



SFMTA

San Francisco Municipal Transportation Agency

2021 Board Workshop

Board of Directors
Day 2
February 3, 2021

Welcome and Purpose

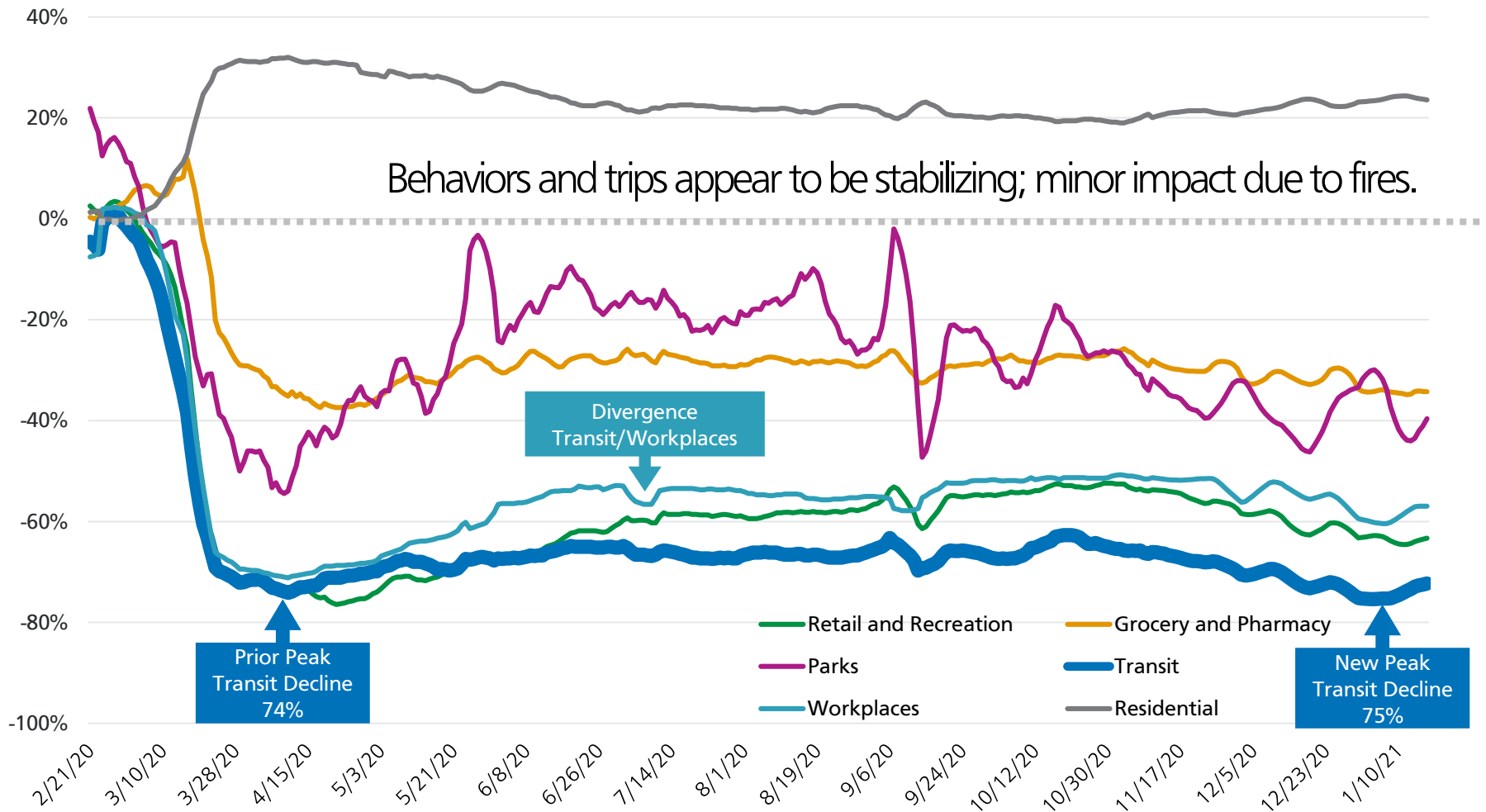
Jeff Tumlin
Director of Transportation

Fiscal Years 2021 and 2022 Budget Deficit

Jonathan Rewers
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Google Mobility Data: San Francisco Destinations (Feb 2020 – today)

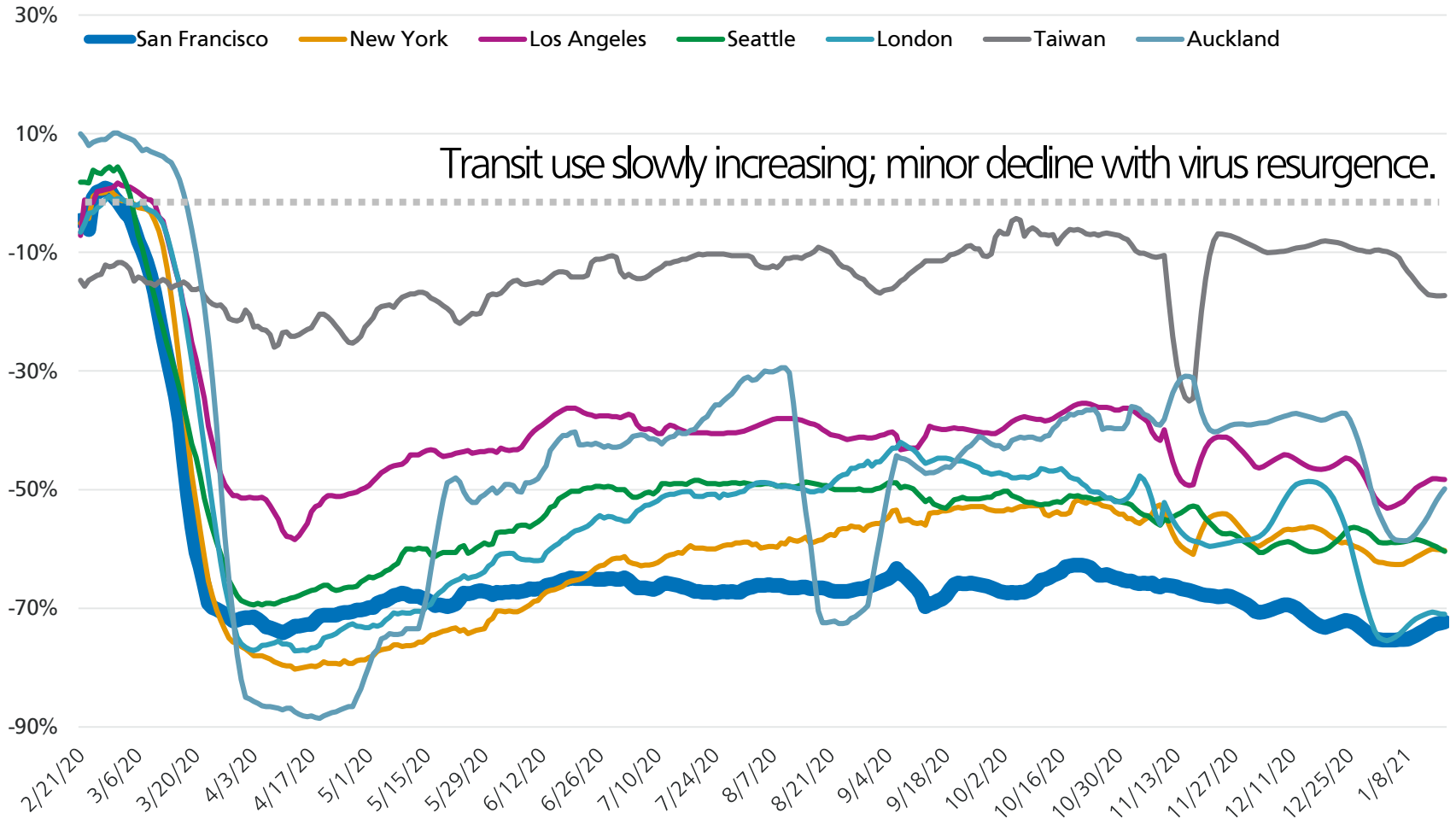


Source: Google LLC "Google COVID-19 Community Mobility Reports".

<https://www.google.com/covid19/mobility/> Accessed: November 13, 2020.

The baseline is the median value, for the corresponding day of the week, during the 5-week period Jan 3–Feb 6, 2020. Data is a rolling 7-day average versus the baseline.

Google Mobility Data: Transit Comparison (Feb 2020 – today)

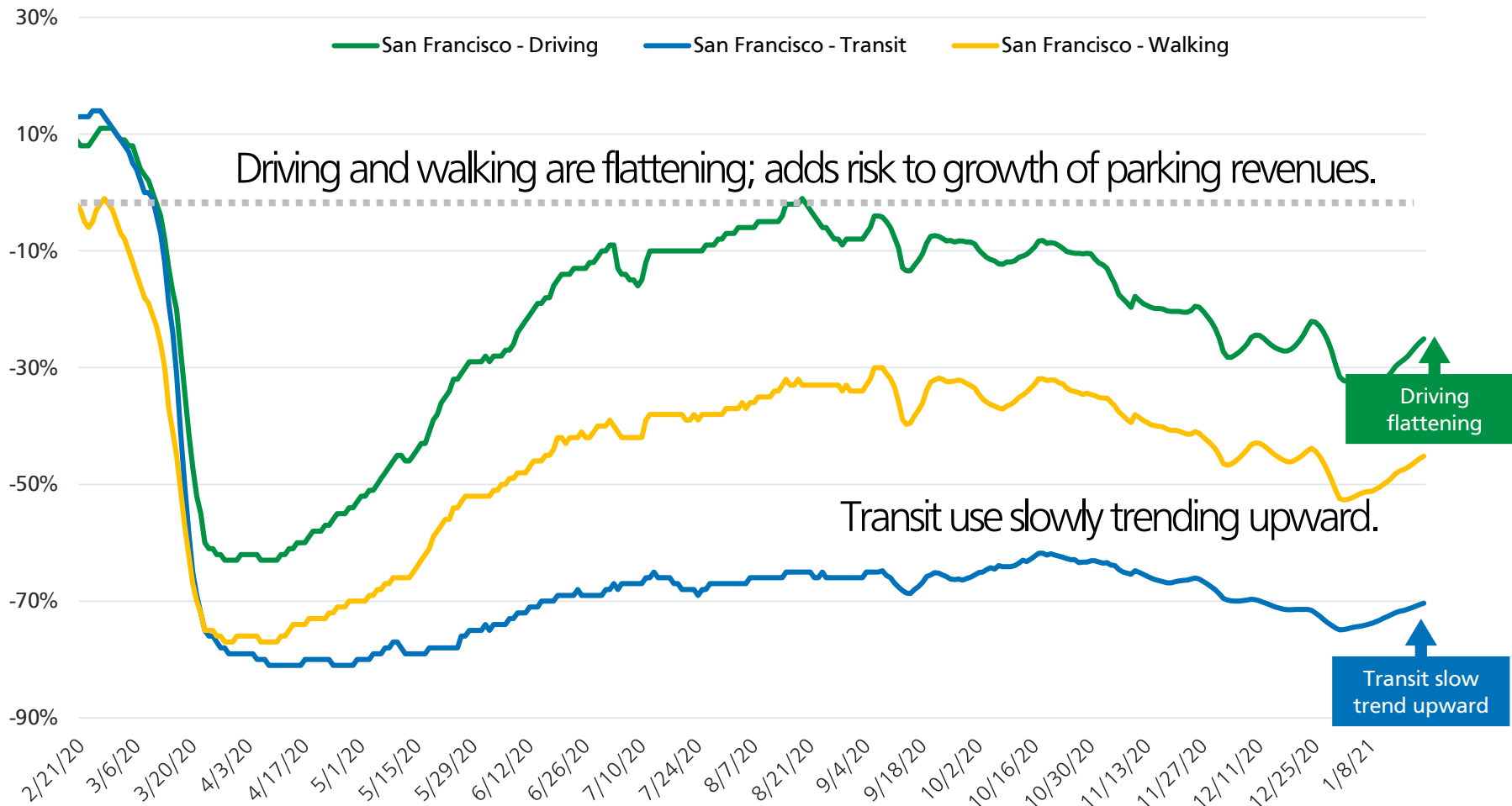


Source: Google LLC "Google COVID-19 Community Mobility Reports".

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The baseline is the median value, for the corresponding day of the week, during the 5-week period Jan 3–Feb 6, 2020. Data is a rolling 7-day average versus the baseline.

Apple Mobility Data: Modal Choice (Feb 2020 – today)

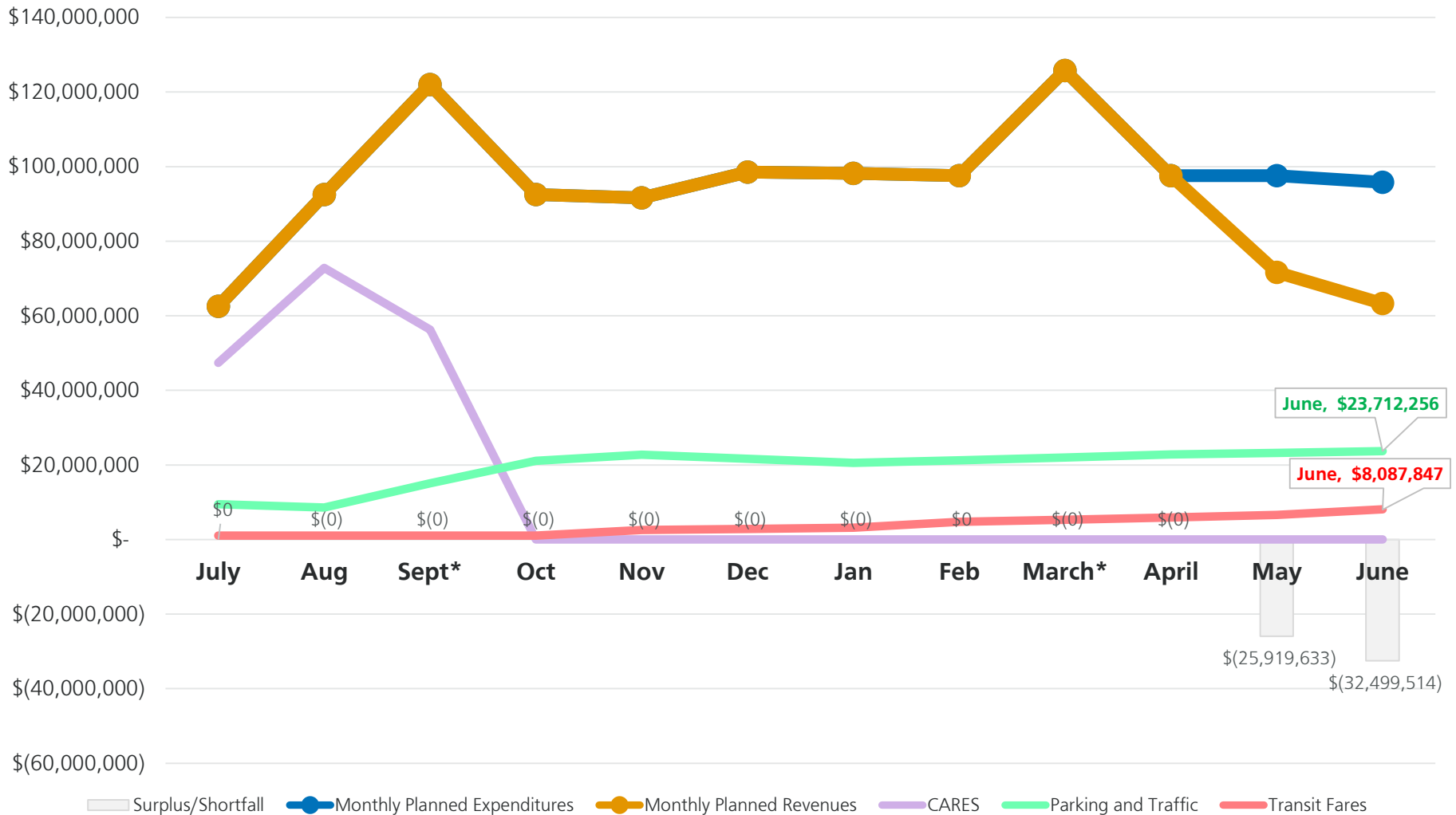


Source: Apple "Mobility Trends Reports".

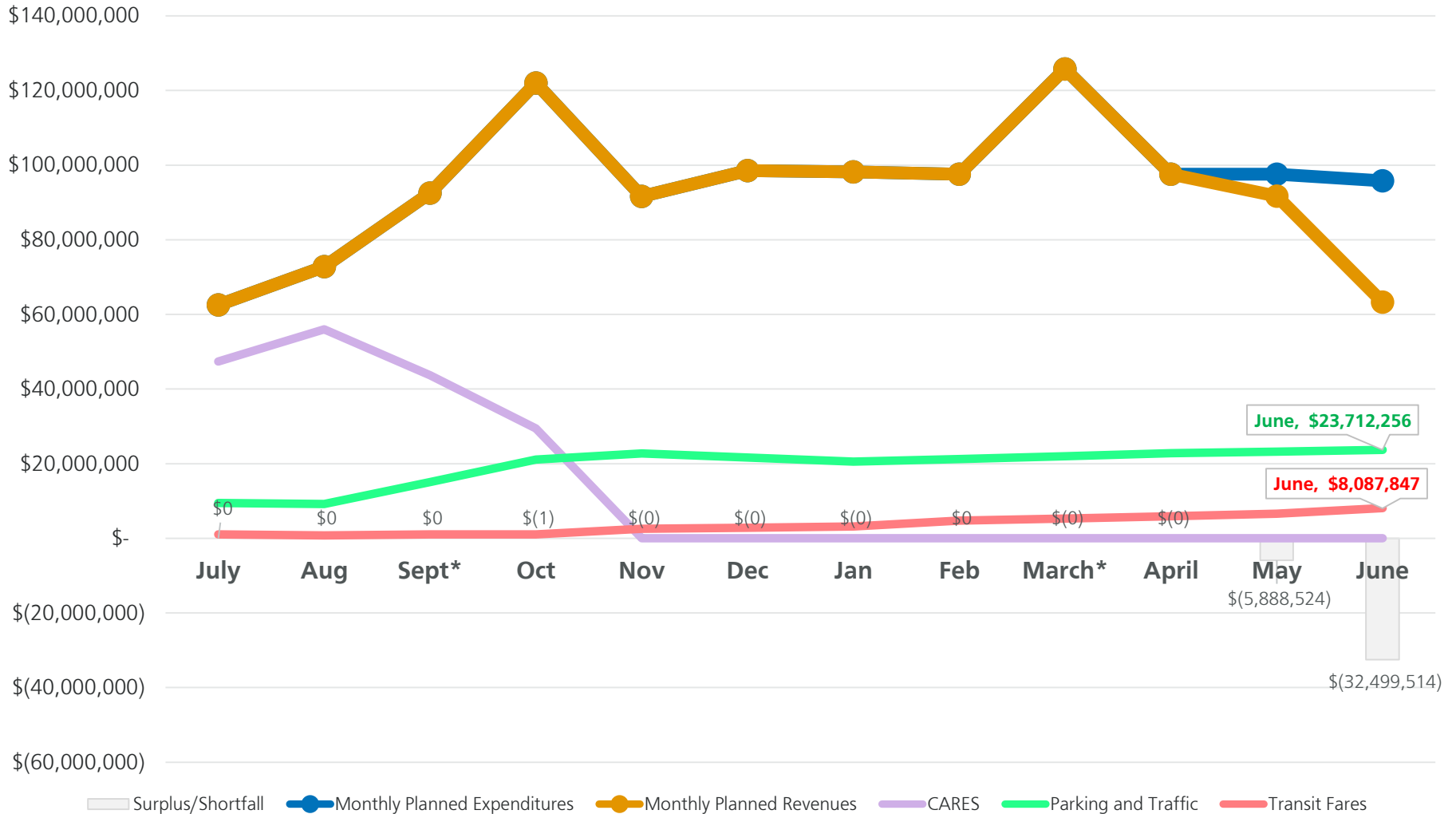
<https://www.apple.com/covid19/mobility>

The baseline is as of January 13, 2021. Data is a rolling 7-day average versus the baseline.

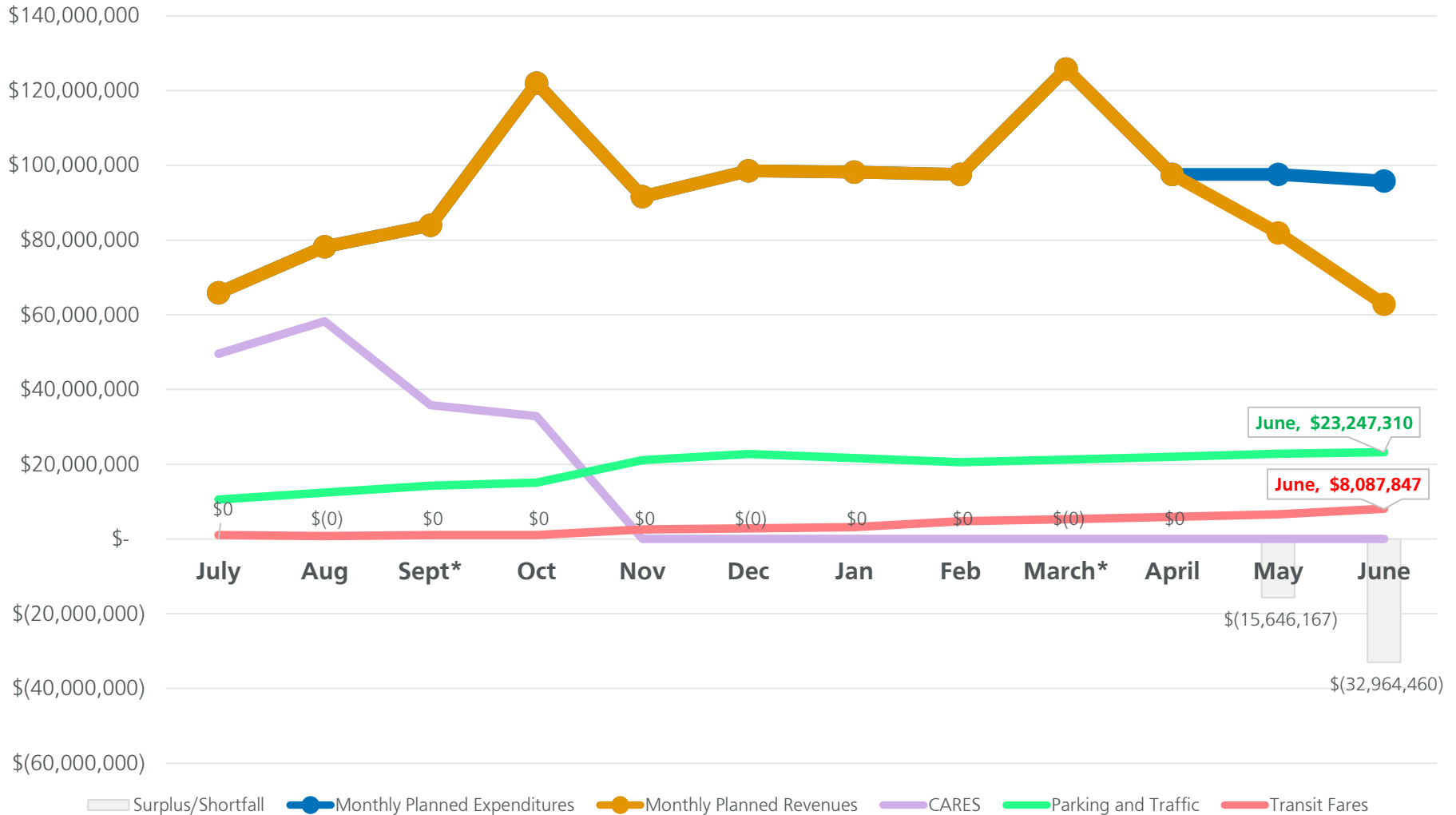
FY 21 Revenue/Expense Model: FM 1 July 2020



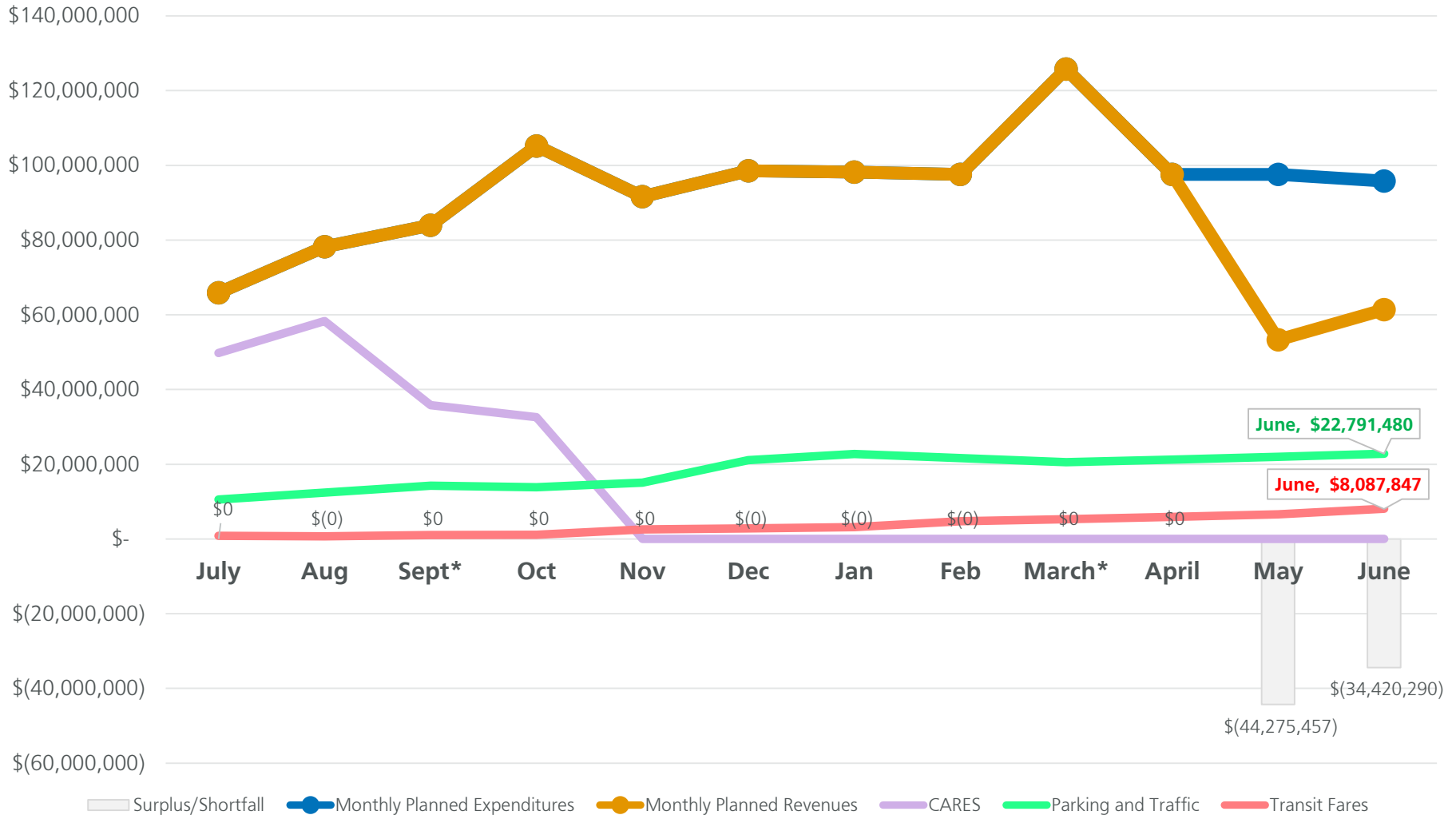
FY 21 Revenue/Expense Model: FM 2 August 2020



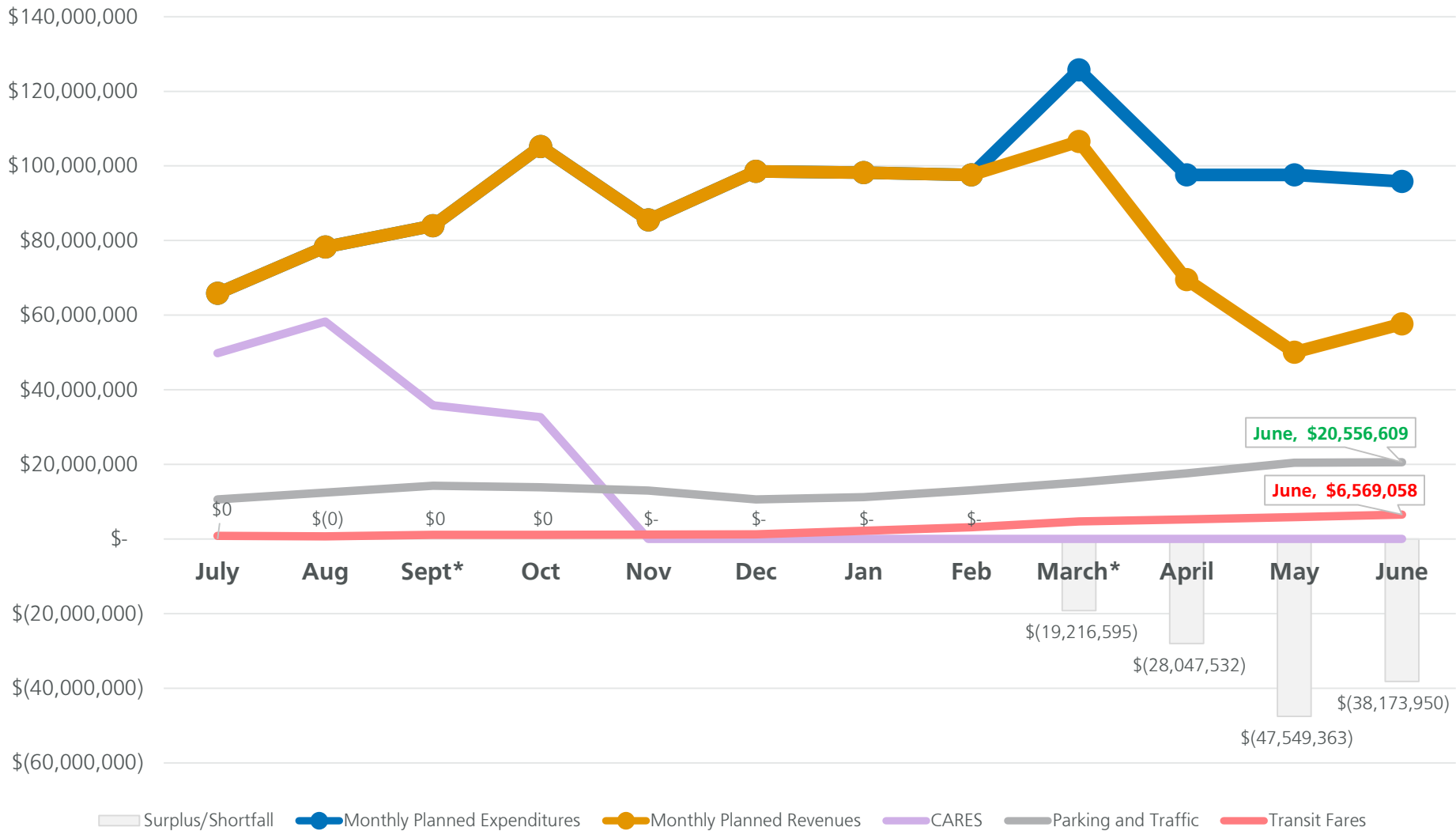
FY 21 Revenue/Expense Model: FM 3 September 2020



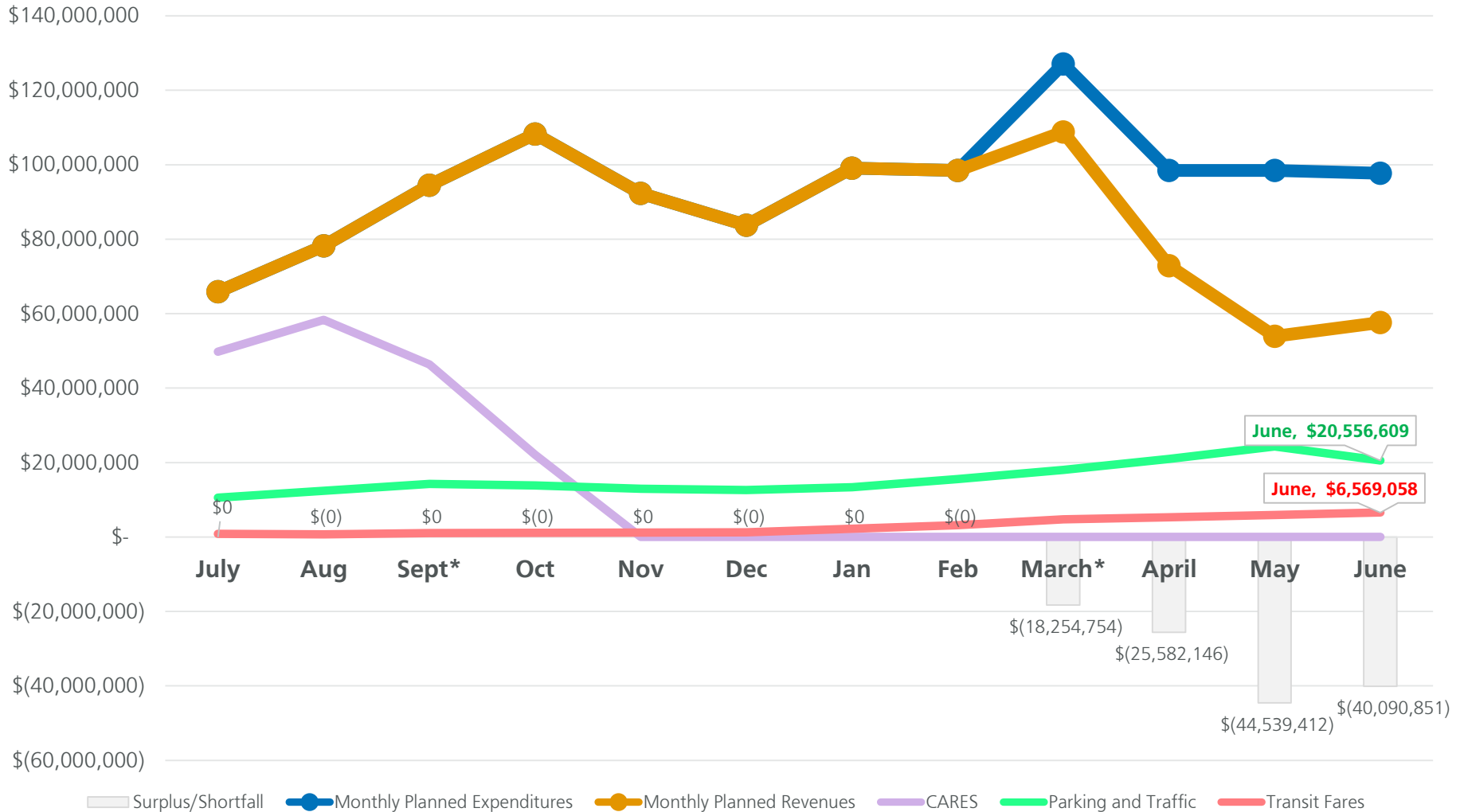
FY 21 Revenue/Expense Model: FM 1 October 2020



FY 21 Revenue/Expense Model: FM 1 November 2020



FY 21 Revenue/Expense Model: FM 1 December 2020



Revenue Losses, Savings & Federal Relief: Fiscal Years 2020, 2021, 2022

| | | | | |
|---------|---|---|--|--|
| FY 2020 | Total Revenue Loss (\$234 m) | Expenditure Savings \$37 m | Federal Relief \$197 m | Net Deficit \$0 m |
| 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

Monthly Financial Data & Projections Available at:

<https://www.sfmta.com/budgetdashboards>

Revenue Losses, Savings & Federal Relief: Fiscal Years 2020, 2021, 2022

The agency still has a \$134 million deficit after considering efficiencies, savings, service cuts and federal relief. The agency has yet to use its \$129 million reserve. A deficit reduction plan completed by the spring.

| Fiscal Year | Total Revenue Loss | Expenditure Savings | Federal Relief | Net Deficit |
|-------------|--|---|---|---|
| FY 2020 | (\$234 m) | \$37 m | \$197 m | \$0 m |
| FY 2021 | \$912 million Revenues Lost To Date (Projected) | \$174 million Efficiencies, Savings, Cuts (19%) (Projected) | \$604 million Federal Relief (66%) (Projected)* | \$134 million Remaining Deficit (15%) (Projected) |
| FY 2022 | (\$239 m) (Projected) | \$19 m (Projected) | \$86 m (Projected)** | (\$134 m) (Projected) |

Financial Projections

The FY 2020-21 deficit is closed and the deficit for FY 2021-22 is \$134 million after additional federal relief through H.R. 133 and savings are applied. Actions will be necessary to close the remaining \$134 million gap.

Fiscal Year 2021 – Deficit closed

Revenue Loss – From Adopted Budget
\$262 m

Expenditure Savings (Projected)
\$118 m

Federal Relief H.R. 133
\$148 m

Fiscal Year 2022 – Deficit reduction plan necessary

Revenue Loss – From Adopted Budget
\$239 m

Expenditure Savings
\$19 m

Federal Relief H.R. 133
\$86 m *

Deficit
\$134 m

*Estimated pending allocation my Metropolitan Transportation Commission

Board Adopted Budget Plan (June 2020)

The SFMTA Board as part of the adoption of the FY 2021 and FY 2022 budget approved a budget plan allowing for changing economic conditions.

FY 21 Savings Estimate = \$118 m

FY 22 Savings Estimate = \$19 m

1

Eliminate
MTAB
Reserve

FY 21
**savings
of \$16 m**

FY 22
**savings
of \$19 m**

2

Overtime
Controls

Overtime projected to be 53% less than FY 19 and **48% less than FY 20 (\$37 m in FY 21)**

3

Hiring
Freeze

Hiring freeze for all but **mission critical positions** resulting in **\$13 m savings in FY 21**

4

Contract
Expenditure
Controls

Strict review in place, **total savings at \$51 m in FY 21** e.g. faregate maint. (\$5 m), fuel and lubricants (\$6 m)

5

Capitalize
Operating
Costs

Shifting Labor Costs to Capital Projects.

Shifting up to \$25 m one-time to operating.

6

Use of
Rainy-Day
Reserve

Current assumption is **use of 30% or \$38.7 m in FY 22, est.** \$90.3 m available for future years.

7

Workforce
Cost
Reductions

Deferrals of Cost-of-Living Increase.
Furloughs
Layoffs

FY 2022 Deficit Reduction Options – for Report Back

| Options | Amount |
|---|----------------------------|
| Eliminate FY 2022 Board Reserve (already assumed savings) | \$19 million |
| Total Deficit: | (\$134 million) |
| Caltrain (PCJPB) Annual Contribution Offset by Measure RR | Up to \$10 million |
| Potential for COLA Slide (waiting on March Joint-Report) | Up to \$10 million |
| Revenue Bond Refinancing (reduction in debt service) | Up to \$35 million |
| Continue Aggressive Austerity Measures <small>(E.g. Maintain Hiring Freeze (only mission-critical positions) of up to \$59 million, Reduction in Materials and Supplies of up to \$12 million)</small> | Up to \$71 million |
| Shift Capital Revenues to Operating (one-time only) | Up to \$25 million |
| Use of Rainy-Day Reserve (up to 30% one-time only) | Up to \$39 million |
| Consider Furloughs (review labor options) | Up to \$8 million |
| Total of Reduction Options: | Up to \$198 million |

FY 2021 – 2025 Capital Improvement Program Reductions/Impacts

| Program | Capital Budget | | | | | 5-Year CIP | 5-Year CIP Impact | |
|------------------------|----------------|--------------|--------------|--------------|--------------|-----------------|-------------------|----------------|
| | FY21 | FY22 | FY23 | FY24 | FY25 | Total (Current) | Adopted 4/21/20 | Difference |
| Fleet | 89.7 | 206.9 | 137.6 | 146.8 | 215.3 | 796.4 | 916.1 | (119.7) |
| Transit Optimization | 170.5 | 133.7 | 26.2 | 59.8 | 109.1 | 499.3 | 549.7 | (50.4) |
| Transit Fixed Guideway | 98.4 | 58.7 | 64.9 | 119.1 | 85.1 | 426.2 | 392.9 | 33.3 |
| Streets | 57.9 | 69.6 | 39.5 | 49.8 | 26.4 | 243.2 | 282.3 | (48.0) |
| Facility | 85.1 | 52.3 | 38.4 | 31.9 | 26.5 | 234.3 | 242.5 | 0.7 |
| Signals | 25.9 | 5.4 | 15.0 | 12.9 | 17.2 | 76.3 | 91.6 | (15.2) |
| Communications & IT | 9.5 | 2.1 | 0.7 | 7.4 | 5.0 | 24.7 | 25.3 | (0.5) |
| Parking | 22.0 | 0.3 | - | - | - | 22.3 | 22.5 | (0.2) |
| Security | - | 3.0 | - | 2.0 | 3.0 | 8.0 | 10.2 | (2.2) |
| Taxi | 0.6 | 0.1 | 0.1 | 1.4 | 0.2 | 2.5 | 2.3 | 0.2 |
| Total | 559.7 | 532.2 | 322.5 | 431.1 | 487.8 | 2,333.1 | 2,535.2 | (202.2) |

State of Good Repair Analysis/Impacts

In the FY 2021 – 2025 CIP, the agency will add \$76 million to its backlog. In the following 2 years, the need will be another \$575.4 million.

| Program | FY 21 | FY 22 | FY 23 | FY 24 | FY 25 | Total | FY 26 | FY 27 |
|--|--------------|---------------|--------------|---------------|---------------|----------------|--------------|--------------|
| Facility | 55.5 | 69.1 | 56.2 | 24.8 | 35.9 | 241.5 | 20.8 | 30.4 |
| Fleet | 41.8 | 83.0 | 97.5 | 130.0 | 94.5 | 446.8 | 2.2 | 251.6 |
| IT/Communications | 8.9 | 9.5 | 91.4 | - | 7.2 | 117.0 | 14.0 | 57.7 |
| Parking | 40.0 | 0.8 | 7.5 | 21.7 | 3.2 | 73.2 | 22.2 | 7.5 |
| Traffic/Signals | 38.3 | 30.1 | 43.5 | 34.9 | 48.7 | 195.5 | 31.2 | 27.5 |
| Transit Fixed Guideway | 91.9 | 15.6 | 88.0 | 10.8 | 64.0 | 270.3 | 59.8 | 50.4 |
| Other systems/vehicles (Typ. Op Budget) | - | - | 2.80 | - | - | 2.8 | - | - |
| Total SGR Need | 276.4 | 208.2 | 386.8 | 222.2 | 253.5 | 1,347.1 | 150.3 | 425.1 |
| CIP SGR Investment | 268.7 | 261.4 | 204.1 | 270.8 | 266.1 | 1,271.1 | | |
| Delta | 7.7 | (53.2) | 182.7 | (48.6) | (12.6) | 76.0 | | |

FY 2021 and FY 2022 Budget Deficit



Both mobility data and monthly financial data are used to project revenues and expenses. A second wave has resulted in a revenue decline that will lengthen the period of recovery and structural deficit.



The budget deficit in FY 21 will likely be closed by federal relief, however a deficit will remain in FY 2022. After considering all federal relief and cuts, there will be a \$134 million deficit in FY 2022 that must be closed.



The MTA Board has various options to close the deficit. The SFMTA Board approved a budget plan in June 2020 to modify expenditures and implement reductions to balance the budget.



Since December 2020, staff have investigated and developed a preliminary deficit reduction plan. Based on direction from the SFMTA Board, staff will finalize the deficit reduction plan for approval in April.

Transportation 2050

MoveSF/Resilient Transportation

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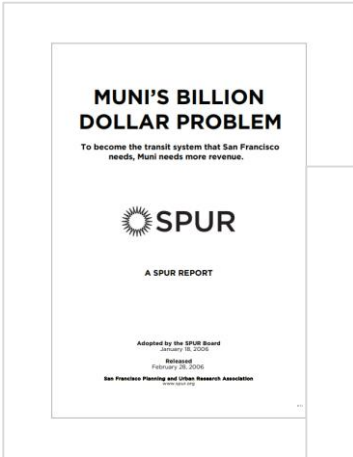
Muni is in the midst of a financial crisis.

For the last five years, Muni has been able to patch over its structural deficit, primarily via a combination of one-time revenues, belt tightening, fare increases, and service cuts. This year, an improving economy and more one-time windfalls may get Muni through another year, but these short-term solutions do not address Muni's real long-term issue: If Muni's structural deficit is not addressed head-on, in the years to come Muni may have no choice but to increase fares and cut more service.

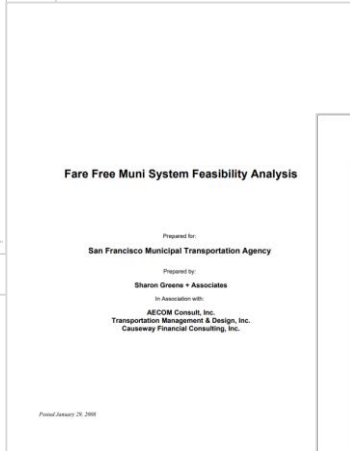
2006 SPUR Report: Muni's Billion Dollar Problem



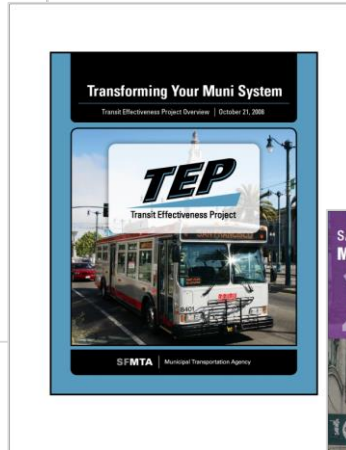
San Francisco's Commitment to Transportation



2006
Structural deficit



2008
Free Muni



2008
Transit System Redesign
Investing in Reliability

Since 2006, there have been a number of plans to improve the efficiency of the SFMTA, transit reliability and create sustainable funding for the agency.



2020
Priority actions for Muni Reliability



2018
Identify needs and gaps, funding measures



2013
Priority setting, funding transportation infrastructure

Major Policy Items & Funding Measures Implemented since 2006

Since 2006, the SFMTA and greater city family have implemented numerous policy programs and have successfully taken reform and revenue measures to the ballot.

Policies and Programs

Implemented [Automatic Indexing Policy](#)

Implemented a [Reserve Policy](#)

CEQA EIR Certification for the
[Transit Effectiveness Project \(TEP\)](#)

Approved new [Advertising Contracts](#)

Approved new [Transportation Sustainability Fee \(TSF\)](#)

Implemented **SFpark**

Implementing **MUNIFORWARD**

Implementing **BUILDING PROGRESS**

Implementing [Sunday and Evening Meters](#)

Ballot Initiatives

[2009 Proposition A \(Reforms/Funding - Passed\)](#)

\$26 m/annually from Parking Tax
Autonomy in hiring and contracting

[2010 Proposition G \(Reforms - Passed\)](#)

Collective Bargaining reforms

[2014 Proposition A \(Capital GO Bond - Passed\)](#)

\$500 m/one-time GO Bond

[2014 Proposition B \(Funding – Baseline - Passed\)](#)

\$55 m/annually

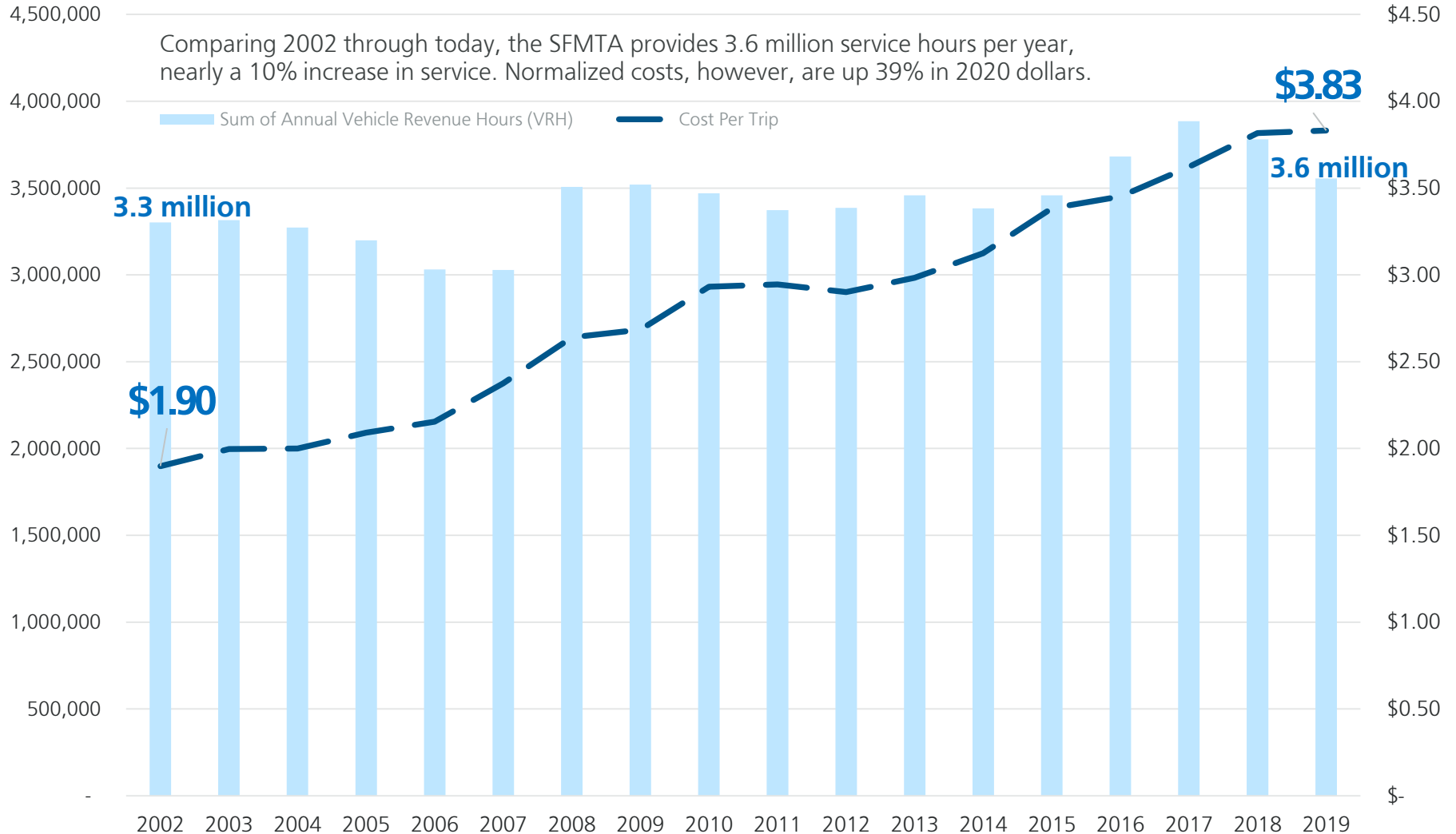
[2016 Proposition J/K \(Funding - Sales Tax - Failed\)](#)

\$100 m/annually

[2019 Proposition D \(Funding – Ride-Hail Tax - Passed\)](#)

\$30 m/annually

Transit System Productivity (2002 - 2019)



Transportation Infrastructure Condition – *State of Good Repair*

| Asset Class | Age Based Condition Score | | | | | Trend |
|---------------------------------------|---------------------------|-------------|-------------|-------------|-------------|-------|
| | 2015 | 2016 | 2017 | 2018 | 2019 | |
| Facilities | 3.2 | 3.2 | 3.3 | 3.3 | 3.2 | = ↓ |
| Light Rail Vehicles | 3.8 | 3.8 | 3.7 | 3.8 | 3.8 | = |
| Motor Coach Vehicles | 3.7 | 3.5 | 3.7 | 3.6 | 3.4 | = ↓ |
| Other Systems & Vehicles | 3.0 | 3.1 | 3.1 | 2.6 | 2.6 | ↓ |
| Overhead Traction Power System | 3.7 | 3.7 | 3.6 | 3.5 | 3.4 | ↓ |
| Parking & Traffic | 2.8 | 3.0 | 2.9 | 2.4 | 2.4 | ↓ |
| Stations | 3.1 | 3.1 | 3.1 | 3.0 | 3.0 | = ↓ |
| Track | 3.3 | 3.2 | 3.2 | 3.1 | 3.2 | = |
| Train Control & Communications | 3.7 | 3.6 | 3.5 | 3.4 | 3.8 | ↑ |
| Trolley Coach Vehicles | 3.4 | 3.3 | 3.2 | 3.6 | 4.2 | ↑ |
| Transportation Condition Score | 3.33 | 3.32 | 3.30 | 3.19 | 3.18 | ↓ |

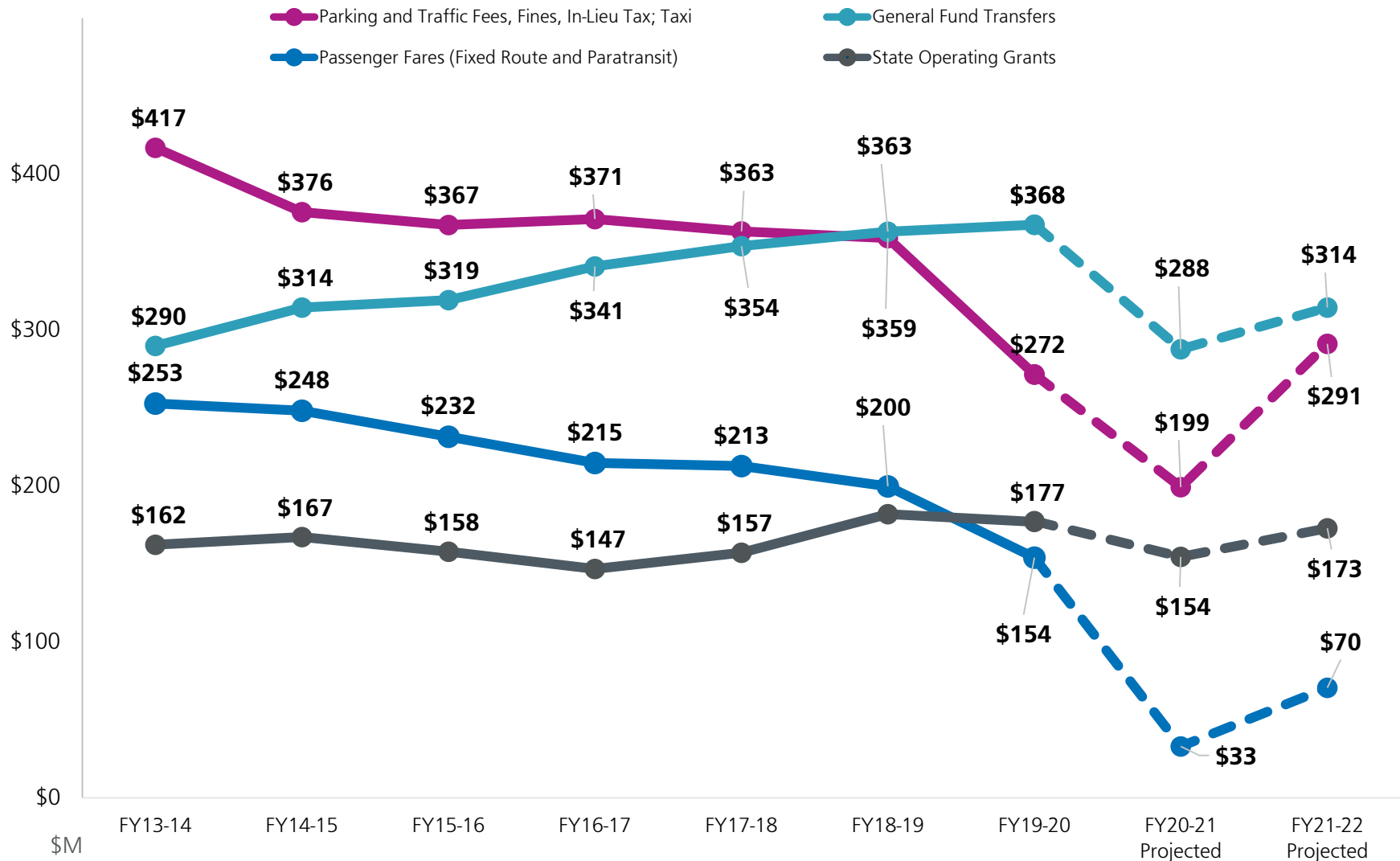
The Age Based Condition Score is based on a 1-5 scale, a score below 2.5 is considered *not* in a state of good repair.

Transportation Infrastructure Condition – Replacement Backlog

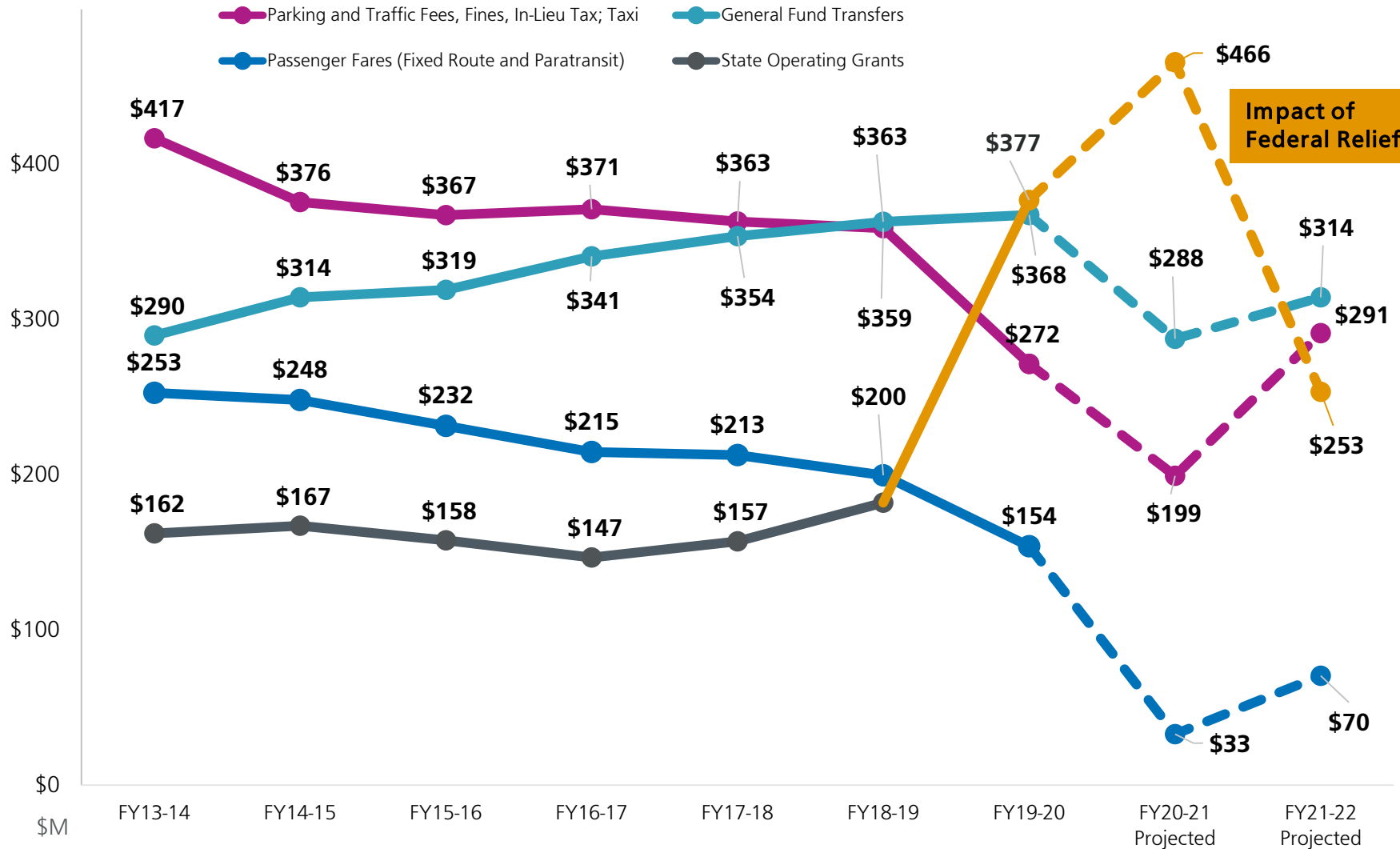
The **Asset Backlog** represents the consolidated value of infrastructure that is operating beyond the estimated useful life. This table represents areas of need and where investment has been deferred.

| Capital Program | Backlog Value | % of \$Assets in Backlog | % of Total Backlog |
|----------------------------|------------------|--------------------------|--------------------|
| Facility | \$1521.6 | 9% | 40% |
| Fleet | \$72.0 | 0% | 2% |
| IT/Communications | \$67.7 | 0% | 2% |
| Parking | \$525.1 | 3% | 14% |
| Traffic/Signals | \$574.2 | 3% | 15% |
| Transit Fixed Guideway | \$1,014.9 | 6% | 27% |
| Other systems and vehicles | \$7.6 | 0% | 0% |
| Total | \$3,783.1 | 23% | 100% |

Revenue Trends - Long Term Revenue Trends in \$2020 Constant, \$M



Revenue Trends - Long Term Revenue Trends in \$2020 Constant, \$M



5-Year Forecast: Scenario Planning

In the financial forecast from FY21 to FY25, the agency faces multiple financial scenarios ranging from conservative to full revenue estimates and continued service reductions to back to full service.

Scenario 1. Slow revenue with no expenditure controls.

- No Fare Indexing
- Growth to 80% Fare Baseline by FY24
- Conservative General Fund Estimates
- Full service by FY23
- Restore labor/supply exp. in FY22-25

Scenario 2. Slow revenue with expenditure controls.

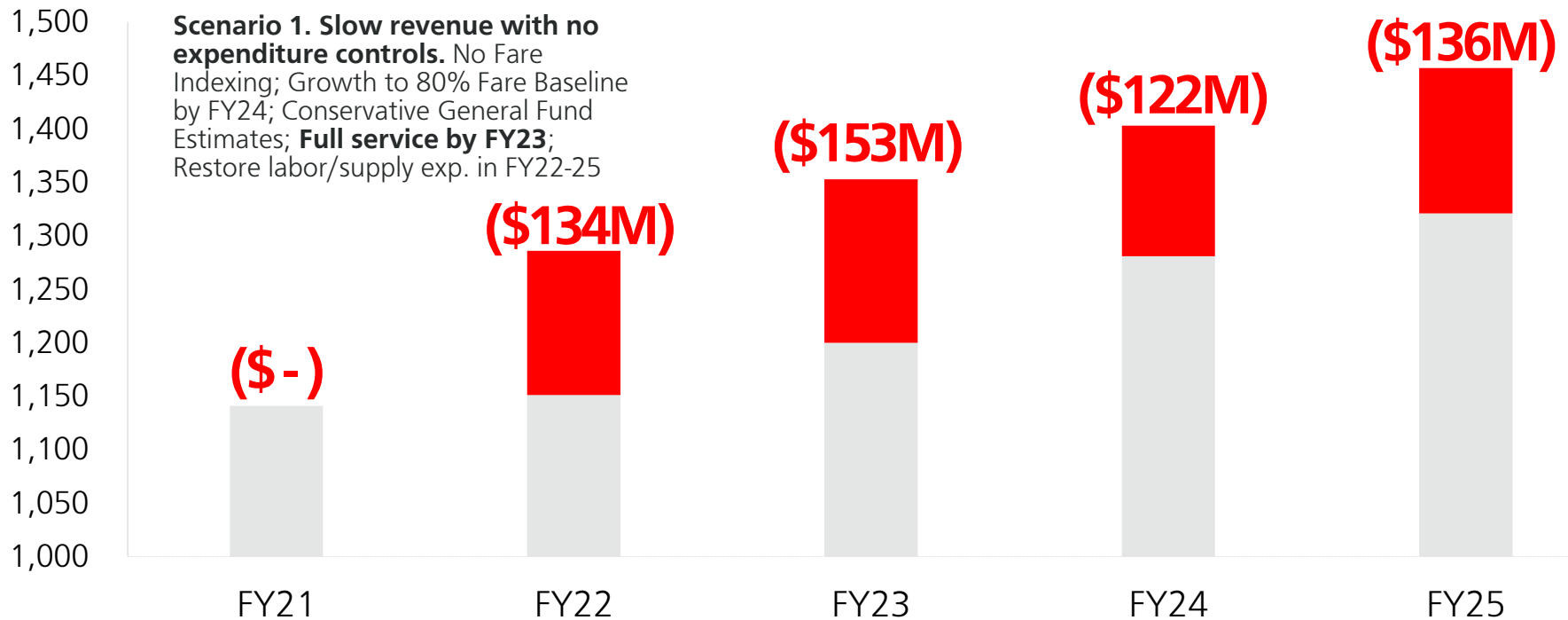
- No Fare Indexing
- Growth to 80% Fare Baseline by FY24
- Conservative General Fund Estimates
- Partial service in FY23
- Continue Austerity Measures in FY22-25

Scenario 3. High revenue with no expenditure controls.

- Fare Indexing
- Growth to Full Fare Baseline by FY24
- Full General Fund Estimates
- Full service by FY23
- Restore labor/supply exp. in FY22-25

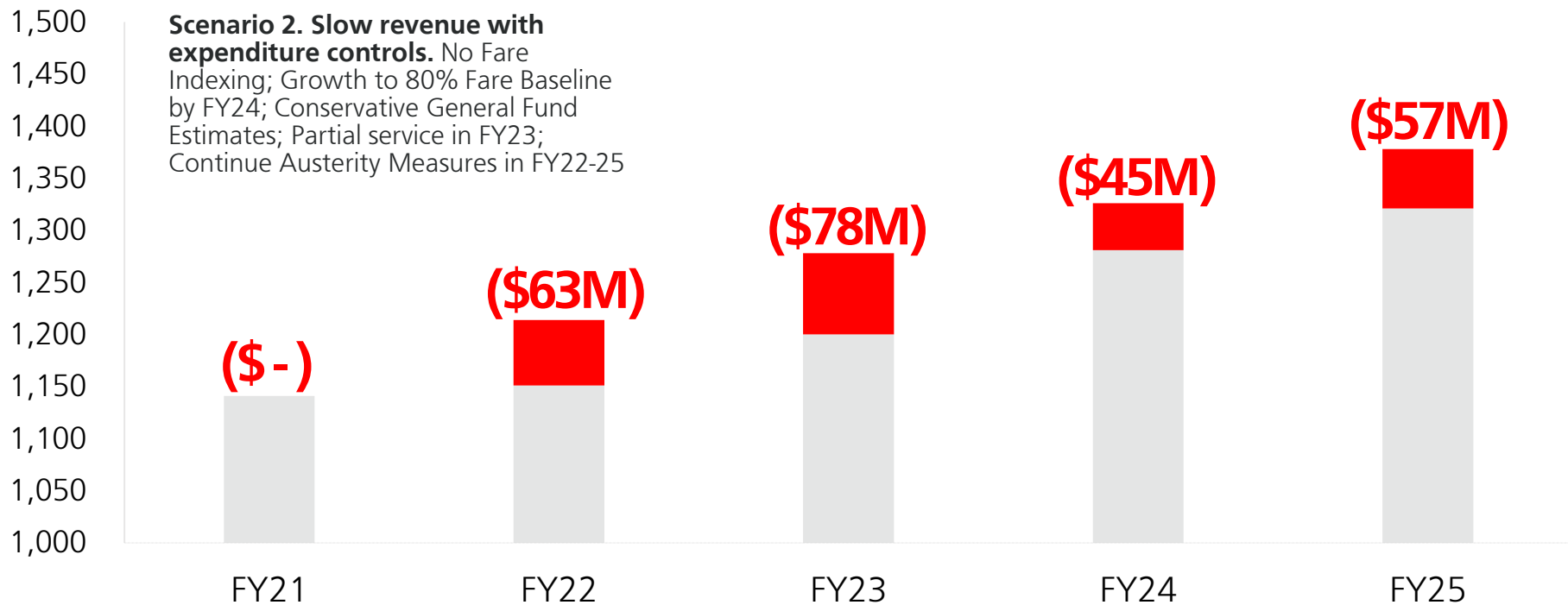


5-Year Forecast: Scenario 1



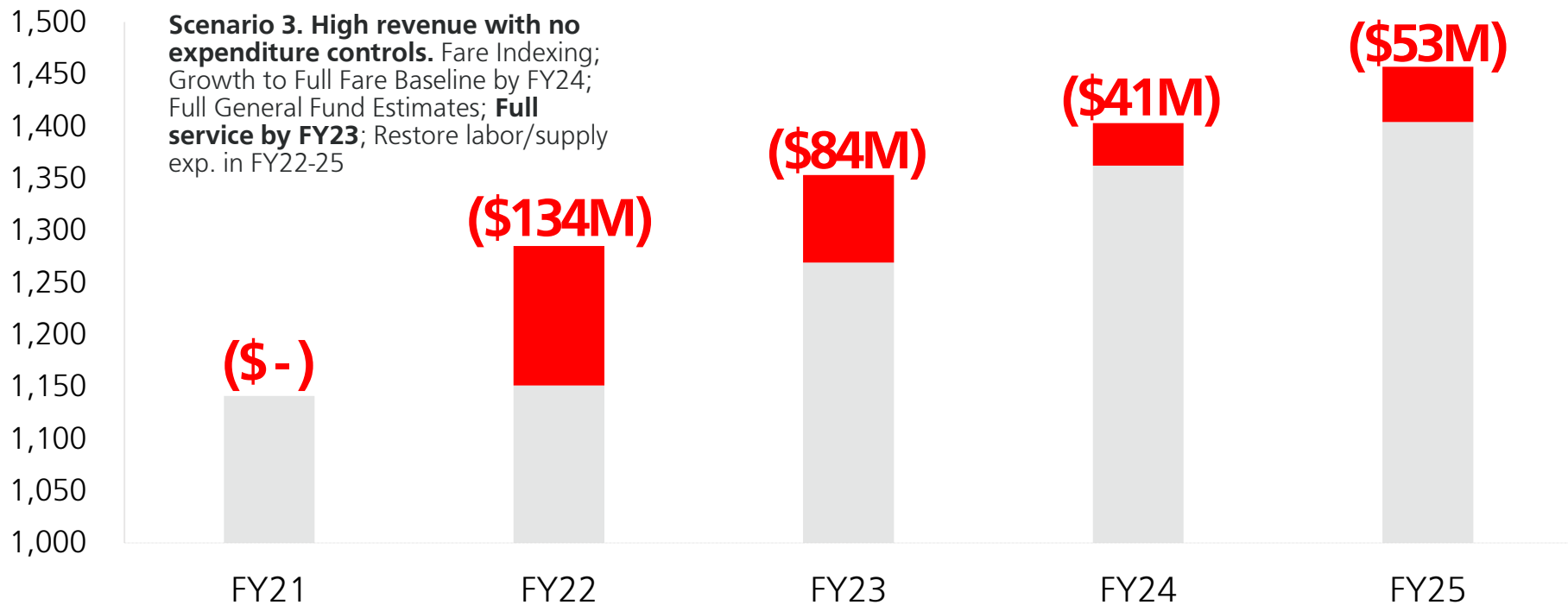
| Operating Budget, \$M | FY21 | FY22 | FY23 | FY24 | FY25 |
|--------------------------------------|-------|-------|-------|-------|-------|
| Revenue Ongoing (base) | 727 | 929 | 1,142 | 1,223 | 1,262 |
| Revenue Ongoing (shift from capital) | 47 | 49 | 58 | 58 | 59 |
| Expenditures | 1,259 | 1,305 | 1,353 | 1,403 | 1,457 |
| Expenditure Reductions | (118) | (19) | 0 | 0 | 0 |
| Revenue Less Expenditures | (367) | (307) | (153) | (122) | (136) |
| Revenue (one-time) | 367 | 173 | | | |

5-Year Forecast: Scenario 2



| Operating Budget, \$M | FY21 | FY22 | FY23 | FY24 | FY25 |
|--------------------------------------|-------|-------|-------|-------|-------|
| Revenue Ongoing (base) | 727 | 929 | 1,142 | 1,223 | 1,262 |
| Revenue Ongoing (shift from capital) | 47 | 49 | 58 | 58 | 59 |
| Expenditures | 1,259 | 1,305 | 1,326 | 1,376 | 1,429 |
| Expenditure Reductions | (118) | (91) | (48) | (50) | (51) |
| Revenue Less Expenditures | (367) | (236) | (78) | (45) | (57) |
| Revenue (one-time) | 367 | 173 | | | |

5-Year Forecast: Scenario 3



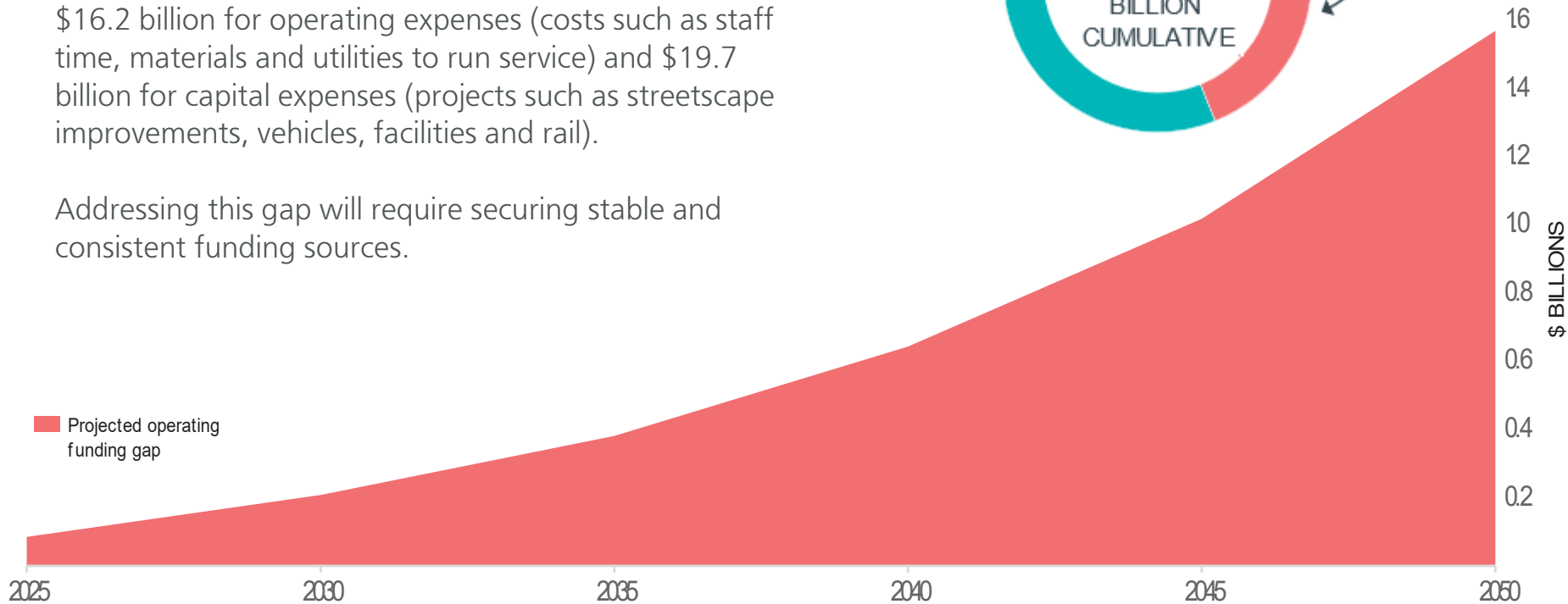
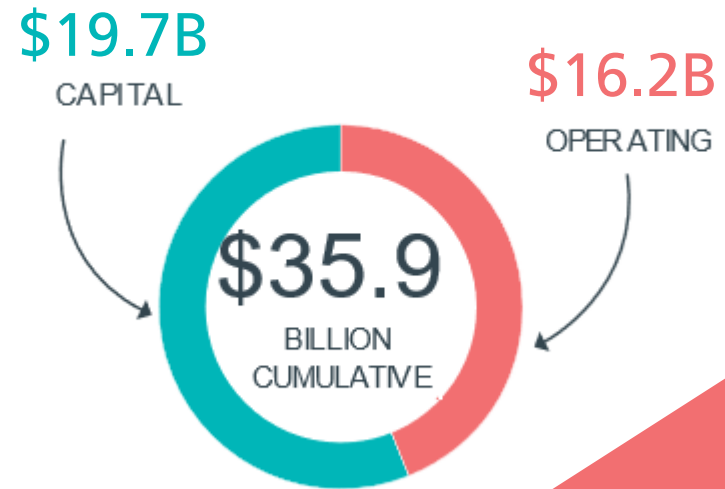
| Operating Budget, \$M | FY21 | FY22 | FY23 | FY24 | FY25 |
|--------------------------------------|-------|-------|-------|-------|-------|
| Revenue Ongoing (base) | 727 | 929 | 1,211 | 1,304 | 1,345 |
| Revenue Ongoing (shift from capital) | 47 | 49 | 58 | 58 | 59 |
| Expenditures | 1,259 | 1,305 | 1,353 | 1,403 | 1,457 |
| Expenditure Reductions | (118) | (19) | 0 | 0 | 0 |
| Revenue Less Expenditures | (367) | (307) | (84) | (41) | (53) |
| Revenue (one-time) | 367 | 173 | 0 | 0 | 0 |

2050 Financial Forecast

OUR FUNDING GAP WILL CONTINUE TO GROW TO A \$35.9B FUNDING SHORTFALL OVER THE NEXT 30 YEARS

By 2050, we anticipate a cumulative funding gap of \$16.2 billion for operating expenses (costs such as staff time, materials and utilities to run service) and \$19.7 billion for capital expenses (projects such as streetscape improvements, vehicles, facilities and rail).

Addressing this gap will require securing stable and consistent funding sources.



Projected operating funding gap

Transportation 2050 Funding Requirement Analysis

| | | |
|---|--|--------------------------------------|
| <p>Service Sustainability <i>Close the structural deficit. Pre-pandemic SFMTA service Streets and Transit</i></p> | <p>Close pre-pandemic structural deficit. SFMTA services sustained at pre-pandemic levels through FY 30.</p> | <p>\$155 million annually</p> |
| <p>“Right-Size” Transit Service <i>Equity & Growth</i></p> | <p>Implement the Muni Equity Strategy and recommendations for service increase by Muni Reliability Working Group. Includes 20% service increase, maintenance and vehicles. Considers cost and growth levels through FY 30.</p> | <p>\$105 million annually</p> |
| <p>Infrastructure Resiliency <i>Transportation Infrastructure Replaced On-Time</i></p> | <p>Replaces transportation infrastructure (rail, overhead, signals, transit fleet) and completes major overhauls on-time.</p> | <p>\$225 million annually</p> |
| <p>Remove Infrastructure Vulnerabilities <i>Transportation Infrastructure Backlog Closed</i></p> | <p>Eliminates major transportation system vulnerabilities and current infrastructure backlog (overhead, systems, facilities, signals). <i>Long term funds can pivot to system resiliency and allowing for expansion after backlog is closed.</i></p> | <p>\$185 million annually</p> |

Transportation 2050 Funding Potential Revenue Measures (voter required)

| | | |
|---|---|--|
| <p>General Obligation Bond</p> | <p>General Obligation Bond, backed by General Fund debt program. Equates to roughly \$56 million in capital annually for 7-years. Funds key infrastructure projects and programs that cannot be funded through other state and federal sources.</p> | <p>\$400 million One-Time</p> |
| <p>Transportation Community Facilities District <i>Mello-Roos District</i></p> | <p>Implement a citywide Mello-Roos Community Facilities District dedicated to transportation services and infrastructure. Funding to support Muni Transit Service, Transit and Transportation critical infrastructure. Permanent dedication and initial tax (allows for future taxes dedicated to the district over time/need).</p> | <p>Up to \$180 million On-Going</p> |
| <p>Parking Tax Reform <i>25% tax on total parking charges for all off-street parking throughout the City</i></p> | <p>Look at existing parking tax and consider reforms, increase in rate, on-street and off-street spaces subject to the tax. This would include a review of numerous existing programs.</p> | <p>\$75-500 million (further analysis needed)</p> |
| <p>Reauthorization Proposition K Transportation Sales Tax</p> | <p>The existing Proposition K ½ Transportation Sales Tax requires a new expenditure plan, which would allow financing for key capital projects and financing ability beyond the current 2034 end date.</p> | <p>No net new money</p> |
| <p>Additional ½ Transportation Sales Tax</p> | <p>Expands the current ½ Transportation Sales Tax by an additional ½ cent.</p> | <p>Up to \$105 million annually</p> |
| <p>Vehicle License Fee</p> | <p>San Francisco was authorized a vehicle license fee of 1.35% as authorized under Senate Bill 1492 (Leno).</p> | <p>Up to \$70 million annually</p> |

Transportation 2050 Funding Program (not voter required)

| | | |
|---|--|--|
| <p>Development on SFMTA Properties BUILDING PROGRESS</p> | <p>The Building Progress Program includes efforts for joint-development on numerous SFMTA properties, and an on-going policy goal to reduce costly leases. We will be working on developing housing at the Potrero Yard, on revenue-generating development at the Presidio Yard, 5th and Mission Garage and Moscone Garage. We will also look to joint-development opportunities through a review of all SFMTA parking properties.</p> | <p>\$25 million On-Going</p> |
| <p>Update Cost Recovery Model – Residential Parking Permit Program</p> | <p>Review exiting Residential Parking Permit Program Cost Recovery model to ensure the agency is recouping all eligible costs for administration, operations and necessary program support infrastructure.</p> | <p>Up to \$2 million On-Going (further analysis needed)</p> |
| <p>Downtown Congestion Pricing</p> | <p>Congestion Pricing is a system that uses fees to control roadway demand and uses revenues to fund a package of transportation improvements. The San Francisco County Transportation Authority is exploring how a fee to drive downtown during busy hours could get traffic moving and achieve goals around street safety, clean air, and equity. Congestion Pricing would require state authorizing legislation before San Francisco could implement a pricing program.</p> | <p>\$60 million + annually (further analysis needed)</p> |
| <p>Federal 10-Year Transportation Bill (increase funding by 10+%)</p> | <p>On average, the SFMTA regularly receives \$185 million/annually from the federal government largely for capital infrastructure replacement. There are so significant grants as part of the Capital Investment Grant (CIP).</p> | <p>\$20 million+ annually</p> |
| <p>State Transportation Funding (increase funding by 10+%)</p> | <p>The SFMTA currently regularly receives \$85 million/annually from the State Transit Assistance Program, State of Good Repair Program, sources related to Cap and Trade and other programs part of the 2017 Senate Bill 1.</p> | <p>\$8+ million annually</p> |

Transportation 2050



SFMTA continues to have a growing structural deficit as expenditure growth outpaces revenue growth. The Agency has been able to balance its budget using one-time revenue including \$604 million in one-time federal relief but cannot sustain ongoing operations with one-time revenue.



Several major policy items and funding measures have already been implemented since 2006. Despite these initiatives, SFMTA has been unable to raise the levels of revenue required to sustain growth in the City nor close its capital or operating structural deficits.



The needs of the transportation system have been evaluated as well as ways to fund those needs. With feedback from the SFTAM Board, staff will continue to refine proposals to go before the voters in June 2022 and beyond.



Most importantly in the short and long term, the SFMTA Board must consider priorities. Through a values-based exercise the SFMTA Board, with staff and the public will consider priority programs and initiatives to advance in the next 18-months.

Proposition K Transportation Sales Tax Reauthorization

Tilly Chang

Executive Director

San Francisco County Transportation Authority

Prioritization Exercise

Values and Resources

Jeff Tumlin
Director of Transportation

Values for the Transportation System

Equity: Correction of racial and social inequities and prioritization of those with the most need.

Community: Connections that strengthen the social and cultural fabric of the city.

Transparency: Clear communications with the public about the agency data, performance and decision-making processes.

Inclusivity: Community engagement to understand needs and shape agency priorities.

Delivery: Responsible stewardship of public funds through efficient provision of projects and services that meet the needs of the public.

Safety: Streets and mobility free from injury and harm.

Livability: Promotion of active transportation to reduce pollution, especially in the most-impacted communities.

Climate Action: Implementation of policies and infrastructure to protect communities and reduce carbon emissions.

Resiliency: A transportation system prepared for rapid economic, environmental and social change.

Economic Vitality: Reliable transit service that supports the city and its economic recovery, and a street system that maximizes the movement of people and goods.

Values for the Transportation System

Building on What We Have

The transportation system needs to work. The SFMTA needs to function well and provide infrastructure that works as designed.

State of Good Repair to 3.3 Score

Subway Renewal Program (subway SGR, reliability, and CBTC)

Communication-Based Train Control System

Customer Information System

Fleet Mid-Life Overhauls

Building Progress - Yards Modernization

Implement Equity Framework Phase I

Values for the Transportation System

Recovering and Expanding

As we build back, the SFMTA will do so equitably ensuring transportation is safer and more accessible for those who need it most.

Muni Forward: Fast-Frequent Transit Network

Restore Muni Service

Expand Muni Service

Employee Development/Apprentice Programs

Muni Forward: Legislate Temporary Transit Only Lanes

Transition to Permanent Slow Streets

Transition to Permanent Shared Spaces

Vision Zero

Secure Authorization to Use of Speed Safety Cameras

Legislate Protected Bikeways

Expand Red Light and Illegal Turn Camera Program

Implement Equity Framework Phase II

Values for the Transportation System

Working Towards Resilience

Long term, we must work together to make the system socially, economically and ecologically resilient. This will involve hard choices.

- Building Progress – Parking
- Residential Parking Permit Reform
- Community Facilities District
- Sales Tax Reauthorization
- Parking Tax Reform
- Curb Management
- Congestion Pricing
- SF Vehicle License Fee
- Stable Annualized Fleet Procurements
- E-Bus Transition
- Micromobility
- Connect SF Transit Vision
- Expansion of Slow Streets

Exercise 1: Weighing Our Values

Our priorities should be a reflection of our values. In order to consider priorities, we would like to understand how the Board might weigh each of these, and how these weights might impact our work.

Exercise 2: Weighing Our Priorities

When developing a work program, we need to consider our values, the cost to get this work done and the impact (cost-benefit) of these initiatives. We would like to understand how the Board might weigh these factors, and how this might impact our work.

We will look at this within 3 categories:

- Building on What We Have
- Recovering and Expanding
- Working Towards Resilience

Exercise 3: Costs & Resources

The SFMTA will be working with limited resources for the next 18-months. We need to consider our values, outcomes and priorities, but how much can/should we invest in these programs and initiatives?

If you only had \$100 how would you invest it?
Considering our values, and how we would weight our policy priorities, how might you invest limited resources?

Reference Materials:

The Board Workshop web page has detailed information on all the items, projects and programs in the prioritization exercise with links to more detailed information.

See it all at this link:

<http://SFMTA.com/BoardWorkshop>



Thank you.