



# SFMTA Briefing Book

**MUNI FUNDING WORKING GROUP**

OCTOBER 2024

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## AGENCY OVERVIEW

### **The SFMTA plans, builds, operates, regulates, and maintains the transportation system in San Francisco.**

Established by voter proposition in 1999, the SFMTA is the department of the City and County of San Francisco that oversees Muni, parking and traffic, bicycling, walking and taxis. It is distinct in the United States as a comprehensive agency responsible for all aspects of transportation for the city it serves. In that role, the agency builds, operates, regulates and maintains a diverse system of public transit, paratransit, taxis, shared bicycles, scooters and mopeds, as well as manages the streets that support all the ways that people and goods move around.

## Vision

### **A city of diverse and vibrant neighborhoods seamlessly connected by safe, reliable, affordable transportation for all.**

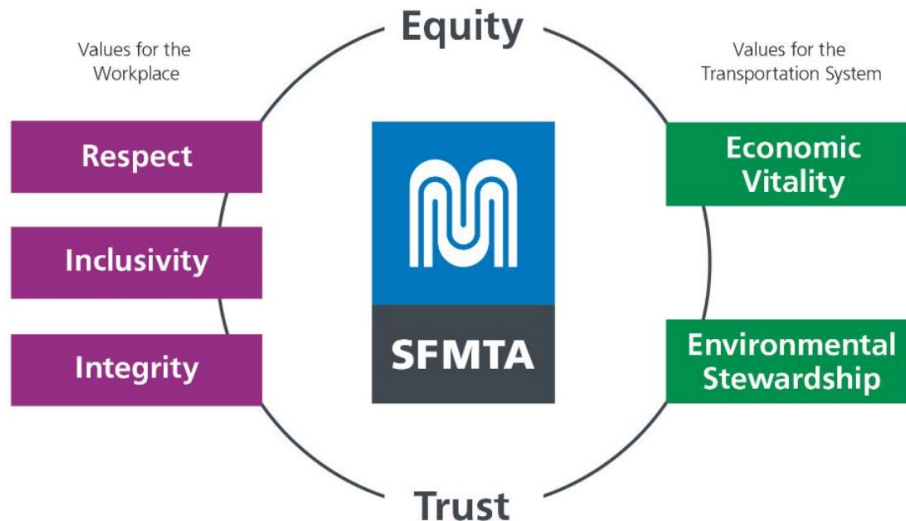
We envision a transportation network that improves the daily lives of everyone who lives, works in or visits San Francisco. Our transportation network:

- *Gets people where they need to go* - Workers are able to get to their jobs on time with minimal difficulty, families have confidence that their kids can get to and from school easily and community members can make essential trips and connect with their family members and friends.
- *Supports the city's economy* - It opens up opportunities for employment and access to the shops, restaurants, parks, museums and other attractions that make San Francisco the vibrant city it is.
- *Supports racial, social and transportation equity* – It is proactive in resolving past harms caused by the transportation sector and provides high-quality services to support the lives and wellbeing of underserved communities in the Bay Area.
- *Provides options that work for all* - This network provides numerous transportation options, all of which are safe, reliable, rapid and affordable.
- *Prioritizes transit, walking and bicycling* - It is so efficient and enjoyable that people don't need to use cars for most trips.
- *Combats climate change* - It mitigates pollution and CO2 emissions from transportation and supports the resiliency and adaptation of the city's infrastructure.

This transportation network is the foundation a more diverse, equitable, culturally vibrant, healthy, economically thriving and innovative San Francisco and Bay Area.

## Agency Values

As the transportation agency for one of the most vibrant cities in the world, the values reflect those of the city. Those defined for the transportation system express the complexity and critical role of the agency’s work and the values for the workplace outline how agency staff will work together to achieve our goals. The bridge values of Equity and Trust are commonly held across both the workplace and the transportation system and apply to everything the agency does. More information about all agency values and the metrics associated with each can be found at [www.sfmta.com/strategicplan](http://www.sfmta.com/strategicplan).



## Governance & Organization

The SFMTA is led by a Board of Directors appointed by the Mayor and confirmed by the Board of Supervisors.

### Board of Directors

The Office of the Board of Directors administers the affairs of the seven-member SFMTA Board of Directors and the 15-member Citizens’ Advisory Council, manages and coordinates the SFMTA’s responses to all public records requests, and oversees the 7th Floor Reception Desk.

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 and serves as members of the San Francisco Parking Authority Commission. The Citizens’ Advisory Council is an advisory body to the SFMTA, hears matters within the jurisdiction of the agency and provides recommendations on those matters to the Board and agency.

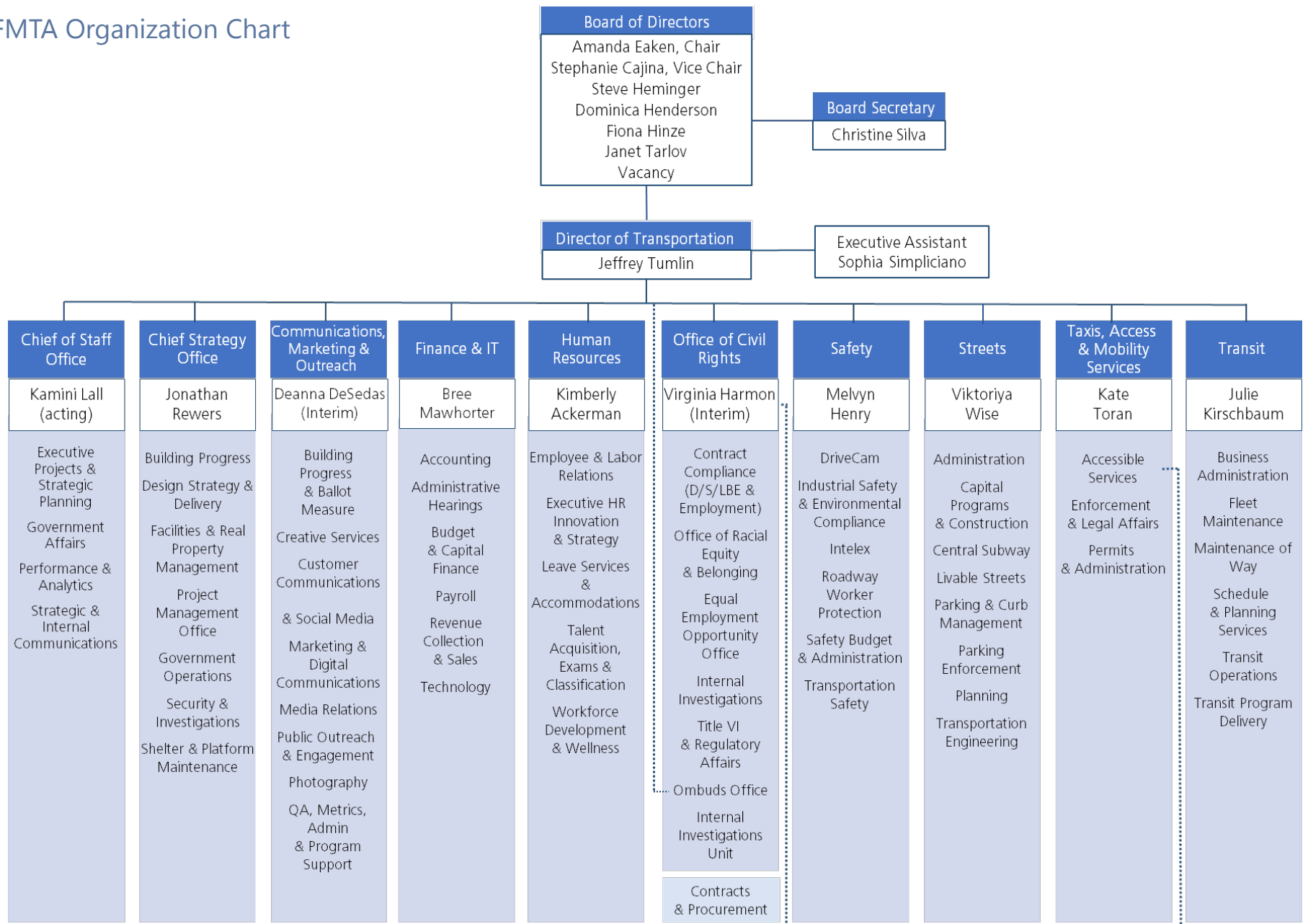
Board of Directors
Amanda Eaken, Chair
Stephanie Cajina, Vice Chair
Steve Heminger
Dominica Henderson
Fiona Hinze
Janet Tarlov
Vacancy

### Director of Transportation

Jeffrey Tumlin, the Director of Transportation, manages ten division directors and reports directly to the Board.

## DIVISIONS AND DIRECTORS

### SFMTA Organization Chart



## Board of Directors Office

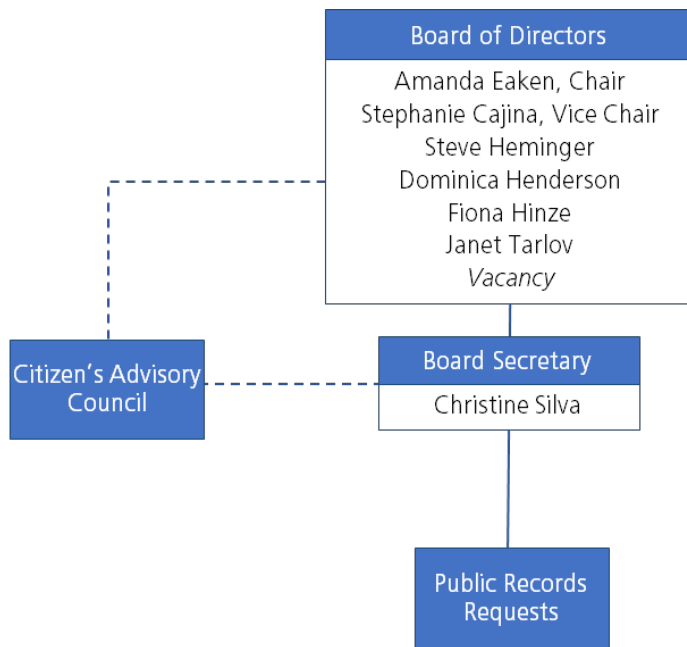
### Board Secretary: Christine Silva

The Board of Directors Office is responsible for administering the affairs of the SFMTA Board of Directors/Parking Authority Commission and their committees. The secretary also oversees the SFMTA’s response to all requests for public records and is the staff liaison to the SFMTA’s Citizen’s Advisory Council.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>4</b>
Filled:	3
Vacant:	1

### Organization Chart



## Chief of Staff Office

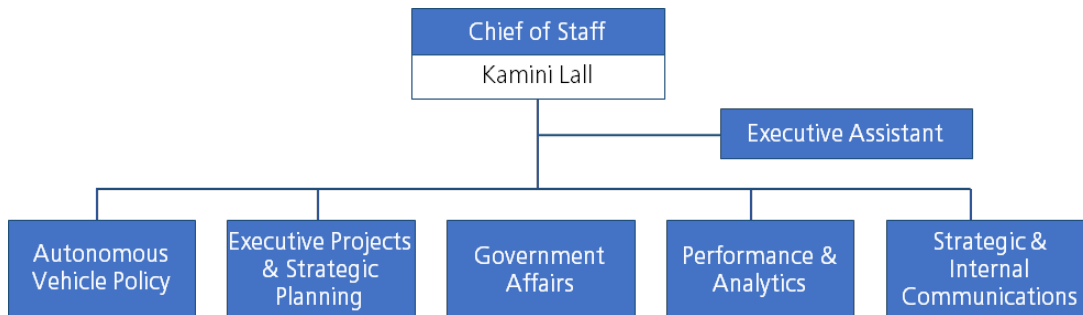
### Acting Chief of Staff: Kamini Lall

The Chief of Staff Office (COS) is within the Executive Director Division of the SFMTA and operates at a tactical, strategic and operational level working with the executive and senior management team of the agency to advance key strategic initiatives, communications and relationships. The COS is responsible for leading key multi-divisional projects; managing and tracking strategic initiatives; monitoring goal and objective achievement through measurements of benchmarks and the analysis of agency data; supporting the Director of Transportation in relations with the mayor and San Francisco Board of Supervisors, the media; and developing key agency strategic internal and external messaging.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>21</b>
Filled:	17
Vacant:	4

### Organization Chart



## Office of the Chief Strategy Officer

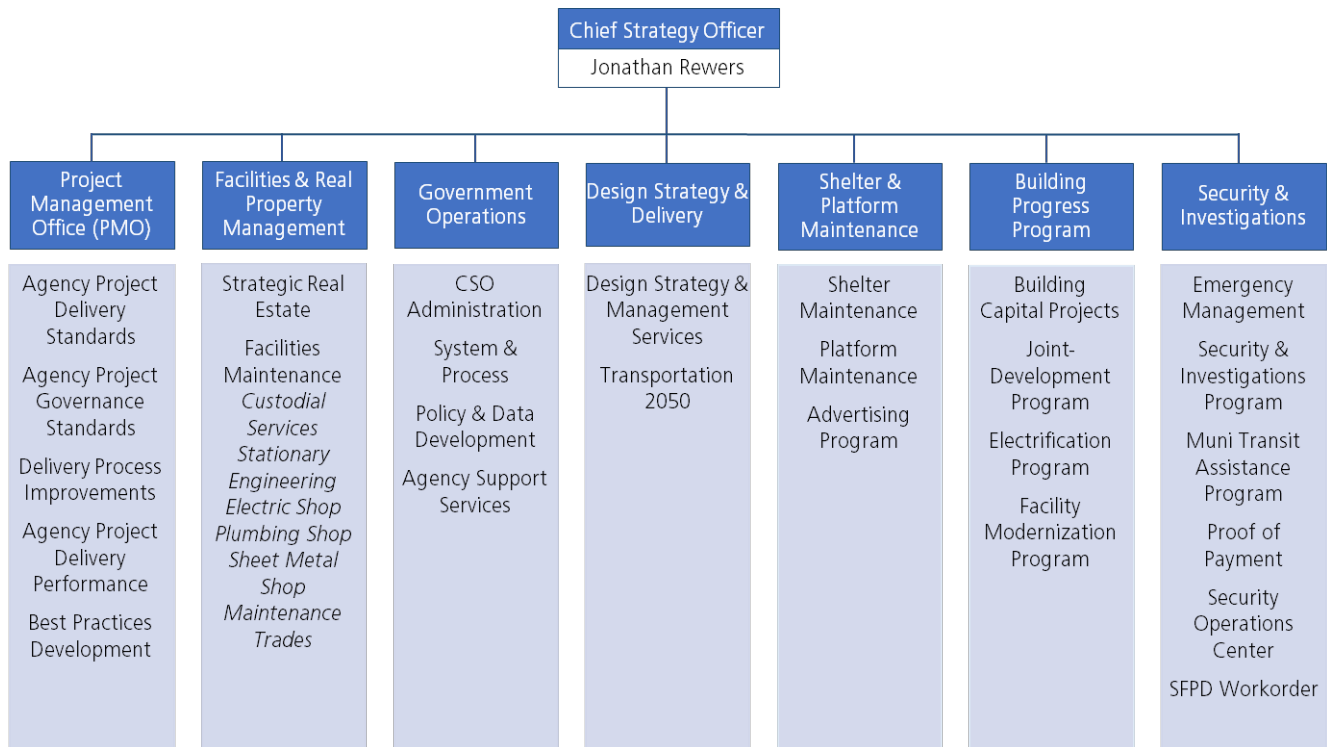
### Chief Strategy Officer: Jonathan Rewers

The Office of the Chief Strategy Officer (CSO) is devoted to implementing agency-wide strategies and programs to meet the SFMTA's key policy objectives. In collaboration with the SFMTA Executive Team, the CSO division advances agency-wide strategy execution, leads major program design and management, analyzes strategic risks and opportunities, and leads business process improvement initiatives to enhance agency government operations. The CSO division also coordinates and works with other departments and agencies of the City and County of San Francisco, transportation, and mobility partners, as well as other public and policy groups, to support the SFMTA's initiatives and advance priority policy objectives.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>241</b>
Filled:	215
Vacant:	26

### Organization Chart





## Communications Marketing & Outreach

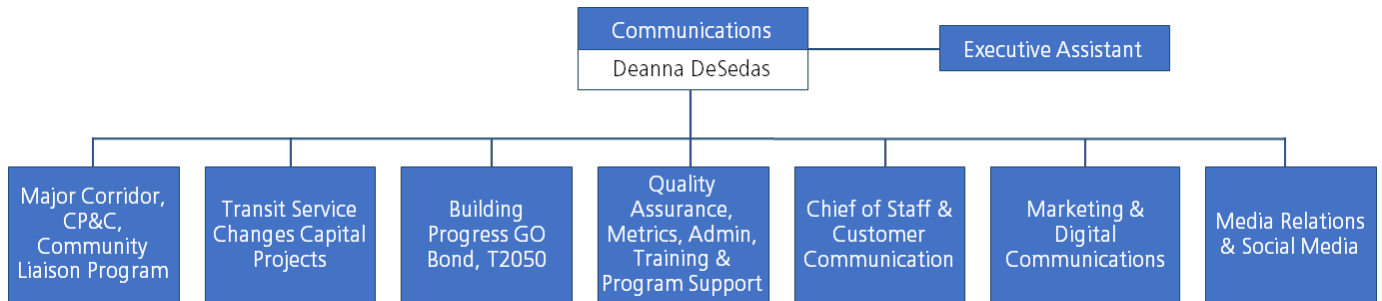
**Interim Director: Deanna DeSedas**

The Communications, Marketing & Outreach Division creates and shares content that's multilingual and accessible to make getting around San Francisco easy and enjoyable. We produce compelling campaigns and events to grow and engage our diverse community of customers. We meet people where they are, seeking feedback and sharing results to strengthen trust in the SFMTA. We amplify the public's voice to decision makers to foster a more equitable transportation network.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>52</b>
Filled:	43
Vacant:	9

### Organization Chart



## Finance & Information Technology

### Chief Financial Officer: Bree Mawhorter

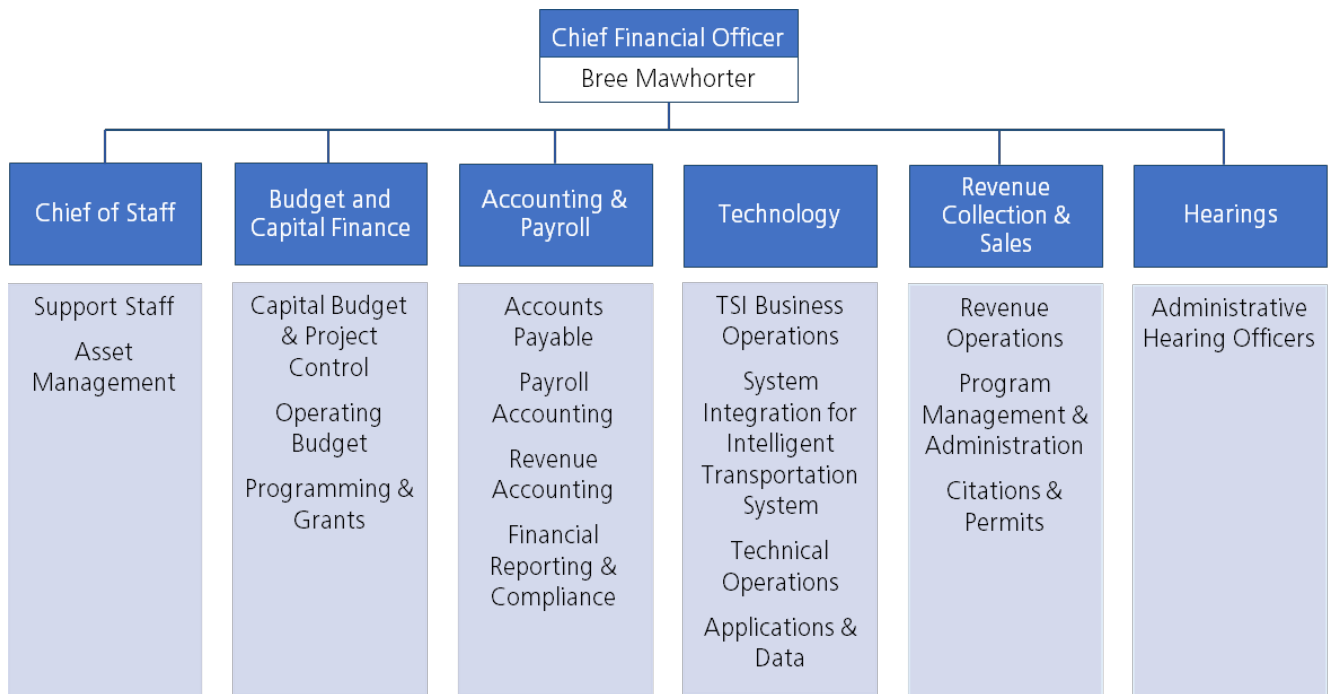
The Finance and Information Technology (FIT) Division provides strategic advice and information to support organizational decision-making and improved financial management. FIT maximizes the financial and physical capacity of the SFMTA and ensures improved and more efficient use of financial and technical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

FIT responsibilities include: Accounting, Budget and Capital Finance, Grants, Technology Solutions and Integrations, Revenue Collection & Sales (including Citation Processing, Parking Permits, Discount Fare Programs and the Customer Service Center) and Administrative Hearings.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>321</b>
Filled:	292
Vacant:	29

### Organization Chart



## Human Resources

### Chief People Officer: Kimberly Ackerman

The Human Resources Division’s goal is to provide effective human resource management by developing and implementing policies, programs, and services that contribute to the attainment of organizational and employee goals. HR provides overall policy direction on human resource management issues and administrative support functions related to the management of the SFMTA workforce.

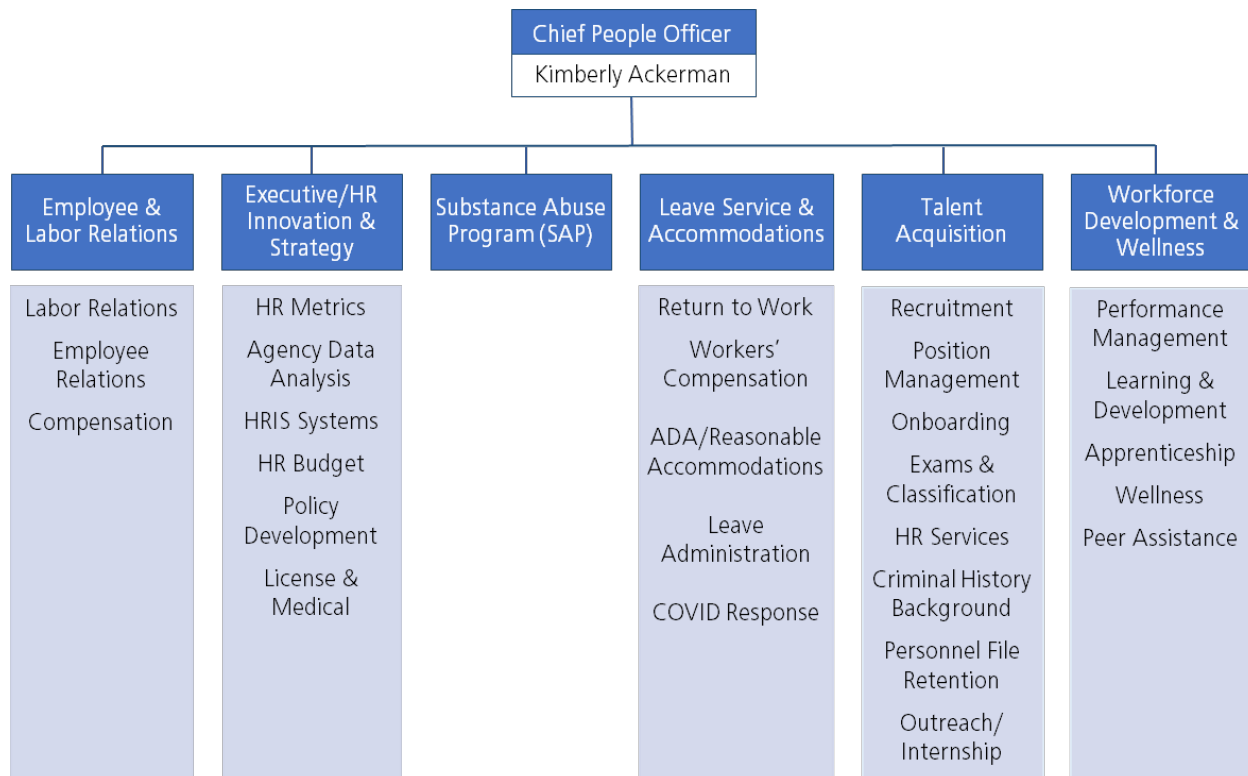
Through strategic partnerships and collaboration, the Human Resources Division aims to attract, develop and retain a high performing, inclusive and diverse workforce who will provide efficient and effective city services for our residents. In addition to providing strategic functions, the HR Division is responsible for coordinating the recruitment and hiring efforts, administering multiple bargaining unit agreements, providing family and medical leave services, coordinating wellness efforts, providing training and professional development opportunities, ensuring and monitoring compliance with federal, state and local regulations pertaining to personnel matters along with numerous other policies and procedures.

The HR Division’s focus includes: Executive HR Innovation & Strategy, Employee & Labor Relations, Leave Services & Accommodations, Talent Acquisition and Workforce Development.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>107</b>
Filled:	97
Vacant:	10

### Organization Chart



## Office of Civil Rights

### Interim Director: Virginia Harmon

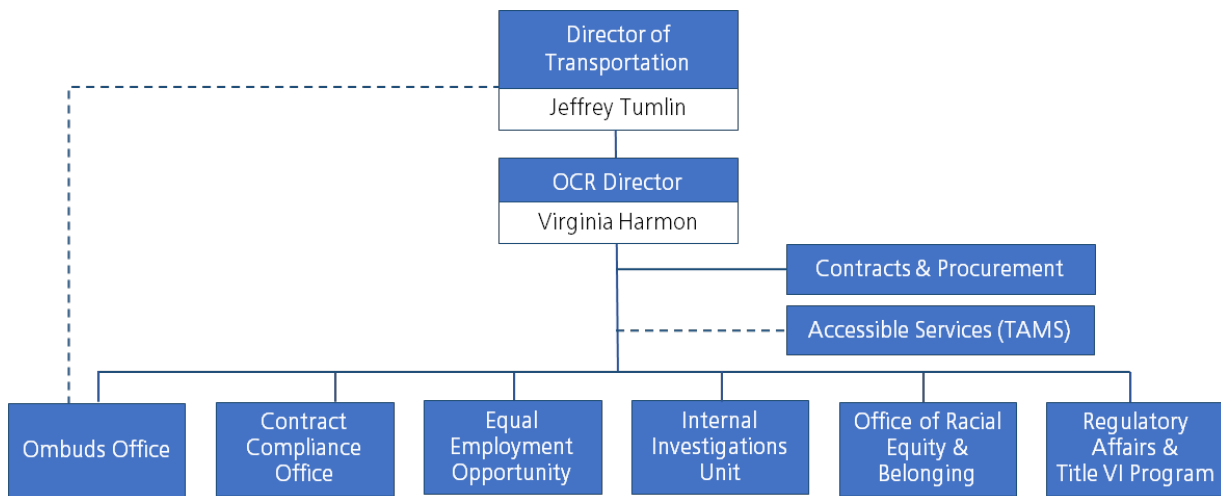
The SFMTA Office of Civil Rights (OCR) brings together all the agency sections working to implement Civil Rights and Equity programs so they can collaborate with and support each other. The sections are Contract Compliance Office (CCO), Equal Employment Opportunity (EEO), Internal Investigations Unit (IIU), the Ombuds Office, the Office of Racial Equity and Belonging (OREB), and the Title VI Program and Regulatory Affairs. The Accessible Services section is within the Taxis, Access and Mobility Services (TAMS) division but has a dotted line reporting relationship to the OCR. The division is dedicated to eliminating barriers that inhibit individuals from attaining equal access to and participation in the transportation network and monitoring compliance with applicable Federal, State and local laws to ensure fairness in the workplace.

The Contracts and Procurement (C&P) Section consists of three units: Contracts (Professional Services, General Services, Fleet and Commodities); Contracts (Construction); and Purchasing. C&P is responsible for ensuring compliance with all contracting rules and regulations and facilitating the contract selection process, including review of scope, advertising, bid evaluation, award and certification.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>82</b>
Filled:	61
Vacant:	21

### Organization Chart



## Safety

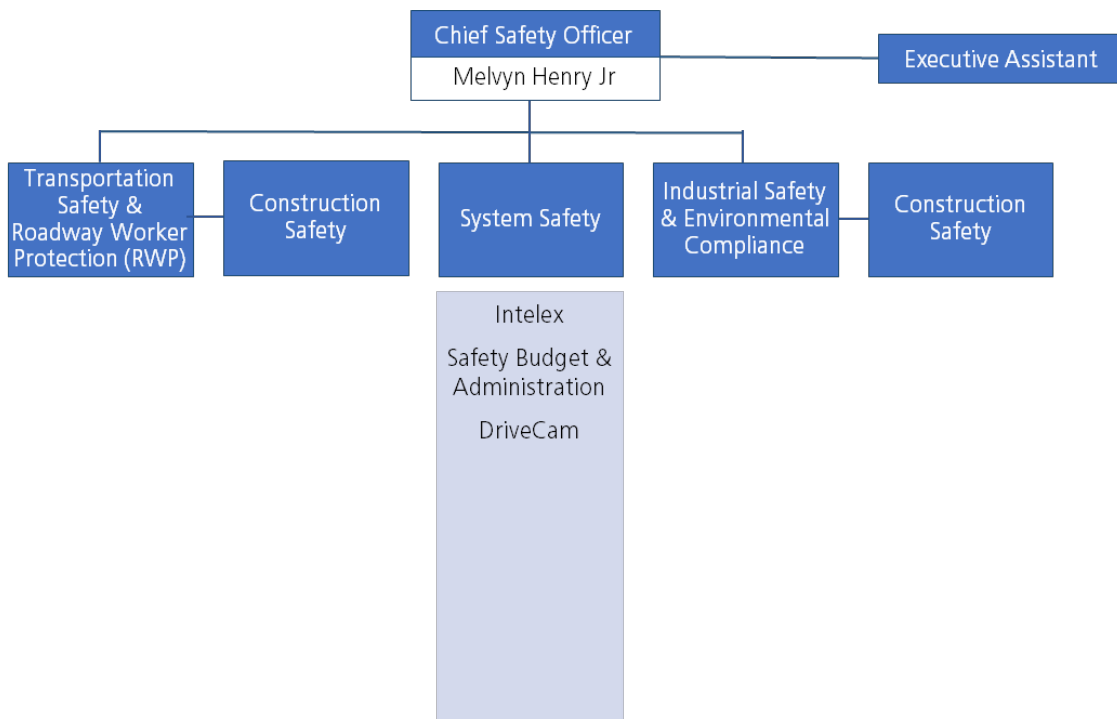
**Director: Melvyn Henry**

Responsibilities: Providing a safe environment for riders, employees and the citizens of the City and County of San Francisco. We ensure and maintain compliance with the SFMTA Public Transportation Agency Safety Plan (PTASP), per the Federal Transportation Administration (FTA), California Division of Occupational Safety/Health (Cal/OSHA) and California Public Utilities Commission (CPUC) regulations.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>25</b>
Filled:	24
Vacant:	1

### Organization Chart



## Streets

**Director: Viktoriya Wise**

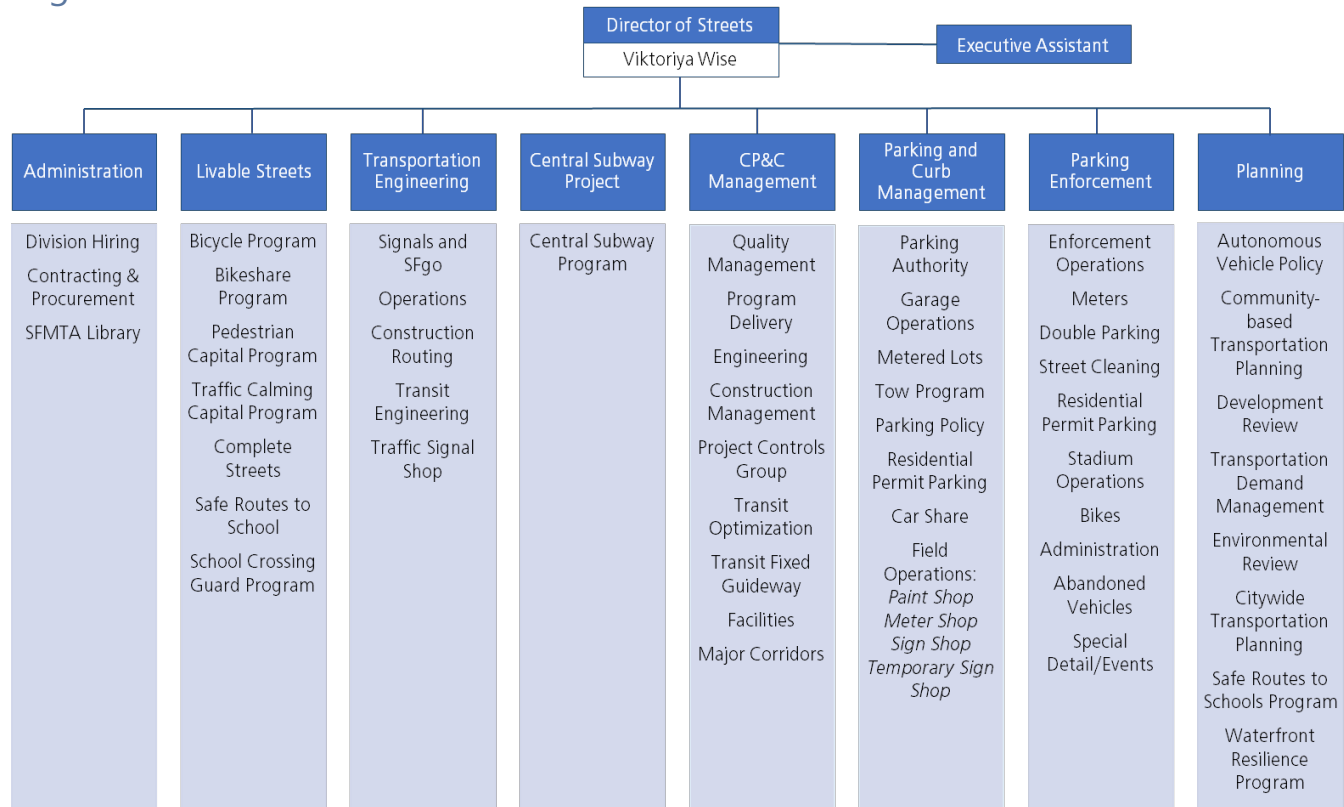
Our mission is to plan, design, implement, and maintain the city’s transportation infrastructure and regulations to support San Francisco’s mobility needs as the city changes and grows. The Streets Division initiates and coordinates improvements to the city’s street, transit, bicycle, pedestrian and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

Within the Streets Division is the Capital Programs & Constructions group. CP&C serves as the infrastructure delivery and administration unit of SFMTA, responsible for the execution of projects and contracts. CIP managers from various divisions, including Transit Fixed Guideway, MOW, Transit Optimizations, Facilities, and IT, typically approach CP&C with projects that have been defined and identified within their respective programs for design, contracting, and implementation. CP&C is structured to be a one-stop shop for a wide variety of projects, managing everything from the initiation phase through design, procurement, construction, and project closeout. The unit comprises over 100 staff across five different units: Engineering, Program Delivery, Construction Management, Quality Management, and Project Control. More than 90% of our positions are project-based.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>1,066</b>
Filled:	977
Vacant:	89

### Organization Chart



## Taxis, Access & Mobility Services

**Director: Kate Toran**

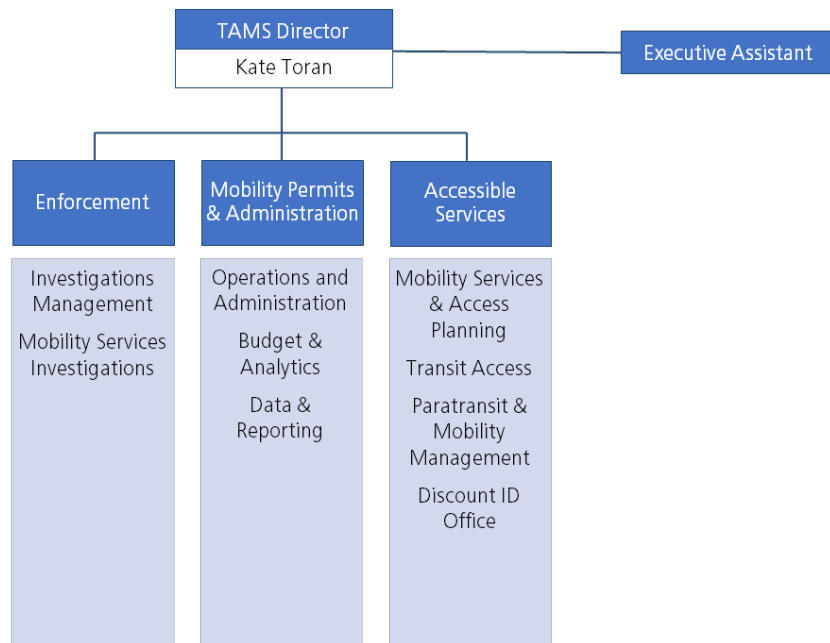
Taxis, Access & Mobility Services (TAMS) is the operational division that takes the lead in regulating the taxi industry and on-going mobility services permit programs. Our work as a division is rooted in making the transportation system more accessible to older adults and people with disabilities. The Accessible Services section is responsible for ensuring physical and programmatic access to all the SFMTA's services. Operationally, the Accessible Services section is responsible for managing the SF Paratransit and Mobility Management program; the Regional Transit Card Discount ID Office; accessibility of the Muni system and stations; and ensuring the accessibility of capital, pedestrian, biking, and parking projects.

As a customer-facing division that has oversees the regulations governing the San Francisco taxi industry, our responsibility has grown to include permitting and enforcement oversight for new mobility services such as Commuter Shuttles and Scooter Share.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	43
Filled:	34
Vacant:	9

### Organization Chart



## Transit

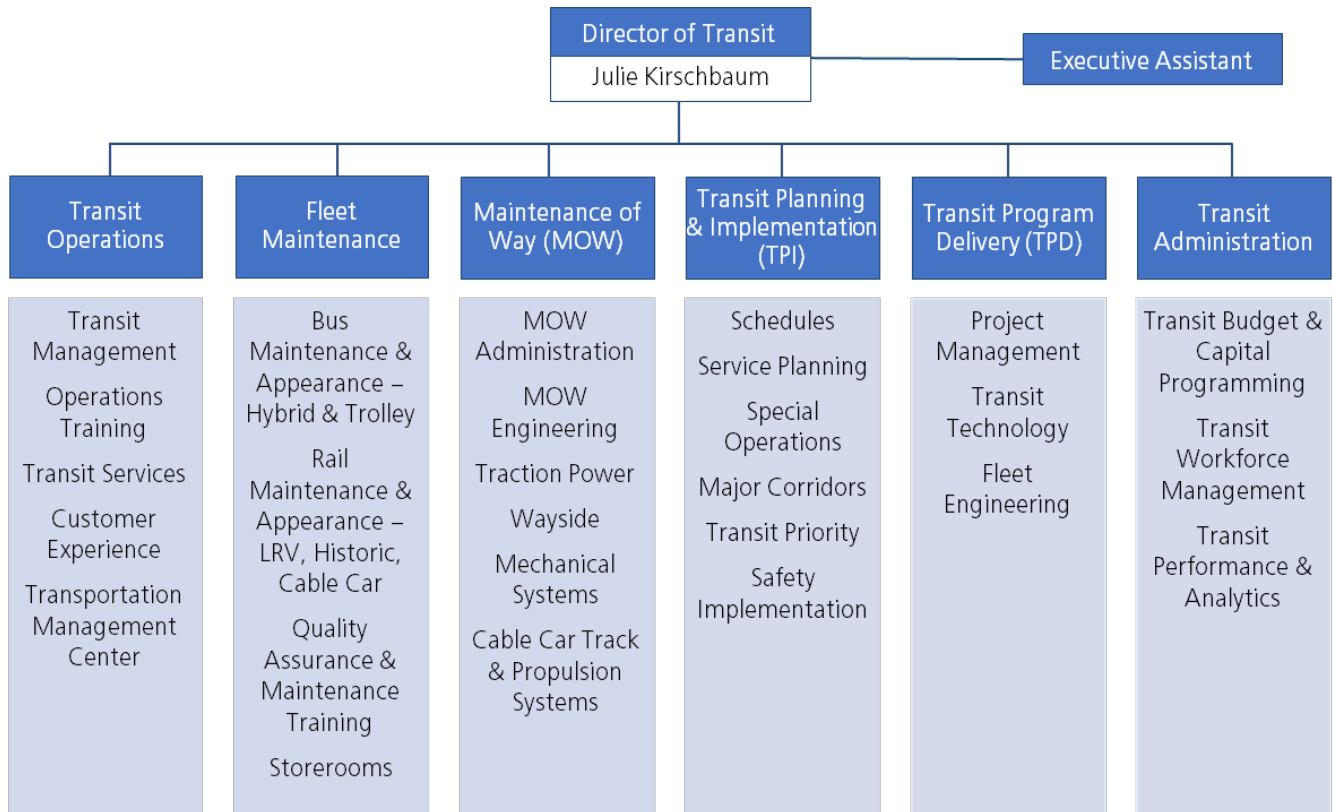
**Director: Julie Kirschbaum**

The Transit Division plans, schedules, operates and maintains Muni service for the hundreds of thousands of people who rely on it every day. Including Transit Administration, Transit Operations, Fleet Maintenance, Maintenance of Way, Planning and Implementation and Transit Program Delivery, the Transit Division centers the experience of our customers in every aspect of our work in order to deliver a world-class transit service that is fast, frequent, reliable, clean and safe.

### Staffing (as of September 9, 2024)

<b>Total Full-time Employees (FTE):</b>	<b>4,663</b>
Filled:	4,330
Vacant:	333

### Organization Chart





## SFMTA BUDGET

### Operating Budget

The City Charter requires the SFMTA to 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 proposed two-year budget typically is approved by the SFMTA Board of Directors and then presented to the Mayor and the Board of Supervisors for approval no later than May 1. 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.

This past spring, the SFMTA Board of Directors unanimously approved the agency’s [FY 2025 and FY 2026 SFMTA Consolidated Operating and Capital Budget](#). This Budget will allow the agency to continue providing: transit service on 72 Muni lines; paratransit service for half a million seniors and people with disabilities every year; street safety programs and projects like new street designs that make our roads safer for everyone; and more. It also makes modest increases to Muni fares, fees and fines while protecting vulnerable populations, increasing fare equity and supporting the future financial health of the agency.

**Table: Capital and Operating Consolidated Budget by Agency Divion (as of July 10, 2024)**

SFMTA Division	FY 2024-25 (\$)	FY 2025-26 (\$)
<b>Agency Wide*</b>	145,512,132	155,204,055
<b>Board of Directors</b>	695,184	719,880
<b>Executive Director**</b>	7,876,450	7,928,073
<b>Communications</b>	7,393,663	7,520,397
<b>Office of Civil Rights</b>	6,099,112	6,258,238
<b>Finance and Information Technology</b>	101,880,872	100,848,496
<b>Human Resources</b>	64,545,735	65,639,960
<b>Safety</b>	6,210,528	6,435,563
<b>Chief Strategy Officer</b>	84,260,852	88,667,304
<b>Streets</b>	203,184,189	192,609,696
<b>Taxi, Access &amp; Mobility Services</b>	35,732,165	37,174,851
<b>Transit</b>	778,307,956	804,782,683
<b>Total</b>	<b>1,441,698,838</b>	<b>1,473,789,196</b>

\*Includes agency wide expenses such as debt service, retiree pension and health care, and services from other city departments that support the entire agency such as information technology and risk management.

\*\*Includes Chief of Staff expenditure budget

For more information on the budget proposal, you can review the [April 16 budget presentation we gave to the SFMTA Board](#).

## Capital Budget

While the SFMTA Operating Budget is developed on a two-year cycle, capital planning for agency projects and programs necessitates a significantly longer timeline. The overall infrastructure investment needs, including both maintenance and possible enhancements and expansion, are included in the [SFMTA's 20-Year Capital Plan](#), a financially unconstrained compilation of all the capital needs looking out twenty years. Updated every two years, the Capital Plan consolidates capital needs from all agency planning efforts and applies a series of criteria and indicators to determine the degree to which the capital need supports the SFMTA in upholding its values. In addition to these long-term financial planning efforts, agency values and goals guide the agency's near-term financial planning efforts through the prioritization of projects and programs included in a five-year Capital Improvement Program (CIP).

The [Fiscal Year 2025-2029 Capital Improvement Program \(CIP\)](#) is a fiscally constrained program of projects that the SFMTA plans to implement over the next five years. These projects aim to improve the safety, reliability, equity, and efficiency of the transportation system for all San Francisco residents, workers and visitors. The CIP also defines funding source restrictions, areas for capital investment and project phases and gives the public a transparent view of SFMTA's capital investment goals and project priorities. The CIP is a living document, and projects are adjusted as needs and revenues change. Technical adjustments to the CIP are made on an ongoing basis.

**Table: Capital Improvement Program (CIP) by Program by Fiscal Year (FY)**

Program	FY 24-25 (\$M)	FY 25-26 (\$M)	FY 26-27 (\$M)	FY 27-28 (\$M)	FY 28-29 (\$M)	Total (\$M)	Percent (%)
<b>Fleet</b>	209.4	267.8	223.0	180.3	163.2	<b>1,043.7</b>	41
<b>Transit Fixed Guideway</b>	103.8	98.7	157.3	120.0	106.9	<b>586.7</b>	23
<b>Transit Optimization</b>	21.1	62.2	118.2	31.5	64.0	<b>297.0</b>	12
<b>Facility</b>	28.1	84.2	102.4	17.0	17.9	<b>249.7</b>	10
<b>Streets</b>	42.8	51.7	36.4	41.1	49.3	<b>221.2</b>	9
<b>Signals</b>	10.9	5.1	7.4	4.7	3.4	<b>31.4</b>	1
<b>Communications &amp; IT</b>	2.0	1.7	1.4	1.2	1.5	<b>7.7</b>	<1
<b>Security</b>	1.0	1.0	1.0	1.0	1.0	<b>4.8</b>	<1
<b>Parking</b>	-	-	-	3.0	3.0	<b>6.0</b>	<1
<b>Taxi &amp; Accessible Services</b>	0.3	0.6	0.3	0.6	0.3	<b>2.3</b>	<1
<b>Agency-Wide</b>	4.1	13.2	30.5	26.1	34.4	<b>108.2</b>	4
<b>Total</b>	<b>423.3</b>	<b>586.3</b>	<b>677.9</b>	<b>426.5</b>	<b>444.9</b>	<b>2,558.9</b>	<b>100</b>

The agency maintains this five-year program of projects that is limited to only what we can pay for with our forecast revenues. CIP funding comes from a variety of sources including federal formula grants, competitive grants, regional and state formula grants, Proposition B, General Fund transfers, Developer Fees, Proposition L transportation sales tax, revenue bonds, general obligation bonds, operating dollars, and miscellaneous sources. The funding sources for the FY 2025-2029 CIP are summarized below.

**Table: Capital Improvement Program (CIP) Revenues by Source by Fiscal Year (FY)**

Source	FY 24-25 (\$M)	FY 25-26 (\$M)	FY 26-27 (\$M)	FY 27-28 (\$M)	FY 28-29 (\$M)	Total (\$M)	Percent (%)
<b>Federal</b>	253.5	356.2	294.4	236.8	224.3	<b>1,365.2</b>	53
<b>State</b>	26.7	84.3	216.8	56.1	52.0	<b>435.9</b>	17
<b>Regional</b>	12.7	24.1	26.4	2.2		<b>65.5</b>	3
<b>Local</b>	130.4	121.8	140.2	131.5	168.5	<b>692.3</b>	27
<b>Total</b>	<b>423.3</b>	<b>586.3</b>	<b>677.7</b>	<b>426.7</b>	<b>444.8</b>	<b>2,558.9</b>	<b>100</b>

Many funding sources come with restrictions identified by the funder. For example, FTA \$5309, a federal formula grant, can only be used to fund new fixed guideway systems, new and replacement buses and facilities, and modernization of existing rail systems. Similarly, competitive grants can only be used to fund projects that meet the grant criteria. Funding restrictions constrain SFMTA discretion when identifying which capital needs to fund in the CIP. Significantly, two of the least restricted funding sources, operating funds and general obligation bonds, are dramatically decreased from prior CIPs and contribute \$0 in the proposed CIP 2025- 2029.