



SFMTA

San Francisco Municipal Transportation Agency

2020 Board Workshop

January 28, 2020

Welcome and Purpose

Jeff Tumlin

Director of Transportation

Where We Stand

Citywide, almost all our **key performance indicators** have worsened.

Injuries and
Fatalities

Congestion

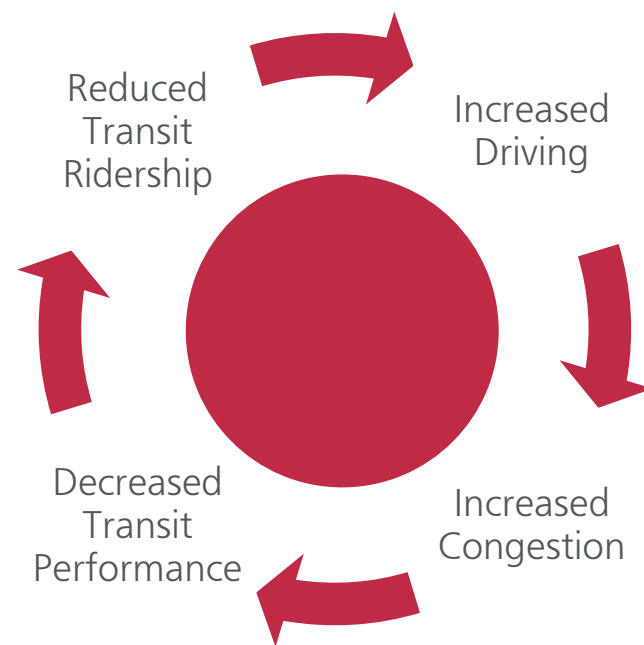
Transit
Ridership

Sustainable
Mode Share



Where We Stand: Understanding the Root of the Problem

- San Francisco and San Mateo Counties have **added more than 2,000 jobs every month since 2011**, while adding only 400 housing units a month.
- **Auto speeds have declined 20%** over the last decade while transit speeds declined 6%
- **TNCs caused the greatest increases in congestion in the densest parts of the city**—up to 73% in the downtown financial district - and along many of the city's busiest corridors.



Where We Stand: We Understand the Solutions



9/9R Peak travel times down **37%** and ridership up **28%**



L Taraval: **zero** injuries at stops where clear zones were built



Ridership up **28%** after 28R launched, first crosstown Rapid route



Travel times down **12%** and ridership up **60%** on Fulton routes



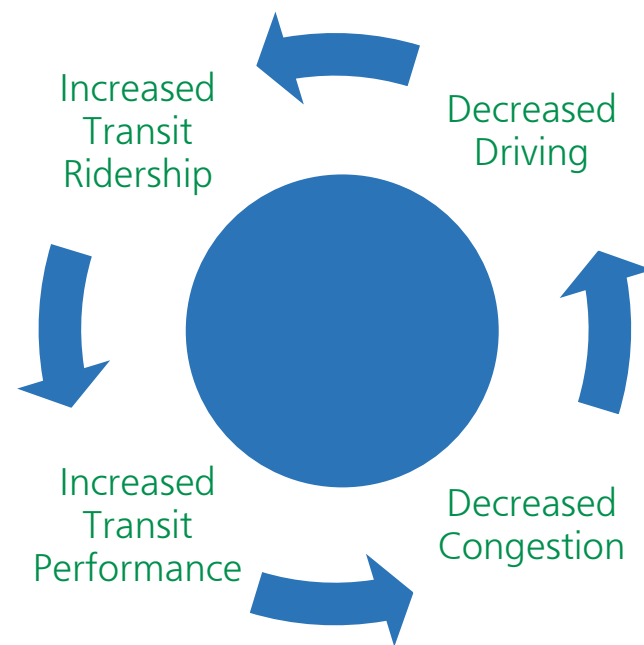
Turk Street saw a **287% increase in bicycle trips** following installation of protected bike lane



Near-term Folsom Street project led to an **improved sense of safety** from bicyclists (83%), pedestrians (54%), and drivers (48%)

Where We Stand: We Understand the Solutions

- Design and manage our streets to prioritize the movement of people, not vehicles
- Protect all our highest ridership transit lines from congestion
- Invest resources to address current and historic system equity gaps
- Manage parking for commercial access and congestion reduction
- Support SFCTA downtown congestion pricing study
- Create protected paths for bikes and micromobility
- Invest in system management tools like communications-based train control
- Address our HR issues to hire budgeted staff
- Become the most welcoming and inclusive work environment in the nation to draw and hold talent



Board Workshop – Welcome and Purpose

Understanding the Obstacles



Agreement on overall goals, but deep disagreement on details



Ongoing staffing shortage exacerbated by strong economy and affordability crisis



General misunderstanding of issues such as bunching and congestion

“State of San Francisco” **Discussion**

Panel discussion with Sean Elsbernd,
John Rahaim, Ben Rosenfield
& Jeff Tumlin

Presentation:

2019 Travel Decision Survey

We have work to do, but sustainable trips are growing in areas where the SFMTA is making investments.

By: Sarah Jones, Planning Director, Sustainable Streets
Monica Munowitch, Manager, Complete Streets

Background

Mode share measures the percentage of travelers using a particular type of transportation. It is an indicator measuring how well San Franciscans can access their daily needs.

Survey Purpose: Measure mode share to track progress towards Strategic Plan Objective 2.2: 80 percent sustainable trips by 2030

Methodology: Survey firm completed a telephone survey of 840+ Bay Area residents in May-August 2019, capturing over 10,400 reported trips

History: Annual survey since 2012 - 2017, switch to biennial survey in 2017 to capture more significant changes in mode shift

Between 2017 and 2019 to align with the Strategic Plan, trip categorization changed - **Transportation Network Companies (TNCs) categorized as non-sustainable.**

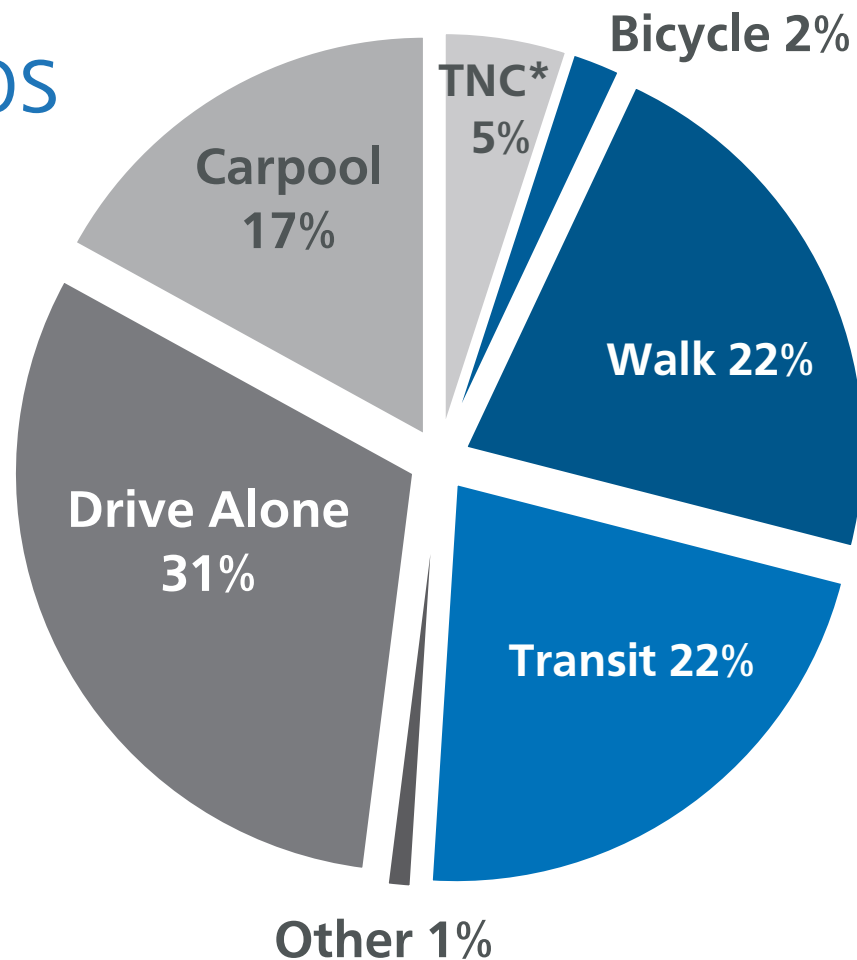
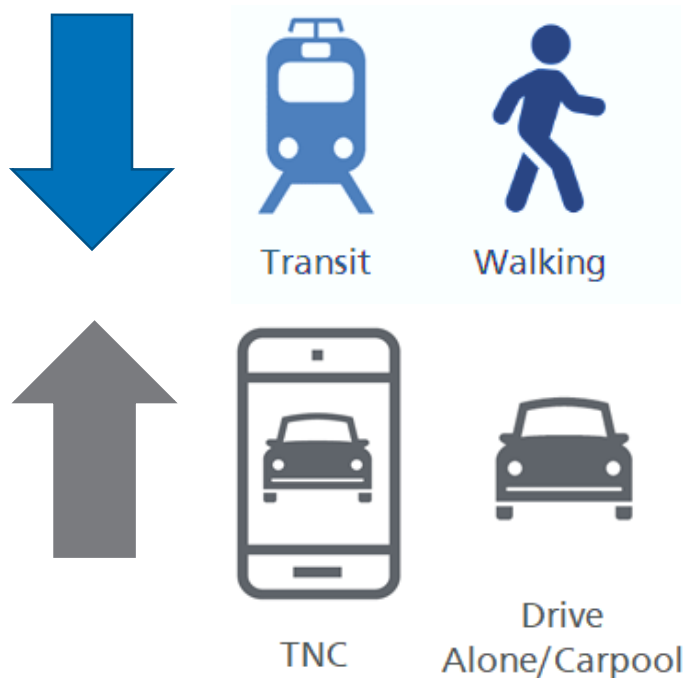
2017	2019
Private: <ul style="list-style-type: none">• Drive Alone• Carpool/drive with others	Non-Sustainable: <ul style="list-style-type: none">• Drive alone• Carpool/drive with others• TNC
Non- Private: <ul style="list-style-type: none">• Walk• Transit• Bike• Other (taxi, carshare)• TNC	Sustainable: <ul style="list-style-type: none">• Walk• Transit• Bike• Other (taxi, carshare)

2019 Travel Decision Survey

Mode Share 2019

47% Sustainable Trips

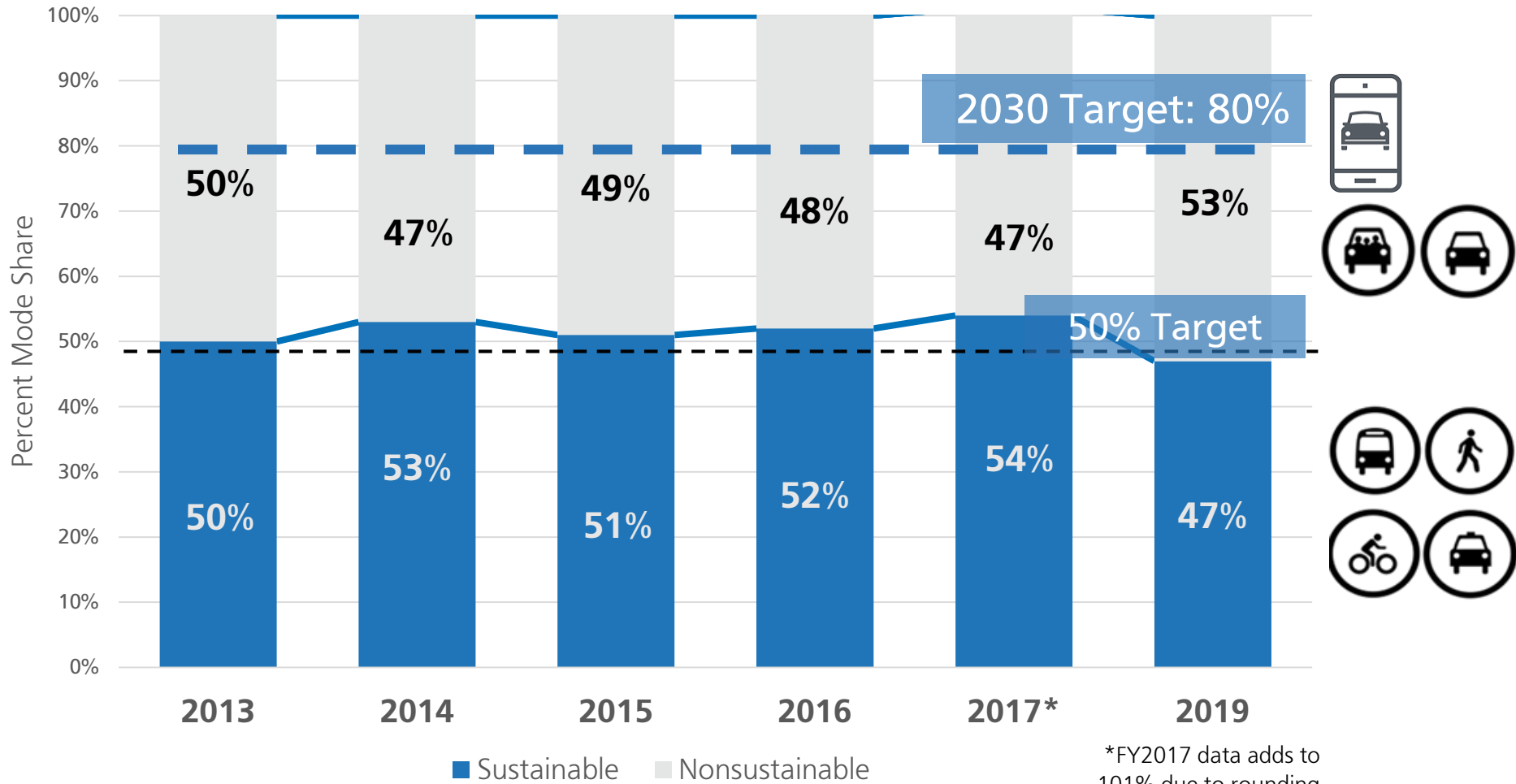
Over last 2 years (since 2017):



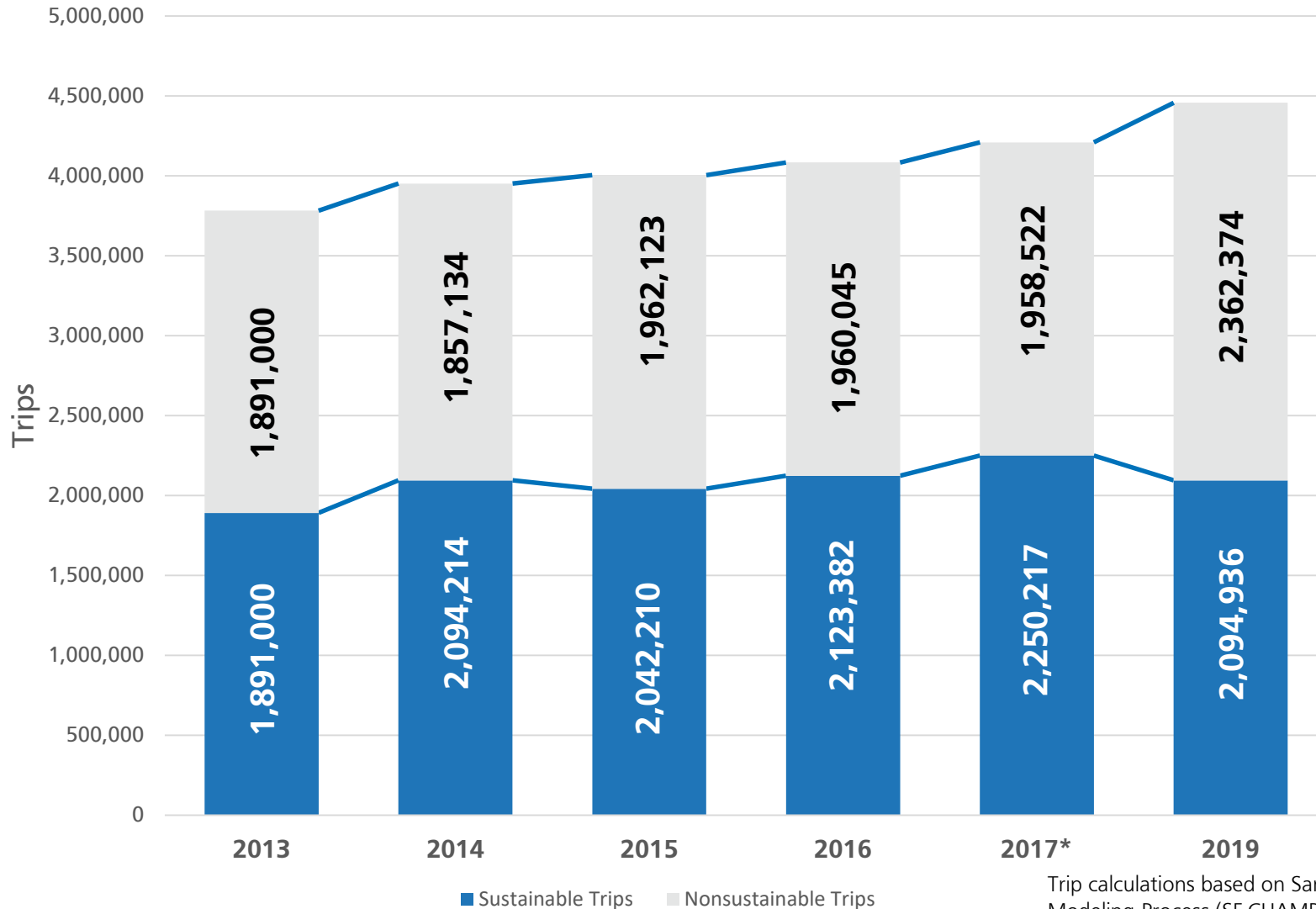
*Transportation Network Company

Percent Mode Share: 2019 Categorization

For accurate comparison, data between 2013-2017 adjusted to reflect current categorization of sustainable mode share



Raw Trips: 2019 Current Categorization

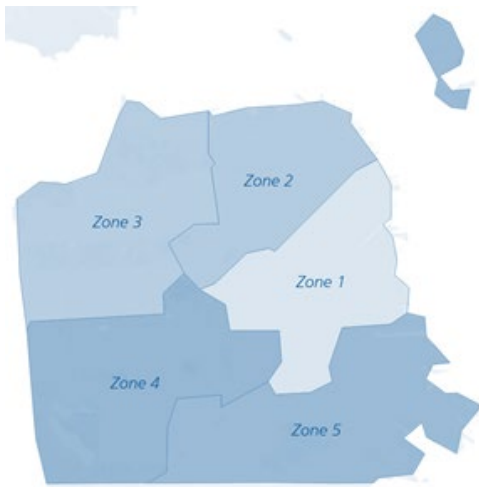


Trip calculations based on San Francisco Chained Activity Modeling Process (SF-CHAMP)

2019 Travel Decision Survey

Income & Sustainable Mode Use

	\$35,000 or less	\$35,001 - \$75,000	\$75,001 - \$100,000	\$100,001 - \$200,000	Over \$200,000	Total
San Francisco	59%	51%	46%	43%	44%	47%
Zone 1	77%	44%	34%	59%	64%	59%
Zone 2	58%	78%	61%	54%	40%	55%
Zone 3	72%	21%	58%	35%	46%	43%
Zone 4	43%	47%	37%	19%	32%	33%
Zone 5	49%	34%	17%	34%	23%	35%
Outside San Francisco	43%	51%	61%	48%	54%	51%
East Bay	50%	48%	68%	61%	68%	60%
North Bay	15%	79%	49%	41%	44%	44%
South Bay	39%	55%	22%	29%	39%	38%

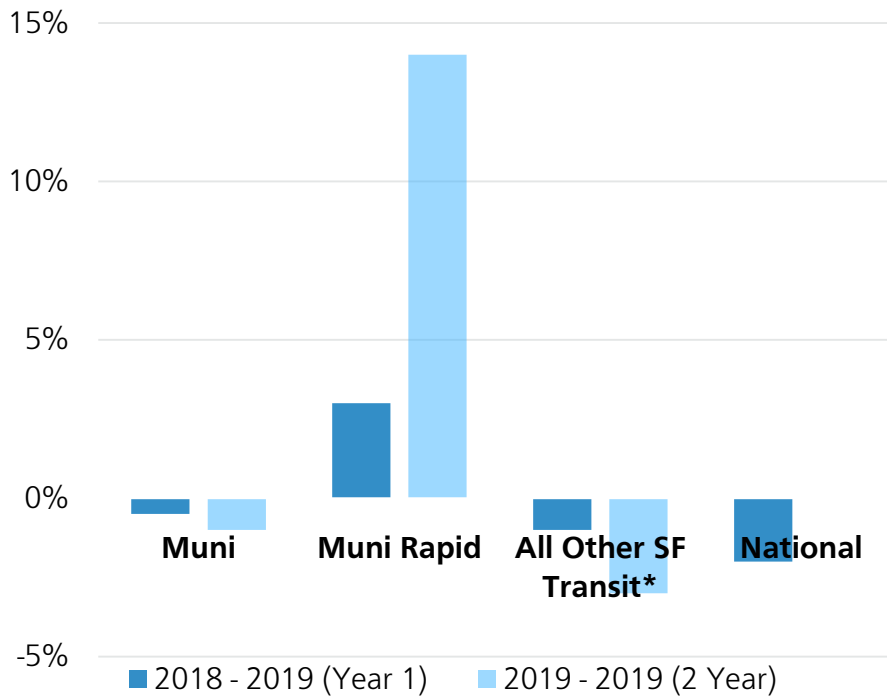


*shaded cells indicate populations where sustainable mode share is above 50%

2019 Travel Decision Survey

Transit Ridership Trends

Muni ridership statistics are not trending with other Bay Area Transit agencies. Ridership **grew** significantly where the SFMTA made investments in the transit system.



*BART + Caltrain + AC Transit + Golden Gate, Bay Ferry



Improving the 5 Fulton line and creating the 5R Fulton Rapid has resulted in a **60% increase in ridership** since 2009.



Rapid service and transit priority improvements on 11th Street, Bayshore Boulevard, Potrero Avenue, and San Bruno Avenue has resulted in a **40% increase in ridership** on the 9 San Bruno and 9R San Bruno Rapid since 2009.

Conclusion: We Need To Do More

The proportion of people **choosing cars has increased**. Less driving is fundamental to every one of SFMTA's goals, making performance metrics like mode shift critical.

The SFMTA's responsibility is **to make sustainable travel a workable and attractive choice, requiring:**

- Clear commitment to our city's values
- Understanding tradeoffs with taking on big challenges
- A holistic approach with multifaceted solutions
- Doing more of our good work

Presentation:

Strategic Challenges

We have had successes in the last year, but there remains operational challenges for the SFMTA to address.

By: Julie Kirschbaum, Director of Transit

Tom Maguire, Director of Sustainable Streets



Let's begin with some successes.

Strategic Challenges

2019 Accomplishments

Opening of Chase Center

Constructed new transit platform and met goals around pedestrian safety, hospital access, neighborhood congestion, mode share.



Approval of Better Market Street

Moving forward with the implementation of a transformational redesign of San Francisco's busiest pedestrian, bicyclist and transit corridor.



2019 Accomplishments – *Transit*

Over 800 buses in a 7-year period purchased, with the last trolley bus received

Modern/ Expanded Fleet

68 new light rail vehicles added to an expanded Muni Metro fleet

Eliminated switchbacks on the T Third

Improved Service

Moving Muni Forward
Downtown 3rd Street
Downtown 4th Street
27 Bryant
San Bruno

Highest bus maintenance reliability ever

Extended subway maintenance program

Better System Management

Hired 200 new Operators
Fully opened Transportation Management Center (TMC)

2019 Accomplishments – Streets

Delivered Quick Build Projects
Awarded a new and improved
security contract

Signal Retiming in
North and South of Market

Safer Streets

Development of the 2019
Vision Zero Action Strategy

Expanded Safe Routes to
Schools to all 103 SFUSD
elementary schools

Powered Scooter
Share Permit Program

Expanded Access

E-bike Agreement with Lyft



Strategic Challenges.

Strategic Challenges

Common Customer Frustrations

Safety

- Roadway safety
- Lack of safe multimodal infrastructure

Transit

- Crowding
- Long and unpredictable wait times
- Regular subway delays
- Inconsistent/unpleasant customer experience

Driving

- Lack of parking
- Traffic congestion

Service and Public Trust

- Lack of communication & responsiveness
- Equity gaps
- Slow project delivery & construction fatigue



Strategic Challenges

Overview: Major Agency Challenges



SFMTA

We know what
we need to fix.

Fatalities

Not Declining Fast Enough

Sustainable Mode Share

Declining

High Vacancy Rates

in Critical Classifications

Aging Infrastructure

& State of Good Repair

Growing Service Demands

& Equity Needs

Insufficient Resources

for Operations

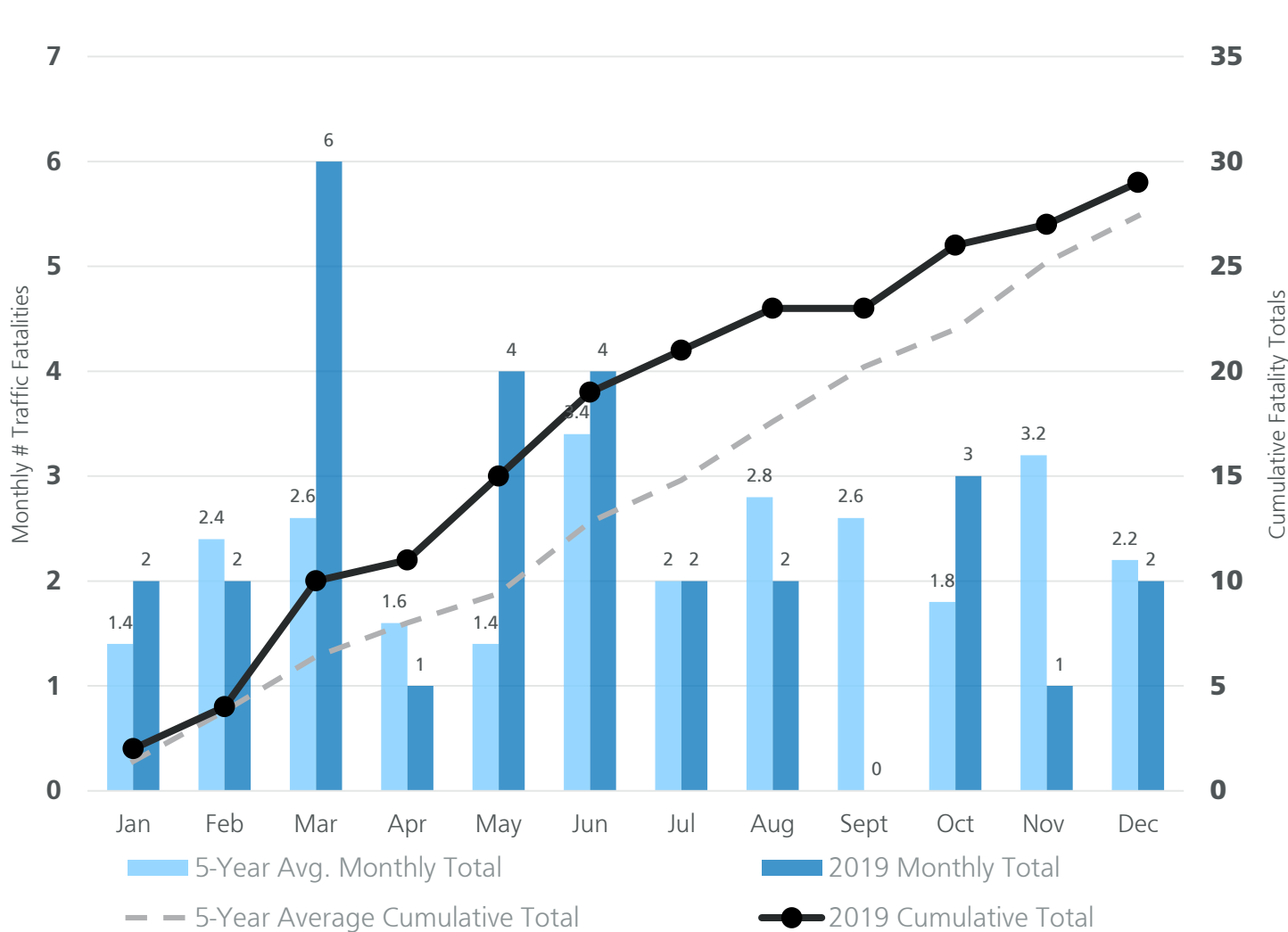
Project Delivery

& Conflicting Priorities

Security &

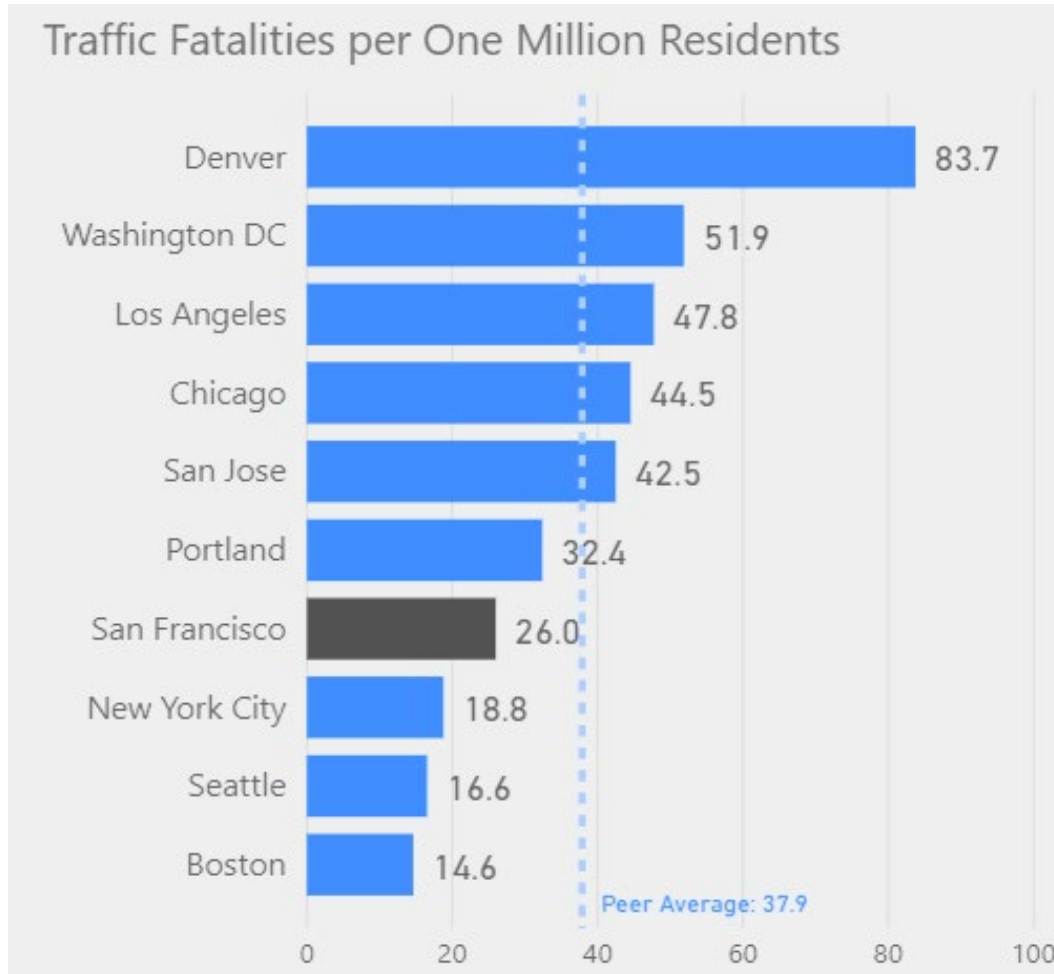
Service Experience

Traffic Fatalities – San Francisco: 2019 & 5-year Averages



- Fatalities not declining fast enough
- Declining Sustainable Mode Share
- High Vacancy Rate in Critical Classifications
- Aging Infrastructure/SGR
- Growing Service Demands & Equity Needs
- Insufficient Resources for Operations
- Conflicting Priorities in Project Delivery
- Security & Service Experience

Traffic Fatalities – National: Fatalities per 1 million (2018)



Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

Aging Infrastructure/SGR

Growing Service Demands & Equity Needs

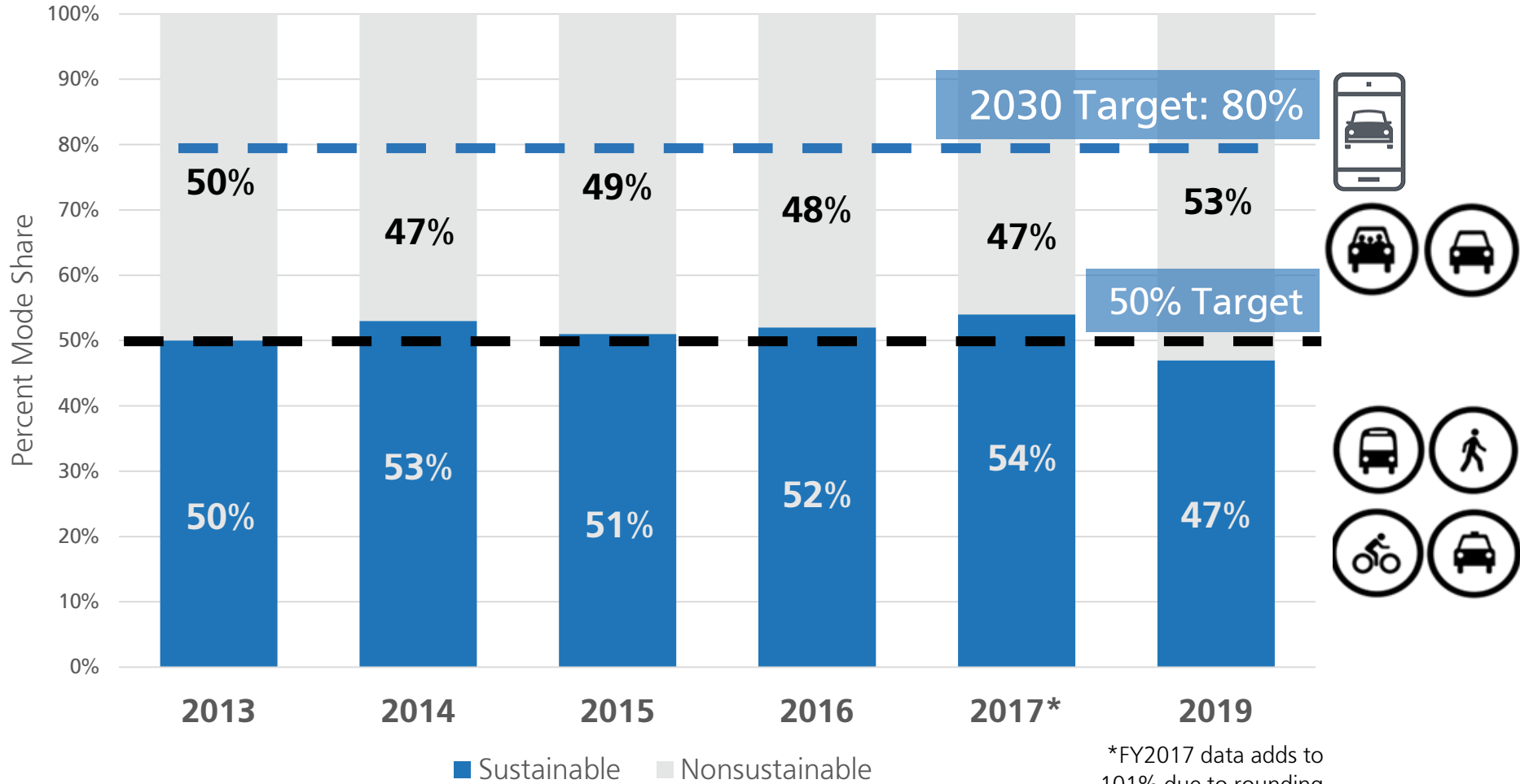
Insufficient Resources for Operations

Conflicting Priorities in Project Delivery

Security & Service Experience

Percent Mode Share: 2019 Categorization

For accurate comparison, data between 2013-2017 adjusted to reflect current categorization of sustainable mode share



Current SFMTA Vacancies by Division

Divisions	Total # of Positions	Filled Positions	Vacant Positions
Transit (excludes Operators)	2029	1604	425
Sustainable Streets	1216	1030	186
Finance and Information Technology	598	493	105
Capital Programs and Construction	159	123	36
Human Resources	92	67	25
Central Subway Program	31	13	18
Communications, Marketing & Outreach	58	42	16
Taxis and Accessible Service	32	26	6
System Safety	33	29	4
Board of Directors	11	10	1
Director of Transportation Office	5	5	0
Government Affairs	6	6	0
TOTAL	4,270	3,448	824

Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

Aging Infrastructure/SGR

Growing Service Demands & Equity Needs

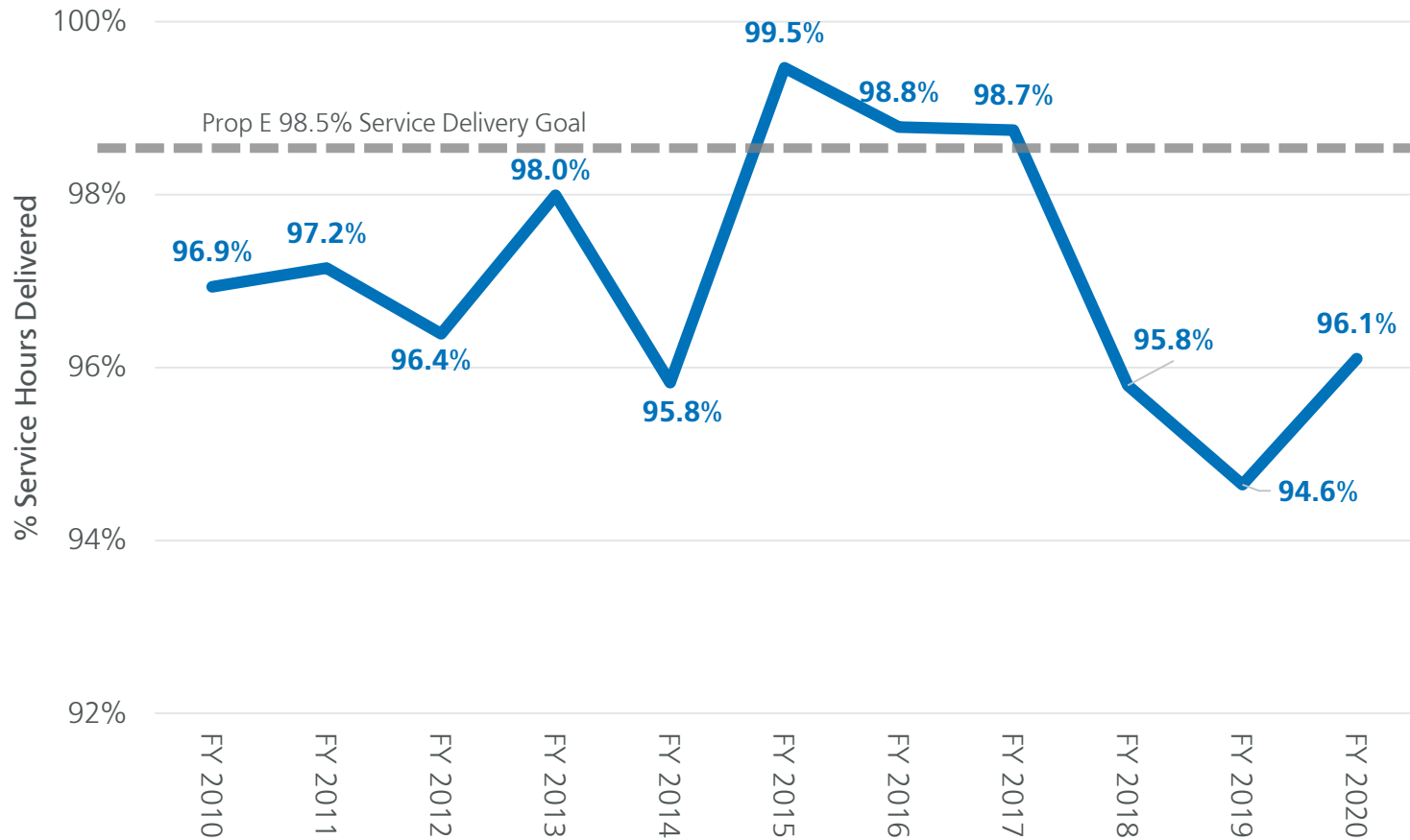
Insufficient Resources for Operations

Conflicting Priorities in Project Delivery

Security & Service Experience

SFMTA Vacancy Rate – Operator Shortage Impacts

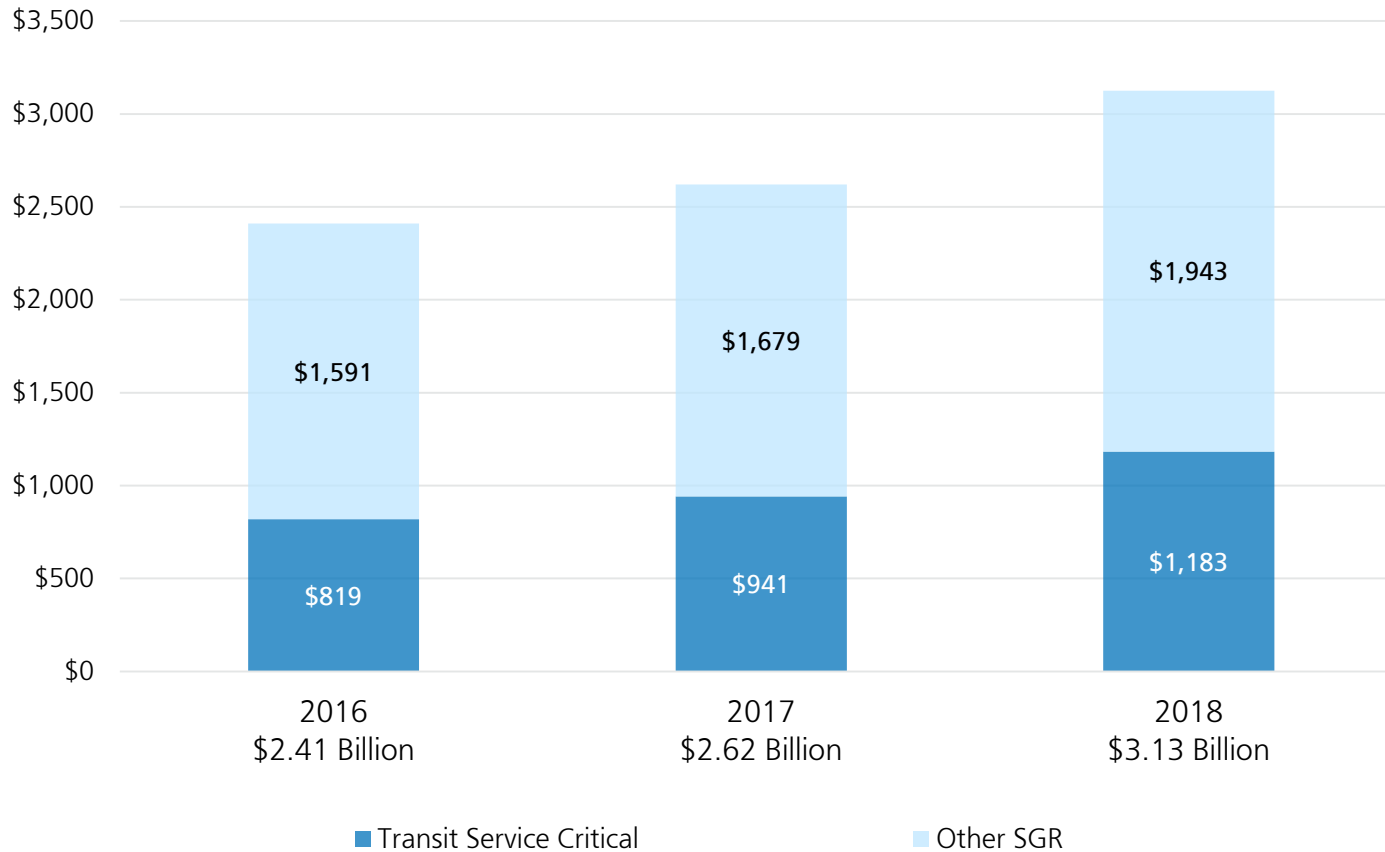
Service Hours Delivered



- Fatalities not declining fast enough
- Declining Sustainable Mode Share
- High Vacancy Rate in Critical Classifications**
- Aging Infrastructure/SGR
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- Conflicting Priorities in Project Delivery
- Security & Service Experience

Aging Infrastructure/State of Good Repair (SGR)

State of Good Repair Backlog (2016 – 2018)



Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

Aging Infrastructure/ SGR

Growing Service Demands & Equity Needs

Insufficient Resources for Operations

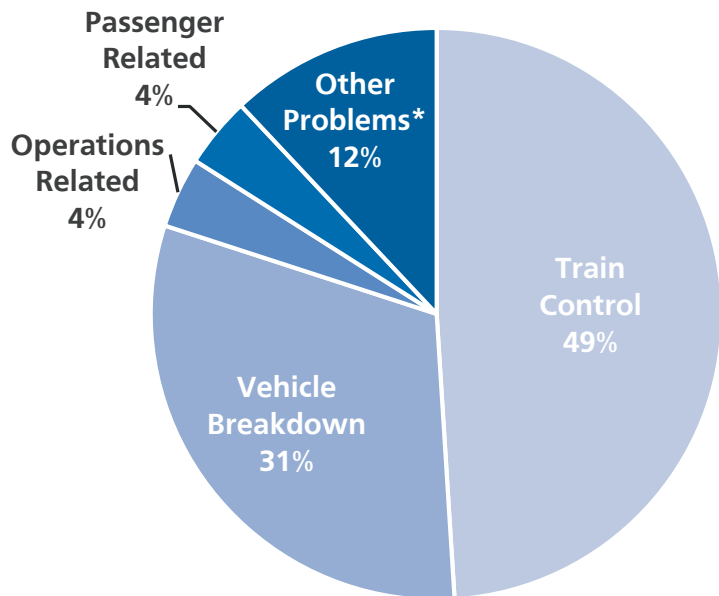
Conflicting Priorities in Project Delivery

Security & Service Experience

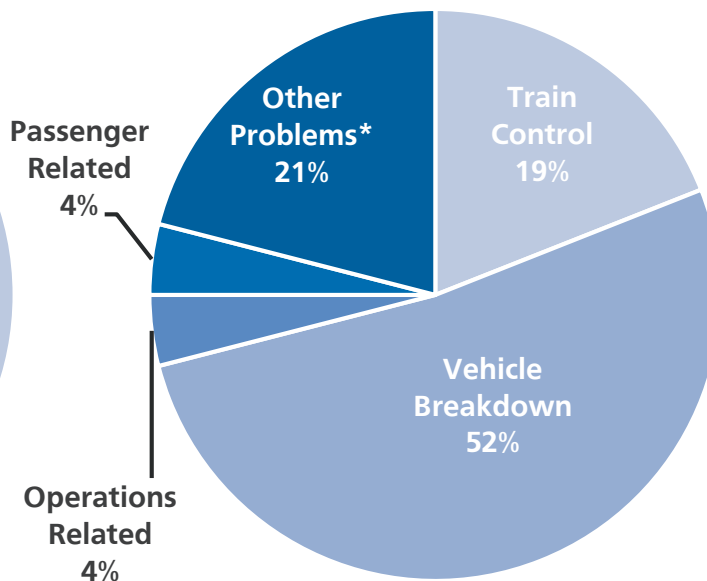
Aging Infrastructure/State of Good Repair (SGR)

Sources of Acute Delays (January – December 2018)

Delays by Quantity



Delays by Impact (minutes)



*Other problems include wayside infrastructure failures in addition to delays that were uncategorized in the control log. These figures do not include delay due to congestion, only the acute delay associated with each incident.

Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

Aging Infrastructure/SGR

Growing Service Demands & Equity Needs

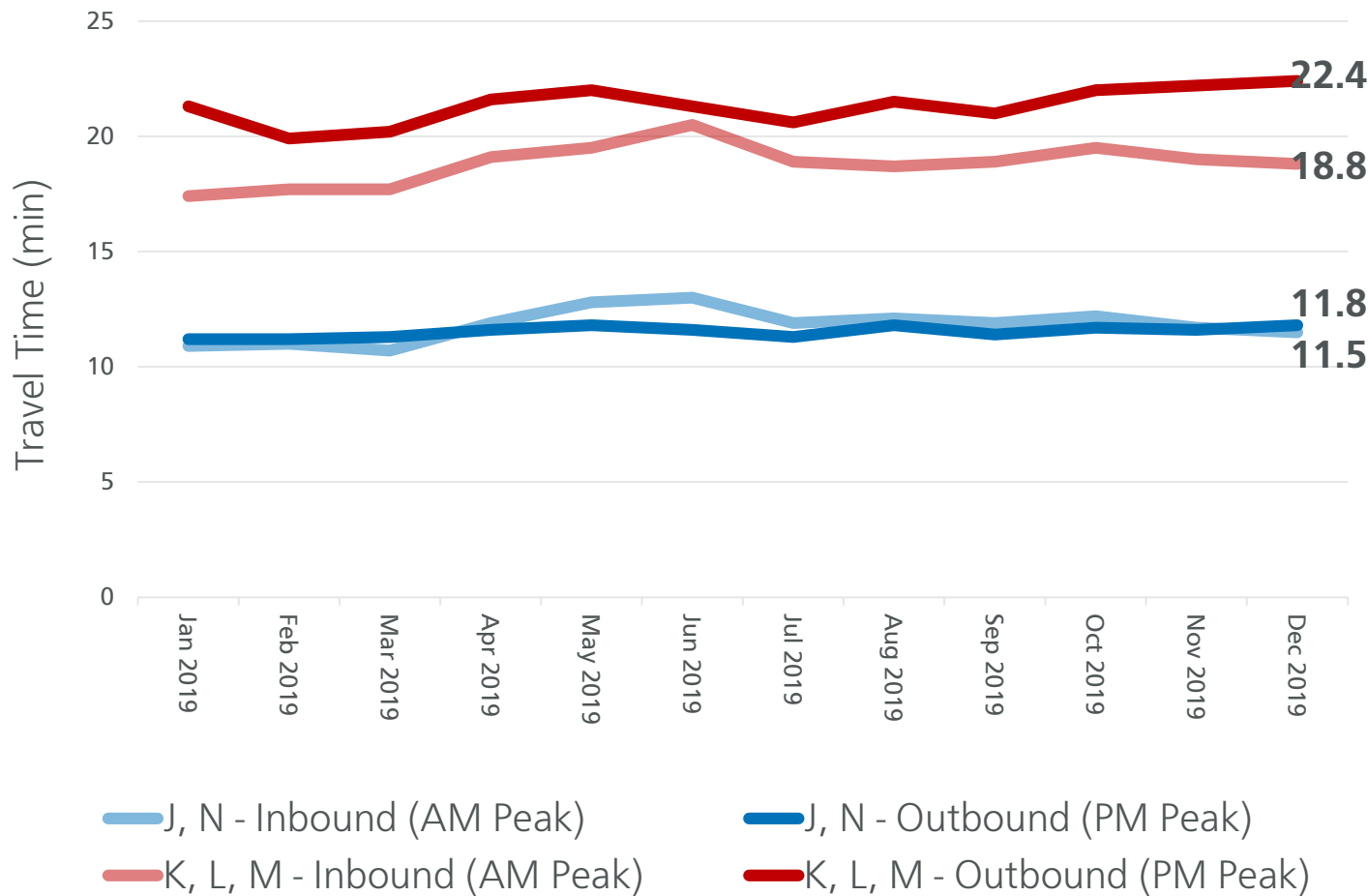
Insufficient Resources for Operations

Conflicting Priorities in Project Delivery

Security & Service Experience

Aging Infrastructure/State of Good Repair (SGR)

Median Subway Travel Time



Fatalities not declining fast enough

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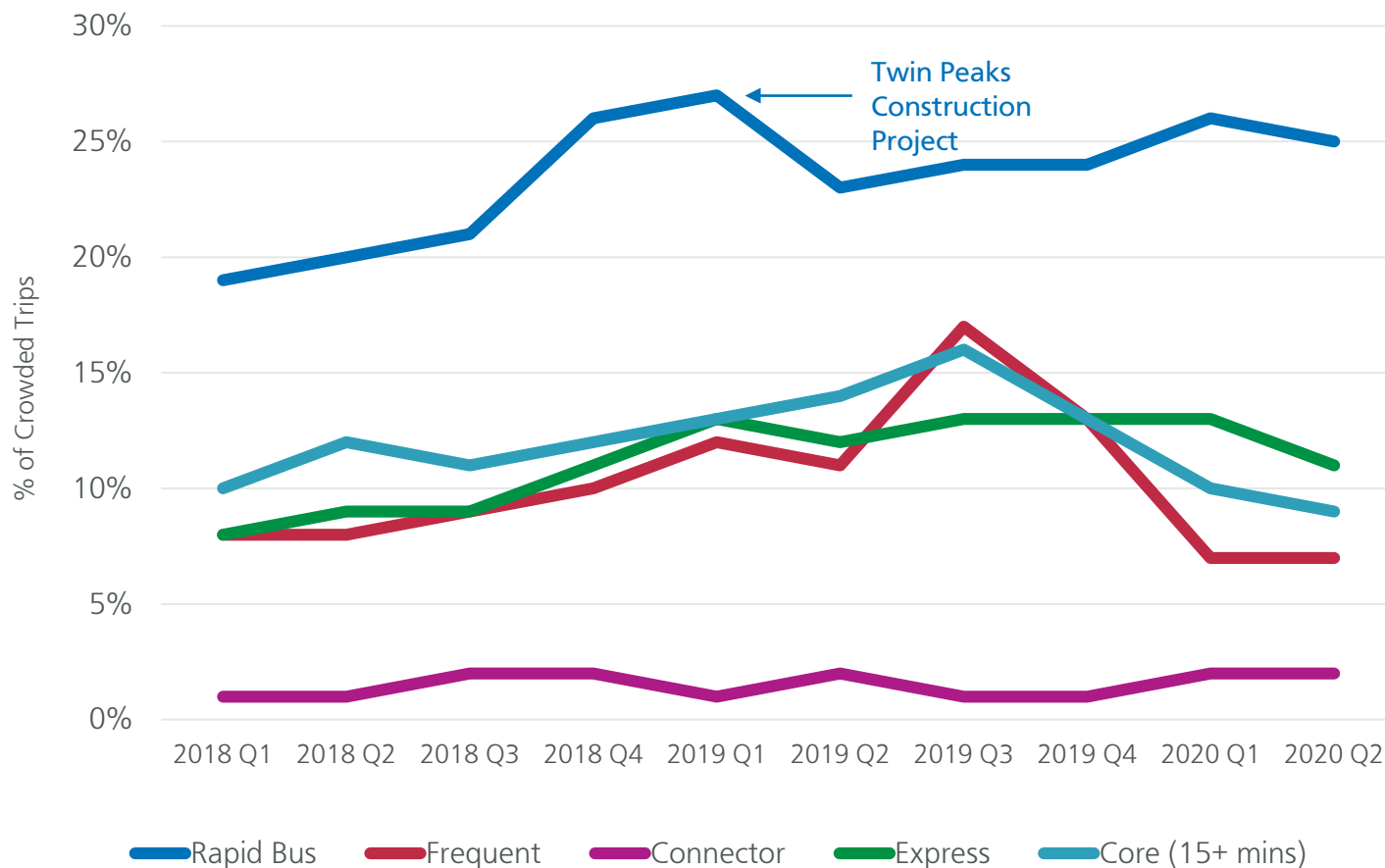
Conflicting Priorities in Project Delivery

Security & Service Experience

Strategic Challenges

Crowding

Crowding by Transit Service Type



Fatalities not declining fast enough

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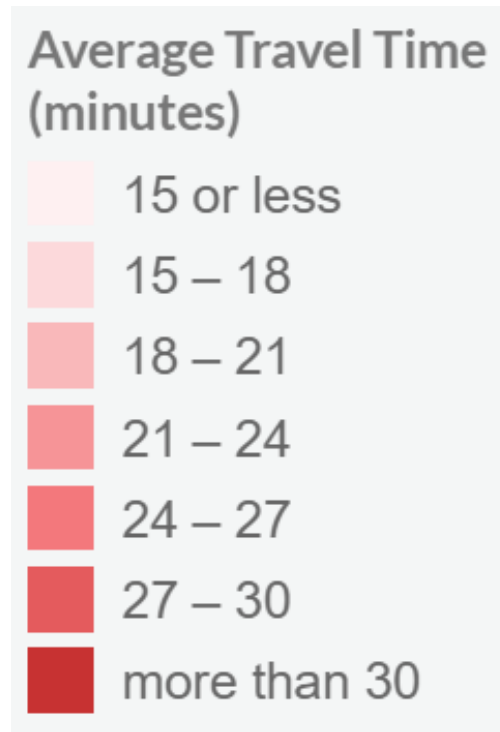
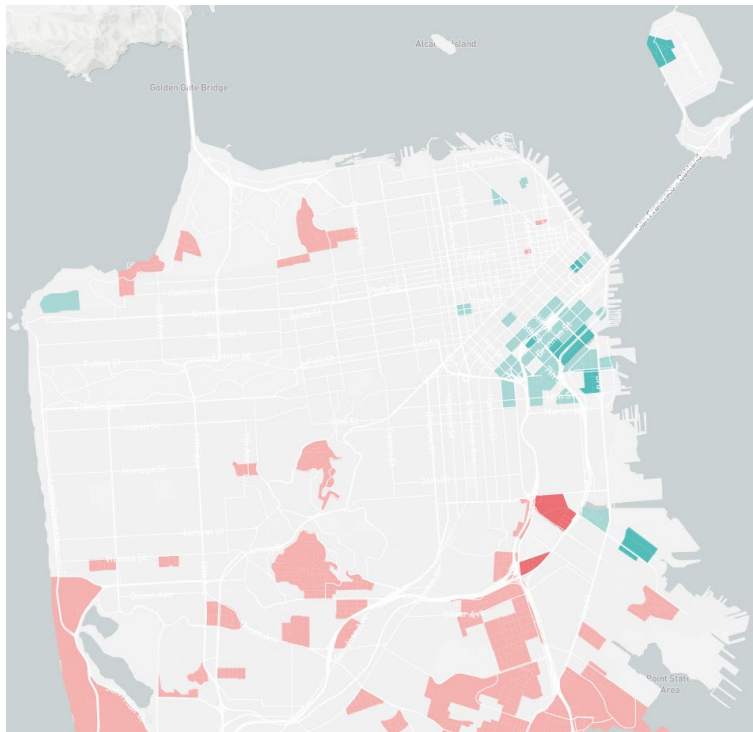
Conflicting Priorities in Project Delivery

Security & Service Experience

Strategic Challenges

Addressing Equity Gaps

Connectivity and **travel time** are key equity concerns today and will get worse over time without intervention



Connect SF data analysis predicts gaps will increase over time without intervention. Projections for year 2050. <https://connectsf-traveltime.sfcta.org/>

Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

Aging Infrastructure/SGR

Growing Service Demands & Equity Needs

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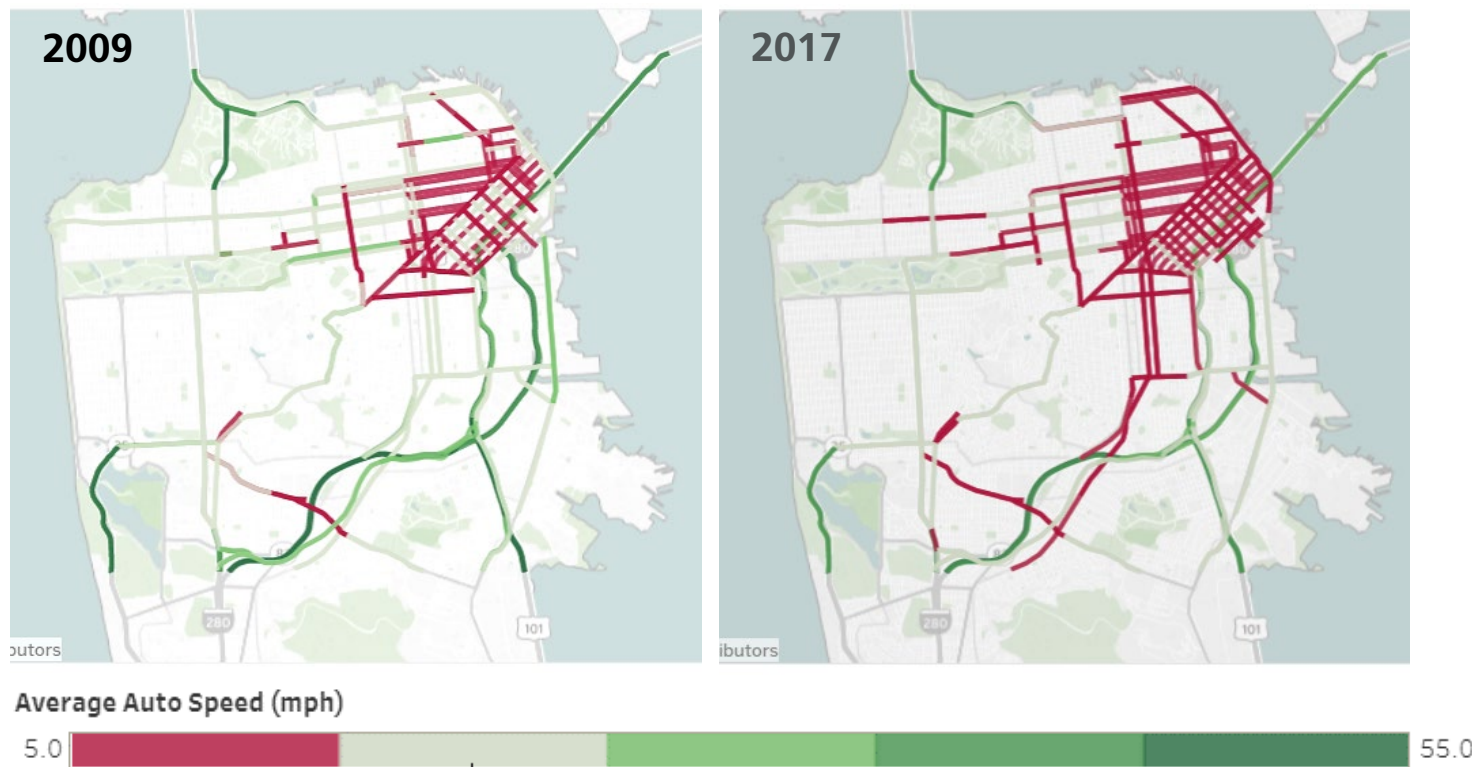
Conflicting Priorities in Project Delivery

Security & Service Experience

Increasing Downtown Congestion

Downtown Congestion: 2009 – 2017 Comparison

- Auto speeds have declined over 20% across the City
- Transit speeds are relatively flat despite increased congestion



Fatalities not declining fast enough

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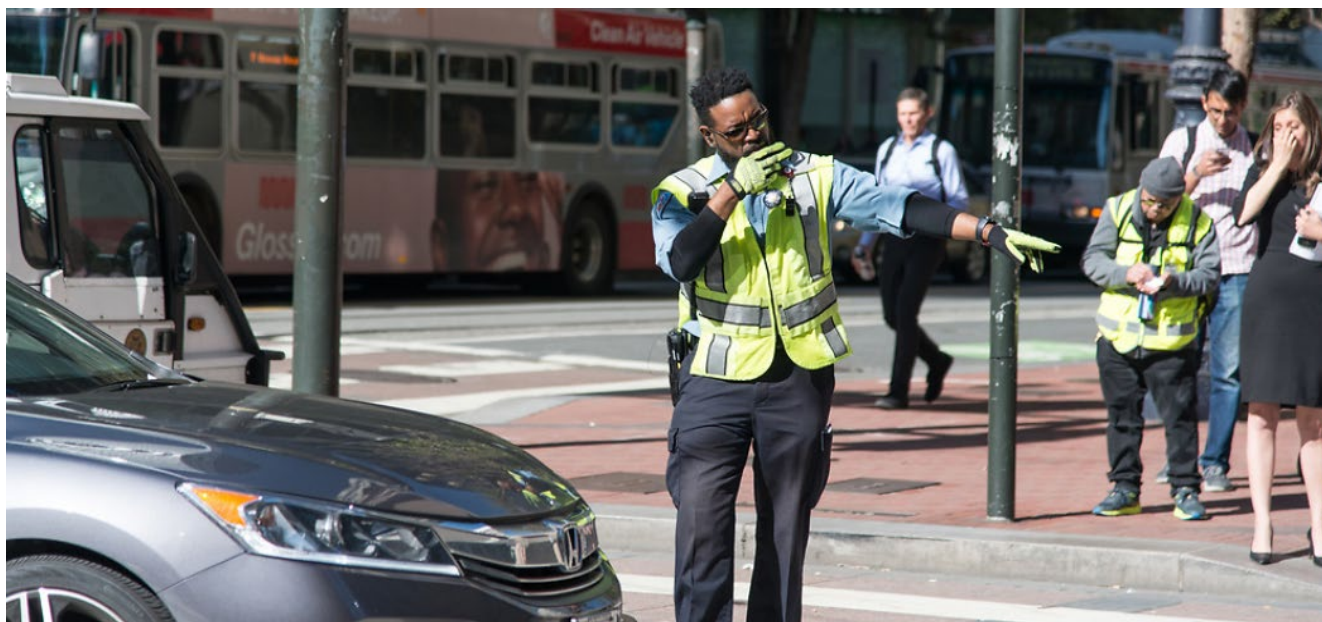
Conflicting Priorities in Project Delivery

Security & Service Experience

Growing Need for Parking Control Officers (PCOs)

PCO's play a vital role managing our increasingly busy streets ...

... all while continuing to address safety needs and enforcing existing policies and curb regulations.



Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

Aging Infrastructure/SGR

Growing Service Demands & Equity Needs

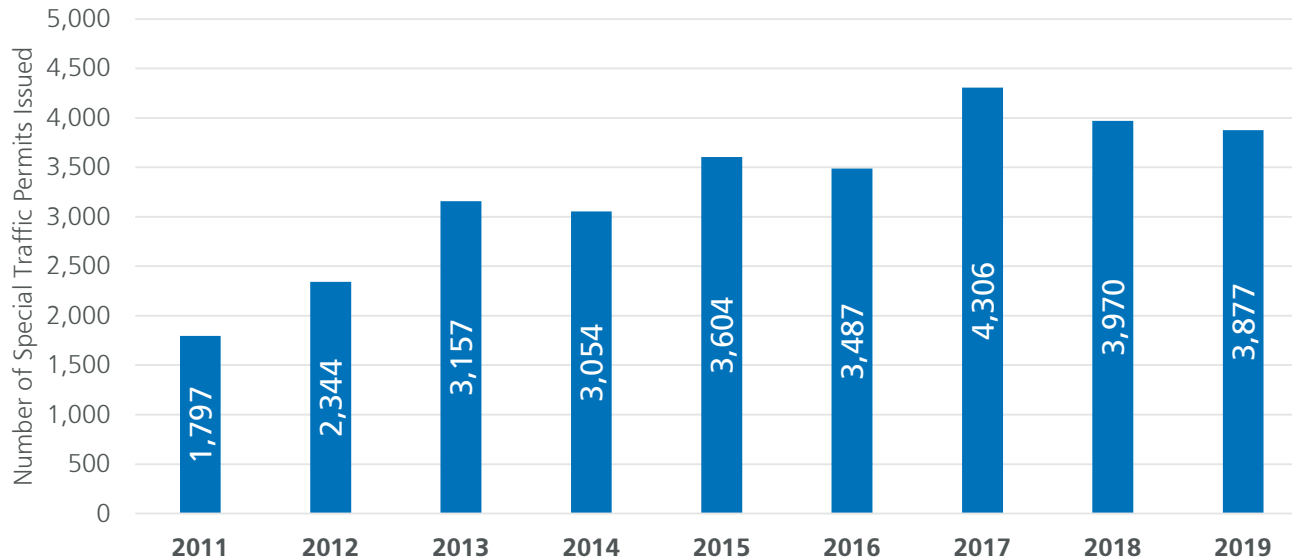
Insufficient Resources for Operations

Conflicting Priorities in Project Delivery

Security & Service Experience

Growing Need for Parking Control Officers (PCOs)

Special Traffic Permits requiring PCO support has increased and the absolute number of PCOs per permit has also increased.



Special Events

Support Project Implementation

Traffic Control at Fix Posts

Private and City Construction

Support Transit

Bike Lane Enforcement

Fatalities not declining fast enough

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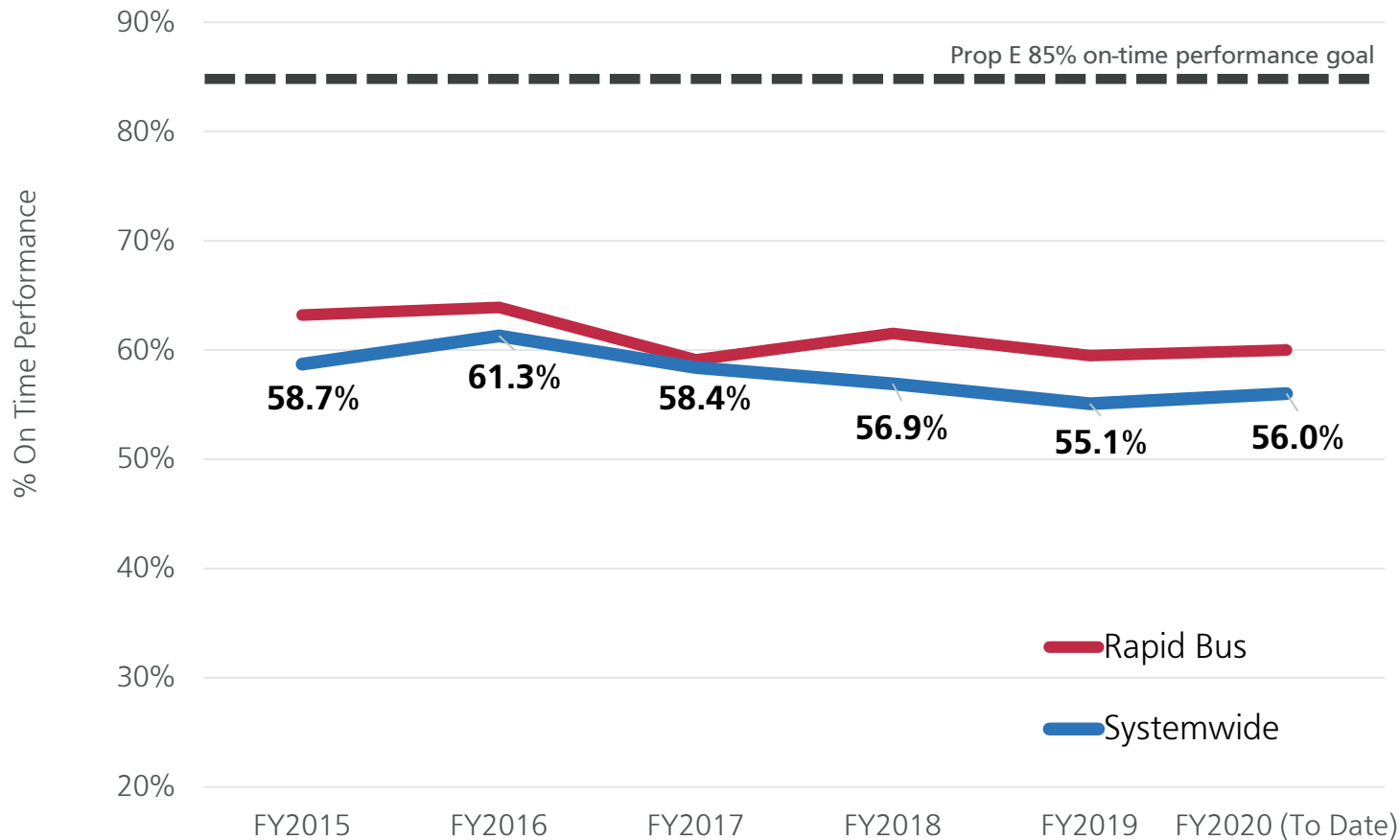
Conflicting Priorities in Project Delivery

Security & Service Experience

Strategic Challenges

Schedule Adherence

On-Time Performance/Schedule Adherence: FY 2015 to present



Fatalities not declining fast enough

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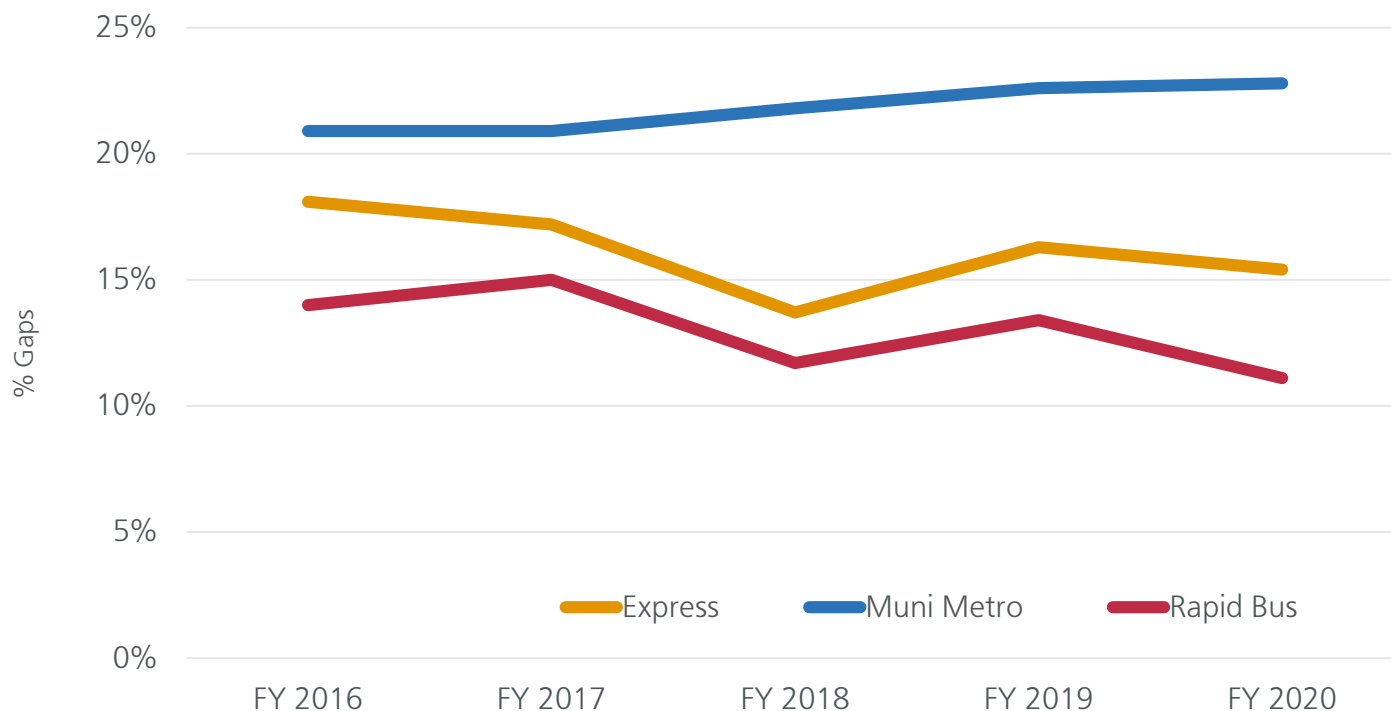
Security & Service Experience

Strategic Challenges

Schedule Gaps

Gaps in Service: FY 2016 through current period

To better meet customer expectations and reduce gaps and long wait times, we are moving toward managing service on headways on Rapid bus, express, and Muni Metro routes.



Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

Aging Infrastructure/SGR

Growing Service Demands & Equity Needs

Insufficient Resources for Operations

Conflicting Priorities in Project Delivery

Security & Service Experience

Insufficient Resource in Key Areas

- Insufficient staffing levels to fully realize potential of service management technology
- Managing operator shortage limits ability to take service management to the next level
- Investments in controllers, field managers and floor managers diverted personnel from supervision ranks
- Inadequate training and support to transition from peer to supervisor



Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

Aging Infrastructure/SGR

Growing Service Demands & Equity Needs

Insufficient Resources for Operations

Conflicting Priorities in Project Delivery

Security & Service Experience

Insufficient Resources in Key Areas – *Meter Availability*

- 26,563 meters in the city
- Vandalism on the rise:
 - 2016: 2,000 meter jams on any given day
 - 2019: 6,000 meter jams on any given day

Near-term solutions:

- Continue to fix the jammed and broken meters
- Make sure public knows other payment methods are available

Long term solutions:

- Switch to a more resilient meter
- Increase payment options
- Reduce total meter inventory by installing multimeters
- Allow payment at any meter, which eliminates incentive to break meter for free parking



Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

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Growing Service Demands & Equity Needs

Insufficient Resources for Operations

Conflicting Priorities in Project Delivery

Security & Service Experience

Conflicting Priorities in Project Delivery

Rapid change may conflict with expectations on communications and outreach

- Major infrastructure projects (e.g. Better Market Street) = 15+ years
- Standard streetscape projects (e.g. Folsom-Howard) = 4 - 6 years
- Quick-Build projects = 2 - 6 months
- Rapid response = 72 hours

Fatalities not declining fast enough

Declining Sustainable Mode Share

High Vacancy Rate in Critical Classifications

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Growing Service Demands & Equity Needs

Insufficient Resources for Operations

Conflicting Priorities in Project Delivery

Security & Service Experience

Challenging Customer Experience

- Crime on Muni (and citywide) is declining
- Customers and employees continue to raise concerns about security and other customer experience issues on-board and in stations
- SFMTA's security resources low compared to peers

2019 CITY SURVEY		C+
Transportation		
Courtesy of drivers	B	
Safety	B-	
Frequency or reliability	C+	
Muni cleanliness	C+	
Managing crowding	C	
<i>Highlights:</i>		
Muni ratings drop to 2013 levels from a "B-" to a "C+".		
Low-income respondents and those over 55 are most likely to rate muni the highest.		
Crowding on Muni continues to receive the lowest rating on the City Survey.		

Fatalities not declining fast enough

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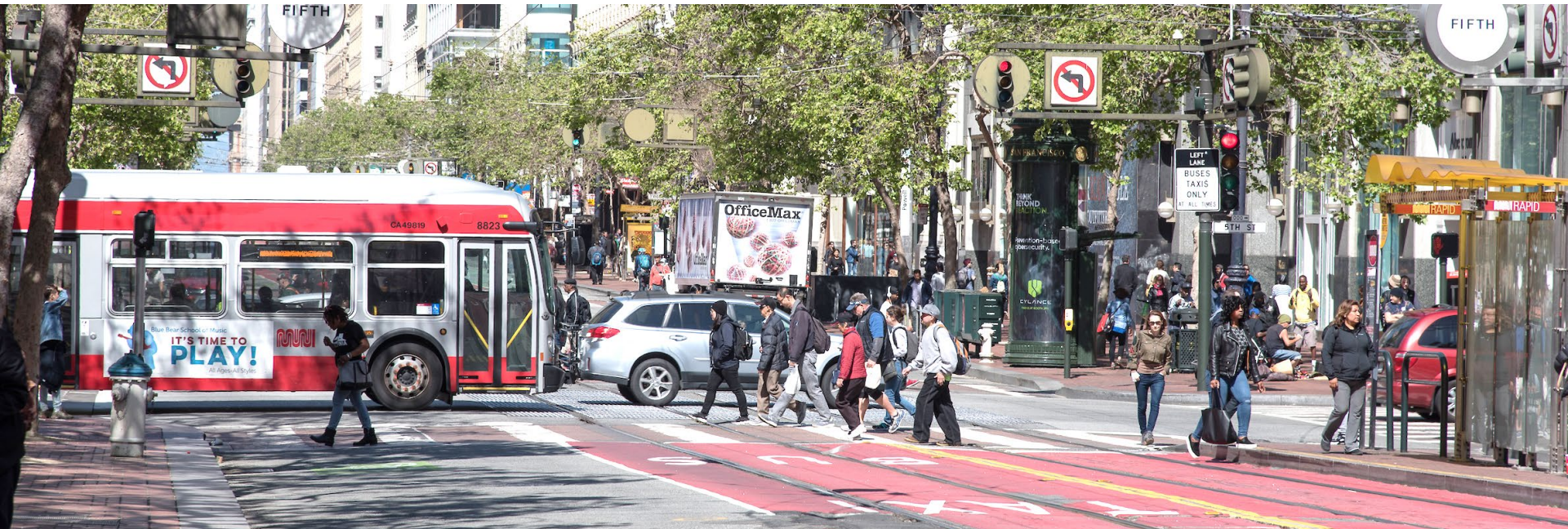
Conflicting Priorities in Project Delivery

Security & Service Experience

Strategic Challenges

Recommendations

- The FY2021-22 Budget recommendations focused around addressing these major challenges
- Efficiencies were identified where possible, but many recommendations will require new revenue streams



Presentation:

Financial Challenges

We have an on-going structural in-balance, expectations and expenses are growing with revenues not keeping up.

By: Leo Levenson, Director of Finance and Information Technology
Jonathan Rewers, Senior Manager, Budget, Financial Planning and Analysis
Timothy Manglicmot, Manager, Budget and Analysis

Overview: Major Agency Challenges



SFMTA

Long term financial objectives:

- Financial **sustainability**
(On-Going)
- Economic **resiliency**
(Disruption)

Growing Service Demand

Growth resulting in higher service demands and expectations

Structural Deficit

Labor and other operating costs rising faster than fare/parking revenues

Capital Funds Declining

The 5-Year CIP revenues decline each budget cycle

Infrastructure Needs

Capital infrastructure replacement backlog continues to grow ~ \$3 billion

Potential for Downturn

Longest cycle of economic expansion in U.S. History- can't plan on lasting forever

Increasing Operating and Capital Transportation Needs

As the city continues to grow, both in population and employment, the transportation system struggles to keep up with an increasing demand for mobility and accessibility.

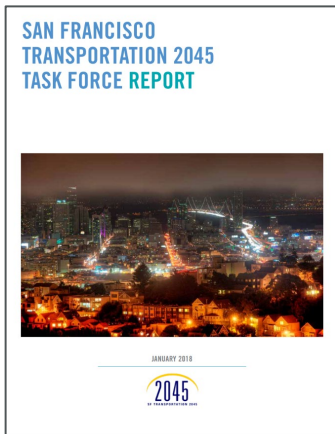
Growing Service Demand

Structural Imbalance

Capital Funds Declining

Infrastructure Needs

Potential for Downturn



Transportation Task Force 2045 was presented with a **\$22 billion funding gap** for San Francisco's transportation system through 2045.

By 2040, San Francisco is expected to add an additional 73,400 housing units and 275,000 new jobs.



In 2015, there were 4.3 million daily trips of all types being made to, from, and within San Francisco by all modes of travel.

By **2050** that number is expected to grow to 5.9 million — a 36% increase in trips.

Structural Deficit FY 2021 & FY 2022

The current baseline for FY 2021, and FY 2022 shows a structural deficit based on on-going revenues vs. on-going expenses.

Item	FY 21, \$M	FY 22, \$M
Revenue – Base Projection	1,209	1,225
Expenditures – Adjusted Base	1,275	1,302
Base Operating Gap	(66)	(77)

* Assumes no use of one-time revenues

Growing Service Demand

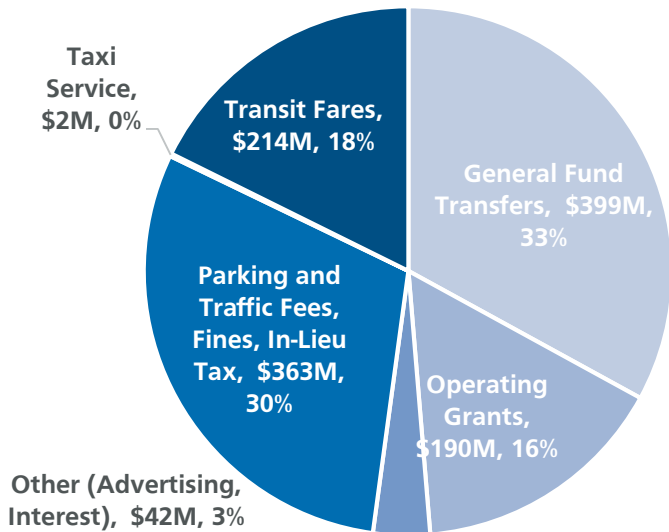
Structural Imbalance

Capital Funds Declining

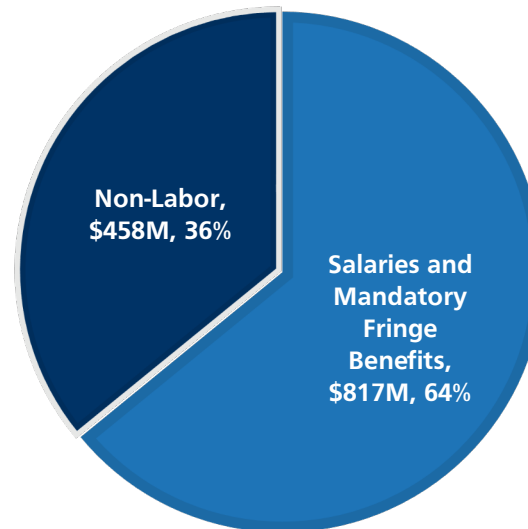
Infrastructure Needs

Potential for Downturn

FY 2020-21 Operating Budget Revenue Projections

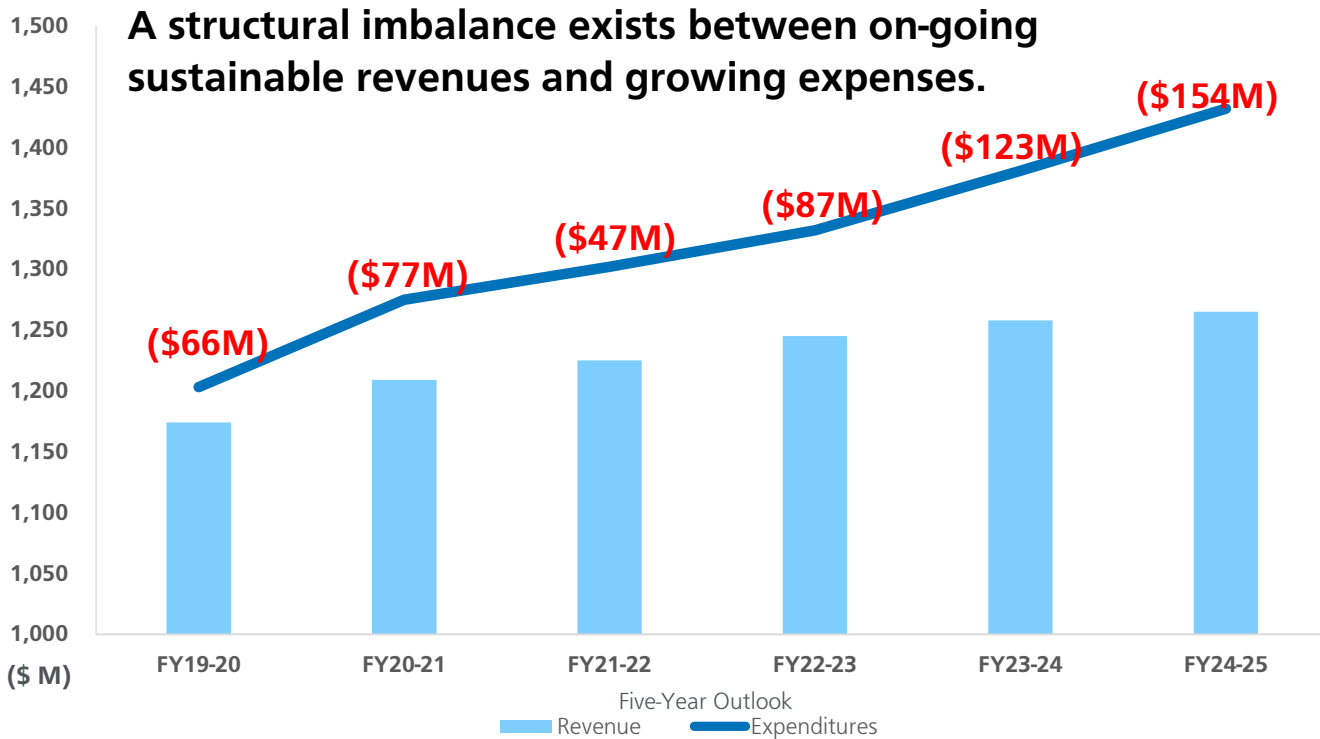


FY2020-21 Adjusted Base Operating Expenditures



Financial Challenges

Structural Imbalance



Growing Service Demand

Structural Imbalance

Capital Funds Declining

Infrastructure Needs

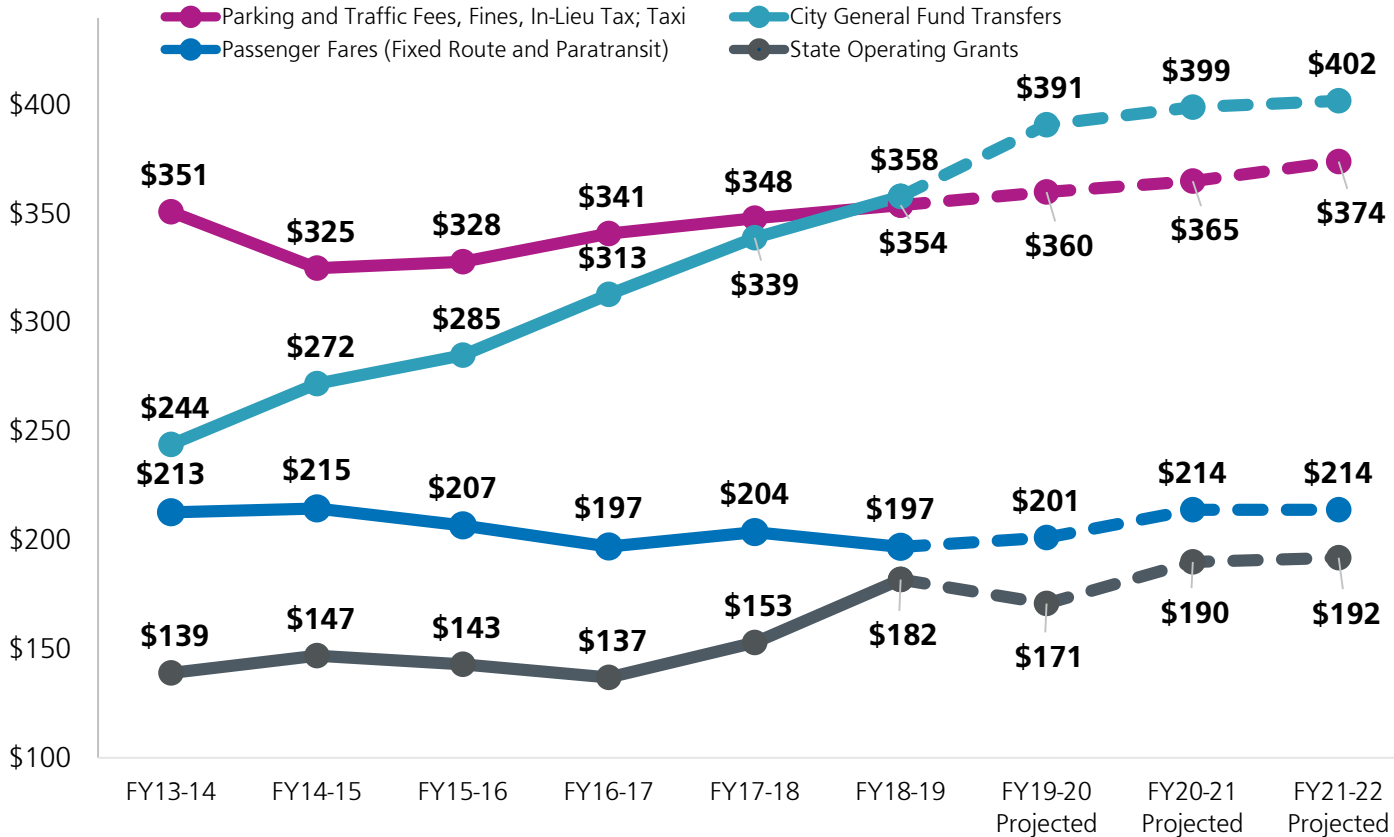
Potential for Downturn

Operating Budget	FY21	FY22	FY23	FY24	FY25
Revenue Ongoing, \$M	1,209	1,225	1,245	1,258	1,265
Expenditures, \$M	1,275	1,302	1,332	1,381	1,432
Revenue Less Expenditures	(66)	(77)	(87)	(123)	(154)

Financial Challenges

Major Revenues – In Actual Dollars

General fund revenues growing while enterprise revenues are flat or down.



Source: SFMTA Annual Disclosures. FY18-19 excludes one-time ERAF. FY19-20 includes \$17M one-time ERAF.

Growing Service Demand

Structural Imbalance

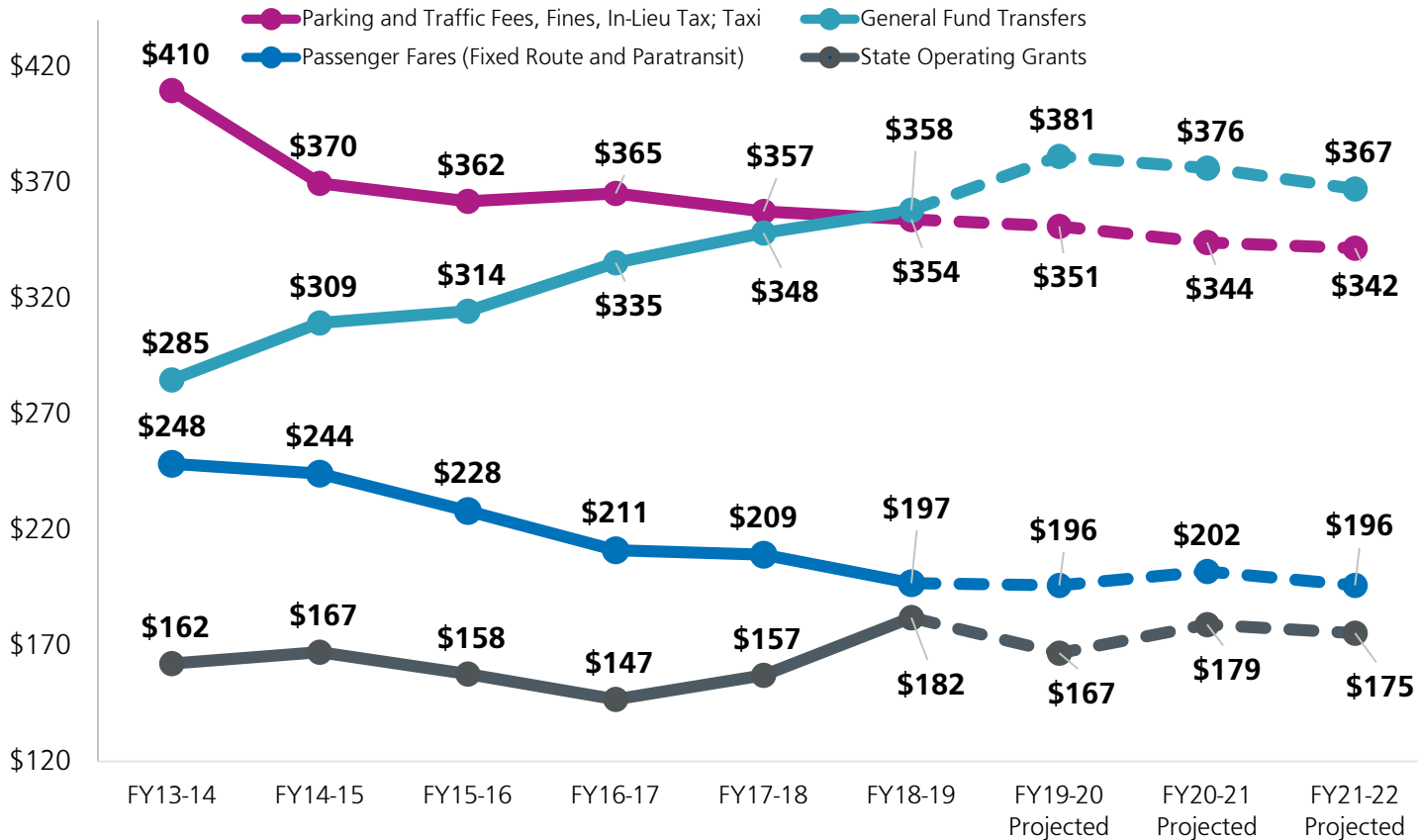
Capital Funds Declining

Infrastructure Needs

Potential for Downturn

Major Revenues – in 2019 Constant Dollars

General fund revenues growing while enterprise revenues down when in 2019 constant dollars.



Growing Service Demand

Structural Imbalance

Capital Funds Declining

Infrastructure Needs

Potential for Downturn

Source: SFMTA Annual Disclosures. FY18-19 excludes one-time ERAF. FY19-20 includes \$17M one-time ERAF.

Capital Funds Declining

Capital Revenues are *declining* while the needs of the transportation system are *growing*.



Growing Service Demand

Structural Imbalance

Capital Funds Declining

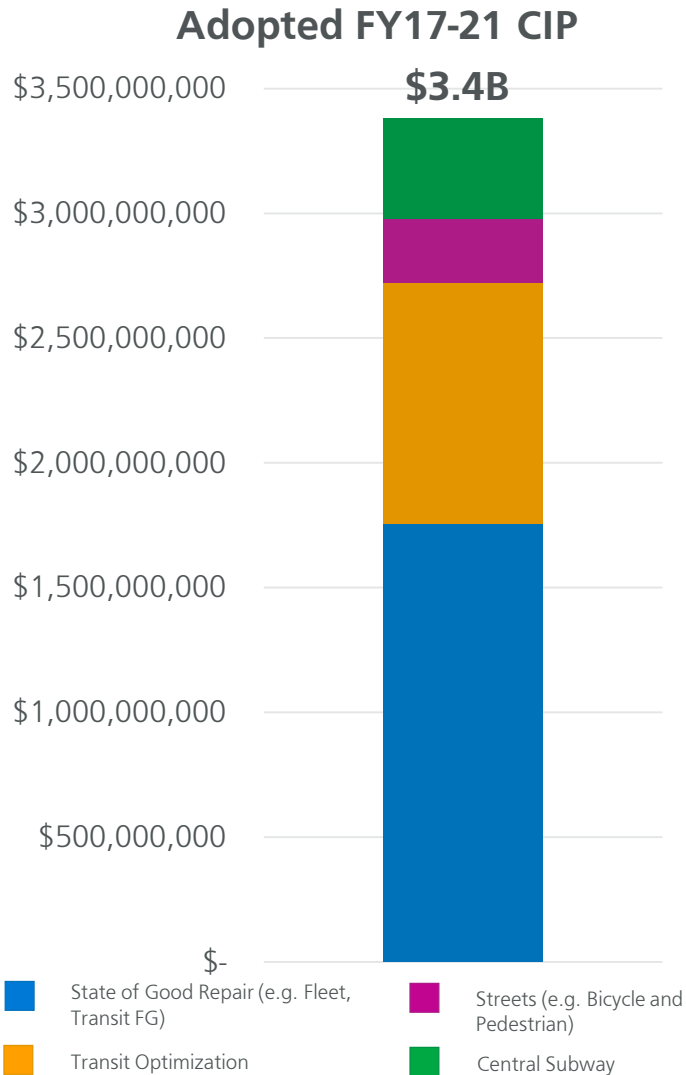
Infrastructure Needs

Potential for Downturn

CCSF 10-Year Capital Plan Update (FY 20 – 29)

YEARLY SPENDING PLAN (\$ Millions)							PLAN TOTAL	DEFERRED
FY 20	FY 21	FY 22	FY 23	FY 24	FY 25-29			
Original	667.3	751.2	528.6	436.1	626.2	1,999.2	5,008.7	4,549.7
Updated	470.7	523.1	403.7	496.8	491.2	2,197.0	4,582.5	10,383.4
Change	(196.6)	(228.1)	(124.9)	60.7	(135.0)	197.8	(462.6)	5,833.7
SGR	227.8	246.9	211.0	274.6	244.2	1,242.1		
Non-SGR	243.0	276.2	192.7	222.3	247.0	1,246.7		

Capital Funds Declining – Adopted FY 2017-21 CIP



367 Projects \$3.4 Billion Investment

- Full replacement of rubber tire fleet
- Muni Forward project implementation
- Safer Streets
- Expanded bicycle network

Growing Service Demand

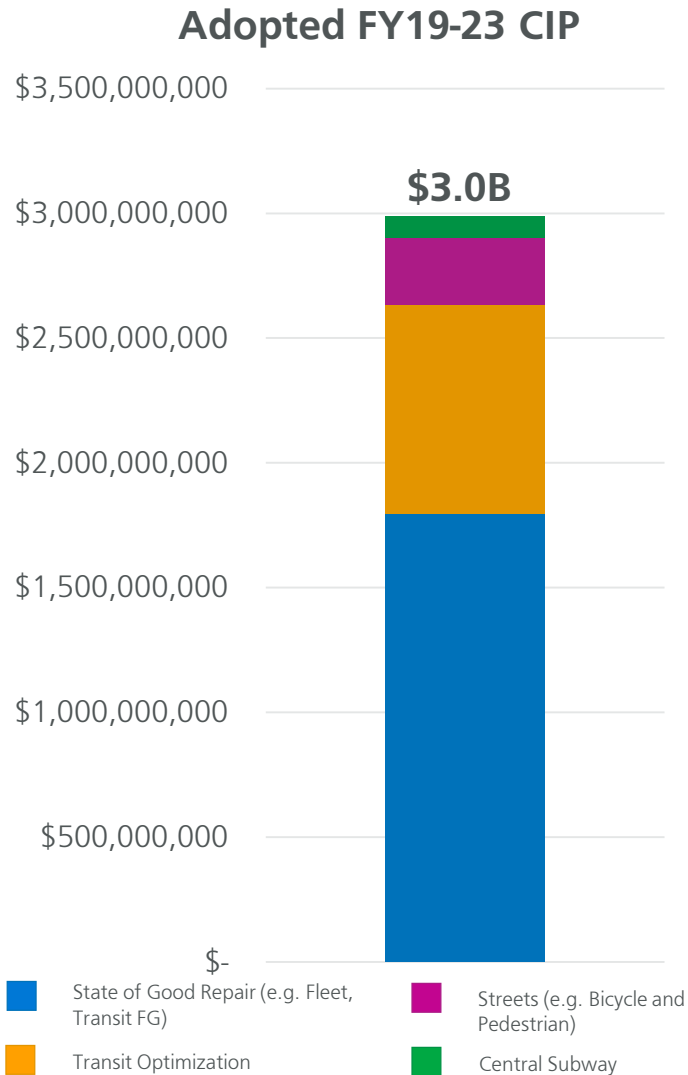
Structural Imbalance

Capital Funds Declining

Infrastructure Needs

Potential for Downturn

Capital Funds Declining – Adopted FY 2019-23 CIP



266 Projects \$3.0 Billion Investment

- Central Subway close to completion and will receive last small portion of funding
- Beginning LRV Replacement
- Continued fleet procurement and rehabilitation
- Revenue Bond – Prior CIP included \$190 million of SFMTA Revenue Bonds, no issuances are planned for the current CIP

Growing Service Demand

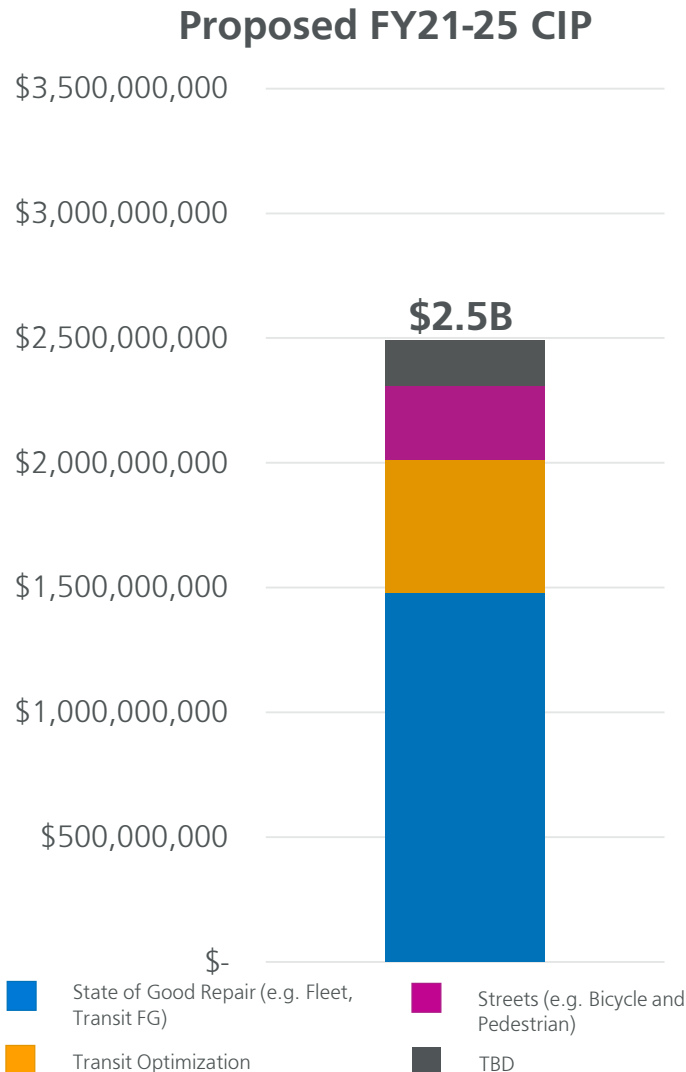
Structural Imbalance

Capital Funds Declining

Infrastructure Needs

Potential for Downturn

Capital Funds Declining – Proposed FY 2021-25 CIP



157 Projects \$2.5 Billion Investment

- FY 2021-25 CIP project prioritization in progress
- Several large projects:
 - Central Subway
 - LRV Replacement and Expansion Acceleration
 - Train Control System Upgrade
 - Better Market Street
 - Muni Forward
 - Potrero Modernization
- Reserves proposed for each capital program

Growing Service Demand

Structural Imbalance

Capital Funds Declining

Infrastructure Needs

Potential for Downturn

Infrastructure Needs

SFMTA 20-Year Capital Plan needs for the transportation system grew by \$8.9 billion between 2017 and 2019.

PROGRAM	2017 Total Capital Needs (constant 2017 dollars, rounded)	Percent of 2017 Capital Needs	2019 Total Capital Needs (constant 2019 dollars, rounded)	Percent of 2019 Capital Needs	Percent Change from 2017
Communications & Information Technology	\$237 M	1.1 %	\$218 M	0.7 %	-8.1 %
Facility	\$3,490 M	15.9 %	\$4,599 M	14.9 %	31.8 %
Fleet	\$4,540 M	20.7 %	\$5,419 M	17.6 %	19.4 %
Parking	\$671 M	3.1 %	\$681 M	2.2 %	1.4 %
Security	\$545 M	2.5 %	\$557 M	1.8 %	2.2 %
Streets	\$2,456 M	11.2 %	\$4,936 M	16.0 %	101.0 %
Taxi	\$65 M	0.3 %	\$65 M	0.2 %	0.1 %
Traffic Signals & Signs	\$576 M	2.6 %	\$1,488 M	4.8 %	158.3 %
Transit Fixed Guideway	\$1,310 M	6.0 %	\$1,755 M	5.7 %	34.0 %
Transit Optimization & Expansion	\$8,046 M	36.7 %	\$11,068 M	36.0 %	37.6 %
Total (all programs)	\$21,937 M		\$30,784 M		

Growing Service Demand

Structural Imbalance

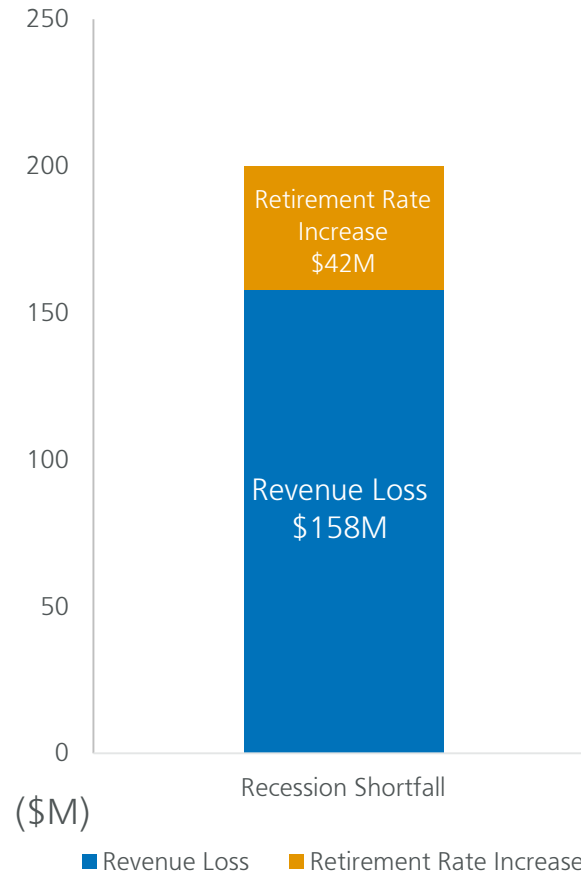
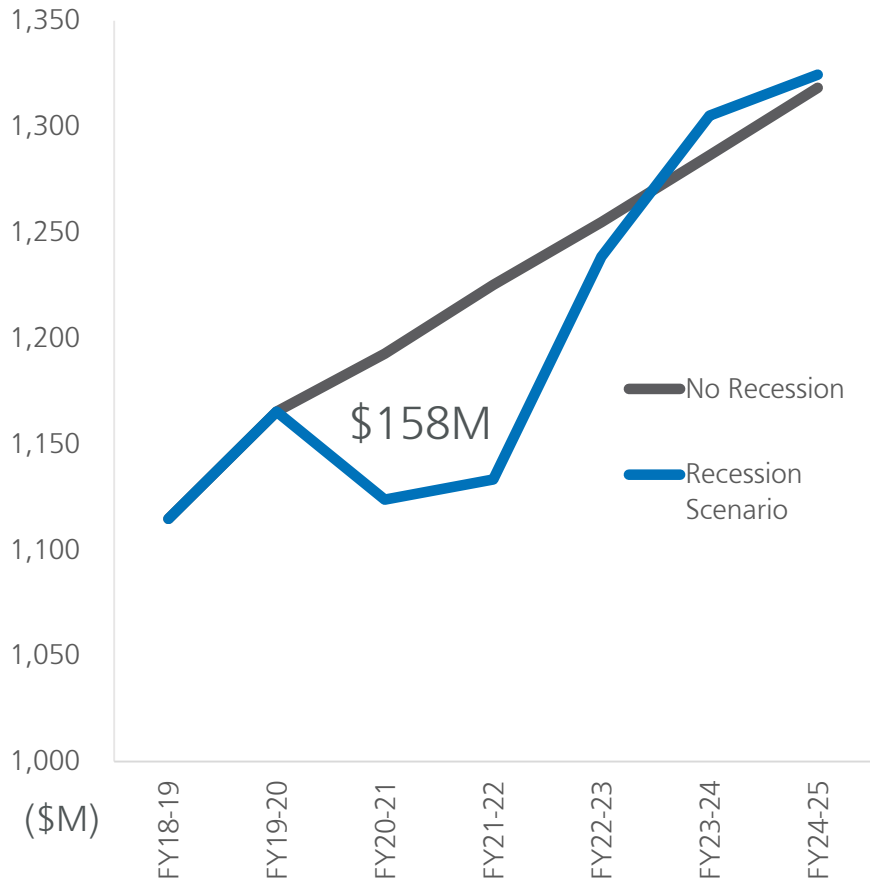
Capital Funds Declining

Infrastructure Needs

Potential for Downturn

Financial Challenges

Potential for Downturn - SFMTA Downturn/Recession Scenario



- Growing Service Demand
- Structural Imbalance
- Capital Funds Declining
- Infrastructure Needs
- Potential for Downturn**

- Assumes decrease in General Fund baselines and parking tax based on Controller scenario
- Decline in traffic fines, fees & permits and operating grants based on SFMTA revenue history during last recession
- No change in fares– based on SFMTA history during last recession.
- Note: an additional pressure on SFMTA budget would be likely increase in required pension contributions to make up for assumed investment losses ~\$42M based on Controller scenario.

Source: SFMTA February/March 2019 Labor Negotiations

Transportation Funding Efforts & Opportunities



2014 Proposition A

General Obligation Bond
Passed – 71.9% yes
\$500 million/one-time

2014 Proposition B

General Fund Population Baseline
Passed – 61.4% yes
\$23 million/annually (est. at time)

Vehicle License Fee

Increase by 2% - Not Pursued
Estimate: \$73 million/annually



SF TRANSPORTATION TASK FORCE 2045

2016 Proposition J/K

3/4 cent Sales Tax
Prop J Dedication: Passed – 67.2% yes
Prop K Tax: Failed - 65.3% no
\$101.6 million/annually

2018 Proposition D

Ride Hailing Tax
Passed – 67.7% yes
\$15 million Transit/annually
\$15 million Vision Zero/annually

General Obligation Bond

\$500 million/one time (June 2022)

+ 1/4 Cent Sales Tax

\$51 million/annually (Estimated)

Congestion Pricing

\$80 million/annually (Estimated)

Community Benefit District

Varies Depending on District

Other opportunities:

Proposition K Sales Tax Reauthorization

\$100 million/annually (Post 2034)
Voter approval of a new 30-year expenditure plan
for the existing Proposition K 1/2 Transportation Sales Tax

Federal and State Grants

FTA Capital Investment Grant Program: \$200 million/one-time
State Transit and Intercity Rail Capital Program: \$120 million/one-time

Recommendations

- Efforts such as the Mayor's Transportation Task Force 2030 & 2045 have identified opportunities to raise revenue for our transportation system - we should aggressively pursue over the next 12-months to close our structural and infrastructure gaps.
- We should also continue our strong advocacy and grant development programs to secure state and federal funding.



Presentation:

Asset Management Strategy

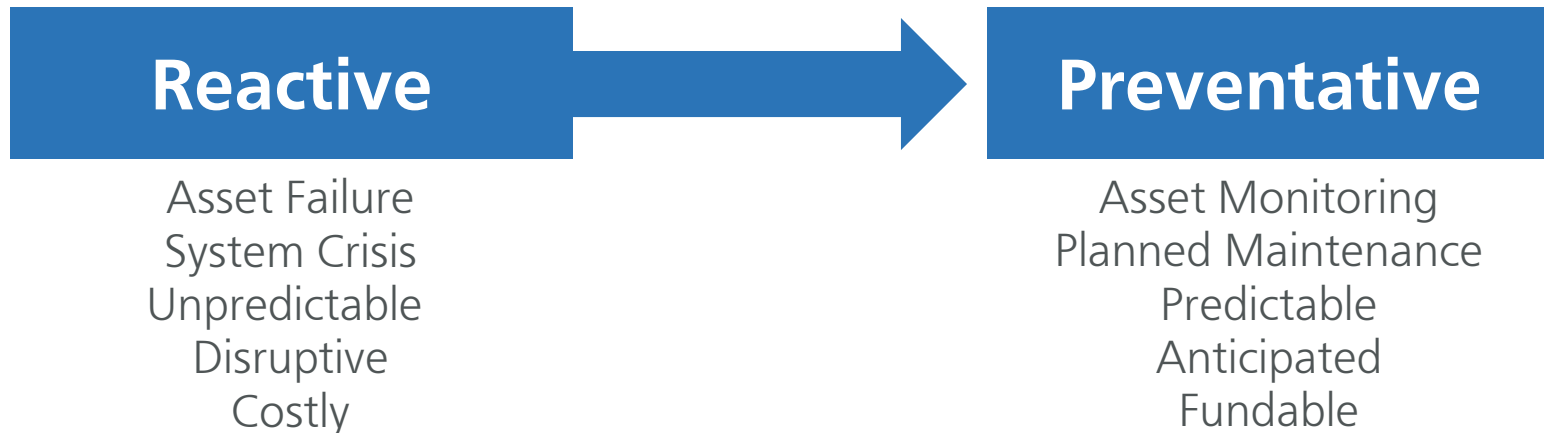
We are creating a robust Asset Management Program to ensure our transportation system is in a State of Good Repair.

By: Jonathan Rewers, Senior Manager, Budget, Financial Planning and Analysis
Jerad Weiner, Manager, Asset Management
Jim Morrill, Senior Analyst, Asset Management

Asset Management – How

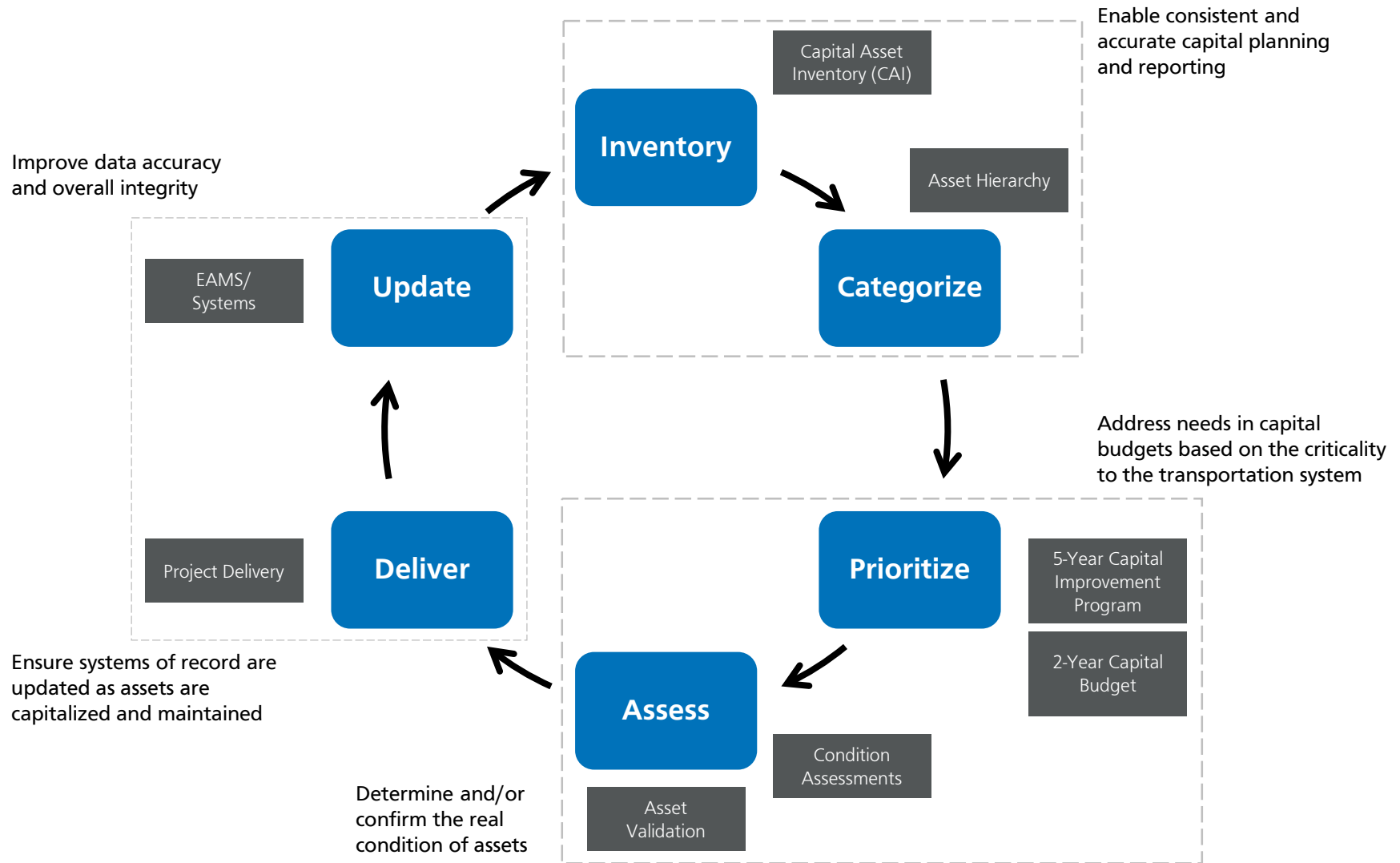
Asset Management connects information about the San Francisco Municipal Transportation Agency's assets to the decision-making processes in order to maximize the performance, reliability and safety of the transportation system.

Result: **targeted investments** return the highest **value** from our transportation system.



Asset Management Strategy

10-Year Asset Management Strategy



Asset Management Strategy

2018 State of Good Repair Report

Since 2010, the SFMTA has made a commitment **to spend an average \$250 million per year** on State of Good Repair investments

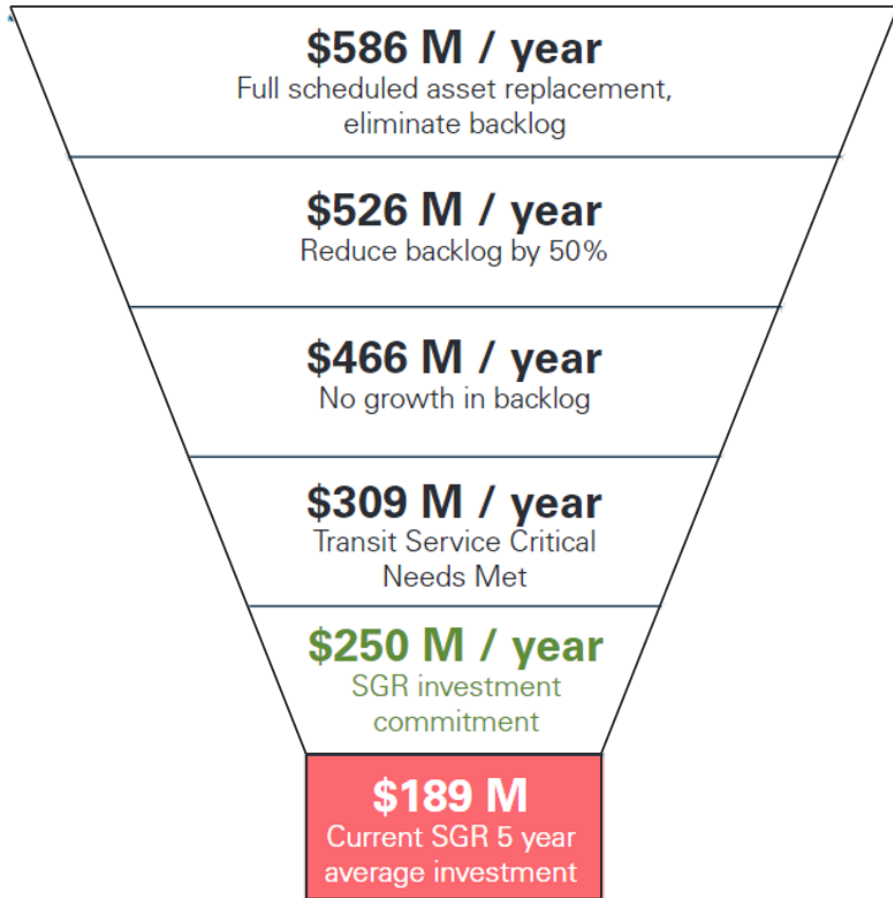
For the first time, the Agency integrated asset management data and analysis into the development of the FY 2022 Budget and the FY 2025 Capital Improvement Program.



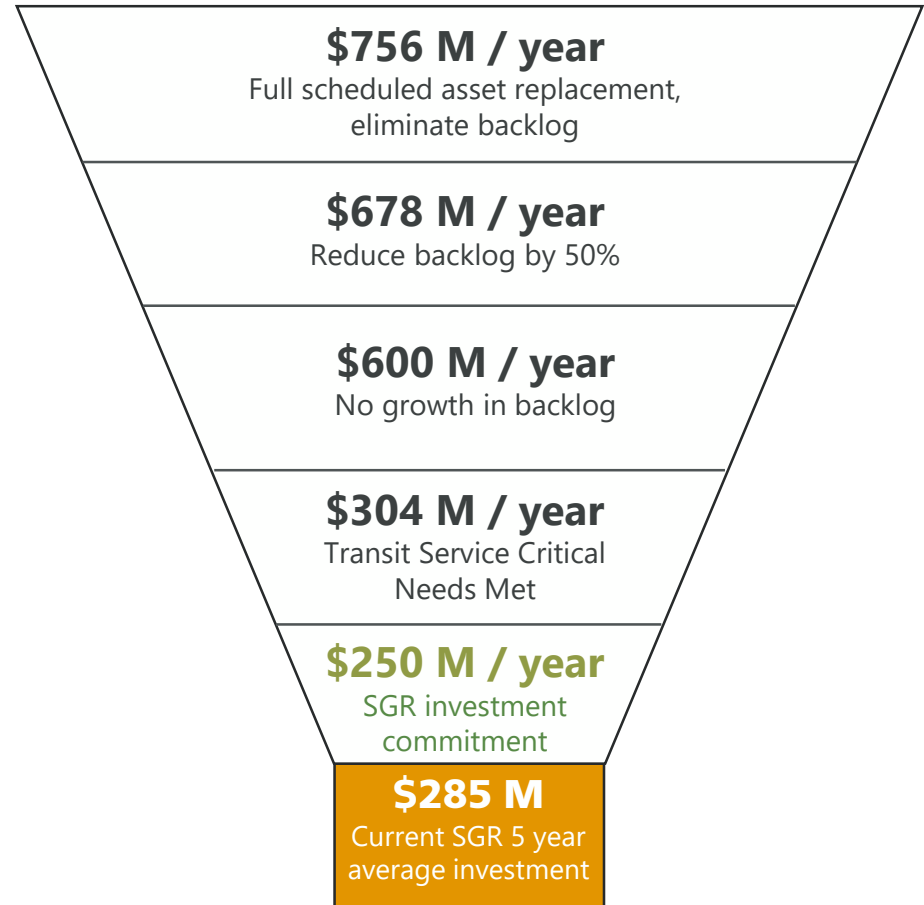
Asset Management Strategy

Infrastructure Investment Needs

2016 SGR



2018 SGR*



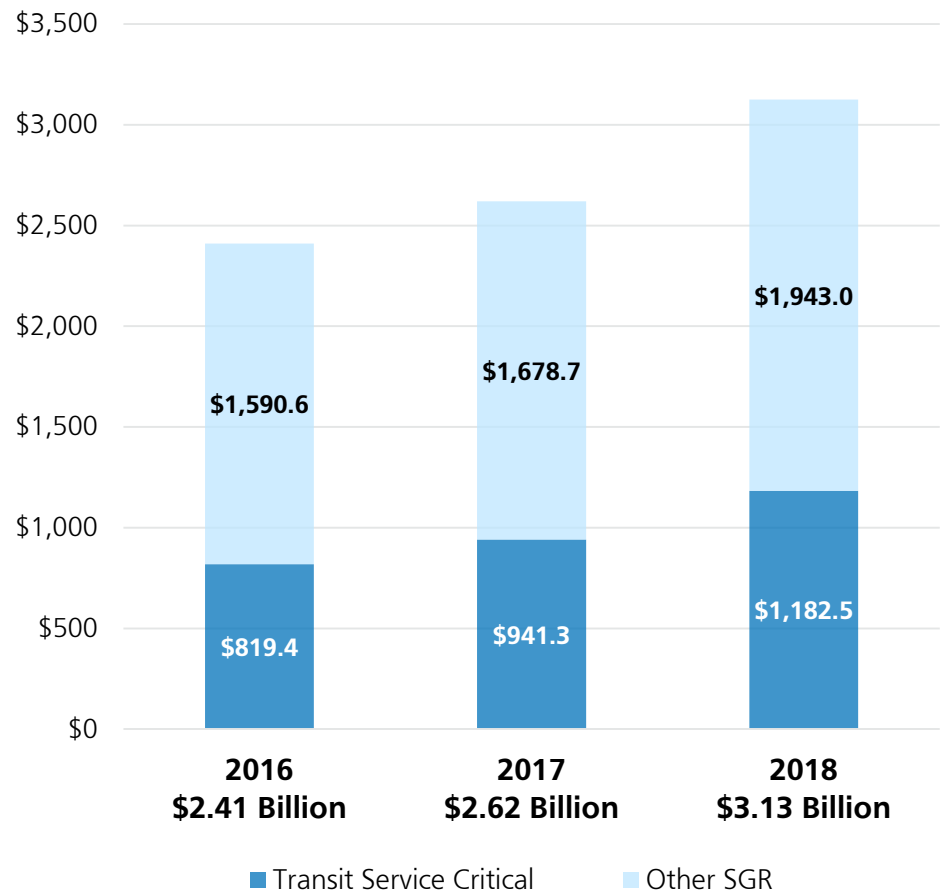
*FY 2018 state of good repair (SGR) numbers assume a CostYear of **2018** and include an inflation of **3%** based on a Transit Economic Requirements Model run of **20** years.

State of Good Repair - Backlog

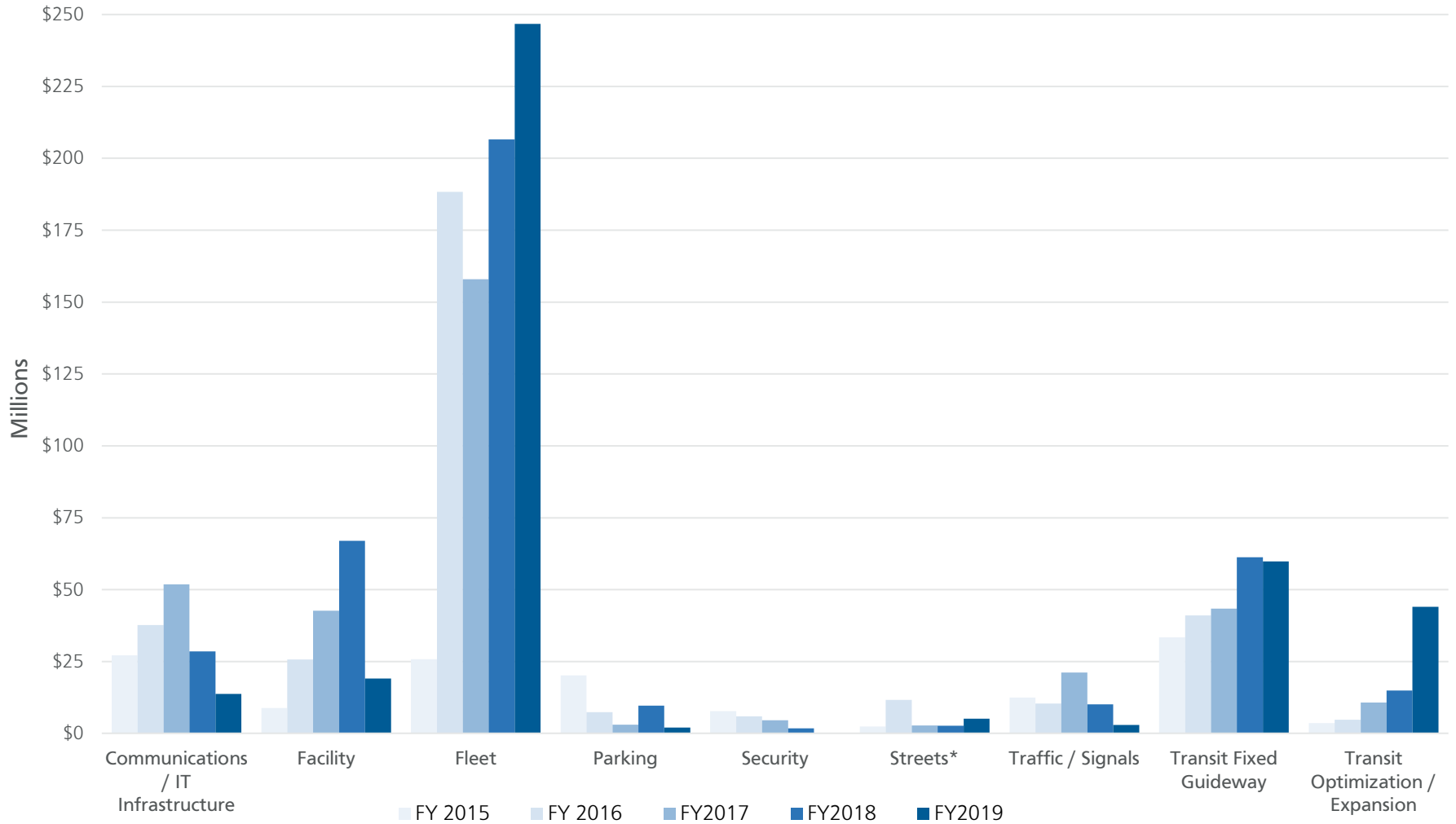
Transportation asset estimated backlog grew to \$3.13 billion in 2018

- Parking and Traffic assets represent the largest asset class in backlog at \$950 million
- Next largest:
 - Stations (\$473 million)
 - Facilities (\$466 million)
 - Overhead (\$420 million)

Asset Replacement Backlog (2016 – 2018)



State of Good Repair Spending from FY15 – FY19



*FY 2015 and FY 2016 categorizes accessibility, bicycle, pedestrian, and traffic calming were grouped into "Streets".

Asset Management Strategy

Recommendations

- Complete 2019 State of Good Repair Report
- Fund and implement a Condition Assessment Program for type as part of the 2-year Capital Budget
- Deliver a Traffic Signals Condition Assessment that will result in a new inventory with more accurate condition scores and operational condition data to target investments
- Support effort to reduce the parking meter failure rate





Goal 1

Safety

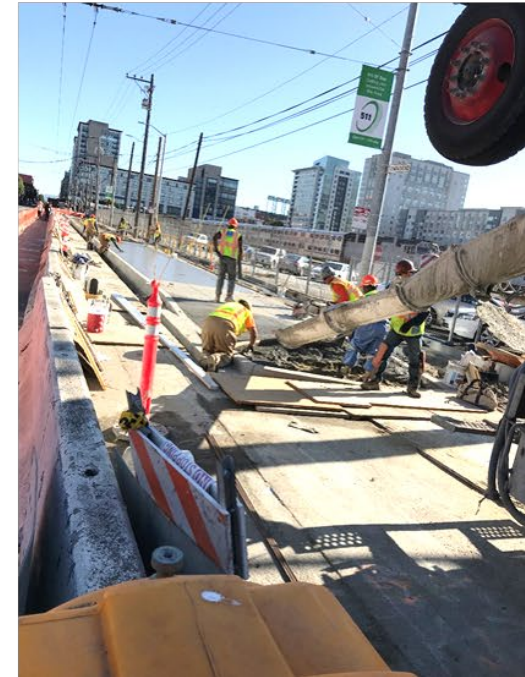
Presentation:

Advancing Vision Zero

By: Chava Kronenberg, Manager, Pedestrian Program
John Knox-White, Manager, Planning Programs

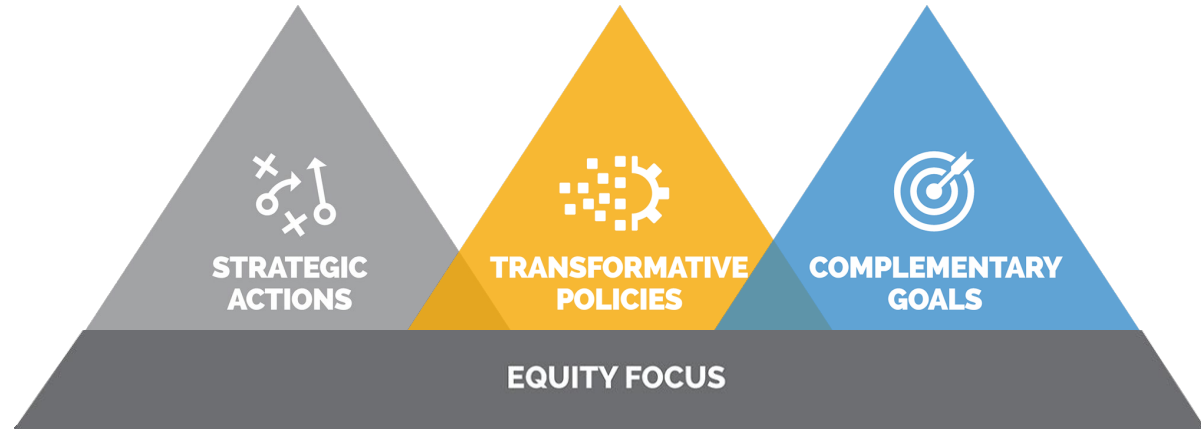
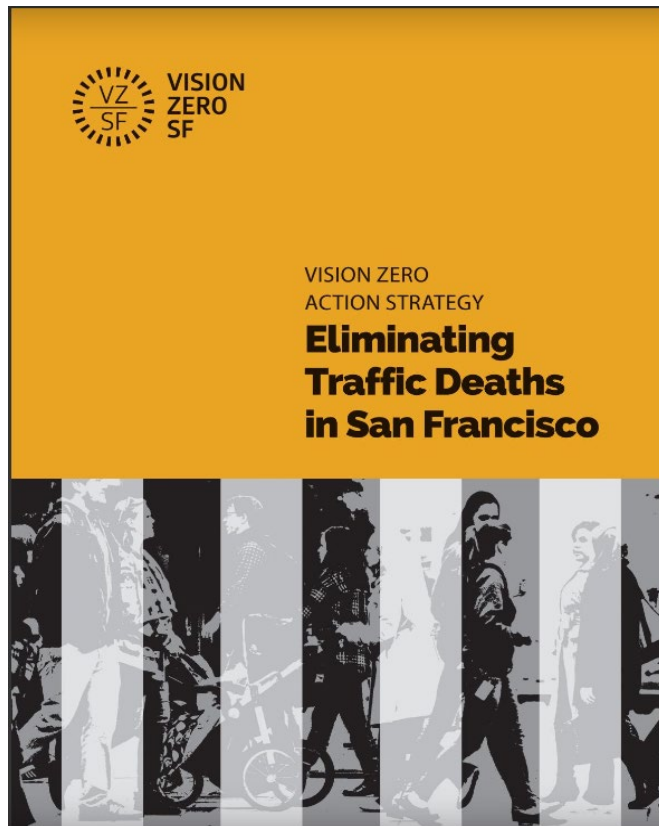
Advancing Vision Zero

Implementing the 2019 Vision Zero Action Strategy



Advancing Vision Zero

2019 Vision Zero Action Strategy



Strategic Action Progress – 2019

- Tremendous support for the new quick-build program
 - 9 projects completed within the 2019 calendar year
- Built 6 miles of new protected bicycle facilities
- Re-timed one-third of city's of traffic signals for safer walking and slower driving
- Legislated the closure of Market Street to general vehicle use
- Expanded Safe Routes to Schools to all 103 public elementary schools
- Re-engaged the San Francisco Police Department (SFPD) in meeting 50% *Focus on the Five*
- Collaborated with City Administrator's Office efforts to include new safety equipment in city fleet purchases.
- Comprehensive evaluation of Vision Zero projects, including first annual program report issuance

Vision Zero Evaluation of Project Success



People feel safer and more comfortable walking and biking in locations with protected bicycle infrastructure.



More people are cycling on the streets with new and upgraded bike lanes, especially protected bike lanes.

FOLSOM STREET

83%

of bicyclists reported an increase in comfort after the implementation of a new parking protected bike lane.

54%

of pedestrians reported feeling more comfortable walking along Folsom Street after project implementation.

48%

of drivers reported feeling more comfortable driving on Folsom Street after project implementation. An additional 40 percent feel no change.

7TH AND 8TH STREETS

85%

of bicyclists reported feeling safer and more comfortable in the new protected bike lanes.

9TH STREET/DIVISION STREET

83%

of bicyclists reported feeling safer and more comfortable after the installation of a protected intersection.

55%

of pedestrians reported their level of comfort and feeling of safety increased.

17TH STREET

80%

of people surveyed felt more comfortable using 17th Street after protected bike lanes were installed between Church and Sanchez streets.

Detailed survey results are available upon request.

TURK STREET

287%

increase in bike counts in the peak evening commute occurred on Turk Street after a protected bike lane was installed; morning commute peak hour bicycle counts have also significantly increased.

FOLSOM STREET

21%

increase in bike counts in the first year after installing protected bike lanes.

13TH STREET/DIVISION STREET

24%

increase in bike counts on the east bound protected bike lanes on 13th Street from Bryant to Folsom Streets.

POLK STREET

21%

increase in bike counts during morning peak hour bicycle volumes on southbound Polk Street after the installation of a new bike lane.

Transformative Policy Agenda

Moving forward with a transformative policy agenda at the state and local level:



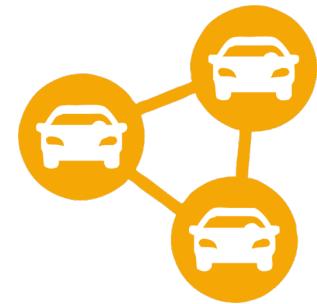
**Automated
Enforcement**



**Urban Speed
Limit
Setting**



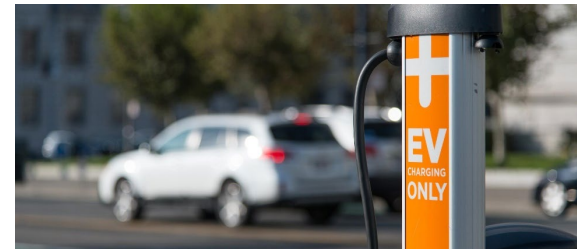
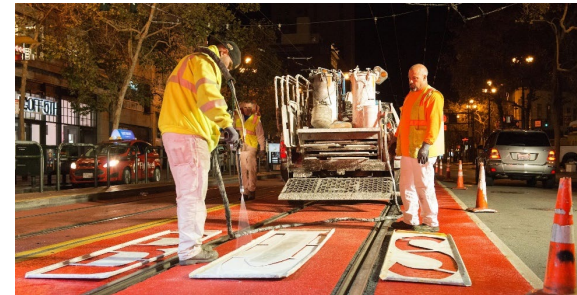
**Pricing and
Reducing
Vehicle Miles
Traveled**



**Authority for Local
Regulation
of Transportation
Network
Companies**

Advancing Vision Zero

Complementary City Goals



Capital Funding of Projects and Programs

Prop D Ride-Share Business Tax:

- Voter-approved a capital funding source
- \$15 million estimated annually for street safety projects

Proposal



- Build on existing programs with Proposition D funds:
 - 50% for the new **Quick-Build Program**, especially protected bicycle facilities or projects on the High Injury Network
 - 50% for **signal hardware upgrades**, especially signal modifications (new mast arms, poles, visibility) in communities of concern and/or on the High Injury Network

Advancing Vision Zero

Signal Modifications

Signal visibility improvements prevent red-light running crashes

- Increasing signal head sizes
- Installing signals over the streets (mast arms)
- Improving location of signal indications

Upgraded traffic signals provide walking and accessibility improvements

- Can add countdown signals and audible pedestrian signals
- Can accommodate 'scramble' timing

Turk at Divisadero before 2014



Turk at Divisadero after 2014



Advancing Vision Zero

Vision Zero Education Programs



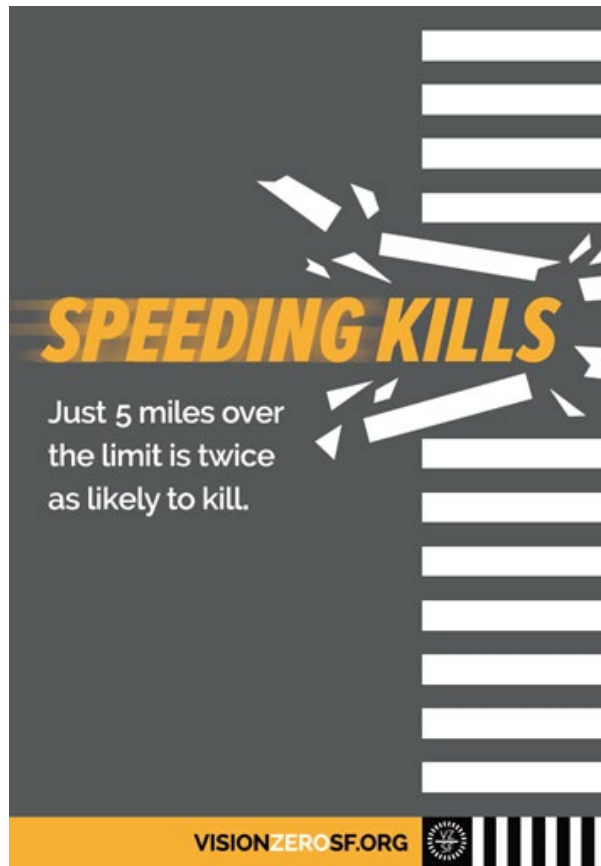
Advancing Vision Zero

Vision Zero Education Programs

STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
Developing awareness of the problem	Developing understanding of the problem	Developing understanding of solutions	Actively participating in solutions	Maintaining active participation in solutions
<p>STARTING MINDSET "There's a problem?"</p> <p>ACTION ORIENTATION Not engaged enough to respond or act</p> <p>VZSF MESSAGING FOCUS "This is what is happening," e.g., collisions, fatalities</p> <p>RESULTING MINDSET "There is a problem."</p>	<p>STARTING MINDSET "There is a problem."</p> <p>ACTION ORIENTATION Aware but not responding, growing empathy</p> <p>VZSF MESSAGING FOCUS "This is why and this is preventable," e.g., current norms, city solutions</p> <p>RESULTING MINDSET "It doesn't have to be this way."</p>	<p>STARTING MINDSET "It doesn't have to be this way."</p> <p>ACTION ORIENTATION Engaged and interested in taking steps to help solve</p> <p>VZSF MESSAGING FOCUS "This is what works," focus on education, e.g., slow down, yield to pedestrians</p> <p>RESULTING MINDSET "There are solutions and I can participate."</p>	<p>STARTING MINDSET "There are solutions and I can participate."</p> <p>ACTION ORIENTATION Ready to take action, participate, change behavior and advocate</p> <p>VZSF MESSAGING FOCUS "This is how we can make a difference together," focus on action</p> <p>RESULTING MINDSET "There are solutions and I will do my part."</p>	<p>STARTING MINDSET "There are solutions and I will do my part."</p> <p>ACTION ORIENTATION Committed to individual actions and ongoing action</p> <p>VZSF MESSAGING FOCUS "This is how we can make a long-term difference together"</p> <p>RESULTING MINDSET "There are solutions, and we need to work together to make a real difference."</p>

Advancing Vision Zero

Vision Zero Education Programs



Vision Zero Education Programs

Proposal



- Focus on delivering behavior change through education, complementing engineering programs and efforts.
- Education and communications assets are developed, funding will focus on delivery:
 - Staffing for outreach and events
 - On-street, radio and on-line outlets
 - Multi-lingual outreach in all mediums
- Request: \$1.2 million annually, funded consistently through the agency operating funds to ensure ongoing focus and support.
- Coordinate with our regional partners like the Metropolitan Transportation Commission to broaden the message and reach more people

Advancing Vision Zero

Vision Zero Outreach



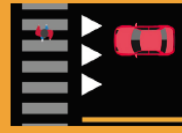
- Street Team Outreach
- Fatality Response
- Coordination with Safe Routes to School

Vision Zero Education Campaigns

¿DÓNDE LAS HA VISTO?

¡Todas están en las calles de San Francisco!

Las marcas viales crean zonas seguras para todas las personas, ya sea que maneje, camine o viaje en bicicleta.



Pare en la hilera de triángulos

Dé a las personas un espacio seguro para cruzar



Baje la velocidad al entrar en la zona de uso mixto

Vea si vienen bicicletas y cédales el paso



Estacione en su lugar

Nunca estacione en el carril para bicicletas

Para saber cómo funcionan las nuevas marcas vea esto en [VisionZeroSF.org/Streets](https://www.visionzerosf.org/streets)

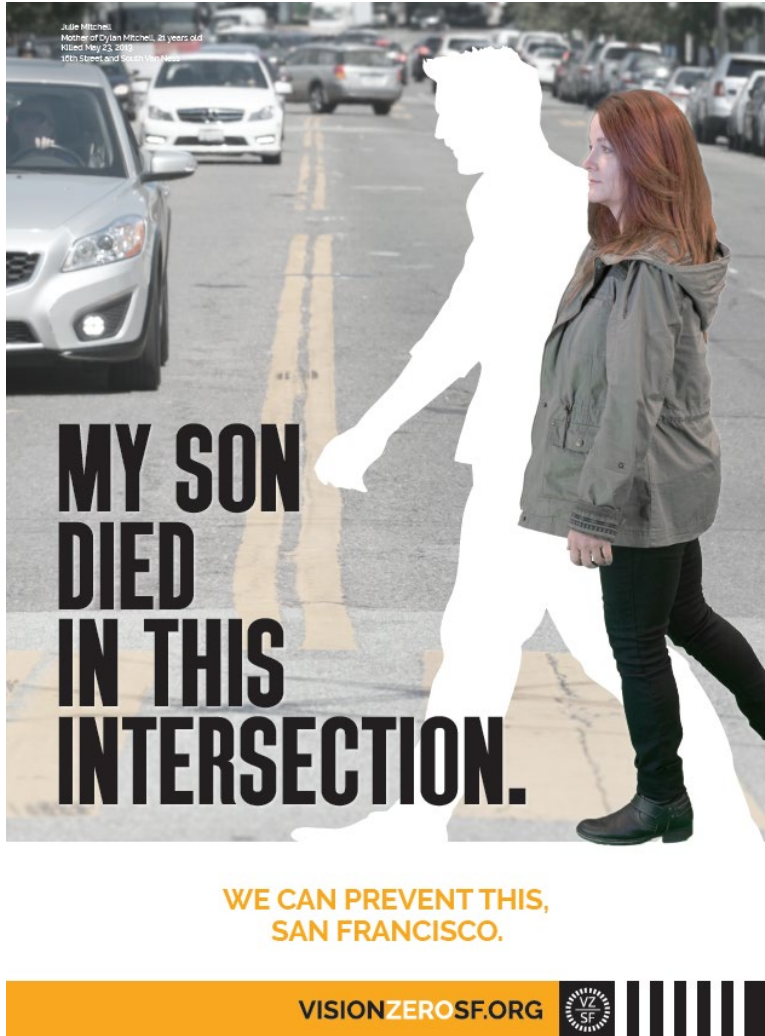
VISIONZerosf.org



- Safe Speeds
- It Stops Here
- Safe Turns
- Motorcycle Safety
- How to drive around innovative infrastructure

Advancing Vision Zero

Vision Zero Awareness Campaigns



- Keep the focus on the importance of pursuing Vision Zero
- New program responding to fatalities
- Focused campaigns, including expanded driver training

Presentation:

Improving Transit Security

By: Viktoriya Wise, Chief of Staff, Sustainable Streets
Kimberly Burrus, Chief Security Officer

Improving Transit Security

Multi-Tiered Approach



Contract Security



Capital Improvements



Muni Transit Assistance Program



Staff Training



SFPD Partnership

Contract Security – Approval of New Contract

Last December, the SFMTA Board approved the nearly \$60M for a three-year term contract for security services:

- Serve as a first deterrent for inappropriate activity, ensure the safety of personnel, protect property and the public, and guard against vandalism of agency facilities.
- Provide approximately 200,000 hours of unarmed guard services annually for the transit system and will eventually increase to 215,000 hours to support the operations of the Central Subway.

Capital Improvements – Site Hardening SFMTA Facilities

Enhancing the physical security at 12 SFMTA rail, trolley car, motor coach and maintenance support facilities.

Scope of work:

- Control access to buildings by repairing or replacing card readers
- Repair fences, gates and exterior doors
- Trim trees and shrubs to increase visibility
- Install flood lighting to increase visibility outside the buildings near the alleys or dark street corners.



Muni Transit Assistance Program (MTAP) - Increase Staffing

- Provides community-based staff to ride transit lines with high incidences of graffiti and youth conflicts and assists with enforcement.
- Monitors high schools, junior high schools, bus stops, and bus lines throughout the city, focusing on youth security.



Proposal



- Increase the MTAP program, including funding for training, by 20 in the next budget cycle
- Continue to support Transit operations
- Respond to increased demand for services



Goal 2

Travel Choices

Presentation:

Delivering Excellent Service

By: Julie Kirschbaum, Director of Transit

Brent Jones, Chief Transportation Officer, Transit Operations

Sean Kennedy, Senior Operations Manager, Transit Planning

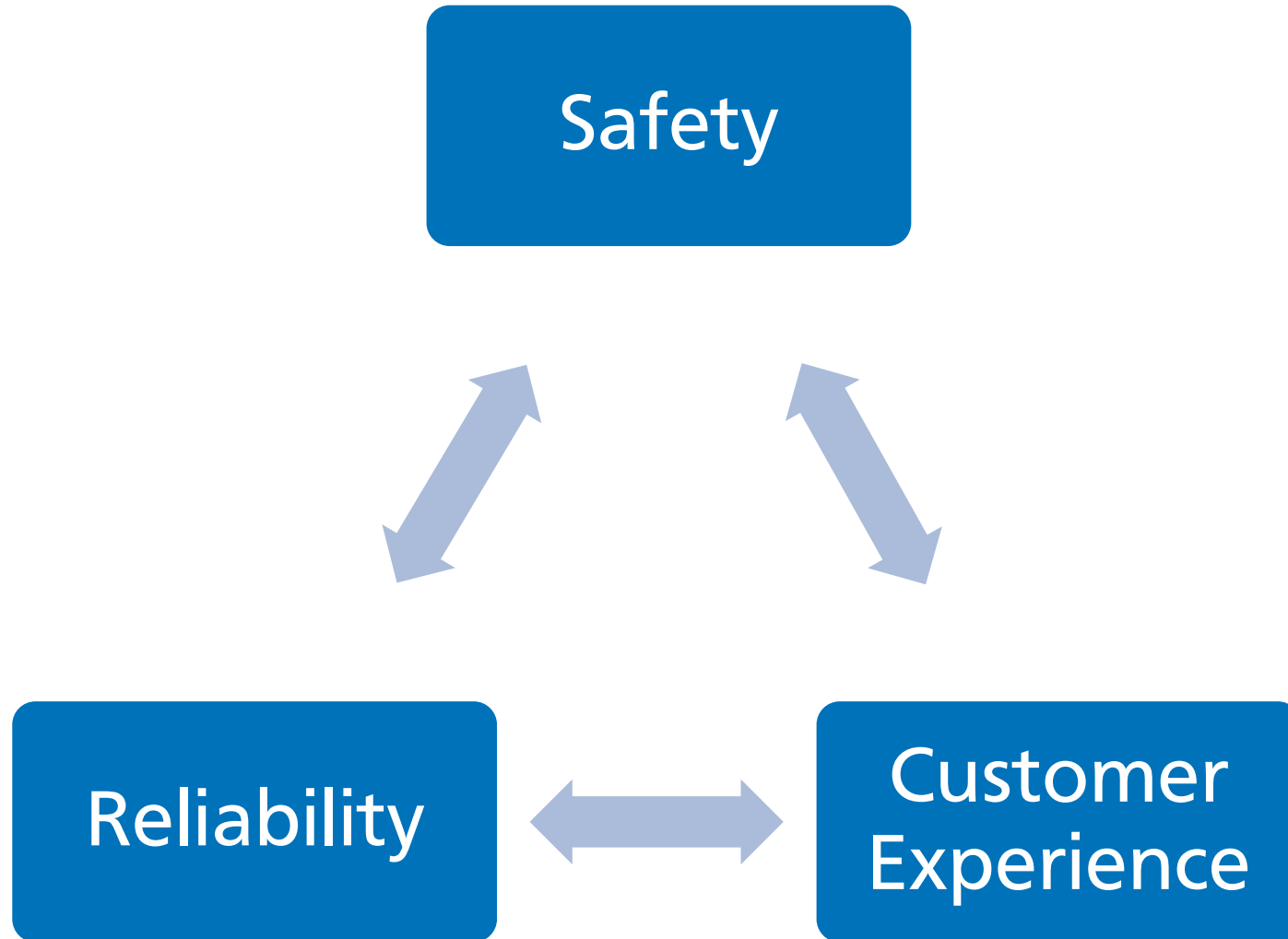
Delivering Excellent Service

Strategic Initiatives

- On-going operator hiring and training
- Increased supervision
- Congestion relief
- Subway enhancements
- Revamped customer information
- Enhanced security
- Vacancy reduction



Delivering Excellent Service
Service Fundamentals





Repurposed vacant positions to increase training staff in FY20 to meet urgent demand for new operators

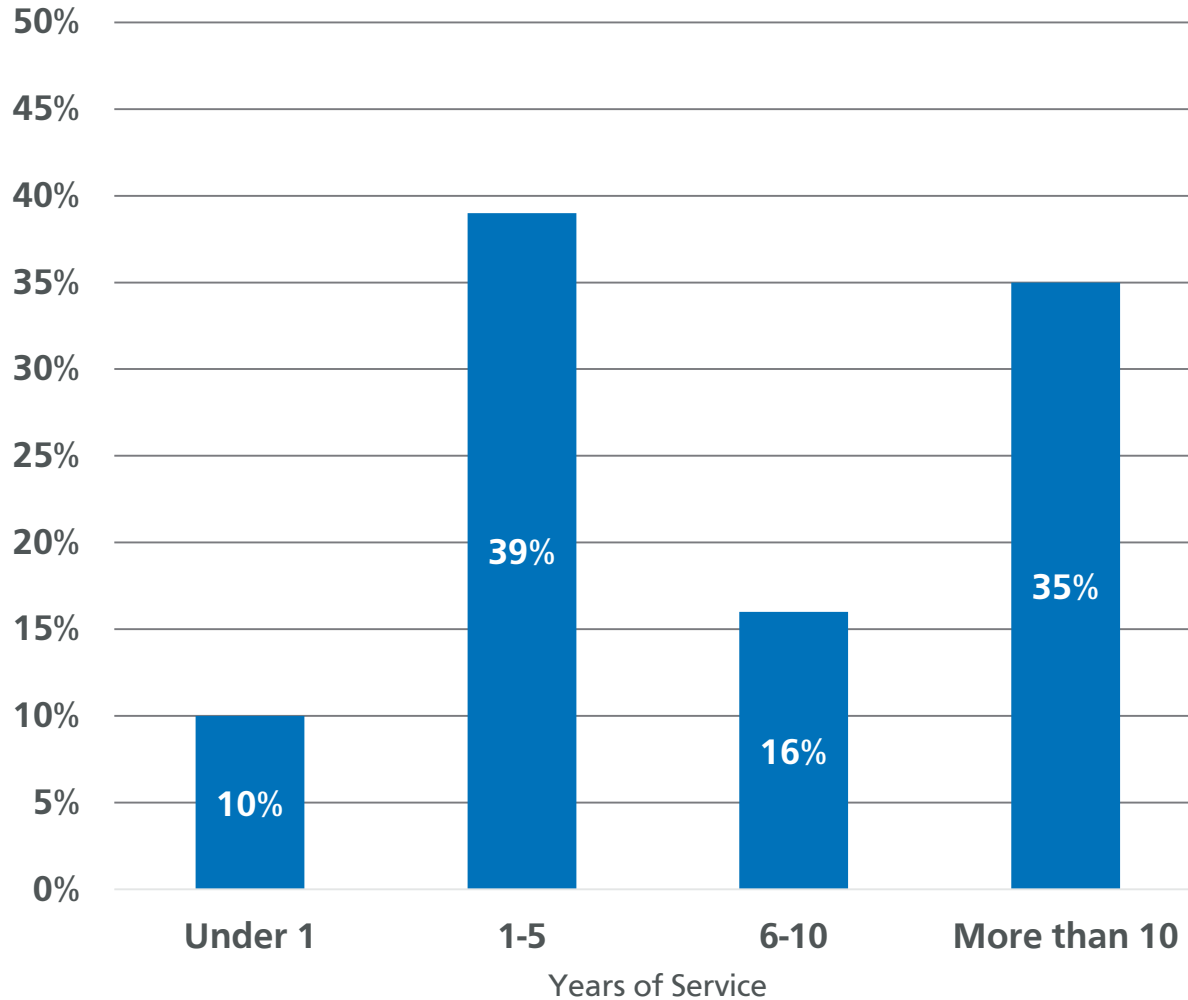
Proposal



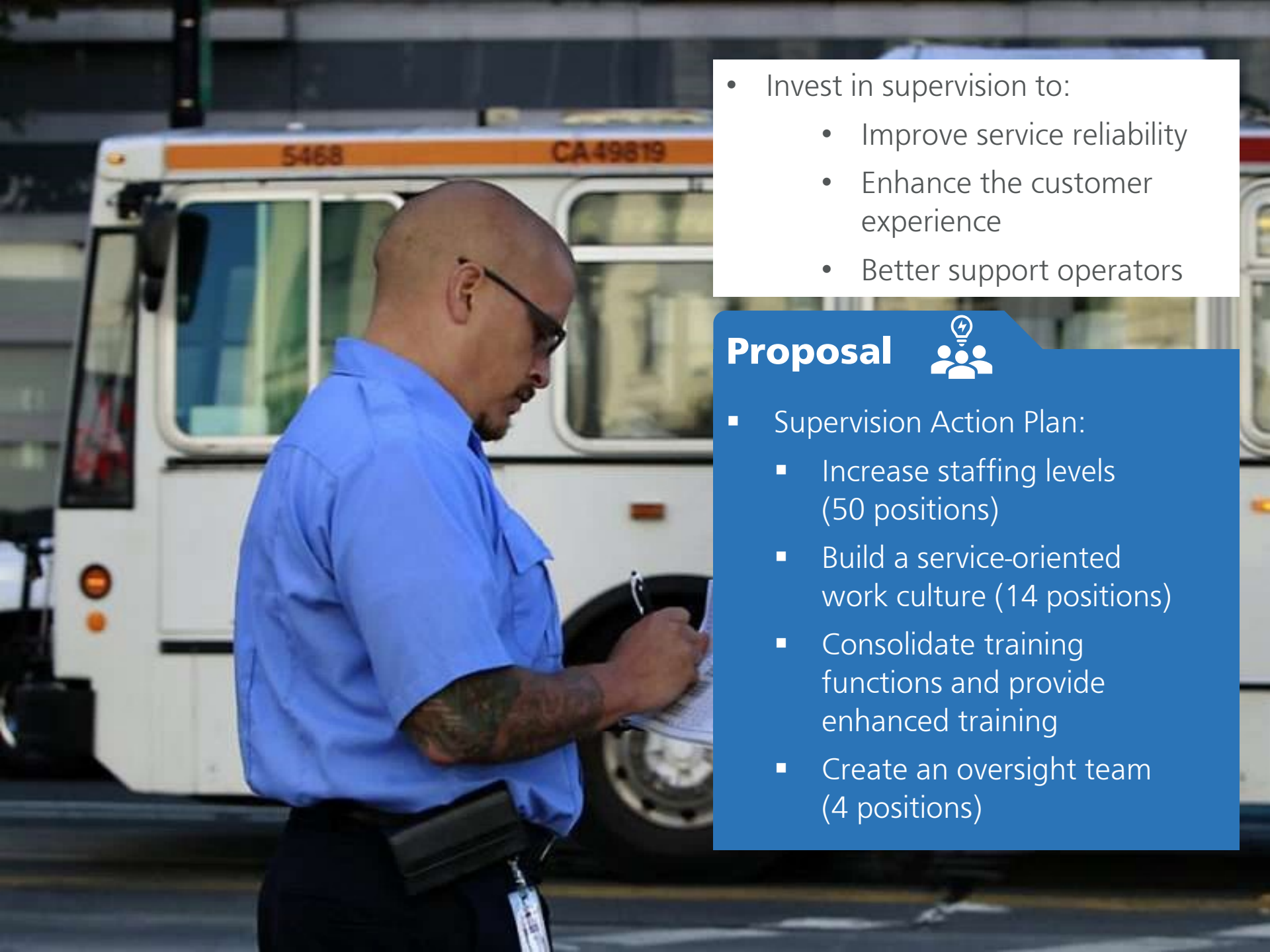
- 12 additional positions recommended for FY21 to continue to increase training and support for existing staff

Delivering Excellent Service

Years of Service for Operators



Nearly half of all operators have been on the job for five years or less.

- 
- A man in a blue uniform and sunglasses is standing in front of a white bus, writing on a clipboard. The bus has the number 5468 and CA 49819 on its side.
- Invest in supervision to:
 - Improve service reliability
 - Enhance the customer experience
 - Better support operators

Proposal



- Supervision Action Plan:
 - Increase staffing levels (50 positions)
 - Build a service-oriented work culture (14 positions)
 - Consolidate training functions and provide enhanced training
 - Create an oversight team (4 positions)



- Muni Forward program reduces delays and increases ridership and customer satisfaction
- FY21/22 Priorities
 - Start Outreach:
 - Downtown Mission
 - K, M, N
 - Last 5 Fulton Segment
 - Finish J Church surface improvement project
 - Launch quick build transit program

Proposal



- 6 planner and communications positions



N Judah Muni Forward project will:

- Analyze possibility of three-car trains
- Includes quick build elements to make near-term improvements
- Provides long term investments paired with track replacement

Delivering Excellent Service

Launching of Transit Quick Build



- Resources needed for near-term improvements, as well as longer-term train control replacement
- Near-term improvements require both capital and operating resources

Proposal



- Increased supervision
- Increased rail maintenance (64 positions) and subway maintenance (5 positions)
- Capitalized roadway worker protection (8 positions)
- New switch machines, special track replacement (design work underway)



Train Control Upgrade Project

Reduced Delays

Subway delays reduced by 20-25% through reduced train control failures and reduced congestion

Improved Maintainability

System monitors redundant components for faults so preventative action can be taken before service is affected

Consistent trip times

Expanding system to surface and integrating with traffic signals means trip times are less variable

Greater capacity

System enables better supervision and management of trains, addressing bottlenecks and increasing capacity

- Estimated \$300M project cost and \$100M 25-year ongoing maintenance contract
- Subway deployment in 2025, full system deployment by 2028

Delivering Excellent Service

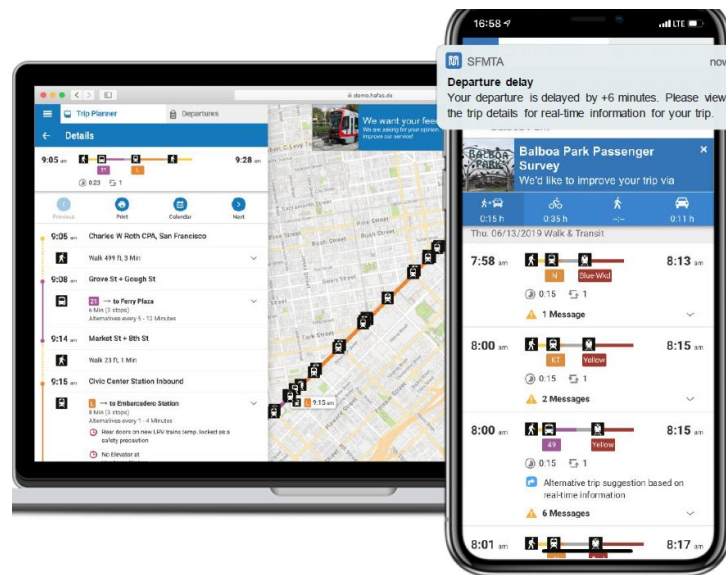
Improving Customer Information

Next generation customer information system procurement underway

- Delivering more accurate predictions
- More signs in more locations

Enhanced in-station and onboard passenger information

- Passengers get the information they need while waiting in station or riding on board
- Transportation Management Center speaks directly to passengers to deliver service information quickly



Presentation:

Managing Congestion and Demand

By: Tom Maguire, Director of Sustainable Streets
Kenya Wheeler, Parking Analyst, Sustainable Streets

Managing Congestion and Demand

Modernizing parking meter hours

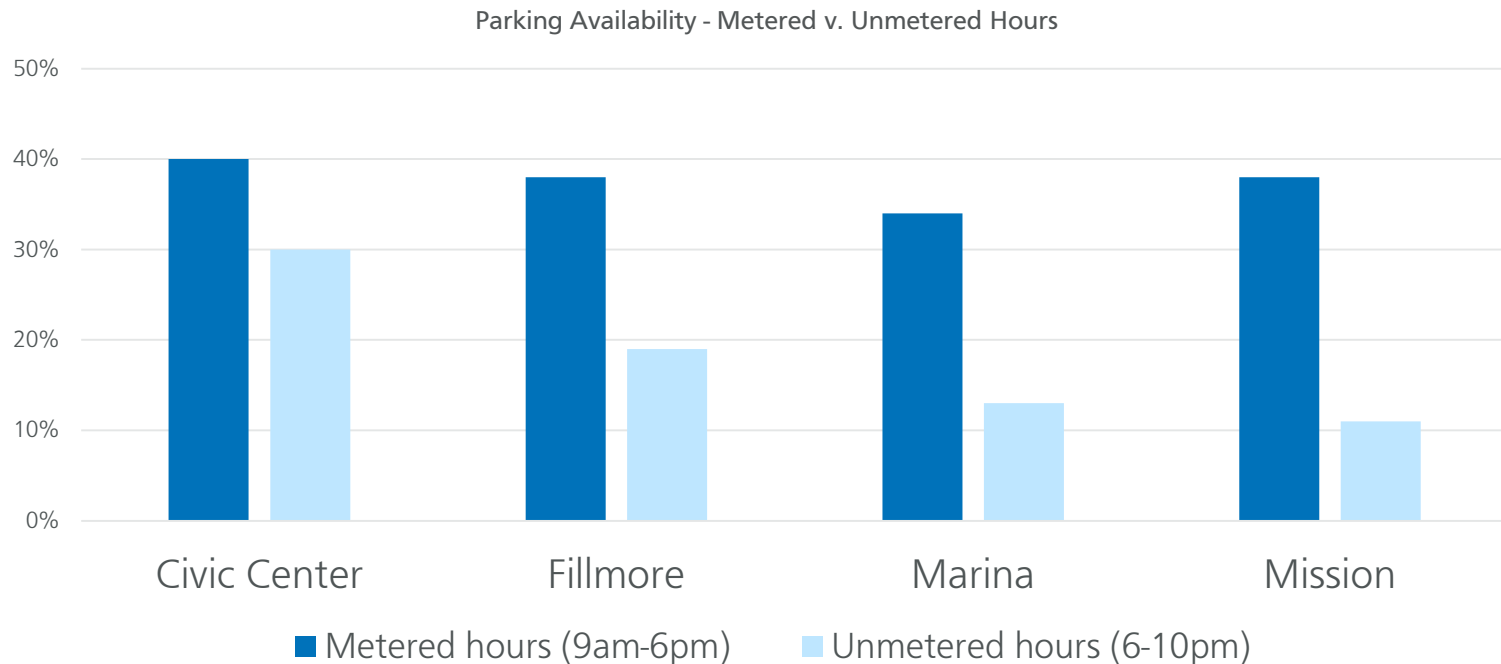


Establishments open until 8pm or later on Valencia Street

Coffee shops	Corner stores	Furniture stores	Churches
Tea shops	Wireless stores	Art galleries	Clothing stores
Community college	Laundromats	Barbers & hair salons	Acupuncture clinic
Local theaters	Grocery stores	Thrift stores	Tattoo parlors
Ice cream shops	Gyms	Cookie shop	Pilates studios
Bookstores	Urgent care centers	Pizza shop	Yoga studios

Operating Parking Meters Create Parking Availability

- According to parking sensor data from the *SFpark* project:
 - Parking availability drops significantly when meters cease operations at 6pm
 - 6-10pm (immediately after meters cease operation) has the **lowest** levels of parking availability during the day



Other Cities Have Modernized Their Parking Meter Hours

- Meters already operate later into the evening:
 - In many parts of San Francisco
 - In cities across California and North America

Parts of SF with extended meter hours
Fisherman’s Wharf
Embarcadero
South Beach
Mission Bay
Dogpatch
Potrero Hill (18 th Street)
Metered lots around the City

Cities with extended meter hours (8pm or later)	
California	North America
Los Angeles	Boston, MA
Huntington Beach	Las Vegas, NV
Pasadena	Vancouver, Canada
Long Beach	Denver, CO
Glendale	Portland, OR
Santa Monica	Seattle, WA
West Hollywood	Washington, DC
Walnut Creek	Charlotte, NC
Sacramento	Milwaukee, WI
South San Francisco	New York, NY
Hermosa Beach	Toronto, Canada
Manhattan Beach	Chicago, IL

Modernizing Parking Meter Hours

Proposal



- Partner with Supervisors and merchant associations to determine where extended meter hours would be most beneficial to businesses
- Extend meter hours in specific neighborhood commercial districts until 10pm Mon-Sat
- 6-10pm rates set at \$2/hour less than the 3-6pm rate, minimum \$1/hour
- Meter rates adjusted over time using demand-responsive pricing
- Extend short-term parking (green zones) and passenger loading (white zones) until 10pm or later where applicable
- Signage and public marketing campaign to inform the public
- Data collection and evaluation
- Expansion to other areas if successful

Managing Congestion and Demand

Parking Enforcement Operations

- Over 300 Parking Control Officers (PCOs) employed
- Responsible for enforcing:
 - Street Cleaning
 - Safety violations – double parking, obstructing traffic, fire hydrants, red zones, sidewalk, school zones, bike lanes
 - Quality of life – blocked driveways, disabled parking abuse, oversize vehicles, 72 hour violations, Residential Parking Permit, time limit
 - Commercial area enforcement – meter, green zone, and yellow and truck loading zone enforcement
 - Peak hour enforcement and towing
 - Gridlock enforcement (Block the Box)
 - Expedite transit at congested locations
 - Transit only lane (TOLE) bus camera enforcement
 - Fixed Post – special events (parades, civic events, Sunday Streets, Oracle Park, and Chase Center), demonstrations, power outages, traffic collisions, construction (Van Ness Improvement Project, Central Subway)
 - Construction zone enforcement – temporary posting enforcement, traffic management (planned and unplanned)



Parking Enforcement Operations

Proposal



- Add 44 Parking Control Officers (PCOs) in the next budget cycle (22 PCOs each fiscal year) to:
 - Support multi-modal safety and neighborhood/commercial corridor needs
 - Keep the city moving by managing traffic congestion and supporting transit operations
 - Respond to increased demand for services in response to special events, construction, etc.
- Even with the requested staffing increase, enforcement resources are limited.
- We want to align the deployment of the PCOs with values of the organization and city.
- Staffing increase coupled with reduced vacancies will give the sustainable modes the support they need.

Managing Congestion and Demand

Congestion Management

- CITIES WITH EXISTING PRICING SYSTEMS
- CITIES CONSIDERING PRICING
- CITIES IMPLEMENTING PRICING



Partner with San Francisco County Transportation Authority on congestion management strategies, such as managed freeway lanes and downtown (de)congestion pricing



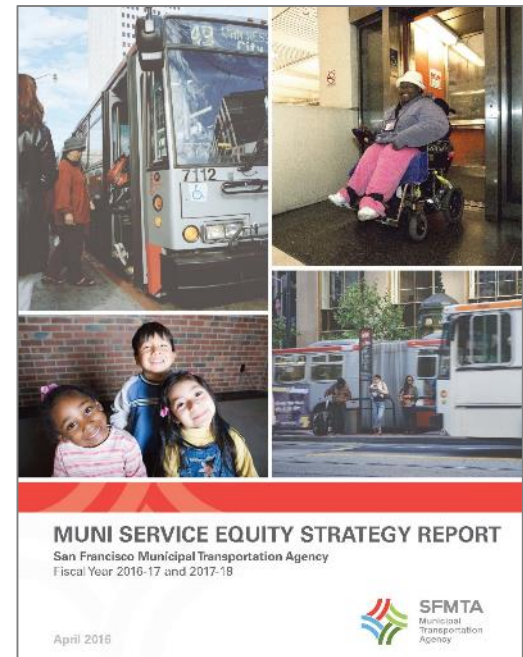
Goal 3

Livability

Goal 3: Livability – Equity and Service Expansion

Promoting Transportation Equity

- SFMTA programs focus resources and investments towards communities that need them most
- Examples in Transit include:
 - Free and reduced transit fare programs
 - Muni Equity Strategy (linked to budget process)
- On-going work needed to close equity gaps



MUNI SERVICE EQUITY STRATEGY REPORT

San Francisco Municipal Transportation Agency
Fiscal Year 2016-17 and 2017-18

April 2016



Presentation:

Equity and Service Expansion

By: Julie Kirschbaum, Director of Transit

Sean Kennedy, Senior Operations Manager, Transit Planning

Diana Hammons, Senior Manager, Revenue Collection & Sales

Equity and Service Expansion

Fare Policy Goals



- Promote equity
- Incentivize transit ridership
- Enhance the customer convenience
- Incentivize pre-payment

Low-Income Fare Programs

Recent and Upcoming Changes

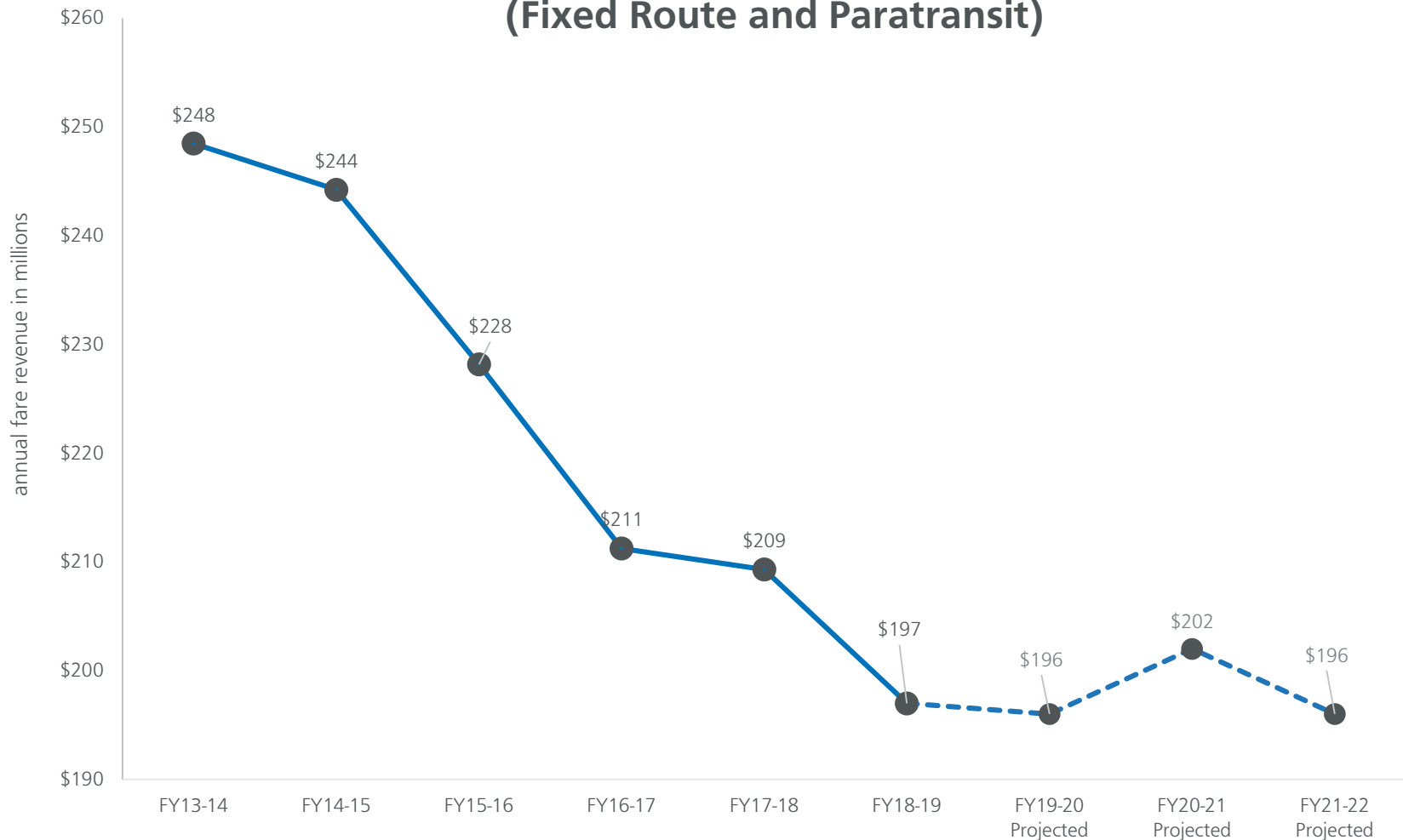
- Free transfer time extended from 90 to 120 min
- Lifeline Monthly Pass available for 50% discount
- “START” regional pilot will provide discounted single fares spring 2020

Program	Fare Category	Active Passes
Lifeline	Pass (50% Discount, not on Clipper)	17,000
Free Muni	Youth, Senior, People with Disabilities	113,000
START	Adult Single Ride (50% Discount)	Implementation spring 2020

Equity and Service Expansion

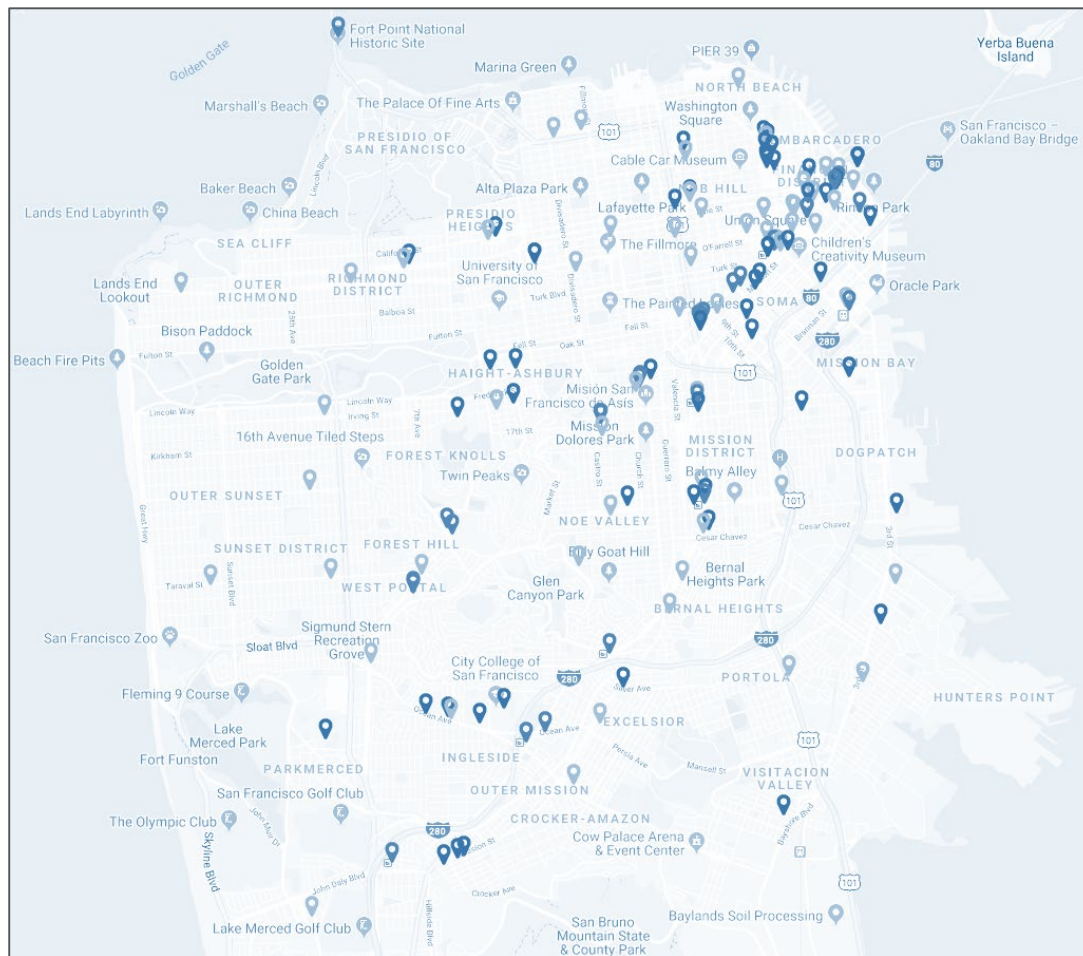
Fare Revenue

Annual Revenue from Passenger Fares – Constant Dollars (Fixed Route and Paratransit)



Human Rights Commission Feedback

- Free youth programs are challenging for vulnerable populations to access
- Low-income adults pay too much for long, unreliable trips
- Insufficient locations in outer neighborhoods to take advantage of Clipper discounts



Map of Clipper Add-Value Locations

Equity and Service Expansion

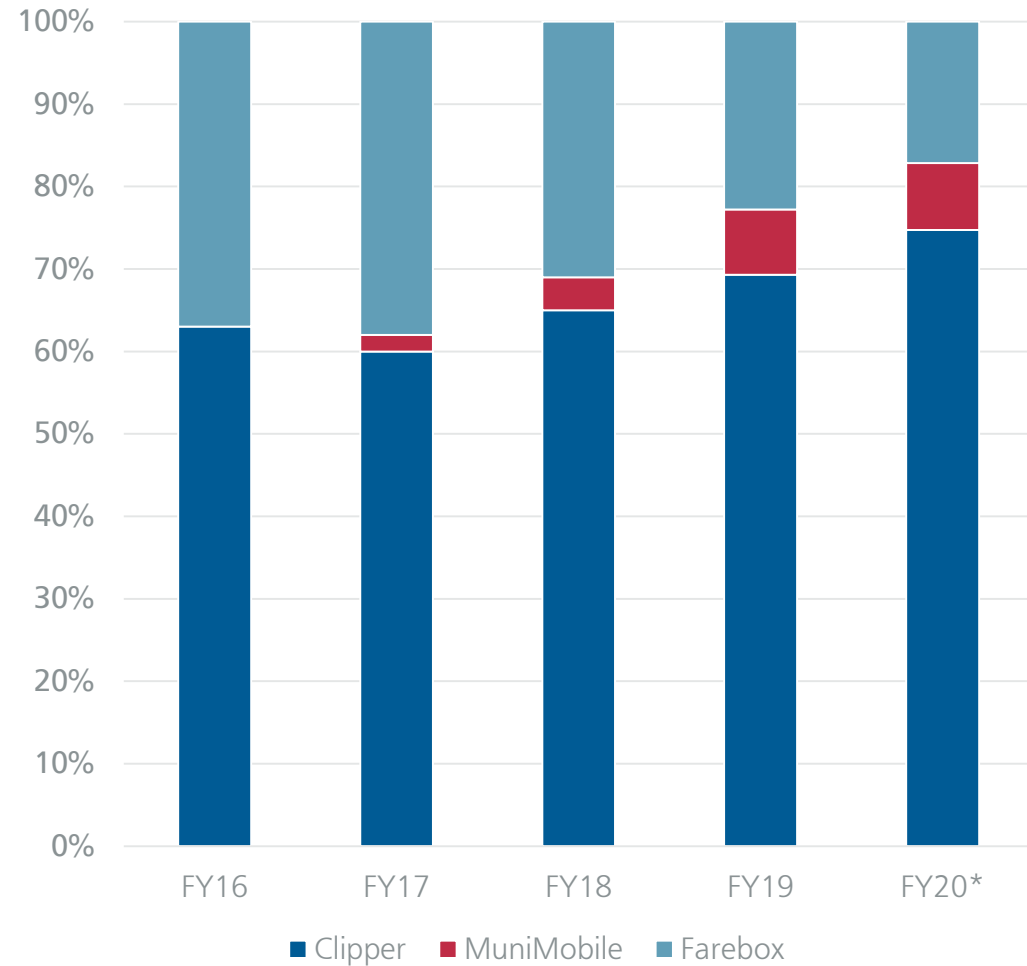
FY 20 Fares with Indexing

Base Scenario (applying indexing)	FY20	FY21	FY22
Adult Single Ride Fare (Cash/Limited Use Card)*	\$3.00	\$3.25	\$3.25
Adult Single Ride Fare (Clipper® and Mobile)*	\$2.50	\$2.75	\$2.75
Adult "M" Monthly Pass (Muni Only)	\$81.00	\$85.00	\$87.00
Adult Lifeline Monthly Pass (Muni Only)	\$40.00	\$42.00	\$43.00
Cable Car Single Ride	\$8.00	\$8.00	\$9.00

- Senior, Youth, Disability and Low Income single fare will be 50% of Adult Single Ride
- Free Muni Pass for Youth, Seniors, People with Disabilities

Equity and Service Expansion Fares with Indexing

- First \$0.25 discount was implemented January 2017
- Increased to \$0.50 in July 2017
- Agency has seen a 21% reduction in cash fares



Fare Options (minimal cost/revenue impact)

Proposal



- Support Fare Equity
 - Muni Day Pass on Farebox (available only on MuniMobile currently)
 - Pilot Monthly Fare Capping on MuniMobile
 - Free Muni Pass for People facing Housing Insecurity
 - Cable Car Discount for Seniors/Youth/People with Disabilities on MuniMobile
- Other Recommendations
 - Extend Bulk Sales Discounts for all Products on Muni Mobile
 - Staff recommends eliminating Clipper differential for Passports because slow transaction times are impacting the ticket booths

Additional Fare Options

- Pause indexing (\$1M)
- Reduce Clipper fare differential from 50 to 25 cents \$8M
- Expand free youth program to all kids (\$2M)
- Introduce City College annual pass (\$8M)
- If pilot is successful, expand adult low-income single ride discount at farebox (cost to be determined)

Addressing Growth and Closing Equity Gaps



Equity
Gaps

Crowding



Policy
Goals

Growth

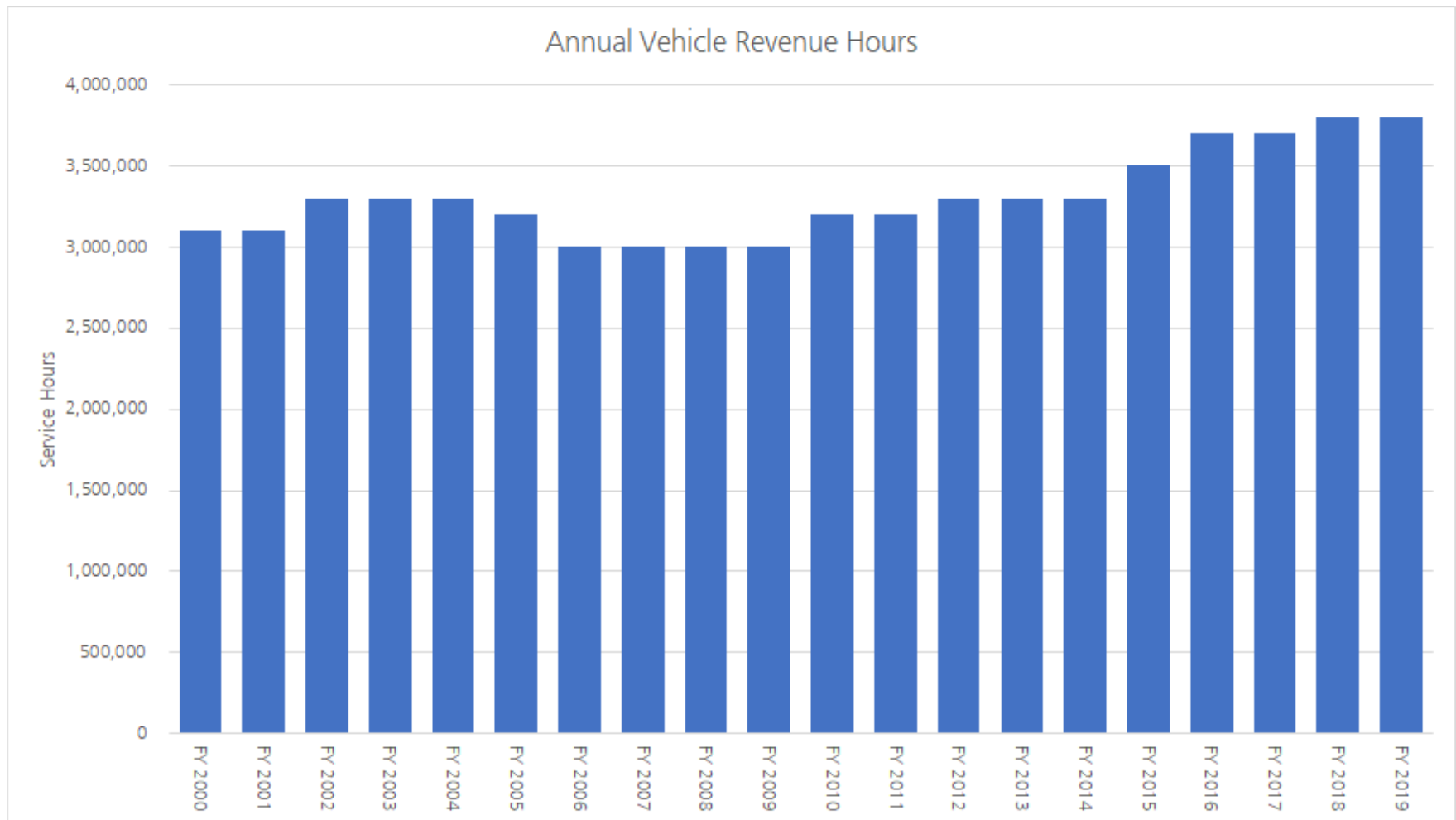


Congestion



Invested In More Transit Service

Muni service has grown significantly over 20-year period



Equity and Service Expansion

Service Expansion

Proposal



- Recommending 6 - 6.5% service expansion by end of FY22
- Requires addressing current challenges plus:
 - Operators (130 positions)
 - Bus maintenance (62 positions)
 - Central subway (36 positions)
 - Maintenance Apprentice Program (25 positions)
 - Administrative/Communications (6 positions)
 - Fleet expansion (50 motor coaches)



Equity and Service Expansion

Service Expansion Priorities

- Closing Service Equity gaps based on metrics
- Addressing crowding on existing high-ridership demand lines and expanding peak hours
- Targeted weekend frequency increases to address crowding
- Preparing for future ridership growth areas
- Protecting investments with transit priority



Draft Service Recommendations

Connectivity/Travel Time

- Central Subway and related rail changes
- Faster trip Bayview to Downtown
- Quicker, more reliable 29 Sunset
- 22 Fillmore to Mission Bay; new 55 Dogpatch
- 56 Rutland extension for better connectivity
- Eliminate 83X Mid-Market Express

School service and crowding

- Increase vehicles/frequency on select lines to reduce crowding

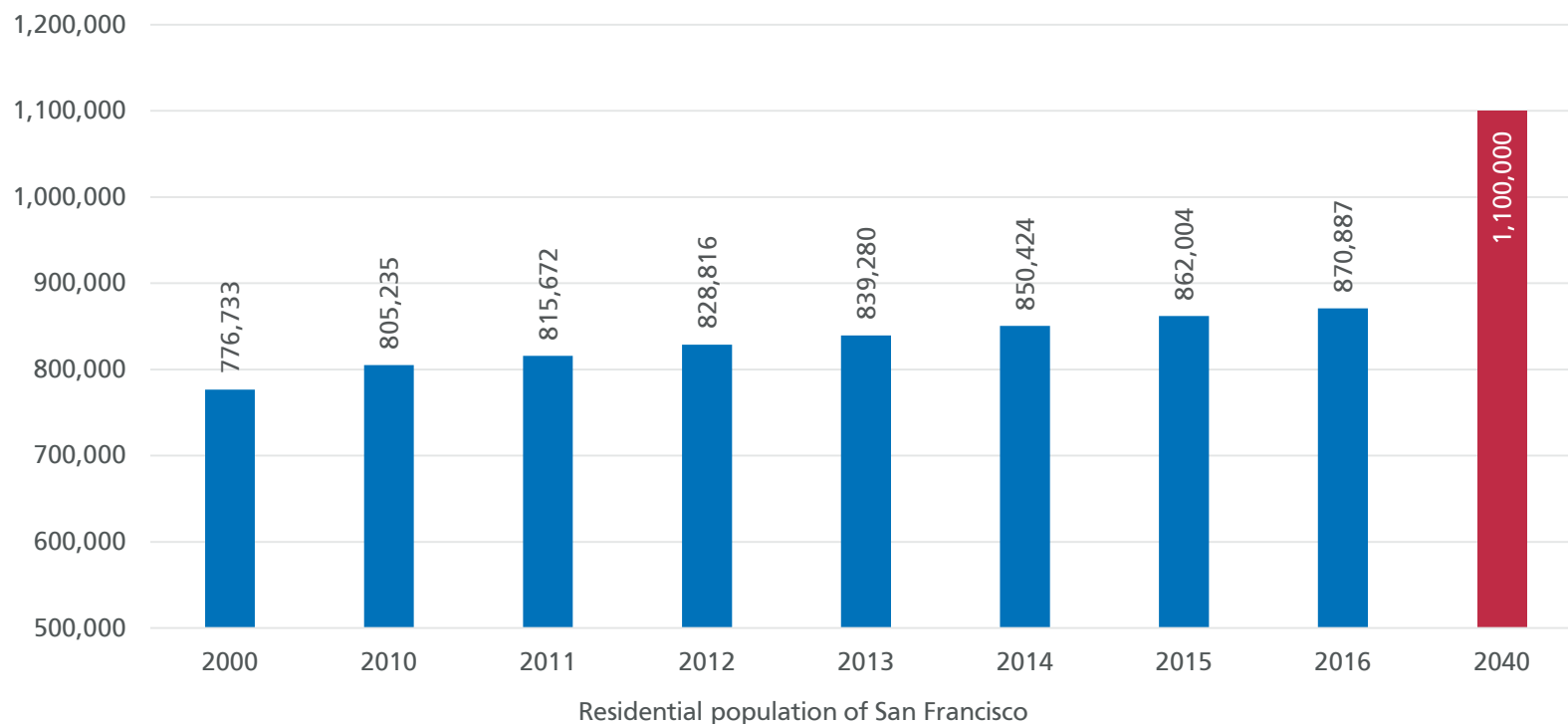
Support for Existing Service

- Placeholder to address congestion and crowding



Equity and Service Expansion

More People Fewer Cars



- San Francisco is one of the 20 Fastest-Growing Cities in the United States and second only to New York City in density
- **What steps can we take in this budget cycle to start longer-term process of identifying sustainable funding sources for increased transit service demand?**

Next Steps

- Complete 2020 Equity Strategy including data analysis and proposal refinement; present to SFMTA Board in March
- Conduct outreach to eliminate 83X Mid-Market Express
- Continue to prioritize equity routes when managing missed service

Making transit accessible and affordable for all

Map of Equity Neighborhoods





Goal 4

Service

Presentation:

Improving Hiring/ Talent Acquisition

By: Kimberly Ackerman, Director, Human Resources

Improving Hiring/Talent Acquisition

Analysts & Vacancies

- Analyst per vacant position is 1:118
- Vacancy Rate (excludes transit operators)

Divisions	Analyst(s) Assigned	Total # of Positions	Filled Positions	Vacant Position
Transit (excludes operators)	Yvonne & Sherrill	2029	1604	425
Sustainable Streets	Michelle and Connie	1216	1030	186
Finance and Information Technology	Lisamarie	598	493	105
Capital Programs and Construction	Vivian	159	123	36
Human Resources	Michelle and Vivian	92	67	25
Central Subway Program	Vivian	31	13	18
Communications, Marketing & Outreach	Lisamarie	58	42	16
Taxis and Accessible Service	Connie	32	26	6
System Safety	Yvonne	33	29	4
Board of Directors	Vivian	11	10	1
Director of Transportation Office	Tracy	5	5	0
Government Affairs	Sherrill	6	6	0
	Grand Total	4,270	3,448	824

Note: Positions on “budget hold” & “defunded” not included in the chart above. Historically, 6% of all positions have been temporary or temporary funded. 1/15/20

Improving Hiring/Talent Acquisition Transit Operators

- Transit Operators as of December 2019: 2601
- Transit Operator Graduates (Calendar Year):

2018	2019	2020/2021 (Goal)
78	200	525

- Recruitment pipeline for operators is different from other agency positions



Legacy Human Resources Division Staffing Issues

- SFMTA has added staff but not Human Resources (HR) staff to keep up with hiring needs.
 - If Human Resources staff was added it was in non-core HR functional areas.
- Human Resources Analyst Ratio: Job Requisitions – 1:70
 - With that ratio we can only target 60% of the vacant positions and will hire positions more slowly.
 - Disproportionate Human Resources staffing to Division size
- Average days to fill a typical position – 165 days
- **Insufficient Human Resources staffing has contributed to a myriad of issues for the Agency.**

Insufficient HR Staffing

- Inability to analyze the hiring process and move beyond the “basics”
 - Lack of documented policies which contributes to confusion of hiring process
 - Hiring practices and processes that are perceived to be unfair, due to lack of transparency
 - Equal Employment Opportunity Office and Human Resources have struggled to build a collaborative process over the years
- **Contributed to our current culture and environment where employees perceive hiring practices to be unfair and that offers limited job growth and promotive opportunities for African-American employees.**

Improving Hiring/Talent Acquisition

HR Staffing Budget Request

Proposal



- FY 20
 - 8 Analysts (1241) 1:35 staffing ratio
 - 1- Compensation and Classification
 - 1- Leave Management
 - 1 - Business / Budget Analyst
 - 5 –Talent Acquisition
 - Increase SSD to 6 Analysts and Transit to 10 Analysts
 - 2 Manager II (9172)
 - 1 Senior Clerk (1204)

Improving Hiring/Talent Acquisition

HR Staffing Budget Request

Proposal



- FY 22
 - 8 Analysts (1241) for 1:35 staffing ratio
 - 1- Compensation and Classification
 - 1- Leave Management
 - 1 - Business / Budget Analyst
 - 5 –Talent Acquisition
 - Increase SSD to 6 Analysts
 - Increase Transit to 10 Analysts
 - 2 Manager II (9172)

Strategic Recruitment Goals

- Requesting 11 additional positions / FY21 & FY22
 - 1:35 staffing ratio
 - HR staffing for each Division proportionate to Division size.
 - Reduce time to fill.
- Strategic Business Partner - Process Improvements & Best Practices
 - HR Recruitment & Examination Plan FY20, FY21 & FY22
 - HR Policies – increase consistency, transparency and communication
 - Utilize technology (Tableau, On-line Requisition Process & Applicant Tracking System)
 - Continue partnerships with transit operations, City Drive and Bay Area Consortium to build our talent pipeline for Operator candidates.

Presentation:

Improving Agency Culture

By: Dante King, Leader, Cultural Change, Equity, Employee
Experience & Engagement

Improving Agency Culture

Our Call to Action

- Goal 4: Create a workplace that delivers outstanding service
 - Objective 4.1, Strengthen morale and wellness through enhanced employee engagement, support, and development
 - Objective 4.4, Create a more diverse and inclusive workforce
- 2018 Employee Survey
 - 50% of respondents felt satisfied with their job
 - 26% said they didn't feel valued or respected by management and cited a lack of support
 - 18% said that management doesn't listen to/care about employee concerns

Improving Agency Culture

Our Call to Action

- January 2019 Blanding Report
 - “..MTA employees...told me that they love working for the MTA but believe the Agency can be a better place to work...”
- Board of Supervisors Ordinance 188-19
 - Racial Equity Action Plan by December 31, 2020
 - Designate at least one staff person per division to coordinate Racial Equity strategy, Racial Equity Action Plan, and relevant programs

Improving Agency Culture

Positive Movement

Opportunity	Action	Needs
<p>Systemic issues with discipline, hiring, performance management, employee support</p> <p>Executive level leadership on culture change, equity, independent review of processes/cases</p>	<p>Policy, process, & practice review by Acting Ombudsperson/ Leader of Cultural Change, Equity, Employee Experience & Engagement</p>	<ul style="list-style-type: none"> - Formalize equity & inclusion support & collaboration - Separate the functions of Agency Ombudsperson and leadership on racial equity, social equity, and inclusion - Racial Equity Action Plan



Improving Agency Culture

Positive Movement

Opportunity	Action	Needs
Inconsistent understanding & application of equity & inclusion core concepts	<ul style="list-style-type: none">- Racial equity & cultural competency trainings, workshops, & discussions- Divisional workplans	<ul style="list-style-type: none">- Integrate racial equity, social equity, & inclusion into the agency's training program- Provide additional expertise & tools for staff



Improving Agency Culture

Positive Movement

Opportunity	Action	Needs
Staff desire to address challenges within the agency & build a more inclusive culture	<ul style="list-style-type: none">- Self-organized affinity/advocacy groups- Peer coaching- Employee action groups- Divisional equity teams	<ul style="list-style-type: none">- Institutionalize and expand existing efforts- Create additional spaces for staff to highlight issues & build connections



Race, Equity, & Inclusion Budget Request

New positions focused prioritize racial equity, social equity, & inclusion in our workplace & work products (internally & externally) by:

- Supporting policy, process, & practice improvement
- Normalizing key racial equity, social equity, & inclusion concepts & methods
- Creating, recommending, & executing policies on racial equity, social equity, and inclusion
- Cultivating agency-wide community & connection
- Communicating about the SFMTA's work on racial equity, social equity, & inclusion

Proposal



- 6 positions
- Funding for professional services & materials



Budget Fiscal Year 2021 & 2022

Presentation:

FY 2021 & FY 2022

Operating and Capital Budget

FY 2021 – 2025

Capital Improvement Program

By: Leo Levenson, Director of Finance and Information Technology

Jonathan Rewers, Senior Manager, Budget, Financial Planning and Analysis

Timothy Manglicmot, Manager, Budget and Analysis

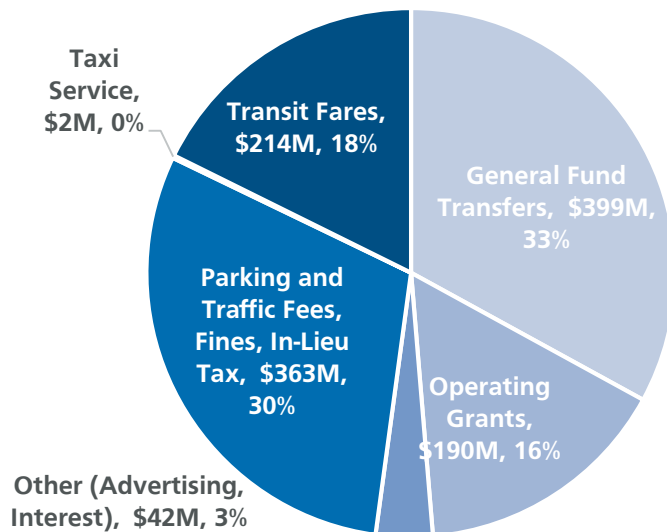
SFMTA Budget FY21 & FY22

Operating Budget - Base

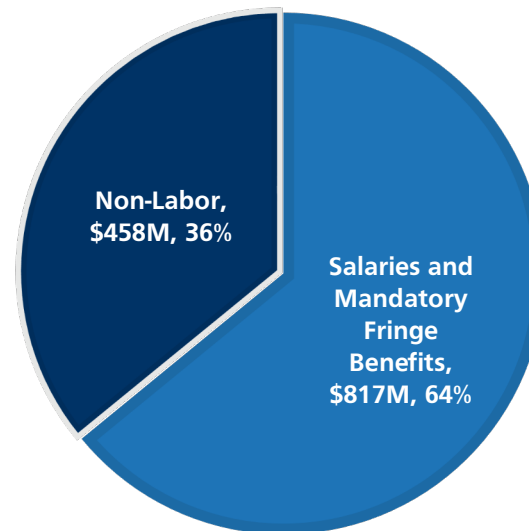
Item	FY 21, \$M	FY 22, \$M
Revenue – Projection	1,209	1,225
Expenditures – Base	1,275	1,302
Base Operating Gap	(66)	(77)

* Assumes no use of one-time revenues

FY 21 Operating Budget Revenue Projections



FY 21 Adjusted Base Operating Expenditures



Operating Budget - Revenue Projection

Revenue Category	FY 19 Actual	FY 20 Projection	FY 21 Projection	FY 22 Projection
General Fund Transfers	\$358	\$396	\$399	\$402
Operating Grants	\$182	\$184	\$190	\$192
Other (Advertising, Interest)	\$51	\$50	\$42	\$43
Parking and Traffic Fines and Fees	\$283	\$273	\$295	\$304
Parking Tax In-Lieu	\$69	\$67	\$68	\$68
Taxi Service	\$1	\$1	\$2	\$2
Transit Fares	\$197	\$201	\$214	\$214
Total	\$1,141	\$1,173	\$1,209	\$1,225

Revenues – Included in the Base

Included:

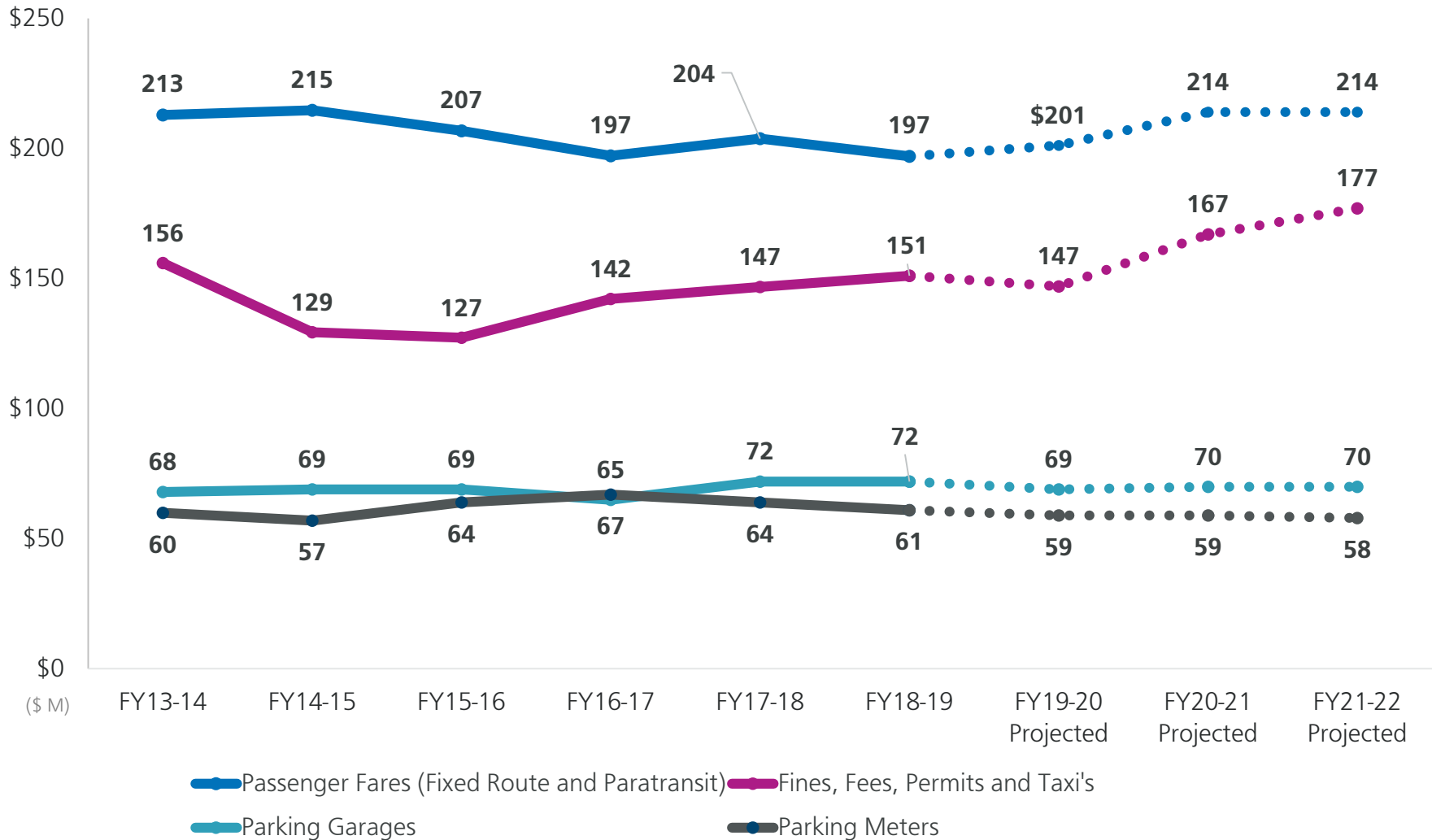
- **\$16 million Transit Fare increase** from the Automatic Indexing Implementation Plan (AIIIP)
- **\$12 million Parking Fines and Fees increase** from redoubled enforcement efforts and the addition of 39 Parking Control Officers, and an increase in the Temporary Exclusive Use of Parking Meters program fee
- **\$402 million in City General Fund Transfers:** this figure represents 33% of projected operating revenues in FY22.
- **Parking Meters and Garages Flat:** slight decreases are projected for revenues generated by parking meters and garages.

Excluded

- **\$21.7 million in Educational Revenue Augmentation Fund** one-time general fund transfer is included in the capital improvement program

SFMTA Budget FY21 & 22

Revenue Trends FY 2014-2022



Source: SFMTA Annual Disclosures

Operating Budget - Base Expenditure

Expenditure Category	FY 18-19 Actual	FY 19-20 Amended	FY 20-21 Base	FY 21-22 Base
Salaries	503	534	567	585
Mandatory Fringe Benefits	246	266	288	295
Overhead and Allocations	(36)	(36)	(38)	(40)
Non-Personnel Services	228	235	260	264
Materials & Supplies	73	79	74	74
Capital Outlay	0	0	7	7
Debt Service	26	26	24	24
Services of Other Depts	77	82	93	93
Total	\$1,117	\$1,186	\$1,275	\$1,302

SFMTA Budget FY21 & FY22 and Five-Year CIP **Expenditures – Included in the Base**

Mandatory Increases

- **\$55 million labor cost increase** from labor negotiations, annualized positions approved in the FY20 budget, including additional Human Resources and Transit staff approved to date; right-sizing overtime budget to fully cover scheduled overtime.
- **\$25 million increase in contracts, professional services, materials and supplies, and software** to right-size the Information Technology budget and include approximately \$17 million of ongoing spending that was previously under-budgeted.
- **\$11 million increase in work orders**
- **\$7 million increase in proposed capital outlay**

Efficiencies

- **\$5 million reduction in materials and supplies**
- **\$2 million reduction in debt service**


Proposed Adjusted Base (as of January 2020)

Item	FY 21, \$M	FY 22, \$M
Revenue – Base Projection	1,209	1,225
Expenditures – Adjusted Base	1,275	1,302
Base Operating Gap	(66)	(77)

Balancing Proposal (as of January 2020)

Portion of TNC/Congestion Tax <i>Ongoing Revenue</i>	15	11
Portion of Population Baseline <i>Ongoing Revenue- previously all directed toward capital</i>	10	0
Developer Fees <i>Volatile Revenue Source</i>	21	66
Fund Balance <i>One-Time</i>	20	0
Remaining Base Gap	0	0

Operating Budget Financial Proposals - Summary

Proposals 

Request	FY 21, \$M	FY 22, \$M
Muni Working Group/Service Improvement	49	65
Additional PCOs, HR staff and other Divisional Asks	20	25
Total	69	90

Operating Budget Financial Proposals - Details

Proposal



*Potentially cost neutral or net positive revenue

Proposals	FY 21, \$M	FY 22, \$M
Transit Service Expansion - 6-6.5% service expansion by end of FY22. Requires existing service investments, operators (130), bus maintenance (62), central subway (36), maintenance apprentice program (25), administrative/ communications (6)	24.2	32.3
Transit Supervision Action Plan - Increase staffing levels (50), build a service-oriented work culture (14), consolidate training functions and provide enhanced training, oversight team (4)	11.0	14.6
Transit near-term improvements, longer-term train control replacement - Increased supervision, increased rail maintenance (64) and subway maintenance (5), capitalized roadway worker protection (8)	10.2	13.6
Parking Enforcement Operations - Add Parking Control Officers (PCOs) (44)	*3.9	*7.2
Human Resources Staffing – 1241 Analysts (8), compensation and classification (1), leave management (1), business /budget analyst (1), talent acquisition (5), Increase SSD to 6 Analysts and Transit to 10 Analysts, 9172 Manager II (2), Senior Clerk (1)	1.8	2.4
Transit Training – additional positions (12) to increase training and support for existing staff	1.5	2
Vision Zero Education Program	1.2	1.2
Muni Transit Assistance Program MTAP - Increase MTAP program (20) with training	0.9	1.2
Muni Forward – Planner and communication positions (6)	0.6	0.8
Other Divisions Asks	13.7	15.0
Total	69.0	90.3

Parking Options

Incidental revenue from targeted parking congestion management initiatives

Options	Annual Low Range, \$M	Annual High Range, \$M
Special Events Parking Rate Harmonization	\$0.4	\$1.2
Raise Demand-Responsive Parking Meter Rate Cap	0.1	0.1
Modernizing Parking Meter Hours: Evening Option	1.0	19.8
Modernizing Parking Meter Hours: Sunday Option	1.0	6.9
Total	\$2.7	\$28.0

Note: These are initial projections. Amounts would vary depending on final program or policy configurations and implementation timelines.

Fare Options

- Pause indexing (\$1M)
- Reduce Clipper fare differential from 50 to 25 cents \$8M
- Expand free youth program to all kids (\$2M)
- Introduce City College annual pass (\$8M)
- If pilot is successful, expand adult low-income single ride discount at farebox (cost to be determined)

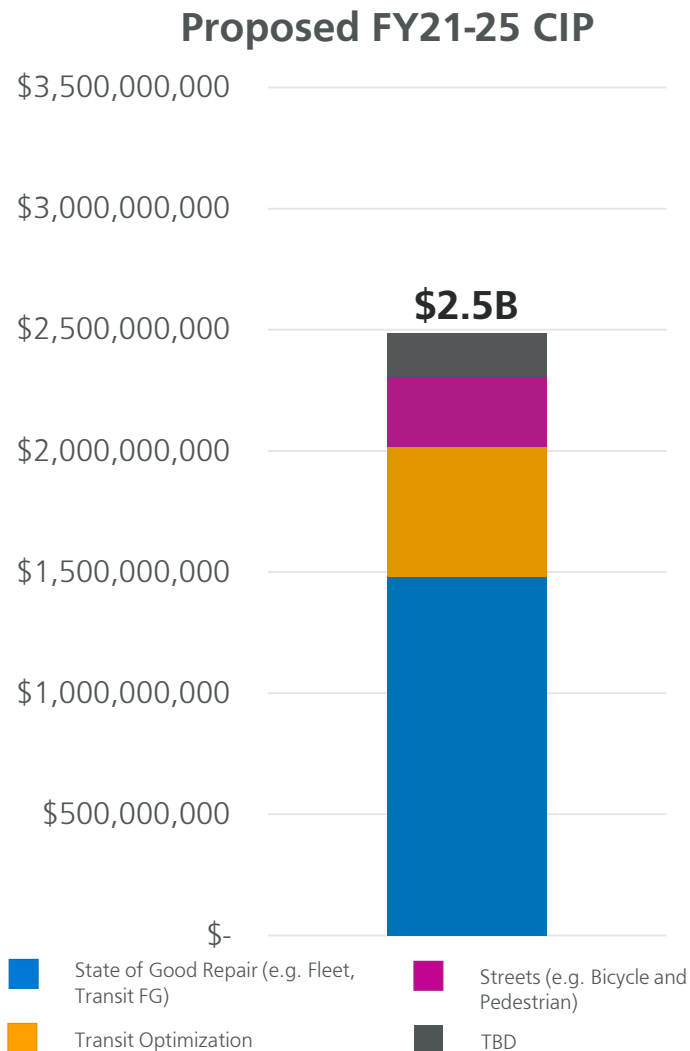
The CIP is a fiscally-constrained 5-year investment plan for delivery of transportation capital projects.

It serves as an **implementation plan** for regional, citywide, and agency- wide strategies and policy goals:

- SFMTA Strategic Plan
- SFMTA 20-Year Capital Plan
- Vision Zero
- Muni Forward
- Fleet Plan
- Building Progress Program
- State of Good Repair
- Bicycle and Pedestrian Strategies
- Plan Bay Area
- SF General Plan
- Neighborhood & Area Plans
- SFCTA Transportation Plan

5-Year Capital Improvement Program

Capital Funds Declining – Proposed FY 2021-25 CIP



157 Projects \$2.5 Billion Investment

- FY 2021-25 CIP project prioritization in progress
- Several large projects:
 - Central Subway
 - LRV Replacement and Expansion Acceleration
 - Train Control System Upgrade
 - Better Market Street
 - Muni Forward
 - Potrero Modernization
- Reserves proposed within each capital program

5-Year Capital Improvement Program

Capital Funds Declining – Proposed FY 2021-25 CIP

Program	Capital Budget					5-Year CIP
	FY21	FY22	FY23	FY24	FY25	Total (Current)
Facility	\$39,963,263	\$35,590,914	\$64,534,320	\$14,278,917	\$5,232,380	\$159,599,794
Fleet	\$144,942,559	\$135,951,876	\$170,717,887	\$213,730,682	\$263,474,279	\$928,817,283
Security	\$2,048,291	\$2,048,291	\$2,048,291	\$2,048,291	\$2,048,291	\$10,241,455
Signals	\$16,174,246	\$3,115,000	\$7,766,560	\$1,515,986	\$5,411,923	\$33,983,715
Streets	\$63,560,800	\$87,374,542	\$51,098,909	\$40,775,539	\$49,854,904	\$292,664,694
Taxi	\$300,000	\$1,162,734	\$400,000	\$912,734	\$200,000	\$2,975,468
Transit Fixed Guideway	\$55,240,381	\$65,328,218	\$66,798,868	\$83,019,306	\$74,342,711	\$344,729,484
Transit Optimization	\$200,893,708	\$73,117,587	\$129,514,073	\$54,979,351	\$76,289,841	\$534,794,560
Central Subway	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Communications & IT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Parking	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
To be determined	\$0.00	\$0.00	\$3,965,171	\$79,958,907	\$97,030,008	\$180,954,087
Total	\$523,123,247	\$403,689,162	\$496,844,079	\$491,219,712	\$573,884,337	\$2,488,760,539

5-Year Capital Improvement Program

FY2021-25 CIP Revenue Assumptions and Options

CIP Revenue Assumptions



Competitive Grants

Conservatively included at 80% of the three-year average of awarded amounts to SFMTA.



Regional Measure 3

\$140M in Regional Measure 3 (RM3) is included starting in FY2020-21. RM3 Core Capacity is included at \$18 million starting in FY2020-21.



Proposition D

The Transportation Network Tax (Proposition D) is assumed at \$62 million from FY21-25 based on available data.



\$60M TIRCP

The Transit and Intercity Rail Capacity Program (TIRCP) cap and trade grant is assumed at \$60M in FY2024-25.



FTA Transit Capital Priorities

The Federal Transit Administration (FTA) Transit Capital Priorities (TCP) is based on the Core Capacity Challenge Grant Program (CCGP) estimate.

CIP Potential Revenues



2nd \$500M GO Bond

Scheduled to go on the ballot in November 2022. Not included in current revenue assumptions.



Proposition K

Potential re-authorization of the Proposition K sales tax is not included in current revenue assumptions.



Revenue Bonds

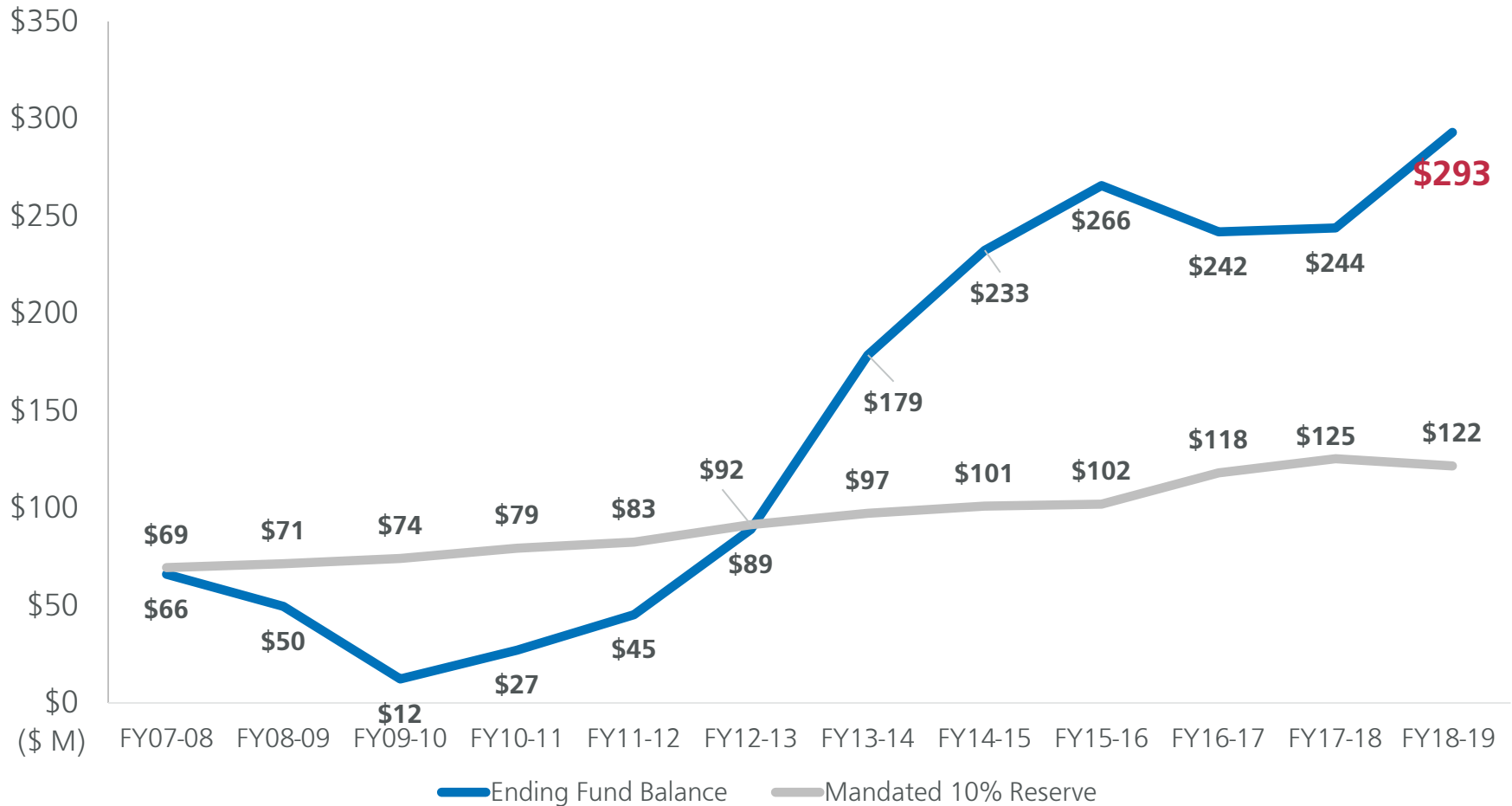
Significant capacity available but has impact on operating budget: debts service payments = ~\$7M annually per \$100M issued at current interest rates.



Regional Measure

One cent sales tax potentially scheduled to go on the ballot in November 2020. Expected to generate \$100.6 billion over 40 years. Not included in revenue assumptions.

Available Fund Balance History, \$M



Proposed Use of Fund Balance (as of January 2020)

Item	FY 21, \$M
Beginning Fund Balance	293
10% Reserve Policy (goal is resilience in next downturn: fund >50% potential extra shortfall)	(130)
Remaining Balance for Use:	163
Capital Project Reserve/Contingency	(85)
Operating Budget Reserve/Contingency	(16)
Parking Meter Replacement Project	(22)
Facility Renewal Program/SGR	(20)
FY 2021 Operating Budget Gap	(20)
Remaining Balance	0

Big Ideas Aligned with our Transportation Goals

Some possibilities:

- Congestion Management Fees
- Employer-Based Taxes: could be sized to allow it to cover passes for all employees of those employers paying the tax
- Apply new fees or taxes to free parking lots that do not currently pay any parking taxes
- Rethink Residential Parking Permit Program
- Revitalized federal/state assistance for major capital investments of regional importance
- Other?

SFMTA Budget FY21 & FY22 and Five-Year CIP

Budget Next Steps

Board Workshop:	Tuesday, January 28, 2019
1st CAC Meeting:	Thursday, February 6, 2020
1st Board Public Hearing:	Tuesday, February 18, 2020
1st FAC Meeting:	Wednesday, February 19, 2020
2nd Board Presentation:	Due: Tuesday, March 3, 2020
2nd CAC Meeting:	Thursday, March 5, 2020
3rd Board Presentation:	Tuesday, March 17, 2020 (If needed)
2nd FAC Meeting:	Wednesday, March 18, 2020
SFMTA Board Adoption:	April 7, 2020 (first opportunity) April 21, 2020 (second opportunity)
Submit to Mayor:	no later than May 1, 2020

A blue-tinted photograph of the San Francisco skyline and the Golden Gate Bridge. The bridge's suspension cables and towers are visible in the foreground, leading towards the city. The skyline includes several prominent skyscrapers, with the Transamerica Pyramid being the most distinctive. The sky is filled with soft, white clouds.

Thank You.



SFMTA

Appendices

Reference Materials

- [Travel Decision Survey: 2017](#)
- [Trip Calculations: SF CHAMP](#)
- [Traffic Fatalities: SF Controller's Office Benchmarking](#)
- [Commute Time: Connect SF](#)
- [Customer Experience: 2019 San Francisco City Survey](#)
- **Capital Improvement Program (CIP)**
 - [FY 2017-2021 CIP](#)
 - [FY 2019-2023 CIP](#)
- **Capital Needs**
 - [20-Year Capital Plan](#)
 - [20-Year Capital Needs Update](#)
 - [CCSF 10-Year Capital Plan](#)
- **Asset Management**
 - [Transit Asset Management Plan](#)
 - [2018 State of Good Repair Report](#)
- [Vision Zero Action Strategy](#)
- [Security Contract](#)
- **Muni Reliability Working Group**
 - [Working Group Purpose and Members](#)
 - [Agendas and Materials](#)
- [Parking: SF Park](#)
- **Equity**
 - [Muni Equity Strategy Report](#)
 - [Board of Supervisors ordinance 188-19 Office of Racial Equity](#)
- **Mayor's Transportation Task Force Reports**
 - [Transportation 2030 Report](#)
 - [Transportation 2045 Report](#)