

# Muni Forward

Fiscal Year (FY) 2013-2014 Annual Report



New Muni map, coming 2015: This new, more legible Muni map makes it easier to get around by emphasizing routes with frequent service and streets with a high concentration of transit.



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The SFMTA’s work is integral to the continued vitality of San Francisco, especially as the city continues to grow. In the next 25 years, San Francisco’s population is expected to swell to over one million people. To prepare for and respond to this growth, we are investing in our transportation network to improve travel choices, reduce congestion, maintain affordability and keep our infrastructure in good condition. I’m proud to be part of an organization that’s charged with such an important mission, and I’m happy to say we’ve made great progress this year.

San Francisco voters demonstrated that they understand the need to invest in transportation. On November 4, Proposition A passed with a resounding 71 percent of the vote, dedicating \$500 million in bond funds to build a more reliable Muni and safer streets for all. Proposition B passed with 61 percent of the vote, adding funds to support Muni based on population growth. I am deeply grateful for this strong support from the people we serve. Not only is the population growing, but people are also choosing to travel in different ways, choosing Muni, walking, bicycling, taxis or rideshare instead of driving. This shift in travel mode is great news for the environment, but it puts a strain on Muni and other parts of the transportation system. With limited road space, the only way to move more people around the city is to keep encouraging travel in something other than a car. Investing in other travel modes helps reduce congestion, making it easier to get around for people who choose to drive.

We are prioritizing investments to continue this promising trend. In 2013, Mayor Lee’s Transportation Task Force developed a path for us to fund an expansion of the Muni fleet, invest in safety projects that support Vision Zero, and replace Muni’s worn out tracks, electrical systems and aging facilities. Props A and B are giant steps forward, to build a truly reliable, modern transportation system that maintains equity and affordability for all. I hope San Franciscans continue to support the work we’re doing to improve the system today while preparing for the future of our city.

Sincerely,

Tom Nolan

Chairman of the SFMTA Board of Directors



Our mission is to keep San Francisco moving to connect communities. Every day more than a million people move around this great city. They depend on the SFMTA to get where they need to go, no matter how they're getting there.

At the SFMTA, we strive to improve the experience of traveling around San Francisco each day and for the future. Our focus is on achieving the four goals outlined in our strategic plan – Safety, Travel Choices, Livability and Service. I'm proud to say we're moving forward in each of these areas. In the past year, we have positively impacted people's lives by making our transportation system safer, faster and more reliable. As we complete more projects and initiatives and improve how we manage the agency we are seeing evidence that our work is creating tangible benefits – for the local economy, the environment and the travel experience.

This year we launched two comprehensive programs to improve safety on city streets and make Muni better. With Vision Zero, we're working with other city departments and stakeholders to implement a citywide policy to eliminate all traffic deaths in San Francisco by 2024. This policy is rooted in the belief that collisions are preventable and mistakes on our city streets should not result in death or serious injury. Under the city's Vision Zero policy, we're implementing upgrades on our most dangerous streets to engineer safety into the transportation system. We're also leading an education effort to cultivate a better understanding of street safety.

With Muni Forward, we're taking a comprehensive approach to modernize Muni and create a safer, faster, more comfortable experience for customers. Muni Forward will improve service in every neighborhood of the city, thoroughly upgrading our public transit system to reflect changing travel patterns, the needs of today and the realities of tomorrow.

Of course, challenges will remain, and we are working to address them as the city continues to grow and people's travel habits continue to evolve. With limited street space in our seven-by-seven city, the hard choices we need to make will not always be popular. We still have a lot of work to do to build trust among our communities and the public we serve. And although we are working to improve how we deliver projects, barriers still exist – both within our organization and in the realms of funding, regulation, environmental review and local politics.

Moving forward means addressing these challenges with dedication and grace. I believe we are on the right path, and it makes me hopeful for the future. I'm very proud of the people who make up the SFMTA and of the agency's accomplishments this past year. I'm excited to steer us toward many more successes ahead.

Sincerely,

Edward D. Reiskin

Director of Transportation

# SFMTA AT A GLANCE

## Manages and Maintains Transportation Resources

- \$851 million operating budget
- Almost 5,400 jobs planning, building, operating, regulating and maintaining a sustainable transportation system
- \$13.4 billion in replacement value of capital assets
- 28 operations, maintenance, administrative and storage facilities in San Francisco



## Operates and Manages Muni, San Francisco's Public Transit System

- 702,000 weekday boardings (on average)
- 3 million hours of transit service annually
- More than 3,500 transit stops
- 75 transit lines
- 217 miles of overhead wire systems
- 1,053 service vehicles in its fleet



## **Supports Walking and Bicycling**

- 1,201 signalized intersections
- 152 intersections with audible pedestrian signals
- 195 school crossing guards
- 4,013 bicycle racks on sidewalks
- 328 racks in on-street corrals
- 35 bikesharing stations with 350 bicycles available
- 431 miles of bicycle paths, lanes and routes



## **Supports Getting Around by Car and Taxi, and the Delivery of Goods**

- 1,029 miles of road including streets in parks and former military bases
- 900 miles of pavement markings including signs, crosswalks and bicycle lanes
- 441,950 publicly available parking spaces
- 26,750 parking meters
- 3,371 commercial loading spaces citywide
- 19 off-street parking garages
- 19 metered parking lots
- 60 electric vehicle chargers
- 1,956 taxi medallions, and the regulation of the city's green fleet of taxis
- 87 paratransit vans and approximately 710 blue zones for disabled parking placard holders





## WHO WE ARE

*The San Francisco Municipal Transportation Agency plans, designs, builds, operates, regulates and maintains one of the most comprehensive transportation networks in the world.*

A department of the City and County of San Francisco, the San Francisco Municipal Transportation Agency manages all ground transportation in the city. For more than 100 years, we have kept people moving with the San Francisco Municipal Railway (Muni), the nation's eighth largest public transit system. We also manage parking and traffic, facilitate bicycling and walking, regulate taxis, and plan and implement strategic, community-based projects to improve the transportation network and prepare for the future. Our diverse team of almost 5,400 employees is one of the city's largest, with representation by 18 labor organizations.

San Francisco voters established Muni in 1912, creating the nation's first publicly owned transit system. In 1999 voters created the SFMTA by passing Proposition E, which merged Muni with the Department of Parking and Traffic to form an integrated agency to manage city streets more effectively and advance the city's Transit First policy. In 2009 the SFMTA merged with the Taxi Commission to further streamline transportation management in San Francisco.

A Board of Directors governs the agency, providing policy oversight and ensuring the public interest is represented. The Board's duties include approving the agency's budget and contracts and authorizing proposed changes to fares, fees and fines. Its seven members are appointed by the Mayor and confirmed by the Board of Supervisors.

## OUR VALUES

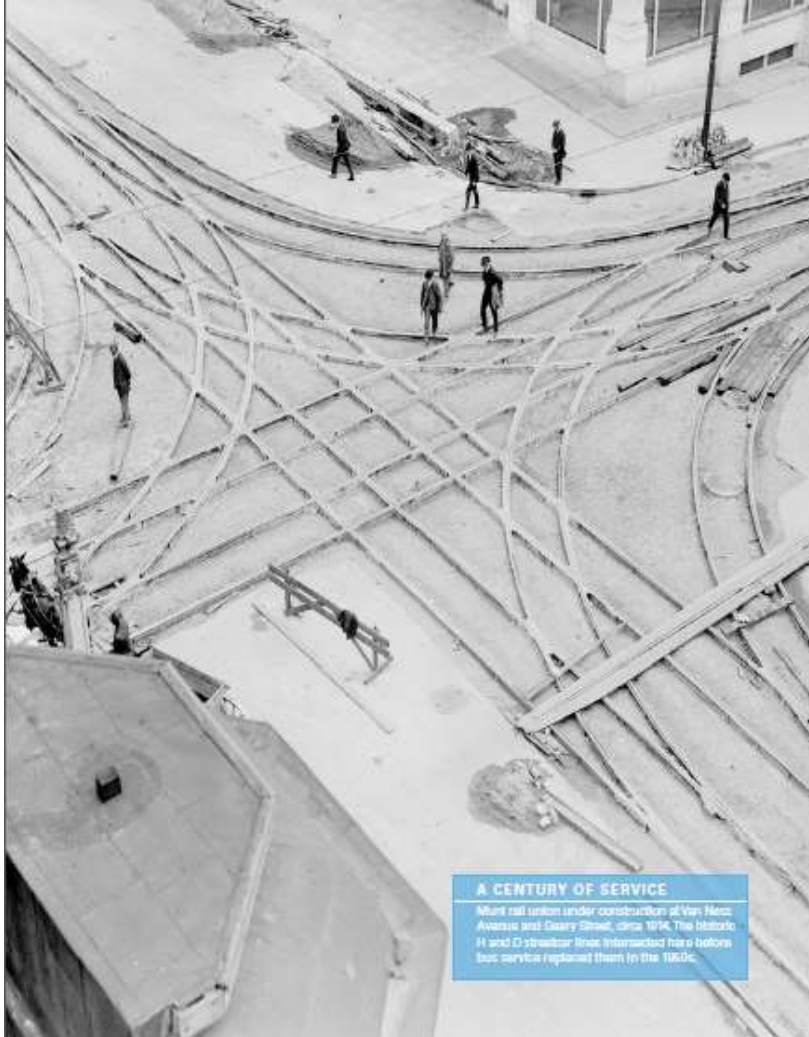
As the transportation agency for one of the most dynamic cities in the world, our values reflect the city we serve. We hold these values:

For the Transportation Network:

- **Transit First:** Transit, walking, bicycling, taxi, carsharing and ridesharing have the highest priority. We manage our limited space and resources to advance safety, efficiency and reliability in our transportation system.
- **Complete and Green Streets:** Streets are attractive, inviting public spaces for people
- **Green, Clean & Quiet Mobility:** Use the greenest, most efficient and quietest technologies available
- **Social Equity and Access:** Prioritize the most affordable and accessible modes

For Our Team:

- **Leadership:** Realize our vision and implement it to the fullest
- **Teamwork:** Work in partnership with one another to provide excellent customer service
- **Integrity:** Work with the highest standards of honesty and ethics
- **Accountability:** Take joint responsibility to set and meet or exceed the agency's goals
- **Effectiveness:** Achieve results through collaboration and efficient use of resources
- **Respect:** Hold in high esteem all the people with and for whom we work



## MOVING FORWARD

**We are moving forward.** For the one million people who move around San Francisco every day, that means faster trips on some of Muni’s busiest routes, wider sidewalks and safer crosswalks, bikeways that better organize our limited street space, parking management that makes it easier to find a parking spot, an infrastructure investment program to build a transportation system for the future, and changes to how we operate internally that translate to improved service and a better travel experience.

This report details the work we are doing to provide San Francisco with excellent transportation choices. We are moving forward, and we hope you enjoy the ride.

### Our Strategic Plan

We are guided by our six-year Strategic Plan, a roadmap of priorities and a statement of goals that also frames how we assess our progress. The four goals outlined in the Strategic Plan guide our efforts as we work to maintain and improve San Francisco's transportation network:

1. Safety: Create a safer transportation experience for everyone
2. Travel Choices: Make transit, walking, bicycling, taxi, ridesharing and carsharing the most attractive and preferred means of travel
3. Livability: Improve the environment and quality of life in San Francisco
4. Outstanding Service: Create a collaborative environment to support delivery of outstanding service

The Strategic Plan includes specific targets (we call them Key Performance Indicators) that we use to monitor and measure our progress. Every two years we develop a Strategic Action Plan that keeps us focused on achieving the agency's broader goals in our day-to-day work. Two years after adopting the plan, we're pleased to report we've completed or made significant progress on 86 percent of the actions in it.

For more on our progress toward our strategic goals, view the Annual Report appendices at [www.sfmta.com/2014annual](http://www.sfmta.com/2014annual).



**Quote from Lesley Grossblatt:** “The SFMTA was behind the project from day one. They had a great concern and compassion to be good neighbors by making the communities in which they own properties better communities.”

## COMMUNITY INVOLVEMENT

Reliable, affordable transportation is essential for strong, healthy communities. Our services reach every community in the city, connecting people to jobs, work, home and neighborhood life. To better serve San Francisco, we prioritize programs that keep transportation affordable and ensure equity citywide. We also engage and educate communities about the projects that impact them, as we did when Dogpatch residents advocated to build the Dogpatch’s first playground on SFMTA property. Thanks to collaboration with neighbors and city leaders, the playground is now open for play.

### Ensuring Equitable Muni Service



Working with social justice advocates and the disability community, the SFMTA adopted an equity policy to improve Muni service in the areas of San Francisco most in need. This neighborhood-based approach focuses on areas with high concentrations of low-income households, minority residents, residents with disabilities, and households without access to personal automobiles.

#### **How it works:**

- Using Census data, customer survey feedback and community outreach, we will determine the neighborhoods most in need.
- Each year we will identify critical Muni routes in these neighborhoods and analyze data about them, including reliability, crowding, customer satisfaction, and travel times to and from key destinations such as grocery stores and hospitals.
- From this analysis, we will pinpoint two to three Muni performance issues in each neighborhood and develop strategies to respond.
- The SFMTA budget, approved every two years, will fund important equity projects to improve Muni service for San Francisco communities.

#### **Keeping Muni Affordable**

Muni is among the most affordable transit systems in the nation, with several programs for low-income customers and one of the lowest monthly pass rates compared to peer cities. An affordable Muni is essential to the mobility and economic vitality of the city, especially for the 60 percent of Muni customers who live in households making less than the Bay Area's median income.

#### **Programs to keep Muni affordable:**

- **Lifeline:** A 50 percent discount off the standard adult monthly Muni pass, available to eligible customers at or below 200 percent of the Federal Poverty Level.
- **Free Muni for Youth:** Free Muni service for low- and middle-income San Francisco youth from age 5 to 18. New funding sources could help extend the program to seniors and people with disabilities.
- **Affordable Monthly Passes:** At \$68, the monthly Muni pass is an affordable option to get around and one of the least expensive monthly passes in the nation.

- **SF Paratransit Services:** Provides door-to-door taxi and van services for people with disabilities who are unable to take Muni. To keep paratransit affordable, the SFMTA charges the same fare as the Muni adult fare for this critical service.

## SAFETY

### Goal 1: Create a safer transportation experience for everyone

The SFMTA's top priority is to keep people safe as they move through San Francisco. We prioritize safety on our streets and in Muni's operations through law enforcement efforts, public education and with our employees.

Our commitment to safety is helping to prevent crime, reduce traffic injuries and decrease workplace injuries, and we're seeing measurable results through our projects and in initiatives:

- **Crime on Muni down 30 percent:** We partnered with the San Francisco Police Department to increase police presence on Muni. This surge of officers helped reduce crime on Muni by about 30 percent. Public outreach efforts like our citywide "Eyes Up, Phone Down" campaign also contributed to a safer, more secure Muni.
- **Safer streets for all:** City leaders and the SFMTA adopted Vision Zero – the ambitious goal of eliminating traffic fatalities in San Francisco by 2024 through public education and street safety infrastructure. The first eight projects supporting Vision Zero are complete, with at least 16 more to come by 2016.

**Workplace injuries on the decline:** We've revised our industrial safety standards and established a program to prevent injuries and illness. These and other efforts are seeing results – workplace injuries and workers' compensation claims are decreasing.



An increased police presence in fall 2013 helped decrease crime on Muni by 28% (July 2013-June 2014); *Key Performance Indicator*



Cell phone thefts on Muni fell by 77% (July 2013-June 2014)



Workplace injuries are down nearly 10% over two years (July 2012-June 2014); *Key Performance Indicator*



**Quote from Maria Contreras:** “I do a lot of traffic control, and my nature is to protect both the motorists and the pedestrians. I understand that traffic in the city is stressful, walking in the streets is stressful, but you need to stay focused on your job and be thankful you have a job where you can assist people and come to work and do positive things.”

## Major Safety Projects



**Folsom Street Safety Pilot Project:** On Folsom Street between 4th and 11th streets, we improved safety and comfort for people biking and walking by creating a buffered bicycle lane and reducing pedestrian crossing distances.



Safe Routes to School: We created safer streets near schools using a variety of proven safety measures that calm traffic and protect kids walking or biking to school. Projects are complete at the West Portal, Alamo Square, ER Taylor, Sunset, AP Giannini and Jefferson schools.



Eyes Up, Phone Down: After smartphone theft rose considerably, we partnered with Mayor Ed Lee, and the Police Department on the Eyes Up, Phone Down public safety campaign to increase security and awareness on Muni.



Polk Street “Contraflow” Lane & Safety Upgrades: On Polk Street, a new bikeway allows people to safely travel against traffic between Market and Grove streets to reach City Hall and other destinations. The project also widened sidewalks at Polk and Market to improve safety for people walking.





Traffic Calming: We completed 52 projects to calm traffic in Glen Park, Bernal Heights, Visitacion Valley, the Mission and other neighborhoods by widening sidewalks, shortening street crossings or adding new speed humps.

+ *Projects:*

- **Bicycle education classes:** Worked with the San Francisco Bicycle Coalition to host 59 bike safety classes, reaching 1,296 people.
- **Between-car barriers:** Installed barriers between Muni light-rail vehicles to prevent falling or stepping between cars.
- **Hiring new operators:** Trained 233 new Muni bus operators, an increase of almost 60 percent over last year.
- **Taxi driver certification:** Improved certification and decertification standards for schools that train new taxi drivers.
- **Continental crosswalks with pedestrian countdown signals:** Improved safety for people walking at Arguello & Euclid, Folsom & 24th, and elsewhere.
- **Improved safety at Market & Octavia:** Installed a red light and right turn camera at a busy freeway off-ramp.
- **Be Nice, Look Twice:** Public safety campaign to bring awareness to pedestrian safety issues and encourage drivers to slow down and pay attention to their surroundings.

## Vision Zero | [www.visionzerosf.com](http://www.visionzerosf.com)

Every year hundreds of people are injured or killed in traffic accidents in San Francisco. To reverse this trend, in 2014 the city adopted the Vision Zero policy with the goal of eliminating traffic fatalities in the city by 2024. To jumpstart this ambitious initiative, the we are working with a number of city partners to implement 24 engineering projects in 24 months to improve safety for everyone. We're also launching new public education campaigns, enhancing enforcement of traffic laws and evaluating results.

Projects that support Vision Zero re-engineer city streets to prevent the types of human error that all too often lead to tragedy. Improvements range from improving bike lanes on upper Market Street to reducing traffic speeds on Sunset Boulevard. The goal is to calm traffic, enhance visibility and improve the organization of our streets.

### **Vision Zero and WalkFirst**

WalkFirst is a pedestrian safety program that's central to reaching Vision Zero. In collaboration with Mayor Lee and several city departments, we analyzed years of data and worked with community members to identify where and why pedestrian collisions occur in San Francisco.

The result is a program to improve safety on San Francisco's most dangerous streets, the 6 percent of streets where 60 percent of serious and fatal pedestrian injuries occur. Through a mix of quick, cost-effective improvements and comprehensive, longer-term infrastructure, WalkFirst will bring us closer to achieving Vision Zero.

Callout: "From 2002 to 2011, 300 people died in traffic collisions in San Francisco. By supporting vision zero, we will help prevent further loss."



Stakeholders: Michael Smithwick & Cole Emde: Cole's business, Black Sands Brewery & Supply, caters to customers arriving on new and improved bike routes. Michael (right) advocates to improve walking and biking in SF.

“Coming back to San Francisco, cycling seems so much more civilized here.” – Cole

“Many assume people only walk a short distance—from their front door to their car or maybe to a Muni stop. Not true, we walk to get around the city.” – Michael



**Anne Lindeen, Carolyn Brown and Cooper Butler-Brown:** Sunday Streets volunteers with a total of 12 years of volunteering among them.

“I like how Sunday Streets highlights the individuality of each neighborhood and the diversity of the city as a whole. Each one is special.” –Carolyn

“I like the fact that all the vendors come out. I like how it brings out the community.” - Cooper

“The people who volunteer are the most fantastic people. I could not work with a nicer group of people.” -Anne

## TRAVEL CHOICES

### **Goal 2: Make transit, walking, bicycling, taxi, ridesharing and carsharing the most attractive and preferred means of travel**

We’re improving travel choices through meaningful investment in our infrastructure and operations. As the city grows and more people choose Muni, walking or bicycling to get around, these investments keep San Francisco moving.

In 2014 more than half of all trips in San Francisco were taken on transit, on foot, on a bike, or in a shared vehicle. Transit ridership is at a five-year high, with 702,000 trips on Muni on an average weekday. We’re working to respond to and continue this trend by giving San Franciscans the excellent travel choices they deserve, and that a growing city needs.

- **The Muni fleet of the future:** We purchased 112 new hybrid buses and are on track to replace the entire bus and electric trolleybus fleet within four years. And we’re moving forward to replace Muni’s light rail fleet and expand it to as many as 260 cars over the next 15 years, with the first batch arriving in 2016.
- **Sharing cars, bikes and rides:** Vehicle sharing reduces emissions and parking demand and makes it easier to get around without owning a car. Last year we helped Bay Area Bike Share, a regional program, launch in San Francisco with 350 bikes at 35 stations. We’re expanding carsharing through a pilot program that will dedicate up to 900 on-street parking spaces to car share companies like Zipcar, City CarShare and Getaround. And we initiated a first-of-its-kind pilot program to formalize and regulate privately operated commuter shuttles and bring about safer operations and less confusion on our streets.
- **Planning ahead:** SFMTA planning projects guide the agency as we work to improve our bicycle network (Bicycle Strategy), enhance transportation infrastructure on critical corridors (Better Market Street, 19<sup>th</sup> Avenue Transit Study and others), and respond to growing transportation needs on the waterfront from Fisherman’s Wharf to Candlestick Point (Waterfront Transportation Assessment).





Five-year high for average daily Muni ridership: 504,000 bus, 198,000 rail



Bay Area Bike Share: 282,000 rides in SF in the first year



2014 mode share: 46% private auto, 54% all other modes (Key Performance Indicator)

## Major Transit Projects



Van Ness Bus Rapid Transit: Rapid bus transit on Van Ness Avenue will decrease travel times by seven minutes from end to end. With environmental review complete, design is underway. Service is planned to begin in 2018.





**New Muni Buses:** This year 112 new electric hybrid buses are in service, with 454 more new buses coming in the next five years. We are on track to replace the entire Muni fleet by 2019.



**Prioritizing Muni on city streets:** Traffic signals on Mission Street and the 8X Bayshore Express route now prioritize Muni, and red transit-only lanes on Geary, O'Farrell, Third and Market streets make it clear who goes where. These improvements have cut minutes from Muni travel times.



**Balboa Park Area Improvements:** To improve Muni and street safety around the Balboa Park BART Station we built new bikeways, improved City College Terminal, upgraded traffic signals and installed new NextMuni signs. Still more improvements are planned.

**+ Projects:**

- Accessibility upgrades on Muni: Installed a new accessible platform on the inbound J Church Line at Church & 14th.

- Vehicle rehabilitation: Completed rehabilitation of 80 buses and 16 light rail vehicles, extending their lives and reducing breakdowns.
- Geary Bus Rapid Transit: Completed conceptual engineering for bus rapid transit on Geary. Environmental review is now in progress.
- Real-time and social media communications: Improved outreach on Facebook, Twitter and YouTube, and added 25 new NextMuni signs in bus shelters.

## Major Traffic & Parking Projects



Repainting Roadways, Improving Traffic Flows: Around the city, we repainted more than 225 miles of streets to improve traffic flows and better organize the roadway. Examples include parts of Fulton Street, Guerrero Street and Polk Street.



Signals on Sunset Boulevard: Installed traffic signals at five Sunset Boulevard intersections and pedestrian countdown signals at another six to improve safety and traffic flow.

+ *Projects:*

- **Traffic signal upgrades:** Installed five new traffic signals and 45 new pedestrian signals to improve traffic flows, street safety and Muni reliability

- **Parking meter modernization:** Began upgrading all single-space parking meters to smart meters that are more user-friendly and accept multiple payment forms

## **Muni Forward | [www.muniforward.com](http://www.muniforward.com)**

Muni Forward brings together the long list of projects and planning efforts underway to create a faster, safer and more comfortable experience for Muni customers. By harnessing the combined benefits of Muni Forward's many projects, we are working to give back to our customers what they value most: their time.

Muni Forward incorporates service changes that better reflect today's travel patterns and capital projects that improve reliability and reduce travel times. A multi-year planning process, the Transit Effectiveness Project, is the foundation of Muni Forward. It received environmental approval in spring 2014.

- **Creating a Rapid Network:** To make travel on our most heavily used routes faster and more efficient, we're planning a Rapid Network that will prioritize frequency and reliability. These routes form the backbone of the Muni network.
- **Modernizing Routes & Improving Reliability:** Our plans include increased service and new and adjusted bus routes that will provide more direct connections to other regional transit systems (like BART) and strengthen transit links between neighborhoods.
- **Making the System Smarter:** We're improving our use of technology and infrastructure to make Muni smarter, faster and more reliable. Upgrades include traffic signals that prioritize Muni, a state-of-the-art control center, and new radio systems in our buses and trains.
- **Enhancing Safety and Access:** Safety and accessibility are essential to a comfortable, pleasant experience on Muni. We're adding pedestrian safety enhancements at Muni stops, and we're making sure everyone can safely get on and off our buses and trains by expanding the number of stops with wheelchair access.

Callout: Muni customers will save up to **1 hour each week** in commute time due to Muni Forward



Stakeholder **Homer Perez**: Architect and green building consultant who lives in the Portola

“The 8X is a lifesaver for me. It gets me from my house to downtown in 15 to 20 minutes.”

### **SFpark | [www.sfpark.org](http://www.sfpark.org)**

The pilot is complete, and the results are in. *SFpark*, San Francisco’s innovative parking management program, helped make it easier and cheaper to park.

*SFpark* improved the availability of parking in some of San Francisco’s busiest commercial neighborhoods, including the Mission, downtown and Civic Center. It priced parking based on local demand, increasing rates when parking was hard to find and decreasing prices when demand was low. Even as the economy, population and parking demand grew, parking availability improved dramatically in *SFpark* pilot areas.

Improved availability led to other benefits as well — when parking is available, people rarely double-park or circle to find parking. Traffic flows better, greenhouse gas emissions decrease, and our streets are safer, with fewer distracted drivers.

Demand-responsive pricing has continued in the existing *SFpark* areas since the pilot project ended in December 2013. To improve public parking in more of San Francisco, we are developing a proposal for expanding the *SFpark* approach to other areas, and

we've installed more than 10,000 new smart meters citywide that take credit cards, smart cards and pay by phone.

Callout: In the seven pilot areas, average time spent searching for parking decreased by 5 minutes, or 43%



Stakeholder **Russell Pritchard**: Owner of Zonal, a home interiors shop in Hayes Valley

“The variable parking rate concept is great because it encourages people to come when we as merchants need more people to shop.”



## Major Walking and Bicycling Projects



**Bay Area Bike Share:** Bay Area Bike Share, a regional pilot program, launched in San Francisco with 35 stations and 350 bikes. The service is planned to expand into the Castro, the Mission, Mission Bay and elsewhere in the coming year.



**Enhancing Safety on 6<sup>th</sup> Street:** On 6<sup>th</sup> Street, we added safety features at three intersections with some of the highest rates of pedestrian collisions in San Francisco. The demonstration project included painted sidewalk extensions, landscaping and physical barriers to protect people walking from traffic.



**Bicycle parking, corrals and lockers:** We installed bicycle parking around the city, including electronic bike lockers at three city-owned parking garages and the nation's

largest on-street bike corral in front of Mission Cliffs on Harrison Street, with space for 54 bikes.

#### + *Projects*

- **Walk to Work Day:** Celebrated the second annual Walk to Work Day by committing to complete 24 Vision Zero safety projects in 24 months.
- **20<sup>th</sup> Annual Bike to Work Day:** Bikes accounted for 76 percent of traffic heading east on Market Street during the morning commute on Bike to Work Day.
- **Commute by bike:** Free, on-site commuter bike education classes offered in spring 2014 to businesses throughout the city.
- **New bike lanes:** New bike lanes on Holloway Avenue and Sloat Boulevard and protected bike lanes on Bayshore Boulevard, Folsom Street and San Jose Avenue.
- **Improved crosswalks:** New, more visible crosswalks around the city, including on Kirkham, Bush, Eureka and Diamond streets.

#### Major Taxi & Sharing Projects



Flywheel: About 75% of the city's taxi fleet now uses the Flywheel e-hail app, which allows taxi customers to request a taxi using their smartphone. An ad campaign on Muni promoted Flywheel and taxis.



Commuter shuttles pilot: A pilot project launched in August to formalize and regulate commuter shuttles and bring about safer operations on city streets. Clear and

enforceable guidelines help integrate this fast-growing transportation option into the network.

+ *Projects*

- **On-street car share pilot:** Up to 900 on-street parking spaces will be dedicated to car share companies under a new pilot program.
- **E-bike share pilot:** Approved a pilot project to share electric bikes, with grant funding from the Federal Highway Administration and management by City Car Share.
- **Paratransit Taxi Service:** To improve transportation choices for the disabled community, taxi drivers can now earn incentives for providing taxi service to paratransit wheelchair users, encouraging expansion of this important service.

## LIVABILITY

### Goal 3: Improve the environment and quality of life in San Francisco

Safe, efficient, clean, green, reliable and affordable. These factors are critical to an urban transportation system like San Francisco's, and they greatly affect our quality of life and environment.

The SFMTA works every day to understand San Francisco's transportation needs and allocate our limited resources in a way that reduces environmental impacts and improves the experience of getting around. San Francisco's continued growth makes these efforts even more pressing. Sustainable transportation options and efficient, effective resource management will be integral to long-term economic vitality, environmental health, equity and affordability.

- **Streetscape projects boost local economies:** In recent years, the City has redesigned a number of streets with livability in mind, making them safer, more beautiful and more functional for residents and businesses. This year we assessed the economic impact of these projects on commercial corridors. We found that redesigned streets have economically outperformed nearby streets that were not redesigned. We will continue to study the impacts of these projects across the city.
- **Reducing our carbon footprint:** By reducing fuel use and standardizing fuel blends, the SFMTA has reduced overall fuel costs by 10 percent. Our new hybrid buses are more efficient than the buses they replaced, making for a cleaner, greener Muni fleet.



In the past year, SFMTA building energy use decreased by more than 5% for electricity and 16% for natural gas



Under a new fuel contract, we reduced fuel costs by 10%



In the last five years, the average cost of delivering an hour of Muni service has **remained stable at \$203** (Key Performance Indicator)





**Stakeholder Precious Listana:** Participant in Free Muni for Youth and member of the San Francisco Youth Commission, which advises the City on policies related to young people.

“I literally take public transit everywhere. If I did not have Free Muni for Youth, getting around the city would not be accessible for me. I’m very grateful that the San Francisco Board of Supervisors and the SFMTA all approved Free Muni for Youth.”

## Major Livability Projects



Transportation Management Center: When fully operational in 2015, the new TMC will combine transit and security operations in one location, allowing us to better respond to issues and manage transportation in the city.



Budget outreach & education: A series of citywide public meetings improved transparency by providing an opportunity to learn about the two-year budget and discuss programs and projects with SFMTA staff.



Corridor planning initiatives: Planning initiatives outline a vision to improve infrastructure and better integrate and organize all travel modes. Planning is in progress on corridors such as 16<sup>th</sup> Street, Market Street, Central SoMa, Lombard Street, Ocean Avenue, 19<sup>th</sup> Avenue and along the waterfront.

+ *Projects:*

- **2013-2032 Capital Improvement Plan:** Identifies the capital investments needed in the next 20 years to improve the transportation system and local quality of life.
- **Ongoing sustainability projects:** To reduce our environmental footprint, we operate biofuel stations, use solar panels and efficient lightbulbs, and maintain a green roof.

## Complete Streets

“Complete Streets” projects better coordinate construction among city agencies and emphasize designs that put people first. For example, if an area is slated for road repaving or sewer replacement in addition to transportation improvements, we work with the relevant agencies to combine everything into one Complete Streets project.



Cesar Chavez Street



Minna/Natoma Home Zone



Great Highway & Point Lobos Avenue

## Project Delivery

The SFMTA has hundreds of projects in the works to improve San Francisco’s transportation network. To better meet San Francisco’s transportation needs, we are working to deliver projects more collaboratively, efficiently and effectively.

Led by an internal project delivery task force, we have upgraded project management technology, improved coordination with other city agencies, assessed and planned for long-term staffing needs, and enhanced our public outreach efforts. These changes support projects of all sizes – from the Central Subway to a traffic-calming speed hump – and guide our efforts from planning to construction.

- **Plan, analyze, monitor and report:** We’re improving processes at every phase of a project. We formalized a project pre-development phase to better understand the full scope of a project and its risks before we begin. New software provides for better tracking of cost and schedule. And we’re doing more long-term planning to prepare for San Francisco’s transportation needs decades down the road.
- **Collaborating with communities:** We’re involving the community in project processes earlier and more often. Our new Five-Year Capital Improvement Program incorporates feedback from more than 30 neighborhood meetings, and we are developing a strategy to improve and enhance outreach and public education throughout the city.
- **Complete Streets and coordination:** Working with other city agencies, we adopted the “Complete Streets” concept to better coordinate construction projects and reduce community impacts. For example, if an area is slated for road repaving or sewer replacement in addition to transportation improvements, we work with the relevant agencies to combine all this construction into one project.

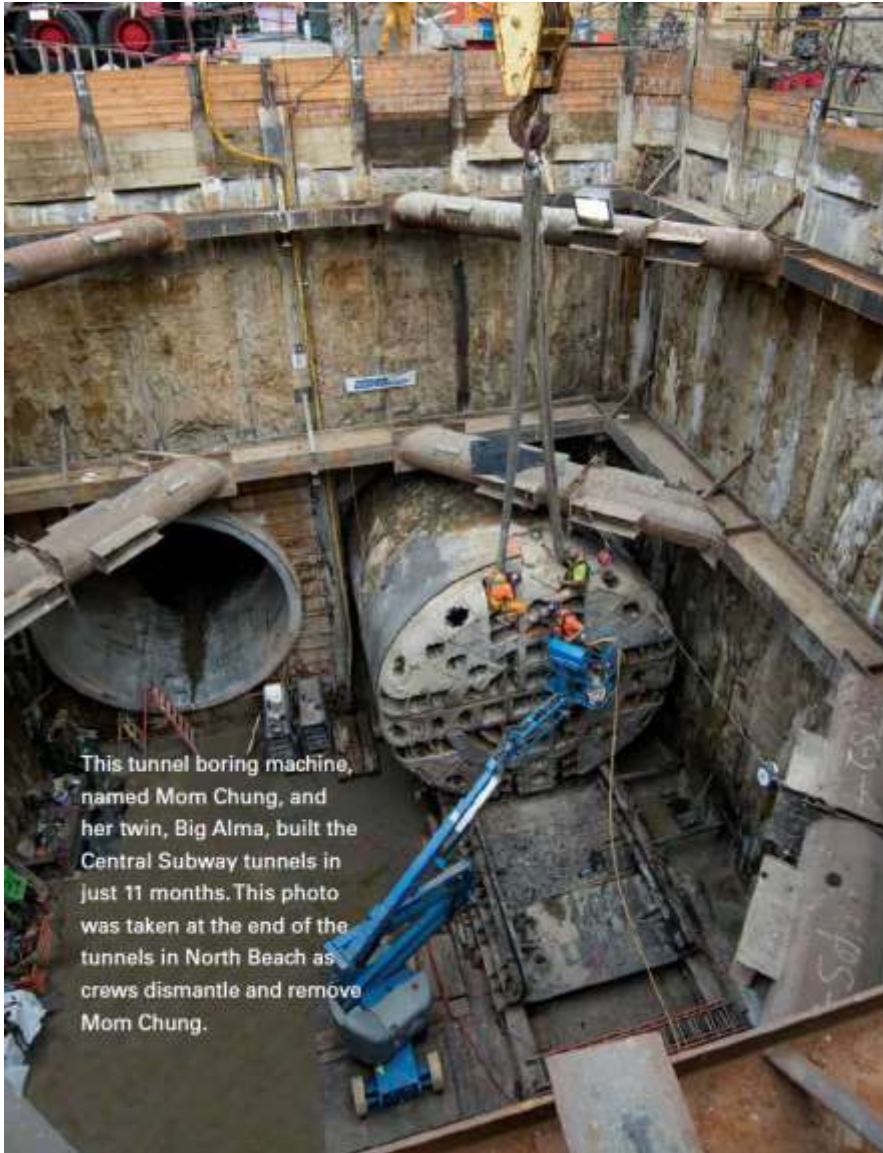
Callout: “Project delivery improvements will help us complete up to 370 capital project by 2019.”



**Stakeholder Hitesh Soneji:** Professor at City College and a 14L Mission rider

“Public transit is important to us as a family. It’s about trying to live sustainably, about trying to do the right thing.”





This tunnel boring machine, named Mom Chung, and her twin, Big Alma, built the Central Subway tunnels in just 11 months. This photo was taken at the end of the tunnels in North Beach as crews dismantle and remove Mom Chung.

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## Central Subway | [www.centralsubwaysf.com](http://www.centralsubwaysf.com)

The Central Subway is the largest single investment in the transportation system in decades. It will extend the Muni Metro T Third Line 1.7 miles, mostly underground, through some of the city's busiest and most densely populated neighborhoods.

The new and improved T Third Line will connect SoMa, Union Square and Chinatown via rapid transit and improve access to Visitacion Valley, the Bayview, the Dogpatch and other communities in eastern San Francisco.

- **Built two new subway tunnels in less than a year.** A pair of tunnel boring machines – each 350 feet long, 750 tons and operated by a crew of about 10 – dug through bedrock and sandy clay to construct the tunnels under Fourth Street, Stockton Street and Columbus Avenue.
- **Awarded the project's largest and final major construction contract.** Winning contractor Tutor Perini has begun building the Central Subway's three subway stations, one surface-level station, train tracks and operating systems.
- **Exceeded our commitment to support small businesses.** Of the \$840 million stations contract, 25 percent will go to certified Small Business Enterprise (SBE) firms, significantly exceeding the SBE goal of 20 percent.
- **Stayed on time and within budget.** The Central Subway is on track to open to the public by 2019.

Callout: By 2030, the T Third Line is projected to carry **65,000 customers daily**, the most of any Muni Metro line.



**Stakeholder Ivor Bradley:** Owner of The Creamery and a member of the Central Subway Community Advisory Group

“I firmly believe the Central Subway will take San Francisco to the next level, that of a major international city. I think it’s going to connect the city in a terrific way.”

## SERVICE

### Goal 4: Create a collaborative environment to support delivery of outstanding service

Outstanding service begins with the people and culture of the SFMTA. To deliver it we must create a collaborative and engaging work environment, support our staff at all levels, understand our responsibilities, and hold one another and the Agency accountable in achieving our goals.

In recent years we've committed ourselves to changing our internal culture and cultivating a workplace environment that nurtures the high level of service San Franciscans want and deserve.

- **Cultivating change:** We launched an agency-wide initiative to create a stronger and more effective SFMTA. The effort includes leadership training for division directors and managers; workforce development programs to ensure thoughtful succession planning, leadership development and employee training; and improved hiring processes to prepare for an increase in Muni operations and capital projects.
- **Understanding who's responsible:** With almost 5,400 employees, it's important that everyone understands their responsibilities and works toward achieving the SFMTA's goals. In the past two years, we've implemented performance plans and annual appraisals for all employees. These tools help us measure our progress and improve upon it – both as individuals and as an agency.



**Safe Driver Sherman L. Abraham** has driven for Muni for 42 years with no avoidable collisions. The key to his success? Staying focused, enjoying his job and being a people person.



The SFMTA Board recognized 48 employees for their outstanding work last year, including **retiring Sustainable Streets Director Bond Yee**, who had 32 years of service.



A taxi driver for 20 years, **Mariana Photiou of DeSoto Cab** treasures meeting people from all walks of life and all parts of the world. For her, driving a cab is a public service, and kindness is a central part of it.





**Redeena Cleaver:** Muni operator trainer recognized by the SFMTA Board for modernizing and improving the training process.

“I like the constant flow of new trainees and instilling in them what it takes to be a good operator. My duty is to give them what they need – not just to do the job, but to be successful and have longevity on the job.”

## FINANCIAL REPORT

To provide excellent transportation choices, we must manage our limited financial resources to prioritize safety, reliability, quality of life and outstanding service in San Francisco. Our two-year budget reflects these values, allowing us to maintain and improve our transportation network through meaningful investment in operations and infrastructure.

The SFMTA Board of Directors approved a balanced two-year budget this year that increases Muni service and invests in nearly 200 capital projects through June 30, 2016.

### Fiscal Year 2015 – Fiscal Year 2016 Highlights

#### Operating Budget:

- **+ Service:** Increase Muni service by 10 percent over two years as part of Muni Forward
- **+ Affordability:** Expand Free Muni for Youth pilot program to low- and middle-income 18-year-olds, seniors, disabled customers, and 19-22 year-old special education students
- **- Overhead:** Continue to reduce costs of legal claims, judgments and workers compensation
- **+ Results:** Add staff to deliver more projects and improve safety, technology and public outreach

#### Capital Budget:

- **Muni Forward:** Make Muni faster and more reliable by improving transit stops, modernizing maintenance methods and reorganizing streets
- **+ Safety while walking:** To support Vision Zero, Improve safety at dozens of intersections around the city where the most pedestrian injuries occur
- **+ Bike network:** Add new bikeways, improve existing ones, and install more than 2,000 new bike parking spaces per year
- **Planning ahead:** Adopted a \$3.3 billion Capital Improvement Program that plans for 370 new projects over five years



Democratic Leader Nancy Pelosi: On a visit to San Francisco, she spoke about the positive economic impact of the SFMTA’s biggest ongoing capital project.

“Our hopes are riding on the Central Subway for all that we want to do for our city, to be a model to the country for economic development, while we again improve the quality of life, increase commerce, and create good paying jobs for many people.”

## Operating Budget

Our operating budget keeps Muni running, supports Muni affordability programs, and allows us to employ the mechanics, engineers, operators, planners and administrators who are the heart of our transportation system. It also supplies parts and fuel, pays rent, funds security services through the San Francisco Police Department, and more.

Funding comes from the City and County of San Francisco's General Fund, passenger fares, parking revenues, operating grants and various fees and fines. This year we passed a new operating budget for the upcoming two years.

### SFMTA Operating Revenues (\$ millions), actuals for FY 2011 - FY 2013, budgeted FY 2014 - FY 2016

Operating Revenues	FY2011 \$797 million	FY2012 \$825 million	FY2013 \$915 million	FY2014 \$851 million	FY2015 \$928 million	FY2016 \$945 million
Passenger Fares	\$191	\$202	\$220	\$196	\$204	\$204
General Fund Transfer	\$198	\$212	\$222	\$232	\$248	\$256
Parking Meters & Garages	\$145	\$154	\$176	\$160	\$175	\$180
Fines, Fees, & Permits	\$123	\$120	\$127	\$122	\$121	\$121
Operating Grants	\$114	\$111	\$144	\$116	\$128	\$132
Other	\$26	\$26	\$26	\$25	\$52	\$52

### SFMTA Operating Expenses (\$ millions), actuals for FY 2011 - FY 2013, budgeted FY 2014 - FY 2016

Operating Expenses	FY2011 \$774 million	FY2012 \$807 million	FY2013 \$872 million	FY2014 \$8514 million	FY2015 \$928 million	FY2016 \$945 million
Salaries	\$328	\$337	\$339	\$3337	\$370	\$395
Benefits	\$143	\$171	\$171	\$185	\$206	\$204
Fuel, Lubricants, Materials & Supplies	\$65	\$71	\$75	\$86	\$93	\$95
Professional Services/ Work Orders	\$94	\$102	\$121	\$129	\$154	\$145
Other	\$144	\$126	\$166	\$114	\$105	\$106

## Capital Budget

Our capital budget invests in improving and maintaining our transportation infrastructure. It funds new Muni vehicles, street safety infrastructure, neighborhood streetscape improvements and other costs related to construction and equipment, as well as one-time initiatives such as safety and educational outreach programs. We prioritize investments that promote safety, reliability and efficiency in the transportation system.

### SFMTA Capital Investments, projected allocations for FY 2015 - FY 2019 (in millions)

Capital Investments	FY2015 \$878 million	FY2016 \$805 million	FY2017 \$662 million	FY2018 \$511 million	FY2019 \$451 million
Central Subway	\$244	\$150	\$150	\$150	\$99
Transit & Accessibility	\$202	\$182	\$231	\$81	\$189
Fleet & Facilities	\$282	\$360	\$208	\$239	\$125
Streets	\$107	\$98	\$61	\$36	\$33
System Support	\$43	\$15	\$12	\$5	\$5

### New Funds and Grants

- **Proposition A** \$500 million general obligation bond passed by San Francisco voters to invest in Muni and street safety improvements
- **Revenue bonds** \$75 million from a December 2013 revenue bond issuance. Funded projects include light rail vehicle procurement, traffic calming, streetscape improvements and traffic signals that prioritize transit.
- **Safety grant** \$2.9 million from the Federal Highway Administration Highway Safety Improvement Program (HSIP) for pedestrian safety enhancements on Polk Street and South Van Ness Avenue
- **Hospital access** \$14.5 million from the California Pacific Medical Center for transportation improvements around the St. Luke's, Davies and Cathedral Hill campuses.
- **Safe Routes to Transit** \$500,000 in Regional Measure 2 funds for the Safe Routes to Transit Program, supporting long-term bicycle parking and improvements at Balboa Park Station.



## Capital Project Pipeline

These projects will improve the transportation network by providing people with better travel options and making it safer, faster and more efficient to get around. Some of the programs listed here include multiple individual projects.

- Planning & Design:
  - 16th Street Multimodal Corridor
  - 19th Avenue Enhancements
  - Balboa Park East Side Connection
  - 33 Stanyan Poles and Overhead Wire Replacement
  - Better Market Street
  - Commuter Shuttle Pilot
  - On-Street Carshare Spaces
  - Enterprise Asset Management System
  - Geary Bus Rapid Transit
  - Green Center Rail Replacement
  - Parking Meter Replacement
  - Real Estate Vision
  - Safer Market Street
  - Second Street Multimodal Improvements
  - Sunset Tunnel Improvements & Rail Replacement
  - Muni Forward (Transit Effectiveness Project)
  - Twin Peaks Tunnel Improvements and Rail Replacement
  - Van Ness Bus Rapid Transit
  - Vision Zero
  - Wiggle Green Connections Project
- Implementation:
  - ATCS SMC Software Platform Upgrade
  - Balboa Park Station Area and Plaza Improvements
  - Castro Streetscape Improvements
  - Central Subway
  - Columbus Avenue Pedestrian Improvements
  - Green Facility Rehabilitation
  - Glen Park Transportation Improvements
  - Islais Creek Bus Facility (Phase 2)
  - Mission Bay Transit Loop
  - Muni Vehicle Procurement
  - Radio Replacement Project
  - Bicycle Safety Education
  - Subway Blue Light Emergency Phone Replacement
  - Subway CCTV Camera Installation
  - Subway Escalator Rehabilitation
  - Subway Integrated Systems Replacement
  - Transit Operator Convenience Stations
  - Transportation Management Center
- Completed (since July 2013):
  - Bay Area Bike Share (Phase 1)
  - Capital Program Controls System (Phase 2)

- Fell & Oak Bicycleway (Phase 2)
- Flywheel Electronic Taxi Access System
- Muni Metro Turnback Rail Rehabilitation
- City College Terminal & Unity Plaza
- Market & Haight Transit and Pedestrian Improvements
- Polk Street Multimodal Improvements
- Woods Bus Facility Lifts Replacement

## **Transportation 2030 | [www.sftransportation2030.com](http://www.sftransportation2030.com)**

On November 4, San Franciscans voted resoundingly to invest in our transportation network when they approved Proposition A, a \$500 million bond dedicated to improving Muni and making city streets safer without increasing taxes.

The bond is the first component of Transportation 2030, a strategic infrastructure investment program to fix our transportation network and prepare it for the future. Through this year's bond and three recommended future ballot measures, Transportation 2030 would provide almost \$3 billion through 2030 to complete critical transportation projects throughout the city.

Transportation 2030 was born of the Mayor's Transportation Task Force, which in 2013 investigated what San Francisco needs to do to fix our transportation network and prepare it for the future. The Task Force found that to meet current need and future demand the City needs to invest \$10 billion in transportation infrastructure through 2030 – \$6.3 billion more than what was already planned. Through new, local funding and smart, citywide investment, Transportation 2030 will make it easier, faster and safer to get around.

### **Transportation Task Force Recommendations: Projected Timeline**

- **2016:** Restore the state vehicle license fee to 2%. Key investments: Road repaving, new & rehabbed Muni vehicles
- **2018:** A half-cent sales tax dedicated to transportation funding. Key investments: Muni rail system upgrades, Muni vehicle fleet expansion & maintenance
- **2024:** A second general obligation bond. Key investments: Muni facility upgrades & expansions, pedestrian safety programs



**Stakeholder** Gabriel Metcalf: Executive director of SPUR and a member of the Mayor's Transportation Task Force

“It was a chance to agree on a vision of how we want San Francisco's transportation system to work, and then to come up with a reinvestment program that will move us toward that vision.”

## Closing Remarks

Our transportation system is fundamental to San Francisco – as central to its spirit and livelihood as its hills, its history and the creative energy that has built and sustained this great city. We thank everyone who kept us moving and moved us even further ahead.

**Thank you to Mayor Edwin M. Lee and the Board of Supervisors.** Every day you remind us why we are here and help us do our best work. Thank you for supporting us and keeping us honest.

**Thank you to our employees.** You are the heart and soul of the SFMTA, and you serve this city with compassion, devotion, intelligence and pride. Thank you for all that you do.

**Thank you to the spouses, partners and families of our employees.** Your support for your loved ones helps them bring their best to work each and every day.

**Thank you to our sister City agencies for your collaboration on some of our most important and impactful initiatives.** Together, we are building a better San Francisco.

**Thank you to the 17 unions who represent our employees.** We share your commitment to the health and security of our workforce. We are proud to work with you to support our employees now and for the future.

**Thank you to everyone who participates in public life – community organizations, advocates and anyone who reaches out to tell us what you think.** Your unique perspectives improve our projects and help us serve the city better.

**Last but never least, thank you to the 837,000 people who call San Francisco home and the hundreds of thousands who visit or work here every day.** You are our reason for being, and it is an honor to serve you. Thank you for supporting us as we work to serve you better.

We are a work in progress; we are working to make progress.

**Thank you for making the journey with us.**

## SFMTA leadership

### Board of Directors



Top Row (from left to right):

Jerry Lee

Gwyneth Borden

Joél Ramos

Roberta Boomer, Board Secretary

Bottom Row (from left to right):

Cheryl Brinkman, Vice Chair

Tom Nolan, Chairman

Cristina Rubke

Malcolm Heinicke



## Executive Team



(From left to right)

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Melvyn Henry, Director of System Safety

Donald Ellison, Director of Human Resources

Alicia John-Baptiste, Chief of Staff

Sonali Bose, Director of Finance & Information Technology

Kate Toran, Director of Taxi & Accessible Services

Vince Harris, Director of Capital Programs & Construction

Candace Sue, Director of Communications

Kate Breen, Director of Government Affairs

Rob Maerz, General Counsel

Tom Maguire, Director of Sustainable Streets

John Haley, Director of Transit

## **Acknowledgements**

Mayor Edwin M. Lee

### **San Francisco Board of Supervisors**

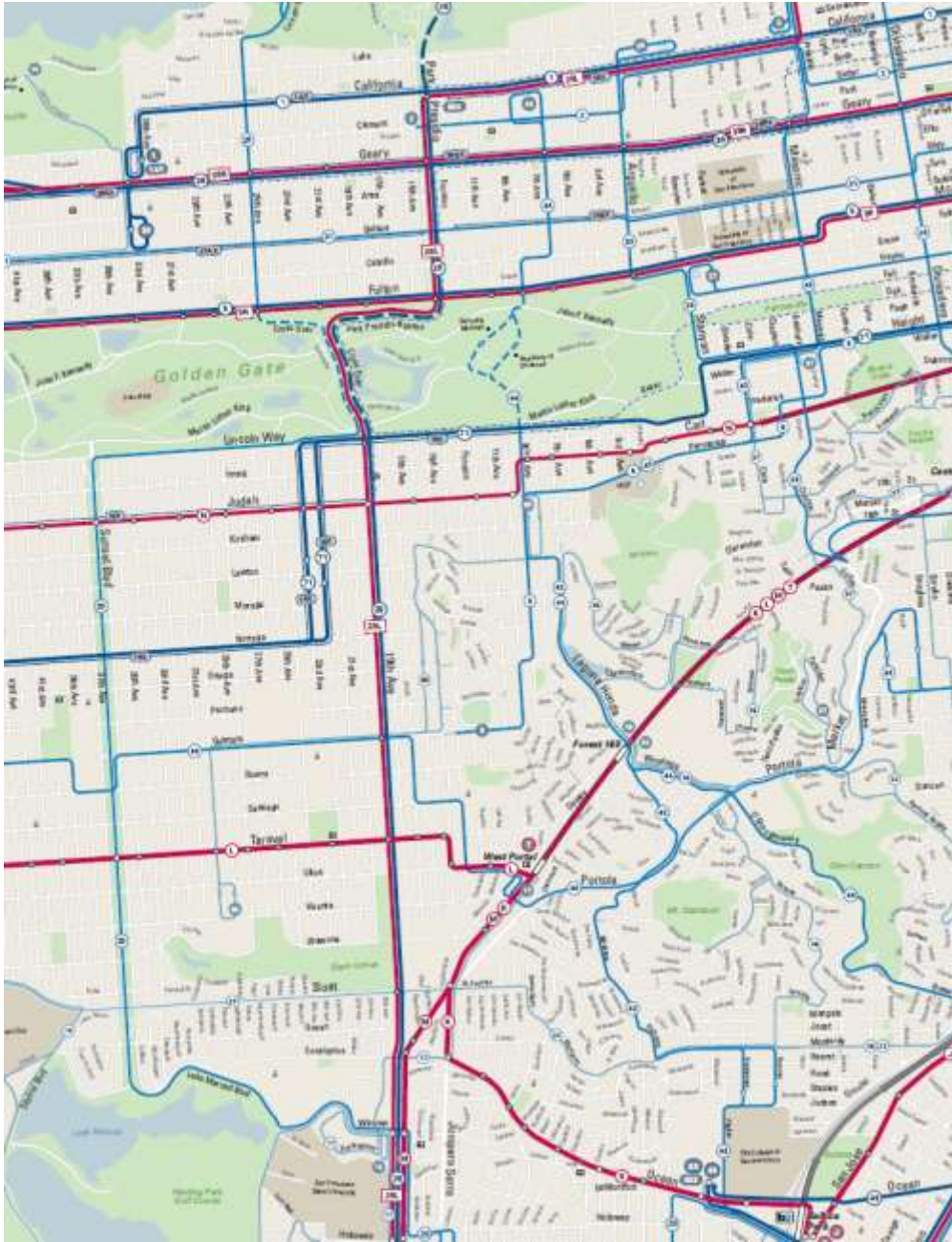
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- Mark Farrell, Supervisor District 2
- David Chiu, Board President/Supervisor District 3
- Katy Tang, Supervisor District 4
- London Breed, Supervisor District 5
- Jane Kim, Supervisor District 6
- Norman Yee, Supervisor District 7
- Scott Wiener, Supervisor District 8
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**SFMTA MISSION: We work together to plan, build, operate, regulate and maintain the transportation network, with our partners, to connect communities.**



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