Avenue, Seventh Fl. San Francisco, CA 94103 | Tel: 415.701.4500 | Fax: 415.701.4430 | www.sfmta.com

WELCOME

SFMTA | Municipal Transportation Agency

SFMTA | 2010

STATE OF THE SFMTA

Nathaniel P. Ford, Sr.
Executive Director/CEO

9 | 21 | 2010 | SAN FRANCISCO, CALIFORNIA

NOTES

OVERVIEW

SFMTA | Municipal Transportation Agency

Purpose

- Review economic impacts since 2008
- Recount SFMTA's many strengths & accomplishments
- Bring into focus continuing & future challenges:
 - Infrastructure
 - Funding
 - Policy
 - Human Resources
- Begin new strategic direction

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NOTES

REVIEW OF IMPACTS

SFMTA | Municipal Transportation Agency

REVIEW OF IMPACTS DURING 2008-2010

- **San Francisco at a Glance:**
 - Population and Demographics
 - Employment & Economy
 - Mobility and Access
 - Funding
- **SFMTA at a Glance:**
 - Revenues and Expenditures
 - Human Resources
 - Capital Projects Status
 - On Time Performance
- **Agency's Strategies in the Midst of Economic Downturn**

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NOTES

EMPLOYMENT & ECONOMY - OVERVIEW

SFMTA | Municipal Transportation Agency

San Francisco at a Glance



- Stable Population
- Lifestyle Center
- Economic Extremes
- High Cost of Housing



Population & Demographics

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NOTES

EMPLOYMENT & ECONOMY – JOB MARKET

SFMTA | Municipal Transportation Agency

San Francisco at a Glance



- Young Workforce
- More self employed
- Small Business City
- Knowledge-based city

Employment & Economy

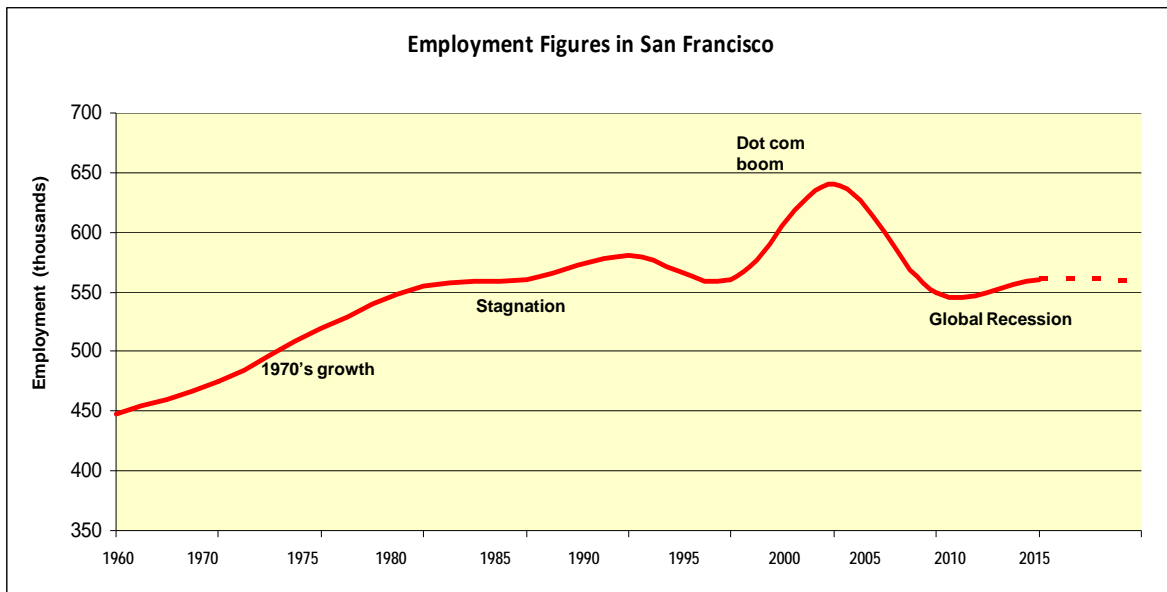
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EMPLOYMENT & ECONOMY – JOB MARKET

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San Francisco at a Glance



Employment & Economy: Same Level of Jobs as 1980's

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EMPLOYMENT & ECONOMY – HIGH UNEMPLOYMENT

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San Francisco at a Glance

Unemployment Rates (June 2010)	%
Napa	9.3
Santa Rosa-Petaluma	10.4
San Francisco-Oakland-Fremont	10.5
San Jose-Sunnyvale-Santa Clara	11.4
Vallejo-Fairfield	12.2
United States	9.6

Source: Bureau of Labor Statistics Unemployment Rates for Metropolitan Areas Monthly Rankings Not Seasonally Adjusted June 2010p

Employment & Economy: High Unemployment

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NOTES

MOBILITY ACCESS - OVERVIEW

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San Francisco at a Glance



- Discerning Commuters
- Transit Ridership
- Walkable city
- Bicycling Growth



Mobility & Access

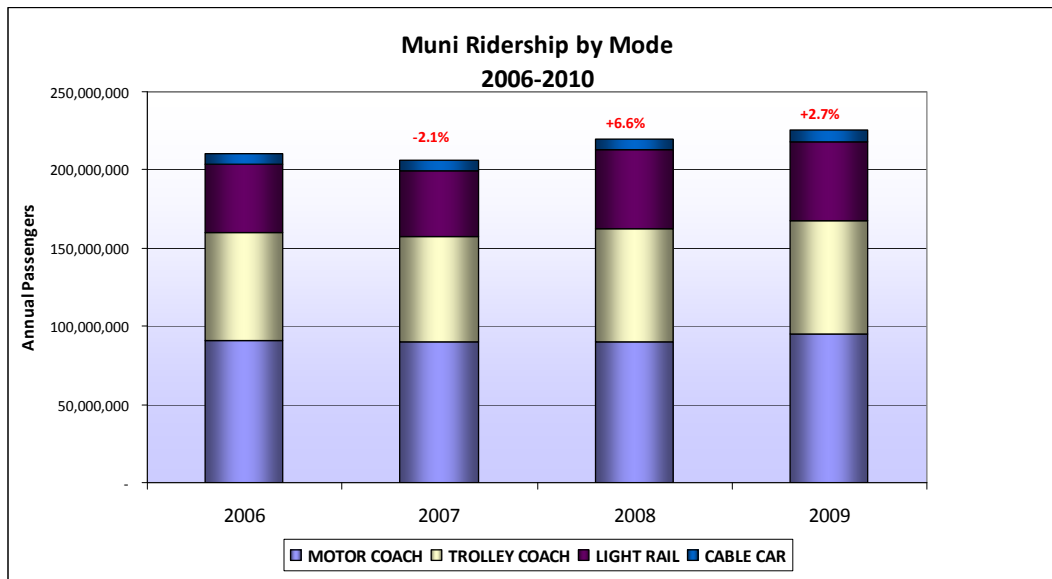
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MOBILITY ACCESS – TRANSIT RIDERSHIP

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San Francisco at a Glance



Mobility & Access: Transit Ridership

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MOBILITY & ACCESS – PEDESTRIAN IMPROVEMENTS

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San Francisco at a Glance



Mobility & Access: Pedestrian Improvements

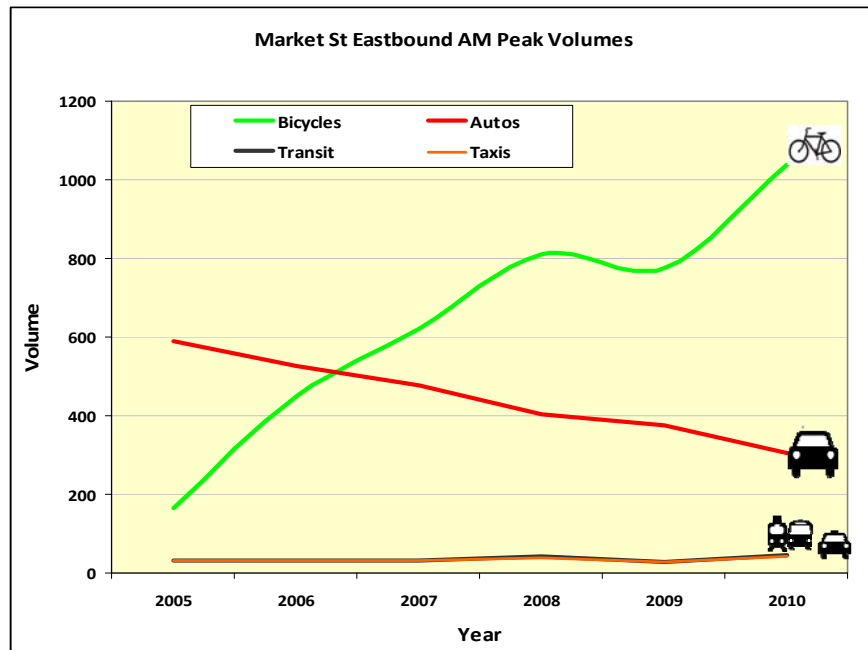
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MOBILITY & ACCESS – BICYCLE GROWTH

SFMTA | Municipal Transportation Agency

San Francisco at a Glance



Mobility & Access: Bicycle Growth Despite Injunction

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NOTES

IMPACT ON SFMTA RESOURCES & ASSETS

REVIEW OF IMPACTS DURING 2008-2010

- **SFMTA at a Glance 2008-2010:**
 - Revenues and Expenditures
 - Human Resources
 - Capital Project Status
 - On Time Performance
- **Agency's Strategies in the Midst of Economic Downturn**

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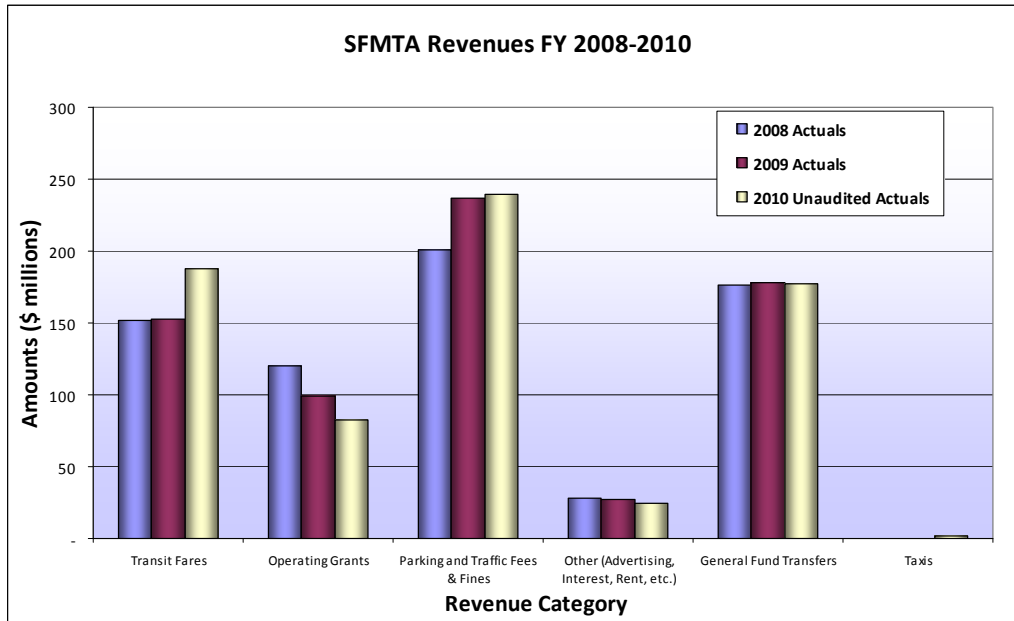


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SFMTA REVENUES

SFMTA | Municipal Transportation Agency

SFMTA at a Glance



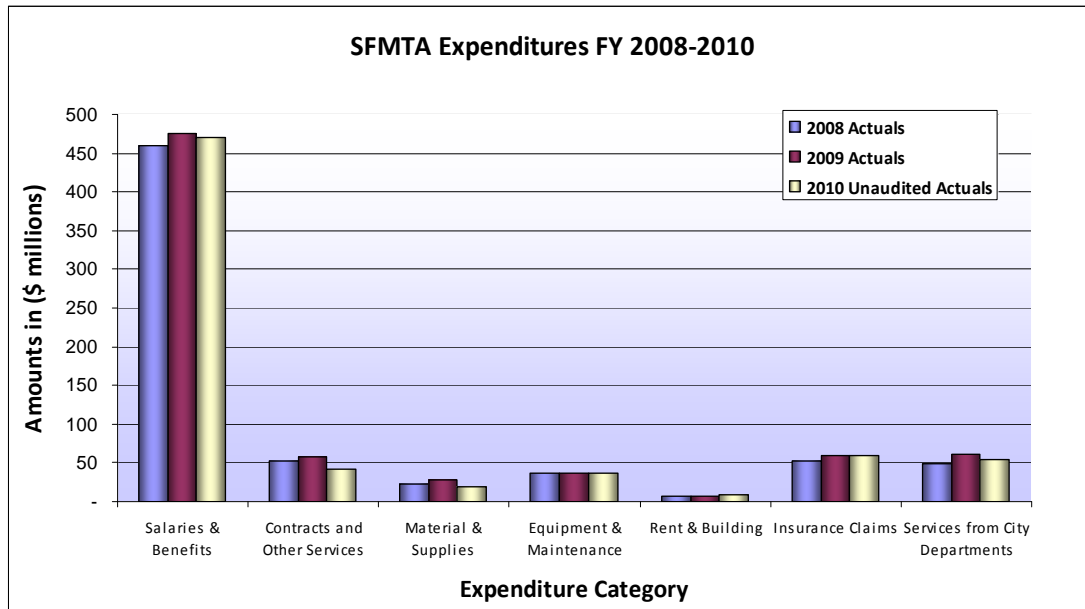
SFMTA Revenues

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SFMTA EXPENDITURES

SFMTA | Municipal Transportation Agency

SFMTA at a Glance



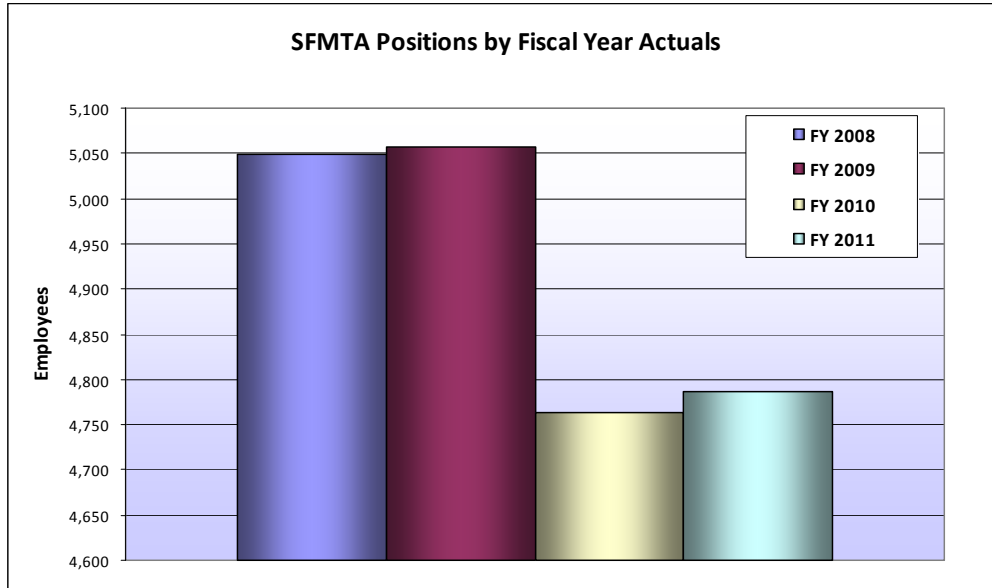
SFMTA Expenditures

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HUMAN RESOURCES

SFMTA | Municipal Transportation Agency

SFMTA at a Glance



Human Resources

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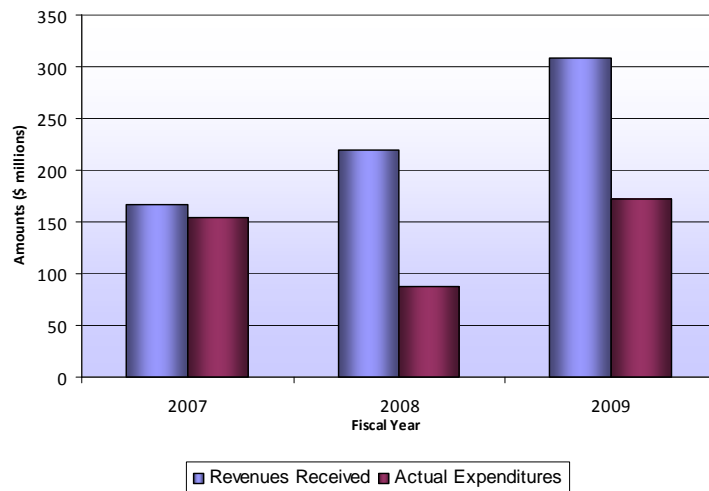
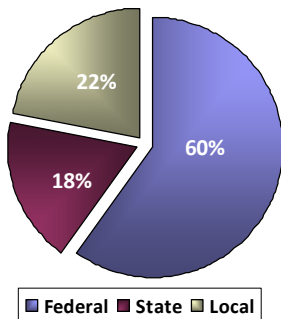
CAPITAL PROJECTS

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SFMTA at a Glance

SFMTA Capital Revenues vs. Expenditures

SFMTA Primary Capital Funding Sources By Type of Sources



Capital Project Revenue and Expenditure

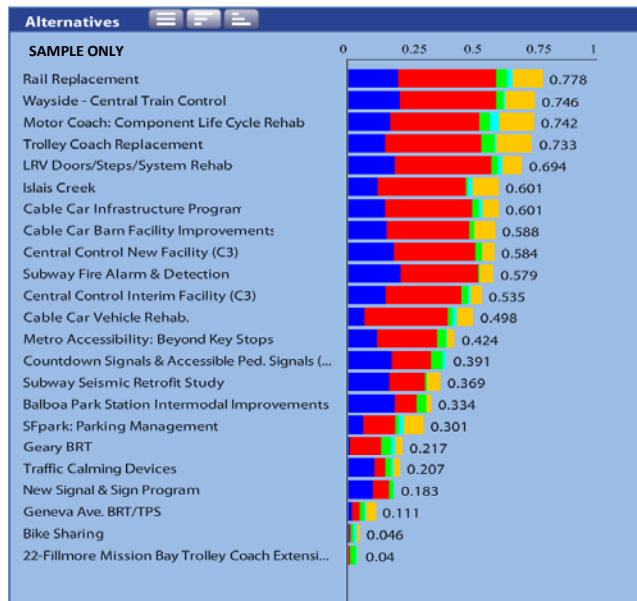
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CAPITAL IMPROVEMENT PRIORITIZATION

SFMTA

Municipal Transportation Agency

SFMTA at a Glance



Capital Improvement Plan Prioritization Process

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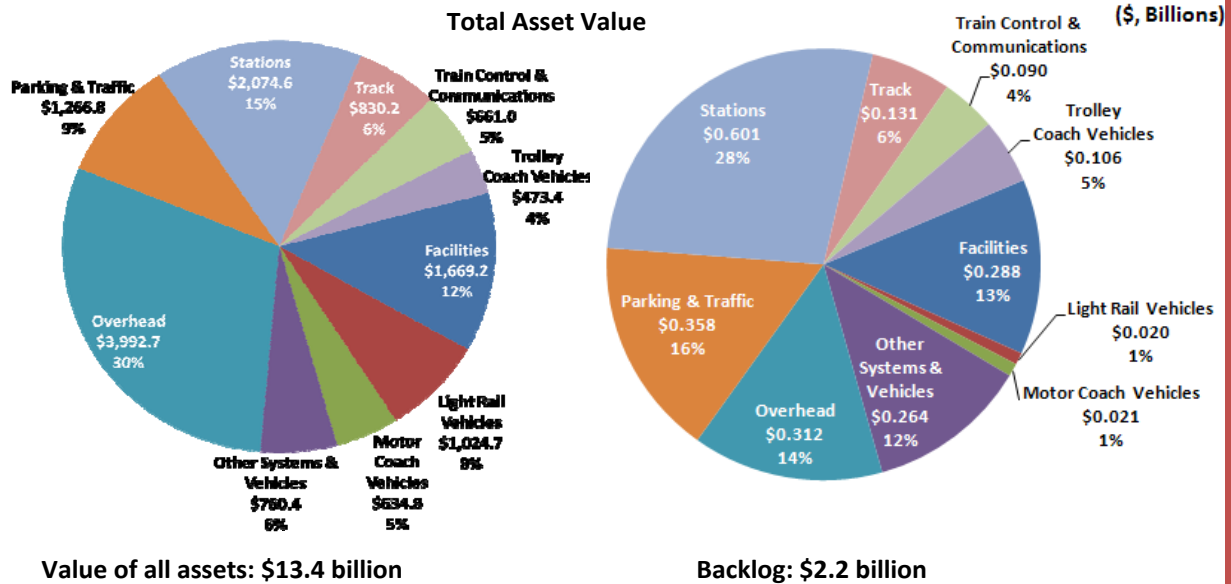
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STATE OF GOOD REPAIR

SFMTA

Municipal Transportation Agency

SFMTA at a Glance



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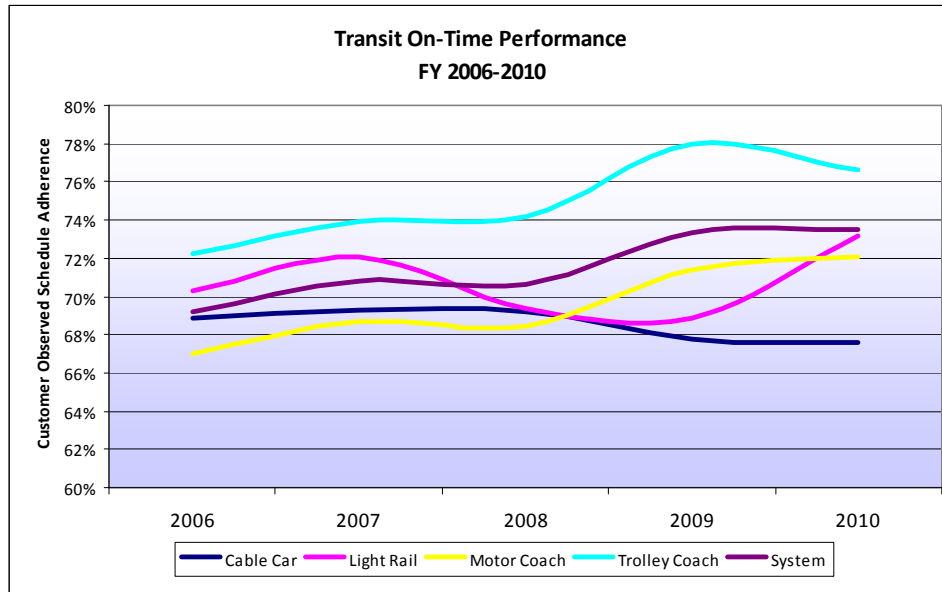
State of Good Repair: \$13.4 Billion in Assets and \$2.2 Billion Backlog

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ON TIME PERFORMANCE

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SFMTA at a Glance



On Time Performance

NOTES

SFMTA STRATEGIES

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SFMTA at a Glance



- Reduce Labor Costs
- Modify Transit Service
- Fare/Fee Increases
- Reduce Agency Costs

Agency's Strategies in the Midst of Economic Downturn

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NOTES

MAJOR ACCOMPLISHMENTS

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SFMTA ACCOMPLISHMENTS DURING 2008-2010



- Opened Capital Projects
- Completed Plans
- Launched Innovations
- Agency Integration

Many accomplishments despite economic impacts

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NOTES

Customer Focus

To provide, safe, accessible, clean, environmentally sustainable service and encourage the use of auto-alternative modes through the Transit First Policy.

Objectives

- Improve *safety and security* across all modes of transportation.
- Improve the *cleanliness* of SFMTA stations and vehicles by providing a *clean, comfortable experience*.
- Reduce *emissions* as required by the SFMTA Clean Air Plan.
- Improve *accessibility* across transit services.
- Increase percentage of trips using more *sustainable modes* (such as transit, walking, bicycling, rideshare).

Key Initiatives

- Complete the TEP.
- Improve safety for customers, pedestrian, bicyclists, and motorists.
- Continue to develop and implement policies to reduce the rate of collisions and other incidents and enhance system safety and security.
- Enhance the accessible services and paratransit services program to

ACCOMPLISHMENTS

Safety & Security

- ✓ Reduced collision accidents system wide to 5.46 per 100,000 miles (FY2009) from 6.55 (FY2008).
- ✓ Implemented the DriveCam system on the rubber tire fleet. Reduced transit operator incidents by 71%; reduced rail collisions and unsafe operating events by 31%.
- ✓ Reduced pedestrian accidents by 31% in FY2009 (47 accidents) over FY2008 (68 accidents).
- ✓ Developed and implemented SFMTA System Safety Program Plan approved by California Public Utilities Commission (CPUC) Rail Safety Oversight program.
- ✓ Published the first Rail Rule Book as a ready reference on safety and all other aspects of rail operations for Operators and other personnel.
- ✓ Implemented between rail car barriers safety program/procedures, compliance checks and other special operations rules and procedures required to ensure safe, reliable and courteous customer service.
- ✓ Ensured major capital projects underwent detailed safety certification process to document and ensure safety design criteria were properly implemented.
- ✓ Obtained \$23M in Transit Security Grant and State Infrastructure Bond Program to improve overall security at SFMTA revenue facilities and vehicles and provide security awareness training to SFMTA employees.
- ✓ Significantly reduced the number of security incidents on the most problematic transit routes by instituting a collaborative policing model with SFPD staff and SFMTA Transit Operations staff, resulting in 10% reduction of incidents, safer transit system and safer environment for our customers.
- ✓ Restored the Vehicle Video and Audio systems to 100 percent functionality.
- ✓ Implemented legislation to double fines for assaults on Parking Control Officers. Assaults on PCOs decreased by 58%.

implement a paratransit debit card program for taxi service.

Customer Satisfaction

- ✓ Develop new customer service information center at 11 South Van Ness Ave. Revised customer service policies that allows for 86% of customers served within 20 minutes.
- ✓ Implemented customer satisfaction improvements that improved efficiency and effectiveness of complaint resolution.
- ✓ In response to 1,500 customer requests, installed approximately 50 pedestrian signals; installed over 20 traffic calming devices installed speed humps, median islands, and sidewalk bulb-outs; 15 neighborhood plans were prepared for implementation; completed 225 signal timing changes and over 1,000 sign and striping changes were installed.
- ✓ Designed and installed 5 prototype transit shelters through the Transit Shelter Advertising Agreement. Prototypes include features such as solar power, LED's and Wi-Fi; distinctive seismic wave red canopy, two maps, push-to-talk systems to assist the visually impaired with Next Muni information on the LED display.
- ✓ Enhanced the Management Random Rides Programs on the transit system to improve customer service.

✓ Emissions Reduction

- Significantly reduced emissions through deployment of Biodiesel, Hybrid and Solar vehicles. Deployed emissions-free hybrid vehicles that help offset up to 55,000 car trips (270 tons of carbon emissions) each year.
- Operated the cleanest transit fleet in California based on per-passenger emissions including hybrid buses, cable cars, trolley buses, and streetcars, Muni's fleet is now over 50% electric, and operates the largest zero emissions bus fleet in the US.
- Operated the largest municipal biodiesel bus fleet in the US (521 buses), and has converted 600 revenue and non-revenue vehicles to B20 biodiesel.
- Received the first of 86 diesel-electric hybrid low-floor buses in June 2007, California's first diesel-

electric hybrid bus in transit service, resulting in the SFMTA operating the third largest hybrid bus fleet in the U.S.

- Collaborated with San Francisco Public Utilities Commission (SFPUC) for installation and operation of solar installations projects at maintenance facilities (700 Pennsylvania and 1095 Indiana).

Accessibility

- ✓ Upgraded 26 traffic signals along 19th Avenue corridor a joint undertaking with Caltrans.
- ✓ Installed 116 Accessible Pedestrian Signals throughout the transit system.
- ✓ Secured funding for Balboa Park walkway to connect new west side walkway and station entrance with accessible J/K Line boarding platforms.
- ✓ Designed new transit shelters to include significant accessible amenities, including enhanced wheelchair accessibility, push-to-talk functionality for blind or low-vision customers, see-through glass that deters crime related incidents.
- ✓ Implemented customer-centric Debit Card system for 11,000 paratransit and taxi customers, replacing paper scrip with an electronic tracking system that captures meter amount, origin, destination and driver and customer information electronically, resulting in improved monitoring of trip usage, ease of use for customers and drivers and significant cost savings to the paratransit program.
- ✓ Created public service announcement to remind operators of responsibilities under the Americans with Disabilities Act; PSA was shown on SF public access television.
- ✓ Launched project to make real-time vehicle information accessible to people with visual, cognitive and language-based disabilities.
- ✓ Procured and deployed 40 new accessible vehicles into ADA paratransit van service.
- ✓ Worked with BART to negotiate agreement for a BART-accessible Senior and Disabled Fast Pass.
- ✓ Produced tactile Muni Metro maps in partnership with the Lighthouse for the Blind.

Sustainability

✓ *Bicycles*

- Completed Bicycle Plan Environmental Impact Report in June 2009.
- Spearheaded the legal injunctive relief to make lane and traffic signal improvements at the high-collision intersection of Masonic and Fell streets.
- Installed raised island, signage, guide signs, striping, and safe-hit posts to discourage illegal right turns and improve bicycle safety for the Market/Octavia improvements project.
- Collaborated with community advocates to host the annual Bike to Work Day, resulted in record number of bicyclist participation – which equated to more than twice as many bicycles than cars.
- Collaborated with community advocates to host the SF Pedestrian Summit to discuss citywide pedestrian improvements and safety issues. Panels and sessions addressed a variety of issues, and incorporated community advocates and local and national experts on pedestrian safety.
- Installed over 1200 pedestrian signals at various intersections throughout the City.
- In conjunction with Planning Department and Department of Public Works (DPW), worked with community advocates to revise the Better Streets Plan (BSP).

✓ *Pedestrians/Traffic Calming*

- Developed and Implemented the SFMTA Pedestrian Safety Guidelines. Implemented the City's Pedestrian Master Plan.
- Completed major improvements at 19th Avenue improvements including 26 intersections upgraded with mast arm signals, pedestrian countdown signals, and upgraded traffic signal controllers; edgelines painted to slow traffic and keep people from parking on the sidewalk; Speed Radar signs installed.
- Installed 7 speed humps, 10 traffic islands, 2 traffic channelizations, 4 corner bulbs, and 5 median extensions.
- Installed pedestrian signals at 15 new intersections; placement and design of 14 pedestrian islands

	<p>on Noriega Street.</p> <ul style="list-style-type: none"> ▪ School Safety Projects – Completed School Traffic Safety Projects at Monroe and Leonard Flynn Elementary schools; enhanced the SFMTA School Crossing Guard Programs by adding 11 new corners, 100 schools, 150 guards and 142 intersections. ▪ Traffic Calming Projects: Installed or modified more than 800 signs and/or pavement markings; performed 452 traffic signal timing improvements and other modifications; Maintained 200,000 signs, 1,176 signals, and 900 miles of striping. ▪ Developed traffic control plans and monitored construction plans for major development projects, i.e., Mission Bay projects, Rincon Hill and other downtown buildings, major water and sewer projects on Lincoln Way, Fulton Ave. and California Street. <p>✓ <i>Transit</i></p> <ul style="list-style-type: none"> ▪ Installed transit signal priority hardware and pedestrian signals at 9th Avenue/Judah and 9th Avenue/Irving intersections, which resulted in a safer passage for both LRV and pedestrians. ▪ Installed vehicle warning devices, striping and signage at West Portal tunnel entrance to deter vehicles entering the tunnel; Rerouted and repaired damaged wiring at 4th and King Street.
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System Performance

To get customers where they want to go, when they want to be there

Objectives

- Improve *transit reliability* to meet 85% on-time performance standard.
- Ensure efficient *transit connectivity* and *span of service*.
- Fulfill *bicycle and pedestrian network* connectivity.
- Reduce *congestion* through major corridors.
- Manage *parking* supply to align with SFMTA and community goals.

Key Initiatives

- Increase combined multi-modal planning efforts that improve pedestrian, bicycle and transit modes
- Conclude bike CEQA Legal Proceedings expeditiously and as favorably as possible; and undergo broader review of the bike program and project impacts.

ACCOMPLISHMENTS

Transit Reliability

- ✓ Achieved highest overall system-wide on-time performance in 10 years from 73.3% in FY 2009 to 75% in FY 2010.
- ✓ Ridership grew by 13.1 million boardings from FY 2007 to FY 2008. Total boardings in FY 2008 were the highest in five years at 219 million annual customers.
- ✓ Scheduled service hours delivered increased from 94.3% from 95.9%.
- ✓ Advanced an aggressive preventive maintenance program for Fleet: Restored 143 Light Rail Vehicles (LRVs) to the original operating specifications. Ensured the mid-life overhaul of 62 Neoplan high-floor diesel coaches. Upgrade critical sub-systems of the motor coach fleet (i.e. propulsion, cooling, suspension, and door systems)
- ✓ Advanced an aggressive preventive maintenance program for Infrastructure: Rehabbed and replaced overhead wiring systems, facilities, components of the automatic train control system, and upgrading pedestrian signal systems for traffic calming measures returning infrastructure assets to a "State-of-Good Repair."
- ✓ Improved transit operator availability by 98% by implementing new sick leave, absenteeism, disciplinary, and attendance policies and guidelines.

Transit Service Enhancements & Connectivity

- ✓ *Transit Effective Project (TEP)*
 - Completed the TEP and formulation of recommendations: Conducted 11 community meetings, over 50 stakeholder briefings, and more than 20 SFMTA employee outreach meetings. Received more than 20,000 unique web visits and 4,000 comments from the public. Developed a robust data collection and analysis program that will provide data to guide the implementation phase of TEP in FY08-10.
- ✓ Under TEP guidance, completed the following pilot projects:
 - Double Decker Bus: Conducted double deck bus trial in December 2007/January 2008 on 1BX, 14L, 38, 38L, 49 to determine performance on busy routes.

	<ul style="list-style-type: none"> ▪ All-Door Boarding: Developed pilot for early 2008 to address slow transit travel times and concerns about rear door fare evasion. ▪ Transit Lane Signage: Updated signage at various locations within the City. ▪ Bus Stop Inventory: Conducted an inventory of the equipment and condition of bus stops within the transit system. ▪ Enhanced peer-to-peer transit priority at 72 intersections along 3rd Street and The Embarcadero light rail lines, reduced travel time by 15- 25%. ▪ TEP team received Municipal Fiscal Advisory Committee (MFAC) Public Managerial Excellence Award. ▪ Installed Automatic Passenger Counters on 30% of bus fleet; rail demo tested and specs drafted. ▪ 90% completion of Center-to-Center communications with California Department of Transportation (Caltrans) District 4 Transportation Management Center. <p>✓ <i>Service Modifications</i></p> <ul style="list-style-type: none"> ▪ Designed and successfully implemented two major service modifications (Dec. 5 2009 & May 8 2010) which represented the largest restructuring of the Muni system in two decades. Used data generated by the TEP and customer feedback to implement the service modifications. <p>✓ <i>Bus Rapid Transit (BRT)</i></p> <ul style="list-style-type: none"> ▪ Worked with the SFCTA to advance the EIS/EIR for Van Ness Bus Rapid Transit and initiated BRT Geary planning. Key components of a BRT include dedicated lanes, exclusive guide ways, modern, low-floor, high capacity buses, quality bus stops, streetscape improvements and amenities. Once implemented, BRT will significantly improved customer service, service reliability and overall system on-time performance and Improve transit speeds by up to 30% <p>✓ <i>Special Event Services</i></p> <ul style="list-style-type: none"> ▪ Implemented new service plans for Bay to Breakers; Martin Luther King, Jr. Day and Freedom Train; All-Star Game, Halloween, New Year's Eve, Gay Pride, Olympic Torch Run; demonstrated ability of Transit Operations to use fewer vehicles for future events. ▪ Managed street closures and re-routing of transit services for 2008, 2009, and 2010 Oracle Open World.
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- Planned and coordinated transit service, road closure and parking enforcement for *Sunday Streets* events.
- Installed emergency vehicle preemption signals at 30 intersections around five busiest Fire Stations and 11 fire vehicles.
- Installed 11 Variable Message Signs (VMS), 9 Closed Circuit Television (CCTV) cameras and 14 Video Detection System (VDS) cameras within the transit system.

Bike and Pedestrian

- ✓ Implemented innovative bike projects after partial lifting of court injunction. Launch 45 improvement project upon total lifting of injunction.
- ✓ Installed the City's First Green Bike Lanes on eastbound Market between 11th and 10th streets. Resulted in improved safety by enhancing the visibility of cyclists and reducing potential conflicts between cyclists and motor vehicles.
- ✓ Installed pedestrian safety and signal improvements at 34 intersections including replacement of existing traffic signals, installation of mast arms, pedestrian countdown signals, and audible warning devices.

Traffic Congestion

- ✓ *SFgo*
 - *SFgo* has completed Phase I: 100 intersections with advanced signal controllers, fiber optic interconnections to the Transportation Management Center, 9 closed circuit cameras, and numerous video detection cameras, 11 variable message signs.
 - *SFgo* finalized a system which identifies malfunctions and monitors transit operations to determine how well the transit signal priority system is operating.
 - Proposed application for USDOT's new Congestion-Reduction Demonstration Initiatives.
- ✓ *Traffic & Route Adjustments*
 - Legislated and established tour bus loading zone in Union Square and Fisherman's Wharf areas.

- Changed traffic signal and striping on Divisadero to decrease transit delay by 1.5 minutes during the peak hour.
- Exempted Muni from No Left Turns on Lombard, reducing travel time by up to a minute for the 43 Masonic in the PM peak.
- Created a new Muni 75X bus route between Candlestick Park and Balboa Park BART station to improve services on SF 49ers games.
- Established a transit only lane on Harrison Street between the Embarcadero and First Street.
- Completed various Transit Signal Priority and Signal Timing Program projects at 6th/Irvin, Embarcadero and Market Streets.
- Collaborated with Transbay Joint Powers Authority staff on design of traffic operations for Transbay Terminal Center including coordination of access for Golden Gate Transit and AC Transit.
- Enhanced traffic enforcement for Transit Only Lanes, resulting in 493 citations issued in final two quarters of implementation.
- Advanced traffic signal controllers (South of Market and 3rd Street; including transit priority along South Embarcadero and along 3rd Street) at about 100 intersections.
- Managed traffic for Caltrans reconstruction of the West approach to the Bay Bridge.
- Developed traffic control plans for many major developments in San Francisco, i.e., Mission Bay project; Rincon Hill projects and other downtown buildings; major water and sewer projects on Lincoln Way, Fulton Street, and California Street; and Re-paving of Mission Street and Stockton Street.

Parking Services

✓ *Parking Authority*

- Smoothly transitioned authority over parking and traffic regulations from the Board of Supervisors to the SFMTA Board of Directors through adoption of Divisions I and II of the new Transportation Code.

✓ *SFpark*

- Initiated prototype meters and sensors at the California and Steiner parking lot, including payment by credit and debit cards in addition to coins and parking cards
- Completed Columbus Avenue meter and sensor pilot project
- Completed pay-by-cell phone pilot project in the Inner Richmond, West Portal and Marina neighborhoods

Transportation Development

- ✓ Third Street Light Rail: Spearheaded the grand opening of the Third Street Light Rail Line (\$748M). Directed the implementation and trial phases of the T-Line – a \$748M construction project to extend the metro rail system by adding 5.4 miles and 18 stations.
- ✓ Central Subway Project: Commanded the preliminary Engineering phase of the Central Subway Project – a \$1.6B construction project to extend the metro rail system by 1.7 miles (includes 1.3 miles of underground subway). In addition, advanced the project as follows:
 - Completed the Conceptual Engineering Report (CER). Obtained Medium-High New Starts Rating from the Federal Transit Administration for the third consecutive year.
 - Completed final environmental document which was certified by the SF Planning Department.
 - Received Federal Transit Administration approval for Entry into Final Design. Negotiated and awarded Final Design contracts for Tunnels and Utility Relocation, Underground Stations, Track work, Systems and Surface Station Design.
 - Secured American Recovery and Reinvestment Act (ARRA) funding to advance the final design phase of the project. In addition, secured an allocation of \$27 million in additional project funding from the California Transportation Commission
 - Developed and awarded the Project Management and Construction Management Services contracts.
 - Received legislative approvals to acquire the right of way property (three easements and two fee parcels) through eminent domain including the real estate relocation plan.
 - Construction Insurance Advisory Study completed and Phase 1 Arts Commission design approval obtained.
- ✓ Central Control Communication & Radio Replacement Program: Embarked upon a program to replace obsolete voice and data radio systems with state-of-the-art wireless communications systems that include mobile

	<p>handheld radios, mobile data terminals and interface with vehicle on-board power, control and communications systems. Finalized preliminary design/contract packaging for Radio System Design Build contract. Total combined project costs are estimated at \$150 million.</p> <ul style="list-style-type: none"> ✓ <u>West Portal/Twin Peaks Tunnel</u> - upgrades and Replacement of 6800 linear feet of rail track in the Twin Peaks tunnel to protect public safety and infrastructure investment. ✓ <u>Rail Replacement</u> – improved system reliability and safety by replacing worn tracks, improving signals and installing modern direct fixation tracks for the following projects <ul style="list-style-type: none"> ▪ Twin Peaks Tunnel ▪ St Francis Circle Rail Replacement ▪ Duboce & Church Rail Replacement ▪ Miscellaneous Rail Replacement: (J, L, and N Lines) ✓ <u>Overhead Rehabilitation</u> – long term program to replace worn portions of the overhead lines system to improve reliability and safety of the system contributing to on-time performance for the following projects: <ul style="list-style-type: none"> ▪ 22 Fillmore/ 33 Stanyan ▪ Presidio Yard Overhead Contact System Reconstruction ▪ Traction Power Feeder Circuits Upgrade: ▪ 21 Hayes Pole Replacement: project design was completed ✓ <u>Cable Car Rehabilitation</u> – long term program to replace worn portions of the Cable Car system to improve reliability and safety of the system for the following projects: <ul style="list-style-type: none"> ▪ Cable Car Propulsion System ▪ Cable Car Hatch Cover Remediation ▪ California Cable Car Infrastructure Improvements ✓ <u>Muni Metro East Facility</u> – constructed a new Light Rail Vehicle Maintenance Facility to serve the T-Third light rail line. Completed construction of the facility in September 2008.
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- ✓ Transit-Oriented Development Projects: Played key role in the development of major development projects within the City, i.e, Transbay Terminal, Hunters Point, Treasure Island, and Park Merced.
- ✓ Fleet Rehabilitation Projects: Completed the rehab of two buses from the Motor Coach Component Life Cycle Rehabilitation Project, using \$16 million dollars in ARRA funding. The rehabilitation included replacing critical sub-systems including the propulsion system, cooling system, suspension systems, rebuilt wheelchair lifts, visible LED signage and lights, fresh graffiti-resistant interior paint and various other systems upgrades.
- ✓ Clipper - Automatic Fare Collection Program: Implemented Automatic Fare Collection Program. Installed and placed into service approx. 134 pieces of equipment throughout the system, including new fare gate array, new ticket vending machines, and control terminals.

Taxi Reform & Integration * *(Note: Item was added to the Strategic Plan)*

- ✓ All functions of the Taxi Commission were merged with the SFMTA on March 1, 2009.
- ✓ Implemented comprehensive Taxi regulatory and procedural reforms including: improved new driver training, improved response time for complaints, better dissemination of information to the industry and the public through the Web site, professional and consistent hearing procedures, a revised penalty schedule, consistent industry reporting and a better overall enforcement infrastructure. These reforms have resulted in improved safety to the public, improved relationships with the industry and have secured over \$250,000 in new revenue.
- ✓ Initiated implementation of SB 1519 to remove listings of illegal vehicles from Yellow Pages listings.
- ✓ Developed City-wide motor vehicle for hire regulations to ensure taxi vehicles are clean, safe and fully operational by regulating drivers, taxi companies and dispatch services.
- ✓ Implemented review of DMV records for approximately 7,000 taxi driver permit holders to verify validity of drivers' licenses and update driver address information.
- ✓ Initiated planning of pilot cab pooling program along Valencia Street to replace transit lines removed.
- ✓ Integrated taxi industry and service provision as part of the solution to parking and traffic congestion problems.

External Affairs/ Community Relations

To improve the customer experience, community value and enhance the image of the SFMTA, as well as ensure the SFMTA is a leader in the industry.

Objectives

1. Improve *economic vitality* by growing *relationships* with *businesses, community* and *stakeholder* groups.
2. Pursue *internal and external* customer satisfaction through proactive outreach and heightened *communication* conduits
3. Provide a working environment that fosters a high standard of *performance, recognition* for contributions, innovations, mutual respect and a healthy quality of life
4. Enhance proactive participation and cooperatively strive for improved *regional transportation*.

Key Initiatives

- Improve customer service by increasing access to timely and accurate information, and

ACCOMPLISHMENTS

Community/Business/Stakeholder Relationships

- ✓ Worked diligently with political leaders, community and business leaders, and the public to fully implement the T-Line. Initiated innovate marketing plans (i.e., free ride programs) to promote ridership and stimulate public support.
- ✓ Maximizing \$71 million in total ARRA funds received, the SFMTA logged nearly 800,000 total job hours, ranking SFMTA sixth among all top agencies around the country and fourth for jobs created or retained in the first quarter of 2010 using these federal funds.
- ✓ Partnering with the business and community stakeholders, the SFMTA created and/or sustained over 568 jobs including laborers, project managers and coordinators, electricians, engineers, inspectors, quality control, machinists, installers and more.
- ✓ Increased sales outlets and vendors for fare media throughout the City. Able to attract 25 additional vendors for revenue media distribution by increasing the commission rates from \$0.25 to \$0.50 per item, resulting in an expansion of the vendor network within San Francisco.
- ✓ Meticulously crafted December and May Muni service modifications utilizing extensive customer input and TEP data and actually increased service hours at less cost during the December service modifications.
- ✓ Implemented Sunday Streets and SF Shop programs.

Communications – Internal/External

- ✓ Developed and implemented the SFMTA Ambassador Program, community relations, and outreach programs to inform the public of major service modifications and capital projects that impact communities, businesses and customers.
- ✓ SFMTA increased its visibility, affiliation within the transportation industry by securing appointments on executive-level boards and commissions within the following national organizations:

<p>resolve complaints swiftly with integration of the City's new 311 center</p> <ul style="list-style-type: none"> ➤ Develop new customer service information center at 11 South Van Ness for all parking and traffic and fare media related issues. ➤ Provide meaningful and comprehensive outreach to our stakeholders for public participation in the Transit Effectiveness Project goals. 	<ul style="list-style-type: none"> ▪ American Public Transit Association (APTA) ▪ California Transit Association (CTA); ▪ National Association of City Transportation Officials (NACTO) ▪ Major Cities Rail Discussion Group (MCRDG) ▪ Transportation Research Board (TRB) of the National Academies ▪ Transit Cooperative Research Program (TCRP) <ul style="list-style-type: none"> ✓ Instituted various social media conduits/ communications venues, i.e., blogs, Twitter and Facebook to advance the Agency's strategies, goals and initiatives. ✓ Leveraged \$1.3 million in free media ongoing partnerships to communicate SFMTA messaging with premier events such as Bay to Breakers, Ballet, Opera and Symphony opening nights, Pride parade and many more. ✓ Established new tradition of Town Hall meetings as an open public forum for informal industry debate of regulations, policies, budget, and business opportunities. ✓ Implemented agency-wide communication strategies including outreach sessions at nearly all work sites to discuss the SFMTA's mission, strategies and goals, and to foster enhanced dialogue with management and staff across the organization. Issued regular updates via Nat's Notes on key issues involving the Agency and an enhanced quarterly SFMTA employee newsletter, En Route. ✓ Successfully launched an intranet portal for employees to provide anonymous suggestions to generate additional revenue and/or reduce expenses. ✓ Implemented Extended ED Team program to expand the leadership, communications and accountability for Agency goals to the Deputy Director and Senior Management levels within the Agency. <p>Performance Recognition</p> <ul style="list-style-type: none"> ✓ Completed a comprehensive employee survey to assess employees' satisfaction with their current job, working environment and assessment of their level of commitment to the Agency. ✓ APTA International Rodeo and Rail conference - Hosted the annual conference, showcased the new Muni Metro East Facility, and won the rodeo competition. ✓ Received three APTA AdWheel awards for "Good People/Tough Jobs," Cultural (ballet, symphony and opera) and regional "Healthier Planet/Healthier You" campaigns. ✓ Safe Drivers Awards Banquet – Hosted the annual event honoring accident free operators; Special recognition for safe operators and exemplary employees at SFMTA Board meetings.
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Federal/Regional/Local Transportation Initiatives

- ✓ *FTA Triennial:* During the review, the SFMTA received high ratings for 24 of the 28 service areas reviewed. Minor findings were closed prior to issuance of the Final Report.
- ✓ *Transbay Joint Powers Authority:* Chaired the regional leadership governing body comprised of government and transportation leaders responsible for the design, construction, operations and maintenance of a \$3.5 billion multi-modal facility in downtown San Francisco. In addition, the High Speed Rail bond that passed in November 2008 begins the process of bringing high speed rail to San Francisco. This project will be interconnected and crucial in the integration of High Speed Rail within the San Francisco area.
- ✓ *Caltrain, Peninsula Corridors Joint Powers Board:* Provided expertise and leadership to the Board which manages the Regional Commuter Rail Service (Heavy Rail) – Caltrain, serving 31 stations, in 19 cities, over 77 miles of track; provided supplemental funding to restore service for the heavy rail commuter system; proved invaluable during the initial phases of the Caltrain Electrification Project, designed to improve train speed, performance, and reduce noise and air pollution; Collaborated with the California High Speed Rail Association to coordinate connectivity between the existing Caltrain commuter rail system and the proposed high speed rail system northern California.
- ✓ *MTC, Translink/Clipper Card:* Spearheaded and chaired the implementation of a regional uniformed fare media, smart card.
- ✓ *Decriminalization of Transit Citations:* Collaboratively, working with State Legislators and Local elected officials to decriminalize transit citations violations in the State of California, resulting in reduced lag time for processing citations in the court systems and increased revenues to various transit agencies state-wide.
- ✓ *Proposition A:* Passage of Prop A, which granted greater budgetary and management authority for the SFMTA, as well as additional control over parking and other revenues.
- ✓ *BOS/SFMTA Limited Scope Performance Audit:* Led the Agency through a comprehensive audit of the governance structure, transit operations, overtime, schedule, and finance.
- ✓ *SFMTA Reform Plan:* Strategically worked with the Board of Directors, political and community leaders to develop a plan to reform the Agency, resulted in improved governance principles, accountability for interdepartmental agreements, and creation audit/compliance program.

Financial Capacity

To ensure financial stability and effective resource utilization

Objectives

1. *Increase revenue* by 20% or more by 2012 by improving collections and identifying new sources
2. Ensure *efficient* and *effective* use of *resources*

Key Initiatives

- Continue aggressive pursuit of all revenue sources and improved management of resources
- Establish a framework of policies and procedures that foster the long term financial stability of the Agency
- Prepare a comprehensive Capital Investment Plan for the SFMTA
- Develop and implement a more efficient fare evasion mitigation program.

ACCOMPLISHMENTS

Revenue Enhancements

✓ *Fares/Fees & Other Revenues*

- On a year-over-year basis, transit fare revenues increased from \$152 million in FY09 to \$186 million in FY10. Total revenues increased from \$687 million in FY09 to \$711 million in FY10.
- Fast Pass sales increased due to increased distribution capacity and ridership during the identified period.
- Generated \$13 million in new revenues from increases in parking citations.
- After decades of debate, initiated the Taxi Medallion Sales Pilot project intended to generate approximately \$50 million in sales.

✓ *Revenue Contracts*

- Procured a five-year contract with Titan Outdoor for advertising on all SFMTA transit shelters. Minimum Annual Guarantee (MAG) starts at \$4 million and escalates by 5% annually for a total MAG of \$22 million.
- Instituted a 5-year agreement with PRWT Services to process citation processing that includes an electronic parking citation issuance and reporting system; a storage feature that records citation information useful for collection of hard to collect parking citations. Citation revenue increased \$13 million, as a result.

✓ *Grant Revenues (Federal, State, Local)*

- Submitted over 100 grant applications totaling over \$500 million and secured over 55 grant awards totaling over \$350 million.
- Obtained \$90 million in American Recovery and Reinvestment Act for various projects via Metropolitan Transportation Commission.
- Completed the New Starts financial application for the Central Subway including transit oriented development and air rights over transit stations.

Efficient & Effective Resource Utilization

✓ *Budget*

- Produced the first two-year cycle budget for Fiscal Years 2008 & 2009 in accordance with Proposition "A" approved by the San Francisco voters in November 2007.
- Worked collaboratively with Mayor and Board of Supervisors to balance the agency's two-year budget (FY 10/11 & FY 11/12) by implementing service modifications, securing \$14 million in additional regional/local funding, labor concessions and instituting transit operational efficiencies.
- Due to the economic downturn in the fall of 2008 and amendment to the originally approve FY 2010 budget was necessary. A budget deficit gap of \$129M was closed by adjusting fares, fees, fines and rates and implementing expenditure reductions across the Agency.

✓ *Finance*

- SFPark procured a \$22M fund exchange to expand the pilot program to determine the viability of a congested parking management program that varies parking rates based on demand.
- Purchased and installed multi-space meters at the San Francisco Port, 1,000 parking spaces resulting in increase efficiency and revenue collection.
- Developed new revenue inventory system that allows for assessment of late fees, financing charges and other fees for non-adherence to contract. It will also allow for an aggressive pursuit of accounts receivable.
- Contracted with Cambridge Systematics to lead a nexus study for a proposal to allow update to impact fees for transit and transportation developments
- Instituted a fare compliance study to determine fare compliance patterns, to be used in the development of a fare enforcement employment strategy that will increase fare revenues by reducing fare evasion.
- Negotiated changes in the 3-1-1 Customer Service Center agreement changing SFMTA's obligation to a cost-per-minute model for services resulting in a savings of \$1M.
- Established a reserve policy for designation of funds for various unforeseen events.
- 179 Automatic Counters (APC) installed on bus fleet.

	<ul style="list-style-type: none"> ▪ Approved implementation of an automatic indexing policy for fares, fees and fines based on the Consumer Price Index. <p>✓ <i>Human Resources & Labor</i></p> <ul style="list-style-type: none"> ▪ Negotiated open/closed contracts with unions, resulting in a saving of \$12.6 million dollars for FY 10/11. ▪ Reduced worker compensation costs and benefits payments by \$2.9 million, exceeding the goal by \$500,000. Reduced the number of worker compensation claims by 10% and negotiated a \$0.4M reduction in Third Party Administrator contract costs. ▪ Continue to seek out salary savings, reductions and streamlining of overhead; actively monitor overtime and sick leave expenditures on a monthly basis; reduced unscheduled transit operator leaves by 1% in FY 2009 <p>✓ <i>Operational Costs</i></p> <ul style="list-style-type: none"> ▪ Leveraged 3% reduction in costs with many vendors ▪ Deactivated 402 cell phone accounts and developed a Cell Phone Eligibility Policy for continual review of cell phone inventory and account elimination. ▪ Conducted a Recycling Plan Pilot at the Kirkland Yard that will save \$0.061M per year ▪ Revised the MOU with the SFPD that allowed for more sworn officer presence on SFMTA transit vehicles and facilities. In addition more sworn officers were assigned to Muni Response Teams allowing for defray in interdepartmental costs. ▪ Financial Advisor contract firms selected for a creation of a five-year Financial Advisory Pool that will provide advice in various financial activities such as bond financing. <p>✓ <i>Safeguard Assets & Mitigation</i></p> <ul style="list-style-type: none"> ▪ Finalized 3-year agreement for security services from Cypress Security Services to safeguard SFMTA property against vandalism, provide security escorts to SFMTA staff during transfer of fare revenue and media; and provide personnel for the monitoring of the ADA and Cable Car Observers Programs for the service on buses, light rail vehicles and cable cars. ▪ Procurement to two Cable Car Kiosks from American Recovery Reinvestment Act funding which will serve as fare media centers that will increase the processing and accessibility for fare procurement.
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- Changed the design of the Fast Pass hologram making duplication more difficult resulting in fraud reduction.
- ✓ *Capital Investment Plan (CIP)*
 - Embarked upon a process to update the Agency's Capital Investment Plan (CIP). This process included the introduction of Decision Lens software as a tool to standardize the capital project prioritization process, as well as updating the inventory of our capital assets valued at over \$13.2 billion dollars.

SFMTA Workforce

To provide a flexible, supportive workforce that takes pride and ownership of the Agency's mission and vision and leads the Agency into an evolving, technology-driven future.

Objectives

1. Increase resources available to employees in performing their jobs (tools, staff hours, etc)
2. Improve facilities in which people are working
3. Improve internal communication and employee satisfaction
4. Increase internship and apprentice opportunities for fill critical positions
5. Improve SFMTA's ability to grow and retain strong leadership (Succession Planning)
6. Improve the performance management process across all classifications
7. Develop Leadership and Management Training
8. Improve work/life balance of employees
9. Improve access to Human Resource System information

ACCOMPLISHMENTS

Workforce Development

✓ *Performance Evaluations:*

- Completed annual performance appraisals and work plans for 100 percent of direct reports. Implemented refined performance planning and evaluation program for all SFMTA employees for FY10.

✓ *Transit Operator Development & Training*

- Developed the first-ever SF Municipal Railway Rail Rule Book;
- Revised Light Rail Vehicle (LRV) 40-day training program;
- Implemented Transit Operator Sensitivity Training focusing on transport and customer service of disabled customers;
- Strengthened the performance evaluation program for Superintendents and Assistant Superintendent positions.

✓ *Leadership & Management Training:*

Established Senior Leadership Teams to focus on six key areas to enhance employee relations. Commissioned and empowered the teams to focus on:

1. Developing a system to document the Agency's standard business practices.
2. Identifying the ideal hiring attributes of potential candidates for employment.
3. Creating various venues to foster two-way communications within the Agency at all levels.
4. Identifying ways to encourage employees to strive for excellence.
5. Encouraging continual improvements in management techniques and methods.
6. Identifying ways to promote inter-departmental teamwork.

10. Improve access to knowledge across the SFMTA (HR portal)

Key Initiatives

- Embrace the SFMTA's values at all levels and divisions by focused communication, involvement and employee recognition.
- Implement an Agency-wide Performance Appraisal Program that makes employees at every level accountable for successful achievement of Agency goals and standards.

✓ *Employee Wellness Section*

- Employee Wellness section that includes fitness for work, substance abuse, employee health and exercise program and stress reduction as the means to improving employee health.

✓ *Conflict Resolution Training*

- Continued implementation of the Management and Executive Leadership Program encompassing an in-house conflict resolution curriculum. To date, 100 percent of managers and supervisors have completed training that will enable them to resolve conflict through a methodology focused on ownership of decisions rather than a divide and conquer approach.

✓ *Workplace/Facility Improvements*

- Enhancing and improving workplace facilities with the build outs and tenant improvements of the 6th and 8th floors of 1 South Van Ness Avenue.

Information Technology

To improve service and efficiency, the SFMTA must leverage technology.

Objective

1. Information and Technology Leadership: Identify, develop and deliver the enhanced systems and technologies required to support SFMTA's 2012 goals.

Key Initiatives

- Complete the following projects: Translink revenue readiness, SHOPS upgrade, Trapeze, garage system assessments and automated fare collection systems.

ACCOMPLISHMENTS

Information Technology Enhancements

✓ *Transit Services*

- *Line Management Center/Operations Control Center:* Integrated and extended oversight and management of transit services by creating the line management center. Improves service reliability and on-time performance.
- *Transportation Management Center:* Integrates communications, security, and transit management systems thereby enhancing coordinated efforts during emergency preparedness, homeland security, and emergency responders.
- *Automatic Vehicle Location System:* Substantially completed implementation of integrated Automatic Vehicle Location system, a global positioning system-based, real-time information, customer service and management system for all SFMTA revenue modes.
- *NextBus/NextMuni:* Implemented new support maintenance agreement with NextBus that will allow for two-year AVL production agreements. Implemented Live NextMuni updates (route information, wait times, and more) via touch screen; completed roll-out to more than 300 locations across the City
- *Transit Only Lane System:* Implemented Transit Only Lane System to enforce transition only lanes and provide citations to offenders.
- *Google:* Launched Google Transit partnership in April 2008 – increased public access to transit information.
- Deployed forward-facing cameras on 2 highly traveled routes (38/L, 14X/L)

✓ *Taxis*

- Initiated first-ever collection of electronic records for taxi drivers which will result in accurate data.
- Initiated electronic data storage project for driver permit holders to allow transfer of new driver applications

and training to SFMTA, which will free up SFPD Taxi Detail resources for enforcement efforts against illegal vehicles.

✓ *Management Information Systems*

- Decommissioned Operator payroll scheduling/payroll system used by SFMTA. Saved SFMTA over \$400,000 annually in payments to PUC.
- Implemented Wi-Fi solution for all floors at 1 South Van Ness to increase productivity and allow wireless connectivity.
- Developed *Service Check Robot* to send automated email from Trapeze to assist management staff in planning and direction of service resources.
- Central Control/OCC successfully implemented new incident paging software *Send Word Now* that allows simultaneously sending of messages to groups of managers.
- Developed Management Dashboard to provide timely data on procurement. Reporting incorporates data from SHOPS inventory management system, ADPICS City purchasing system and City financial system
- Continued refinement of SHOPS/ADPICS interface which permits electronic transfer of purchasing data between two non-integrated systems. Interface provides purchasing staff with automated sorting, consolidating, and prioritizing queues of pending purchase requests
- Completed the Implementation and deployment of Trapeze scheduling for Muni Operations including the installation of Trapeze version 8 upgrade.
- Developed at Emergency Response/Control Center equipped with television monitors and wiring to facilitate crisis and event management
- Completed first phase of DPT and SFMTA network consolidation

KEY STRENGTHS OVERVIEW

SFMTA | Municipal Transportation Agency

SFMTA KEY STRENGTHS



- Agency Structure
- Strong Stakeholder Support
- Multiple Revenue Streams
- Sustainability Focus

Agency structure, staff and stakeholder support are key assets

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KEY CHALLENGES - OVERVIEW

SFMTA | Municipal Transportation Agency

KEY CHALLENGES

- **San Francisco Growth Challenge:**
 - Population & Employment
 - Sustainable Mobility Shift
- **Key Challenges for the SFMTA:**
 - Infrastructure
 - Funding
 - Policy
 - Human Resources

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NOTES

SF JOB & POPULATION PROJECTED GROWTH

SFMTA | Municipal Transportation Agency

San Francisco Growth Challenge

San Francisco	2010	2015	2020	2025	2030	2035	Growth
Population	810,000	837,500	867,100	900,500	934,800	969,000	159,000 people
Employment	568,730	606,540	647,190	694,830	748,100	806,830	238,100 jobs
Households	346,680	359,170	372,750	386,800	400,700	415,000	68,320 units

Projections: More People and Jobs in San Francisco

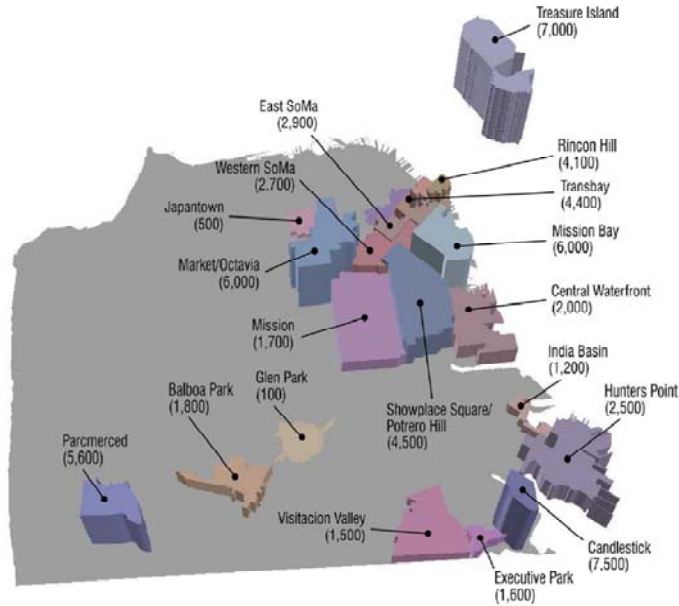
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POPULATION: PRIORITY DEVELOPMENT AREAS

SFMTA | Municipal Transportation Agency

San Francisco Growth Challenge



Population: Priority Development Areas

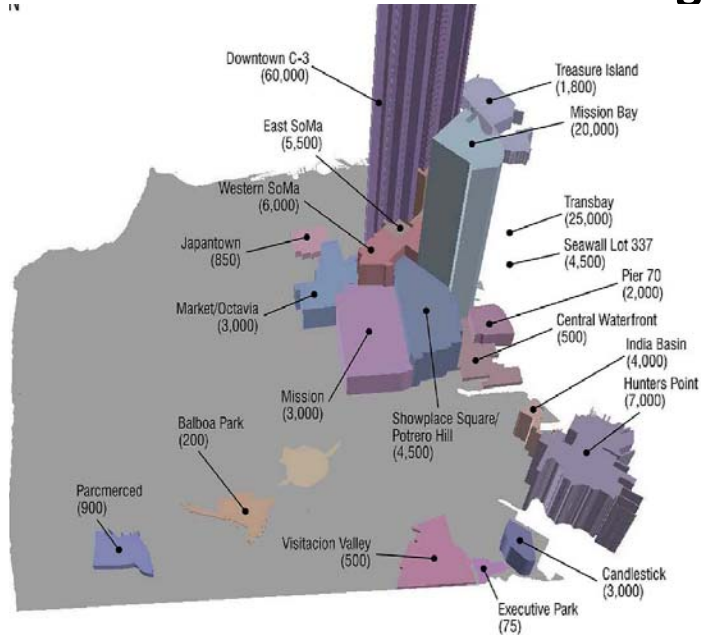
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EMPLOYMENT: PRIORITY DEVELOPMENT AREAS

SFMTA | Municipal Transportation Agency

San Francisco Growth Challenge



Employment: Priority Development Areas

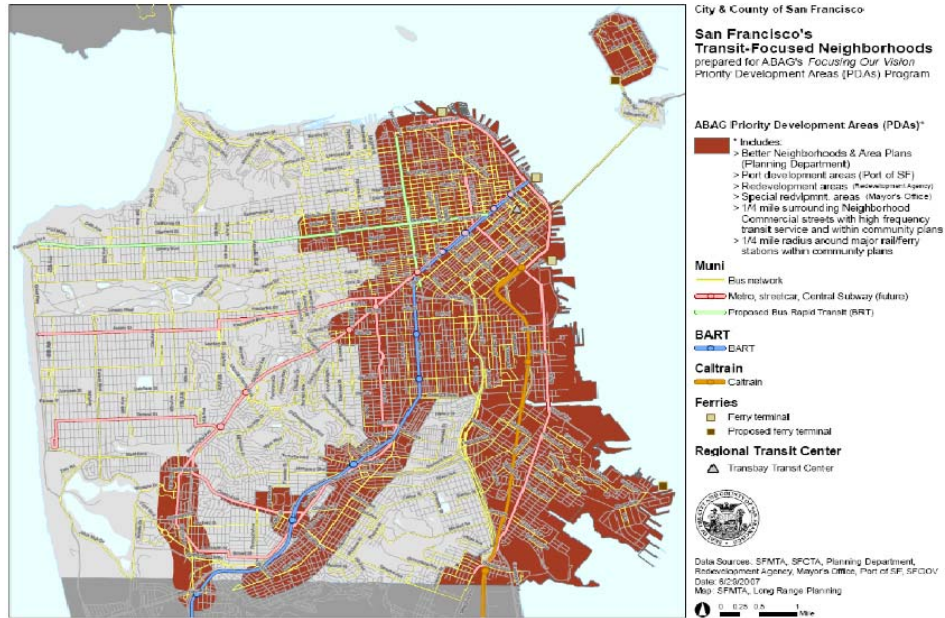
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TRANSPORTATION: PRIORITY DEVELOPMENT AREAS

SFMTA | Municipal Transportation Agency

San Francisco Growth Challenge



Transportation Linked to Priority Development Areas

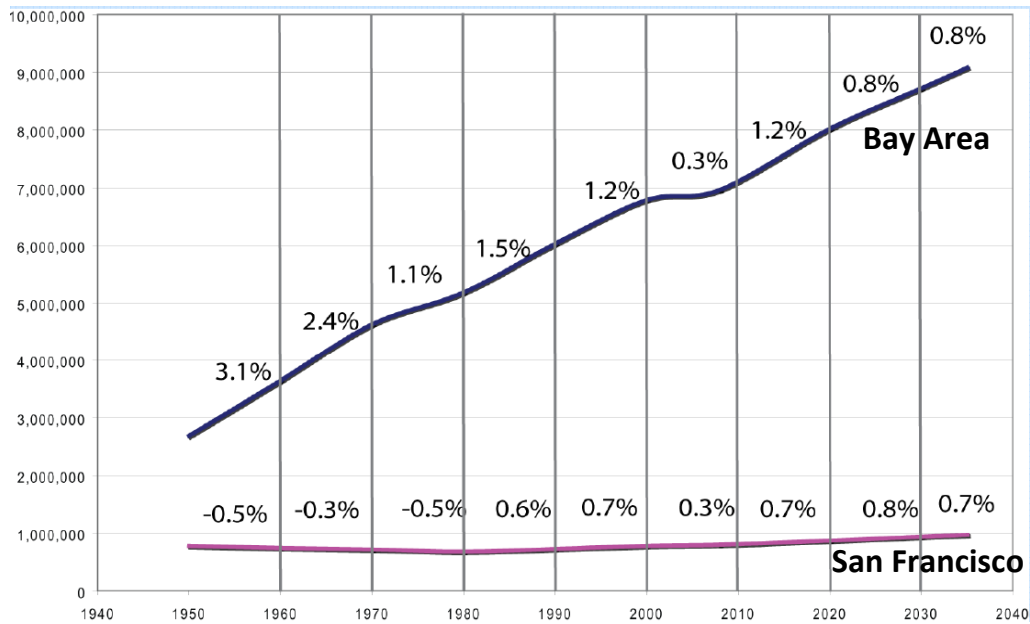
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REDUCED REGIONAL POLUTATION SHARE

SFMTA | Municipal Transportation Agency

San Francisco Growth Challenge



Reduced Regional Population Share

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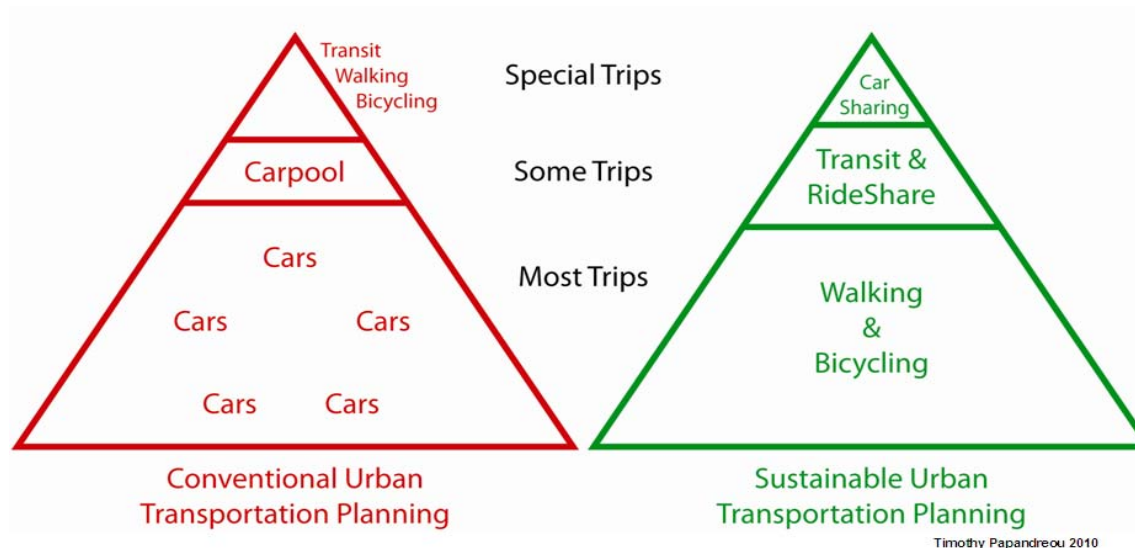
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SUSTAINABLE MOBILITY SHIFT

SFMTA

Municipal Transportation Agency

San Francisco Growth Challenge



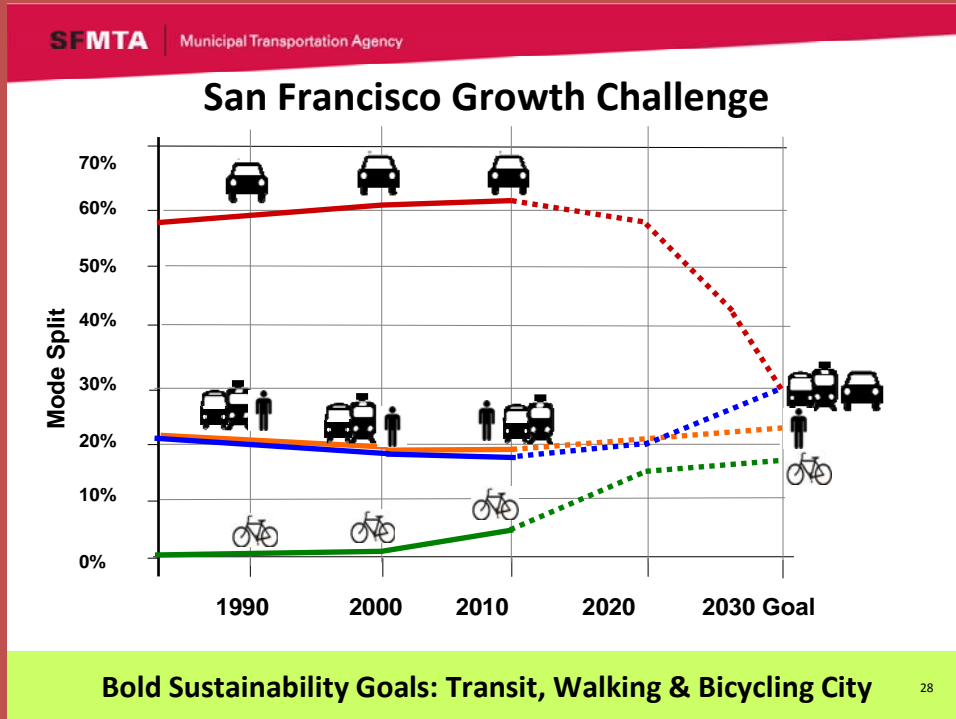
Timothy Papandreou 2010

Sustainable Mobility Shift: Focus on Moving People not Cars

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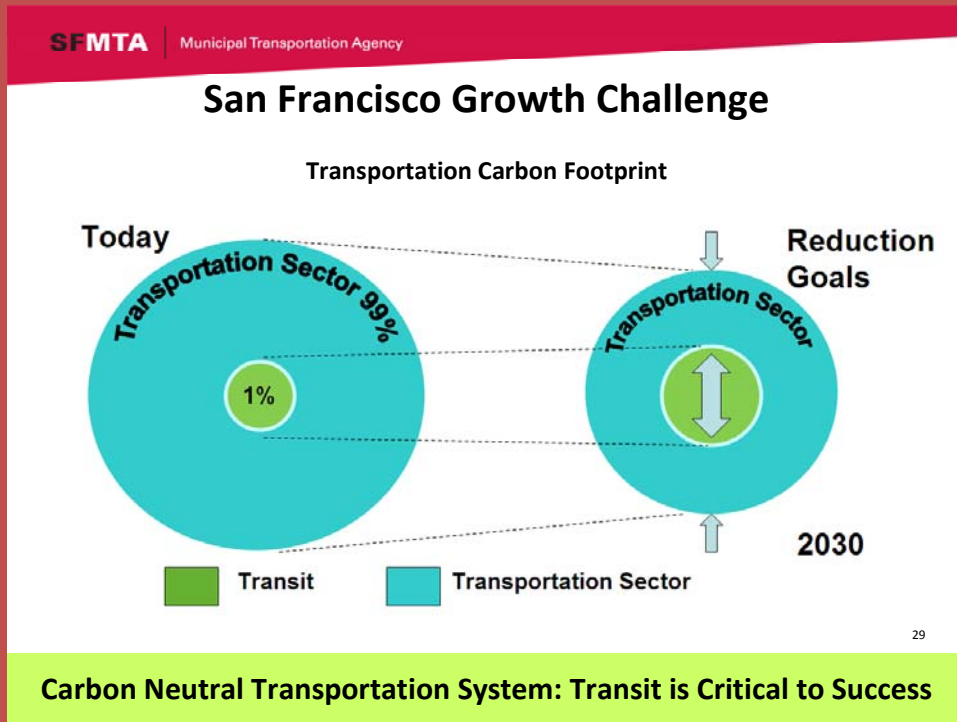
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SUSTAINABLE GOALS: TRANSIT, WALK, BICYCLE



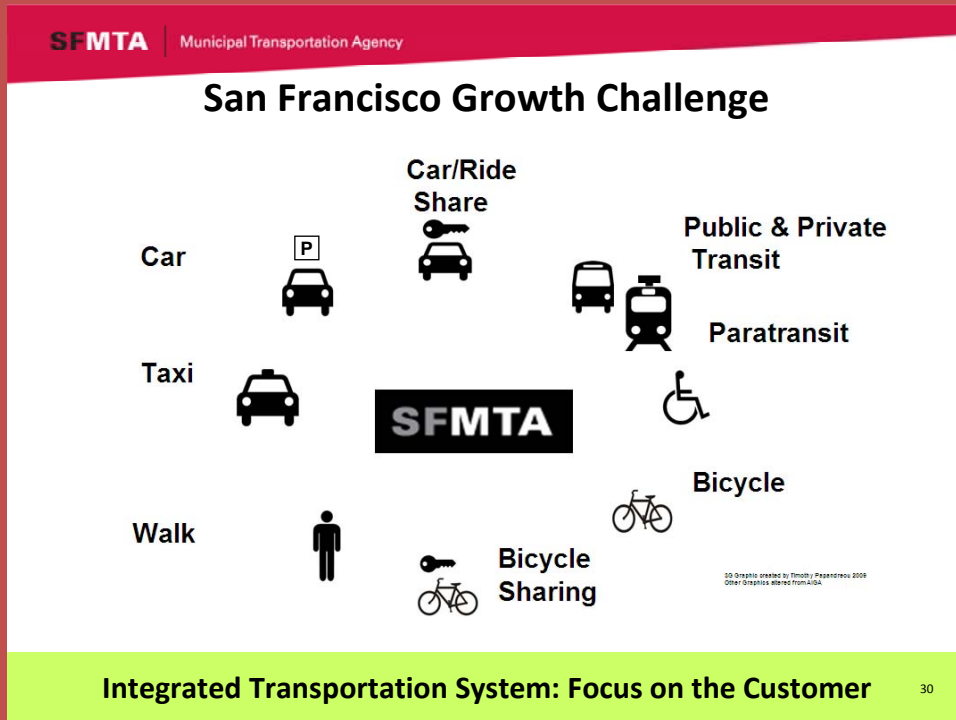
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CARBON NEUTRAL TRANSPORTATION SYSTEM



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INTEGRATED TRANSPORTATION SYSTEM



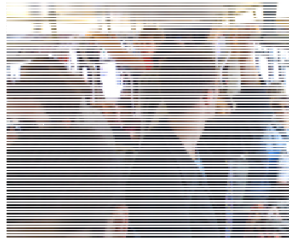
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KEY CHALLENGES FOR THE SFMTA

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Key Challenges for the SFMTA

- Infrastructure
- Funding
- Policy
- Human Resources



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NOTES

INFRASTRUCTURE CHALLENGES - CAPACITY

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Infrastructure Challenge



- System Safety & Security
- Fleet & Facilities Capacity
- Vehicle Electrification Needs
- High Speed Rail Integration

Our Transportation System is at or over capacity

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NOTES

FUNDING CHALLENGES - SHORTFALLS

SFMTA | Municipal Transportation Agency

Funding Challenge



- Unpredictable Funding Sources
- Project & Operating Funding Gaps
- Re-authorization
- New Funding Sources

Transportation Funding falls far short of needs

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NOTES

POLICY CHALLENGES – INTEGRATE MODES

SFMTA | Municipal Transportation Agency

Policy Challenge



- New Policy Directives
- Limited Rights of Way
- Transit Oriented Development
- Transportation Fleet

More road space will be needed for Transit, Walking & Bicycling ³⁴

NOTES

POLICY CHALLENGES – AGENCY BRANDING

SFMTA | Municipal Transportation Agency

Policy Challenge



- Agency Branding
- Integrated Services
- Transportation Partnerships

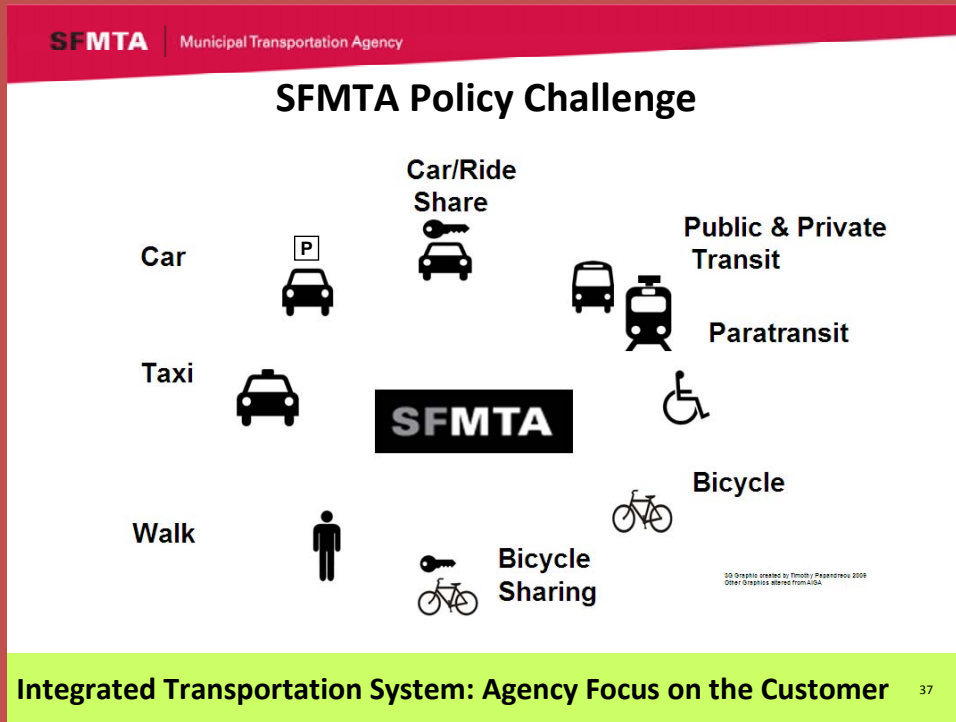


Integrate modes and fares for the customer

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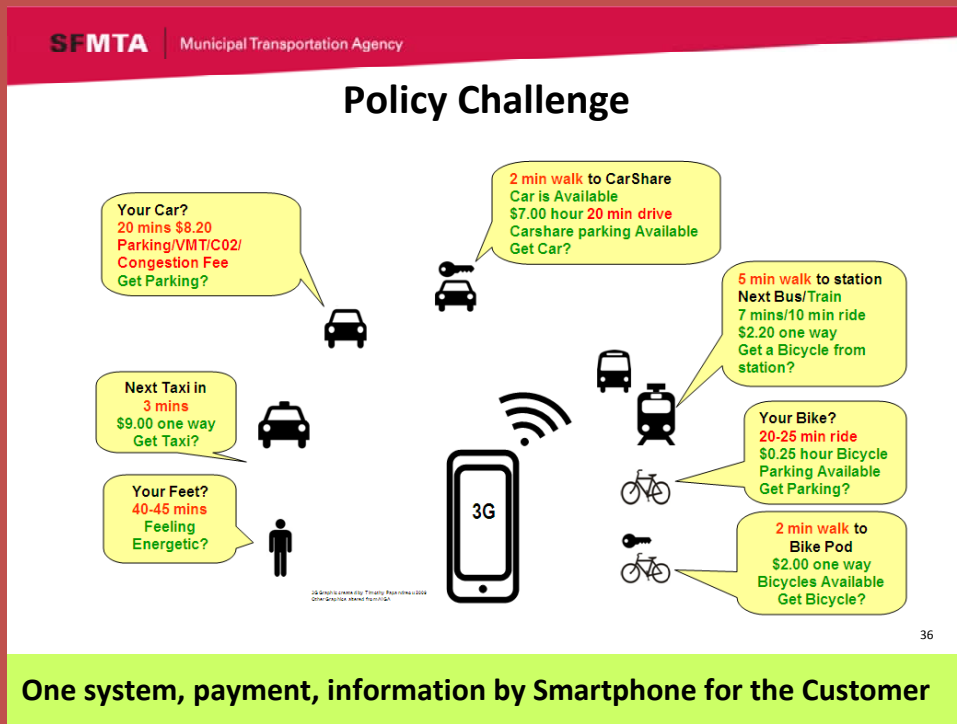
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POLICY CHALLENGES – INTEGRATION



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POLICY CHALLENGE - TECHNOLOGY



NOTES

HUMAN RESOURCES CHALLENGES

SFMTA | Municipal Transportation Agency

Human Resources Challenge



- Workforce Development
- Employee Communication
- Succession Planning
- Regulatory Compliance

Create a multi-modal culture that is customer driven

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NOTES

SFMTA COMMITMENTS

SFMTA | Municipal Transportation Agency

SFMTA's Major Commitments

- **Infrastructure**
 - Central Subway
 - Van Ness BRT
 - TEP Projects
 - Fleet & Facilities
 - Rail Renewal Projects
 - Central Communications
 - Bicycle & Traffic Calming Projects
 - Traffic & Pedestrian Signals
 - Clipper Implementation
 - SFPark
 - Citywide Pilots
- **Funding**
 - Central Subway FFGA
 - Van Ness BRT
 - State of Good Repair
 - New Revenue Sources
 - Review Fees, Fares, Fines
 - Cost Recovery & Efficiencies
- **Policies**
 - Rights of Way Management
 - Capital Investment Plan
 - Climate Action Plan
 - Transit Effectiveness Project
 - Market Street Re-Design
 - EN-TRIPS
 - Station Area Plans
 - Auto Trip Mitigation
 - Better Streets Delivery
 - Taxi Integration & Regulation
- **Human Resources**
 - Recruit/Train Staff
 - Transit Operators
 - Fill operator positions
 - Pensions and Benefits
 - Collective Bargaining Agreements

Agency has a significant amount of agreed upon commitments 40

NOTES

DEVELOP A “NEW” FRAMEWORK & STRATEGY

SFMTA | Municipal Transportation Agency

NEW STRATEGIC DIRECTION

- **Develop a Framework**
- **Key Questions for the Board of Directors:**
 - *Infrastructure Challenges*
 - *Funding Challenges*
 - *Policy Challenges*
 - *Human Resources Challenges*
- Feedback go to www.sfmta.com/strategicplan/survey

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NOTES

FOCUS ON THE FUTURE – KEY QUESTIONS***Infrastructure Challenges***

1. How do we keep pace with market demand for SFMTA services if projections for increased population, jobs and development and redevelopment throughout the Bay Area materialize?
2. How do we maintain the City's transportation infrastructure in a state of good repair to improve safety and reliability amid other competing interests such as expansion?
3. How do we meet the need for additional vehicle storage facilities—the equivalent of two new operating divisions—as we expand the fleet?
4. With fleet replacement on the horizon, how do we leverage emerging technology to optimize capacity and efficiency?
5. How will the City's transportation network interact with High Speed Rail and at what operating and capital costs?

Funding Challenges

1. Do we support a reauthorized federal surface transportation act that includes operating aid—perhaps at the expense of capital funding, and how do we support a more robust bill?
2. With the state in perpetual financial chaos, how do we and our partner agencies advance a viable agenda for state transportation funding? As it appears unlikely that any new funding sources will be advanced in Sacramento in the foreseeable future, what does this decline in state support mean for the SFMTA's long-term financial stability and what step/actions should be taken immediately to address projected shortfalls?
3. Given the fact that City sales tax revenues rely on a buoyant economy, can we expect additional local funding until the economy, including tourism, revives?
4. What are the likely sources of additional local dedicated funding and which would appeal most to voters?

FOCUS ON THE FUTURE – KEY QUESTIONS

5. How do we leverage more innovative, stable sources of funding as we continue to improve the transportation network?
6. How do we deliver on 200 projects that are not fully funded, let alone 150 community projects?
7. How do we compete for additional funds with regional projects such as Transbay Terminal and High Speed Rail?
8. What types of new revenue streams can we stimulate by leveraging our assets and pursuing innovative financial mechanisms?

Policy Challenges

1. How do we manage limited space in already congested travel corridors to accommodate growth in pedestrians, transit, traffic, parking, bicycles—and refueling stations for the anticipated proliferation of electric vehicles?
2. How do we balance the *Transit First Policy* with other green modes, such as walking bicycles, as well as with the needs of motorists and commerce in the City.
3. If sufficient funding is not available, do we opt for keeping the transportation network in a state of good repair, focus on expansion or attempt both knowing that the results will probably not meet the public's expectations?
4. Will we continue with high-floor LRVs or transition to the industry low-floor standard when it is time to replace these vehicles?
5. Will we replace the electric trolley coach fleet or look to another type of vehicle with similar emissions benefits?
6. What are our priorities for taxi reform as we move beyond the initial pilots?
7. How do we integrate non-Muni public transportation services into the City's overall network for greater efficiency and customer convenience?
8. As the City's mobility managers, how do we integrate the role of taxis, car sharing and bicycle sharing to extend these mobility options?
9. How do we expand smart card technology to link all modes and to pursue opportunities with the private sector?

FOCUS ON THE FUTURE – KEY QUESTIONS

10. What percentage of costs do we recover with fares and fees?

Human Resources Challenges

1. How do we recruit the best and the brightest as the next-generation workforce in the wake of massive attrition?
2. How do we capitalize on recent safety improvements to field a workforce that is focused on safe service delivery and safety in the work place, thus reducing accidents, claims and workers compensation while also enhancing employee health and well being?
3. How do we instill an Agency-wide understanding of and focus on the SFMTA's broad multi-modal and emissions-reduction mission and its role in improving the quality of life for all who move about the City?
4. How do we set and control Agency priorities to maximize workforce resources and to avoid slowing down the delivery of service and projects stemming from unrealistic expectations?
5. Can we provide wages and benefits in this market to foster a first-rate workforce while also keeping operating costs within reasonable levels?

Public Feedback

We want to hear from everyone whether you work, live or play in the city to help us better gauge what the priorities of the people are and how we can better meet our collective goals in a more environmentally, economically and socially sustainable way. We have set up this survey on our website with the following link. I urge you all to go to www.sfmta.com/strategic_plan/survey and tell us what you think.

We will be presenting the results of this survey at our future Board meeting this fall.

"PROPOSED" STRATEGIC GOALS – FY 2012-2016

GOAL #1:

OBJECTIVES:

a)

b)

c)

GOAL #2:

OBJECTIVES:

a)

b)

c)

GOAL #3:

OBJECTIVES:

a)

b)

c)

GOAL #4:

OBJECTIVES:

a)

b)

c)

APPENDIX 1 – RIDERSHIP SURVEY RESULTS 2010

EXECUTIVE OVERVIEW

Ridership Survey 2010
S.F. Municipal Transportation Agency

BACKGROUND

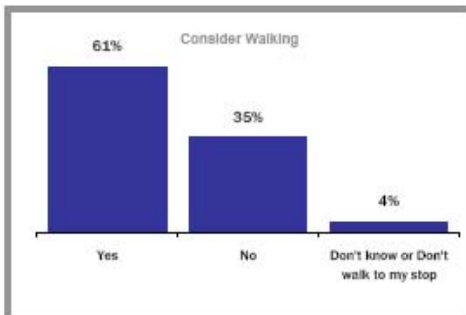
This project was a telephone survey conducted among adult San Francisco residents who had used Muni in the past six months. A total of 563 interviews were conducted during the period August 17 through September 13, 2010. Interviews were conducted in English, Spanish, and Cantonese.

KEY FINDINGS

USAGE OF MUNI

More than 4 in 10 respondents (43%) use Muni at least five days a week.

- A lower share of Caucasian riders use Muni often (5 days a week or more) compared to other ethnicities. Hispanics and Blacks/African-Americans were most likely to ride Muni at least five days a week.



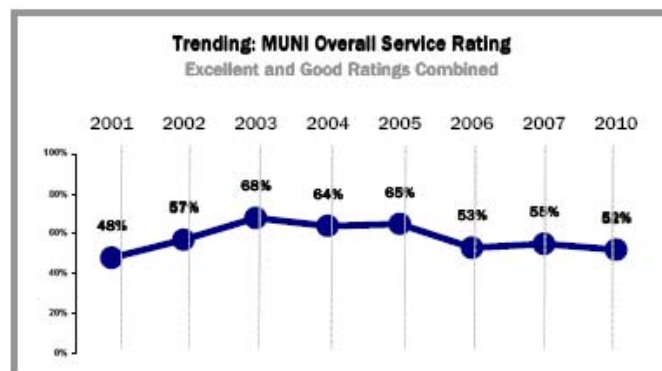
Most (61%) indicate that they would consider walking a longer distance to their Muni stop if they knew it would reduce their overall travel time.

- Those who use Muni at least several times a week were least likely to want to walk a longer distance to save time.
- Men were more likely to consider walking a longer distance (67%) than women (56%).

OVERALL RATING

Just over half of respondents (52%) rate Muni service as excellent or good.

- Overall satisfaction among Muni riders has dropped slightly compared to 2007 (the last time the survey was conducted), when 55% rated Muni service excellent or good.
- Those who use Muni less than once a week rate the service more highly than more frequent riders.



APPENDIX 1 – RIDERSHIP SURVEY RESULTS 2010

MUNI SERVICE ATTRIBUTES

Riders were asked to rate Muni's performance on a variety of attributes as Excellent, Good, Fair, or Poor. Responses were assigned a value, with Excellent equaling "4" and Poor equaling "1", to come up with an average (mean) score for each attribute.

The **attributes which rated highest** were:

- Accessibility for persons with disabilities
- Safe operation of vehicles
- Feeling safe and secure while waiting at a Muni stop or station

Those attributes **rated lowest** were:

- Vehicle cleanliness
- Service frequency
- Service reliability

MUNI WEB SITE

More than half of all riders (56%) have visited the Muni website.

- Males (59%) are somewhat more likely than females (54%) to have visited the web site.
- English speakers are more likely to visit the Muni web site than other language groups.

Visited Muni's Website		----- 2010 -----	
		Yes	No/Don't Know
Total (all respondents).....		56%	44%
<u>By Usage of Muni</u>			
5 or more days/week (n = 242).....		60%	40%
Several times a week (n = 147).....		47%	53%
Once a week (n = 64).....		63%	38%
3x/month or less often (n=109).....		56%	44%
<u>By Gender</u>			
Male (n = 257).....		59%	41%
Female (n=306).....		54%	46%

When asked to rate the usefulness of potential features for Muni's website, many of the features were considered extremely or moderately useful to riders. The features which rated highest were:

- Vehicle arrival predictions to indicate when a particular vehicle is coming;
- Bus and rail schedules;
- Service change announcements; and
- Maps of the entire Muni system (including routes and rail lines).

FAMILIARITY WITH CLIPPER AND MUNI'S AMBASSADOR PROGRAM

- Usage of the Clipper card was higher among those who use Muni frequently (at least several times a week).
- Among those who said they are not currently using a Clipper card, 74% said they are aware of the card.
- Only 12% said they are familiar with the Muni Ambassador program.
- However, 67% of respondents said such a program would be at least somewhat useful.
- Those who have not visited Muni's web site, as well as those who rated Muni's overall performance Good or Excellent, were more likely to indicate the Ambassador program would be useful.

Notes: The sample sizes in the total are: 2010 (563), 2007 (445), 2006 (443), and 2005 (400). Percentages may not add up to 100% due to statistical rounding.

APPENDIX 2 – COMPARATIVE DATA

According to the FY 2008-2009 data reported to the Metropolitan Transportation Commission (MTC), the SFMTA ranks number one (#1) in transit operation efficiency as compared to the other Bay Area transit agencies. The comparative information is presented below:

RANK	AGENCY	PASSENGERS: 2008-2009/ 2007-2008/ Percent Change	2008-2009: Farebox Revenue/ Total Revenue/ Total Costs	Cost Per Passenger	Employees (FTE)	Executive Director/CEO
1	San Francisco Municipal Transportation Agency (MUNI)	227,891,000 221,213,000 3.0%	\$151,563,000 \$151,563,000 \$670,027,000	\$2.94	3,633	Nathaniel P. Ford Executive Director/CEO
2	San Francisco Bay Area Rapid Transit (BART)	114,868,000 115,433,000 -0.5%	\$318,094,000 \$512,345,000 \$520,535,000	\$4.53	3,380	Dorothy Dugger General Manager
3	Alameda-Contra Costa Transit District (AC Transit)	70,134,000 70,311,000 -0.3%	\$54,903,000 \$321,188,000 \$323,111,000	\$4.61	2,224	Mary King Interim General Manager
4	Santa Clara Valley Transportation Authority (VTA)	46,330,000 44,610,000 3.9%	\$36,184,000 \$325,645,000 \$325,827,000	\$7.03	2,006	Michael Burns General Manager
5	San Mateo County Transportation District (SamTrans)	15,311,000 14,942,000 2.5%	\$17,325,000 \$142,950,000 \$109,029,000	\$7.12	634	Michael Scanlon CEO
6	Peninsula Corridor Joint Powers Board (Caltrain)	12,692,000 11,960,000 6.1%	\$43,353,000 \$89,726,000 \$89,726,000	\$7.07	111	Michael Scanlon CEO
7	Golden Gate Bridge, Highway & Transportation District	9,221,000 9,461,000 -2.5%	\$25,895,000 \$98,044,000 \$97,880,000	\$10.61	479	Celia Kupersmith General Manager
8	Central Contra Costa Transit Authority (County Connect)	4,322,000 4,565,000 -5.3%	\$5,011,000 \$32,263,000 \$32,263,000	\$7.46	266	Rick Ramacier General Manager
9	Eastern Contra Costa Transit Authority (Tri Delta Transit)	2,823,000 2,731,000 3.4%	\$2,590,000 \$19,020,000 \$18,633,000	\$6.60	185	Jeanne Krieg CEO
10	Livermore-Amador Valley Transit Authority (LAVTA)	2,411,000 2,301,000 4.8%	\$2,482,000 \$16,665,000 \$15,829,000	\$6.57	147	Paul Matsuoka Executive Director
11	Western Contra Costa Transit Authority (WESTCAT)	1,410,000 1,444,800 -2.6%	\$1,886,000 \$8,526,000 \$7,874,000	\$5.58	63	Charles Anderson General Manager
12	Alameda Ferry Services	543,000 604,000 -10.1%	\$2,742,000 \$5,719,000 \$5,719,000	\$10.53	Not Reported	Ernest Sanchez Ferry Service Manager
13	Union City Transit	482,000 454,000 6.2%	\$399,000 \$3,188,000 \$3,188,000	\$6.61	47	Wilson Lee Transit Manager

APPENDIX 3 – FINANCIAL SUMMARY

SFMTA FINANCIAL SUMMARY FY2007 TO FY2012 - DOLLARS IN MILLIONS

Revenue Category	2006-2007 Actual Results	2007-2008 Actual Results	2008-2009 Actual Results	2009-2010 Actual Results as of 8-26-10	2010-2011 Board Approved Budget	2011-2012 Board Approved Budget
Transit Fares	\$143.08	\$151.46	\$153.01	\$187.63	\$177.91	\$182.31
Operating Grants	\$112.03	\$119.45	\$99.50	\$82.59	\$126.30	\$106.89
Parking and Traffic Fees & Fines	\$194.78	\$201.35	\$236.50	\$239.61	\$256.65	\$276.48
Other (Advertising, Interest, Rent, etc.)	\$13.30	\$28.16	\$27.60	\$24.48	\$23.68	\$24.07
Fund Transfers	\$162.05	\$176.61	\$176.61	\$177.88	\$177.08	\$177.32
Fund Balance	\$55.24	\$94.48	\$74.59	\$42.20	\$0.00	\$0.00
Taxi Service Revenues	NA	NA	NA	\$2.14	\$13.40	\$13.50
TOTAL AMOUNT	\$680.48	\$771.51	\$767.81	\$756.53	\$775.02	\$780.57

Expenditure Category	2006-2007 Actual Results	2007-2008 Actual Results	2008-2009 Actual Results	2009-2010 Actual Results as of 8-26-10	2010-2011 Board Approved Budget	2011-2012 Board Approved Budget
Salaries & Benefits	\$430.93	\$459.96	\$475.60	\$454.33	\$466.32	\$462.09
Contracts and Other Services	\$58.97	\$53.35	\$57.60	\$47.39	\$69.18	\$75.76
Materials & Supplies	\$30.79	\$21.84	\$28.40	\$18.47	\$46.00	\$48.00
Equipment & Maintenance	\$15.10	\$35.94	\$35.90	\$38.26	\$51.60	\$50.50
Rent & Building	\$9.34	\$8.39	\$7.60	\$8.80	\$8.75	\$7.00
Insurance & Claims	\$43.35	\$52.03	\$58.80	\$58.57	\$72.73	\$76.77
Rainy Day Reserve	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Work Orders	\$39.56	\$48.74	\$61.90	\$61.29	\$60.44	\$60.45
TOTAL AMOUNT	\$628.04	\$680.25	\$725.80	\$687.11	\$775.02	\$780.57