



SFMTA

San Francisco Municipal Transportation Agency

2021 Board Workshop

Board of Directors
Day 1
February 2, 2021

Welcome and Purpose

Jeff Tumlin
Director of Transportation

Agency Achievements

Julie Kirschbaum
Director of Transit

Tom Maguire
Director of Streets

Department Operations Center



Service Planning

Core Service

- Rebuilt transit system to focus on a Core Network
- Coordinated with regional partners to enhance service (GGT and SamTrans)
- Redesigned rail service plan to reduce congestion in subway



Fast/Frequent Service: The Approach

Equity

- **Invest** Prioritize investments that address the needs of disenfranchised and vulnerable communities
- **Service** Increase frequencies for routes serving Communities of Concern
- **Reliability** Direct capital improvements to enhance system reliability
- **Access** Connect Communities of Concern with centers of economic activity and opportunity



Muni Forward

- Implemented 20 miles of TETLs (50 more identified!)
- Pedestrian safety and transit reliability improvements:
 - Haight
 - Irving
 - 16th St
 - 3rd St
- Geary Rapid is on time and budget and already delivering 20% time savings

MUNI FORWARD

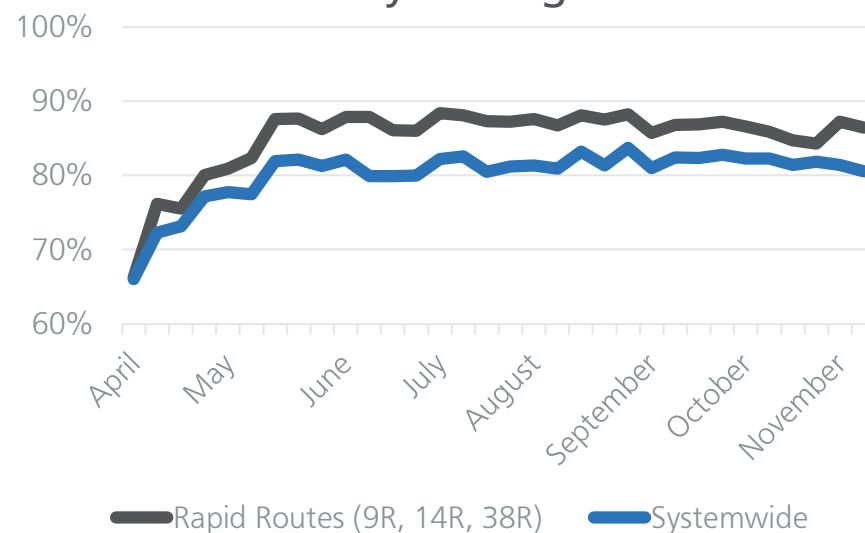


COVID-19 Safety, Operations and Maintenance

- Responded quickly to COVID-19; instituting new policies and procedures to keep our employees safe
- Rethought service management to ensure reliability and performance
- Reinvested in maintenance as the foundation of our capital program
- Focused on collision reduction



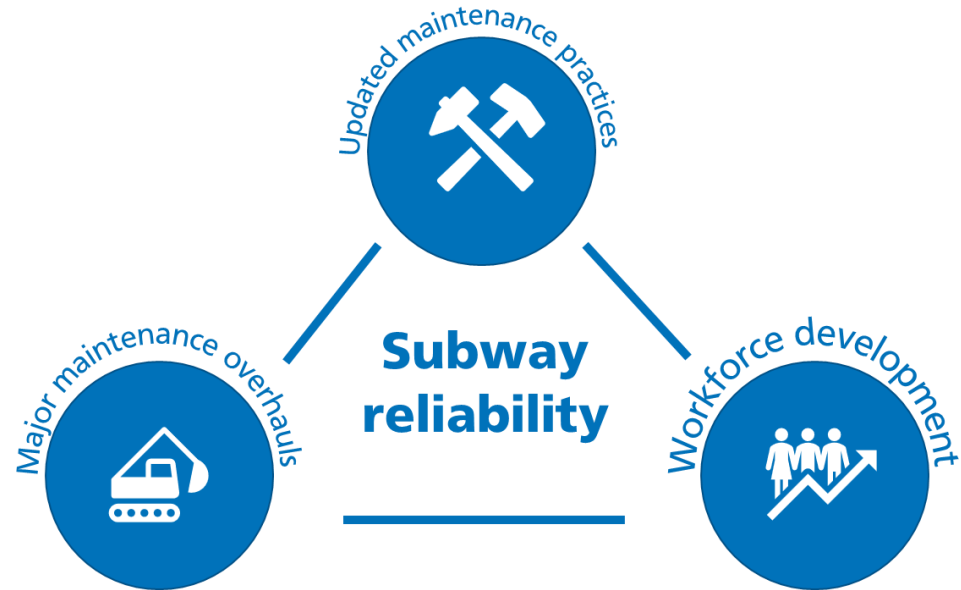
Headway Management



Subway Renewal Taskforce

We have kicked off the **Subway Renewal Program** to improve system reliability and address long-deferred needs. This work will continue, but this is a major down payment on a critical program.

- **Rail grinding** for smoother, quieter ride and extend the life of the rail
- **Track fastener replacement** of a critical rail component for the first time in 40 years
- **Switch machine replacement** to improve the reliability of critical mechanical infrastructure
- **Eureka Curve ballast** provides increased stability to the rail and eliminates a go-slow zone
- **Overhead lines major overhaul** that will address piecemeal maintenance work and reduce system vulnerabilities



Accomplishments

New Programs

- Slow Streets
- Shared Spaces
- Ambassadors
- Essential Trip Card (ETC)



Accomplishments

Street Closures



Great Highway

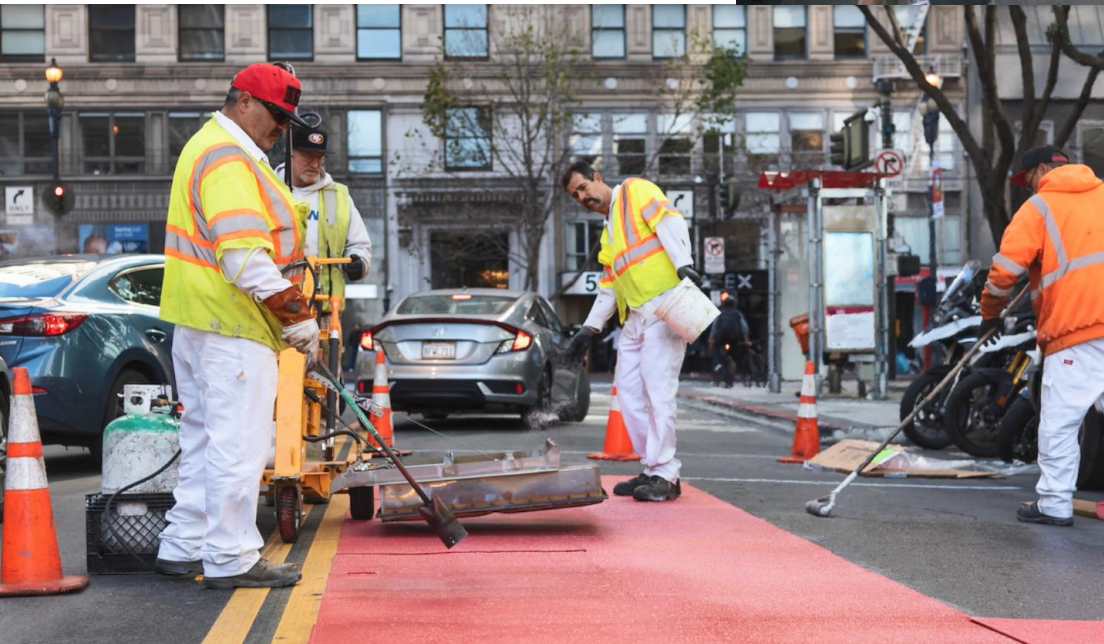
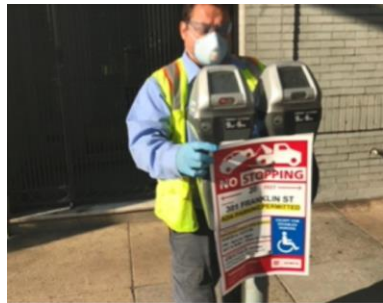


Twin Peaks

Accomplishments

Unrelenting delivery by the Shops

- Quick Builds
- TETLS
- COVID-related work

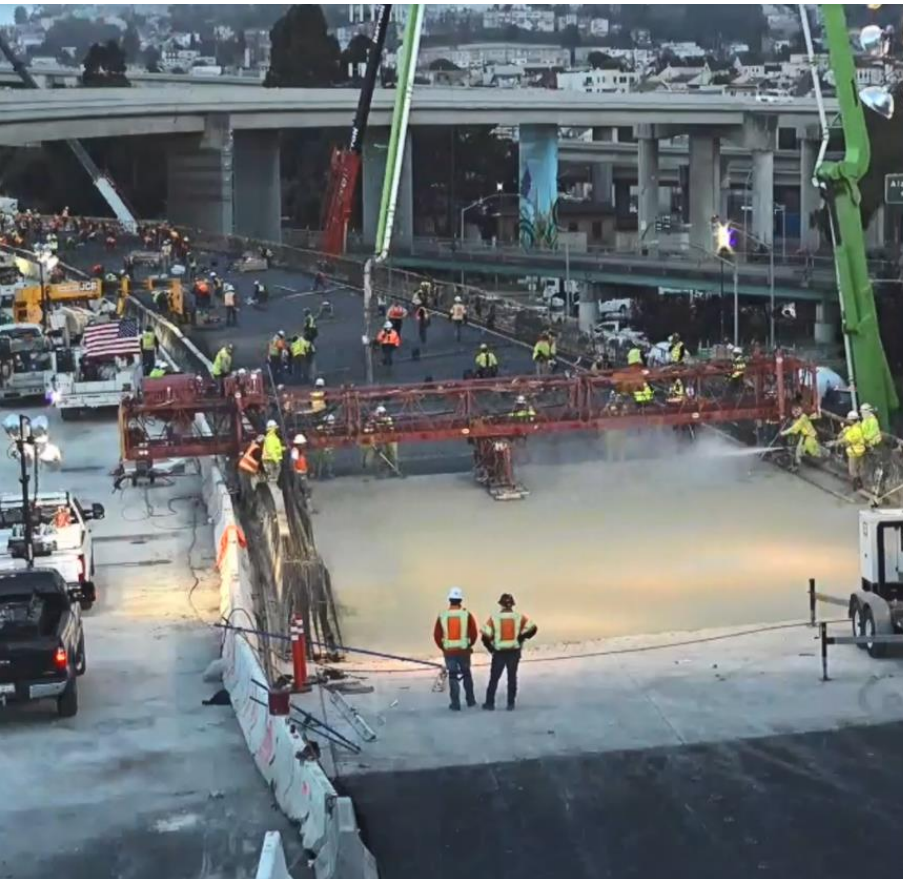


Accomplishments

Parking Control Officers (PCO) COVID Response



Accomplishments

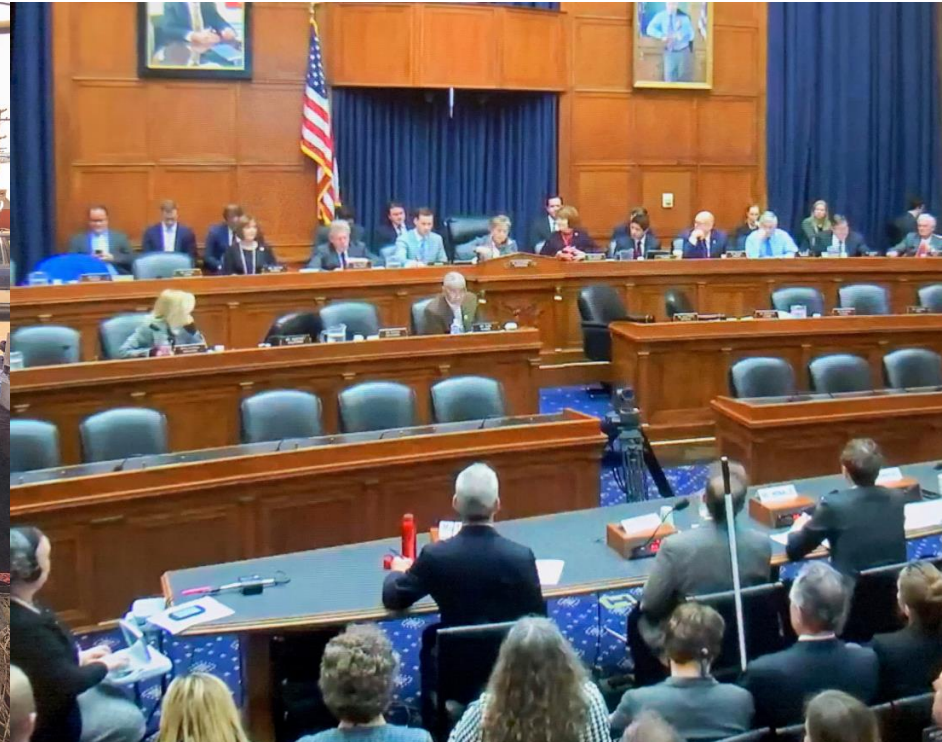


Unprecedented Construction Support

Accomplishments



Bayview Community Based Transportation Plan



Autonomous Vehicle Policy

Agency Challenges

Julie Kirschbaum
Director of Transit

Tom Maguire
Director of Streets

Impacts on Transit

Persistent COVID-19 Impacts

- Uncertain pace of demand
- Regional Transit Inter-dependencies and Increased Auto Use
- Crisis Fatigue

Delivering High Quality Service in a Constrained Environment

- Deferred Maintenance
- Budget
- Workforce and Staffing
- Outreach and Political Support

Persistent COVID-19 Impacts

Increased Auto-dependency

COVID-19 has completely disrupted how people get around. Our ability to deliver reliable service hinges upon those that have gotten used to driving during COVID returning to more efficient modes.

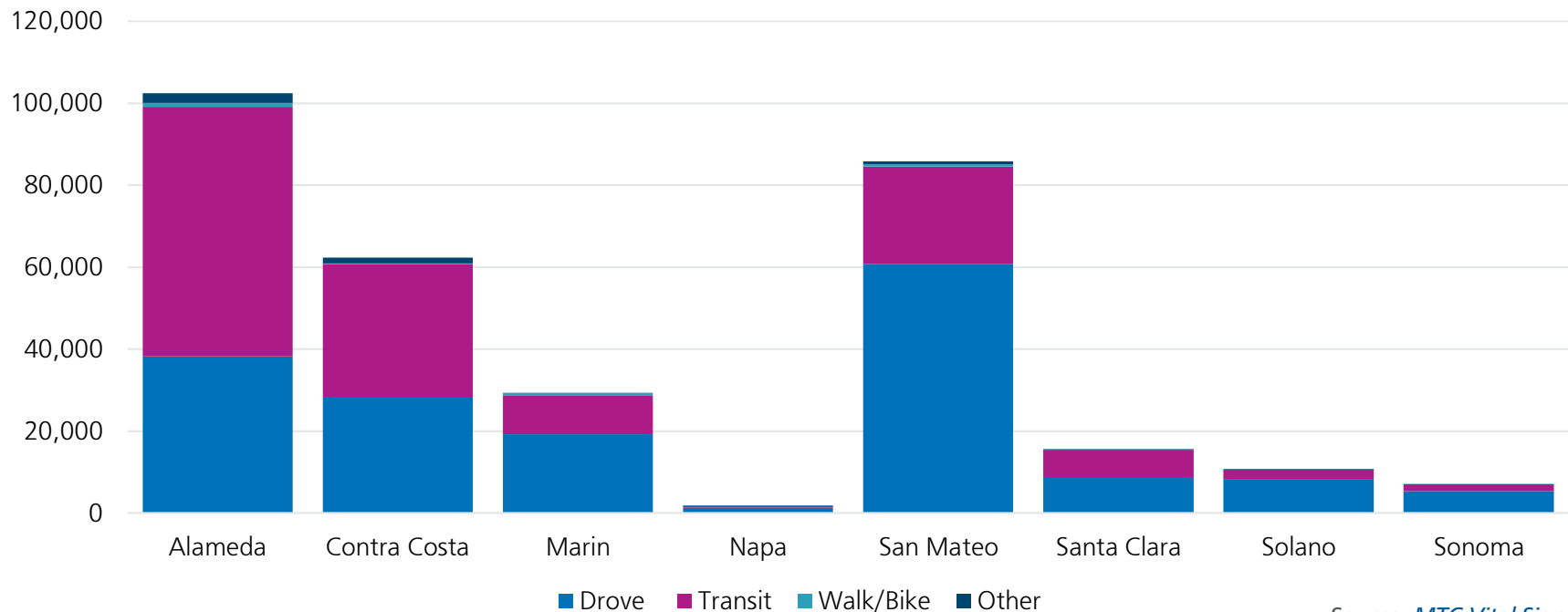


Persistent COVID-19 Impacts

Regional Transit Interdependencies

Commuters whose transit service is disrupted due to cuts at other agencies may drive to, and in, San Francisco. This would have a catastrophic effect on our service reliability and there is little we can do alone to change their behavior.

Commuters to San Francisco, by Mode



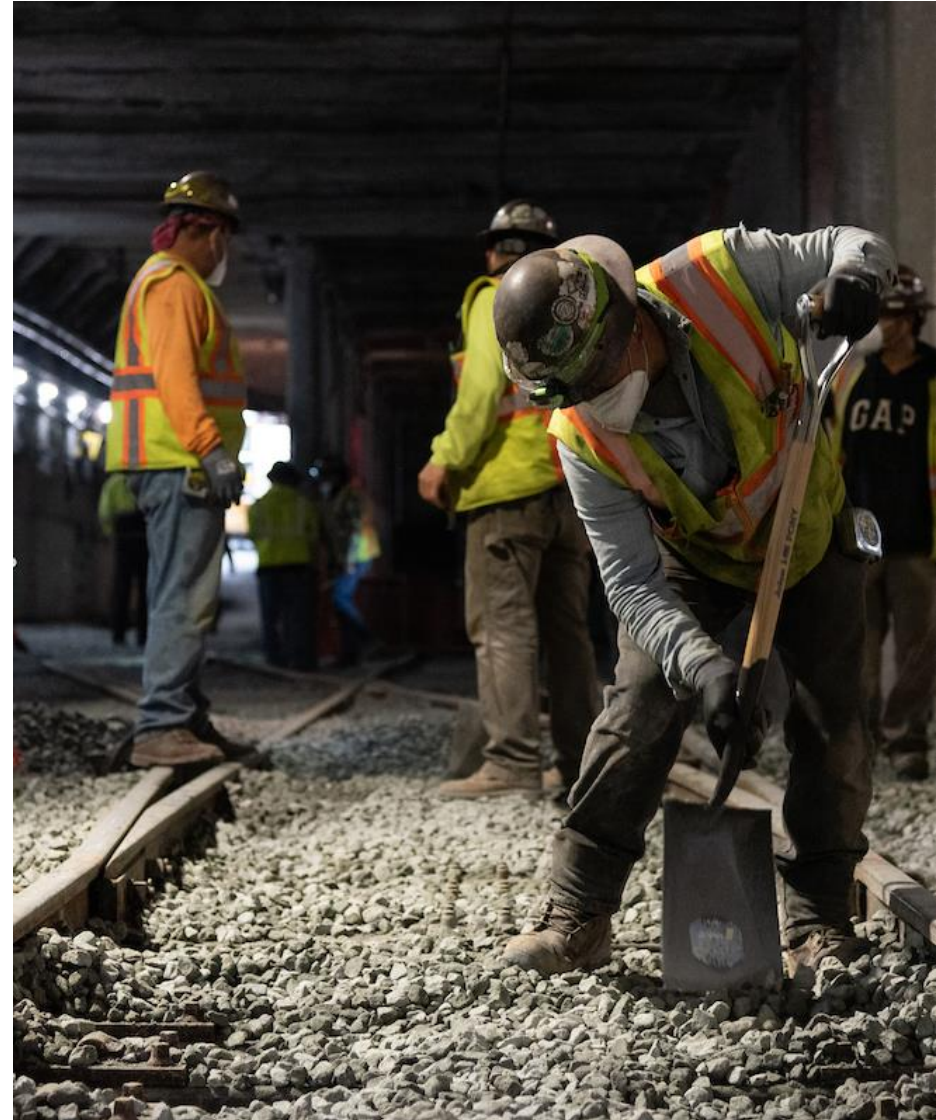
Source: [MTC Vital Signs](#)

Delivery High Quality Service in a Constrained Environment

Deferred Capital Work

Years of deferred capital maintenance investments on critical infrastructure will continue to disrupt service:

- Service disruptions during planned work
- No quick fix – subway will be more resilient but will still experience breakdowns



Delivery High Quality Service in a Constrained Environment

Deferred Maintenance and Delayed Constituent Responsiveness

Competing priorities and fast project delivery timelines are resulting in deferred maintenance of signs, meters and other infrastructure.



Delivery High Quality Service in a Constrained Environment

Workforce & Staffing

- We're dependent on an ever-dwindling labor market to fill specialized crafts positions
- Under invested in transit operations/customer experience
- Filling vacancies \neq net new staff
- Extremely difficult to hire and train in the quantities and timeframe that we need
- The longer we suppress hiring, the harder it will be to resume



Image pre-COVID

Delivery High Quality Service in a Constrained Environment

Outreach & Political Support

- Big changes will always result in debate among the public and civic leaders
- Not everyone will be excited about the vision we present, and that's okay!
- We must determine which of our priorities best support our values and require strong advocacy



Image Pre-COVID

Persistent COVID-19 Impacts

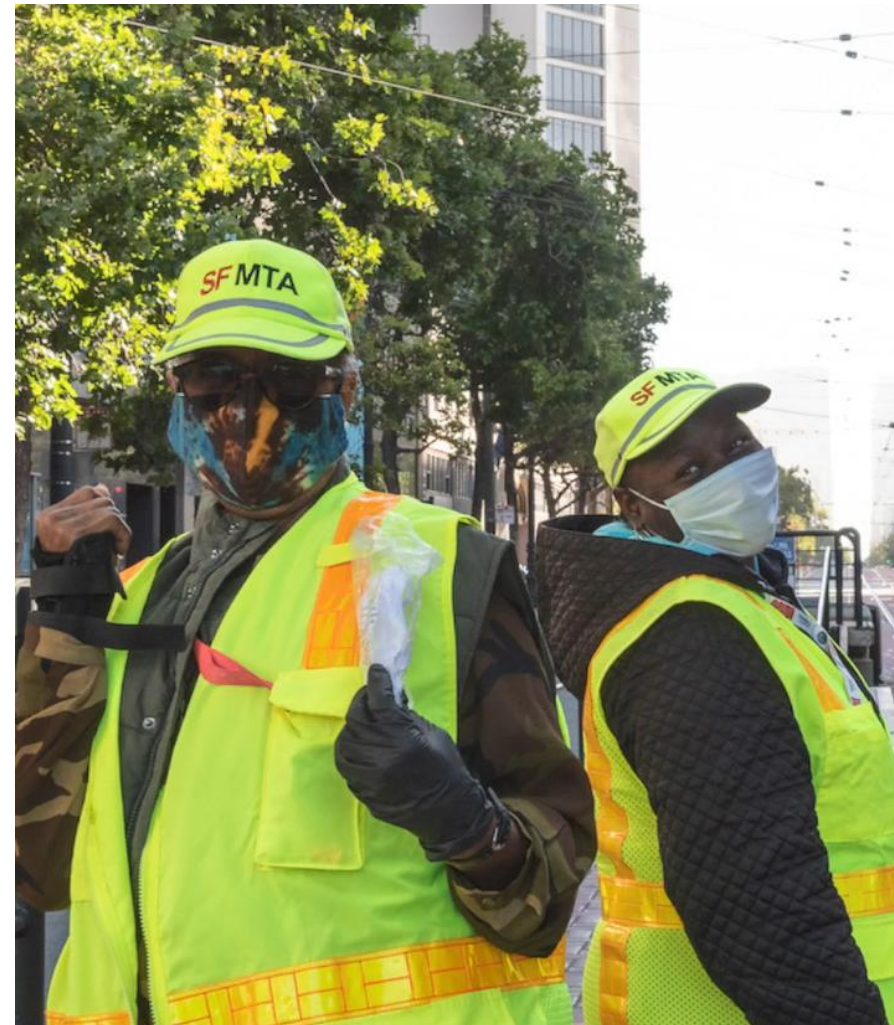
COVID-19 Fatigue Among our Staff



Persistent COVID-19 Impacts

COVID-19 Efficiency Limitations

- Staff has stepped up, many working 60-hour weeks regularly for 9 months and counting
- The State of Emergency eliminated process requirements
- We get more done, quickly, with fewer staff
- Programs incorporated tradeoffs that make sense during COVID, but may not over long-term
- Pace can't be kept up in perpetuity



Persistent COVID-19 Impacts

Resiliency in the Face of Challenges

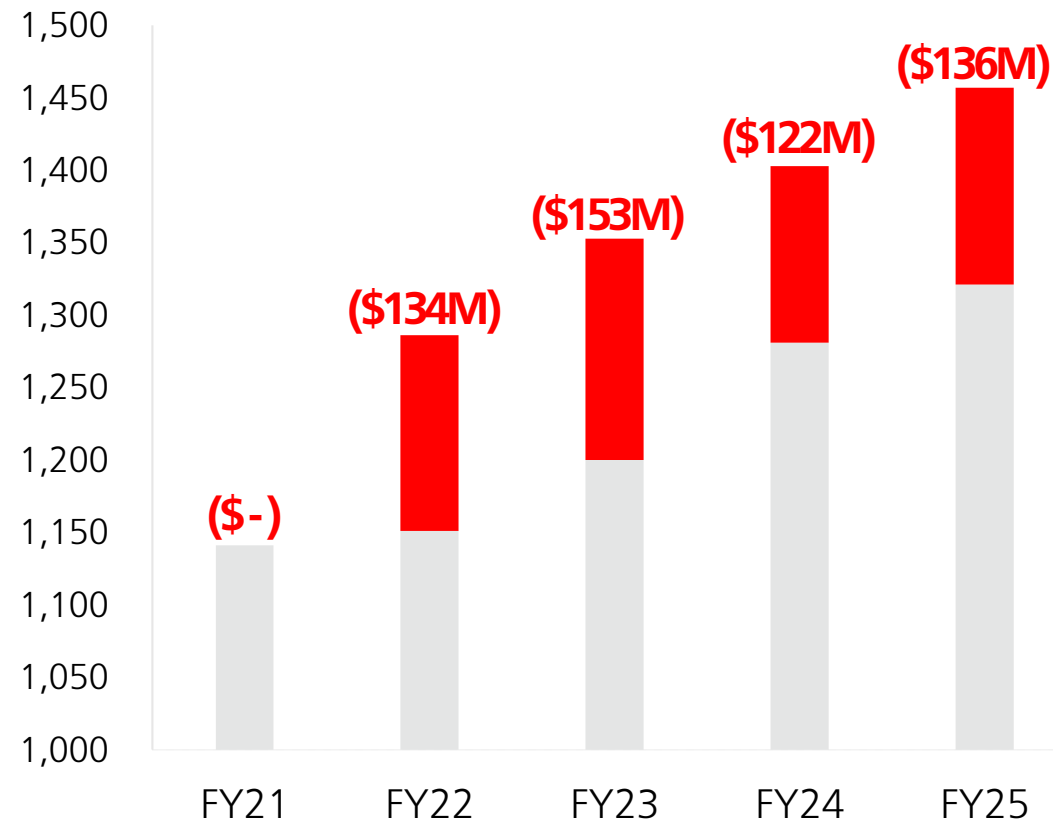


Delivery High Quality Service in a Constrained Environment

Operating Budget






- Even before COVID, revenues were not meeting our existing operational needs
- Our budget has not kept pace with increasing maintenance needs associated with capital investments and expansion

SFMTA Structural Deficit 5-Year Forecast



Delivery High Quality Service in a Constrained Environment

We've already made significant cuts...

-  Reduced overtime
-  Filling mission-critical positions ONLY
-  Reduced service to match staffing levels
-  Reduced materials & supply purchases
-  Shifted staff from Cable Car to other divisions

\$118M in cost savings for Transit and Streets Divisions

achieved to date from these actions

Delivery High Quality Service in a Constrained Environment

... and are identifying additional opportunities.

- Consolidated management of rail and rubber tire maintenance
- Early Breda (LRV) retirement and parts recapture
- Reduce parts inventories and realign preventative maintenance
- Unflatten service
- Review long-term leave policy

San Francisco Economic Update

Ben Rosenfield
Controller

Ted Egan
City Economist

Fiscal Challenges

Jonathan Rewers
Senior Manager,
Budget, Financial Planning & Analysis

Timothy Manglicmot
Manager, Budget & Analysis

Financial Projections

- Expenditure reductions in FY 2021 of \$118m and \$19m in FY 2022.
- Absent the receipt of additional federal support, SFMTA may need to consider service reductions and potential layoffs to address the FY 2022 projected deficit
- An estimated \$230m from H.R. 133 will balance FY 2020-21 and offset the deficit in FY 2021-22.

FY 2021	Total Revenue Loss (Projected) (\$439 m)	Expenditure Savings (Projected) \$118 m	Federal Relief (Projected)* \$321 m	Net Deficit (Projected) \$0 m
FY 2022	Total Revenue Loss (Projected) (\$239 m)	Expenditure Savings (Projected)** \$19 m	Federal Relief (Projected)*** \$86 m	Net Deficit (Projected) (\$134 m)

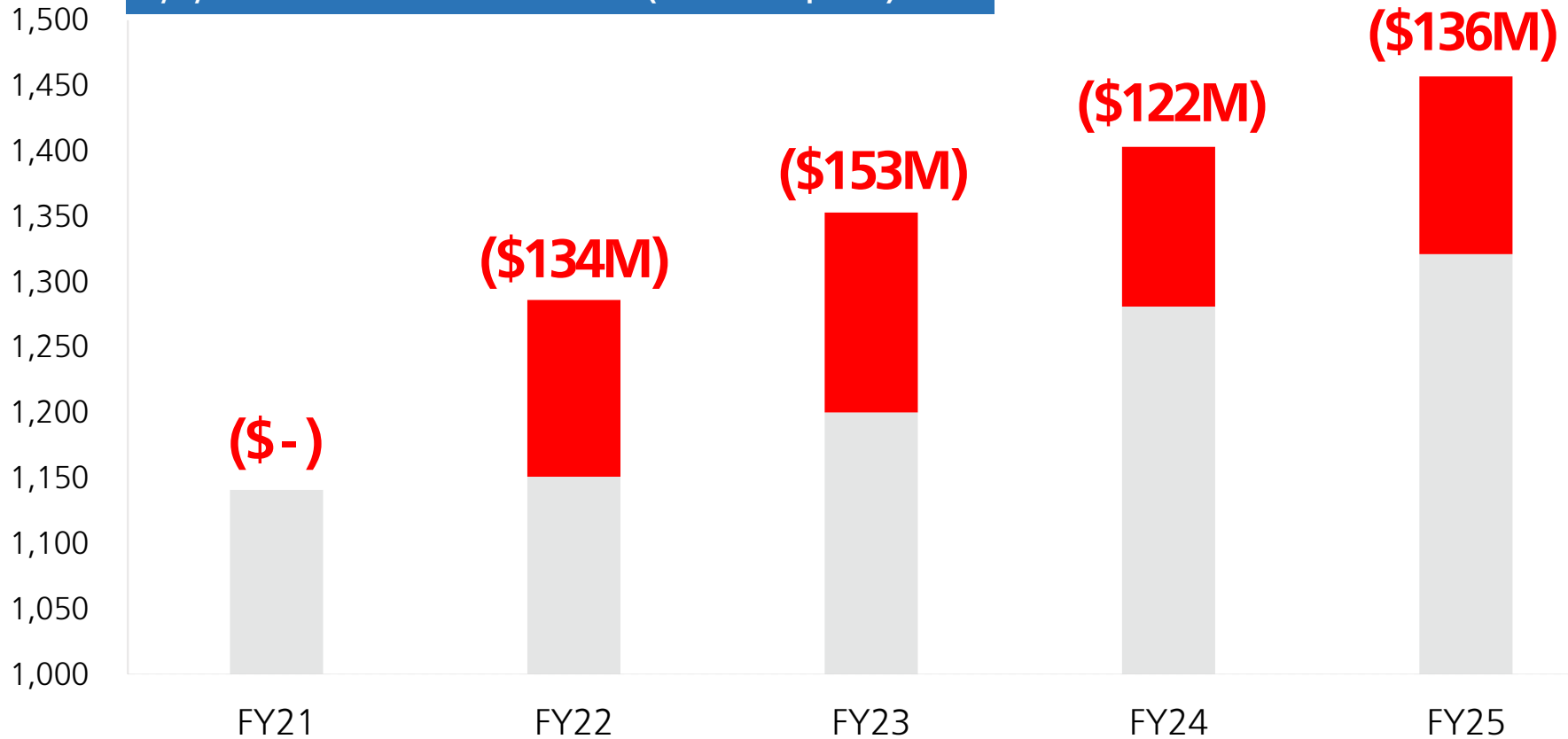
*CARES amount in FY 2021 is \$177 m, estimate for H.R. 133 is \$144 m

** Potential additional hiring freeze and materials & supplies savings of \$72 m as reduction options

***\$86 m estimate for H.R. 133 in FY 2022

Structural Deficit (Conservative Revenue)

2/1/21 – SFMTA 5-Year Forecast (selected option)



Operating Budget, \$M

	FY21	FY22	FY23	FY24	FY25
Revenue	1,141	1,151	1,200	1,281	1,321
Expenditures	1,141	1,286	1,353	1,403	1,457
Revenue Less Expenditures	(0)	(134)	(153)	(122)	(136)

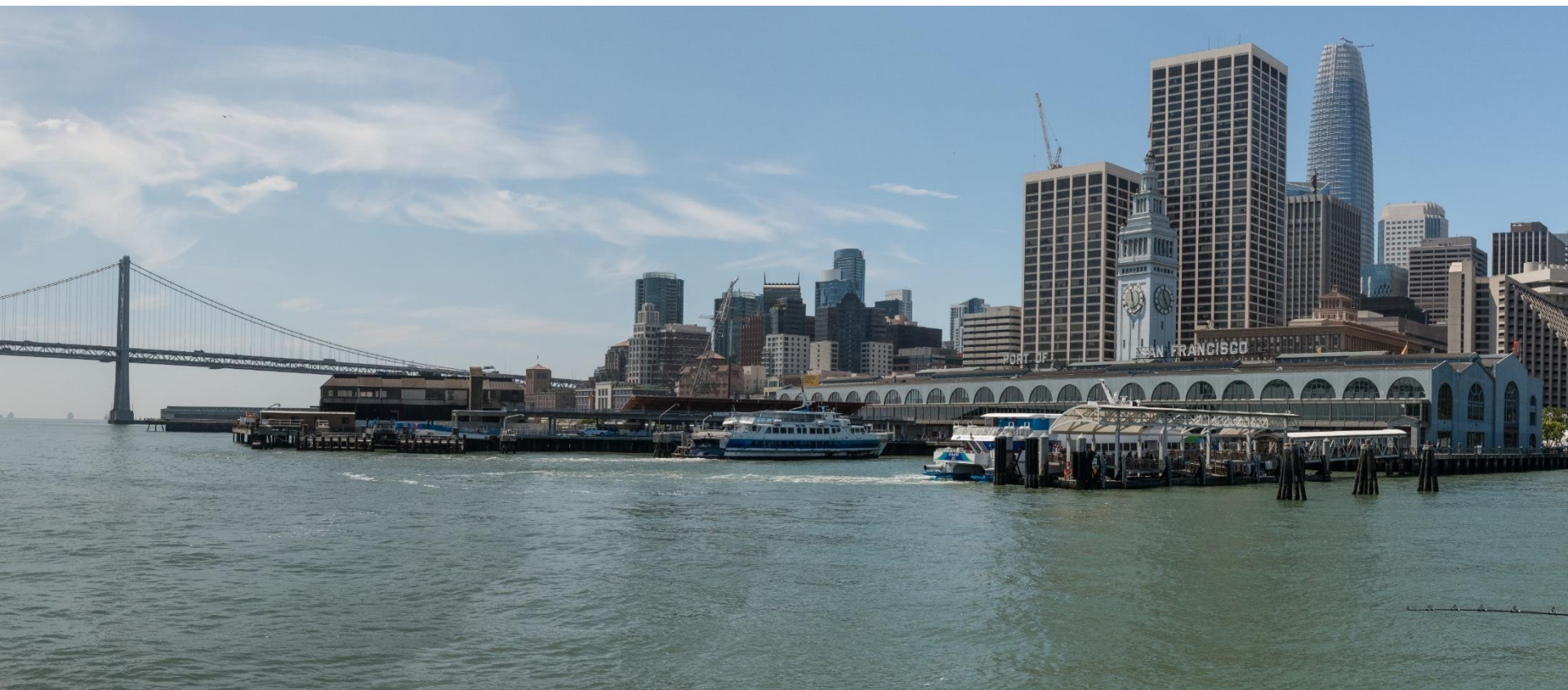
Recovery Planning

Building a Bridge to the Future

Sarah Jones
Planning Director

Recovery Programs and Projects

Evolving emergency response efforts to long-term programs and actions supporting equity, economic recovery, and enhanced public spaces and places.



Recovery Programs and Projects

Meeting post-pandemic needs means...

- Supporting a more equitable system and city
- Changing how we plan and implement projects
- Forming Citywide partnerships to meet common goals
- Adjusting programs to respond to changing needs of the city
- Prioritizing in a challenging financial time
- Using available programs and mechanisms (e.g. SB288)
- Recognizing interdependencies across travel modes, uses of street space, essential activities

Recovery Programs and Projects

This has been a transformative time...

- Travel time for essential trips
- Shared spaces testimonial
- Using slow streets
- JFK drive

Recovery Programs and Projects

Shared Spaces

Make Shared Spaces permanent – in code and on the streets!



Recovery Programs and Projects

Slow Streets

- Fill out the network through Phase 4
- Re-legislate from "emergency" to "recovery" status
- Approve initial group of permanent Slow Streets



Recovery Programs and Projects

Recreation Streets - Great Highway

- Partner with Recreation and Parks Department to support recreational use of Upper Great Highway
- Joint hearing with Recreation and Parks Commission



Recovery Programs and Projects

Recreation Streets - Golden Gate Park

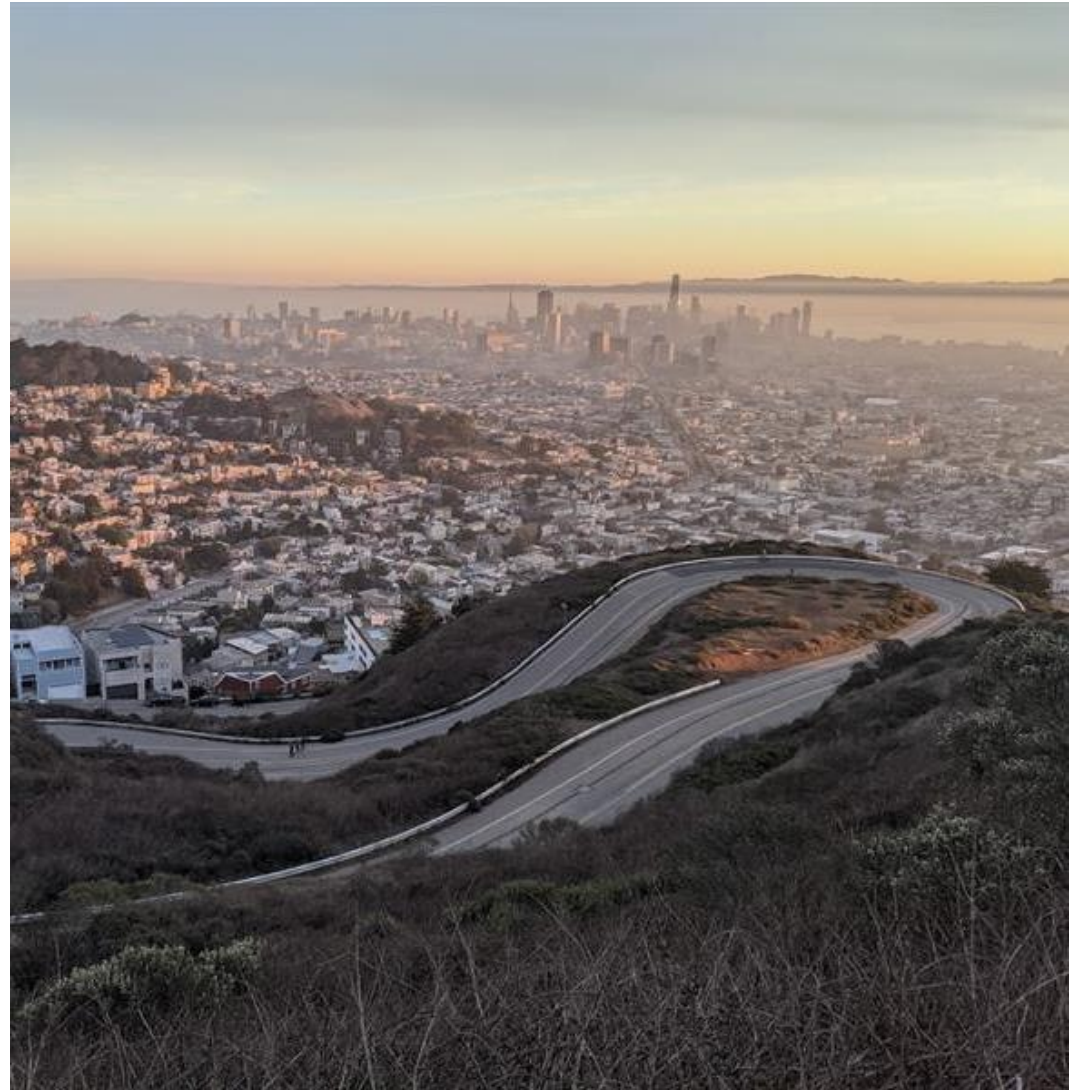
- Partner with Recreation and Parks
- Outreach and recommendation for car-free east-west connection
- Joint hearing with the Recreation and Parks Commission



Recovery Programs and Projects

Recreation Streets - Twin Peaks for All

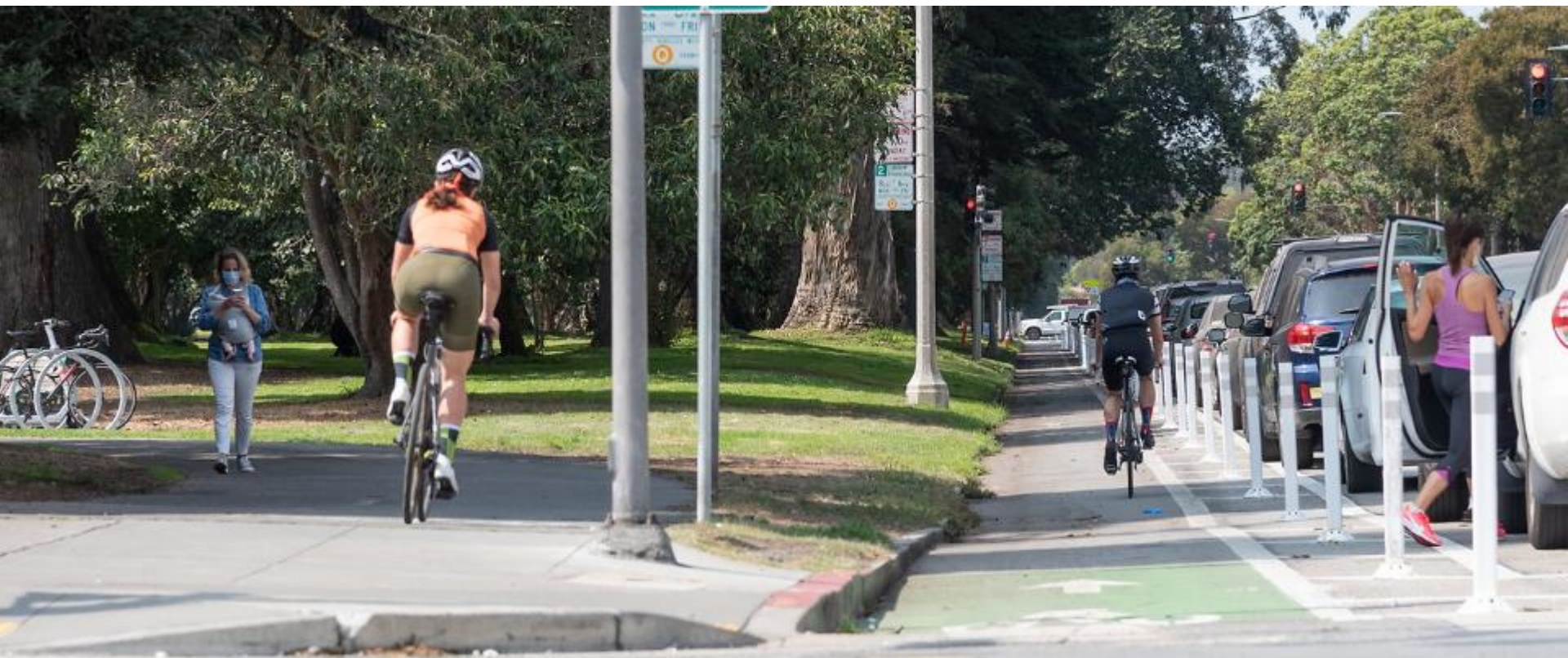
- Legislate full time closure of Burnett gate and opening of Portola gate
- Make future upgrades for easier access and use by foot and bike



Recovery Programs and Projects

Panhandle Social Distancing & Safety Project

Seek permanent parking-protected bike lane on Fell Street between Baker Street and Shrader Street



Recovery Programs and Projects

Temporary Emergency Transit Lanes (TETLs)

- Legislate additional TETLs including California St and 19th Ave
- Evaluate completed TETLs
- Complete outreach and legislation to convert qualifying TETLs to permanent transit only lanes



Recovery Programs and Projects

Muni Service Changes

- Title VI analysis of service changes to MTAB in April
- Develop a holistic post-COVID service plan for MTAB consideration in Fall, including new Title VI analysis



Recovery Programs and Projects

Essential Trip Card (ETC)

Determine if the temporary program should be extended as a new ongoing paratransit program



Recovery Programs and Projects

SFMTA Ambassadors & Fare Compliance

Help customers use Muni through direct, on-board information, customer assistance, and fare inspections with a focus on compliance



Recovery Programs and Projects

Transportation Demand Management (TDM)

Encourage active transportation and micro-mobility, to avoid local and regional traffic impacts and support access and mobility during transit service reduction



Recovery Programs and Projects

Recovery Challenges

- We're balancing tradeoffs and competing, urgent needs.
- We're striving to make sure the people most in need of access are getting it, especially where access is most constrained.
- We're recognizing the depth of impact on people and businesses, and we're striving to be part of the solution.
- We're navigating uncertainty on what recovery will look like.

Vision Zero

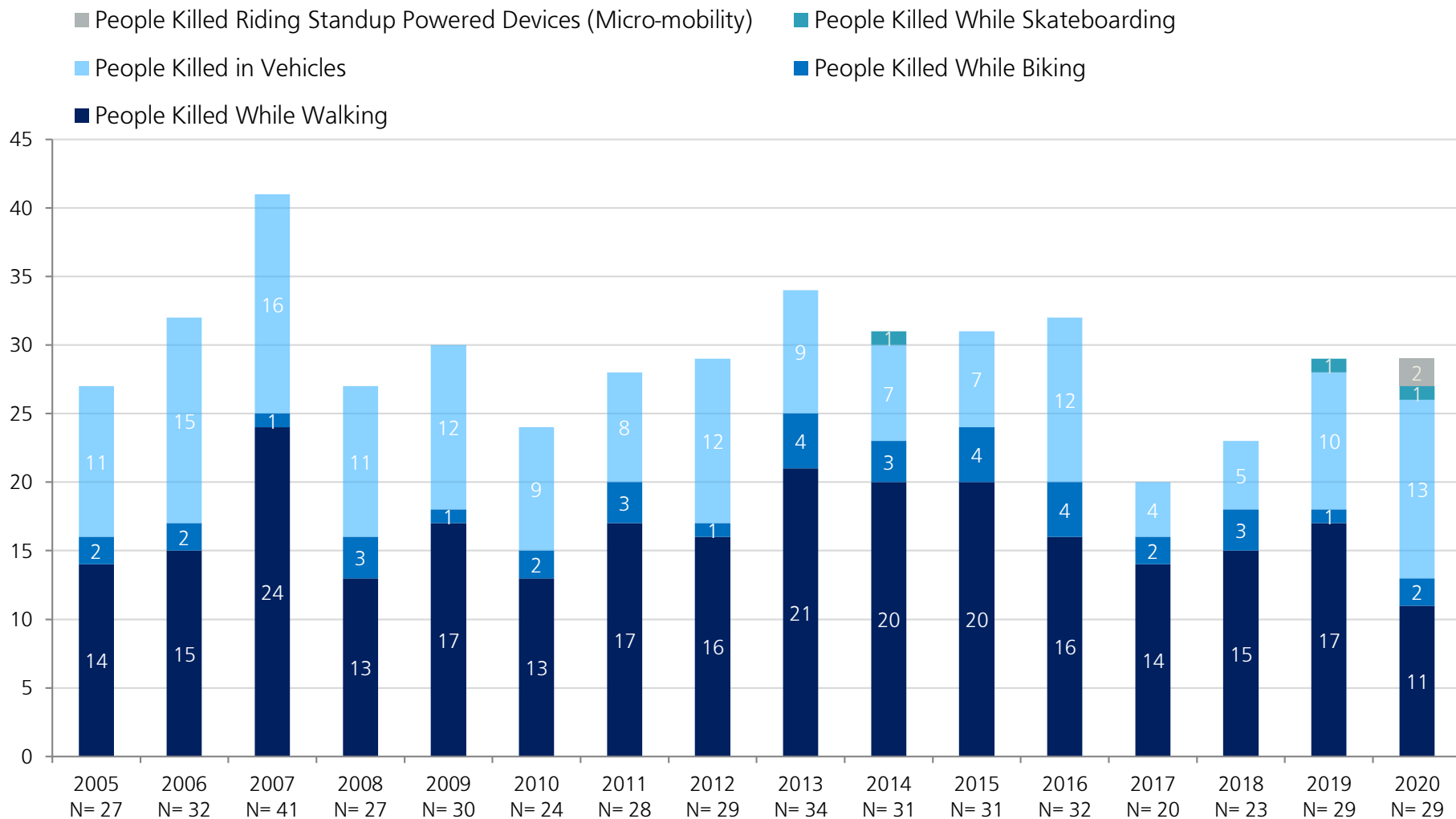
2021 Look Ahead

Ryan Reeves
Senior Planner, Livable Streets

Vision Zero Agenda

- 2020 Trends & Progress – Safe Streets Dashboards
- 2021 Look Ahead – Using Resources Effectively
- Action Strategy Update & Next Steps

Fatalities in 2020



***2020 FATALITY COUNT REFLECTS PRELIMINARY YEAR-END VISION ZERO TOTALS – SUBJECT TO CHANGE**

2020 in Progress: Improved 80+ miles city wide and 30+ miles on the

Expanded corridor walk

- 14 Quick Builds completed – over 10 miles of streets
- 6.5 miles of protected bike facilities
- Lowered speed limits on 11 miles of city streets

Advanced systemwide upgrades

- 150+ signals updated for slower walking speeds
- 350+ continental crosswalk upgrades
- 500+ daylighting intersections
- 65 signals upgraded with leading pedestrian intervals

Expanded in-language education & outreach

- Chinese language campaigns – Safe Streets Year of the Rat
- Left Turns traffic calming neighborhood campaign

Measuring our Streets Safety Progress: Vision Zero Dashboard 2020 Status Update

91%



Intersections with Continental Crosswalks on the High Injury Network

13



Quick Build Projects Installed*

30



Miles of Improvements on the High Injury Network*

17



Miles of High Injury Network Improvements in Communities of Concern*

119



Traffic Calming Devices Installed (Year to Date)

7



Left Turn Traffic Calming Devices Installed

500



Daylighting Installed (Year to Date)

6.5



Miles of Protected Bikeways

49%



Pedestrian Countdown Signal

63%



Walk Speed 3.0 on the High Injury Network

49%



Leading Pedestrian Intervals on the High Injury Network

68%



Accessible Pedestrian Signal

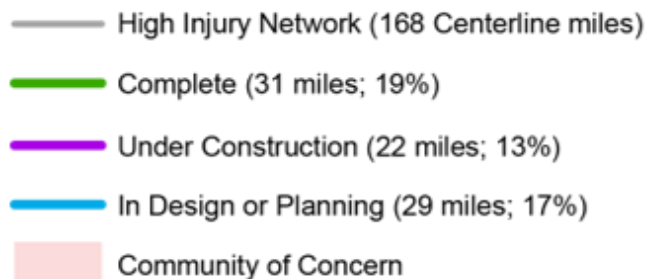
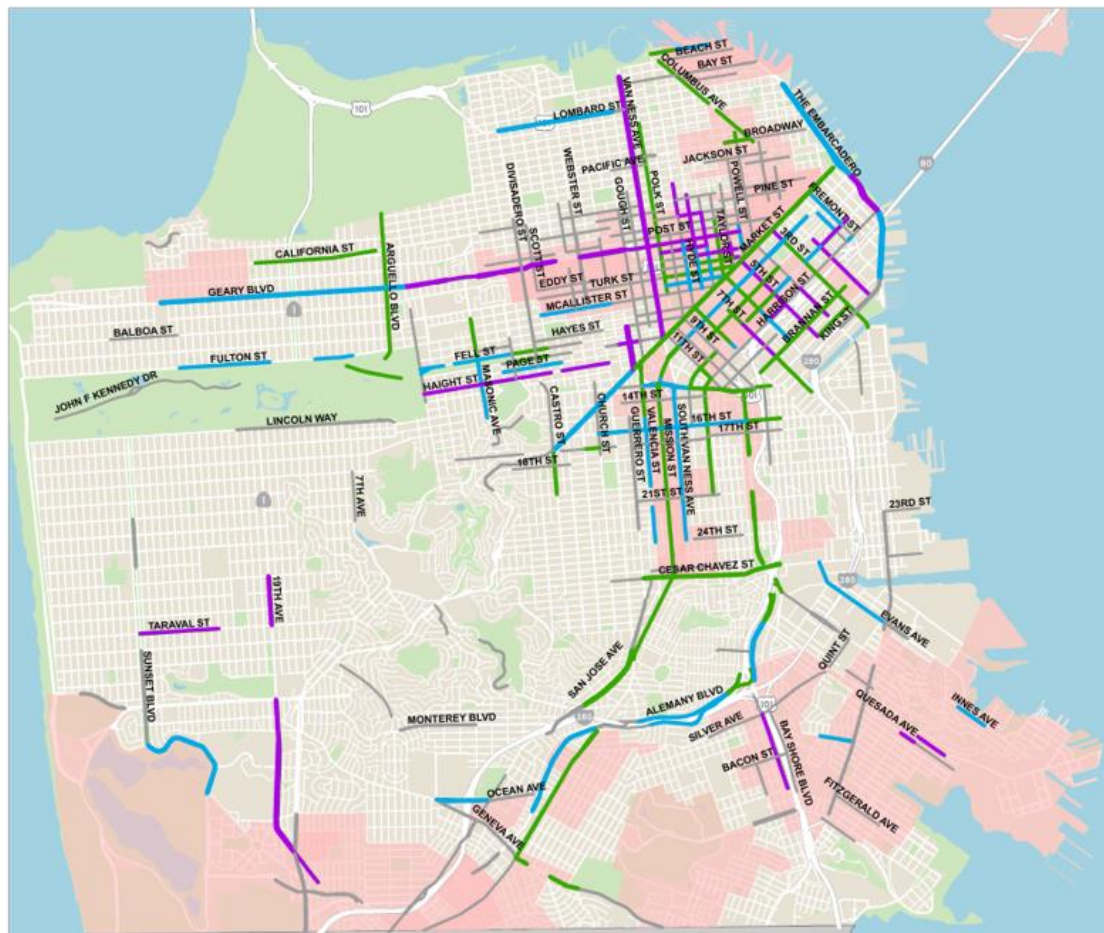
*Indicates Metrics that are updated Annually

Updated through

12/31/20

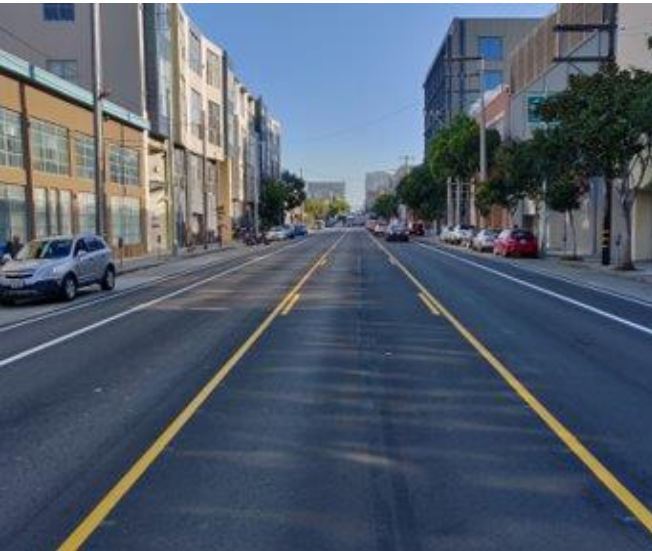
Safe Streets Evolving Approach: 2021 Look Ahead

- Expand Quick Build Corridors
- Accelerate Proven Systemwide Tools
- Exhaust Authority & Innovate to Lower Speeds



80+ Miles Corridor Improvements on the HIN completed, planning or construction as of 2020

Expand Quick Build Program: Balancing Cost and Effectiveness



Low Cost

- Paint and Posts
- **\$500K per mile**



Medium Cost

- Paint, Posts and Signals
OR Concrete
- **\$750K-\$1M+ per mile**



High Cost

- Paint, Posts, Signals
and Concrete
- **\$1.5M+ per mile**

2021 Look Ahead: Accelerate Systemwide Tools

- 500+ daylighting intersections on the HIN
- 50+ No Turn on Red restrictions
- Design for 8 new Red Light Camera approaches



Accelerate Proven Systemwide Tools: Using Resources Effectively

Feature	Cost	Effectiveness
Daylighting	\$	++
Continental Crosswalks	\$	++
Speed Humps	\$\$	++
Painted Safety Zones	\$\$	+++
Walk Speed 3.0	\$\$	+++
Leading Pedestrian Intervals	\$\$	+++
Speed Radar Signs	\$\$\$	+
Rapid Flashing Beacons	\$\$\$	++
Bicycle Traffic Signals	\$\$\$	++
New Signal Mast Arms + Signal Heads	\$\$\$	+++
Red Light Cameras	\$\$\$\$	++
New Traffic Signals	\$\$\$\$	+++

Cost: \$: Less than \$10K \$\$: \$10K-\$50K \$\$\$: \$50K-\$250K \$\$\$\$: \$250K+

Effectiveness (Crash Reduction): + Minimal ++Moderate +++Significant

2021 Look Ahead: Exhaust Authority & Innovate to Lower Speed

- City's first 20 MPH neighborhood wide speed reduction in the Tenderloin and Market St.
- Support AB43 which will increase flexibility to lower speeds
- Pursuit of speed safety camera legislation



2021 Look Ahead: Vision Zero Commitments to Equity

How are we advancing actions that prioritize our most vulnerable and are sensitive to community context?

- **Vulnerable populations** – Older adults, homeless or marginally housed residents, people of color, people with disabilities, non-English speaking people, immigrants and youths
- **Geographic inequities** – SF's High Injury Network is concentrated in low-income communities and communities of color
- **Vulnerable road users** – Pedestrians, cyclists and motorcyclists
- **Bias and unintended consequences** – Vision Zero should not exacerbate existing inequities or result in unintended consequences

2021 Look Ahead: Updating the Action Strategy

Key Questions to Consider

- Where should we continue to focus our resources?
- What new strategies should we consider?
- How should we balance our investments in infrastructure, education, outreach, etc.?
- What should be the role of enforcement in Vision Zero?
- How can we ensure our commitment to equity?



2021 Look Ahead: Updating the Action Strategy



Community Outreach: Survey, Online Office Hours & Online Community Presentations

Board Next steps: Revisit in spring to share community outreach results

Moving Forward

- Nationally, many leading cities are still experiencing increases in fatalities in 2020:
 - Portland reached a 24-year high in fatalities
 - NYC reached its highest fatality number since beginning Vision Zero
 - Philadelphia had a 60% increase in fatalities
- In SF, 2020 was an anomalous year and trends have been disrupted
- **Zero fatalities is the right goal to have and we are committed to Vision Zero**

Fast/Frequent Service

Transit Service and Delivery

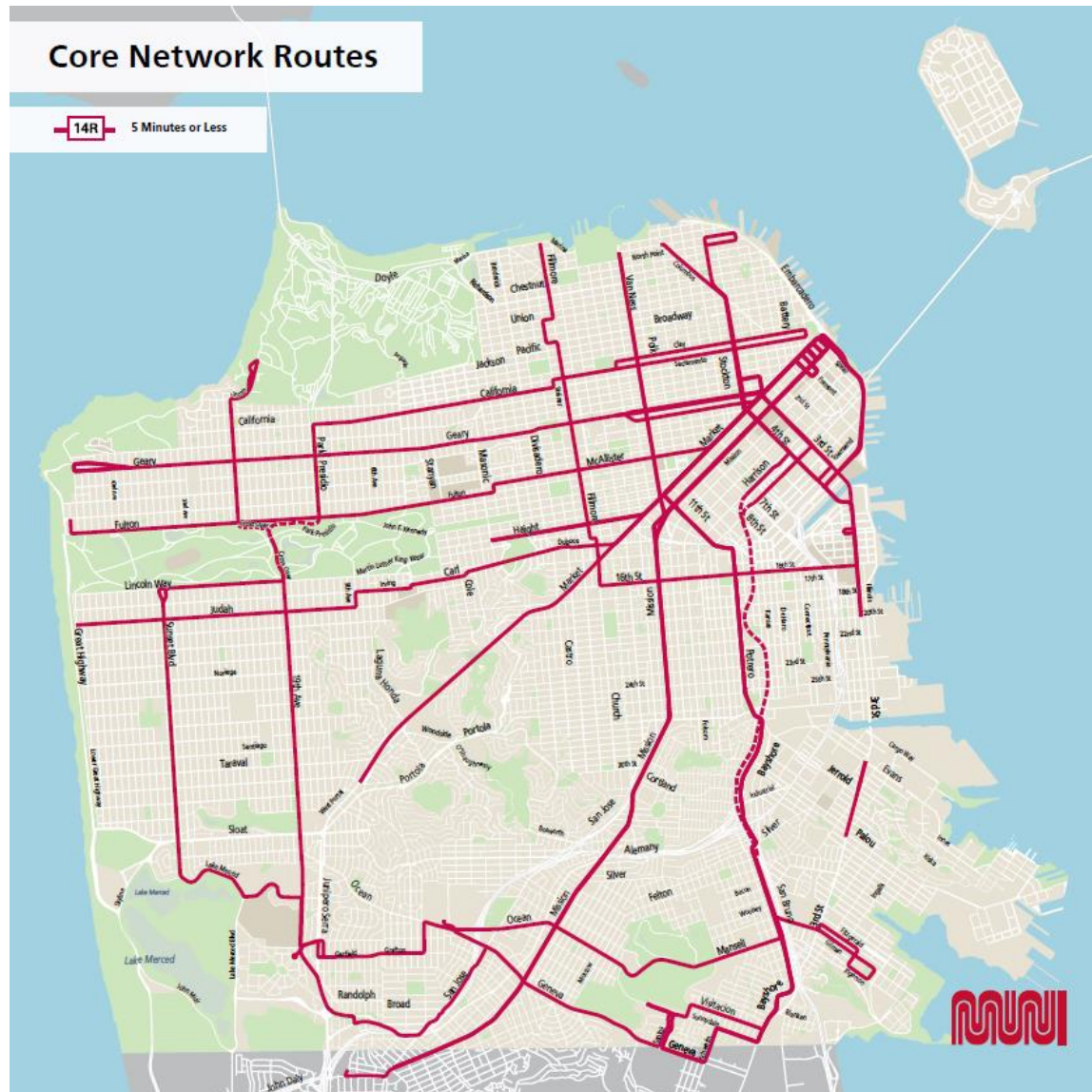
Julie Kirschbaum
Director of Transit

Fast/Frequent Service: The Vision

Core Network

High frequency transit with transit priority infrastructure

- 5-Minute service combined with cross-town and hill-top connections
- Muni Forward projects that augment service investment



Fast/Frequent Service: The Approach

The Approach

1. Managing service quality is critical to restoring ridership
2. Applying lesson learned from COVID-19 Muni Core Service changes as we scale service up



Fast/Frequent Service: Managing Service Quality

Strategies for Managing Service Quality

- Continuing headway management
- Rethinking how we interact with our operators
- Rethinking how transit fare inspectors support our service
- Developing a culture of accountability
- Investing in Street Inspectors



Fast/Frequent Service: Managing Service Quality

Street inspectors are integral to our service management strategy

- Dedicated street, rail and subway units with roving and fixed location teams
- Improve customer experience by addressing passenger service reports
- Support day to day operations and safety



Fast/Frequent Service: Scaling Service Up

Use lessons learned to bring back service

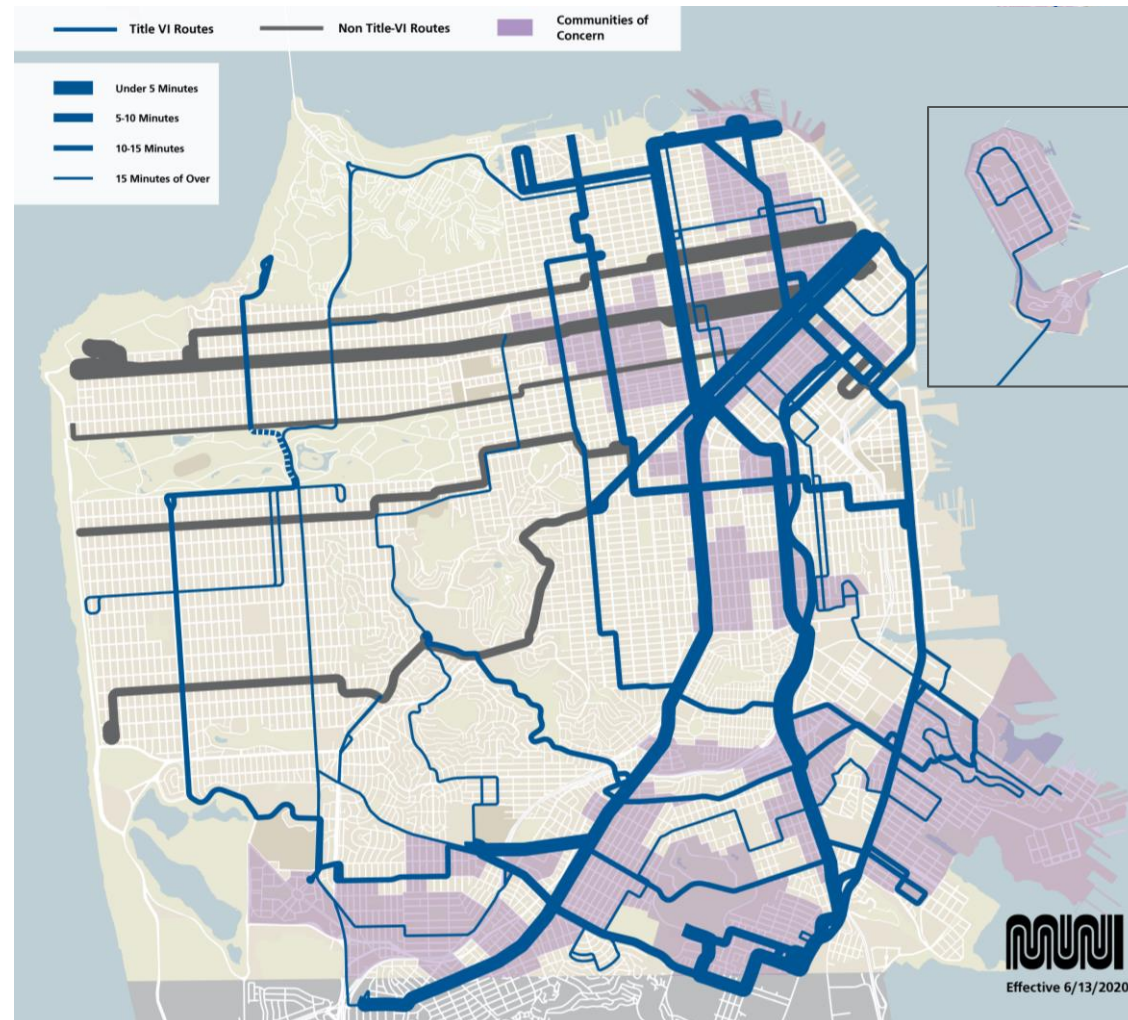
Muni Service Equity
Strategy Routes

Major Corridors

Ridership
Monitoring

Geographic
Distribution

Essential
Destinations



Fast/Frequent Service: The Choices

Do we hire staff we need for major service restoration in next 12 months?

OR

Do we wait for revenues to stabilize before scaling up and risk under-delivering?



Fast/Frequent Service: The Choices

Do we restore all suspended lines?

OR

Do we focus resources on key corridors that close equity gaps and improve frequencies on the core network?



Fast/Frequent Service: The Choices

Do we devote staff/shops resources to implement all identified TETLs?

OR

Do we re-focus resources on advancing impactful TETLs into the permanent legislation process?



Fast/Frequent Service: The Choices

Do we resume cable car and historic streetcar service near term?

OR

Do we extend shutdown to overhaul major systems?

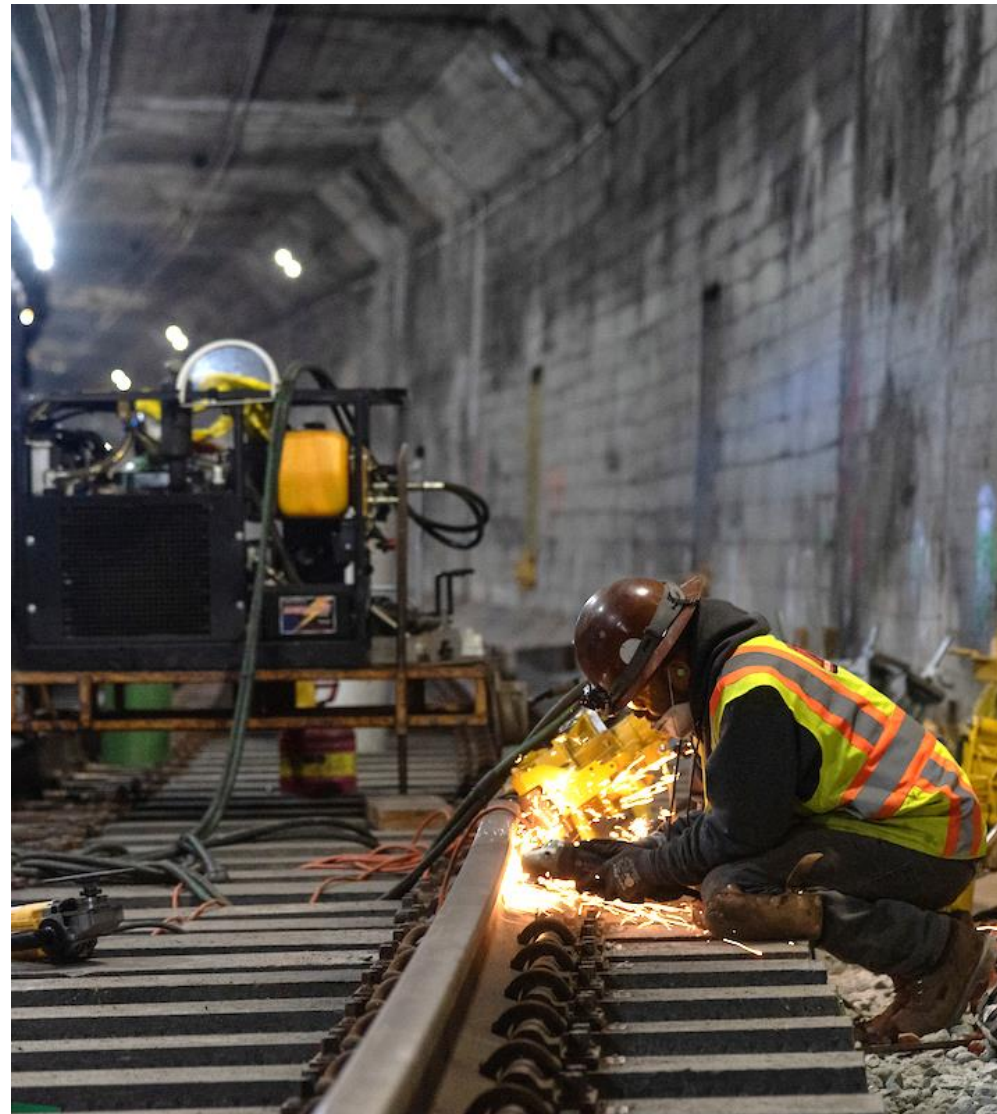


Fast/Frequent Service: The Choices

Do we provide extended work windows to make progress towards improved infrastructure reliability?

OR

Do we continue program of periodic shutdowns with intermittent system outages?



Agency Long-Term Priorities

Julie Kirschbaum
Director of Transit

Tom Maguire
Director of Streets

Long-Term Priorities: Capital Investments

Subway Renewal

Trackway

- Eureka Curves
- Forest Hill Station
- Subway Tangent Track
- Spot Replacement
- Track Fastener Replacement

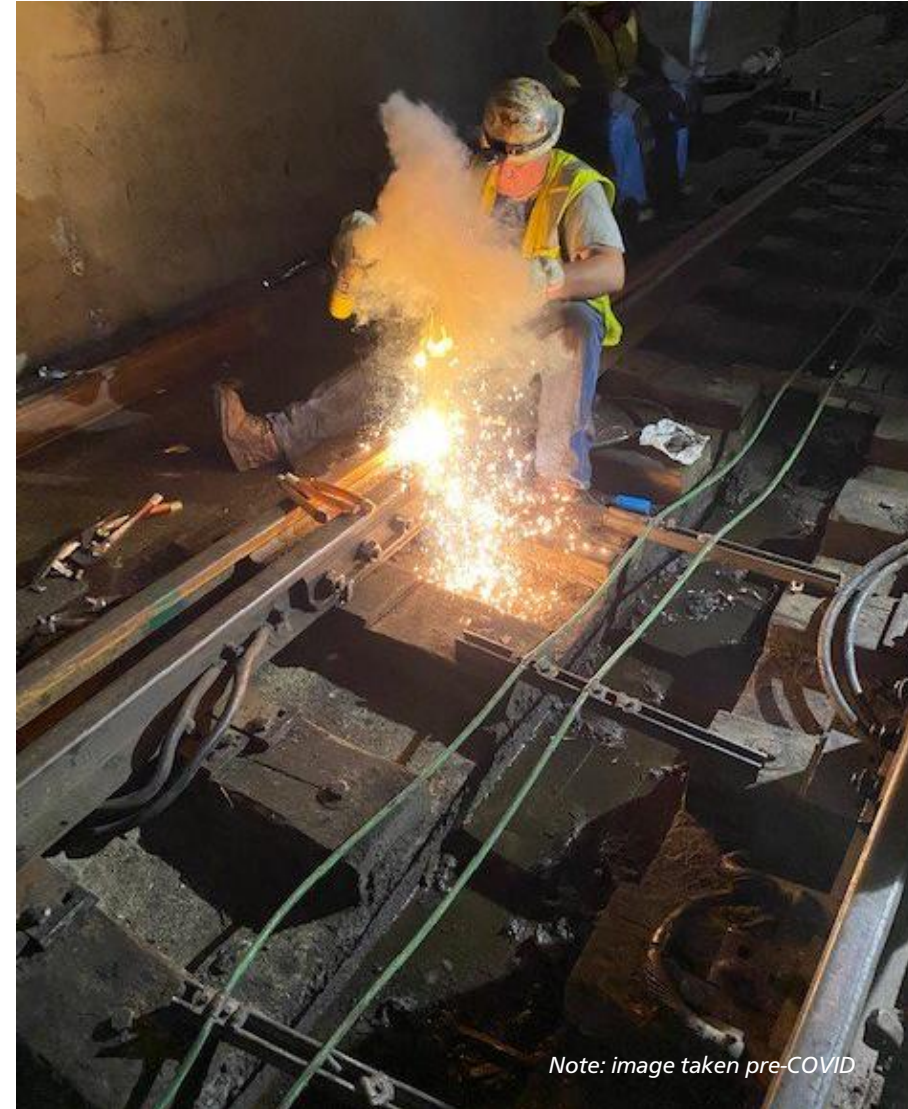
Structural

- Tunnel Cracks/Spalls
- Water Intrusion

Mechanical & Electrical

- Ventilation for Equipment Room in Subway
- Relay Rooms
- Blue Light Phone

Train Control Upgrade Program



Note: image taken pre-COVID

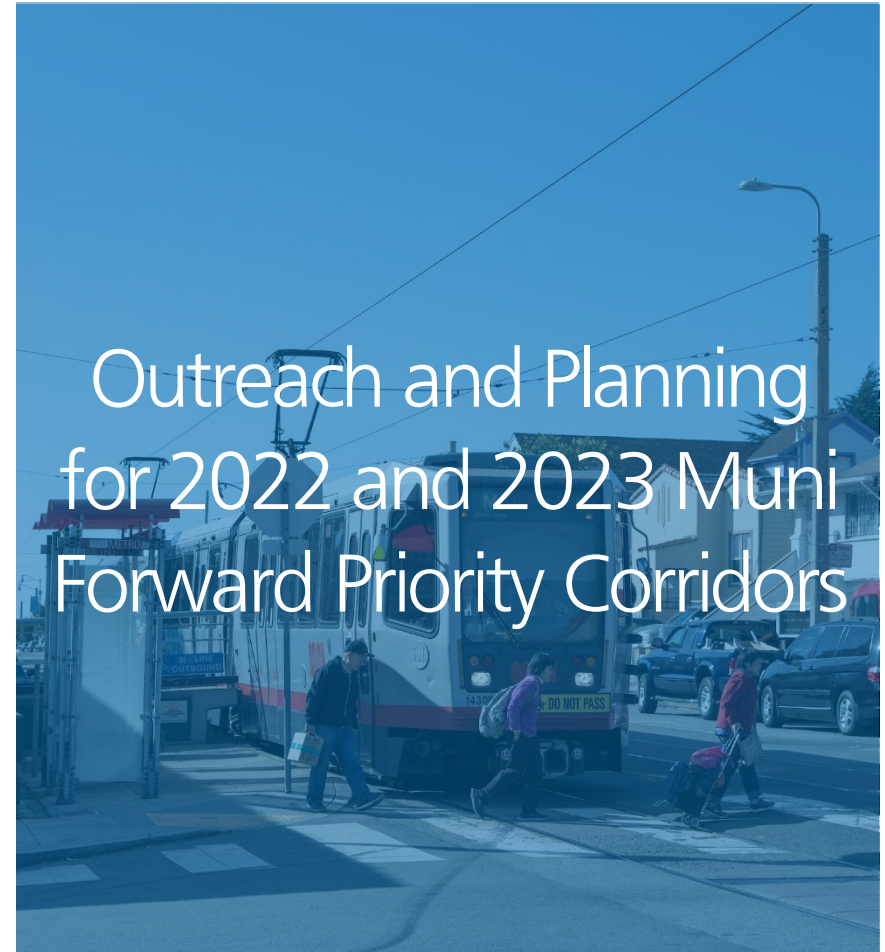
Long-Term Priorities: Capital Investments

State of Good Repair



Long-Term Priorities: Capital Investments

Muni Forward



Long-Term Priorities: Capital Investments

ConnectSF

Over the Next 10 Years:

- Focus on Muni Forward improvements along key corridors to support the Core Service Network
- Begin planning and environmental work for potential rail expansion along Geary
- Work with regional partners on major regional connections such as a second Bay crossing



Long-Term Priorities: Capital Investments

Improving Project Delivery

- Invest in technical excellence (design and cost estimating)
- More transparent capital planning and tracking
- Explore new delivery methods (design-build, cross-division task forces, etc)
- Close the gap between "builder" and "owner" - we are all one SFMTA

A grayscale photograph of the San Francisco skyline and the Bay Bridge. The bridge's suspension towers and cables are prominent in the foreground, leading the eye towards the dense cityscape. The Transamerica Pyramid is a notable skyscraper on the right. The text "Thank You" is centered in a large, white, sans-serif font.

Thank You