



# FUTURE **IN** FOCUS

FY 2014-2015 ANNUAL REPORT



**SFMTA**  
Municipal  
Transportation  
Agency



**Artist Reynaldo R. Cayetano Jr.** is one of five Bay Area artists with work showcased on Muni buses through the Muni Art program. His project *Nostalgia*, a collaboration of visual arts with film photography, captures emotion, beauty and an underlying soul of the city.

# A Look Ahead

More frequent Muni service on our busiest routes. Hundreds of safety improvements on streets and sidewalks throughout the city. Advancing a vision for a San Francisco free from traffic deaths, and implementing a plan for getting there.

These are just some of the accomplishments we're proud to share this year in our Annual Report, *Future in Focus*. We've made major improvements to transportation in the city and many more are in the works, from new Muni trains to San Francisco's first bus rapid transit route.

The transportation system is critical to keeping San Francisco moving—both in a literal sense and in support of **affordability, accessibility, equity** and **protecting our environment**. This year we expanded our Free Muni program to provide free transit to more San Franciscans in need. We witnessed transportation's importance in planning for the city's future with the approval of the future Warriors arena, an approval closely linked to our robust and forward-thinking transportation plan. And we are one of just four public transportation agencies to earn a Platinum-level Sustainability Certification from the American Public Transportation Association, a resounding recognition of our successes in reducing the impact of transportation on the environment and working toward economic and social sustainability.

Our Muni Forward program to improve transit reliability and our Vision Zero policy to eliminate traffic fatalities are central to our current efforts and our approach to future improvements. As is our work to manage and plan for special events, to manage traffic and enforce parking laws, to engage the community in improving our streets, to provide great customer service, and to plan and build a transportation network that provides excellent choices and safely connects people to the places they need to go, now and in the future.

This report reflects what we've done and what we envision for the road ahead. **We hope you enjoy the ride.**

## TOM NOLAN

Chairman SFMTA  
Board of Directors



Tom Nolan

## ED REISKIN

SFMTA Director  
of Transportation



Ed Reiskin



# We're the San Francisco Municipal Transportation Agency. Our job is to keep San Francisco moving. Here's how we do it:

- Manage Muni, parking and traffic
- Make it safer and easier to get around on foot or by bicycle
- Ensure transportation in the city is accessible and affordable for everyone
- Regulate taxis and enforce traffic rules
- Plan and implement strategic, community-based projects to improve the transportation network for the future

Share your vision for a transportation future in focus at [sfmta.com/futureinfocus](https://sfmta.com/futureinfocus)



Our vision is for an urban transportation system that provides excellent travel choices and connects people to the places they need to go—safely, efficiently and affordably, now and decades from now.



Muni's future Chinatown Station, now under construction for the Central Subway project

# We see a future in focus. Here's what we envision:



**Everyone will feel safe on our streets as traffic fatalities become a thing of the past.** We see traffic deaths as preventable so we've committed to Vision Zero, a worldwide road safety movement to eliminate them. We've already completed hundreds of infrastructure improvements and several public education campaigns to keep people safe as they travel.



**Muni will have an entire fleet of new, modern buses and trains—and more of them.** That means fewer breakdowns, lower emissions, better access for people with disabilities, and more service citywide. We'll replace the bus fleet by 2019, and the new trains (shown above) start arriving next year.





**More people will feel comfortable traveling the city by bicycle.** With safe and separated bikeways, more secure bike parking spots and better signage on the road, bicycling on San Francisco streets will feel more like a ride in the park. We're investing to make bicycling safer in places like the Embarcadero, Polk Street and 2nd Street, and we installed more than 1,200 secure bike parking spaces last year alone.



# These initiatives and projects will greatly improve transportation in San Francisco as the city grows.

## COMPLETED

- 19th Ave. Signal Timing Updates
- 4th St. and King St. Pedestrian Signal Timing
- Bartlett Plaza Living Alley
- Bicycle and Pedestrian Intersection Improvements at 10th St., 13th St and Bryant St.
- Bicycle Intersection Crossing Improvements at Market St./Duboce Ave/Buchanan St.
- Castro Streetscape Improvements
- Clay Street Red Transit-Only Lanes Phase 1
- Columbus Ave. Transit Bulbs
- Commuter Shuttle Pilot
- Fulton St. Green Wave Signal Timing
- Green-Backed Sharrows on 5th St. from Market St. to Bluxome St.
- Green Center Rail Replacement Phase 1
- Lincoln Way Crossover
- Market & Haight Streets Transit and Pedestrian Improvement Project
- Minna-Natoma Home Zone Project
- Mission St. Pedestrian Intersection Treatments
- N Judah - 28th Ave & Judah Accessible Platforms
- Oak Street and Fell Street Pedestrian and Bike Safety Project
- Painted Safety Zones at 16th St. and Market St.
- Pedestrian Intersection Improvement at 6th St. and Howard St.
- Pedestrian Intersection Improvements on Geary Blvd. at Arguello, 30th and 42nd streets
- Pedestrian Intersection Improvements at Geneva Ave. and Brookdale Ave.
- Sunset Blvd. Traffic Speed Limit Reduction
- Tenderloin Intersection Daylighting
- Traffic Signal at 16th St. and Capp St.
- Traffic Signal at 6th St. and Minna St.
- Traffic Signal at Geary Blvd. and Palm Ave.
- Traffic Signal at Masonic Ave. and Ewing Terrace
- Traffic Signal at Sunset Blvd. and Yorba St.
- Transit Bulb at Mission St. and Silver Ave.
- Transit Bulbs on McAllister at Fillmore St. and Divisadero St.
- Upper Market Street Safety Project Phase 1
- Valencia St./Duboce Ave. Multimodal Safety Improvements

## IMPLEMENTATION

- 28 19th Avenue Rapid Project
- 5 Fulton - 25th Ave to 46th Ave (Outer)
- 5 Fulton East of 6th Ave Transit Priority Project
- 7 Haight-Noriega Haight Street Transit Priority Project
- 9 San Bruno Rapid Project
- ATCS SMC Software Platform Upgrade
- Balboa Park East Side Connection
- Balboa Park Station Area and Plaza Improvements
- Broadway-Chinatown Streetscape Project
- Central Subway
- Columbus Avenue Safety Project
- Division St. Bicycle Intersection Improvements
- Enterprise Asset Management System
- Glen Park Transportation Improvements
- Green Center Rail Replacement Phase 2
- Howard Street Pilot Buffered Bikeway and Pedestrian Improvements
- Islais Creek Bus Facility Phase 2
- Kearny St. Pedestrian Safety Improvements
- Kearny St. Roadway Improvements
- Market Street Raised Bikeway Demonstration Project
- Masonic Avenue Streetscape Project
- Mission Bay Transit Loop
- Mobile Ticketing App Pilot
- Ocean Ave./Geneva Ave. Pedestrian Safety Treatments
- Parking Meter Replacement
- Pedestrian Intersection Improvements at Geary St. and Leavenworth St., and at Eddy St. and Mason St.
- Persia Triangle Improvements
- Potrero Ave. Streetscape Project
- Radio Replacement Project
- Safer Market Street
- Second Street Multimodal Improvements
- SoMa Intersection Gridlock Enforcement Pilot
- Subway Blue Light Emergency Phone Replacement
- Subway CCTV Camera Installation
- Subway Escalator Rehabilitation
- Subway Integrated Systems Replacement
- Sunset Tunnel Improvements & Rail Replacement
- Sutter St. Pedestrian Bulbs
- Transit Operator Convenience Stations
- Transportation Management Center
- Twin Peaks Tunnel Improvements and Rail Replacement
- Unity Plaza
- Van Ness Bus Rapid Transit
- Webster St. Buffered Bike Lane
- Webster St. Pedestrian Bulbs
- Webster St. Pedestrian Improvements

## PLANNING & DESIGN

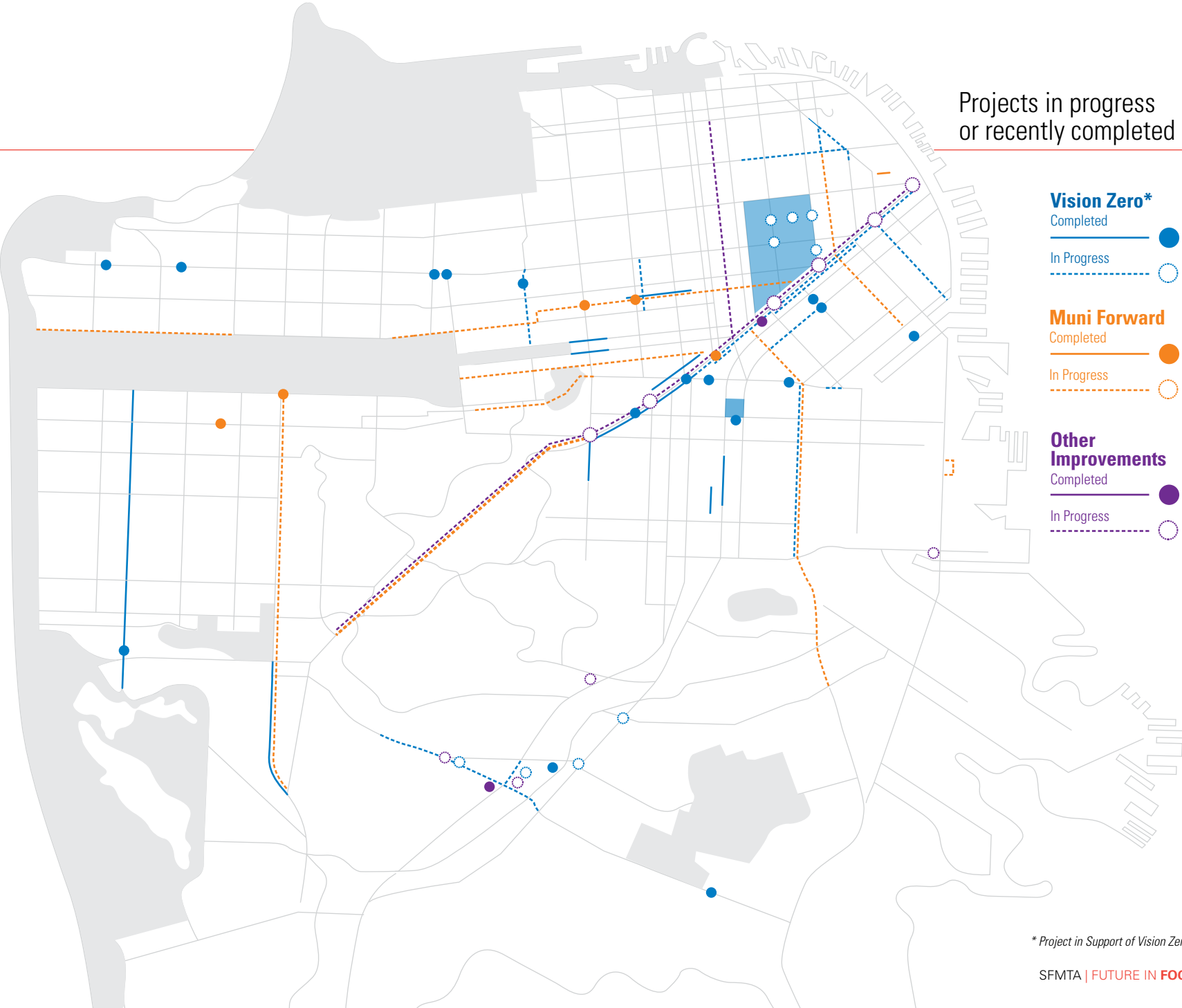
- 1 California - Downtown & Outer
- 1 California - Laurel Village
- 10 Townsend - Sansome St
- 14 Mission Downtown Mission Transit Priority Project
- 14 Mission Inner Mission Transit Priority Project
- 14 Mission Mission & South Van Ness Intersection Improvements
- 14 Mission Outer Mission Transit Priority Project
- 19 Polk - Bulbs on Polk St
- 22 Fillmore Transit Priority Project on 16th Street
- 30 Stockton Chestnut & Terminal (West of Van Ness)
- 30 Stockton East of Van Ness Ave Segment Transit Priority Project
- 30 Stockton Stockton Street
- 5 Fulton - 6th Ave to 25th Ave (Mid Route)
- 6th Street Improvement Project
- 7 Haight-Noriega - Stanyan to Masonic + Signals (Upper)
- 7 Haight-Noriega - W of Stanyan
- 8 Bayshore - Kearny Street
- 8 Bayshore Transit Priority Project
- Arguello Boulevard Safety Project
- Bay Area Bike Share Expansion
- Bay Street Road Diet and Cycletrack
- Better Market Street
- Division St. Bicycle Network Improvements
- Ellis St. & Eddy St. Two-Way Conversion
- Euclid Avenue Bike Lane
- Geary Bus Rapid Transit
- Geneva-Harney Bus Rapid Transit
- Golden Gate Ave. Road Diet
- Howard St. Pilot Intersection Treatments
- Irving St. Pedestrian & Transit Improvements
- J Church Transit Priority Project
- Judah Street Bike Lane
- K Ingleside - Surface Route
- L Taraval Rapid Project
- Lombard Street Safety and Transit Reliability Project
- M Ocean View - Surface Route
- M Ocean View - West Portal
- Mission Valencia Green Gateway
- Muni Metro Core Capacity/19th/M-Line Project
- N Judah Arguello to 9th Ave
- N Judah Rapid Project
- Octavia Boulevard Enhancement Project
- Parking Facilities Restoration & Compliance
- Polk Complete Streets - early implementation projects
- Real Estate Vision
- San Bruno Ave Multimodal Improvement Project
- Schlage Lock Transit and Pedestrian Enhancements
- Signal Timing Updates at 40 Intersections Citywide
- The Embarcadero Enhancement Project
- Twin Peaks Figure 8 Redesign Project
- Western Addition Community-Based Transportation Plan
- Wiggle Neighborhood Green Corridor

Learn more about our projects at **SFMTA.COM**

*Partial list of projects: status as of November 2015.*



# Projects in progress or recently completed



\* Project in Support of Vision Zero





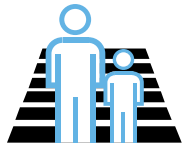
We're hard at work to make this vision of the future real. Here's a look at how we're making it safer and easier to get around.

# RECENT ACHIEVEMENTS



# We're laser-focused on safety—it's our No. 1 goal.

To achieve the city's Vision Zero goal to eliminate traffic fatalities, we're designing streets and Muni so injuries are less likely, and teaching people how to keep themselves and others safe as they travel. And we actively protect people by working with the police to enforce the law and improving security throughout the transportation system.



**Safer crosswalks**  
at 200 intersections



**A Safer Market Street**  
downtown  
and in the Castro



The **Safe Streets SF** campaign, about yielding to people walking in crosswalks, increased driver yielding by 3-4%



**Improved visibility**  
for people walking at 80  
Tenderloin intersections



**19 expedited Vision Zero safety projects**  
now complete at  
high-injury locations



**Data-driven police deployment** to high-crime Muni lines, with targeted enforcement where it's most needed




**Nearly 100% apprehension**  
rate for crimes committed  
on Muni vehicles thanks to  
state-of-the-art surveillance  
and the SFPD Muni Task Force



**A new emergency communication system**  
in Muni Metro (under  
construction nightly)



Completed safety upgrades around the Outer Richmond's Alamo Elementary, supporting **Safe Routes to School**.



To achieve Vision Zero and eliminate traffic fatalities in the city, we're focusing our efforts on the streets where the most severe and fatal traffic injuries occur, including Market Street, shown here. With our Safer Market Street project we added safer crosswalks, restricted traffic and painted transit-only lanes red on a stretch of the city's signature boulevard that recently saw 160 traffic injuries in two years.

# BUILDING SAFETY INTO STREETS

# We've made Muni better through Muni Forward.

Muni Forward is a citywide program making a difference for 700,000 riders every day. From maps to apps, just count the ways!



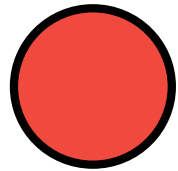
**A new Muni map** with customer-first design to help you get there faster



**1 new Muni app**  
Buy tickets on your smartphone



**2 new Muni routes**  
(55 16th Street and E Embarcadero)



**3 new subway stations** in construction for the Central Subway



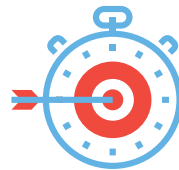
**7 miles of red transit-only lanes** on streets such as Haight, Market and Clay



**More frequent service on 27 routes** serving the most riders and improving connections to our Rapid network



**\$70 for an adult monthly pass**, one of the lowest among peer cities



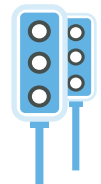
**99% of scheduled service** hitting the streets, a record high



**147 new buses** in service including hybrid electric motor coaches and electric trolley buses



**215 new trains** on their way



**Traffic lights at 400 intersections** give Muni the green light



**700+ new operators**, ending Muni's operator shortage

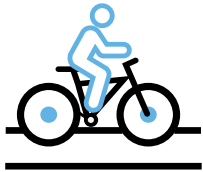


We also launched a Rapid network, added more accessible stops, built new train tracks at 4th and King for the TThird Line, finished building two subway tunnels under 4th Street and Stockton Street, began building a new bus maintenance facility, hired more mechanics to improve maintenance, honored more than 250 operators for 15+ years of safe driving each, awarded a construction contract to bring rapid bus service to Van Ness, and created new connections to shopping, schools, parks and more.

700,000  
CUSTOMERS  
BENEFITING

# We're improving travel options for everyone—no matter how you get around.

With more people choosing Muni, walking, vehicle sharing and bicycling to get around, we're making meaningful investments to give San Franciscans the excellent travel choices they deserve, and that a growing city needs.



**New or improved bike lanes** on Howard, Oak, Fell and 13th streets, some of the busiest for bicycling



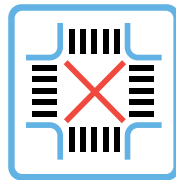
**Sharing made easy** with 227 new car sharing locations citywide, both on and off the street



**Upgraded meters** at more than 29,000 parking spaces. Now all meters in the city accept credit cards and pay-by-phone



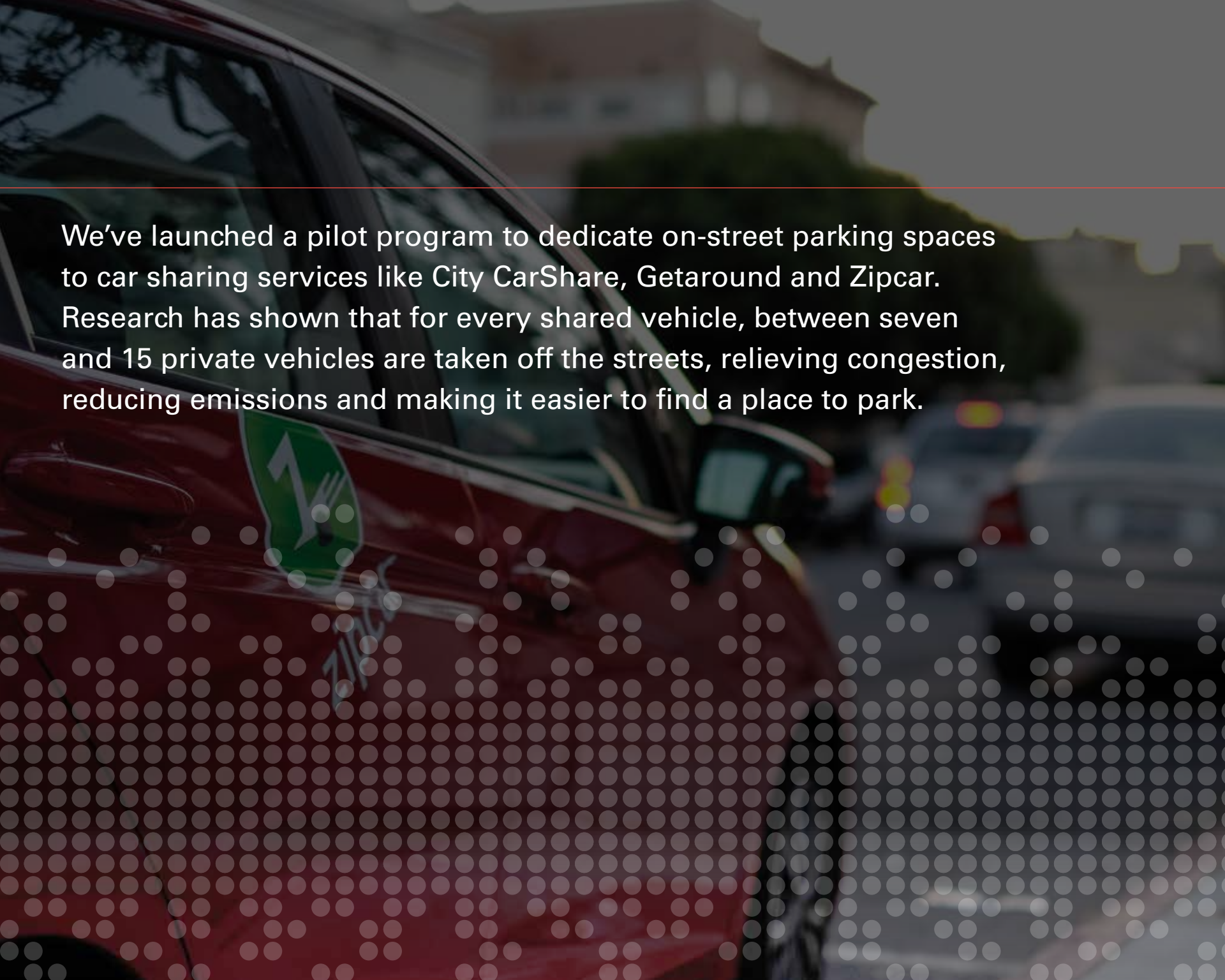
Don't forget **city-owned garages**, where you can park for longer starting at \$1 per hour



**Enhanced enforcement** of driving behaviors that create gridlock and compromise safety. Issued 37,778 citations for blocking the box, double parking and blocking a bike lane, almost double the previous year



**Park your electric scooter** for free and for longer at small curb spaces around town



We've launched a pilot program to dedicate on-street parking spaces to car sharing services like City CarShare, Getaround and Zipcar. Research has shown that for every shared vehicle, between seven and 15 private vehicles are taken off the streets, relieving congestion, reducing emissions and making it easier to find a place to park.



# Affordability, accessibility and equity are integral to our work and our values.

This year marks the 25th anniversary of the Americans with Disabilities Act, a transformative milestone for our nation and for a disability rights movement born right here in the Bay Area.

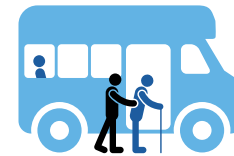
**We're proud of our achievements making transportation accessible to people with disabilities and seniors. This year they include:**



**Free Muni** for people with disabilities and seniors who make less than the Bay Area median income



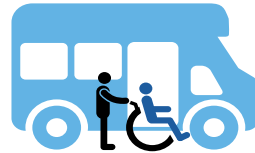
**New accessible Muni Metro stops** at 28th & Judah and Balboa Park Station



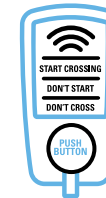
**Van Gogh**, a new group van service to help isolated seniors and people with disabilities attend recreational and cultural activities



**64 blue curb** disabled parking zones added



**35 new paratransit** vans in service



**24 audible pedestrian** countdown signals installed



# ACCESSIBLE FOR ALL

## We're also proud of our work to reduce the impact of the transportation system on the environment.

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Since 2010, we've **reduced our greenhouse gas emissions by 19%, water use by 24% and fuel use by 7%**. Muni's new hybrid buses run on cleaner fuel, and we've committed to converting to all-renewable fuel by the end of 2015.

This year the American Public Transportation Association honored our environmental efforts by recognizing us as a **Platinum-level member of their Sustainability Commitment**. We are one of only four public transportation agencies across the country to receive the honor.



*Clean Air Vehicle*

TOWARDS A  
SUSTAINABLE  
FUTURE

# Community engagement? Customer service?

## We hear you, and we're working hard to help you out.

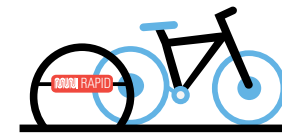
With 311, social media and public outreach, we're providing up-to-date information on travel options and responding to customer requests every day.



**3,184,526 email and text updates** sent to customers with Muni alerts and transportation info



**2,194 tweets** replied to with real-time Muni info and more



**1,262 new bike parking spaces** installed upon request



**8,755 people voted** to select the seating layout and color scheme of Muni's new trains



**Customer rating** of Muni service at its highest in nine years



**Completed 50 neighborhood traffic calming projects** based on residents' applications to our Traffic Calming Program

# In a city and region abuzz with new technologies, we're putting tech to use to improve your travel experience.

Mobile payments, online transparency, e-hailing and more!



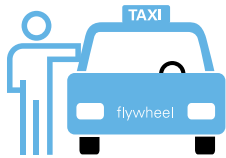
Pay for Muni with the new **MuniMobile app**



Use **PayByPhone** at any parking meter in the city



Stay up to date at **Moving SF**, our weekday blog with news and transportation insights ([sfmta.com/blog](http://sfmta.com/blog))



**Hail a cab** with Flywheel, now used by 90% of SF cab drivers



**Now online:** Our performance data on key indicators from carbon emissions to customer satisfaction ([sfmta.com/performance](http://sfmta.com/performance))

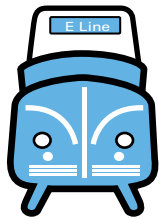


**5.37 million page views** on our website, [sfmta.com](http://sfmta.com), a central resource for getting around and getting involved



# We love being a part of San Francisco's rich and vibrant history—and its diverse and spirited present.

We celebrated both with great joy this year.



## Ride the E!

Our new historic streetcar line along the waterfront



## Ring that bell!

Like Byron Cobb, this year's Cable Car Bell Ringing Contest winner

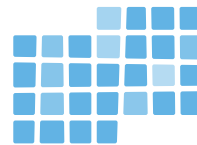


**Buses as art!** 50 Muni buses became galleries on wheels featuring the works of five Bay Area artists



## Stroll in style!

At Winter Walk, the pedestrian paradise we built on Stockton Street



## Play in the streets!

At Sunday Streets, where streets are for dance, yoga, music and more



**Roдео star!** Muni operator Kevin Grady was this year's top driver of 40-foot buses at the 40th annual International Bus Roдео

MUNICIPAL RAILWAY



# CELEBRATING SAN FRANCISCO

EST

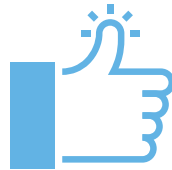
UNION  
SQUARE

# None of this great work would be possible without a shared investment in the common good.

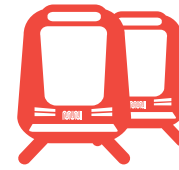
We thank San Franciscans and our regional, state and federal partners for your support in keeping San Francisco moving.



**72% of voters voted yes** to invest \$500 million in local funds to local transportation projects



**61% of voters voted yes** to increase transportation funding whenever the city's population grows



**\$41 million** in California cap & trade funds will purchase new Muni trains, adding service and expanding the fleet



**\$2.4 billion budgeted** through 2019 to improve transportation infrastructure citywide



**AA and Aa2:** Our credit ratings, recently upgraded by both Standard & Poor's and Moody's, are the highest in the nation for a transit agency





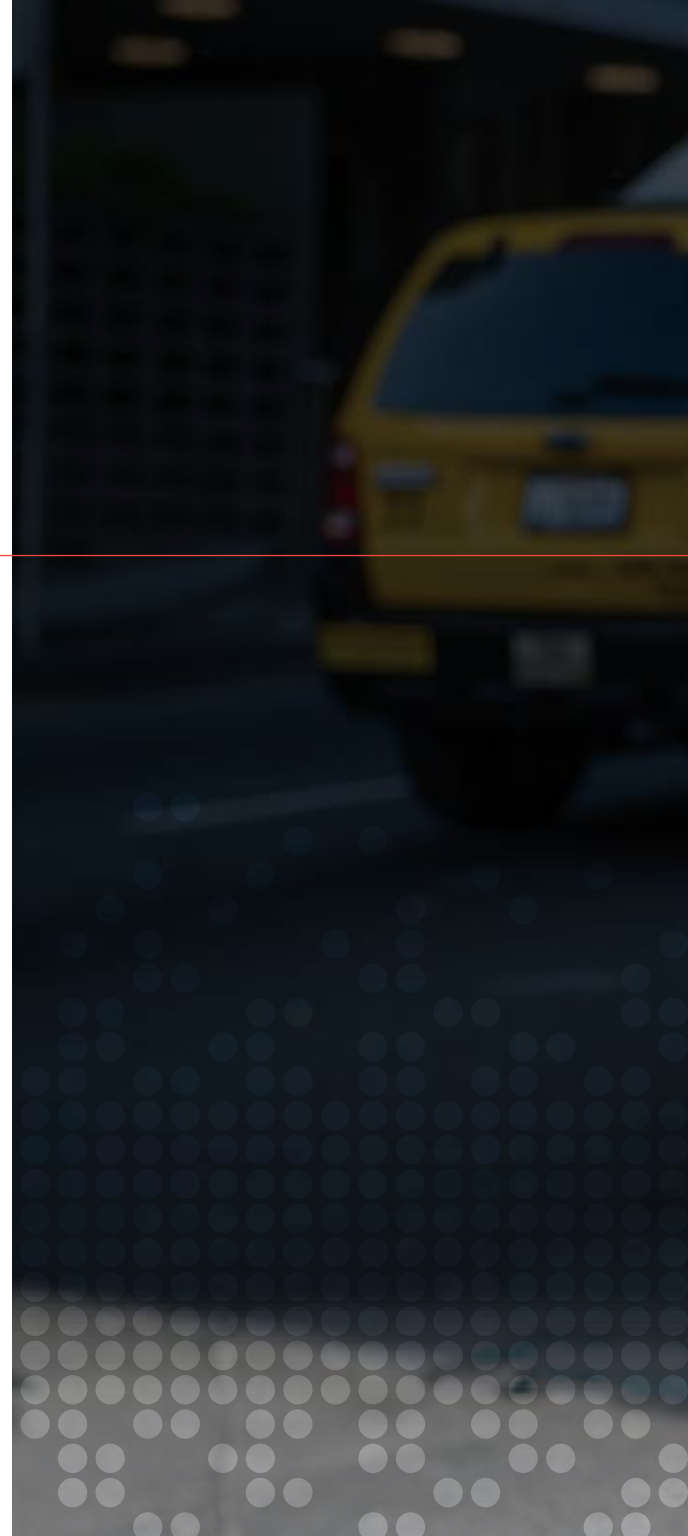
INVESTING  
FOR THE  
COMMON GOOD

Nor would it be possible without you—the 852,000 people who call San Francisco home and the hundreds of thousands who travel into the city every day.

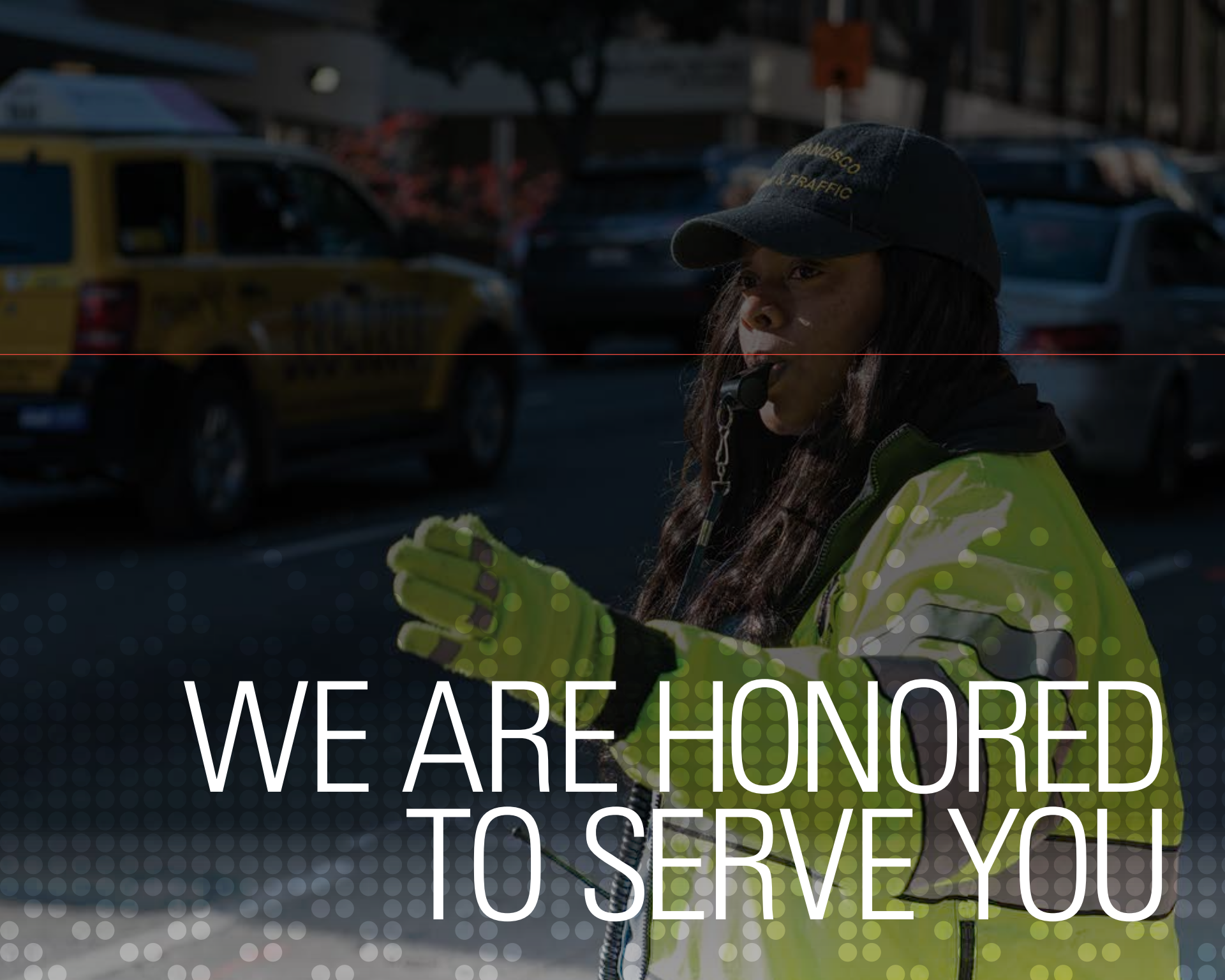
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We are honored to serve you and we thank you for your support as we work to serve you better—today and in the future, **wherever your journey takes you.**

Share your vision for a transportation future in focus at [sfmta.com/futureinfofocus](https://sfmta.com/futureinfofocus)







WE ARE HONORED  
TO SERVE YOU



# FINANCIAL SUMMARY AND KEY PERFORMANCE INDICATORS

**Financial Summary:** We manage our financial resources to prioritize safety, reliability, quality of life and service in San Francisco. Our two-year budget, passed in 2014, allows us to maintain and improve our transportation network through meaningful investment in operations and infrastructure.

**Key Performance Indicators:** The SFMTA Strategic Plan includes specific targets that we use to monitor and measure our progress on providing San Franciscans with excellent transportation choices. Look inside to see how we're doing on meeting goals including reducing crime on Muni and decreasing our carbon footprint. Learn more about how we're doing at [sfmta.com/performance](http://sfmta.com/performance).

# Financial Summary

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.

## SFMTA Operating Revenues

Budgeted FY 2014 - FY 2016



## SFMTA Operating Expenses

Budgeted FY 2014 - FY 2016



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.

Our capital budget is based on our five-year Capital Improvement Program.

## SFMTA Capital Investments

projected allocations for FY 2015 - FY 2019 (in millions)



# KEY PERFORMANCE INDICATORS FY 2014-2015

GOAL

1

## SAFETY

Create a safer transportation experience for everyone



### Crime Rate on Muni

The crime rate on Muni continued to **decline** following last year's boost in police presence at stations and on vehicles.



GOAL

2

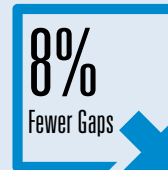
## TRAVEL CHOICES

Make transit, walking, bicycling, taxi, ridesharing and carsharing the most attractive and preferred means of travel.



### Customer Satisfaction with Transit Service

Nearly two thirds of respondents to the annual Muni Ridership Survey rated Muni service as **excellent or good**, continuing an upward trend since 2010.



### Gaps on the Rapid Network

Gaps **declined** significantly thanks to Muni Forward service increases and the recent hiring of more than 700 new operators.



GOAL

3

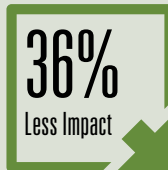
## LIVABILITY

Improve the environment and quality of life in San Francisco.



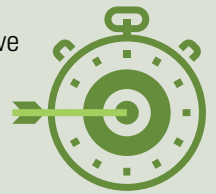
### Carbon Footprint

We've **reduced** our carbon footprint by 18% since 2010 thanks to more efficient vehicles, cleaner fuel, decreases in energy use and other efforts.



### Economic Impact of Muni Delays

New buses and improved maintenance practices have **reduced Muni delays** of more than 10 minutes, reducing the economic impact of the delays, too.

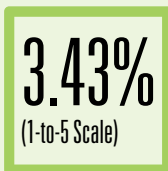


GOAL

4

## SERVICE

Create a collaborative environment to support delivery of outstanding service.



### Employee Satisfaction

SFMTA employees reported being somewhat satisfied with their jobs. The overall satisfaction rating was **unchanged** this year.



### Access to Agency News and Info

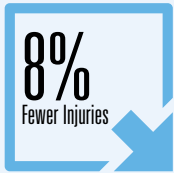
Employees reported that they have better access to information about the SFMTA.



Unless noted all data is from FY 2014-2015.

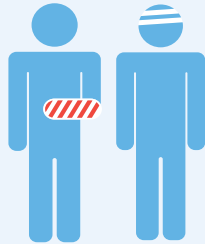
Two metrics do not appear in this document as we are reworking them to better reflect our current programs and procedures.





### Workplace Injuries

Workplace injuries have **declined** steadily over the past three years with continued efforts to create a stronger safety and wellness culture.



### Muni Collision Rate

Muni's collision rate increased in FY2015. To reverse this trend, we've hired more transportation safety specialists to identify and reduce hazardous conditions and unsafe behaviors, among other tactics.



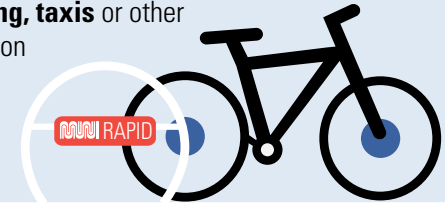
### Bunches on the Rapid Network

Bunches **increased**, possibly as a result of delivering more service on the Rapid Network.



### Trips Made by Sustainable Modes

San Franciscans continued to **choose public transit, walking, biking, taxis** or other sustainable transportation options for just over **50%** of their trips.



NEW METRIC

### Projects Completed Within Budget

This metric tracks the percent of projects delivered within budget, with more weight given to projects with higher budgets. Of the 51 projects reported, we completed **74% on or under budget**.



### Transit Cost per Hour

The cost per hour to deliver Muni service increased by \$17 from FY 2013 to FY 2014. We are still assessing the data from FY 2015 and will report the new information soon.



### Performance Plans & Appraisals

After a **decline** in performance plan completion this year, we're working to implement a more user-friendly platform to encourage more staff to complete them.

More employees submitted appraisals, which are completed collaboratively with managers.



NEW METRIC

### Stakeholder Rating

In a survey of 1,672 San Francisco residents, **42% were satisfied, 45% were dissatisfied and 13% were neither satisfied nor dissatisfied** with the job the SFMTA is doing managing transportation in the city.

# Acknowledgments

## Mayor Edwin M. Lee

## San Francisco Board of Supervisors

Eric Mar, *District 1*

Katy Tang, *District 4*

Norman Yee, *District 7*

Malia Cohen, *District 10*

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Erin Halasz

Staci Morrison

**Ariel Dunitz-Johnson's** project SWAY is a series of hand-drawn, pen and ink illustrations of people who contribute, in unique ways, to San Francisco's thriving queer (LGBTQI) community. Her work is featured on Muni buses through the Muni Art program.








**SFMTA**  
Municipal  
Transportation  
Agency

## 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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