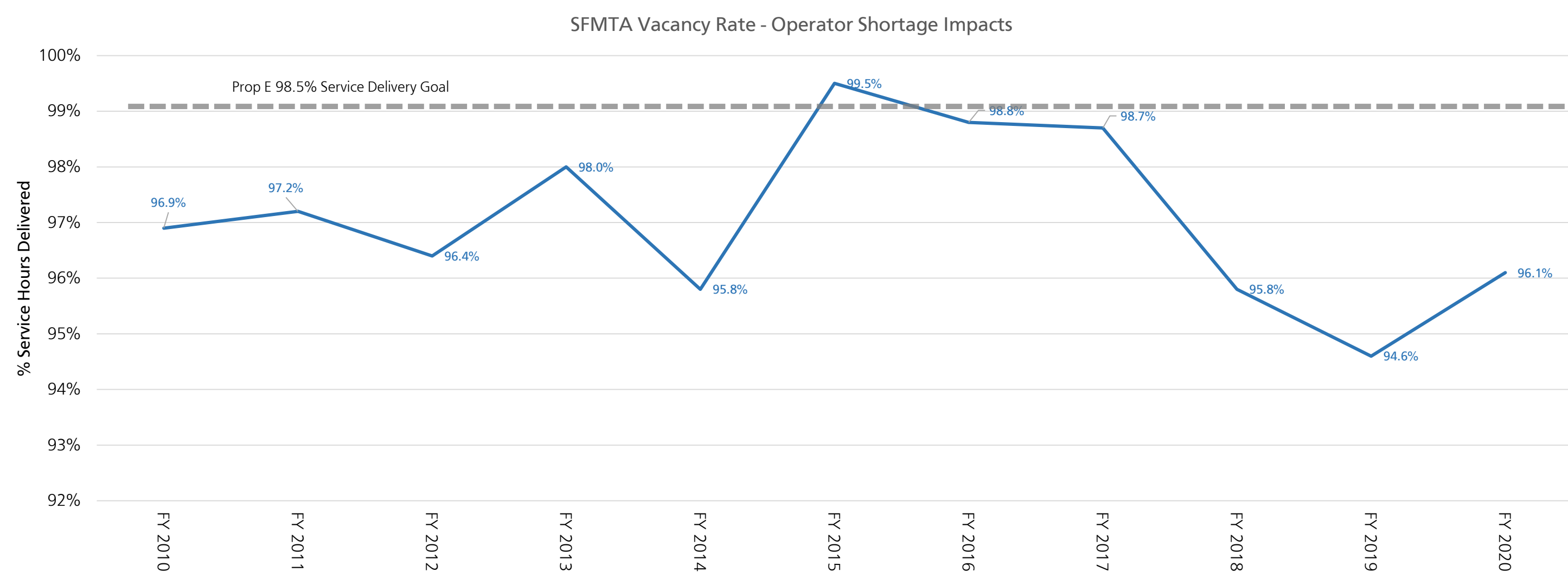


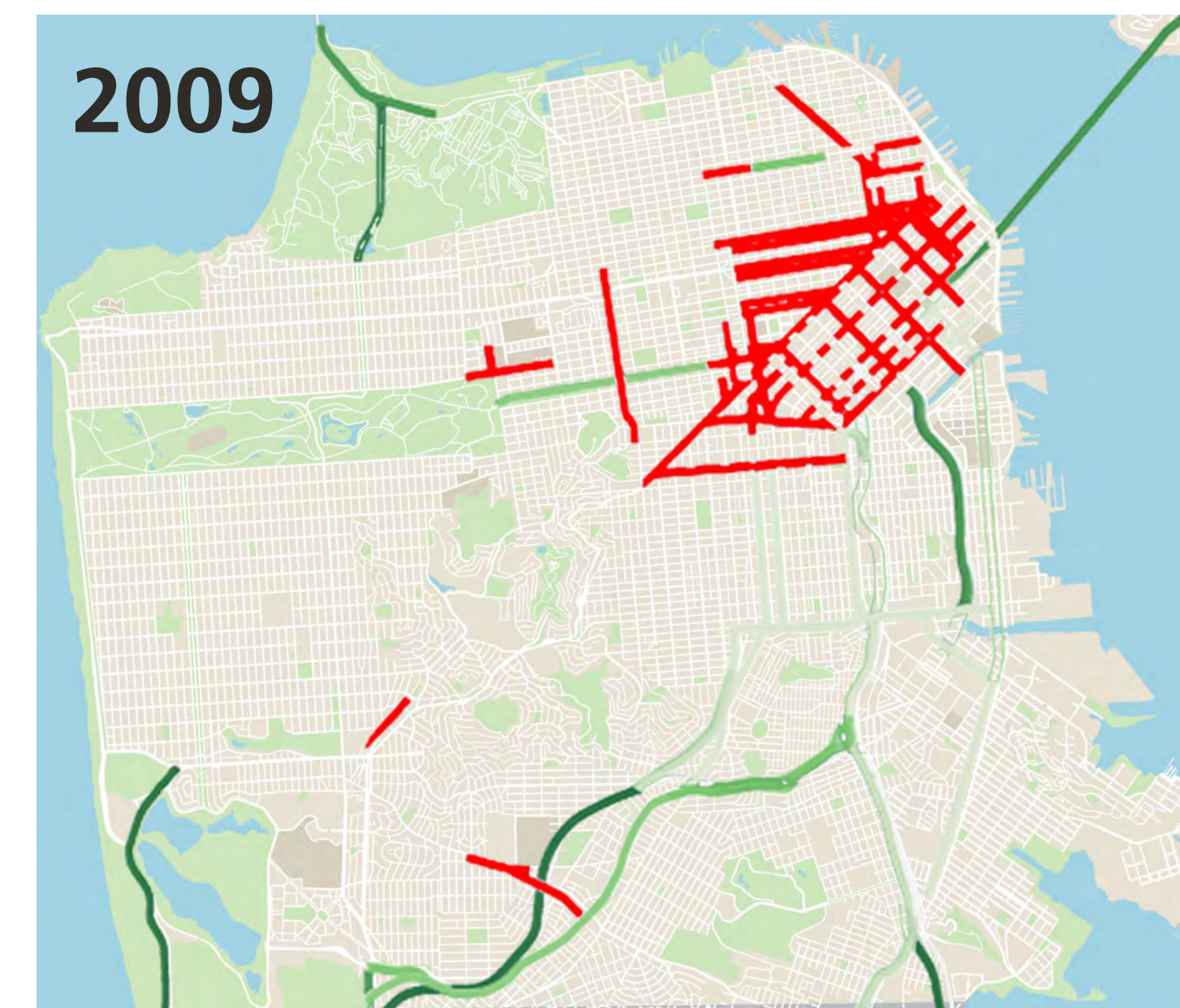
# Challenges

Before the SFMTA can grow towards the transformative system we want, we need to **get back to basics** to solidify our current system's foundation for everyday riders

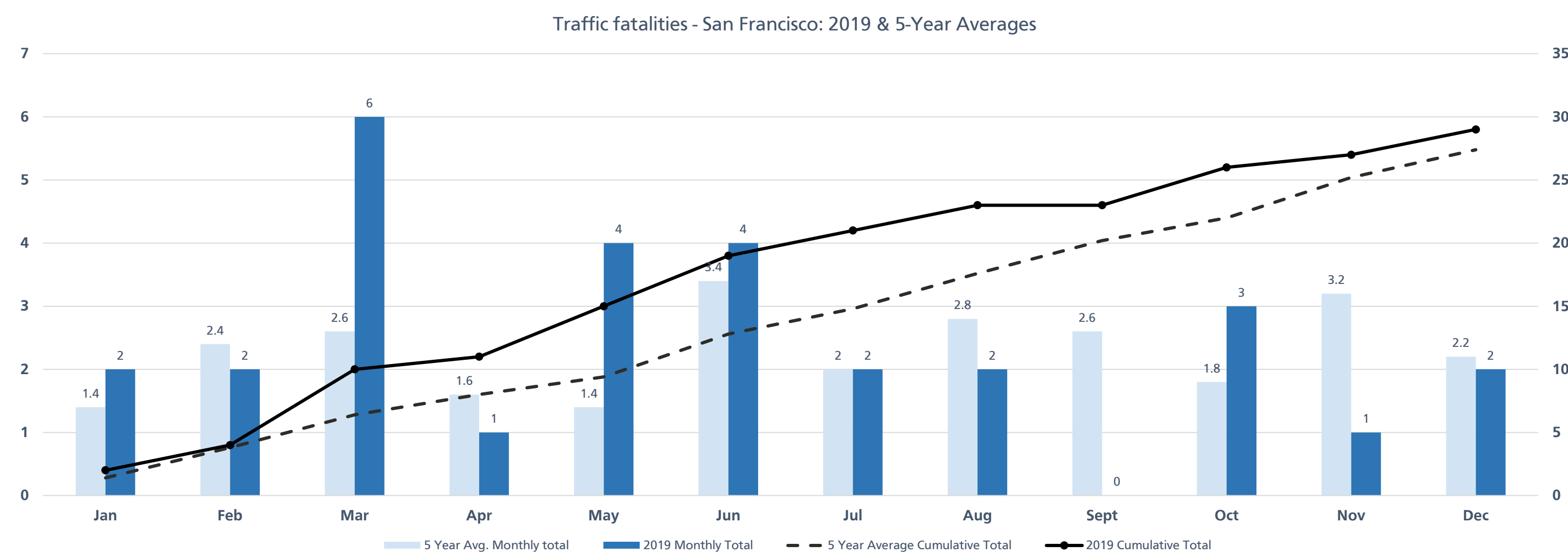
## 1) Operator Shortages



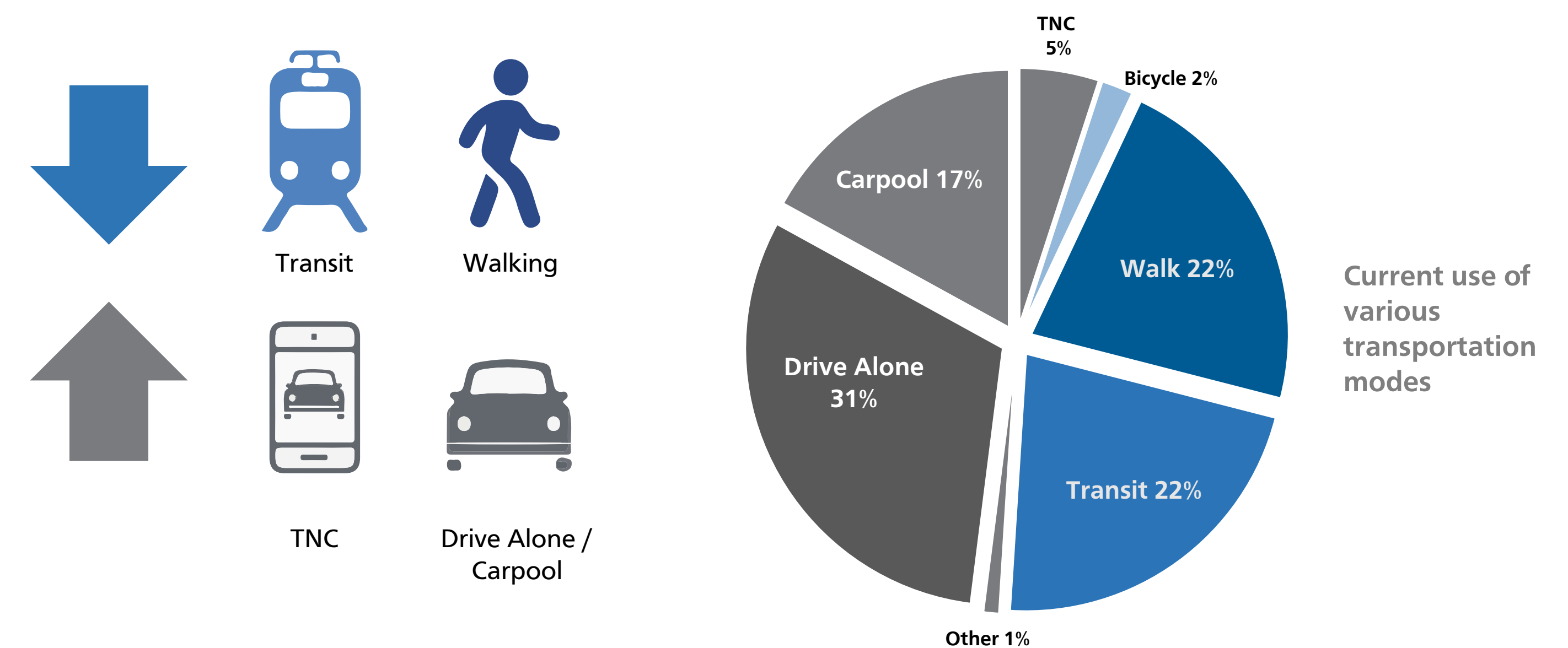
## 3) Rising congestion slowing transit and traffic



## 2) San Francisco off track from Vision Zero goal



## 4) Only 47% of trips use sustainable options

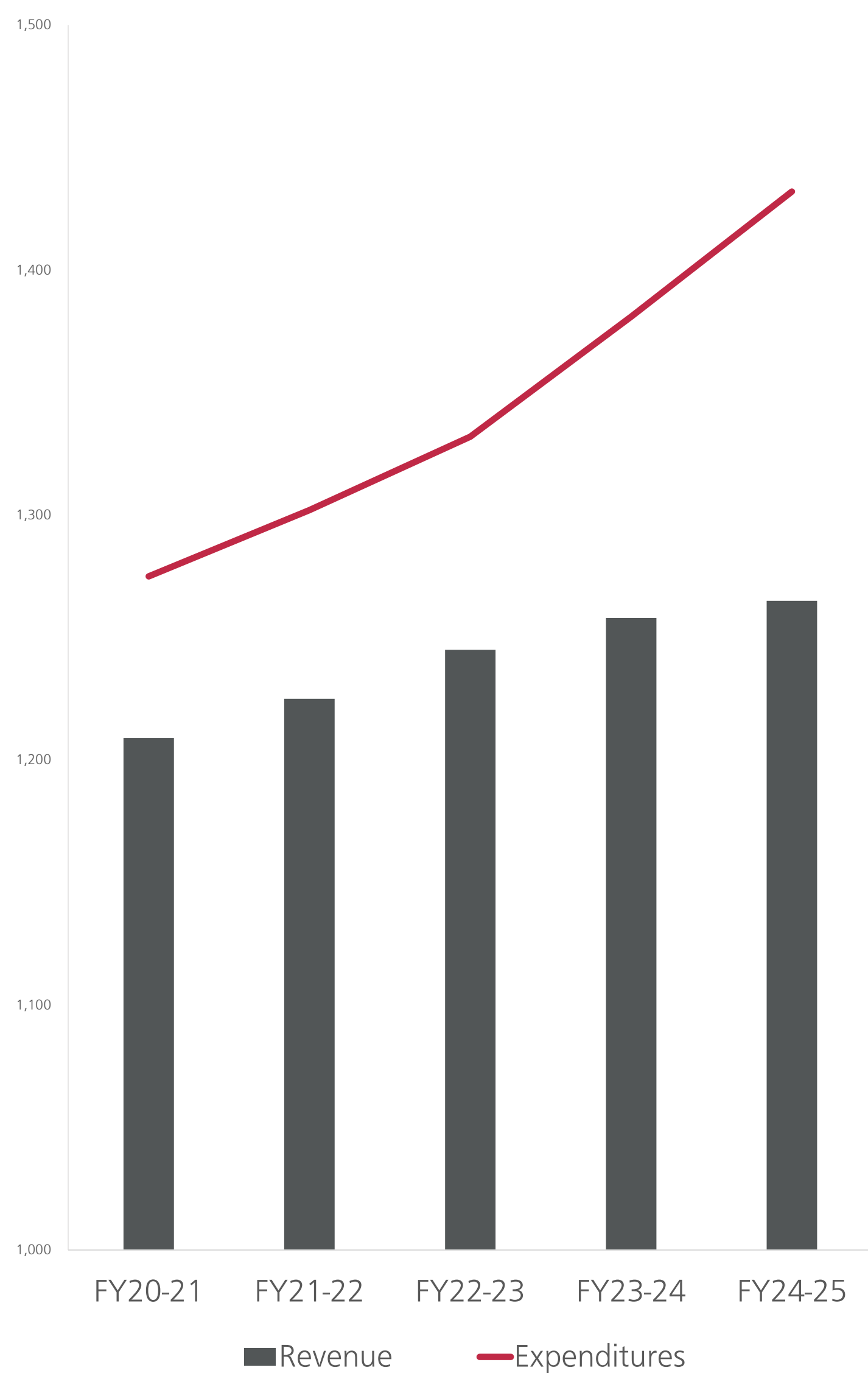




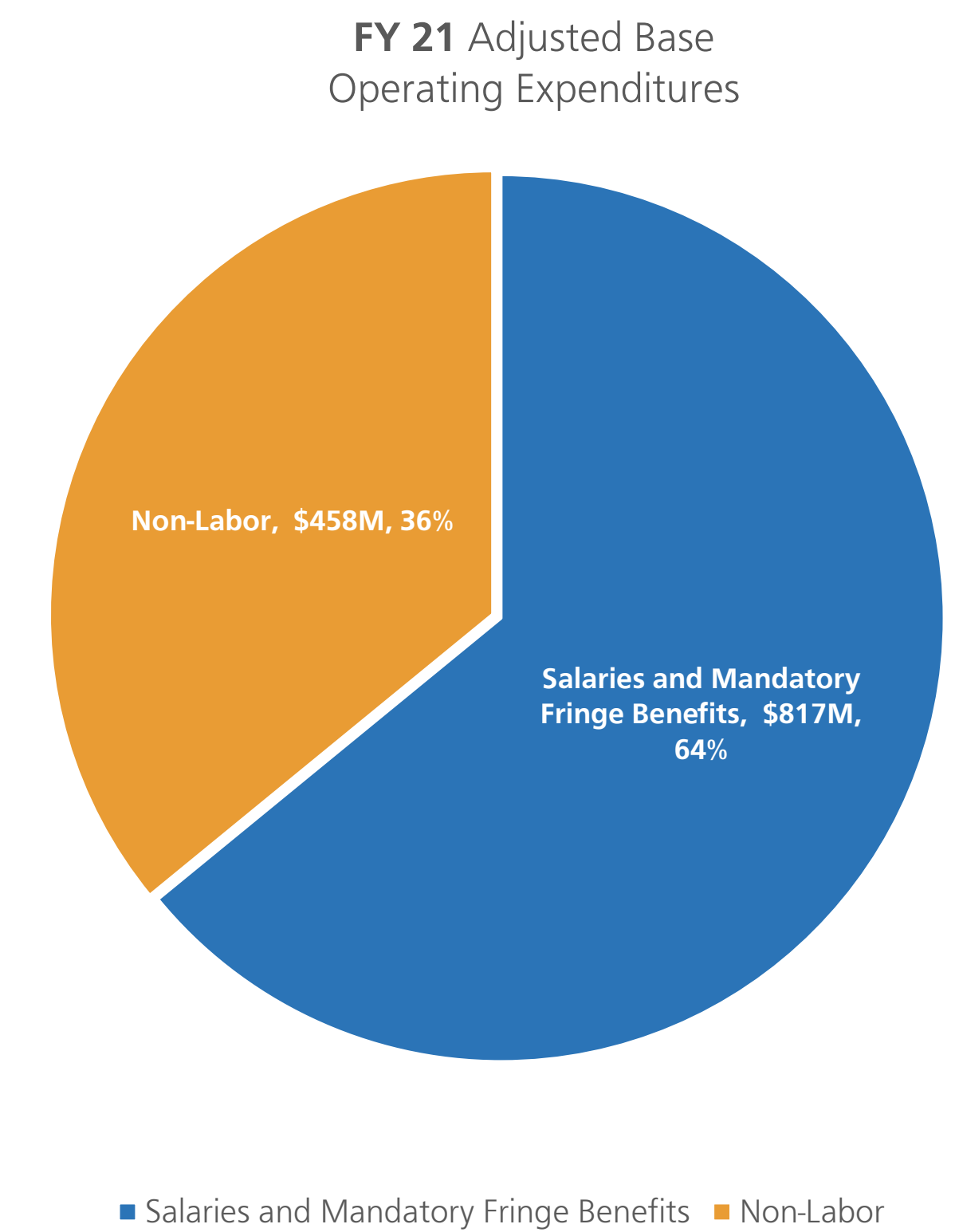
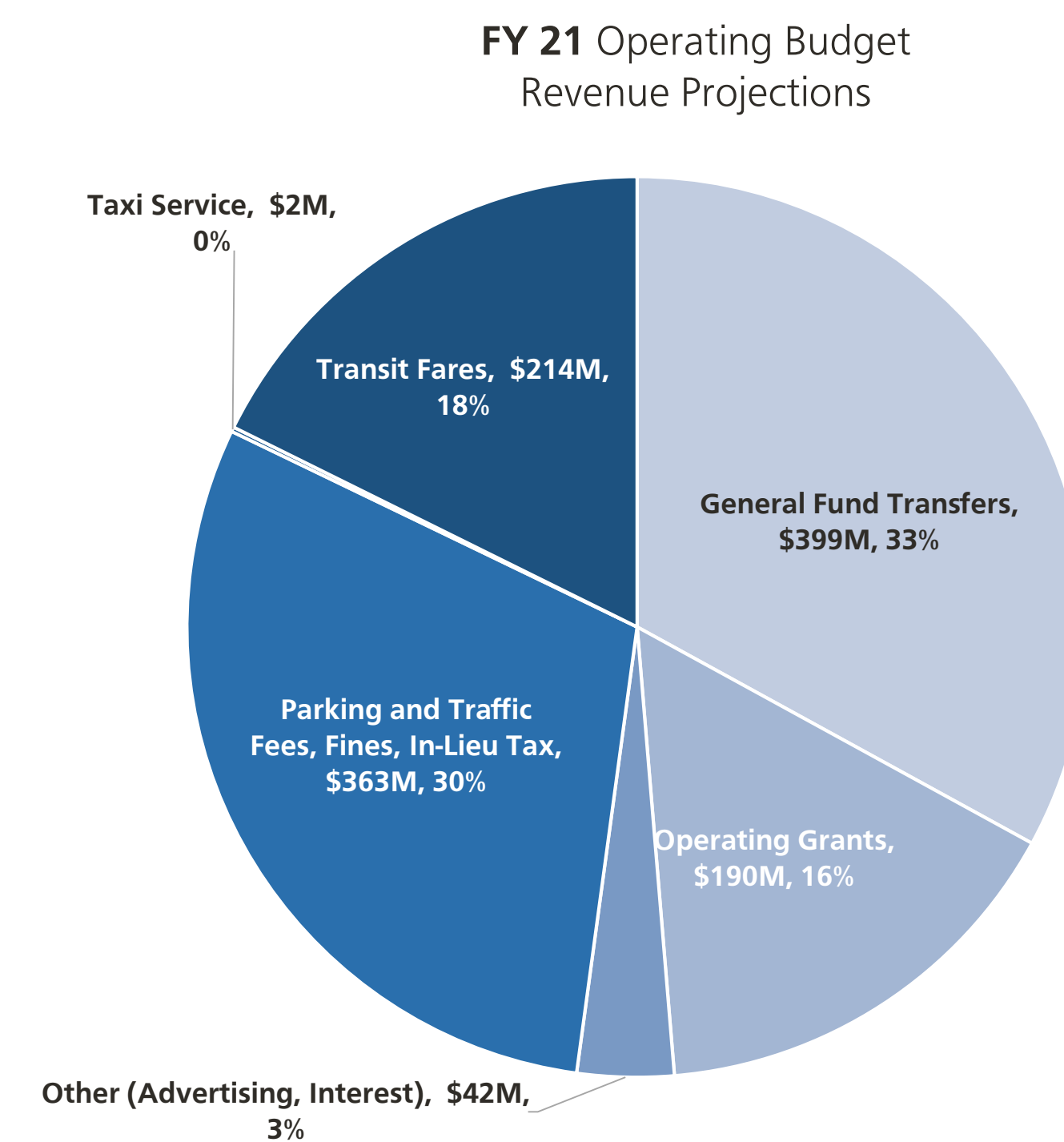
# Structural Deficit FY 2021 & FY 2022

**Our Responsibility:** Running a top-notch transportation system with reliable, frequent transit and streets that are safe for everyone – a variety of reliable travel choices, no matter where they live or what they earn.

A structural imbalance exists between on-going sustainable revenues and growing expenses.



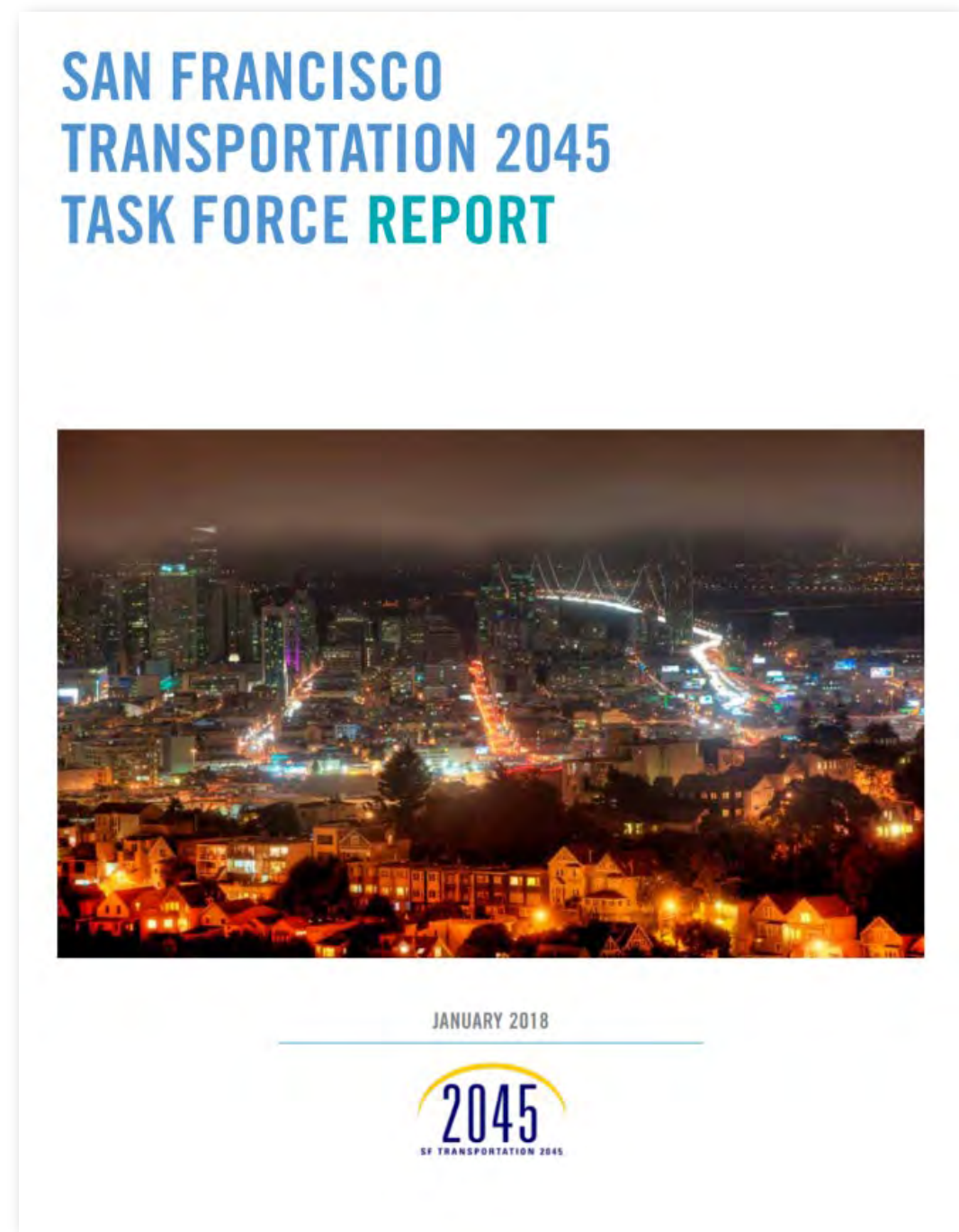
Item	FY 21, \$M	FY 22, \$M
Revenue – Projection	1,209	1,225
Expenditures – Base <small>Expenses and revenue, past and projected</small>	1,275	1,302
<b>Base Operating Gap</b>	<b>(66)</b>	<b>(77)</b>





# 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.



## Funding Our System

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.



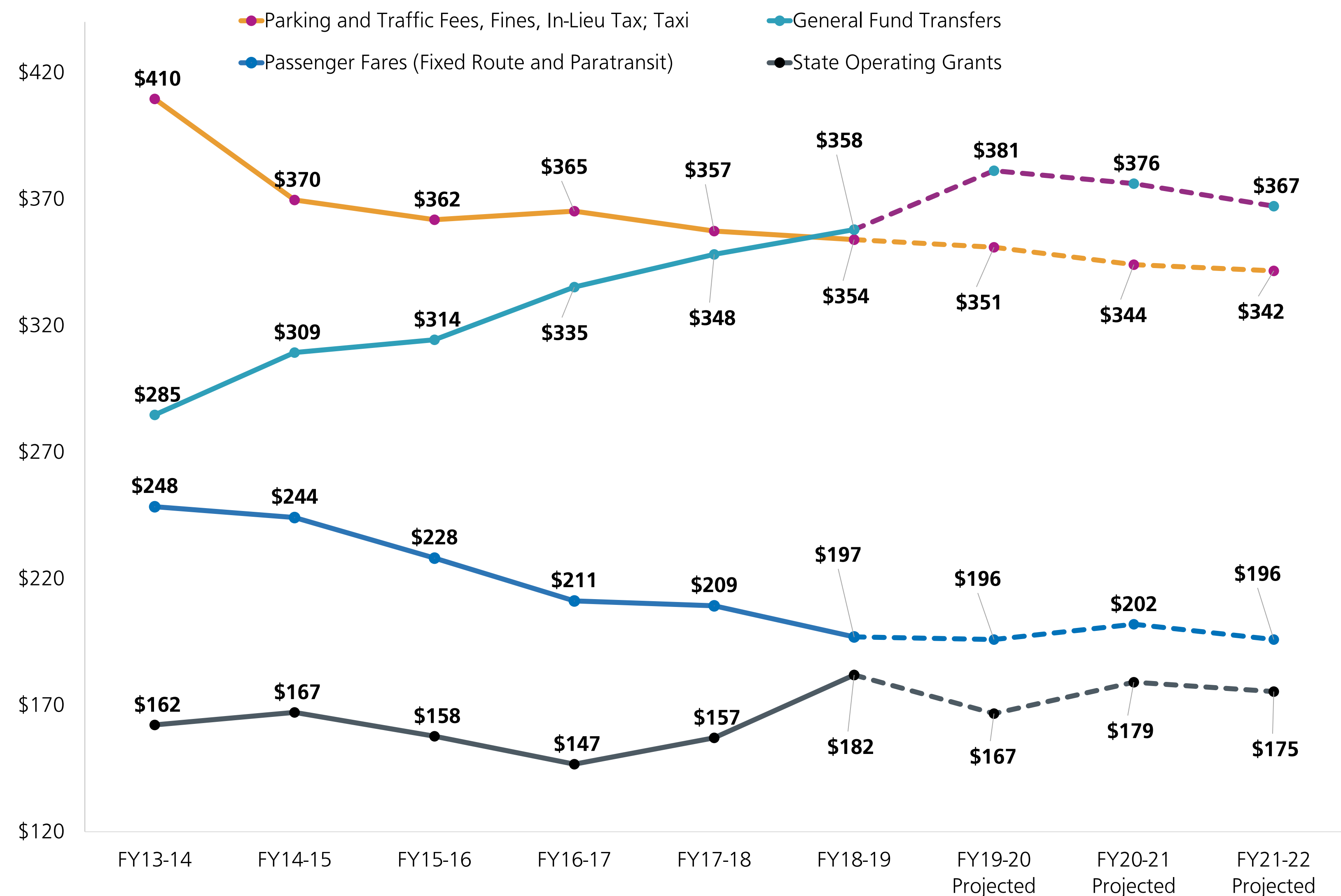
## Long Term Planning

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.

## Major Revenues – in 2019 Constant Dollars

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



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



# Solutions: Muni Reliability Working Group

Last year, the city established the **Muni Reliability Working Group** – a team of experts in transit service who detailed where Muni must invest to **deliver the service already promised**.

## Key recommendations to stabilize existing service

- Hire and train operators more quickly to get them on the road
- Supervision to deliver the best service
- Enforcement to keep transit and traffic flowing
- Expansion of Muni Transit Assistance Program (MTAP)
- Replace Market Street Subway's 1990s-era train control system

### Working Group Members

- Kathleen Kelly, AC Transit, SFMTA (formerly)
- Mike Hursh, AC Transit
- James Gallagher, LA Metro
- Beverly Scott, Massachusetts Bay Transportation Authority (formerly)
- Queena Chen, Chinatown Transportation Research and Improvement Project
- Alicia John-Baptiste, SPUR
- Cat Carter, San Francisco Transit Riders
- Gwyneth Borden, SFMTA Commission
- Roger Marengo, TWU Local 250A
- Terrence Hall, TWU Local 250A
- Ed Harrington, San Francisco Controller' Office (formerly), San Francisco Public Utilities Commission (formerly)

### Agencies & departments Supporting the Working Group:

- San Francisco Municipal Transportation Agency
- San Francisco Controller' Office
- San Francisco Department of Human Resources
- San Francisco City Attorney's Office
- San Francisco County Transportation Authority



Operator Graduation Ceremony



A Parking Control Officer on Market Street



MTAB helping train youth on using Muni's bike racks



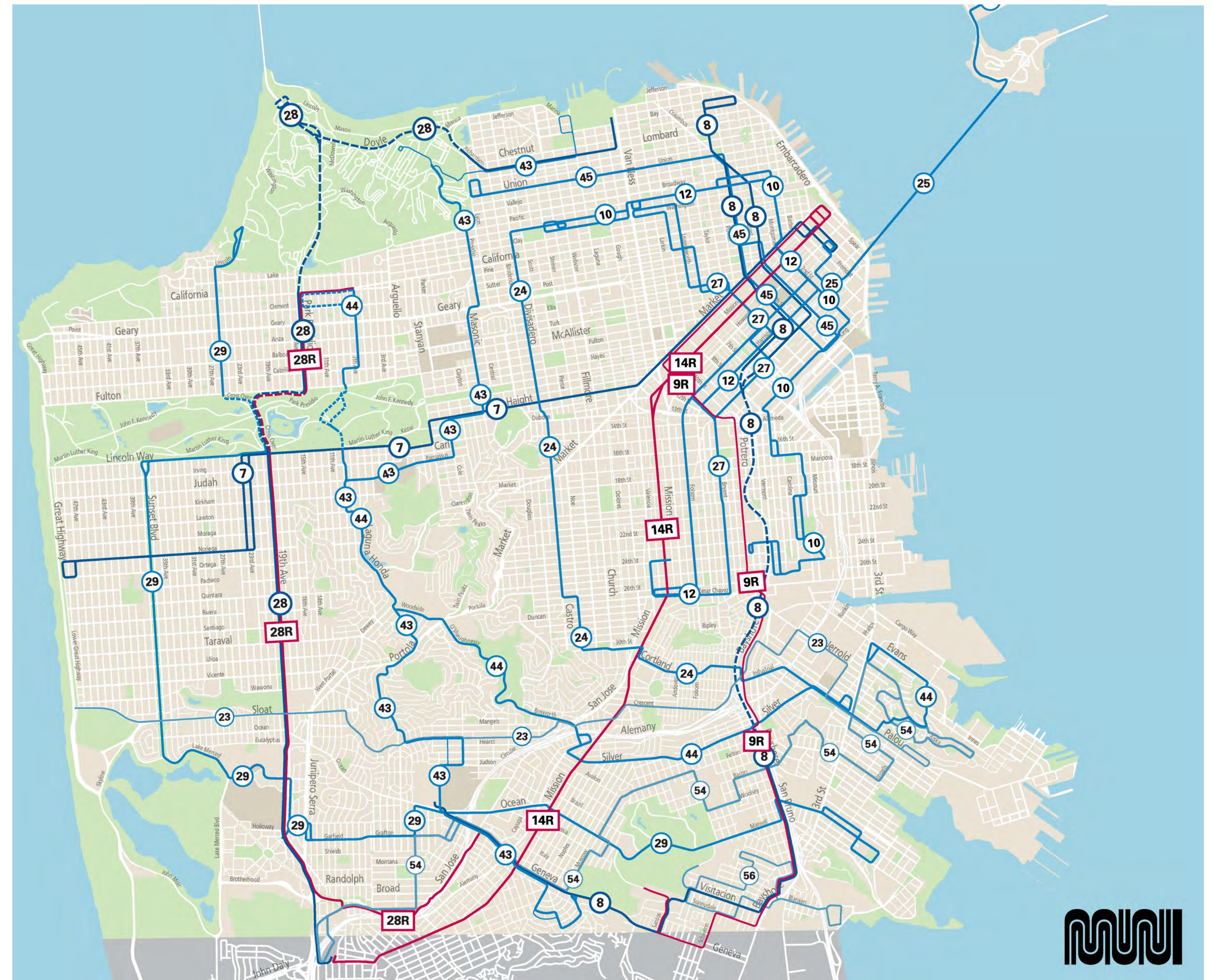
# Solutions: A Higher Standard for Transit Service

## Plans for the Future

1. Expanding bus service to reduce crowding
2. Address equity gaps in neighborhoods
3. Prepare for Central Subway service
4. More line supervision
  - Subway Improvements
  - Start outreach on new projects:
    - Downtown Mission
    - K Ingleside, M Oceanview, N Judah
    - Final 5 Fulton Segment
    - Finish J Church surface improvement project

## Muni Service Equity

Additional resources would allow for the following improvements based on the Muni Service Equity Strategy



43 Masonic on Lombard Street



54 Felton at 3rd Street

**Addressing crowding on the following lines:**  
8, 9, 10, 12, 14R, 24, 28, 43, 44, 45

**Addressing evening headway issues on the following lines:**  
7, 12, 23, 28, 54

**Increasing investment for the following lines:**  
25, 56

**1% set aside to address congestion:**  
Adding more buses to better reflect running times

**New Weekend Service**  
28R

**29 Sunset Capacity and Travel Time Improvements**

**Improved Connection from Bayview to Downtown**





# Solutions: Safer Streets, Better Rides

## Where we invest, we see results:

- Muni Forward = higher transit ridership on improved routes
- Vision Zero = fewer collisions on improved streets

## Recent accomplishments

- Hired 278+ operators since 2018
- By FY22, operator compensation will increase by 14% over FY18 salaries
- Better Market Street delivering up to 12% better travel times and 25% more bikers



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%)



# Solutions: FY 21-25 Capital Improvement Program

**We plan to continue delivering the kind of projects that have shown results. This is reflected in our capital plan.**

## Muni Forward

- Launch Quick Build Program
- 22 Fillmore: 16th St.
- 14 Mission TPP
- J Church Transit Priority Project (TPP)
- K Ingleside TPP
- L Taraval
- M Oceanview TPP
- N Judah TPP
- Embarcadero Pocket Track

## State of Good Repair

- Subway Mechanical Systems SGR Program
- Potrero Yard Modernization Project
- Presidio Facility Reconstruction
- Fire Life Safety SGR Program
- Automatic Train Control System (ATCS)

## Vision Zero and Major Streetscape Projects

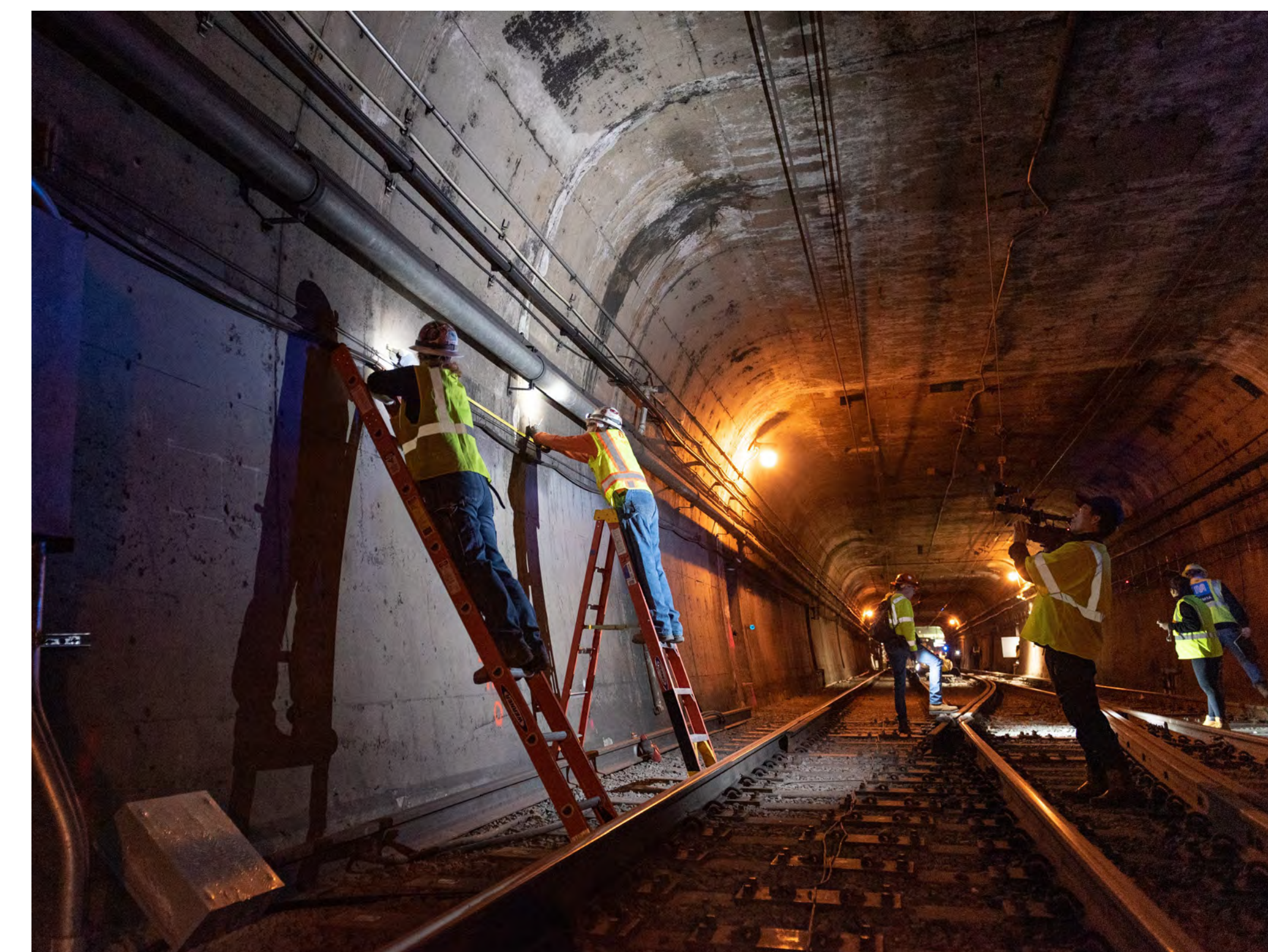
- Quick Build Program
- Accessible Pedestrian Signals
- Folsom Howard Phase 1
- 6th Street
- Taylor Street
- Hyde Street
- Mission Street Excelsior
- Better Market Street
- Folsom Howard Bids 2&3

## Vehicles

- LRV Replacement and Expansion
- Electric Bus Procurement
- New Flyer Mid-Life Overhauls



Vision Zero Quick Build Project on 6<sup>th</sup> Street



Workers Fixing the Automatic Train Control System in the Muni subway



# Solutions: Advancing Vision Zero

## Allocating new funding, the Proposition D TNC Tax

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

## Higher Standard: Sustained Funding for Education Campaign

- 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





# Muni Fares

**Muni fares help fund the second busiest transit system in the country. Fare revenue makes up 20% of our operating budget. Without fare revenue, service would be cut to many of our riders, including those who need Muni the most.**

## Our policy values:

- Equity over equality
- “Targeted” over “blanket” subsidies

Fare Type	Current	Baseline Indexing		Equity Monthly		Equity Clipper	
		FY21	FY22	FY21	FY22	FY21	FY22
Full Fare Single Ride	3.00	3.25	3.25	3.00	3.00	3.00	3.00
Full Fare Single Ride (Electronic)	2.50	2.75	2.75	2.75	2.75	2.80	2.90
Reduced Fare Single Ride	1.50	1.65	1.65	1.50	1.50	1.50	1.50
Reduced Fare Single Ride (Electronic)	1.25	1.40	1.40	1.35	1.35	1.40	1.45
Free Muni for All Youth				FREE	FREE	FREE	FREE
Free Muni for Individuals Experiencing Homelessness				FREE	FREE	FREE	FREE
One-Day Pass (No Cable Car)	5.00	5.50	5.50	5.50	5.50	5.60	5.80
Adult “M” Monthly Pass	81.00	85.00	87.00	88.00	94.00	86.00	88.00
Adult “A” Monthly Pass (+ BART within SF)	98.00	102.00	104.40	106.00	113.00	103.00	106.00
Reduced Fare Monthly Pass	40.00	43.00	44.00	44.00	47.00	43.00	44.00
Lifeline Pass	40.00	43.00	44.00	41.00	42.00	41.00	42.00
Cable Car Single Ride	8.00	8.00	9.00	8.00	9.00	8.00	9.00
Paratransit Van Services	2.50	2.75	2.75	2.75	2.75	2.80	2.90

- Continues gradual annual increases
- Maintains current ratio between single ride fares and monthly passes
- Keeps current free programs as they are

- Extends free Muni to all youth and cuts related administrative fees
- Does not raise cash fare
- Raises monthly passes
- Maintains Clipper discount level
- Keeps current free programs as they are

- Extends free Muni to all youth and cuts related administrative fees
- Does not raise cash fare
- Lowers Clipper discount
- Modestly raises monthly passes
- Keeps current free programs as they are



# Fines

## Fines: Penalties for infractions

- Fine adjustments are guided by our safety values:
  - A transit rider using 3 ft<sup>2</sup> vs. an illegally parked car using 160 ft<sup>2</sup>
  - Prioritize penalties for unsafe behavior rather than nuisances
- We adjusted our fines to reflect our values and discourage dangerous behavior
  - Maximized fine for scooters riding on the sidewalk (39% increase)
  - Maximized fine for parking in bike lanes (14% increase)
- Fines were generally increased by the automatic indexing policy, except where limited by state law
- To increase enforcement efforts:
  - Redoubled enforcement of block the box infractions to reduce congestion and increase safety (66 new PCOs)





# Managing Congestion & Demand – Meter Hours

**SFMTA will partner with District Supervisors and local 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
- Data collection and evaluation, expansion to other areas if successful
- Parking fees should be priced as low as possible, while ensuring parking spaces remain available

