



Operating Budget Book FY 2020-21 and FY 2021-22

San Francisco Municipal Transportation Agency

This Operating Budget includes technical adjustments submitted to the Board of Supervisors on July 31, 2020, and which are retroactively effective to July 1, 2020.



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How to Use This Book

The San Francisco Municipal Transportation Agency's (SFMTA) adopted Fiscal Years (FY) 2020-21 and FY 2021-22* operating budget for the City and County of San Francisco (the City) contains Agency budgetary and fiscal policy information as well as detailed operational budgets for Agency Divisions. The adopted operating budget is organized into the following sections:

LETTER FROM THE DIRECTOR includes a high-level overview of the Agency's budget, and specific policy areas changing in the adopted budget.

SFMTA: AN OVERVIEW provides a high-level overview of the SFMTA's governance, structure, and Agency values and priorities.

BUDGET PROCESS describes the various financial planning and budgeting processes and reports that inform the budget process.

BUDGET INFORMATION AND SUMMARY TABLES provides technical information on the structure, policies, and processes that govern the SFMTA's budget development and implementation as well as high-level financial data summarizing the SFMTA's adopted budget. The tables detail changes over a three-year period: FY 2019-20 budgeted, and the adopted FY 2020-21 and FY 2021-22 budgets. The variance column measures the dollar and position differences between fiscal years.

OPERATIONAL BUDGETS provides budgetary information and operational priorities for each of the SFMTA's Divisions. Division information is organized alphabetically by division name and includes the following information:

- Services and Mission
- Budget Data Summary shows a summary of total expenditures and funded positions over time
- Budget Highlights and Details explains any significant service level changes in FY 2020-21 and FY 2021-22 and highlights key areas of focus
- Organizational Chart depicts the department's organizational structure

ADDITIONAL RESOURCES provides additional information related to the City's budget and finances.

* *The operating budget spans two fiscal years. FY 2020-21 refers to the period July 1, 2020 to June 30, 2021, and FY 2021-22 refers to the period July 1, 2021 to June 30, 2022.*



Letter from the Director of Transportation

We are living through an extraordinary worldwide coronavirus (COVID-19) pandemic, with great economic dislocations. Most SFMTA sources of revenue, including fares, parking revenues, and citations have practically disappeared during the shelter-in-place order imposed in response to the pandemic. We do not know when they will return to pre-emergency levels, or how far federal emergency assistance will go to temporarily offset revenue losses.

The adopted FY 2020-21 and FY 2021-22 Operating Budget therefore is the replacement of the San Francisco Municipal Transportation Agency (SFMTA) operating budget approved on April 21, 2020. The adopted Budget includes \$1.24 billion in FY 2020-21 and \$1.28 billion in FY 2021-22 for operating expenditures, \$287.3 million in FY 2020-21 and \$82.4 million in FY 2021-22 for capital expenditures, as well as addition of reserves to accelerate restoration of transit service if sufficient revenues are available. The combined total revised appropriation for operating and capital expenditures and reserves is \$1.55 billion in FY 2020-21 and \$1.39 billion in FY 2021-22.

The budget development involved a wide-ranging outreach campaign and public process that started at the beginning of the calendar year. The feedback received from this engagement process including input from the Mayor's Office, SFMTA Board of Directors, SFMTA Division Directors, community stakeholders, and members of the public informed the budget revisions.

Our budget remains a statement of the SFMTA's values: running a safe, equitable transportation system; limiting our carbon footprint; and creating a workplace that delivers excellent customer service. We are committed to providing excellent transportation choices to San Francisco within an equity framework that prioritizes those most in need of our services. While we cannot know what the future will bring, this budget revision is a resolute effort to manage the current economic circumstances and forecasts as a result of the ongoing COVID-19 pandemic emergency.

The operating budget includes the following initiatives:

- CARES Act funds to offset losses associated with COVID-19 related economic damages
- Recognizes the hardship faced by the taxi industry by waiving taxi fees for the two-year period of the budget Extends the one-day Muni pass to the farebox
- Creates a new one-time boot and tow fee waiver program for people certified by the City as experiencing homelessness, and lowers these fees for other low- income individuals
- Postpones fare increases
- Maintains free Muni for low- and moderate-income youth but no longer proposes free Muni for all youth
- Expands the Free Muni program to people certified by the City as experiencing homelessness
- Continues the Free Muni program for Seniors and Disabled San Francisco residents
- Extends the bulk pre-purchase discount to all fare items and creates three tiers ranging from 10% to 20% discounts based on volume purchased

6 The budget also includes initiatives aimed at improving services by authorizing:

- Hiring of core transit staff to support subway reliability, continue regular extended maintenance

shutdowns, and aid with the opening of Central Subway

- Hiring of additional parking control officers to manage parking and traffic congestion in the city
- Expansion of parking meter enforcement hours during evenings and Sundays

As a result of the public health crisis's impact on our revenue, the adopted budget does not include all of the Muni Reliability Working Group recommendations to expand service, or other agency initiatives that address future transportation demands.

As a result of the strong advocacy of the city, SFMTA, and transit agencies around the country, the federal economic relief plan (CARES Act) includes \$1.3 billion projected to be distributed amongst the Bay Area transit agencies. We will use the SFMTA's share of this funding to offset immediate revenue losses through June 30, 2020, and to support our operations during FY 2020-21 and FY 2021-22. However, the Agency will also require a plan for new on-going sources or revenue to improve our services.

This budget maintains the SFMTA's 10 percent contingency reserve at \$125 million, built up during the past decade of economic expansion. If economic circumstances require us to recommend using the reserve, we will do so only after full disclosure and communication with our Board of Directors, and with a plan as to how to maintain essential services for the long term. Finally, we will continue controlling our expenditures, which we will be monitoring more closely than ever so that they are restricted to the level of actual revenues coming into the agency. Our immediate response includes eliminating all unscheduled overtime work, reducing the purchasing of goods and services to needed essentials, and significantly slowing down hiring to address only urgent staffing needs.

We are also working to lay the groundwork for recovery. This means implementing emergency measures such as temporary transit-only lanes, slow streets and shared spaces, finalizing shovel-ready projects so we can receive potential capital stimulus dollars, continuing delivery of quick-build projects, and taking advantage of opportunities to do subway maintenance and completing construction projects while traffic volumes are low.

The life-saving transportation services the SFMTA provides are more critical than ever. I am so proud of our SFMTA employees who have risen to the occasion of the public health emergency, adapting on the fly to unprecedented challenges to make sure that San Francisco's transportation system continues to operate for those most in need. I am confident that the SFMTA will emerge from this period of economic uncertainty stronger than ever and well positioned to meet San Francisco's transportation needs into the future.

Sincerely,



Jeffrey P. Tumlin

Director of Transportation



Overview of the SFMTA

Who We Are

The SFMTA is the department within the City and County of San Francisco responsible for the management of all ground transportation in the City. SFMTA was established in 1999 when Proposition E amended the City Charter to merge the San Francisco Municipal Railway (Muni) with the Department of Parking and Traffic (DPT), followed by the Taxi commission in 2007. This integrated Agency can manage city streets more effectively, as well as advance the City’s Transit First Policy.

What We Do

The SFMTA oversees public transit, as well as bicycling, paratransit, parking, traffic, pedestrian safety and infrastructure, and taxis. Today, the SFMTA is the largest provider of transit passenger trips in the nation with a

diverse fleet of vehicles – hybrid bus, trolley bus, light rail, historic streetcar, and cable car. The SFMTA also manages paratransit service for people unable to use other forms of transit; regulates taxi companies and commuter shuttles; oversees both on- and off-street public parking; and plans, installs, and maintains traffic signage, bicycle facilities, and pedestrian safety and infrastructure.

Service Standards

The City Charter includes minimum standards for on-time public transit performance and service delivery standards for the SFMTA as follows:

On-time Performance: *At least 85% of vehicles must run on-time, where a vehicle is considered on-time if it is no more than one minute early and four minutes late as measured against published schedule and includes time points; and*

Service Delivery: *98.5% of scheduled service hours must be delivered, and at least 98.5% scheduled vehicles must begin service at scheduled time.*

Governance and Structure

The SFMTA is governed by a Board of Directors who are appointed by the Mayor and confirmed by the San Francisco Board of Supervisors. The SFMTA Board provides policy oversight for the Agency, reviewing and approving its budget, contracts, fees, fines, and fare changes ensuring representation of the public interest.

The SFMTA is governed by seven directors who may serve two-year terms. At least four of the Directors must be regular riders of public transit and must continue to be regular riders during their terms. The Directors must possess significant knowledge of, or professional experience, in the field of government, finance, or labor relations. At least two of the Directors must possess significant knowledge of, or professional experience in, the field of public transportation. During their terms, all Directors are required to ride the system once a week on average.

SFMTA Strategic Plan

The current version of the SFMTA Strategic Plan is designed as a living document that is responsive and flexible to the changes impacting the City and the transportation system. The Strategic Plan is not only a road map for what the Agency aims to achieve in the years to come, but also a guide to approach the work – through the workplace values of respect, inclusion, and integrity. With these values to guide us and performance metrics to track our progress, hold the Agency accountable for its operations, project delivery, and communications to improve the Agency and help everyone who lives, works, and plays in San Francisco.

SFMTA Strategic Plan: www.sfmta.com/sfmta-strategic-plan

Vision and Mission Statement

The SFMTA’s vision statement describes our organization’s future desired state, and our mission statement describes our organization’s overall purpose and function.

VISION: EXCELLENT TRANSPORTATION CHOICES FOR SAN FRANCISCO.

MISSION: WE CONNECT SAN FRANCISCO THROUGH A SAFE, EQUITABLE, AND SUSTAINABLE TRANSPORTATION SYSTEM.

Agency Values

Respect: We are courteous and constructive in our treatment of others. We recognize our colleagues and their contributions are vital to the Agency. We listen and engage our colleagues and the public to understand their needs and deliver effective services.

Inclusivity: We seek a variety of identities, abilities and interaction styles to promote a diverse and fair workplace. We operate from the context of teamwork and positive intent. We serve the public and address historic inequalities in transportation by including all communities in the Agency’s decision-making processes.

Integrity: We are accountable for and take ownership of our actions. We are responsive and honor our commitments to our colleagues and stakeholders. We are transparent and honest in everything we do, from internal operations to external delivery.

Budget Process

Two Year Budget Cycle

The City Charter requires that SFMTA submit a two-fiscal year budget in even numbered years and it may submit budget amendments for the second fiscal year in odd numbered years. The City's fiscal year is July 1 through June 30. The format of the fiscal year in this book refers to the year in which the fiscal year ends. FY 2020-21 refers to the period July 1, 2020 to June 30, 2021, and FY 2021-22 refers to the period July 1, 2021 to June 30, 2022; the two periods together are referred to as FY 2020-21 and FY 2021-22.

The two-year budget typically is presented to the Mayor and the Board of Supervisors for approval no later than May 1st of each even numbered year. The City Charter outlines formulas that determine the level of funding allocated to the SFMTA from the General Fund. If the proposed budget is within the defined funding levels, the Mayor must forward the budget to the Board of Supervisors as proposed.

Due to the unprecedented impacts of the COVID-19 Global Pandemic, the Mayor issued an emergency declaration that adjusted the submittal deadline of the budget to August 1st.

To establish the two-year budget, the Budget, Financial Planning and Analysis section of the Finance and IT Division of SFMTA, in coordination with SFMTA Capital Program Managers, SFMTA Division Managers, and City Budget Office / Controller, develops a proposed revenue and expenditure plan for the coming two-year cycle for the Operating Budget.

Budget Outreach and Engagement

The development of the adopted FY 2020-21 and FY 2021-22 Operating Budget included the implementation of a public outreach and engagement plan, consistent with SFMTA standard procedures. SFMTA informed stakeholders from every supervisory district of the current fiscal environment and solicited feedback on various budget proposals. The public outreach and engagement plan included meetings with elected officials, neighborhood groups, community organizations, citizens' advisory councils, and partner agencies.

In January 2020, SFMTA staff hosted a budget workshop for the SFMTA Board of Directors which outlined the budget landscape and proposed a roadmap to achieving a balanced and sustainable budget. After the workshop, the Agency emailed all the known stakeholder groups to offer the opportunity to meet with SFMTA staff and ask questions or offer feedback to the proposals presented to the Board of Directors at the workshop. Many stakeholders accepted the offer, and others declined. A complete list of participating stakeholder groups and the dates of the meetings can be found on page 13.

The SFMTA Board Workshop was the first opportunity for public comment on the budget process, and was followed by a series of public workshops and online discussions to support educating the public on budget decisions and gather valuable feedback to further refine the budget.

As the stakeholder engagement process continued to shape the budget, the COVID-19 health emergency emerged as a serious threat to public health and major disruption to the way of life in San Francisco. The financial impacts of the first weeks of the COVID-19 health emergency drastically reshaped the Agency's understanding and projections for the budget. In a demonstration of resiliency, the SFMTA moved the series of planned public meetings and workshops to a virtual space and increased the channels whereby the public could comment on the budget.

Based on this outreach and engagement, the SFMTA received hundreds of postcards, voicemail messages, emails, and mentions on our social media accounts with valuable feedback on our budget proposal. The result of this outreach and engagement returned feedback on major issues such that, 28.2% addressed fare policy, 18.2% advocated against increasing towing and fees, 15.9% supported more Muni service, 15.6% vouched for extended metering, and 3.6% advocated support for taxis.

This feedback informed several key decisions in the budget including addressing equity concerns, increasing service, extending parking meters, and supporting the taxi industry. Many of the choices outlined in this operating budget book were the result of stakeholder input and discussion.

Agency Goals

Goal 1: Create a safer transportation experience for everyone.

Safety is the Agency's first priority. There is no greater need than ensuring the safety and security of the system's users and the general public. Delivering a safer transportation experience requires coordination of the Agency's personnel and resources across the City, as well as maintaining a consistent, reliable, and safe transportation network with Agency partners.

Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

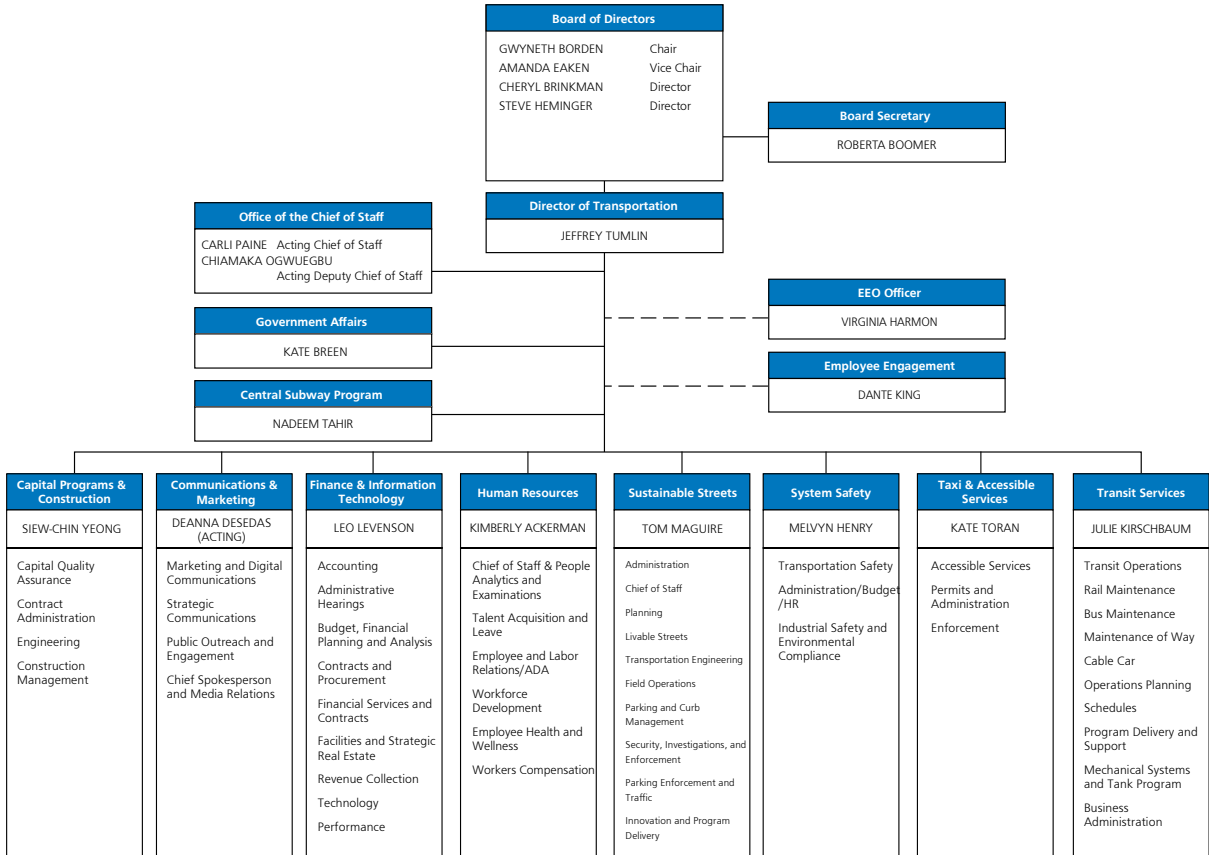
The SFMTA is committed to fostering an urban environment where sustainable modes of travel are desirable, accessible, and preferred over operating a private vehicle. In line with the City's Transit First Policy, the Agency will continue to work on its ongoing service enhancements and multimodal infrastructure improvements across the city.

Goal 3: Improve the quality of life and environment in San Francisco and the region.

Through implementation of this goal, not only will the SFMTA strive to make a positive impact in people's lives in the near-term, but also ensure the continued development of a more equitable and sustainable San Francisco in the long-term.

Goal 4: Create a workplace that delivers outstanding service.

Investing in the SFMTA workforce is a critical element to the overall achievement of the Agency's goals and objectives. When staff have the resources and tools to succeed, they can become more efficient, effective, and prepared to deliver services in support of all Agency goals and objectives.



City Budget Guidelines

Budget Structure

The SFMTA's budget is developed as a line-item budget and is organized into funds, department, division, and section, that indicate where in the department the funds are allocated, and account codes which indicate what line of expenditure is included. The budget is also organized by divisions to indicate the Agency's organizational responsibility.

Position Considerations

COLAs / Labor Agreements / Equity Adjustments

As codified in the San Francisco Charter, the approved budget must contain funding to pay for all anticipated or estimated salary adjustments provided in employee Memorandum of Understanding (MOUs), cost of living adjustments (COLAs), and any other pay equity adjustments.

Annualization of Existing Positions

Positions that were added in the previous year's budget must be annualized at a 1.0 full-time equivalent (FTE) position from the previously budgeted partial position (see new positions and other adjustments below). The incremental costs associated with these positions must also be budgeted.

New Positions

New positions are prorated to reflect the portion of the year the position will be in payroll. If a position is expected to be in payroll for a full year, it will be represented as 1.0 FTE. Fractional positions represent positions that will be in payroll for less than a full year. This can be attributed to delay in start date or to account for processing time needed to onboard new employees.

Attrition Savings

It is anticipated that normal departmental attrition will result in savings. Attrition savings reflect cost savings from vacant or unfilled positions. It also includes positions that are not funded in a particular year. Attrition savings appear in the budget as a negative position count, which

is netted against the total positions in the budget. Thus, the total position FTE count in the budget reflects the net funded positions for the department.

Other Adjustments

Other salary adjustments included in the position expenditure budget are those compensating for a year that has 260, 261, 262 workdays, for step adjustments, and for special job classes that are not included in the system's automatic COLA adjustment and must be manually updated. In addition, salary annualization costs represent the cost of wage adjustments that took place during the prior year.

Fringe Benefits

Fringe benefits include health care for active and retired employees, social security and Medicare contributions, City retirement contribution, City-paid employee retirement contributions (City pick-up), and other benefits provided in employee MOUs.

Budget Calendar

Date	Milestone
June 2019	SFMTA staff begin budget development process
July 2019	SFMTA staff review proposals with revenue constraints
September 2019	SFMTA staff review staffing and resources
November 2019	SFMTA staff balance proposed budget
January 28, 2020	SFMTA Board Budget Workshop
February 6, 2020	Citizens' Advisory Council (CAC) Meeting
February 18, 2020	SFMTA Board of Directors Fares Policy Discussion
February 19, 2020	Finance & Administration Committee (FAC) Meeting
March 3, 2020	SFMTA Board of Directors Parking / Fares & Fines Discussion
March 5, 2020	Citizens' Advisory Committee Review
March 17, 2020	SFMTA Board Public Hearing
March 18, 2020	Finance and Administration Committee Review
March 19, 2020	Public Online Open House
March 31, 2020	Mayor's Seventh Supplemental Emergency Declaration impacting the budget calendar released
April 2, 2020	Citizens' Advisory Council (CAC) Meeting
April 7, 2020	SFMTA Board Capital Improvement Program Detailed Discussion
April 21, 2020	SFMTA Board Adoption
June 1, 2020	Mayor's Proposed Interim Budget
June 30, 2020	Budget Revision to the SFMTA Board - Public Hearing
August 1, 2020	Mayor's Proposed Budget
October 1, 2020	Board's Adopted (Final) Budget

Note: This year's budget schedule was atypical as it was delayed two-months as a result of the COVID-19 pandemic.

Budget Information & Summary

Overview: Operating Budget Book

For FY 2020-21 and FY 2021-22, the SFMTA is presenting the Operating Budget book. The Operating Budget is developed and managed across the SFMTA’s 12 Divisions (illustrated on the graphic). The Operating Budget represents operational and service-related revenues and expenditures.

SFMTA Divisions
Agency wide
Board of Directors
Capital Programs and Construction
Communications & Marketing
Director of Transportation
Finance and Information Technology
Government Affairs
Human Resources
Sustainable Streets
System Safety
Taxi & Accessible Services
Transit Services

FY 2020-21 and FY 2021-22 Two-Year Budget Principles

- Maintain a **fiscally sustainable, balanced budget**.
- Maintain service levels as a **full-service transportation Agency**.
- **Maintain Agency reserves** and develop policies that **consider future economic conditions**.
- Provide an **easier to understand and user-friendly Operating Budget**.
- **Engage the Board of Supervisors, key constituent groups, and the public** in the budget process and inform them about the **Transportation System’s needs**.
- Keep the SFMTA Board of Directors and Executive Team informed on the fiscal condition of the Agency and conduct **continuous evaluations for efficiencies and effectiveness**.
- Drive the creation of the budget using **Strategic Plan priorities**, with input.
- **Identify outside financing or federal and state grant opportunities** before using Agency resources. Pursue new and enhance existing revenue sources.
- Identify benefits and impacts to investments and capital project impacts to ongoing operating costs; consider **fiscal outcomes, social benefits and equity**.
- Mitigate **structurally underfunded** budget items and address **unfunded long-term liabilities**, such as the State of Good Repair of San Francisco’s transportation system.
- Consider all budget actions in a 5-year context, with new revenues not counted or spent until realized. **One-time resources should be used for one-time needs**, not ongoing expenses.
- **Do not make spending decisions in isolation**. Consider one-time investments that result in savings but avoid spending money on one-off projects. Understand long-term consequences and opportunity costs.



Budget Information & Summary

Adopted Operating Budget Overview

The SFMTA FY 2020-21 and FY 2021-22 Operating Budgets are presented in further detail in the following pages. The table below summarizes the revenue and expenditure budgets adopted for FY 2020-21 and FY 2021-22 in comparison to the FY 2019-20 budget.

	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Operating Revenues Subtotal	\$1,203.2	\$1,258.7	\$1,305.1
Capital Projects	\$71.2	\$287.3	\$82.4
Operating Revenues Total	\$1,274.4	\$1,546.0	\$1,387.5
Operating Expenditures Subtotal	\$1,185.0	\$1,240.9	\$1,284.1
Deposit to General Reserve Liability	-	\$2.3	\$2.3
Board Operating Reserve	-	\$15.5	\$18.7
Capital Spending	\$89.4 ¹	\$287.3	\$82.4
Operating Expenditures Total	\$1,274.4	\$1,546.0	\$1,387.5

Amounts displayed in millions

¹ Capital Spending expenditure amount includes \$18.2 million that was previously categorized as Equipment and Maintenance.

The Operating Budget includes the following:

- Discontinuation of the 83X Mid-Market Express Muni Service
- Continuation of Free Muni for Seniors and Disabled San Francisco residents
- Extension of the one-day Muni pass to the farebox
- Creation of Free Muni program for Department of Homelessness and Supportive Housing (HSH)-approved individuals experiencing homelessness
- Creating a one-time waiver for towing and boot removal fees for HSH-approved individuals experiencing homelessness, and lowering tow fees for low-income individuals and HSH-approved individuals experiencing homelessness
- Additional increase over the baseline budget for labor including:
 - Critical positions to support subway reliability and continue regular extended maintenance shutdowns and support Central Subway testing and start-up
 - Administrative and transportation planning FTEs to help manage the implementation of targeted extended evening and Sunday parking meter operation, and potentially Residential Parking Permits (RPP)
 - Parking Control Officer (PCO) positions to address San Francisco congestion
 - Positions support the Chief of Staff Office and the creation of a new Office of Race, Equity and Inclusion
 - Investigator positions for the Mobility Harmonization Initiative managed by the Taxi and Accessible Services Division

Additional Operating Budget details are available in the Appendix.

Operating Revenue

The FY 2020-21 and FY 2021-22 Operating Budgets include revenues from transit fares; operating grants; parking and traffic fees and fines; other revenues such as advertising, interest income, miscellaneous fees; taxi services, parking tax in-lieu; Proposition D; transit development fees; and City population-based baseline. The budgets also include available fund balance for use and general fund support under the provisions of the City Charter, which requires the general fund base amount to be adjusted each year by the percentage increase or decrease in the aggregate City and County discretionary and unrestricted revenues.

The following table summarizes the revenues for FY 2019-20 budget, and FY 2020-21 and FY 2021-22 adopted budget.

Revenue Type	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
General Fund Transfer	\$345.4	\$328.1	\$374.6
Operating Grants	\$174.4	\$342.6	\$193.8
Other (Advertising, Interest, Misc. Fees, Recovery)	\$64.0	\$37.6	\$45.7
Parking and Traffic Fees and Fines	\$297.6	\$268.9	\$311.3
Parking Tax In-Lieu	\$68.4	\$47.5	\$67.7
Proposition D (Traffic Congestion Mitigation Tax)	\$0.0	\$7.4	\$8.9
Taxi Services	\$2.5	\$0.2	\$0.2
Transit Development Fees (Operating Support)	\$0.0	\$26.1	\$45.1
City Population-Based Baseline (Operating Support)	\$0.0	\$30.0	\$30.0
Transit Fares	\$212.9	\$139.9	\$188.8
Use of Fund Balance	\$38.0	\$30.4	\$39.1
Revenue Subtotal	\$1,203.2	\$1,258.7	\$1,305.1
Capital Projects	\$71.2	\$287.3	\$82.4
Total	\$1,274.4	\$1,546.0	\$1,387.5

Amounts displayed in millions



Operating Expenditures

Expenditures in the SFMTA's Operating Budget fall into eight major categories: salaries and fringe benefits, non-personnel services, materials and supplies, Capital spending, debt service, services of other departments, and overhead and allocations.

The table below summarizes the expenditures for the FY 2019-20 budget, and the FY 2020-21 and FY 2021-22 adopted budget.

Expenditure Type	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$516.6	\$553.5	\$565.0
Fringe Benefits	\$285.8	\$288.3	\$308.7
Non-Personnel Services ²	\$234.7	\$248.3	\$255.7
Materials and Supplies	\$78.5	\$74.1	\$74.0
Capital Spending (Operating)	\$0.0	\$3.8	\$4.0
Debt Service	\$25.9	\$23.4	\$23.4
Services of Other Departments	\$79.2	\$85.3	\$89.5
Overhead and Allocations	(\$35.8)	(\$35.8)	(\$36.2)
Expenditure Subtotal	\$1,185.0	\$1,240.9	\$1,284.1
Deposit to General Liability Reserve	-	\$2.3	\$2.3
Board Operating Reserve	-	\$15.5	\$18.7
Capital Spending	\$89.4 ³	\$287.3	\$82.4
Total	\$1,274.4	\$1,546.0	\$1,387.5

Amounts displayed in millions. Any discrepancies in totals are due to rounding.

²Non-Personnel Services includes the General Liability reserve is required to cover potential losses incurred by the Agency excess of the amount set aside for routine judgments and claims in the operating budget, and may only be used with approval by the SFMTA Board. The General Liability Reserve was originally set up when the SFMTA ceased purchasing general liability insurance and moved to establish a self-insurance reserve for liability in 2011, which was funded using amounts previously budgeted for liability insurance premiums. The General Liability Reserve was also set up as an unappropriated reserve, requiring an action to be taken by both the SFMTA Board and the Board of Supervisors to access the funds when necessary. This budget would convert the reserve to an appropriated reserve that would continue to require SFMTA Board approval to access, but which would not require a separate action from the Board of Supervisors.

³Capital Spending expenditure amount includes \$18.2 million that was previously categorized as Equipment and Maintenance.

Summary Operating Expenditures by Division

The table below summarizes the FY 2020-21 and FY 2021-22 adopted expenditure budget by Division in comparison to the FY 2019-20 budget.

Division	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Agency-wide ⁴	\$149.0	\$132.2	\$142.4
Deposit to General Liability Reserve	-	\$2.3	\$2.3
Board Operating Reserve	-	\$15.5	\$18.7
Agency-wide Subtotal	\$149.0	\$150.1	\$163.4
Board of Directors	\$0.7	\$0.6	\$0.6
Capital Programs and Construction	\$15.6	\$20.4	\$20.6
Communications and Marketing	\$7.1	\$6.1	\$6.2
Director of Transportation	\$0.8	\$2.5	\$3.2
Finance and Information Technology	\$106.4	\$133.9	\$136.6
Government Affairs	\$1.3	\$1.7	\$1.7
Human Resources	\$36.7	\$22.3	\$22.0
Sustainable Streets	\$150.4	\$171.7	\$178.1
System Safety	\$4.3	\$7.2	\$7.2
Taxi and Accessible Services	\$33.7	\$35.7	\$35.7
Transit Services	\$678.9	\$706.6	\$726.4
Division Subtotal	\$1,185.0	\$1,258.7	\$1,305.1
Capital Spending	\$89.4	\$287.3	\$82.4
Total	\$1,274.4	\$1,546.0	\$1,387.5

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

⁴Agency-wide represents activities that honor SFMTA's commitments to other transit agencies, account for costs that affect the entire organization, and to estimate and budget for costs which are unknown at the time of the budget submission but which the organization anticipates during the fiscal year.

Summary of Positions

The SFMTA's full-time equivalent positions (FTE) levels are set forth in the City and County of San Francisco's Annual Salary Ordinance (ASO), which authorizes appointments or continuation of appointments and specifies compensation. While positions may be authorized, they must be filled. The table below provides a summary of position FTEs for the Agency disaggregated by type of position. Detailed information showing adopted, new and transfer FTE by Division is included in the following section, and in the Appendix.

Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Operating Positions	6,003.35	6,142.34	6,188.92	138.99	48.58
Project Positions	504.00	482.77	486.00	(21.23)	3.23
Temporary Positions	68.60	50.85	50.96	(17.75)	0.11
Subtotal Positions	6,575.95	6,675.96	6,725.88	100.01	49.92
<i>Less Attrition Savings</i>	<i>(594.67)</i>	<i>(673.44)</i>	<i>(670.24)</i>	<i>(78.77)</i>	<i>3.20</i>
Total Positions	5,981.28	6,002.52	6,055.64	21.24	53.12

Division Operating Budgets

Agency-Wide

Mission and Services

The mission of the Agency Wide Division is threefold: 1) to honor SFMTA’s commitments to other transit agencies; 2) to account for costs which affect the entire organization; and 3) to estimate and budget for costs which are unknown at budget submission but which the organization anticipates during the fiscal year.

Agency Wide Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$1.7	\$2.1	\$2.1
Fringe Benefits	\$67.9	\$49.5	\$58.5
Non-Personnel Services	\$38.6	\$28.1	\$28.4
Materials and Supplies	\$0.0	\$1.1	\$1.0
Capital Spending (Operating)	\$0.0	\$2.0	\$2.1
Services of Other Departments	\$38.5	\$44.5	\$45.4
Debt Service	\$25.9	\$23.4	\$23.4
Overhead and Allocations	(\$23.5)	(\$18.4)	(\$18.4)
Deposit to General Liability Reserve	-	\$2.3	\$2.3
Board Operating Reserve	-	\$15.5	\$18.7
Total	\$149.0	\$150.1	\$163.4

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Agency-Wide	Operating Positions	60.00	55.77	56.00	(4.23)	0.23
	Attrition Savings	(60.00)	(55.23)	(55.50)	4.77	(0.27)
Total Positions		0.00	0.54	0.50	0.54	(0.04)

Budget Highlights

- Budget will support a new management position in the Division.



Division Operating Budgets

Board of Directors

Mission and Services

The SFMTA Board of Directors provides policy oversight for the safe and efficient movement of people and goods in San Francisco, in accordance with the San Francisco Charter and the Transit First Policy. This includes Muni, automobiles and trucks, taxis, bicycling and walking. The SFMTA Board of Directors also serves as members of the San Francisco Parking Authority.

The Office of the SFMTA Board of Directors administers the affairs of the Board of Directors, coordinates the meetings of the Citizens' Advisory Council, and oversees the SFMTA's responses to all requests for public records.

Board of Directors Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$0.5	\$0.4	\$0.4
Fringe Benefits	\$0.2	\$0.2	\$0.2
Non-Personnel Services	\$0.05	\$0.04	\$0.04
Materials and Supplies	\$0.0001	\$0.001	\$0.001
Total	\$0.7	\$0.6	\$0.6

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

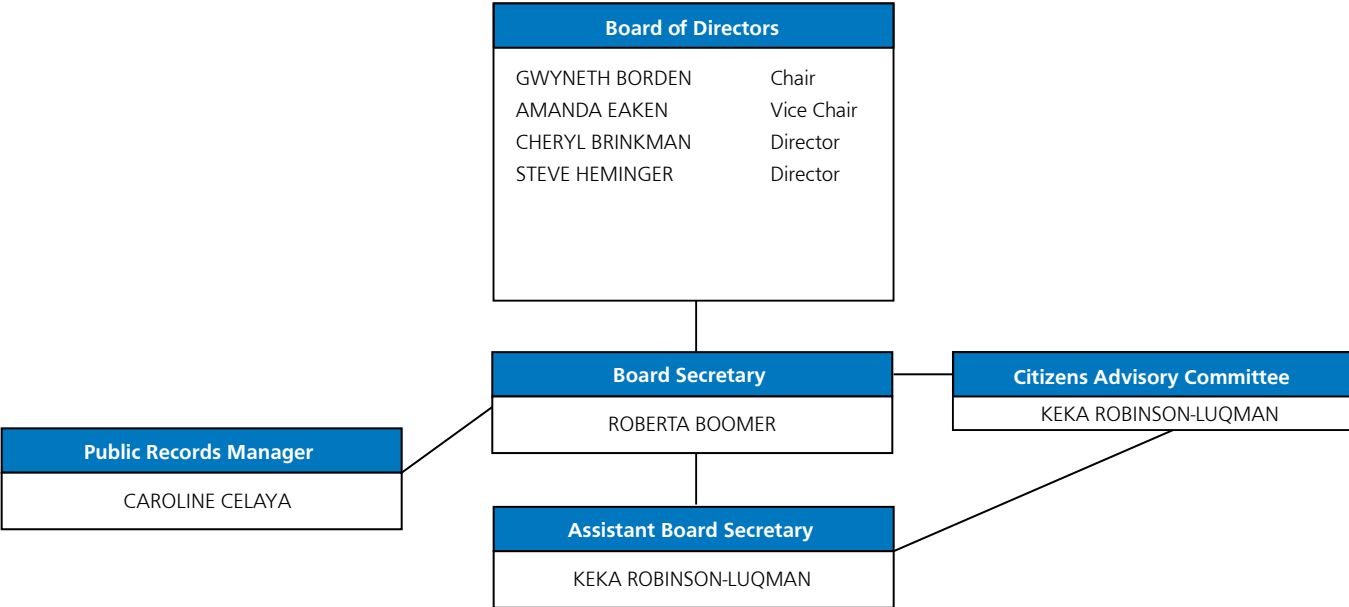
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Board of Directors	Operating Positions	4.00	3.00	3.00	(1.00)	0.00
	<i>Attrition Savings</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Total Positions		4.00	3.00	3.00	(1.00)	0.00

Budget Highlights

- Budget primarily is for meeting materials, as-needed translation services, salaries for Board Secretary and other support staff, and a basic travel budget.

Board of Directors Organizational Chart



Division Operating Budgets

Capital Programs and Construction

Mission and Services

The Capital Programs and Construction (CP&C) Division improves San Francisco’s transportation infrastructure by managing the capital improvement programs for all City and County transportation initiatives and by supporting San Francisco as it changes and grows. This is achieved by engineering and construction improvements to the City’s transportation infrastructure and transit fleet and facilities; by meeting the goals of Proposition E; and by supporting the City’s General Plan.

Capital Programs and Construction Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$0.2	\$0.4	\$0.4
Fringe Benefits	\$0.01	\$0.03	\$0.03
Non-Personnel Services	\$0.1	\$0.2	\$0.2
Materials and Supplies	\$0.1	\$0.6	\$0.6
Services of Other Departments	\$3.2	\$2.4	\$2.5
Overhead and Allocations	\$12.0	\$17.3	\$17.3
Total	\$15.6	\$20.4	\$20.6

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

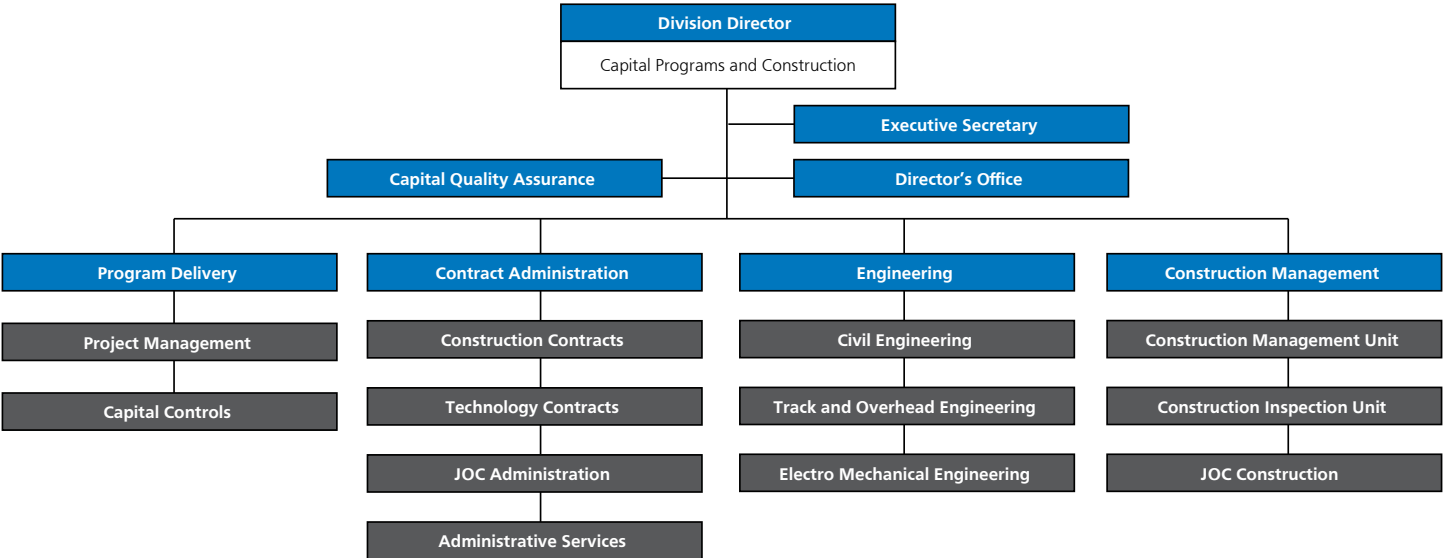
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Capital Programs and Construction	Project Positions	207.50	182.50	182.50	(25.00)	0.00
	Temporary Positions	1.65	3.99	4.10	2.34	(0.11)
	Attrition Savings	0.00	0.00	0.00	0.00	0.00
Total Positions		209.15	186.49	186.60	(22.66)	(0.11)

Budget Highlights

- Due to new SFMTA policy, unfilled capital positions will be moved to central functions to support capital projects; one FTE is now supporting the Communications team to enhance public outreach during construction, and one FTE is now supporting the Equal Opportunity Officer enhancing the Agency’s focus on equity
- Investment in non-personnel services will remediate underfunding in prior budget periods and allow payment of license fees and adequate training, so staff have the tools required to perform effectively
- Purchase of new equipment to support engineering staff to revise, edit, and digitize drawings and improve workflow

Organizational Chart



Division Operating Budgets

Communications and Marketing

Mission and Services

The Communications and Marketing Division is responsible for internal and external communications, including media relations, POETS (public outreach and engagement), agency branding, Muni customer service, external marketing, creative services, InsideSFMTA intranet, photographic services, and image archives. The Division plays a key role in how the general public, employees, and other agencies perceive the SFMTA.

Communications and Marketing Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$3.7	\$3.1	\$3.1
Fringe Benefits	\$1.5	\$1.4	\$1.5
Non-Personnel Services	\$1.6	\$1.3	\$1.3
Materials and Supplies	\$0.2	\$0.3	\$0.3
Total	\$7.1	\$6.1	\$6.2

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

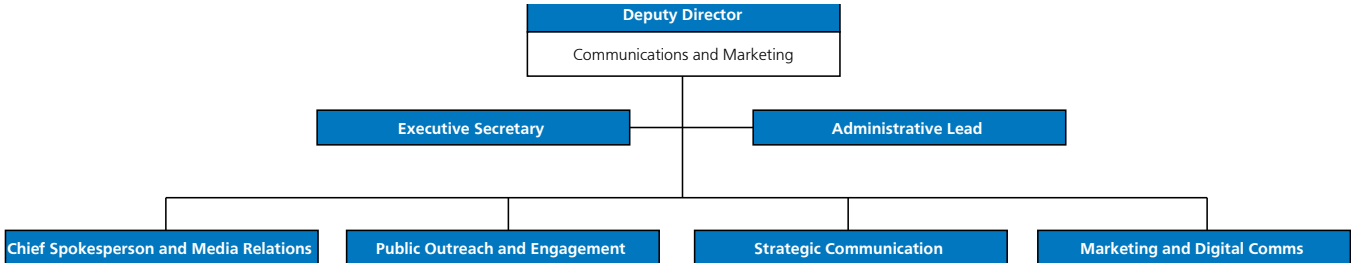
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Communications and Marketing	Operating Positions	35.00	34.00	34.00	(1.00)	0.00
	Project Positions	7.00	7.00	7.00	0.00	0.00
	Temporary Positions	1.17	0.00	0.00	(1.17)	0.00
	Attrition Savings	(1.86)	(4.68)	(4.68)	(2.82)	0.00
Total Positions	41.31	36.32	36.32	(4.99)	0.00	

Budget Highlights

- Increase in the materials and supplies budget will support equipment needs and ensure staff have the necessary tools to effectively communicate with the public about SFMTA’s programs, projects, and services.
- Streamline and realign staff to accommodate a reduction in positions and ensure effective communications support across the Agency.

Organizational Chart



Division Operating Budgets

Director of Transportation

Mission and Services

Under the guidance of the SFMTA Board of Directors, the Director of Transportation Office leads the SFMTA to plan, build, operate, regulate, and maintain San Francisco’s transportation network. The Director of Transportation ensures all divisions and sections work effectively with our partners and community stakeholders to serve our community by providing high quality, responsive, and reliable public transportation.

Director of Transportation Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$0.4	\$1.5	\$2.0
Fringe Benefits	\$0.1	\$0.6	\$0.8
Non-Personnel Services	\$0.3	\$0.3	\$0.3
Materials and Supplies	\$0.01	\$0.01	\$0.01
Total	\$0.8	\$2.5	\$3.2

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

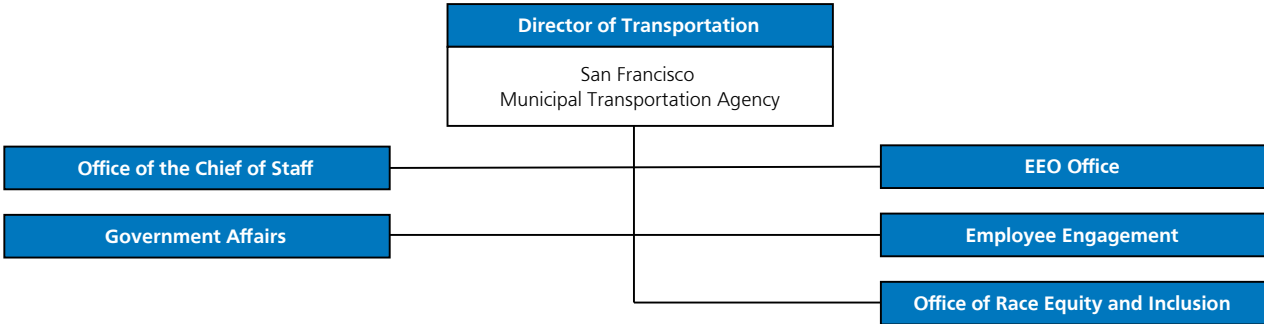
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Director of Transportation	Operating Positions	2.00	9.27	13.00	7.27	3.73
	Attrition Savings	(0.22)	0.00	0.00	0.22	0.00
Total Positions		1.78	9.27	13.00	7.49	3.73

Budget Highlights

- The Director of Transportation budget includes new Agency positions to reinstate the Chief of Staff Office, and create a new Office of Race, Equity and Inclusion.

Organizational Chart



Division Operating Budgets

Finance and Information Technology

Mission and Services

The Finance and Information Technology (FIT) Division provides strategic advice and information to support organizational decision-making and improved financial management. FIT maximizes the financial and physical capacity of the SFMTA and ensures improved and more efficient use of financial assets. FIT has operational oversight for the Agency's finances and various support functions.

FIT responsibilities include accounting, budgeting, financial analysis, capital planning and oversight, contract management, customer center management, equal employment opportunity, facility management, grants procurement and administration, administrative hearings, information technology, payroll, procurement, project controls, real estate, revenue collection, and strategic planning.

Finance and Information Technology Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$37.6	\$41.9	\$41.9
Fringe Benefits	\$15.6	\$18.3	\$18.9
Non-Personnel Services	\$42.1	\$56.6	\$58.3
Materials and Supplies	\$3.5	\$3.6	\$3.6
Capital Spending (Operating)	\$0.0	\$1.8	\$1.9
Services of Other Departments	\$9.8	\$13.7	\$14.1
Overhead and Allocations	(\$2.2)	(\$2.0)	(\$2.0)
Total	\$106.4	\$133.9	\$136.6

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

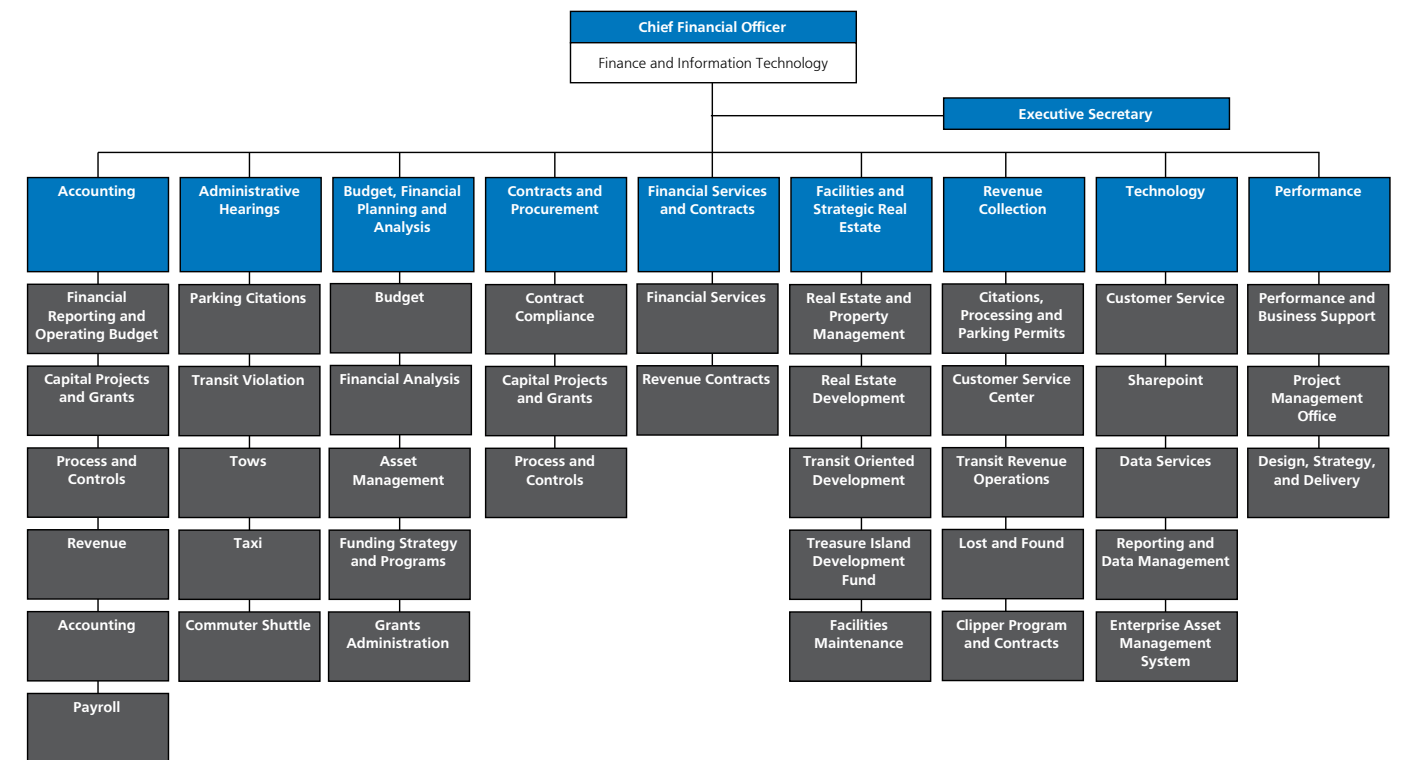
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Finance and Information Technology	Operating Positions	444.04	468.50	468.50	24.46	0.00
	Project Positions	83.50	89.58	90.50	6.08	0.92
	Temporary Positions	8.16	1.71	1.71	(6.45)	0.00
	Attrition Savings	(34.16)	(71.26)	(71.26)	(37.10)	0.00
Total Positions		501.54	488.53	489.45	(13.01)	0.92

Budget Highlights

- Addition of a new manager, administrative analyst, and information systems engineers that will support actualizing information technology system infrastructure and long-term licensing costs.

Organizational Chart



Division Operating Budgets

Government Affairs

Mission and Services

The Government Affairs Division is responsible for coordinating, developing, advancing and monitoring the SFMTA's legislative and policy interests at the local, state, and federal levels, including Regulatory Affairs. The Division works to ensure that a supportive policy and regulatory environment exists to advance the capital project and policy priorities of the Agency. Staff are responsible for development and advocacy of the Agency's annual legislative program; reviewing and monitoring legislation to evaluate impacts on the SFMTA; crafting and advocating for policy positions on pending legislation; and educating elected officials and key stakeholders and others about the SFMTA's project and policy priorities.

Government Affairs Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$0.8	\$1.0	\$1.0
Fringe Benefits	\$0.3	\$0.4	\$0.4
Non-Personnel Services	\$0.02	\$0.02	\$0.02
Materials and Supplies	\$0.001	\$0.001	\$0.001
Services of Other Departments	\$0.2	\$0.2	\$0.2
Total	\$1.3	\$1.7	\$1.7

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

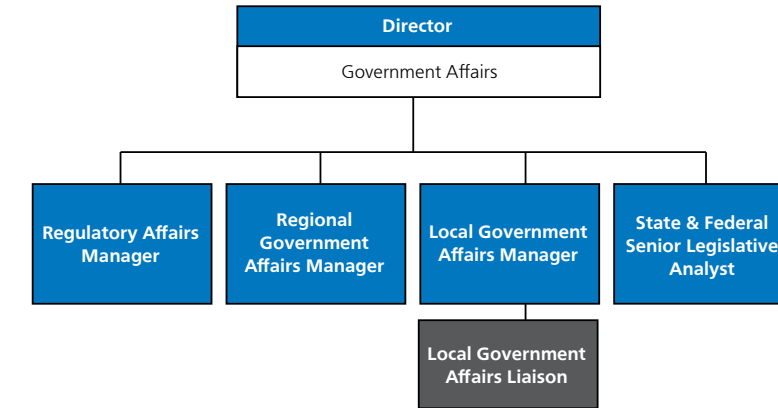
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Government Affairs	Operating Positions	5.00	6.00	6.00	1.00	0.00
	Attrition Savings	0.00	0.00	0.00	0.00	0.00
Total Positions		5.00	6.00	6.00	1.00	0.00

Budget Highlights

- Addition of a new Regional Government Affairs Manager position that will support regional policy, funding, and advocacy work.
- Realignment of funding will increase support for advocacy-related travel expenses, which have been underfunded and overspent in prior budget years.

Organizational Chart



Division Operating Budgets

Human Resources

Mission and Services

The Human Resources (HR) Division enables the SFMTA to accomplish its strategic and operational goals by supplying necessary support services to Divisions, including: recruitment, organizational development, hiring, talent management, leave management, employee and labor relations, employee and operator training, employee wellness, employee and industrial safety, Americans with Disabilities Act guidance, and workers' compensation.

Human Resources Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$17.3	\$8.7	\$8.7
Fringe Benefits	\$6.8	\$3.5	\$3.7
Non-Personnel Services	\$8.7	\$7.0	\$7.0
Materials and Supplies	\$0.1	\$0.1	\$0.1
Services of Other Departments	\$3.8	\$3.1	\$2.7
Total	\$36.7	\$22.3	\$22.0

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

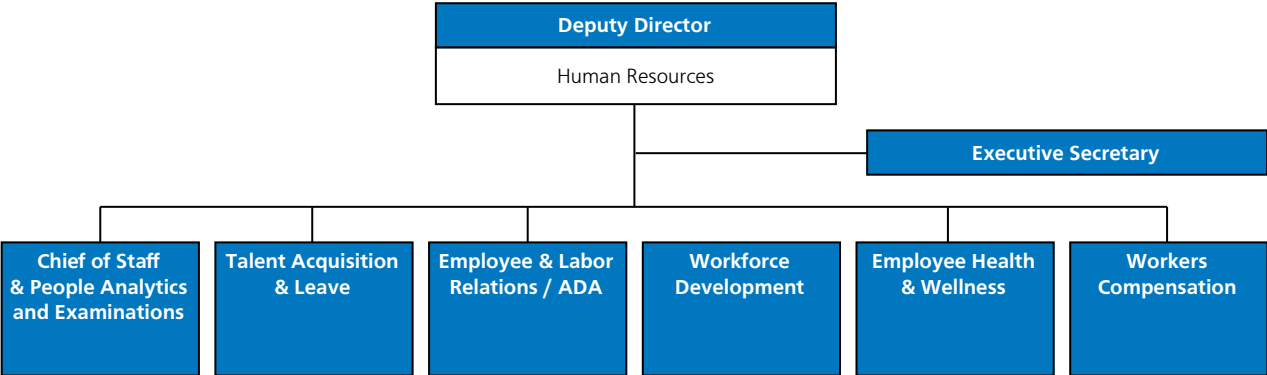
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Human Resources	Operating Positions	166.00	83.00	83.00	(83.00)	0.00
	Project Positions	5.00	5.00	5.00	0.00	0.00
	Temporary Positions	15.29	2.62	2.62	(12.67)	0.00
	Attrition Savings	(19.55)	(12.09)	(12.09)	7.46	0.00
Total Positions	166.74	78.53	78.53	(88.21)	0.00	

Budget Highlights

- Transfer of positions from Human Resources to the Transit Division will lead to a net decrease in salary-related expenditures; these transfers are aligned with the City's Muni Reliability Working Group recommendations.

Organizational Chart



Division Operating Budgets

Sustainable Streets

Mission and Services

The mission of the Sustainable Streets Division is to plan, design, implement, and maintain the city's transportation infrastructure and regulations to support San Francisco's mobility needs as the city changes and grows. The Sustainable Streets Division initiates and coordinates improvements to the city's street, transit, bicycle, pedestrian, and parking infrastructure, thereby meeting the goals and objectives of the Transit First Policy, as well as supporting the SFMTA's Strategic Plan.

Sustainable Streets Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$50.2	\$63.4	\$65.9
Fringe Benefits	\$20.9	\$29.8	\$32.0
Non-Personnel Services	\$66.4	\$69.7	\$71.0
Materials and Supplies	\$5.4	\$4.7	\$4.7
Capital Spending (Operating)	\$0.0	\$0.1	\$0.1
Services of Other Departments	\$9.6	\$10.9	\$11.4
Overhead and Allocations	(\$2.1)	(\$6.9)	(\$6.9)
Total	\$150.4	\$171.7	\$178.1

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

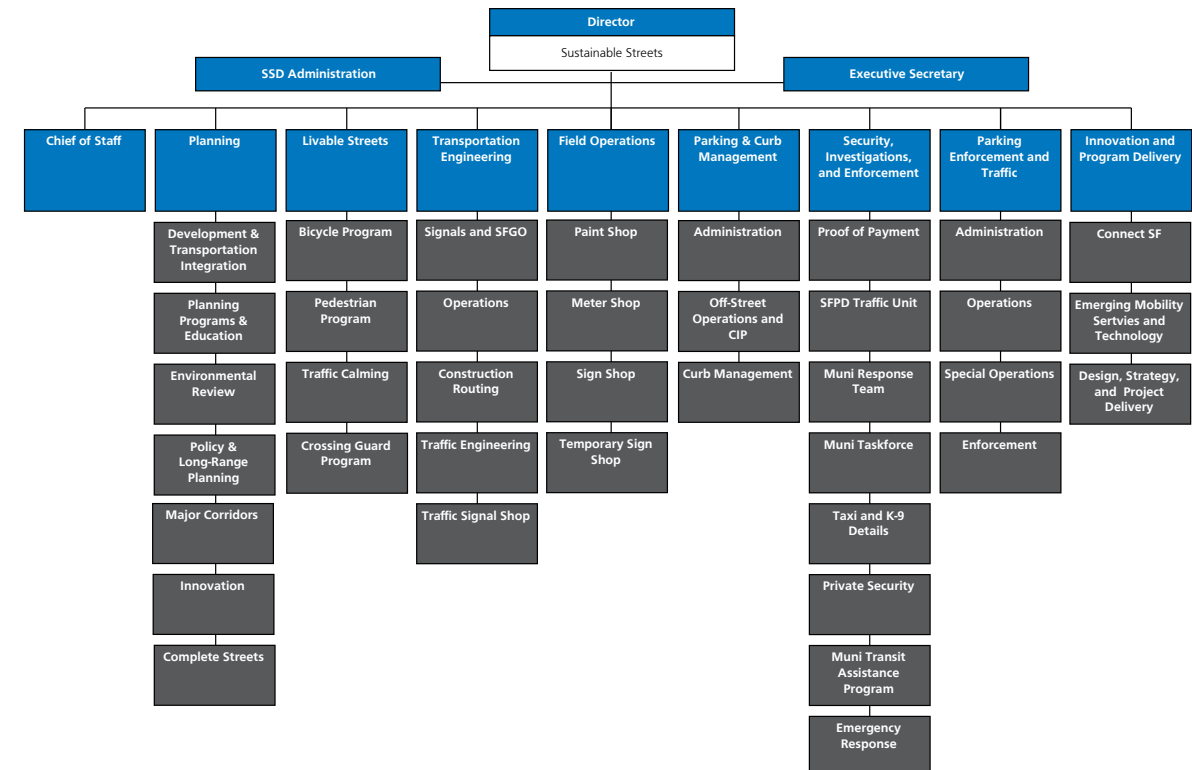
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Sustainable Streets	Operating Positions	704.00	755.63	788.92	51.63	33.29
	Project Positions	152.00	142.00	142.00	(10.00)	0.00
	Temporary Positions	28.74	28.13	28.13	(0.61)	0.00
	Attrition Savings	(192.82)	(96.99)	(96.98)	95.83	0.01
Total Positions		691.92	828.77	862.07	136.85	33.30

Budget Highlights

- Increase Parking Control Officer positions to address congestion in downtown areas and enforce bicycle lane and safety streets violations; positions costs are expected to be offset by citation revenue.
- Additional non-personnel services and staff support will allow extended parking meter hours, Sunday meters, and improved garage customer service, and exploration of Residential Parking Permit program reforms.
- Public Information and Administrative positions will support the marketing and administration of an employer-based fare program that will allow employers to purchase commuter passes for their employees, and will be offset by additional fare revenue.

Organizational Chart



Division Operating Budgets

System Safety

Mission and Services

The System Safety Division ensures SFMTA’s employees and the public are in an environment free from harm and injury. The Division’s goal is to promote a safety culture and proactive environment that will effectively identify and manage risk through recognition, evaluation, and educating the Agency’s employees and patrons in compliance with federal, state, and local health regulations to ensure everyone goes home safely.

The System Safety Division provides a safe environment for riders, employees, and the citizens of the City and County of San Francisco, maintaining a safety program that attains an optimum level of compliance. The Safety Division is responsible for managing Video Analytics, the SFMTA Incident Database, incident investigations, safety certifications, testing, and transportation system checks.

System Safety Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$2.5	\$3.5	\$3.5
Fringe Benefits	\$0.9	\$1.3	\$1.3
Non-Personnel Services	\$0.8	\$1.0	\$1.0
Materials and Supplies	\$0.2	\$0.02	\$0.02
Services of Other Departments	\$0.1	\$1.4	\$1.4
Total	\$4.3	\$7.2	\$7.2

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

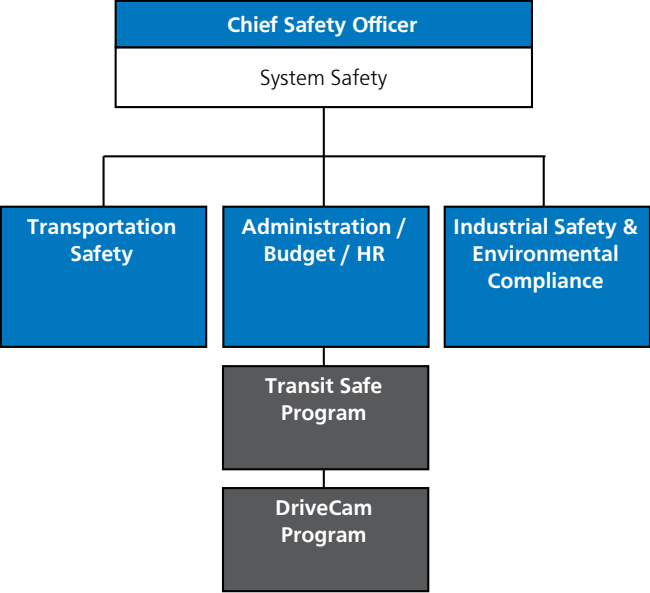
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
System Safety	Operating Positions	20.00	28.00	28.00	8.00	0.00
	Temporary Positions	2.06	3.07	3.07	1.01	0.00
	Attrition Savings	(2.11)	(5.03)	(5.03)	(2.92)	0.00
Total Positions		19.95	26.04	26.04	6.09	0.00

Budget Highlights

- Increase in materials and supplies budget will support the Agency-wide Public Transportation Agency Safety Plan, which is mandated by the Federal Transit Administration (FTA) and for purchase of a badging machine for the Roadway Worker Protection program.

Organizational Chart



Division Operating Budgets

Taxi and Accessible Services

Mission and Services

Traditionally, the Taxis and Accessible Services (TAS) Division has represented a combination of two distinct functions of the SFMTA that substantially overlap in the regulation of the taxi industry. Accessible Services is a core support function for all modes of the Agency to ensure that transit, pedestrian and bike facilities, and taxi services are accessible to older adults and people with disabilities. This Division also oversees the SFMTA Paratransit program. In order to provide a cost-efficient and customer friendly network of paratransit services, Accessible Services has leveraged the private taxi industry in a private-public partnership. Taxi Services' core function is to license and regulate the private taxi industry to ensure that drivers and vehicles are safe, that taxi service is accessible to the disability community, and that service is available regardless of trip origin or destination at prices that are transparent.

In addition to the regulatory oversight of the taxi industry, TAS manages emerging mobility permit programs. These programs include: commuter shuttles, shared bicycles, and scooters.

Taxi and Accessible Services Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$3.0	\$3.1	\$3.2
Fringe Benefits	\$1.4	\$1.5	\$1.6
Non-Personnel Services	\$31.7	\$34.1	\$37.4
Materials and Supplies	\$0.1	\$0.2	\$0.3
Services of Other Departments	\$0.7	\$1.3	\$1.3
Overhead and Allocations	(\$3.2)	(\$4.5)	(\$4.7)
Total	\$33.7	\$35.7	\$39.2

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

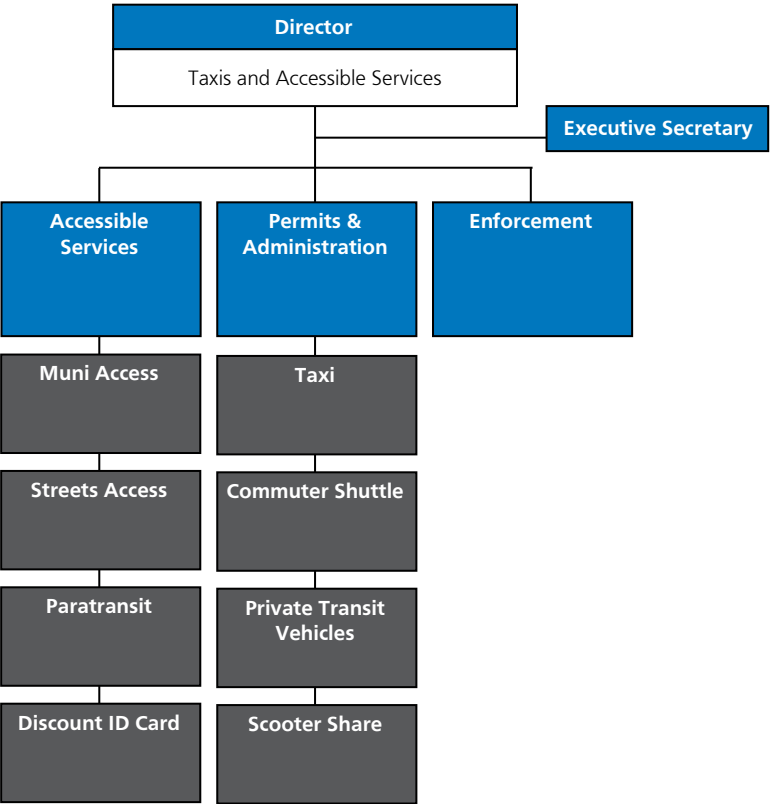
Division Positions

Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Taxi and Accessible Services	Operating Positions	30.00	33.85	35.00	3.85	1.15
	Attrition Savings	(0.31)	(5.47)	(5.47)	(5.16)	0.00
Total Positions		29.69	28.38	29.53	(1.31)	

Budget Highlights

- Additional investigator positions in the Taxi and Accessible Services Division will support the Mobility Harmonization Initiative, which will improve the SFMTA's ability to regulate mobility permits and participants; new positions will be offset by citation revenue.

Organizational Chart



Division Operating Budgets

Transit Services

Mission and Services

The Transit Services Division provides ongoing planning, building, operation, regulation, and maintenance of the public transportation network, connecting San Francisco communities at every step in the process. The Transit Services Division works collaboratively with other SFMTA Divisions and other city departments to provide services to our customers by operating and maintaining over 1,000 vehicles including motor coaches, trolley coaches, light rail vehicles, historic and vintage streetcars, and cable cars.

Transit Services Budget Summary	FY 2019-20 Budget	FY 2020-21 Adopted	FY 2021-22 Adopted
Salaries	\$398.7	\$424.4	\$432.7
Fringe Benefits	\$170.2	\$181.7	\$189.8
Non-Personnel Services	\$44.4	\$50.0	\$50.9
Materials and Supplies	\$69.1	\$63.9	\$63.9
Services of Other Departments	\$13.3	\$7.9	\$10.5
Overhead and Allocations	(\$16.8)	(\$21.3)	(\$21.4)
Total	\$678.9	\$706.6	\$726.4

Amounts displayed in millions. Any inconsistencies in totals are due to rounding.

Division Positions

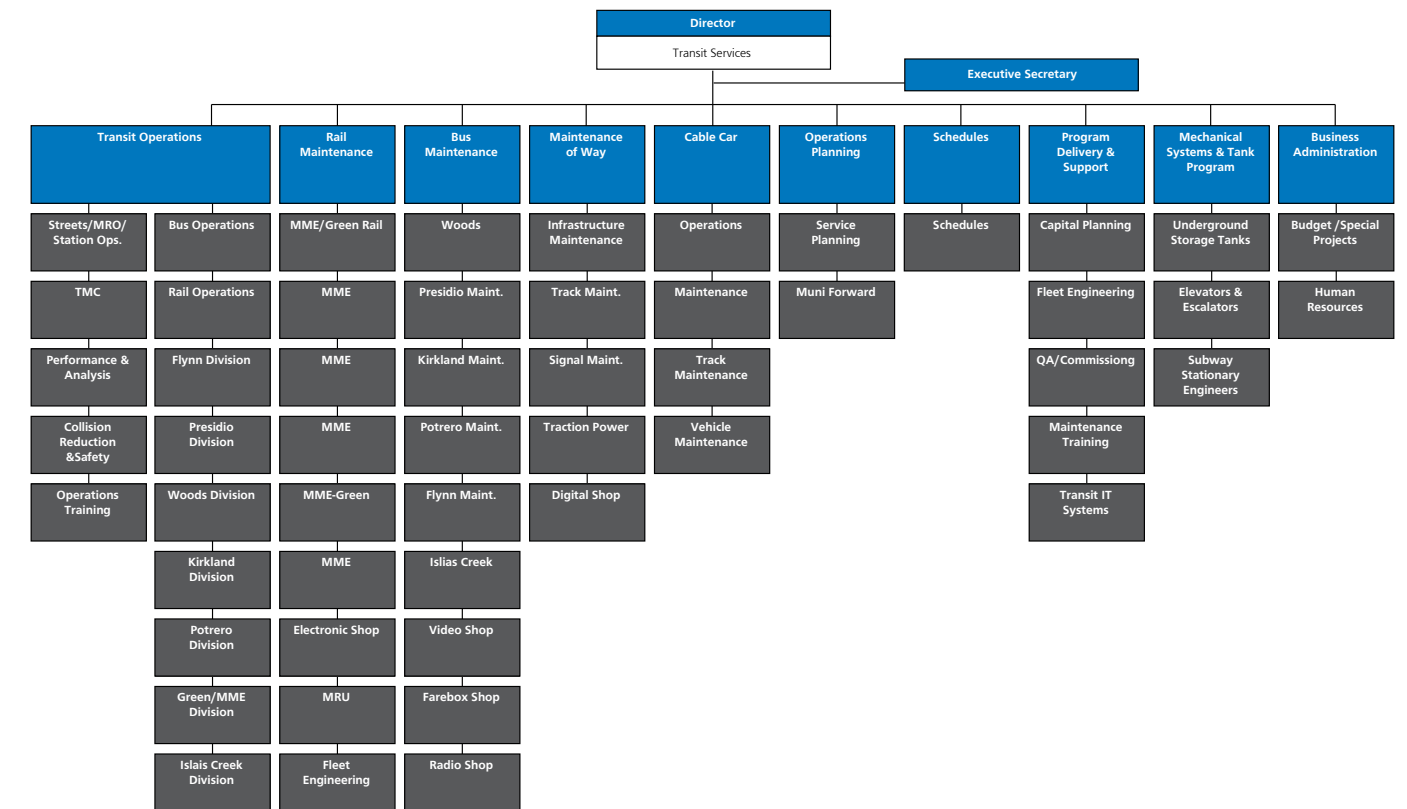
Division	Position Type	FY 2019-20 Budget FTE	FY 2020-21 Adopted FTE	FY 2021-22 Adopted FTE	FY 2020-21 Difference from FY 2019-20	FY 2021-22 Difference from FY 2020-21
Transit Services	Operating Positions	4,533.31	4,665.32	4,673.50	132.01	8.18
	Project Positions	49.00	56.69	59.00	7.69	2.31
	Temporary Positions	11.53	11.33	11.33	(0.20)	0.00
	Attrition Savings	(283.64)	(422.69)	(419.23)	(139.05)	3.46
Total Positions		4,310.20	4,310.65	4,324.60	0.45	13.95

Budget Highlights

Includes the implementation of partial Muni Reliability Working Group recommendations through the following actions:

- Critical positions to support subway reliability and continue regular extended maintenance shutdowns and support Central Subway testing and start-up

Organizational Chart



Appendix Items

Operating Revenue Trends

Revenue Purpose and Approach

The SFMTA takes a generally conservative approach to estimating operating budget revenue streams, using a combination of historical data, economic trends, and business owner expertise to arrive at projections. The SFMTA has aligned the revenue projection process with the two-year budget process to advance goals of transparency, collaboration, and mission-focus.

The approach to arrive at the figures contained herein are as follows:

1. Straight-line models were used to plot the expected future behavior of all operating revenue accounts using actual revenue data from FY 2016-17, 2017-18 and 2018-19, using a 50 percent weighting for FY 2018-19 to account for more recent trends.
2. Model outputs were shared with each account's business owners (managers and analysts) for close examination and review.
3. Collaborative work-sessions between Financial Analysis Office (FAO) and business owners were held to discuss model outputs and document additional business factors such as economic trends, organizational environment, and legal, regulatory and policy changes.
4. Assumptions and methods were then adjusted to account for business factors.
5. Projections were then reassessed through the consideration of all available information related to the economic impacts of the COVID-19 pandemic.

The SFMTA remains in contact with our funding partners and is periodically assessing potential funding changes.

Current projections remain subject to further refinement as better information continues to become available.

Assumptions and Uncertainties

Revenue projections contained herein describe the modified "base case": a forecast of revenues that projects trends adjusting for adopted or proposed policy changes where noted. It includes known revenue changes in all areas where there is reasonable information or basis for a projection. The SFMTA used the same revenue assumptions as the Office of the Controller's Proposed Five-Year Financial Plan in developing the base case. Considering the impacts of COVID-19 on the local and national economy, the base case has been modified, in alignment with the Controller's Budget Outlook Update (May Joint Report), published on May 13, 2020, to reflect downward revisions to revenue

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expectations and the economic uncertainty stemming from the pandemic.

Key COVID-19 related Modifications to the base case include:

- Reductions to Transit Fare projections – Social distancing and an increase in telecommuting results in fewer projected riders on the SFMTA transit system.
- Reductions to State Operating Grants – The SFMTA receives revenue from various state sources tied to sales taxes and projects. These sources will experience reductions from the base case through much of this two-year budget, before recovering during the end of FY 2021-22.
- Federal Relief - The Coronavirus Aid, Relief, and Economic Security Act, or "CARES Act" includes funding for transit agencies. While some relief will be received in time to stabilize the FY 2019-20 budget, additional funding is projected to be available for use in FY 2020-21.

Additional included items of note as follows:

- Implementation of the SFMTA Board's approved Automatic Indexing Implementation Plan (AIIP) for various fees, fines, rates and charges, subject to the California Vehicle Code.
- Parking Control Officer positions added: 30.76 FTEs in FY 2020-21 and 15.38 FTEs in FY 2021-22.
- Fare revenues based on FY 2019-20 rates.

Revenue Trends Summary

- CARES Act provides lifeline. Up to \$176 million of CARES Act funding will be available to SFMTA for use in this two-year budget.
- Operating revenues are projected to increase from FY 2020-21 to FY 2021-22. SFMTA forecasts \$1.258 billion in operating revenues in FY 2020-21 and \$1.305 billion in operating revenues in FY 2021-22, an increase of approximately \$46 million. An increased emphasis on Parking Enforcement, and the inclusion of additional developer fees are the main drivers of the projected increase.
- General Fund transfers are crucial. The City's General Fund remains an essential revenue source for the agency and is projected to be received at \$328.1 million in FY 2020-21 and \$374.6 million in FY 2021-22. The General Fund as a share of the agency's revenues continues to increase and accounted for 34.7 percent of operating revenues in FY 2018-19. While a boon in good economic times, increasing reliance on the General Fund exposes the agency to enhanced downside risk in the case of economic turbulence.

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Operating Expenditure Trends

Purpose and Approach

The SFMTA takes a generally conservative approach to estimating operating budget expenditures, using a combination of historical data, programmatic proposals, analysis of policy changes, and business owner expertise to arrive at adjusted base amounts. These projections are aligned with the two-year budget process goals of transparency, collaboration, and mission-focus.

Assumptions and Uncertainties

Expenditure projections contained herein describe the “base case”: a forecast that projects trends adjusting mandatory increases, efficiencies, and policy changes. It includes known expenditure changes in all areas where there is reasonable information or basis for a projection. SFMTA typically uses the Office of the Controller’s eTurnaround budget database as the basis for Cost of Living Adjustments (COLAs) and fringe benefit increases. However, because of timing issues and budget process disruptions related to COVID-19, the COLAs and FY 2020-21 and FY 2021-22 retirement contributions contained in this version of the budget are calculated estimates based on the best available information.

Expenditure Summary Trends

The operating expenditure budget includes adjustments in a given fiscal year accounting for mandatory and non-mandatory expenditure increases and efficiencies, including the following:

Mandatory Increases

- Employer retirement contribution: \$1.4 million reduction in FY 2020-21 and \$5.3 million increase in FY 2021-22
- Controller’s base adjustments (fringe rate updates, FY 2021-22 Rollover budget, etc.)
- Cost reductions and increases from position substitutions
- Other adjustments (right sizing based on prior years, cost of living adjustments)
- Includes the prior year’s approved budget

Non-Mandatory Increases of Note

- \$6.3 million in Information Technology (IT) in non-personnel services contract budget to remediate underfunding in prior budget periods that are required to pay license fees
- \$0.7 million increase in FY 2020-21 and FY 2021-22 to manage the extended meters, Sunday meters, and garages programs, and the potentially reformed Residential Parking Permits (RPP)

Efficiencies

- Use of fund balance to support one-time operating expenditures such as equipment and facility projects
- Slowed hiring and reduced all FTEs assumed as 1.0 to 0.77 or 0.50 in FY 2020-21 and FY 2021-22

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New and Transfer Positions

Transfer Positions

The table below provides a summary of Division transfer position FTEs for FY 2020-21 and FY 2021-22. Transfer position FTEs are positions that are reassigned from one cost center (Dept ID, Fund ID, Project ID, Activity) to another either within or outside the Agency Divisions.

Division	FY 2020-21 FTE	FY 2021-22 FTE
Agency-Wide	(6.00)	(6.00)
Board of Directors	(1.00)	(1.00)
Capital Programs and Construction	(25.00)	(25.00)
Communications and Marketing	(1.00)	(1.00)
Director of Transportation	3.00	3.00
Finance and Information Technology	24.00	24.00
Government Affairs	1.00	1.00
Human Resources	(83.00)	(83.00)
Sustainable Streets	(13.00)	(13.00)
System Safety	8.00	8.00
Transit Services	92.00	92.00
Other	1.00	1.00
Total	0.00	0.00

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New Positions

The following table illustrates new FTEs that have been included in the budget in FY 2020-21 and FY 2021-22. The following table showcases these new positions by classification per Division.

Division Description	Class	Job Class Title	FY 2020-21 FTE	FY 2021-22 FTE
Agency-wide	9179	Manager V, MTA	0.77	0.00
Agency-wide Total			0.77	0.00
Director of Transportation	1312	Public Information Officer	0.50	0.00
	1369	Special Assistant X	1.00	0.00
	1372	Special Assistant XIII	1.00	0.00
	1375	Special Assistant XVI	0.50	0.00
	1822	Administrative Analyst	0.50	0.00
	2917	Program Support Analyst	0.77	0.00
Director of Transportation Total			4.27	0.00
Finance and Information Technology	1043	IS Engineer-Senior	0.77	0.00
	1044	IS Engineer-Principal	0.77	0.00
	1822	Administrative Analyst	0.77	0.00
	5506	Project Manager III	0.77	0.00
Finance and Information Technology Total			3.08	0.00
Sustainable Streets	1312	Public Information Officer	0.77	0.00
	1822	Administrative Analyst	0.77	0.00
	1823	Senior Administrative Analyst	0.77	0.00
	5288	Transportation Planner II	1.54	0.00
	5289	Transportation Planner III	0.77	0.00
	5290	Transportation Planner IV	0.77	0.00
	8214	Parking Control Officer	30.76	15.38
	8216	Senior Parking Control Officer	3.08	1.54
	9910	Public Service Trainee	15.40	0.00
Sustainable Streets Total			54.63	16.92
Transit Services	1634	Principal Account Clerk	0.77	0.00
	1822	Administrative Analyst	0.77	0.00
	5277	Planner I	0.77	0.00
	5288	Transportation Planner II	0.77	0.00
	5289	Transportation Planner III	0.77	0.00

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	7251	Track Maintenance Worker Supervisor I	3.08	0.00
	7328	Operating Engineer, Universal	0.77	0.00
	7345	Electrician	0.77	0.00
	7355	Truck Driver	0.77	0.00
	7371	Electical Transit System Mechanic	2.50	0.00
	7514	General Laborer	6.15	0.00
	9102	Transit Car Cleaner	4.62	0.00
	9131	Station Agent, Municipal Railway	2.00	0.00
Transit Services Total			24.52	0.00
Taxi and Accessible Services	9144	Investigator, Taxi and Accessible Services	3.85	0.00
Taxi and Accessible Services Total			3.85	0.00
Grand Total			91.12	16.92

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Operating Budget Details

- CARES Act funds to offset losses associated with COVID-19 related economic damages (up to \$176 million in FY21 and FY22)
- Use of fund balance to support one-time operating expenditures such as equipment and facility projects
- Waiving all Taxi Program fees for FY21 and FY22, at a cost of \$1.4 million each year
- State Transit Assistance (\$46.3 million for FY21 and \$64.0 million for FY22)
- Updated estimates to reflect estimates from the Controller's Office on the General Fund Baseline transfers (\$328.1 million for FY21 and \$374.6 million for FY22)
- Updated estimates on state and regional operating grants (\$166.0 million for FY21 and \$193.8 million for FY22)
- Included employer retirement contribution changes (\$1.4 million reduction for FY21 and \$5.3 million increase for FY22)
- Healthcare Projected Costs- in baseline
- Slowed hiring and reduced all Full-Time Employees (FTEs) assumed as 1.0 to 0.77 or 0.50 in FY21 and FY22
- \$6.3 million in Information Technology (IT) in non-personnel services contract budget to remediate underfunding in prior budget periods that are required to pay license fees
- \$0.7 million to manage the extended meters, Sunday meters, and garages programs, and a potentially reformed RPP for both FY21 and FY22
- Controller's base adjustments (fringe rate updates, FY22 Rollover budget, etc.)
- Cost reductions and increases from position substitutions
- Other adjustments (right sizing based on prior years, cost of living adjustments)
- Discontinuation of the 83X Mid-Market Express Muni Service [while part of the Operating Budget, this is subject to a separate approval by the SFMTA Board Approval and received separate environmental clearance (Case No. 2020- 002348ENV)]
- Continuation of Free Muni for Seniors and Disabled San Francisco residents with a gross annual family income at or below 100 percent of the Bay Area Median Income level
- Extension of the one-day Muni pass to the farebox (currently on MuniMobile only)
- Elimination of the discount for Passports purchased on Clipper (most are purchased in-person at the sales kiosk and not "electronically pre-paid" as the discount was intended for)
- Extension of the bulk pre-purchase discount to all fare items and creating three tiers ranging from 10% to 20% discounts based on volume purchased
- Creation of Free Muni program for Department of Homelessness and Supportive Housing (HSH)-approved individuals experiencing homelessness
- Creating a one-time waiver for towing and boot removal fees for HSH-approved individuals experiencing homelessness, and lowering tow fees for low-income individuals and HSH-approved individuals experiencing homelessness
- New Interdepartmental Staff Committee on Traffic and Transportation (ISCOTT) permit fees for Community Events
- A new color curb renewal fee

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Transit Services Division new FTEs: 24.52 FTE in FY21

- Critical positions to support subway reliability and continue regular extended maintenance shutdowns and support Central Subway testing and start-up

Sustainable Streets Division new FTEs: 54.63 FTE in FY21 and 16.92 FTE in FY22

- Administrative and transportation planning FTEs to help manage the implementation of targeted extended evening and Sunday parking meter operation, and potentially Residential Parking Permits (RPP)
- Parking Control Officer (PCO) positions to address San Francisco congestion, and Bike Lane violations
- Public Information and administrative positions to support marketing and administration of an employer-based transit fare program

Finance and Information Technology Division new FTEs: 3.08 FTE in FY21

- Information system engineers, a project manager, and an administrative analyst to support actualizing information technology system infrastructure and long-term licensing costs

Director of Transportation Division new FTEs: 4.27 FTE in FY21

- To reinstate the Chief of Staff Office and create a new Office of Race, Equity and Inclusion

Agency-Wide Division new FTEs: 0.77 FTE in FY21

- New manager position added

Taxi and Accessible Services Division new FTEs: 3.85 FTE in FY21

- Investigator positions for the Mobility Harmonization Initiative managed by the Taxi and Accessible Services Division

Acknowledgements

The Budget, Financial Planning and Analysis Section (BFPA)

The San Francisco Municipal Transportation Agency (SFMTA) Budget, Financial Planning and Analysis Section (BFPA) works to align, optimize, and manage staff and financial resources at one of the most unique public agencies in the world. The section includes the Budget Office, Financial Analysis Office, Project Controls Office, Asset Management Unit, Funding Strategy and Programs Office, and Grants Administration Office. Combined, these offices guide the Agency's financial planning efforts; support the prioritization of services, programs and projects; lead the development of the SFMTA's operating budget, capital budget and other management plans and reports; and support special programs and projects.

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