



# 2021 ANNUAL REPORT



San Francisco  
County Transportation  
Authority

Final Report: August 2022



# THE 2021 TRANSPORTATION AUTHORITY BOARD AND ITS COMMITTEES

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## TREASURE ISLAND MOBILITY MANAGEMENT AGENCY (TIMMA) COMMITTEE

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Sophia Tupuola

*\* served part of 2021*

### On the cover:

Malik Seneferu paints a mural on the Prop K-funded Quick-Build protected bikeway on Evans Avenue in District 10, which was completed in 2021, while SFMTA's Christopher Kidd keeps him company.

This Annual Report, prepared in fulfillment of statutory and Expenditure Plan requirements, details the Transportation Authority's progress in delivering the local transportation sales tax program and vehicle registration fee program over the previous 12 months. It also provides an overview of progress in delivering programs and projects paid for with other funds under the Transportation Authority's jurisdiction.

DATE OF PUBLICATION: AUGUST 2022



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County Transportation  
Authority**

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## ACRONYMS USED IN THIS REPORT

In each major section of the report, the full name is spelled out in the first occurrence.

**BART**

San Francisco Bay Area Rapid Transit District

**Caltrans**

California Department of Transportation

**CMA**

Congestion Management Agency

**DBE**

Disadvantaged Business Enterprise

**LBE**

Local Business Enterprise

**NTIP**

Neighborhood Transportation  
Improvement Program

**Prop AA**

Proposition AA

**Prop K**

Proposition K

**Public Works**

San Francisco Public Works

**SBE**

Small Business Enterprise

**SFMTA**

San Francisco Municipal Transportation Agency

**SFTP**

San Francisco Transportation Plan

**TFCA**

Transportation Fund for Clean Air

**TIMMA**

Treasure Island Mobility Management Agency



## Our Mission

The San Francisco County Transportation Authority's mission is to make travel safer, healthier, and easier for all. We plan, fund, and deliver local and regional projects to improve travel choices for residents, commuters, and visitors throughout the city.

## Our Values

At the San Francisco County Transportation Authority, our values guide staff in their work every day. We value:

**ACCOUNTABILITY:** We are responsible for informing the public about the work we do and how we spend taxpayer funds.

**COLLABORATION:** We achieve our best work by engaging collectively with the community.

**DATA-DRIVEN ANALYSIS:** Facts guide our work and our recommendations.

**EQUITY:** Everyone deserves high-quality transportation options.

**INNOVATION:** We strive to develop creative solutions that save time and money and lead to better outcomes.

**INTEGRITY:** We believe in honest, straight-forward relationships both internally and outside our agency.

**RESPECT:** We value the diversity of views, identities, and experiences within our agency and throughout the broader San Francisco community.

## Our Role

### PROP K ADMINISTRATOR

Prop K is the local sales tax for transportation approved by San Francisco voters in November 2003. The 30-year Expenditure Plan prioritizes \$2.35 billion (in 2003 dollars) and leverages another \$9 billion in federal, state, and local funds for transportation improvements.

## What We Do

Administer the tax. Allocate funds to eligible projects. Monitor and expedite the delivery of Prop K projects. Prepare the Strategic Plan to guide the timing of Prop K expenditures and maximize leveraging. Advance project delivery through debt issuance and funding strategy.

### CONGESTION MANAGEMENT AGENCY (CMA)

State legislation establishing Congestion Management Agencies was adopted in 1989. The Transportation Authority was designated as the CMA for San Francisco County in 1990.

Prepare the long-range Countywide Transportation Plan for San Francisco. Gauge the performance of the transportation system. Prioritize and recommend local projects for state and federal funding. Help local agencies compete for discretionary funds and support delivery.

### TRANSPORTATION FUND FOR CLEAN AIR (TFCA) PROGRAM MANAGER

Funds come from a \$4 per year vehicle registration fee used for projects that help clean up the air by reducing motor vehicle emissions. The Transportation Authority was designated San Francisco program manager in 1992.

Prioritize projects for San Francisco's local share of TFCA funds. Help local agencies compete for regional discretionary TFCA funds. Oversee implementation of TFCA projects in San Francisco.

### PROP AA ADMINISTRATOR

State legislation, adopted in 2009, enabled CMAs to establish up to a \$10 countywide vehicle registration fee to fund transportation projects having a relationship or benefit to the people paying the fee. San Francisco voters approved Prop AA in November 2010, designating the Transportation Authority as the administrator of the \$10 fee.

Administer the fee. Allocate funds to eligible projects. Monitor and expedite delivery of Prop AA projects. Prepare the Strategic Plan to guide the timing of Prop AA expenditures and maximize leveraging.

### TREASURE ISLAND MOBILITY MANAGEMENT AGENCY (TIMMA)

The Transportation Authority was designated Treasure Island Mobility Management Agency in 2014. State legislation, passed in 2008, enables TIMMA to implement congestion pricing on the island.

Plan for sustainable mobility on Treasure Island. Coordinate new ferry and regional bus service, on-island shuttle, bike share, and car share opportunities. Implement congestion pricing. Develop and implement transit affordability program.

# 2021 at a Glance

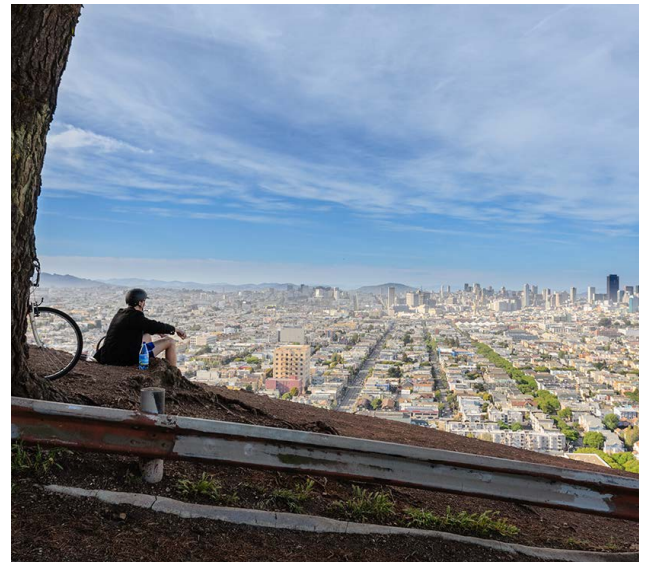


The Transportation Authority continued to expand the Neighborhood Program

**PAGE 48**

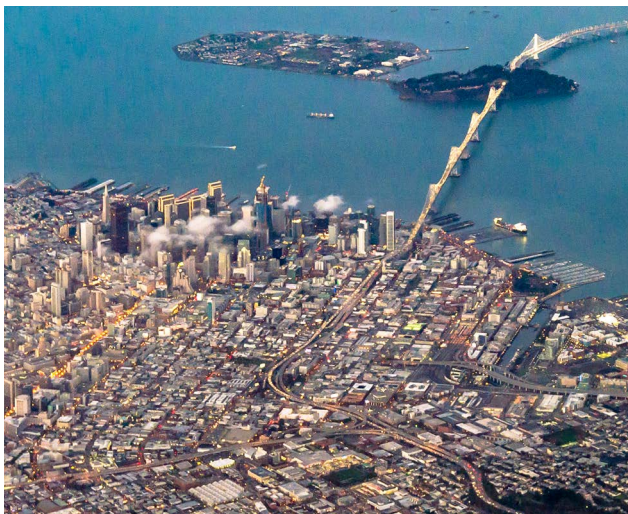
The San Francisco Transportation Plan is the city's long-range investment and policy blueprint

**PAGE 10**



The Streets and Freeways Study has identified strategies to address pressing transportation challenges

**PAGE 10**



Golden Gate Park Stakeholder Working Group and Action Framework

**PAGE 13**

The Prop K Strategic Plan update guides the timing and allocation of half-cent transportation sales tax revenues

**PAGE 28**





# 2021 at a Glance

## District 4 Mobility Improvements Study

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The Transit Strategy describes major capital projects and programs that will help our city's transit system

PAGE 10

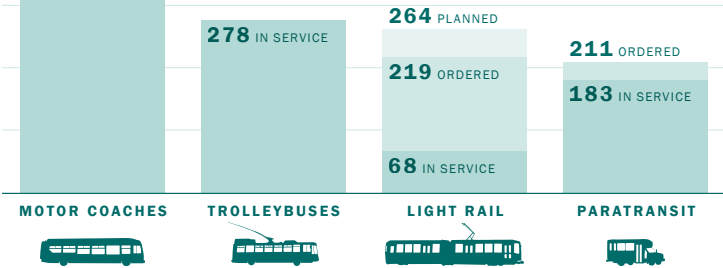


697 PLANNED

667 IN SERVICE

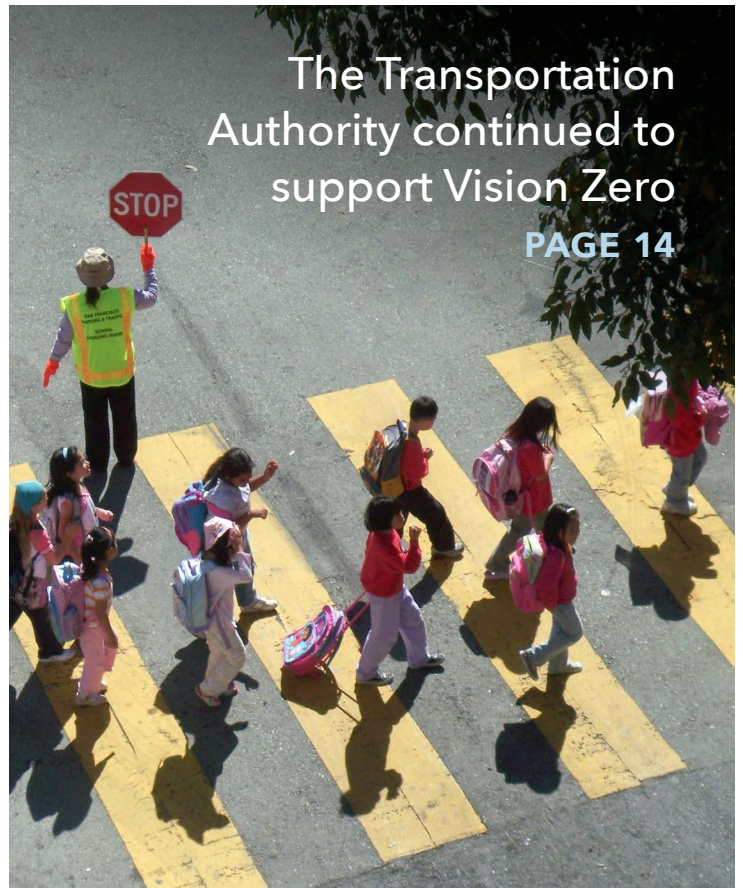
## Half-cent sales tax supports purchase of new Muni vehicles

PAGE 35



## The Transportation Authority continued to support Vision Zero

PAGE 14



## Great Highway Concepts Evaluation Report

PAGE 12





## LETTER FROM THE CHAIR

In a year marked by resilience and recovery, it is my pleasure to present the Transportation Authority's 2021 Annual Report. From neighborhood-level planning and street improvement projects in every part of the city, to advancing traffic safety, climate action and equity goals, to funding and approving major transportation infrastructure investments, the Transportation Authority made progress on many fronts.



We celebrated the completion of several projects delivered by our partner agencies with funding from our sales tax and other funding programs. These included Phase 2 safety and transit reliability improvements for the Taraval Improvement Project and Geary BRT, Jefferson Street plaza, a Tenderloin Safe Streets speed reduction program, and bikeways and safer sidewalks and crosswalks in the Bayview and neighborhoods across the city.

Planning for the next generation of transportation investments was a major focus as well, as we supported the adoption of the region's Plan Bay Area 2050, advanced ConnectSF, the multi-agency long-range transportation planning program for San Francisco, and contributed to the San Francisco Climate Action Plan update. These efforts are informing the development of our San Francisco Transportation Plan 2050 Update, to be published later this year, which establishes the city's transportation investment priorities for the next 30 years and positions San Francisco for regional, state, and federal funding, which got a major boost with the passage of the Bipartisan Infrastructure Bill last fall.

The transportation sales tax program provides critical seed and local match funds for project grants, large and small. I was pleased to appoint a community-based Expenditure Plan Advisory Committee to help shape the renewal of the sales tax program, as we prepare to seek voter approval for extension of the tax for another 30 years this fall.

Finally, together with the SFMTA, we successfully advocated for \$30 million in critical federal funds to support Muni operations and restore transit service, and obtained \$18 million in federal grants for a seismic rehabilitation of the series of bridge structures serving Yerba Buena Island. I am particularly grateful to Speaker Pelosi for her support of this project as well as her leadership on the Caltrain and high-speed rail extension to Salesforce Transit Center, a major regional project that we helped to gain entry into the Federal Transit Administration's New Starts funding program.

I look forward to continued partnership and progress in 2022, and thank my colleagues on the Board, our dedicated staff, regional and city agency partners, and members of our Community Advisory Committee and the broader community for their collaboration in advancing the safe, reliable, and sustainable transportation network that San Franciscans need and deserve.

A handwritten signature in black ink, appearing to read 'Rafael Mandelman'.

Rafael Mandelman  
CHAIR

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# PLANNING AND DELIVERING TRANSPORTATION PROJECTS

As San Francisco's congestion management agency, we monitor travel activity on our streets and adopt plans to reduce traffic congestion and improve sustainable travel options, such as the Treasure Island Transportation Program. We lead long-range planning to establish San Francisco's transportation investment policies and priorities through the San Francisco Transportation Plan. We lead major capital projects like the Yerba Buena Island Southgate Road Realignment, and provide project delivery oversight and support for projects like the Caltrain Electrification.

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## CONNECTSF AND THE SAN FRANCISCO TRANSPORTATION PLAN

ConnectSF is a multiagency effort to build an effective, equitable, and sustainable transportation system for San Francisco's future.

ConnectSF has three phases. Phase 1, concluded in 2018, established a 50-year transportation vision for the City and established goals through extensive community engagement and technical work.

Phase 2 defined the transportation needs, challenges, and strategies to move the City closer to its vision and goals. A Statement of Needs, produced during Phase 2, showed that new investments and policies are needed to achieve our equity, environmental, and economic vitality goals.

As part of Phase 2 in 2021, the Transportation Authority, in coordination with the SFMTA and San Francisco Planning Department, developed the Transit Strategy and Streets and Freeways Strategy. These two modal studies define strategies for long-range planning and evaluate and recommend major transportation concepts and policies. For example, the Transportation Authority led Streets and Freeways Strategy is the first coordinated effort to plan for the city's freeways and major arterials. Its guiding strategies are to maintain and reinvest in the system; prioritize transit and carpooling on streets and freeways; build a complete active transportation network; prioritize safety in all investments and through targeted programs; and repair harm and reconnect communities.

Recommendations from the two modal strategies, along with community-based plans, regional transit operator plans, and other city plans, will be prioritized in 2022 with the publication of the San Francisco Transportation Plan (SFTP), which will conclude Phase 3 of ConnectSF.

The SFTP is the long-range investment and policy blueprint for the city's transportation system. It analyzes every transportation mode, every transit operator, and all streets and freeways every four years to produce a financially constrained investment plan. The SFTP also includes a vision investment plan and funding advocacy strategy that incorporate potential new revenue measures to help close a substantial funding gap and move the City closer to its long-range transportation vision.

Learn more at [sfcta.org/projects/san-francisco-transportation-plan](https://sfcta.org/projects/san-francisco-transportation-plan)



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The SFTP helps San Francisco secure state and federal funding through the regional transportation plan / sustainable communities strategy, known as Plan Bay Area 2050.

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## GREAT HIGHWAY CONCEPTS EVALUATION REPORT

The Transportation Authority Board approved the Great Highway Concepts Evaluation Final Report. The evaluation began as part of the District 4 Mobility Study, which was requested by Board Member Gordon Mar.

As part of the City's response to the COVID pandemic, the Recreation and Park Department temporarily repurposed the Great Highway as a promenade for recreational use in early 2020. We explored five concepts for the long-term future of the Great Highway, based on an evaluation of travel patterns experienced before the pandemic. Evaluation factors reflected several City policies and goals, including climate change/resiliency, recreation/health, Transit-First/sustainable travel choices, Vision Zero/safety, economic vitality, and cost.

The alternative concepts each have different strengths and weaknesses. For example, complete vehicle closure would provide recreation, wellness, and safety benefits, but requires significant improvements to address traffic and transit impacts from diversions onto adjacent streets. Another concept would have much higher costs due to the need to reconstruct the roadway. For any closure concept, there may be additional traffic calming needed on Outer Sunset streets, as well as design efforts to ensure Muni operations are not adversely affected at traffic hotspots.

The Transportation Authority Board ultimately found that all alternatives are feasible and urged several follow-on actions be considered by City agencies, including monitoring use of the facility by individuals' race and income; prioritizing solutions for intersections along Sloat Boulevard that will be impacted by the planned closure of the Great Highway Extension; development of north-south local and regional public transit services; and greater attention to maintenance of public restrooms.

Learn more at [sfcta.org/blogs/future-great-highway-transportation-authority-board-approves-evaluation-long-term-options](https://sfcta.org/blogs/future-great-highway-transportation-authority-board-approves-evaluation-long-term-options)



## D4 MOBILITY IMPROVEMENTS STUDY

The Transportation Authority Board approved the District 4 Mobility Study, funded through the Prop K Neighborhood Program at the request of Board Member Gordon Mar. The Study explored opportunities to increase walking, biking, and transit options in the Outer Sunset and Parkside neighborhoods, with solutions including neighborways, improved access to commercial corridors, local and regional transit connections, and safety improvements for Lincoln Way.



Past studies showed that one of the main ways residents of District 4 get around is by driving alone. Reducing single occupancy vehicle use would provide a number of benefits for the district, including improved safety for all road users and lower greenhouse gas emissions. More people walking, biking, and taking transit would also reduce congestion and support the local economy by making it easier for residents and visitors to access commercial districts.

As part of the District 4 Mobility Study, the Transportation Authority also conducted the Great Highway Concepts Evaluation (see previous entry).

The District 4 Mobility Study is part of Sunset Forward, a collaboration between the Office of District 4 Supervisor and Transportation Authority Board Member Gordon Mar, the San Francisco Planning Department, the Transportation Authority, and the District 4 Youth and Families Network, a coalition of non-profit community based-organizations in the Sunset District.

Learn more at [sfcta.org/projects/district-4-mobility-study](https://sfcta.org/projects/district-4-mobility-study)

## GOLDEN GATE PARK STAKEHOLDER WORKING GROUP



The Transportation Authority studied equitable access involving Golden Gate Park.

The Transportation Authority Board adopted the Golden Gate Park Working Group and Action Framework. With funding from the Neighborhood Program, the working group reviewed the operations of John F. Kennedy Drive in Golden Gate Park and provided feedback for next steps. We launched the follow-on Golden Gate Park – John F. Kennedy Drive Access Equity Study at the request of Board Member Shamann Walton to collect data on the demographics of visitors and understand barriers to accessing the park among Equity Priority Communities in Districts 10, 11, and 3.



## OCTAVIA IMPROVEMENTS STUDY

Octavia Boulevard, and the neighborhood streets that serve as access routes, continued to experience congestion throughout the pandemic. This year, we advanced the District 5 Octavia Improvements Study to its final round of outreach to prioritize strategies and actions. The study, funded through the Neighborhood Program, identifies a set of improvements that address local safety and circulation issues near Octavia Boulevard. Given the broader goal of reducing overall vehicle usage along the boulevard, the study also includes potential concepts to shift the longer-distance trips that use Octavia Boulevard and the Central Freeway and the regional traffic congestion on approach routes such as Oak Street. Draft improvements for local safety and circulation complement the quick-build strategies currently underway on parallel streets such as Page by focusing on Oak Street conflicts and conditions. In the mid- to long-run, strategies such as regional express buses and high occupancy vehicle priority can reduce the number of vehicles queuing in the neighborhood. We will complete the outreach and overall study effort in 2022.

Learn more at [sfcta.org/projects/octavia-improvements-study](https://sfcta.org/projects/octavia-improvements-study)



### VISION ZERO

The goal of San Francisco's Vision Zero policy is to eliminate all traffic fatalities in the city by 2024. This year, the Transportation Authority's Vision Zero Committee staff provided guidance and support to city agencies and encouraged public engagement as we work to achieve Vision Zero. Among other grants, the Transportation Authority allocated Prop K and TNC Tax funds to quick-build projects on the High Injury Network and to the SFMTA's Slow Streets Program to ensure space for safe, socially distanced walking and biking.

Learn more at [sfcta.org/policies/vision-zero](https://sfcta.org/policies/vision-zero)



## BETTER MARKET STREET

The Better Market Street project will improve transit reliability and travel time, increase bicycle and pedestrian safety, and revitalize the corridor between Octavia Boulevard and Steuart Street, while completing other streetscape enhancements and state of good repair work. As a result of community input and the need to reduce construction impacts as the city's economy recovers from the pandemic, the project team developed two new alternative design proposals for Phase 1 that take into consideration risks associated with previous scope of work, construction duration, and impact to F Market historic streetcar service. After careful consideration, the project team selected an alternative which focuses on safety, accessibility, and streetscape improvements between 5th and 8th streets, while minimizing underground work. The project team completed final design for Phase 1 and advertised the project in October. Construction is anticipated to start in spring 2022 and last less than 2 years for Phase 1.

Learn more at [bettermarketstreetsf.org](https://bettermarketstreetsf.org)

## SCHOOL ACCESS PLAN

We began the School Access Plan with partners at the San Francisco Unified School District, the SFMTA, and the Department of Children, Youth, and their Families. We engaged youth at 10 community hubs through an art activity in which students designed their ideal youth-friendly transportation system. Engagement will continue in 2022 as we develop strategies to improve school transportation options for kindergarten through 5th grade students and families.



## COVID-19 TRANSPORTATION RECOVERY

The City's COVID-19 shelter-in-place orders in March 2020 caused immediate and profound changes to the transportation sector – changes which evolved through 2021. The Transportation Authority continued working remotely, offering virtual Board and Committee meetings, and performing robust and equitable public engagement during a pandemic.

Throughout 2021, we regularly updated the interactive map we created in 2020 to track changes in traffic levels and volumes, and expanded it to cover more of the city (see COVID-Era Congestion Tracker). We worked closely with the SFMTA, the Metropolitan Transportation Commission, and other agency partners to support transportation recovery planning and advocate for additional federal relief to support public transit. The Transportation Authority Board provided feedback on the SFMTA's transportation recovery plans at regular hearings and we have been contributing data, analytical, and policy support to inform the reinstatement of service. The Board also held a hearing on BART transportation recovery plans and supported our city representatives on the regional Blue Ribbon Transit Recovery Task Force.

The pandemic also influenced projects we funded this year. For instance, the Transportation Authority continued to provide sales tax and State Transit Assistance funds for the SFMTA's Essential Trip Card (see page 42), a discount program to help seniors and people with disabilities make essential trips in taxis during the pandemic. We allocated funds to support Slow Streets and make safety improvements for people relying on biking and walking as a way to get around, recreate, and exercise during the pandemic. We also continued to support the Essential Worker Ride Home program, a targeted effort to help a subset of workers who were expected to physically report to work during the stay-at-home order while transit options they relied upon were not available.



## DEVELOPMENT OF A NEW EXPENDITURE PLAN FOR THE HALF-CENT TRANSPORTATION SALES TAX

At the direction of the Transportation Authority Board, staff have been developing a new Expenditure Plan for Prop K, the half-cent transportation sales tax measure approved by voters in November 2003. This new Expenditure Plan would supersede the Prop K Expenditure Plan and extend the existing sales tax through 2053.

In June, the Board approved a schedule and process for this work and established a structure for an Expenditure Plan Advisory Committee composed of neighborhood, business, advocacy, and community representatives to provide feedback and input on the new Expenditure Plan. The Committee has been meeting since late August providing input on a preliminary draft Expenditure Plan, which was developed by Transportation Authority staff in close collaboration with partner sponsor agencies including the SFMTA, BART, Caltrain, Public Works, and others. The Committee will continue to meet into February 2022 to make a recommendation to the Transportation Authority Board.



The Transportation Authority is currently targeting the November 2022 election for a potential ballot measure. If approved by two-thirds of San Francisco voters, the new Expenditure Plan would prioritize about \$2.6 billion (in 2020 dollars) over 30 years for transportation programs across the city, broadening eligibility for new types of investments while continuing many programs from the existing Prop K Expenditure Plan. Sales tax investments have made a big difference in people's lives and may continue to do so for the next 30 years through a new Expenditure Plan. The latest information on the draft New Expenditure is available on the agency's website.

Learn more at [sfcta.org/expenditureplan](https://sfcta.org/expenditureplan)

## PLAN BAY AREA 2050

In October, Bay Area regional agencies adopted Plan Bay Area 2050, the long-range regional transportation and land use plan. The plan demonstrates how the nine-county region will meet state and federal requirements such as reducing transportation-based greenhouse gas emissions. The Transportation Authority coordinated with partner agencies to ensure that the City's priorities, such as maintaining a safe and reliable transit system and extending Caltrain to Salesforce Transit Center, were included in the plan and implementation road map, positioning the projects to receive state and federal funding.

Learn more at [planbayarea.org](https://planbayarea.org)





The Treasure Island Transportation Program will address the island's growing transportation needs with a goal to have at least 50% of trips made by walking, biking, and transit instead of private vehicles.

## TREASURE ISLAND TRANSPORTATION PROGRAM

The Transportation Authority, in its capacity as the Treasure Island Mobility Management Agency (TIMMA), has adopted two pillars of an Affordability Program, advancing a sustainable transportation plan for the growing neighborhood on Treasure Island.

The first component of the Affordability Program, adopted in 2019, exempts current residents from the toll. The second component, adopted in September 2021, provides current businesses and workers with mobility subsidies. The TIMMA Board also adopted a three-operator transit pass in March 2021. The Affordability Program is the outcome of years of outreach to Island residents and businesses.

In November, the TIMMA Committee heard the third in a series of toll policy recommendations to complete the Treasure Island congestion pricing program, as the first new units are being sold. Together, these affordability policies support the upcoming approval of the base toll and discounts.

This past year we refined travel demand forecasts in light of the latest developer schedule and pandemic related factors and updated financial analyses of toll policy options. The proposed base toll and discount policy for future travelers are based on these analyses, the TIMMA Board's guidance, and public feedback. The recommendation presented to the TIMMA Committee in November defines toll hours of operation and the toll base rate along with associated transit service and means-based discounts.

Approval of the full toll policy program will complete the TIMMA mobility management and affordability program. It will also support delivery of the toll system and implementation of a U.S. Department of Transportation Advanced Traffic and Congestion Management Technologies Deployment grant we received in 2016.

One of the most exciting aspects of the mobility program is the clean ferry system we are planning with the Water Emergency Transportation Authority. In June, the Board approved a memorandum of understanding with the Water Emergency Transportation Authority that lays out how we are collaborating to bring new ferry service to the Islands mid-2024. This will not only be an exciting and sustainable option across the Bay for transit users, but also an initial transbay bike link for cyclists commuting from the East Bay, across the Bay Bridge east span to Yerba Buena Island, and taking the ferry into San Francisco proper. This year, TIMMA staff worked with the developer and Treasure Island Development Authority staff to coordinate a public-private partnership for interim ferry service to start winter 2022. The future permanent ferry service will commence with the start of tolling.

In 2021, we also supported the Water Emergency Transportation Authority's application for Federal ferry vessel and charging funds, in addition to working with the region and state on further grant opportunities for our TIMMA program and related Yerba Buena Island infrastructure (see next section).

Learn more at [sfcta.org/treasure-island](https://sfcta.org/treasure-island)

## YERBA BUENA ISLAND ROADWAY PROJECTS

The Transportation Authority is working jointly with the Treasure Island Development Authority, Caltrans, and the Bay Area Toll Authority to improve pedestrian and vehicular access to Yerba Buena and Treasure islands. The Transportation Authority led Southgate Road Realignment project continued construction throughout 2021 and is 75% complete. The West Side Bridges retrofit project, which will seismically upgrade eight existing bridge structures along Treasure Island Road, was awarded a \$18 million U.S. Department of Transportation's RAISE grant. The project is construction ready pending securing the remaining funding. The Yerba Buena Island Multiuse Pathway will improve safety by building a new pedestrian and bicycle path, where none exist, along Treasure Island and Hillcrest roads. We completed a feasibility study and are preparing to start preliminary engineering. The Hillcrest Road Widening project will bring Hillcrest Road up to modern City standards between the Southgate Road Realignment project and the West Side Bridges Retrofit project. We anticipated starting design for this project in early 2022.



The Southgate Road Realignment project is 75% complete as of the end of 2021

## ADVANCING CALTRAIN AND HIGH-SPEED RAIL

### Downtown Rail Extension

The Downtown Rail Extension will extend Caltrain from 4th and King streets to the Salesforce Transit Center in downtown San Francisco. The project, which is led by the Transbay Joint Powers Authority, will also serve future California High-Speed Rail and will be designed to enable future connectivity across the Bay. During 2021, the project team completed the Phasing Study, which identified approximately \$400 million in cost savings for the project. The Transportation Authority also advanced work on key project development tasks including the funding plan, project delivery strategy, and governance study. In December, the Federal Transit Administration notified the Transbay Joint Powers Authority that the project had been granted entry into the New Starts project development process, which sets the stage for the project to seek a multi-billion-dollar federal Capital Investment Grant in the coming years.

Learn more at [sfcta.org/projects/downtown-rail-extension](https://sfcta.org/projects/downtown-rail-extension)





### **Pennsylvania Avenue Extension**

The Pennsylvania Avenue Extension would extend the Caltrain corridor's tunneled alignment south from the Caltrain Downtown Extension to eliminate surface rail crossings at Mission Bay Drive and 16th Street. The Transportation Authority's conceptual design study is developing and evaluating a wide range of potential configurations for the Pennsylvania Avenue Extension tunnel. Future work will identify alternatives to be advanced into the environmental review stage.

Learn more at [sfcta.org/projects/pennsylvania-avenue-extension](https://sfcta.org/projects/pennsylvania-avenue-extension)

### **California High-Speed Rail**

California High-Speed Rail is the backbone of the State Rail Plan and is central to the state's climate policies. Electrified high-speed rail is key to transforming California's transportation system. Phase 1 of the project will provide a one-seat ride between San Francisco and Los Angeles in approximately two-and-a-half hours. In March, the California High-Speed Rail Authority adopted its Revised 2020 Business Plan, which re-affirmed the agency's commitment to complete an initial segment in the Central Valley, to be followed by a connection to the Bay Area. The Transportation Authority provided support for the High-Speed Rail Authority's request for state bond funds for Phase 1 construction and continued to advocate for investment in the project bookends including the Downtown Rail Extension.

Learn more at [hsr.ca.gov](https://hsr.ca.gov)

### **4th and King Railyards**

The Transportation Authority continued to participate in the 4th and King Railyards Working Group, consisting of parties to the Railyards Memorandum of Understanding who are jointly working to plan for future transportation needs and development opportunities of the site. Caltrain and the site owner, in collaboration with the Railyards Working Group, initiated a Preliminary Business Case process to assess options for future configuration of the railyards, which is a critical location for Caltrain operations, and which will serve as the interface point of the Downtown Rail Extension and Pennsylvania Avenue Extension projects.

### **Southeast Rail Station Study**

Funded in part by Prop K sales tax, the Planning Department is leading the Southeast Rail Station Study, which is evaluating options for Caltrain station locations in southeast San Francisco. The study has examined options in two areas: at or near the existing 22nd Street Station, considering the potential impact of the Pennsylvania Avenue Extension project; and in the Bayview, in order to restore regional rail service that was lost due to the closure of the Paul Avenue Station in 2005. The study will be completed in early 2022 and will recommend that a new station be developed in the Bayview, in addition to the 22nd Street Station. We are participating in the study process and will continue further planning and engagement activities starting in 2022.

Learn more at [sfplanning.org/serss](https://sfplanning.org/serss)



## CONGESTION MANAGEMENT PROGRAM

As the Congestion Management Agency of San Francisco, the Transportation Authority is responsible for developing and adopting a Congestion Management Program every two years. We conduct performance monitoring of the transportation network that includes transit, bicycles, and pedestrians, in addition to autos. The program addresses San Francisco's congestion management strategies and efforts and includes updates to the Travel Demand Management Program that encourages more efficient use of existing transportation infrastructure.

The Transportation Authority Board adopted the 2021 Congestion Management Program report in December. Data from the current monitoring period reveal that the COVID pandemic has continued to have a profound effect on peoples' travel and activity patterns. Both roadway and transit speeds in spring 2021 were significantly higher than the speeds observed during the last monitoring cycle in spring 2019. However, the declines in traffic volumes that led to these faster speeds do not appear to have produced a commensurate decline in bicycle and pedestrian injuries and fatalities. Transit ridership had declined significantly during the pandemic (by as much as 90%) but has been observed to be recovering in the second half of in 2021. We added new metrics to track auto travel time reliability and transit coverage during this cycle.



Learn more at [sfcta.org/projects/congestion-management-program](https://sfcta.org/projects/congestion-management-program)



### DOWNTOWN CONGESTION PRICING STUDY

We advanced the Downtown San Francisco Congestion Pricing Study with updated alternatives informed by robust, equity-focused, region-wide outreach, and conducted analysis grounded in a strong equity lens. We spent significant effort to adapt engagement to ensure it remained robust with a strong equity focus during shelter-in-place. We paused the study and extended its schedule due to the fluid and changing conditions around COVID pandemic recovery.

Learn more at [sfcta.org/downtown](https://sfcta.org/downtown)

## 101-280 MANAGED LANES AND BUS PROJECT

The transportation authorities of San Francisco, San Mateo, and Santa Clara Counties completed a Mobility Action Plan to structure equity programs and congestion management efforts along the U.S. 101 corridor between San Francisco and San Jose. We also initiated environmental studies and traffic operations analysis for the 101-280 Managed Lanes and Bus Project which would create continuous high occupancy vehicle lanes from downtown San Francisco to the peninsula. The lanes would support increased person throughput and reliability for carpool and transit users during peak commute hours.

Learn more at [sfcta.org/projects/101280-express-lanes-and-bus-project](https://sfcta.org/projects/101280-express-lanes-and-bus-project)

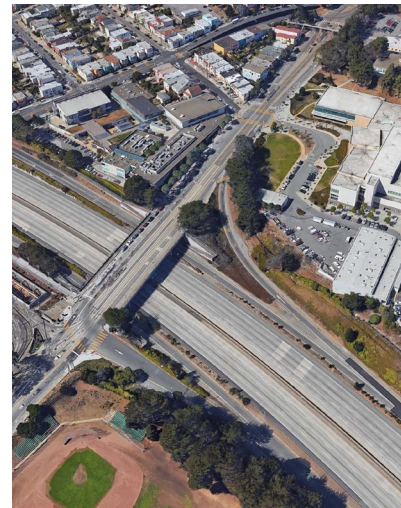


## I-280 INTERCHANGE UPGRADES AT BALBOA PARK

The I-280 Ocean Avenue Off-Ramp project will realign the southbound I-280 Ocean Avenue off-ramp into a signal-controlled T-intersection to enhance safety for pedestrians and bicyclists. The California Transportation Commission approved Local Partnership Program funding for project design in August. With design now fully funded, we plan to advertise the design contract in early 2022.

In late 2021, we began the Geneva Avenue Off-Ramp Modification Feasibility Study. Working closely with Caltrans and the SFMTA, the study will analyze traffic circulation of the off-ramp, and nearby Geneva Avenue intersections, to increase capacity and improve safety for pedestrians and drivers. We expect to complete the study by mid-2022.

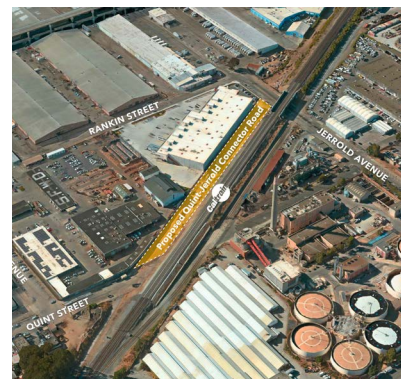
Learn more at [sfcta.org/projects/balboa-park](https://sfcta.org/projects/balboa-park)



## QUINT-JERROLD CONNECTOR ROAD

The Quint-Jerrold Connector Road in the Bayview neighborhood will restore access from Quint Street to Jerrold Avenue, following closure of Quint Street in 2013. In 2021, the City's Real Estate Division completed an appraisal for the property and continue to negotiate purchase of the property with the landowner. The project team coordinated activities among City departments in preparation for the purchase. These activities include preparing survey check for easement, evaluating hazardous materials on the site, and corresponding with utility companies.

Learn more at [sfcta.org/projects/quint-jerrold-connector-road](https://sfcta.org/projects/quint-jerrold-connector-road)



## ALEMANY BIKE AND PEDESTRIAN SAFETY IMPROVEMENTS

We celebrated SFMTA's completion of bike lanes through the Alemany interchange that have enabled safer travel between Alemany Boulevard, San Bruno Avenue, and Bayshore Boulevard. We continued to play a coordination role in Public Works' development of longer-term bicycle and pedestrian safety improvements, including a multiuse path and signalized crossing on Alemany Boulevard, with the aim of entering construction in 2022.

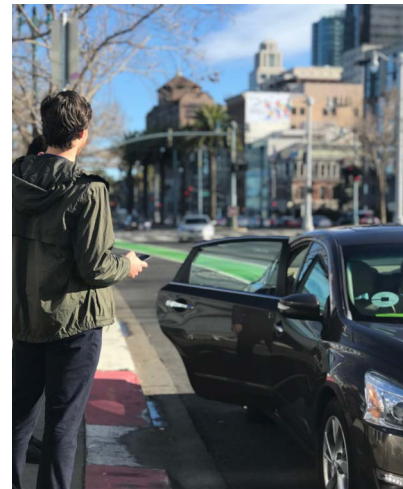
Learn more at [sfcta.org/projects/alemany-interchange-improvements](https://sfcta.org/projects/alemany-interchange-improvements)



## TRAFFIC CONGESTION MITIGATION TAX OR TNC TAX

While revenues continue to be significantly impacted by the COVID-19 pandemic, this fall the Transportation Authority allocated \$3 million in TNC Tax revenues to the SFMTA's Vision Zero Quick-Build Program. The funds will be used to design and implement pedestrian and bicycle safety improvements on 10 corridors, as well as spot improvements at high crash locations and project evaluations. Revenues are generated by a voter-approved per-trip fee on Transportation Network Company (e.g., Uber, Lyft) trips originating in the City.

Learn more at [sfcta.org/funding/tnc-tax](https://sfcta.org/funding/tnc-tax)



## BLUE RIBBON TRANSIT RECOVERY TASK FORCE

In July, the Metropolitan Transportation Commission's Blue Ribbon Transit Recovery Task Force completed a Transit Transformation Action Plan to guide the future of the Bay Area's transit network. It includes 27 actions to help re-shape the region's transit system into a more user-focused, equitable, and seamless network. Main topics include integrated fares, customer information, and project investments. Transportation Authority staff helped support San Francisco's representatives on the Task Force.

Learn more at [mtc.ca.gov/our-work/fund-invest/investment-strategies-commitments/blue-ribbon-transit-recovery-task-force](https://mtc.ca.gov/our-work/fund-invest/investment-strategies-commitments/blue-ribbon-transit-recovery-task-force)





## PROP K SALES TAX REVENUE BOND EXPENDITURES

In November 2017, the Transportation Authority issued Senior Sales Tax Revenue Bonds, in the amount of \$248,250,000. The bonds are part of our overall financial strategy to advance Prop K project delivery and allow benefits to the public to be realized sooner than would otherwise be possible. As of May 2021, all bond proceeds and earned interest in the amount of \$253,830,687 have been spent. The bond proceeds have been used to support various voter-approved sales tax projects such as new Muni vehicles, and the SFMTA radio replacement project and central control and communications program.



## AUTONOMOUS VEHICLE RULEMAKING

The California Public Utilities Commission approved autonomous vehicles deployment permits allowing commercial passenger service on San Francisco streets this past year. Transportation Authority and SFMTA staff continued to participate in the Commission's autonomous rulemaking process, continually emphasizing the need for safe, accountable, and equitable deployment. At the federal level, we have provided policy input on federal autonomous vehicle legislation through our work with the industry group ITS America.



## COVID-ERA CONGESTION TRACKER

In 2020, we launched an interactive website to track peak period speeds on San Francisco roadways that are a part of the Congestion Management Program network. Throughout 2021, we have regularly updated this website, which shows that overall is approaching, and in some cases worse than, pre-pandemic speeds. We also added several major arterials on the City's west side to the website (example: Lincoln Way and Sunset Boulevard). We create the maps based on probe data from a big data provider (INRIX).

Explore more at [covid-congestion.sfcta.org](https://covid-congestion.sfcta.org)

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# INVESTING IN SAN FRANCISCO'S TRANSPORTATION FUTURE

We fund projects to improve transit, reduce congestion, increase street safety, and improve travel choices. We oversee project implementation and provide project delivery support to our partner agencies like SFMTA, Public Works, and BART as they deliver transportation improvements across the city.

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# PROP K LOCAL HALF-CENT TRANSPORTATION SALES TAX

## Nearly \$2 billion in Prop K sales tax invested in projects large and small citywide

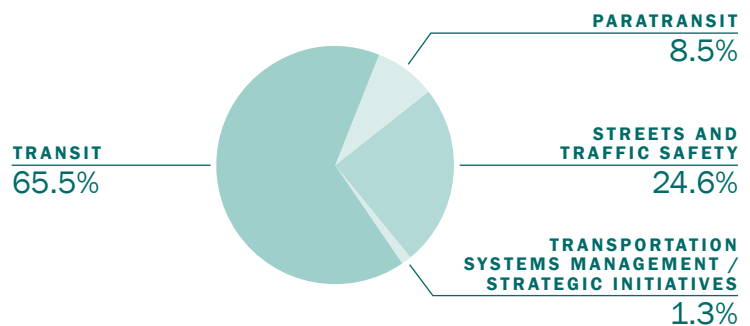
More than halfway through the voter-approved 30-year Expenditure Plan period, the Transportation Authority has allocated nearly \$2 billion in local sales tax funds for transportation projects that make it easier and safer to get around the City. The Expenditure Plan contains a combination of major projects such as Central Subway and Presidio Parkway, and 21 programmatic categories such as transit vehicle replacement, new and upgraded signals, and traffic calming. Whether we invest in smoother streets, new curb ramps, bicycle lanes, new buses, or traffic signals, we seek to stretch taxpayer dollars further by matching sales tax funds with federal, state, and other funds.

The Transportation Authority typically works with project sponsor agencies such as the SFMTA, Public Works, and Caltrain on a five-year cycle to update the program's Strategic Plan and 5-Year Prioritization Programs for the programmatic categories. The Strategic Plan is the 30-year financial plan for the sales tax, ensuring prudent stewardship of taxpayer funds and providing a solid financial basis for the issuance of debt needed to accelerate the delivery of projects and the associated benefits to the public. The 5-Year Prioritization Programs identify the specific projects to be funded with Prop K.

We last updated the Strategic Plan in fall 2018. Since that time, the COVID-19 pandemic has significantly impacted San Francisco's sales tax receipts and disrupted travel patterns. To address the decline in revenues and ensure there are sufficient funds to cover existing debt and grant obligations, we worked with project sponsors to prepare a mid-cycle update to the Strategic Plan. This update also allowed us to extend programming for categories running out of funds, and to make targeted programming changes to reflect current project priorities and position projects for discretionary funding.

We are pleased that despite lower revenues, the 2021 Prop K Strategic Plan allowed us to maintain current programming levels across all categories through Fiscal Year 2024/25. As part of the 2021 Prop K Strategic Plan development, we worked with project sponsors to update cash reimbursement schedules to reflect current project delivery schedules and de-obligate funds from projects with cost savings or projects that agencies no longer needed to advance with sales tax funds. This resulted in lower anticipated debt needs for the overall Prop K program, which helped mitigate the impacts of lower sales tax revenues on projects. It also allowed us to increase funding for some existing projects such as SFMTA's paratransit program assisting seniors and persons with disabilities and to add new projects.

Some of the new projects added through the 2021 Strategic Plan include Muni Communication Based Train Control, Mission Geneva and Junipero Serra Boulevard Pavement Renovation, BART Tunnel Waterproofing, Candlestick Active



Mobility & Transit Crossing, and Geary-19th Avenue Corridor Rail Strategy and Planning (West Side Rail). In addition, we reprogrammed funds for Muni Forward Improvements for the 5 Fulton, 14 Downtown Mission, and the 30 Stockton.

Visit [mystreetsf.sfcta.org](https://mystreetsf.sfcta.org) to see Prop K and other Transportation Authority-funded projects near you.

## PROP K ALLOCATIONS

The Transportation Authority allocated over \$94 million in Prop K half-cent sales tax funds to pedestrian, bicycle, transit, and roadway projects citywide consistent with the voter-approved Expenditure Plan.

Prop K capital investments in the public transit system exceeded \$37 million last year. We allocated over \$16 million to replace the 30-foot hybrid motor coaches Muni uses to serve San Francisco's hilly neighborhood routes. Nearly \$8.5 million in sales tax funds went to project development, technical oversight, and contract procurement for SFMTA's innovative effort to rebuild its Potrero trolleybus maintenance center. The new facility will have the capacity to service the battery-electric transit fleet of the future and provide up to 575 units of affordable housing as part of a mixed-use development. We allocated more than \$6 million for design and technical oversight of the Downtown Rail Extension to the Salesforce Transit Center, \$6 million for maintenance and upgrades to Caltrain's vehicles and facilities, and nearly \$1 million for accessibility upgrades to BART's public address system at the Powell Street Station.

The Transportation Authority contributed over \$10.2 million to support Muni's paratransit service operations, providing transportation for qualifying individuals who are unable to use Muni's fixed route transit service. This included continued support for the Essential Trip Card program, a discount program to help provide seniors and people with disabilities make essential trips in taxis during the pandemic.

In support of the City's Vision Zero policy, the Transportation Authority funded 45 projects with over \$44 million in sales tax funds, including over \$10 million to construct the first segment of Better Market Street between 5th and 8th streets and \$4.5 million for SFMTA to implement quick-build projects to improve pedestrian and cyclist safety. Other street maintenance and safety investments included \$8.5 million for paving projects on five corridors and over \$25 million for traffic signals, traffic calming, and other pedestrian, bicycle, and street improvements.

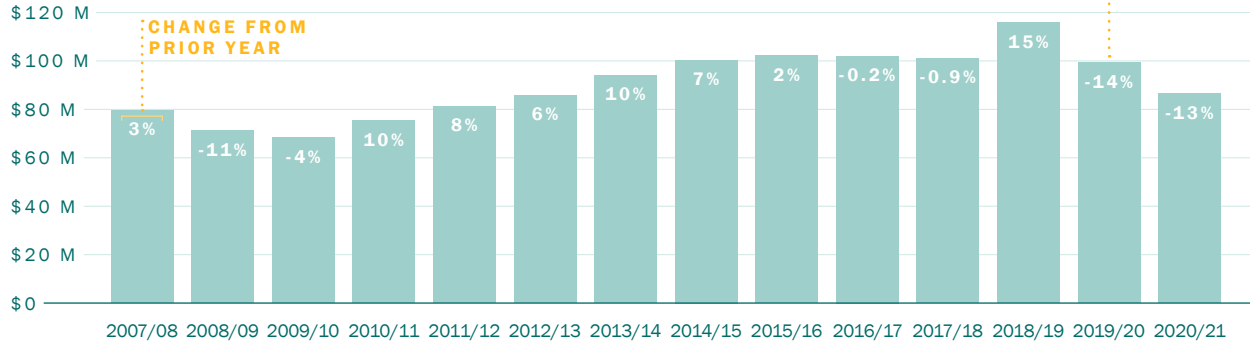
The Transportation Authority made investments in Transportation Demand Management, which uses strategies to increase the use of sustainable travel choices like taking transit and walking, and reducing single occupant vehicle trips. These investments included \$200,000 to support community outreach to historically underinvested communities for the Downtown Congestion Pricing Study, and \$200,000 for Golden Gate Park – John F. Kennedy Drive Access Equity Study.

See the Neighborhood Program section for more information on newly funded planning and capital projects to advance the delivery of community supported, neighborhood-scale projects citywide.

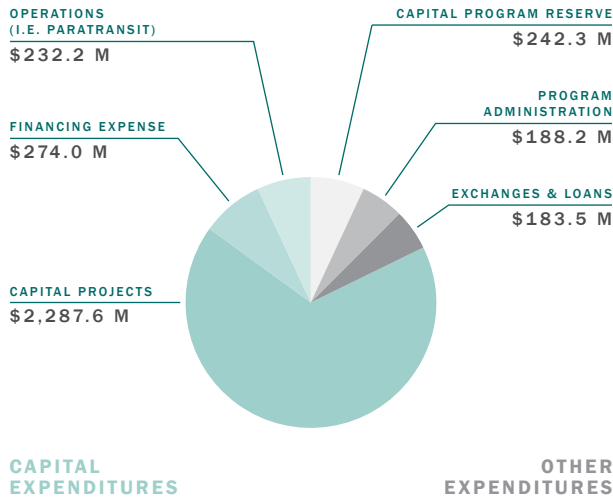


Every dollar of Prop K sales tax invested in San Francisco transportation projects is typically matched with \$4 to \$7 in federal, state, or other funds – multiplying our local dollars several times over.

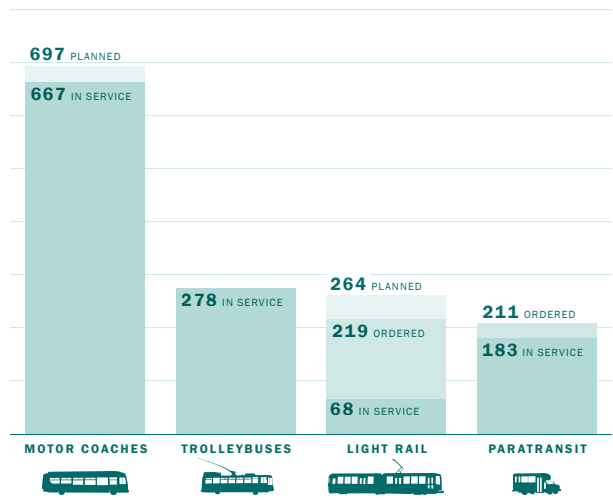
**Prop K Sales Tax Revenues** in millions of dollars



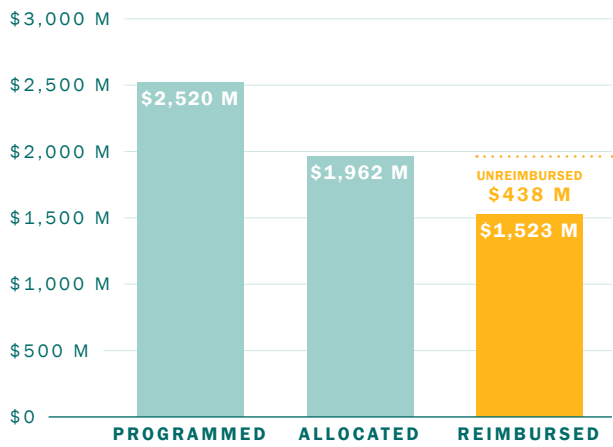
**Prop K Strategic Plan Expenditures**  
Year of Expenditure Dollars (Millions)



**Prop K Sales Tax Supports Purchase of new Muni Vehicles**  
Data as of December 13, 2021



**Prop K Capital Program Summary** Inception to December 2021



**ABOUT 81% OF THE \$438 MILLION NOT YET REIMBURSED IS DUE TO THE FOLLOWING TYPES OF PROJECTS:**

- \$175M** MUNI LIGHT RAIL VEHICLES
- \$31M** MUNI GUIDEWAYS
- \$22M** MUNI MOTOR COACHES AND TROLLEYBUSES
- \$21M** CALTRAIN STATE OF GOOD REPAIR
- \$21M** TRAFFIC CALMING
- \$18M** MUNI VEHICLE REHABS/OVERHAULS
- \$17M** PAVING
- \$16M** BUS RAPID TRANSIT
- \$16M** SIGNALS, NEW AND UPGRADED
- \$16M** MUNI FACILITIES IMPROVEMENTS



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## SALESFORCE TRANSIT CENTER AND DOWNTOWN RAIL EXTENSION

### Advancing the Downtown Rail Extension; project accepted for entry into key federal grant program

The largest project in the Prop K Expenditure Plan – the Transbay Transit Center and Caltrain Downtown Extension – will transform downtown San Francisco and regional transportation well into the 21st century. The project consists of three elements:

1. **Building a new transit terminal building;**
2. **Extending commuter rail service 1.3 miles** from its current terminus at 4th and King streets to the new terminal, designed to also serve future high-speed rail; and
3. **Creating a transit-friendly neighborhood** with housing (35% affordable), open space, and mixed-use commercial development.

The \$2.3 billion Salesforce Transit Center opened for passenger service in 2018. The Downtown Rail Extension is currently under project development, with the opening scheduled for the early 2030s, dependent upon funding. The Transportation Authority has committed over \$267 million to the project, including more than \$233 million in sales tax funds, in addition to State Transportation Improvement Program and One Bay Area Grant funds. The project is led by the Transbay Joint Powers Authority.

### Phase One: Transbay Transit Center

The Salesforce Transit Center connects eight Bay Area counties and the State of California through nine transit systems, with future plans for Caltrain and High-Speed Rail (see Phase Two) connections.

In addition to its transit hub functions, the Transit Center's rooftop park provides much needed recreational/leisure space for the growing neighborhood, while also serving as a new regional attraction.

### Phase Two: Caltrain Downtown Extension

Project development for the Downtown Rail Extension continued, consistent with the memorandum of understanding executed in 2020 among project partners, including the Transportation Authority. In 2021, the project team completed a phasing strategy for the Downtown Rail Extension, which identified significant capital cost savings for the project.

In March, the Transportation Authority Board released \$6.2 million in previously-allocated sales tax funds to the Transbay Joint Powers Authority to support acceleration of the project work plan. In September, the Transportation Authority released another \$2.6 million, following the successful completion of the phasing strategy. In December, the Federal Transit Administration admitted the Downtown Rail Extension into the New Starts Capital Investment Grant pipeline, which sets the stage for a future federal grant.

The Transportation Authority led efforts to initiate preparation of an updated funding plan for the project, reflecting sources at a local, regional, state, and federal level. We also supported funding advocacy for the project. The funding plan will be further refined in 2022, in concert with a comprehensive update to the capital cost estimate for the project.

## CENTRAL SUBWAY

### Open for service in 2022!

The Central Subway project is one of the signature projects in the Prop K Expenditure Plan. Phase 2 of the T line will connect Chinatown in the north to Visitacion Valley in the south, and provide a direct link between BART and Muni Metro at Powell Station and to Caltrain at 4th and King streets. The project includes underground stations at Chinatown, Union Square, Yerba Buena/Moscone, and a surface station at 4th and Brannan streets. By providing a direct, rapid transit link between downtown and the existing T Third route on 3rd Street, the Central Subway will vastly improve transportation to and from some of the city's busiest, most densely populated areas.

All major construction is complete on the \$1.86 billion project and current efforts are concentrating on punch-list items on systems and station finishes, leading to substantial completion. Work is also proceeding on systems safety certification and on the installation of art elements and ticket vending machines. The project testing phase, which includes running vehicles on the line, started in August, and SFMTA expects to complete testing in October 2022, at which point the project will be ready for revenue passenger service.

Learn more at [www.sfmta.com/projects/central-subway-project](http://www.sfmta.com/projects/central-subway-project)





## CALTRAIN MODERNIZATION PROGRAM

### **Positive train control is operational; vehicle production and electrification are well underway**

The Caltrain Modernization Program is a \$2.77 billion suite of projects that will electrify and upgrade the performance, operating efficiency, capacity, safety, and reliability of Caltrain commuter rail service, while improving air quality. The program has three components: Positive Train Control, electrification of the Caltrain line between San Jose and San Francisco, and the purchase of electric multiple-unit vehicles or trains to operate on the electrified railroad.

One of the signature projects in the Prop K Expenditure Plan, the Caltrain Modernization Program, will extend for 52 miles from San Francisco to San Jose. The program will also prepare the alignment for future High-Speed Rail service under a blended system.

The Positive Train Control project, completed in 2020, increases safety on the Caltrain corridor by preventing train-to-train collisions, overspeed derailments, movements through misaligned switches, and incursions through work zones.

At the end of 2021, the Peninsula Corridor Electrification Project, composed of electrification from San Francisco to San Jose and vehicle procurement, was 43% complete. Having completed foundations, construction continues on various elements, such as poles, cantilever arms, and wires for the overhead contact system, together with power substations and signal systems. Electric vehicle production is also underway, with 89 cars in various stages of assembly and subsystems fabrication under production. The first train set is undergoing testing at a facility in Pueblo Colorado and its delivery to Caltrain is expected by late March. Revenue service is anticipated in mid 2024.

Learn more at [www.caltrain.com/projectsplans/CaltrainModernization](http://www.caltrain.com/projectsplans/CaltrainModernization)





## PRESIDIO PARKWAY

Originally built in 1936, Doyle Drive had reached the end of its useful life after over 75 years. This crucial link between the Golden Gate Bridge and San Francisco was re-envisioned as the Presidio Parkway – a roadway tucked into the natural contours of the Presidio and the Golden Gate National Recreation Area. With separate roadways for opposing lanes of traffic, two sets of short tunnels, safety shoulders, and a wide, landscaped median, the project was carefully designed to improve traffic safety and withstand seismic activity. The Presidio Parkway opened to traffic in September 2015.

2021 saw final touches to the iconic Presidio Parkway project with construction of the Tunnel Tops Park by the Presidio Trust. In parallel, the historic wetlands around the project area are being returned to their natural conditions allowing for improved drainage back to the San Francisco Bay. We also aided the University of Maryland with a comprehensive study outlining the advantages and disadvantages of using a public private partnership project delivery in comparison to traditional design and construction, with findings expected next year.

The Presidio Parkway project was jointly led by the Transportation Authority and Caltrans in two phases. The first phase was built using a traditional design-bid-build approach and the second via a public private partnership. The latter enabled the project to be built sooner and includes a 30-year maintenance agreement by the private concessionaire to ensure the facility remains in a high level of operational and maintenance performance for the public to enjoy.

## MUNI FLEET – REHABILITATION, REPLACEMENT, AND EXPANSION

Newer and well-maintained buses and trains are key for improving reliability and safety, and reducing maintenance cost

Prop K sales tax funds provide critical local match funds to help replace Muni’s bus and light rail vehicle fleets when they reach the end of their useful life, while supporting capital maintenance to keep vehicles running safely and reliably.

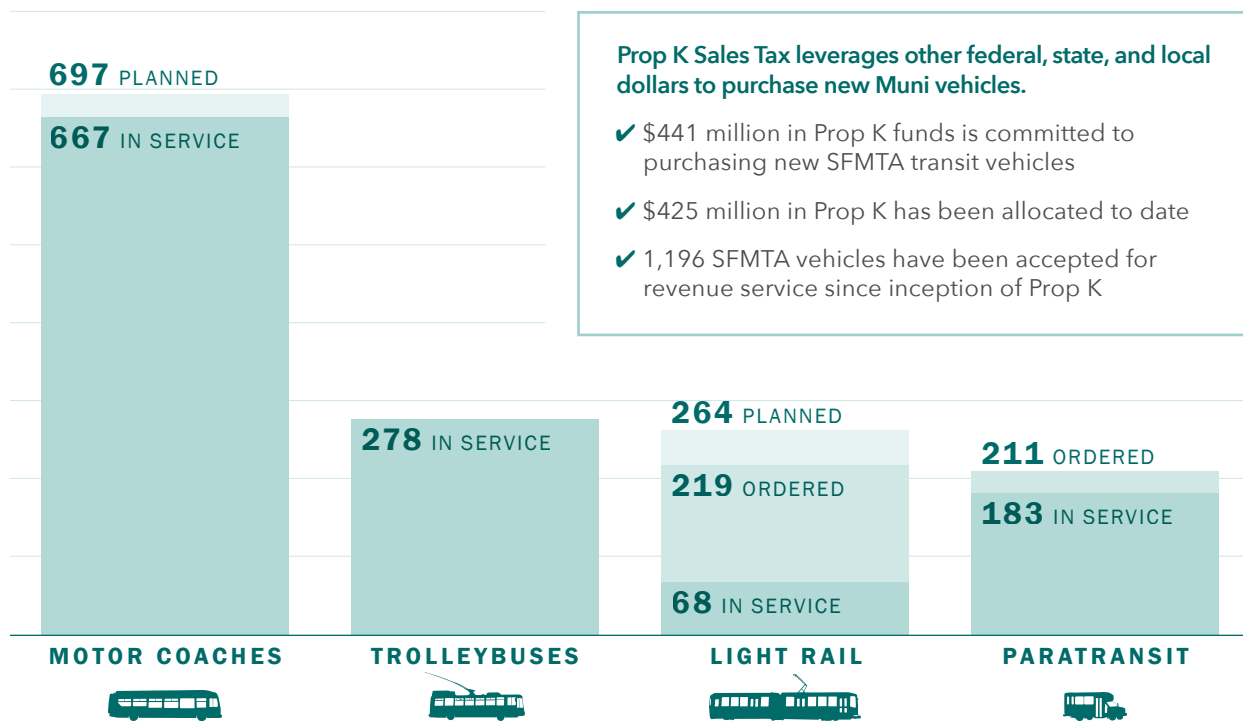
### Buses

From 2014 to 2017, the Transportation Authority provided \$193 million in Prop K sales tax funds for the SFMTA’s \$1.3 billion replacement of its entire bus fleet. In 2019, the SFMTA completed replacement of its fleet of 424 standard (40-foot) and articulated (60-foot) diesel-electric hybrid buses, and early in 2020, completed replacement of its 278 electric trolley buses. In 2021, the Transportation Authority allocated \$16 million to replace the 30 shorter-frame 30-foot hybrid diesel motor coaches that SFMTA uses to serve

community routes such as 35 Eureka, 36 Teresita, 37 Corbett, 39 Coit, and 56 Rutland. These are the oldest and last part of the bus fleet to be replaced.

### Light Rail Vehicles

The SFMTA continues to replace and expand its light rail fleet despite some pandemic-related delays. The Breda light rail vehicles, purchased in 1997, are reaching the end of their useful lives and it shows, with increased breakdowns and greater maintenance challenges. While waiting for the new vehicles to arrive and be placed in service, SFMTA is using \$6.6 million in Prop K funds to make targeted repairs and upgrades to the Breda vehicles to ensure that they are operational and reliable until replaced. In 2021, the SFMTA worked with a contractor to replace the vehicles’ master controllers with redesigned



units. In 2022, SFMTA will replace other subsystems on the Breda vehicles including the heating, ventilation, and air conditioning units.

Meanwhile, through a \$1.2 billion contract with Siemens for the purchase of new light rail vehicles, in 2020 the SFMTA completed a 68-vehicle expansion of the fleet. In 2021, SFMTA continued the replacement of its aging Breda vehicles with the purchase of 151 new light rail vehicles. The first two replacement vehicles were undergoing testing and certification in San Francisco by the end of 2021. More than 20 additional vehicles were under construction at Siemens' Sacramento car shell and assembly plants. SFMTA expects to receive 2 vehicles per month through 2022. The Prop K contribution toward procurement of the new light rail fleet totals nearly \$192 million.

The SFMTA worked closely with Siemens to resolve some performance issues and to incorporate design and systems modifications reflecting customer, transit operator, and maintenance staff input. The Transportation Authority is supporting this effort through a contract with T. Y. Lin to provide oversight and consultation services. Siemens has retrofitted the expansion vehicles and incorporated the modifications into the designs for the replacement vehicles currently under assembly. All of the Siemens vehicles that have been delivered and commissioned are in their contractual warranty period.

### **Paratransit Vehicles**

With the support of about \$1.2 million in sales tax funds, the SFMTA took delivery of 28 paratransit vans replacing an equal number that have exceeded their useful lives. Each new van seats up to 14 passengers and provides space for up to four wheelchairs. These vans are a critical component of SFMTA's paratransit program that provides door-to-door service for seniors and persons with disabilities who are unable to use Muni's regular fixed route bus and rail service.

## **MUNI RELIABILITY, SPEED, AND SAFETY PROJECTS**

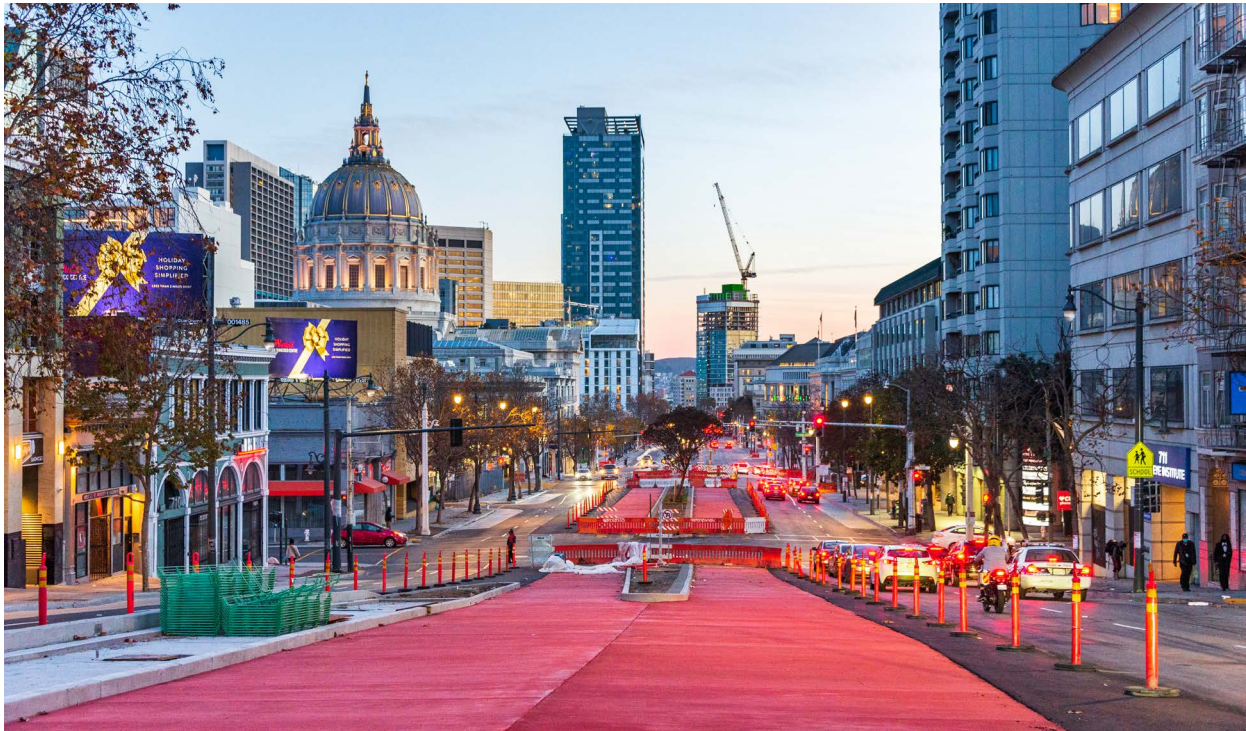
### **Muni Forward and System Reliability**

Muni Forward is a comprehensive program of improvements to increase reliability, reduce travel times, limit overcrowding, and enhance pedestrian and vehicle safety on Muni bus and rail lines. The Transportation Authority previously provided \$16.5 million from the Prop K sales tax to support Muni Forward.

Aided by sales tax funds, SFMTA has planned and designed travel time reduction improvements on 15 transit corridors, including the J Church, L Taraval, 22 Fillmore and N Judah. Construction is complete on eight of the corridors (including the N Judah) and the first phase of construction is complete on both the L Taraval and 22 Fillmore. In addition, SFMTA has finalized conceptual engineering work on four additional corridors, including the 30 Stockton along 3rd and 4th streets, the 5 Fulton from Arguello to Park Presidio, and the 14 Mission. Improvements will include bus and pedestrian bulbs, boarding islands, queue jump lanes, traffic lane and signal changes, stop optimizations, and route realignments.

SFMTA completed the quickbuild elements of the aforementioned improvements along the 30 Stockton segments in 2020 and, in 2021, implemented temporary transit bulbs along the 5 Fulton corridor in advance of permanent improvements.





Van Ness Bus Rapid Transit construction continues, with completion expected in 2022.

## Bus Rapid Transit

Bus Rapid Transit represents a package of features that together create rapid and reliable rail-like transit service for the benefit of passengers and at considerably less cost than rail. Bus rapid transit elements include dedicated bus lanes separated from regular traffic, low floor boarding, consolidated transit stops, high-quality stations with elevated platforms and canopies, transit signal priority, pedestrian safety enhancements, and more.

### Van Ness Bus Rapid Transit Project

The Van Ness Bus Rapid Transit Project is almost at substantial completion, with construction completed for the center-running red transit lanes, median islands along the corridor, and streetlight pole installation. The construction team is shifting its focus to planting trees along the corridor, installing brick pavers and new railings on the bus platforms, and installing curb ramps at bulb-out locations to improve safety. The construction team is also finishing installation of new overhead wires for the zero-emissions fleet of trolley buses. SFMTA will start testing buses along the center lanes in early 2022. Upon completion of the project, Van Ness Bus Rapid Transit aims to improve travel time by 32%, increase reliability up to 50%, increase boarding up to 35%, and reduce daily route operating costs by up to 30%.

Van Ness Bus Rapid Transit is part of a larger, unified Van Ness Improvement Project which includes several related, separately-funded projects that upgrade water, sewer, signals, streetlights, and other streetscape elements. The core bus rapid transit project costs \$170 million.

The project is fully funded, including \$36 million in Prop K sales tax funds and \$75 million in federal Small Starts funds. The estimated cost for the unified Van Ness Improvement Project, including bus rapid transit, is \$316 million.

### Geary Bus Rapid Transit Project

Geary Street/Boulevard is one of San Francisco's busiest corridors and, pre-pandemic, it served more than 54,000 daily riders on the 38 Geary and 38R Geary Rapid. In 2021, the SFMTA, San Francisco Public Utilities Commission, and Public Works completed construction on the first phase of the bus rapid transit project, called Geary Rapid, between Market and Stanyan streets. Geary Rapid includes side-running bus-only lanes, bus stop upgrades, repaving, traffic signal and striping work, and pedestrian crossing enhancements. Geary Rapid brings much-needed safety improvements along this high-injury corridor and more reliable bus service along Geary Boulevard. The project also included demolition of the Steiner Street pedestrian bridge. The Transportation Authority contributed over \$13.6 million in sales tax, Prop AA vehicle registration fee and One Bay Area Grant funds toward the \$67 million cost of Geary Rapid.

The next phase of work is underway through the Geary Boulevard Improvement Project to bring longer-term improvements west of Stanyan Street to 34th Avenue. SFMTA installed temporary emergency side-running transit lanes in early 2021, west of Stanyan Street. SFMTA is now evaluating results and project goals for the second phase. In fall 2021, the Transportation Authority Board approved the use of Prop K funds for additional outreach and early design of the proposed side-running alignment for the second phase of the project.

## MUNI RADIO REPLACEMENT

### All Muni buses, historic streetcars, and light rail vehicles are operating on the new radio system

In 2009, the SFMTA embarked on a long-term effort to replace and modernize its 1970s-era radio communications system. The project achieved substantial completion in June 2018, and conversion of the final Breda manufactured light rail vehicles to the new radio system was completed in March 2019. The new system is being installed during manufacture in new light rail vehicles and other transit vehicles currently in procurement. SFMTA will close out the contract in June 2023 at the end of the five-year maintenance and warranty period. The project cost is approximately \$135 million, to which the Transportation Authority has contributed \$51.7 million in Prop K half-cent local transportation sales tax funds.



All of Muni's vehicles are now using a new radio system, enabling better communication.

## MUNI CENTRAL CONTROL AND COMMUNICATIONS PROGRAM

### Behind the scenes, SFMTA is consolidating and modernizing critical systems

The SFMTA's Central Control and Communications program is intended to expand and modernize its transportation central control capabilities.

The program has three main components and is completed except for contract closeout:

1. Improvements to the existing Operations Control Center
2. A new Transportation Management Center
3. An Integrated Systems Development project, which will provide a communications, monitoring, and control platform in the Muni Metro subway

The SFMTA completed a new, \$32.1 million Transportation Management Center (using about \$20 million from Prop K) in 2016, which expanded Operations Control Center capabilities and consolidated other command and control functions that were previously separated, such as the Automatic Train Control System Management Center, Power Control Center, SFgo Traffic Management Center, and the Security Division.

By early 2019, the SFMTA had finished installation of the new on-board communications system through its related Radio Replacement Project. Now all buses, trains, and historic streetcars can communicate directly and automatically with the Transportation Management Center.

The Central Control and Communications Program provides a communications, monitoring, and control platform for subway and surface street operations, seamlessly migrating the previous SFMTA central control functions to the new Transportation Management Center. It also will enable the future Central Subway communications systems to plug in as a single integrated communication platform.

Phase I of the Integrated Systems Development project opened for use in June 2019. In 2021, the SFMTA received final contract deliverables and is closing out the contract. Prop K sales tax funds provided approximately \$15.5 million of the \$53.2 million Phase I cost.



Supported by half-cent sales tax funds, the SFMTA is improving its Central Control and Communications Program.



## MUNI MAINTENANCE FACILITIES AND STATIONS

### Improving transit reliability and safety for Muni passengers and workers

Since its inception, Prop K has contributed \$65.5 million for upgrade, repair, and expansion of SFMTA's operations and maintenance facilities and stations. In 2021, the Transportation Authority allocated \$6 million in sales tax funds for planning, environmental work, technical oversight, and contract procurement to modernize and redevelop SFMTA's Potrero facility, which will have the capacity to service the battery-electric transit fleet of the future and provide up to 575 units of affordable housing as part of a mixed-use development. We allocated nearly \$2.5 million in Prop K design funds for the expansion of parking and storage capacity for buses displaced during the Potrero rebuild and, eventually, light rail vehicles at the Muni Metro East facility. The sales tax funds will also support design of improvements at 1399 Marin Street to develop it into an interim trolleybus maintenance facility.



SFMTA completed four facilities projects, funded with \$22 million in sales tax funds. These projects include: installation of worker fall protection systems at seven maintenance facilities; construction of life and fire safety upgrades at five maintenance facilities; and replacement of six vehicle lifts and the security doors at the Presidio trolleybus maintenance facility. SFMTA also completed design of a new elevator to improve access for disabled passengers at the Castro Muni Station.

## MUNI GUIDEWAYS PROJECTS

### Often not visible, guideways improvements help ensure safety and reliability

The SFMTA awarded the construction contract for light rail improvements along the L Taraval between West Portal and Sunset Boulevard (Segment B) with nearly \$19 million in Prop K and Prop AA funds on the project. The comprehensive corridor improvements include overhead contact system and track replacement, passenger boarding islands, platforms and sidewalk extensions, as well as pedestrian, signal, and turn lane improvements. SFMTA completed Segment A, along the L Taraval corridor from Sunset Boulevard to the zoo in summer 2021.

The SFMTA completed its long-awaited rail grinding project in the Muni Metro Subway. The subway rails were re-shaped to the optimal profile to extend the useful life of the rails by approximately 20%, reduce the risk of derailments, improve ride quality, and mitigate noise. All work was conducted at night during non-revenue hours. SFMTA also upgraded the support structure for the light rail track at 25th and Judah streets as part of its effort to upgrade surface track support systems at intersections throughout the city. These upgrades enhance system reliability and productivity and help reduce operational vibrations and the potential for derailment.

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SFMTA advanced work on its Subway Renewal Strategic Plan, which identifies a 10-year program of investment in a state of good repair and enhancements for critical Muni Metro subway infrastructure. The Transportation Authority provided technical planning support to this effort, and the two agencies will continue to work together to advance needed investments in the subway.

Since inception of the program, Prop K has contributed \$169 million for upgrade and replacement of light rail and cable car track, catenary systems, and communications and control systems for Muni's light rail, trolleybus, and cable car networks.

## **CALTRAIN MAINTENANCE, REHABILITATION, AND REPAIR**

Since the passage of the Prop K local half-cent sales tax in 2003, the Transportation Authority has provided San Francisco's member share contribution to the Caltrain capital budget on behalf of SFMTA and the City. This member contribution is specifically for maintenance, rehabilitation, and repair of Caltrain to keep the system running safely and reliably. The Prop K sales tax has supported a wide variety of projects including but not limited to repairs and upgrades to the trains; rehabilitating Caltrain stations, tunnels, and bridge structures; and communication system improvements.

In 2021, Caltrain upgraded 11 ticket vending machines and executed a contract to upgrade another 21 ticket vending machines in 2022. Additionally, Caltrain performed track rehabilitation work including stabilizing track, rehabilitating ground switches, and installing fencing. Finally, Caltrain completed repair and upgrade work of the Marin Street and Napoleon Street bridges.

## **CALTRAIN 22ND STREET STATION ADA ACCESS IMPROVEMENTS FEASIBILITY STUDY**

Caltrain undertook a technical planning study to identify potential near-term improvements to the existing 22nd Street Station that would provide Americans with Disabilities Act access. The study, which was initiated at the request of Transportation Authority Board Member Shamann Walton, identified feasible ramp and elevator alternatives for the northbound and southbound platforms. Caltrain will finalize the Prop K sales tax-funded study in early 2022, and we will work with Caltrain to advance a funding and implementation strategy for the recommended alternative.

## **BART MAINTENANCE, REHABILITATION, AND REPAIR**

Despite challenges posed by the COVID-19 pandemic, BART made significant progress on its \$21 million effort to improve station function, safety, security, capacity, sustainability, appearance, and customer experience at the Powell Street Station. Prop K sales contributed over \$1.2 million to the project, which includes relocating the ticket vending machines, implementing improvements to wayfinding and transit maps, constructing fare evasion barriers, and updating the fare gates.

In December, we allocated \$950,000 in sales tax funds to implement upgrades to its public address system at the BART/Muni Powell Street Station, which has reached the end of its useful life. The upgrades are informed by community input and will improve customer experience, safety, and accessibility. BART expects the project to be completed by December 2023.

## PARATRANSIT

### Providing door-to-door service for seniors and persons with disabilities

Since 2003, the Prop K sales tax has been a major funding source for the SFMTA's paratransit program, supporting seniors and persons with disabilities. The SFMTA contracts with a broker to provide paratransit services through a suite of providers and resources, including 150 city-owned vehicles, as well as private taxis, group vans associated with community centers throughout the city, and inter-county paratransit services. The Transportation Authority also supports shopping and recreational shuttles operated as part of the paratransit program.

The COVID-19 pandemic affected a significant decline in some of the other fund sources that SFMTA relies on for its paratransit program. Recognizing this, in December the Transportation Authority Board approved the 2021 Prop K Strategic Plan that among other changes, increases the amount of sales tax funds for paratransit from about \$10 million to \$13.3 million in each of the next three years to provide near-term funding stability for this essential program. In its capacity as Congestion Management Agency, the Transportation Authority also supports the paratransit program with State Transit Assistance funds, providing \$3 million in Fiscal Year 2021/22.

The SFMTA continued to assist with the City's response to the pandemic with the Essential Trip Card program, funded in part with Prop K funds. Launched in 2020, this subsidized taxi program supplements core paratransit services by assisting seniors and persons with disabilities in completing essential trips during the pandemic. As of November, over 4,300 individuals have enrolled in the program with over 100,000 trips provided.

SFMTA received 22 of 28 new Prop K funded paratransit vans. Once the acceptance process is complete, the vans will be placed into service in 2022, replacing an equal number of vehicles that have exceeded their useful lives.





## 19TH AVENUE COMBINED CITY PROJECT

### Construction advances on Muni Forward, Vision Zero, and utility upgrades coordination effort

Public Works, SFMTA, and the San Francisco Public Utilities Commission are working together to deliver this complete streets project, which includes bus and pedestrian bulb-outs to improve pedestrian safety; bus stop consolidation and relocation; water system replacement; new installation and upgrades; wastewater system repair and replacement; and signal modifications and upgrades throughout the corridor. Construction continued this year.

The project team has completed 70% water work and started sewer replacement between Noriega and Taraval streets. Construction work will continue along the corridor to Holloway Avenue. SFMTA will also improve transit priority to increase safety and the frequency and reliability of service. Caltrans will repave 19th Avenue after the Combined City Project is completed.



Half-cent sales tax funds supported planning and design of the 19th Avenue project.

## BALBOA PARK UPPER YARD

Construction began on 131 units of new affordable housing at the Balboa Park Upper Yard, a former rail car storage area. City agencies, including the Mayor's Office of Housing and Community Development, SFMTA, and Public Works have been working together with BART to create and implement this project. The Transportation Authority contributed \$760,000 in Prop K funds to develop a new public plaza linking the housing development with BART Balboa Park Station and reconfiguring the former auto-oriented passenger drop off zone to improve pedestrian safety and comfort. The State of California awarded the project \$30 million from the Affordable Housing Sustainable Communities program, directing funds toward the plaza, new BART cars, and Ocean Avenue bike and pedestrian safety improvements. In addition, the state granted \$3.5 million from the Infill Infrastructure Grant program toward the plaza. We are proud that the Transportation Authority's strategic commitment of local funds helped make this project competitive for outside grants.

Transportation Authority funding will help construct a new public plaza at BART's Balboa Park Station.



## STREETS AND TRAFFIC SAFETY, TRANSPORTATION SYSTEM MANAGEMENT

The Prop K sales tax funds a wide variety of neighborhood scale street projects that improve the safety, efficiency, and user experience of city streets for all who travel on them. These projects include improvements such as street paving, new curb ramps, traffic calming, new or upgraded traffic signals, bike lanes, and transportation demand management efforts to encourage use of sustainable transportation options rather than single occupant vehicle travel. Many of the Prop K projects are also funded with Prop AA vehicle registration fee, TNC Tax, and TFCA grants awarded by the Transportation Authority. More information on these three fund programs is found later in this section of the Annual Report.

### Street Reconstruction

Street repair and reconstruction projects provide smoother, safer pavement for pedestrians, cyclists, buses, and motor vehicles. Public Works completed construction of the Haight Street Resurfacing and Pedestrian Lighting project (10 blocks), which was funded by both Prop AA vehicle registration fee and Prop K sales tax. Public Works also made significant progress on the 23rd St, Dolores Street, York Street, and Hampshire Street pavement renovation project (39 blocks). In 2021, the Transportation Authority allocated funds for the Golden Gate Avenue and Laguna Street pavement renovation project (36 blocks), which Public Works plans to begin in 2022.

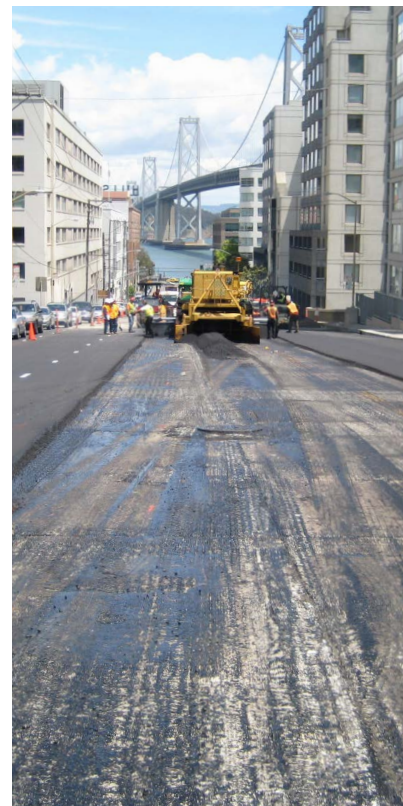
Street reconstruction projects typically include rebuilt or repaired curbs and gutters, sidewalk repair, and accessible curb ramps in addition to new pavement and striping. Complete streets projects may include a wide variety of other features such as landscaping, new lane configurations, bike lanes, widened sidewalks at intersections, and other Vision Zero safety elements.

### Street Repair And Cleaning Equipment

Public Works took delivery of two mechanical sweepers and four pickup trucks as part of the Prop K funded Street Repair and Cleaning Equipment program. Using over \$870,000 in Prop K funds, Public Works intends to purchase one truck-mounted loader, one 10-wheel dump truck, and one backhoe/ loader in 2022. The equipment will improve the efficiency of Public Works' street cleaning and repair work.

### Curb Ramps

Public Works and the SFMTA constructed 50 new curb ramps throughout the city as part of larger Transportation Authority funded street improvement projects. Prop K sales tax funded 10 curb ramps along 19th Avenue as part of a signal upgrade



project, 10 curb ramps as part of the Upper Market Street Safety Improvement project, and 28 curb ramps for the Mansell Street Curb Ramp project.

### Sidewalk Repair and Trees

As part of its Public Sidewalk Repair Program, Public Works used Prop K funds to repair sidewalk damage at 363 locations in the public right-of-way. Public Works also planted 1,160 street trees in public right-of-ways and helped to establish approximately 435 street trees.



### Signals and Signs

The Transportation Authority approved \$3.3 million in Prop K sales tax funds for design and construction of new traffic signals, rapid flashing pedestrian crossing beacons, traffic signal hardware, and visibility upgrades for existing signals. The SFMTA activated upgraded traffic signals at 34 intersections mostly along Van Ness Avenue. This project and several other signal projects, including the Gough corridor and Arguello Boulevard, installed 271 pedestrian countdown signals and 212 audible pedestrian signals.

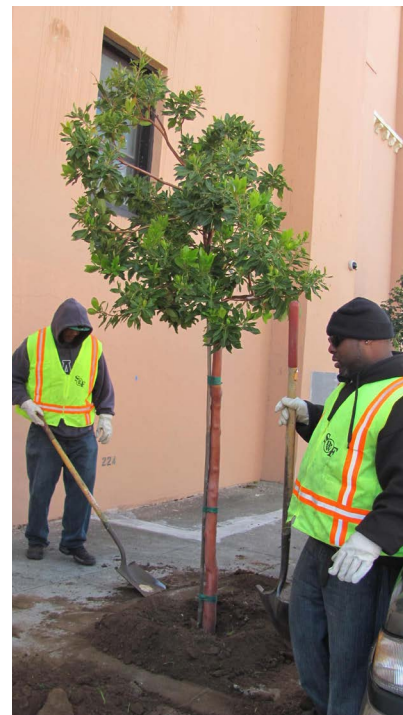
New signal and signal upgrade projects typically include larger, brighter signal heads, poles, mast arms, signs, pedestrian signals, controllers, and curb ramps to improve traffic, and pedestrian and bicycle safety.

### Advanced Technology and Information Systems (SFgo)

The Transportation Authority allocated \$1.4 million in Prop K funds to support installation of transit signal priority equipment along Muni's bus routes to reduce passenger trip times. The SFMTA also used Prop K funds to install eight closed-circuit television traffic cameras used by the Transportation Management Center to monitor traffic conditions and dispatch parking control officers, transit supervisors, and traffic signal electricians.

### Traffic Calming

The Prop K local sales tax funds the SFMTA's Residential Traffic Calming Program. Through this program, the SFMTA evaluates community-initiated requests for locations that can benefit from slower traffic speeds that can be achieved through implementation of low cost improvements such as speed humps. Last year, the Transportation Authority allocated over \$2 million in sales tax funds to evaluate the record 330 applications received by June 2021 and to design and construct the measures identified in the 117 applications accepted into the program in the 2020 cycle. The SFMTA implemented 126 traffic calming measures, including 72 speed humps and 51 speed cushions.





The Transportation Authority also supports the SFMTA's Schools Engineering Program and approved \$925,000 in sales tax funds for the planning, design, and construction of signage and pavement marking upgrades and traffic calming measures at various school sites citywide. Due to the COVID-19 pandemic, delivery of this program was effectively on hold until schools returned to in-person instruction in fall 2021. Nonetheless, SFMTA updated the lists of schools where improvements will be made and walk audits conducted in 2022.

The Transportation Authority approved over \$5.8 million in Prop K and TNC tax funds for the SFMTA's Vision Zero Quick-Build Program which expedites the delivery of lower cost pedestrian and bicycle safety projects. With these funds, SFMTA will make safety improvements along 10 corridors and spot improvements at various locations on the High Injury Network. The Transportation Authority also approved \$1.25 million in Prop K funds for the Lake Merced and Central Embarcadero Quick-Build projects. In 2021, the SFMTA completed six Prop K-funded Quick-Build corridor projects: Folsom Street, Leavenworth Street, Golden Gate Avenue, Williams Avenue, Evans Avenue/Hunters Point Boulevard/Innes Avenue, and Jones Street.

Quick-Build projects are comprised of reversible or adjustable traffic control, such as roadway and curb paint, signs, traffic signal timing updates, transit boarding islands, and parking and loading changes. Safety improvements include painted safety zones, bike lanes, adjustments to parking regulations, and changes to the configuration of traffic lanes.

### Bike Projects

The Transportation Authority invests in bicycle education, pilot studies, and planning, design, and construction of improvements to support safe, convenient cycling in the city.

As described in the Neighborhood Program section of the Annual Report, the SFMTA completed new bike lanes on Anza Street, Howard Street, and through the Alemany interchange, as well as a study of bike facility feasibility around Lake Merced. Public Works completed bicycle and pedestrian path improvements at the Bayshore Boulevard / Cesar Chavez Street / Potrero Avenue Intersection (The Hairball interchange), as well as design for a new multiuse path safely connecting the Alemany Farmers Market to San Bruno Avenue that we expect to see constructed in 2022. San Francisco State University completed a new TFCA-funded bike cage to provide secure parking for people riding to and around campus.

Other ongoing bicycle projects included a new round of sales tax funding for youth and adult bicycle education classes, bicycle facility maintenance, Bike to Anywhere Day in place of a centralized Bike to Work Day 2021, and using TFCA funds to install many more on-street bike racks.



The Transportation Authority approved sales tax funding for multiple SFMTA efforts that will improve the safety and convenience of cycling such as: construction of bikeway improvements on The Embarcadero, planning and implementation of additional slow street enhancements for Page Street, public engagement and design for District 4 neighborways (e.g., residential streets that prioritize walking and biking), and a new Active Communities Plan that will help guide future investments citywide with a special emphasis on Equity Priority Communities.



### Transportation Demand Management

Transportation Demand Management encompasses a set of low-cost tools and strategies that encourage the use of sustainable transportation options such as walking, cycling, and taking transit – rather than driving alone, improving the efficiency of the transportation system, reducing crowding on transit, and helping the City meet its climate goals.

The shelter-in-place orders instituted during the pandemic and the continuation of remote work for many have provided a unique demonstration of congestion reduction, improved air quality, and other benefits that can be realized when there is a significant decrease in driving. In preparation for the return of traffic, the SFMTA began outreach activities for its Business Transportation Demand Management project, to encourage employees returning to the office to use sustainable commute modes. SFMTA also continued developing a pilot of the Residential Transportation Demand Management Program in the Mission between 14th and Cesar Chavez Streets and between Guerrero Street and Potrero Avenue. This pilot seeks to encourage residents to choose non-driving modes for regular trips and includes research into local market factors that affect residents' decisions.

The Transportation Authority completed the District 4 Mobility Improvements Study, which identifies travel markets with high shares of single occupancy vehicle trips, and explores short- and medium-term strategies to reduce these single occupant trips. This is a Neighborhood Program funded effort and the Board has allocated funds to advance community engagement and design of the neighborways recommendations.

The San Francisco Department of the Environment (SFE) administered its sales tax-funded Emergency Ride Home Program, which provides a free taxi ride home in cases of emergency for employees who use ride share, take transit, or bike to work. In addition, SFE continued the Essential Worker Ride Home Program, which provides taxi rides to essential workers whose normal transit commute service was reduced or eliminated due to the pandemic.

See the Plan and Deliver section for information on the Downtown Congestion Pricing Study and 101-280 Managed Lanes and Bus Project. Both efforts are considering pricing as a way to incentivize the use of sustainable modes like transit and ride sharing, while using revenues generated from pricing to enhance and expand sustainable alternatives to driving alone.

## NEIGHBORHOOD PROGRAM



The Transportation Authority developed the Neighborhood Program in response to the San Francisco Transportation Plan's equity analysis finding that walking, biking, and transit reliability initiatives are important ways to address socio-economic and geographic disparities in San Francisco. The Transportation Authority Board and the public reinforced this finding through feedback that also placed an emphasis on investing in neighborhoods. The Neighborhood Program is also referred to as the Neighborhood Transportation Improvement Program, or NTIP.

The purpose of the program is to build community awareness of, and capacity to provide input to, the transportation planning process. The program is also designed to advance the delivery of community-supported, neighborhood-scale projects citywide by funding neighborhood planning efforts and providing matching capital funds to help deliver projects.

Since the program's inception in 2014, we have funded a diverse portfolio of planning and capital projects in all 11 supervisorial districts. The Board considered the program a success and approved the second five-year cycle of funding, starting July 2019. In 2021, the Transportation Authority Board approved funding for two new planning projects and five new capital projects. The map on the following page shows all current NTIP projects, including the 12 projects that were completed.

### Neighborhood Program Projects Completed in 2021

In District 1, the SFMTA's **Anza Bike Lanes** project installed approximately 1.5 miles of bike lanes and pedestrian improvements, such as high visibility crosswalks, on Anza Street from 26th Avenue to Arguello Boulevard to improve safety and accessibility for bicyclists and provide an additional east-west bike route in the neighborhood. The SFMTA also assessed traffic counts, speed surveys, and recent crash history on the corridor to determine potential locations for future safety improvements.

Also in District 1, the **Golden Gate Park Stakeholder Working Group and Action Framework** project convened a working group of residents, businesses, and public and community organizations to identify ways to improve travel to and within Golden Gate Park. The Transportation Authority led group developed a set of shared values and identified park access needs, which have been carried forward into subsequent planning processes for Golden Gate Park and John F. Kennedy Drive.

In District 3, the **Jefferson Street Improvements** project constructed three blocks of streetscape improvements between Powell and Jones streets, completing the design developed from the 2010 Fisherman's Wharf Public Realm Plan. The project included widened sidewalks, pedestrian scale lighting, bike parking, landscaping, and a narrowed roadway with geometrically patterned pavement. The Public Works led project is expected to improve pedestrian safety along a street that sees more than 60,000 pedestrians per day on a typical summer weekend.

The **District 4 Mobility Study** conducted outreach and analysis to understand the travel profile and patterns of District 4 residents, identify travel markets with high shares of single occupancy vehicle trips, and explore short- and medium-term strategies to shift those trips to sustainable travel options. The Transportation Authority coordinated outreach to include engagement of local community-based organizations and merchant groups throughout the district.



Also in District 4, the **Lower Great Highway Pedestrian Improvements** project conducted community engagement to evaluate the feasibility of traffic calming measures in the corridor. The SFMTA used the results to install daylighting (red zones) on approaches to intersections at about 40 locations, as well as painted safety zones, raised crosswalks, a new median at Kirkham Street, and stop signs at a few uncontrolled approaches to the Lower Great Highway.

In District 5, the **Divisadero Intersection Improvements** project designed and implemented improvements at 10 intersections on Divisadero Street between Turk and Haight streets along this High Injury Network segment. The SFMTA added pedestrian safety zones, daylighting, larger traffic signal lenses, and pedestrian signal improvements.

In District 6, through the **Howard Street – Embarcadero to 3rd Street** project, the SFMTA completed bikeway improvements on Howard Street from 3rd Street to The Embarcadero, creating a continuous, protected bikeway from 11th Street in western South of Market, through downtown and adjacent to the Salesforce Transit Center, with a connection to The Embarcadero and to a proposed bikeway on Beale Street.

In District 6, the **7th and 8th Streets Freeway Ramp Intersections Near Term Improvements** project implemented quick and effective safety measures at five intersections on the High Injury Network in the South of Market neighborhood where the 7th Street and 8th Street freeway on- and off-ramps intersect city streets. This SFMTA project was a recommendation of the Transportation Authority's Freeway Ramp Intersection Safety Study Phase 2.

In District 7, the SFMTA's **Lake Merced Bikeway Feasibility** project studied the feasibility of improving roadway infrastructure around Lake Merced Park to better accommodate bicyclists and pedestrians. The study included multiple community engagement and outreach efforts as well as a survey that received over 500 responses. Final recommendations include a near-term proposal for a northbound bikeway on Lake Merced Boulevard and a long-term proposal to widen the existing multiuse path.

In District 9, the SFMTA led **Alemaný Interchange Improvement Phase 1** project implemented a road diet along Alemany Boulevard from Putnam Street to Bayshore Boulevard and used the repurposed roadway space for pedestrian and bicycle facilities, including bike lanes throughout the interchange and new curb extensions and painted pedestrian bulb-outs at Alemany Boulevard and San Bruno Avenue. The project also added a new left turn bike box at the intersection to enhance safety and comfort for pedestrians and bicyclists, and painted conflict markings along Alemany to help draw attention to the conflict point and improve driver awareness.

Also in District 9, Public Works completed design of the **Alemaný Interchange Improvement Phase 2** project, including a new multiuse path for pedestrians and bicyclists and new signalized crossing, connecting San Bruno Avenue to the Alemany Farmer's Market. NTIP funding for design helped set the project up to successfully pursue construction funds from the state Active Transportation Program and construction is expected to be completed in 2022.

District 9 and District 10 collaborated to fund the **Bayshore Boulevard/Cesar Chavez Street/Potrero Avenue Intersection (The Hairball – Segments F & G)** project, which better linked the two districts by constructing a wider, regraded bicycle and pedestrian path, designed with adequate clearance

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at the highway overpass. This Public Works led project helped to improve safety and minimize conflicts between users of the shared path at the western entrance of the intersection, adjacent to westbound Cesar Chavez Street.

### **New Neighborhood Program Projects in 2021**

In District 6, the Transportation Authority led **Treasure Island Supplemental Transportation Study** will conduct stakeholder engagement and data analysis to understand Treasure Island resident and worker transportation needs, outline recommended short-term public transit improvements, and plan for supplemental transportation options, such as on-demand shuttle, shared van, and/or ride share subsidy.

In District 7, the Transportation Authority is working with community members to develop the **Ocean Avenue Mobility Action Plan** to prioritize and identify funding for previously identified transportation improvements that have arisen through various past planning processes, as well as new ideas to address the corridor's key mobility issues.

Also in District 7, SFMTA's **Lake Merced Quick-Build** project will plan and design quick-build safety improvements on Lake Merced Boulevard from Skyline Boulevard to John Muir Drive, as recommended in the Lake Merced Bikeway Feasibility Study (see above), to position these improvements for implementation in 2022.

In District 8, the **14th Street Road Diet** will improve pedestrian visibility and facilitate safer turning movements by eliminating one eastbound lane on 14th Street between Castro and Sanchez streets, and implementing a left turn only lane and red zones to daylight the intersection. This SFMTA project is in response to neighborhood concerns regarding traffic and pedestrian safety.

In District 9, as part of the **Vision Zero Proactive Traffic Calming – Visitacion Valley and Portola Neighborhoods** project, the SFMTA will design and construct speed humps and other low-cost traffic calming measures to improve safety on streets where pedestrian injuries to seniors and people with disabilities are concentrated at locations identified in coordination with the San Francisco Department of Public Health.

Through the **District 9 Traffic Calming** project, the SFMTA will implement measures, such as speed humps, to keep local streets safe for pedestrians and bicyclists by preempting speeding and cut-through traffic. The project will focus on the Folsom Street and Crescent Avenue corridors in the Mission and Bernal Heights neighborhoods.

In District 10, the SFMTA led **Minnesota and 25th Streets Intersection Improvements** project will construct a new bulb-out and curb ramps, creating a shorter, safer, and accessible crossing at this busy intersection, as part of the larger Minnesota Streetscape project. These improvements are a recommendation of the Central Waterfront/Dogpatch Public Realm Plan.

## CURRENT NEIGHBORHOOD PROGRAM PROJECTS

### PLANNING PROJECTS

- 1 Golden Gate Park Stakeholder Working Group and Action Framework (District 1)\*
- 2 District 4 Mobility Improvements Study (District 4)\*
- 3 Octavia Improvements Study (District 5)
- 4 Treasure Island Supplemental Transportation Study (District 6)
- 5 Ocean Avenue Mobility Action Plan (District 7)
- 6 Alemany Realignment Study (District 9)

### CAPITAL PROJECTS

- 7 Anza Bike Lanes (District 1)\*
- 8 Fulton Street Safety Project (District 1)
- 9 Lombard Street / U.S. 101 Corridor Pedestrian Safety (District 2)
- 10 Lombard Crooked Street Reservation and Pricing System Development (District 2)
- 11 District 3 Pedestrian Safety Improvements (District 3)
- 12 Jefferson Street Improvements Phase 2 (District 3)\*

- 13 Sloat/Skyline Intersection Alternatives Analysis (District 4)
- 14 Lower Great Highway Pedestrian Improvements (District 4)\*
- 15 Frederick/Clayton Traffic Calming (District 5)
- 16 Divisadero Intersection Improvements (District 5)\*
- 17 Buchanan Mall Bulbouts – Golden Gate and Turk (District 5)
- 18 Howard Street – Embarcadero to 3rd Street (District 6)\*
- 19 7th and 8th Streets Freeway Ramp Intersections Near Term Improvements (District 6)\*
- 20 Lake Merced Bikeway Feasibility (District 7)\*
- 21 FY19 Participatory Budgeting Priorities (District 7)
- 22 FY20 Participatory Budgeting Priorities (District 7)
- 23 Lake Merced Quick-Build (District 7)
- 24 14th Street Road Diet (District 8)

- 25 Upper Market Street Safety Improvements (District 8)
- 26 Elk Street at Sussex Street Pedestrian Safety Improvements (District 8)
- 27 Alemany Interchange Improvement Phase 1 (District 9)\*
- 28 Alemany Interchange Improvement Phase 2 Design (District 9)\*
- 29 Vision Zero Proactive Traffic Calming – Visitacion Valley and Portola Neighborhoods (District 9)
- 30 District 9 Traffic Calming (District 9)
- 31 Cesar Chavez Street / Bayshore Boulevard / Potrero Avenue Intersection Improvements (Districts 9 & 10)\*
- 32 Minnesota and 25th Street Intersection Improvements (District 10)
- 33 Potrero Hill Pedestrian Safety and Transit Access (District 10)
- 34 District 11 Traffic Calming Cycle 1 (District 11)
- 35 District 11 Traffic Calming Cycle 2 (District 11)

\*Projects completed in 2021





## PROP AA VEHICLE REGISTRATION FEE

Over 10 years ago, San Francisco voters approved Prop AA, authorizing the Transportation Authority to collect an additional \$10 annual vehicle registration fee on motor vehicles registered in San Francisco and to use the proceeds to fund transportation projects in the following categories:

- Street repair and reconstruction
- Pedestrian safety
- Transit reliability and mobility improvements

Prop AA generates about \$5 million per year and it funds neighborhood-scale projects that can quickly deliver benefits to the public. To that end, Prop AA only funds the final design and construction phases of projects. As of December, 24 of the 41 projects funded from program inception to date have been completed and are open for use by the public. 16 more projects are under construction and one project is nearing completion of the design phase.

The voter approved expenditure plan requires that the Transportation Authority develop and periodically update a strategic plan to guide the day-to-day implementation of the Prop AA program and to identify which projects will receive funds. We have reached the final year of the five-year programming period covered by the 2017 Prop AA Strategic Plan and have begun the update process, including releasing a call for projects for about \$23 million available in Fiscal Years 2022/23 to 2026/27. We will be bringing programming recommendations for the 2022 Prop AA Strategic Plan to the Board in spring 2022.

**What Does Prop AA Fund?** The voter-approved Prop AA Expenditure Plan allocates vehicle registration fee revenues to three types of projects in the percentage allocations seen below.

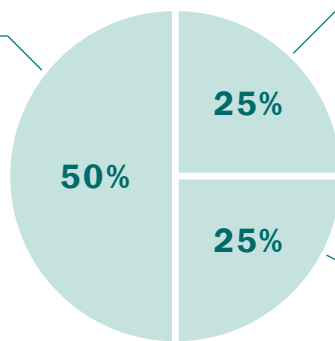
### STREET REPAIR AND RECONSTRUCTION

Reconstruction of city streets with priority given to streets located on:

- Bicycle network
- Transit network

Priority to projects that include complete streets elements, including:

- Pedestrian improvements
- Traffic calming
- Bicycle infrastructure



### PEDESTRIAN SAFETY

- Crosswalk maintenance
- Sidewalk repair and widening
- Sidewalk bulb-outs
- Pedestrian lighting, signals, and median islands

### TRANSIT RELIABILITY AND MOBILITY IMPROVEMENTS

- Transit station/stop improvements
- Transit signal priority
- Travel information improvements
- Parking management pilots
- Transportation demand management

Four Prop AA projects opened for use in 2021, allowing San Francisco residents and visitors to enjoy smoother pavement, increased pedestrian access and safety, and more attractive public spaces.

- 1. Geary Boulevard Pavement Renovation:** In coordination with the larger SFMTA led Geary Rapid Project and related San Francisco Public Utilities Commission led sewer and water work, this project resurfaced 28 blocks of Geary Boulevard, between Van Ness and Masonic avenues, including demolition, pavement renovation, new sidewalk construction, and curb ramp retrofits.
- 2. Gough Corridor Signal Upgrade:** Prop AA funded design of this project, which constructed traffic signal-related upgrades at 17 locations on Gough Street. Upgrades include new controllers, poles, mast arms, larger signal heads, pedestrian countdown signals where missing, accessible (audible) pedestrian signals, as well as several curb ramps. 14 intersections are located on the Vision Zero High Injury Network.
- 3. Haight Street Resurfacing and Pedestrian Lighting:** Prop AA and Prop K funds were used for the installation of pedestrian lighting and construction of the paving and concrete portion, respectively, of this streetscape project that complemented the Muni Forward 7 Haight Noriega Rapid Project.
- 4. Bayshore Boulevard/Cesar Chavez Street/Potrero Avenue Intersection (The Hairball – Segments F & G):** This project constructed a wider, regraded bicycle and pedestrian path with adequate clearance at the highway overpass to improve safety and minimize conflicts between users for Segments F and G of the shared bike and pedestrian paths at the western entrance of the intersection, adjacent to westbound Cesar Chavez Street.

FUNDED IN 2021 (PROJECT SPONSOR)	TOTAL PROJECT COST	PROP AA ALLOCATED	CURRENT PHASE
<b>STREET REPAIR AND RECONSTRUCTION</b>			
Richmond Residential Streets Pavement Renovation (Public Works)	\$3,214,336	\$2,020,000	Construction
Mission and Geneva Pavement Reconstruction (Public Works)	\$8,836,802	\$4,794,258	Construction
<b>PEDESTRIAN SAFETY</b>			
Potrero Gateway Loop Pedestrian Safety Improvements (Public Works)	\$2,700,500	\$220,000	Construction
Western Addition Pedestrian Lighting (Public Works)	1,286,928	\$926,928	Construction
Joice Alley Lighting Improvements (Public Works)	\$510,000	\$410,000	Construction
<b>2021 GRAND TOTAL</b>	<b>\$16,548,566</b>	<b>\$8,371,186</b>	

OPEN FOR USE IN 2021 (PROJECT SPONSOR)	TOTAL PROJECT COST	PROP AA ALLOCATED	CURRENT PHASE
<b>STREET REPAIR AND RECONSTRUCTION</b>			
Geary Boulevard Pavement Renovation (Public Works)	\$7,310,582	\$3,386,732	Construction
<b>PEDESTRIAN SAFETY</b>			
Gough Corridor Signal Upgrade (SFMTA)	\$3,350,000	\$300,000	Design
Haight Street Resurfacing and Pedestrian Lighting (Public Works)	\$10,766,468	\$2,052,000	Construction
Bayshore Boulevard/Cesar Chavez Street/Potrero Avenue Intersection (The Hairball – Segments F & G) – Additional Funds (Public Works)	\$1,125,670	\$368,519	Construction
<b>OPEN FOR USE GRAND TOTAL</b>	<b>\$22,552,720</b>	<b>\$6,107,251</b>	

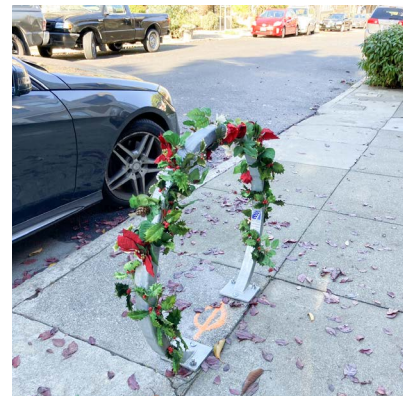
## TRANSPORTATION FUND FOR CLEAN AIR

### Improving air quality through reduced motor vehicle emissions

As the Transportation Fund for Clean Air (TFCA) Program Manager for San Francisco, the Transportation Authority awarded \$743,039 in TFCA funds in 2021. This program, which is supported by a \$4 motor vehicle registration fee in the Bay Area, is intended to cost-effectively reduce motor vehicle emissions while improving mobility.

This year, the Transportation Authority awarded funds to:

- San Francisco Department of the Environment to continue the Emergency Ride Home program, which guarantees a ride home for commuters who normally take transit, walk, or bike to work.
- San Francisco State University for the University Park North bike cage.
- SFMTA's Short Term Bike Parking project, which will fund siting and installation of 1,800 bike racks, providing 3,600 new parking spaces across the city. This program is also funded with Prop K sales tax.



TFCA-funded bike rack on Carmelita Street in the Lower Haight.

Project sponsors completed three previously funded projects listed in the table below.

FUNDED IN 2021 (PROJECT SPONSOR)	TOTAL PROJECT COST	TFCA FUND AMOUNT
Emergency Ride Home (SFE)	\$75,210	\$75,210
Short Term Bike Parking (SFMTA)	\$1,484,046	\$643,829
University Park North Bike Cage (SFSU)	\$15,000	\$15,000
<b>TOTAL</b>	<b>\$1,574,256</b>	<b>\$743,039</b>

COMPLETED IN 2021 (PROJECT SPONSOR)	TOTAL PROJECT COST	TFCA FUND AMOUNT
Short-Term Bike Parking (SFMTA)	\$1,042,573	\$358,414
Bike Cage at SF State Thornton Hall (SFSU)	\$40,069	\$40,069
Emergency Ride Home (SFE)	\$50,734	\$50,734
<b>TOTAL</b>	<b>\$1,133,376</b>	<b>\$449,217</b>

SFMTA = San Francisco Municipal Transportation Agency,  
SFE = San Francisco Environment,  
SFSU = San Francisco State University



## ONE BAY AREA GRANT PROGRAM

### Supporting growth with transportation investments

The Metropolitan Transportation Commission’s One Bay Area Grant program supports projects that advance regional transportation priorities while also advancing the Bay Area’s housing and land-use goals.

The One Bay Area Grant program provides Congestion Management Agencies like the Transportation Authority with federal transportation dollars through a formula that rewards jurisdictions that accept housing growth, have a good track record in housing production – particularly affordable housing – and focus transportation investments in support of locally-identified Priority Development Areas. Projects must be developed through an inclusive community planning effort and projects typically support transit, bicycling, and/or walking.



Ribbon cutting ceremony for Geary Bus Rapid Transit Phase 1 (October 21, 2021).

The Transportation Authority has awarded \$77 million in One Bay Area Grant funds to over a dozen projects since the program’s 2012 inception. In 2021, we continued to provide oversight and support to project sponsors. This year, we were excited to celebrate substantial completion of the Geary Bus Rapid Transit Phase 1 project and the design phase of the Better Market Street Phase 1 (5th to 8th streets) project. Both projects are on the Vision Zero High Injury Network and were designed to improve safety, access, and transit reliability. We also supported delivery of other projects such as Caltrain Electrification and Central Subway, which advanced construction, and the SFMTA’s Safe Routes to Schools Non-Infrastructure program.

For more information about the One Bay Area Grant program and our projects, visit [sfcta.org/funding/one-bay-area-grant-program](https://sfcta.org/funding/one-bay-area-grant-program)

COMPLETED IN 2021 (PROJECT SPONSOR)	TOTAL PROJECT COST	OBAG FUND AMOUNT
Better Market Street Phase 1 – Design Phase (Public Works)	\$70,297,000	\$3,366,000
Geary Bus Rapid Transit Phase 1 – Construction Phase (SFMTA)	\$67,000,000	\$6,939,000
<b>TOTAL</b>	<b>\$137,297,000</b>	<b>\$10,305,000</b>

## STATE TRANSPORTATION IMPROVEMENT PROGRAM

As the Congestion Management Agency for San Francisco, the Transportation Authority establishes biennial project priorities for San Francisco’s share of funds from the State Transportation Improvement Program. This is one of the few fund sources which we can use to match Prop K half-cent sales tax funds for major transit and roadway projects.

The Transportation Authority approved \$13.68 million in state funds for SFMTA’s Communications-Based Train Control Phase 3 N Judah project, which will improve transit reliability and safety by replacing the aging train control system to deliver reliable, high-frequency rail transit; and the Folsom Streetscape project, which will transform Folsom Street between 2nd and 11th streets, improving traffic safety for pedestrians and bicyclists, closing transportation gaps, and supporting growth in the South of Market area.

The Transportation Authority has had long-standing commitments of future State Transportation Improvement Program funds to signature Prop K sales tax projects. To date, the Board-adopted priorities include about \$81.5 million in remaining commitments to three projects: Central Subway (\$29.7 million); Presidio Parkway Advance (\$34 million to repay the Metropolitan Transportation Commission for advancing project funds); and the Caltrain Downtown Extension (\$17.8 million). State guidelines preclude us from programming additional State Transportation Improvement Program funds to the Central Subway, since all the construction contracts have been awarded. Therefore, we are honoring the commitment by programming funds to other eligible projects of SFMTA’s choice.

FUNDED IN 2021 (PROJECT SPONSOR)	TOTAL PROJECT COST	STATE TRANSPORTATION IMPROVEMENT PROGRAM FUND AMOUNT
Communications-Based Train Control – Phase 3 N Judah (SFMTA)	\$25,175,000	\$10,642,000
Folsom Streetscape (SFMTA)	\$36,340,000	\$3,043,000
<b>TOTAL</b>	<b>\$61,515,000</b>	<b>\$13,685,000</b>

State funds and local sales tax dollars will help SFMTA replace its aging train control system, increasing the speed and reliability of Muni Metro.



## LOCAL PARTNERSHIP PROGRAM

### State Rewards Jurisdictions with Voter-Approved Dedicated Transportation Taxes or Fees


The Senate Bill 1 Local Partnership Program rewards jurisdictions that have voter approved taxes or fees dedicated solely to transportation. As administrator of Prop K and Prop AA, the Transportation Authority receives state gas tax funds for capital projects that improve bicycle or pedestrian safety and mobility, the local road system, transit facilities, or the state highway system, among other transportation improvement projects. The City also receives these funds for the TNC Tax, which we help administer.

This year, we programmed \$2.05 million and supported the City's project nominations for \$6.36 million in Local Partnership Program formula funds for six projects that will improve safety for all road users and improve access for bicyclists and pedestrians.

FUNDED IN 2021 (PROJECT SPONSOR)	CURRENT PHASE	COST OF REQUESTED PHASE	LOCAL PARTNERSHIP PROGRAM FORMULA FUND AMOUNT
I-280 Southbound Ocean Avenue Off-Ramp Realignment Project (SFCTA)	Design	\$2,100,000	\$1,050,000 (Prop K/AA)
Yerba Buena Island Multiuse Pathway Project (SFCTA)	Environmental	\$3,000,000	\$1,000,000 (Prop K/AA)
Traffic Signal Upgrade Contract 36 (SFMTA)	Construction	\$5,719,611	\$1,779,500 (TNC Tax)
Western Addition Traffic Signal Upgrades (SFMTA)	Construction	\$11,000,500	\$3,179,500 (TNC Tax)
5th Street Improvements – 5th/Bryant streets, 5th/Harrison streets (SFMTA)	Construction	\$3,100,000	\$850,000 (TNC Tax)
13th Street Safety Project (SFMTA)	Construction	\$4,478,100	\$550,000 (TNC Tax)
<b>TOTAL</b>		<b>\$29,398,211</b>	<b>\$8,409,000</b>

\* Sponsor abbreviations include: San Francisco County Transportation Authority (SFCTA) and San Francisco Municipal Transportation Agency (SFMTA).





**“The new pedestrian islands  
have improved safety for  
drivers and pedestrians be-  
cause it’s more clearly marked  
where the pedestrians are.”**

**Sofia Perel  
INNER SUNSET RESIDENT**

See "Sales Tax Stories" at [sfcta.org/stories](https://sfcta.org/stories) to learn more about how people across San Francisco benefit from the half-cent sales tax for transportation.

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# TRANSPARENCY AND ACCOUNTABILITY

We are responsible for informing the public about the work we do and how we spend taxpayer funds.

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## PROP K HIGHLIGHTS

The table below provides a snap shot of the projects Proposition K (Prop K) has delivered from inception through December 2021, with a few illustrative examples of projects completed by Expenditure Plan line. Projects shown are open for use, or are completed planning efforts, unless otherwise noted. Visit the MyStreetSF interactive project map at [mystreetsf.sfcta.org](http://mystreetsf.sfcta.org) to see Prop K half-cent sales tax and other Transportation Authority-funded projects near you.

### A. TRANSIT

<b>i. Major Capital Projects</b>	
<b>a. Muni</b>	
Rapid Bus Network including Real Time Transit Information	N Judah Transit Improvements, Mission-Geneva Transit and Pedestrian Improvements, Market Street Calm the Safety Zone, North Point Transit Improvements, Geary Rapid (Geary BART Phase 1)
Third Street Light Rail (Phase 1)	Done
Central Subway (Third Street Light Rail, Phase 2)	Under construction
Geary Light Rail	*
<b>b. Caltrain</b>	
Downtown Extension to a Rebuilt Transbay Terminal	Transbay Transit Center – DONE; Downtown Extension in design
Electrification	Under construction
Capital Improvement Program	Train Departure Monitors at Terminal Stations, Right-of-Way Safety Fencing, Marin Street and Napoleon Street Bridges Rehabilitation
<b>c. BART Station Access, Safety and Capacity</b>	16th Street BART Station NE Plaza Redesign, 24th Street/Mission Plaza and Pedestrian Improvements, Daly City Bus Circulation Improvements, bicycle parking at the Balboa Park and Glen Park stations, wayfinding/ passenger information improvements at the 16th Street and 24th Street stations.
<b>d. Ferry</b>	Downtown Ferry Terminal Expansion
<b>ii. Transit Enhancements</b>	
Extension of Trolleybus Lines/Electrification of Motorcoach Routes	
Extension of Streetcar Service (Fisherman's Wharf to Fort Mason)	
Purchase/Rehab of Historic Streetcars for New/Expanded Service	
Balboa Park BART/MUNI Station Access Improvements	Balboa Park Real Time Transit Information, Balboa Park Eastside Connections, Balboa Park Station Area and Plaza Improvements
Relocation of Caltrain Paul Avenue Station to Oakdale Avenue	Oakdale Ridership Study
Purchase of Additional Light Rail Vehicles for Muni Light Rail Lines	24 new light rail vehicles in service
Other Transit Enhancements	Sloat Boulevard Pedestrian Improvements, Glen Park Community Plan Implementation Phase 1, Southwest Subway (19th Avenue/M Ocean View) pre-environmental support
<b>iii. System Maintenance and Renovation</b>	
<b>a. Vehicles</b>	
Transit Vehicle Replacement and Renovation	1,196 new Muni transit vehicles (buses, light rail, and paratransit vehicles), rehab of Caltrain locomotives, rebuilt 16 Muni historic streetcars, rehab of 60 articulated trolley buses
Trolleybus Wheelchair-lift Incremental Operations and Maintenance	Done
F Line Historic Streetcar Incremental Operations and Maintenance	Done
<b>b. Facilities</b>	
Rehabilitation, Upgrade, and Replacement of Existing Facilities	New Muni Islais Creek Maintenance Facility, new Transportation Management Control Center, reconstructed 13 Muni escalators, renovated SFMTA's central parts warehouse at 1570 Burke Avenue, installed worker fall protection and safety and maintenance systems at 7 Muni facilities; Caltrain systemwide station improvements
Muni Metro Extension Incremental Operations and Maintenance	Done
<b>c. Guideways</b>	California Street cable car infrastructure improvements; Green Light Rail Center track replacement; Market and Haight street transit and pedestrian improvements; rebuilt Cable Car Barn gearboxes; and upgrades to overhead wires, traffic signals, and other street improvements

\* The Expenditure Plan identified this as a Priority 3 project which would only receive funding under the most optimistic revenue forecast. We do not expect revenue levels to reach Priority 3.



**B. PARATRANSIT SERVICES**

<b>Paratransit Services</b>	Approximately 7.8 million paratransit trips provided from June 2010 through December 2021 for seniors and disabled persons; Ramp Taxi Incentives Program (20% increase in wheelchair trips); Essential Trip Card Program, Shop-a-Round and Van Gogh shuttles
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**C. STREETS AND TRAFFIC SAFETY**

<b>i. Major Capital Projects</b>	
<b>a. Doyle Drive</b>	Done
<b>b. New and Upgraded Streets</b>	
Bernal Heights Street System Upgrading	Done
Great Highway Erosion Repair	Great Highway reroute project (planning)
Visitacion Valley Watershed Area Projects (San Francisco share)	Leland Avenue streetscape, Geneva-Harney Bus Rapid Transit Feasibility Study
Illinois Street Bridge	Done
Traffic Study to Reduce Impacts of SR1 in Golden Gate Park	
Upgrades to Major Arterials (including 19th Avenue)	19th Avenue median improvements, Lombard Street pedestrian safety improvements (curb bulbouts, crosswalks, signal timing), Alemany Interchange Improvement
<b>ii. System Operations, Efficiency and Safety</b>	
<b>a. New Signals and Signs</b>	59 new traffic signals, 760 pedestrian countdown signals, 509 audible pedestrian signals
<b>b. Advanced Technology and Information Systems (SFgo)*</b>	Variable message signs on Oak, Fell, and Third streets; connected Franklin and Gough traffic signals with Transportation Management Center; installed traffic cameras and transit system priority on Muni Rapid routes; rehab of variable message signs at parking garages
<b>iii. System Maintenance and Renovation</b>	
<b>a. Signals and Signs</b>	433 upgraded traffic signals, over 8,800 traffic signs upgraded, 71 high visibility signal heads
<b>b. Street Resurfacing, Rehabilitation, and Maintenance</b>	
Street Resurfacing and Reconstruction	787 blocks paved – examples: Alemany, Anza, Balboa, Battery, Brannan, California, Clayton, Clipper, Kirkham, Page, Parkmerced/Twin Peaks/Mt Davidson Manor, Portola, Potrero
Street Repair and Cleaning Equipment	168 trucks and other equipment purchased for street cleaning and maintenance, such as brick mason's truck, street sweepers, asphalt grinders and a tunnel-washer truck
Embarcadero Roadway Incremental Operations and Maintenance	Done
<b>c. Pedestrian and Bicycle Facility Maintenance</b>	About 6,000 sidewalk locations repaired; safe hit posts on Market, Fell, and Oak streets; Division Street green bike lane; repaired automatic bike counters; re-painted bike lanes
<b>iv. Bicycle and Pedestrian Improvements</b>	
<b>a. Traffic Calming</b>	Application-Based Traffic Calming Program (speed humps), Safe Routes to School projects (e.g., Sunset Elementary, John Yehall Chin, West Portal, Balboa-Denman), South Park Traffic Calming, Golden Gate Park Traffic Safety
<b>b. Bicycle Circulation/Safety</b>	Marina Green Bicycle Trail, circulation improvements at the Hairball, JFK Drive parking buffered bikeway, Civic Center BART/MUNI bike station, Arguello Boulevard near term improvements, Valencia Street Bikeway Implementation Plan, Battery & Sansome bicycle connections
<b>c. Pedestrian Circulation/Safety</b>	Continental Crosswalks, Bayshore/Cesar Chavez/Potrero Intersection Improvements, Wiggle Neighborhood Green Corridor, ER Taylor Safe Routes to School, Longfellow Elementary Safe Routes to School, Union Square Accessibility Improvements, Pedestrian Signals on Sunset Boulevard, Lower Great Highway Pedestrian Improvements
<b>d. Curb Ramps</b>	Over 1,050 curb ramps funded from this category (excludes curb ramps funded through other projects such as street resurfacing)
<b>e. Tree Planting and Maintenance</b>	Over 7,000 trees planted, over 31,500 maintenance and establishment visits
<b>D. TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES</b>	
<b>i. Transportation Demand Management/Parking Management</b>	BART Travel Incentive Program; Bayview Moves van sharing pilot; Emergency Ride Home; Mobility, Access, and Pricing Study; Walkfirst Investment Strategy
<b>ii. Transportation/Land Use Coordination</b>	Broadway Streetscape; Mansell Corridor Improvement; Second Street; Persia Triangle Transit Improvements, Valencia Streetscape, Western Addition Community Based Transportation Plan; Pedestrian Safety in SOMA Youth and Family Zone Plan

\* The Expenditure Plan identified this as a Priority 3 project which would only receive funding under the most optimistic revenue forecast. We do not expect revenue levels to reach Priority 3.

## PROP K HALF-CENT SALES TAX

### Activity Detail for Calendar Year 2021

	ALLOCATIONS		EXPENDITURES	
	2021 ALLOCATIONS (DE-OBLIGATIONS)	INCEPTION TO DATE ALLOCATIONS	2021 EXPENDITURES (ADJUSTMENTS)	INCEPTION TO DATE EXPENDITURES
<b>A. TRANSIT</b>				
<b>i. Major Capital Projects</b>				
<b>a. Muni</b>	\$ (1,892,152)	\$ 287,672,976	\$ 2,646,002	\$ 266,723,831
Rapid Bus Network including Real Time Transit Information*	\$ (1,892,152)	\$ 69,111,701	\$ 2,646,002	\$ 48,565,704
Third Street Light Rail (Phase 1)	\$ -	\$ 92,561,275	\$ -	\$ 92,158,127
Central Subway (Third Street Light Rail Phase 2)	\$ -	\$ 126,000,000	\$ -	\$ 126,000,000
Geary Light Rail	\$ -	\$ -	\$ -	\$ -
<b>b. Caltrain</b>	\$ 4,972,862	\$ 257,934,342	\$ 8,706,617	\$ 241,522,951
Downtown Extension to a Rebuilt Transbay Terminal*	\$ 3,500,000	\$ 217,436,395	\$ 7,652,128	\$ 206,200,534
Electrification	\$ -	\$ 20,900,000	\$ 327,967	\$ 19,739,457
Capital Improvement Program	\$ 1,472,862	\$ 19,597,947	\$ 726,522	\$ 15,582,960
<b>c. BART Station Access, Safety, and Capacity</b>	\$ 950,000	\$ 8,047,809	\$ 260,161	\$ 6,436,184
<b>d. Ferry</b>	\$ -	\$ 2,750,715	\$ 240,000	\$ 2,750,715
<b>Total Major Capital Projects</b>	\$ 4,030,710	\$ 556,405,842	\$ 11,852,780	\$ 517,433,681
<b>ii. Transit Enhancements</b>				
Extension of Trolleybus Lines/ Electrification of Motorcoach Routes	\$ -	\$ -	\$ -	\$ -
Extension of Streetcar Service (Fisherman's Wharf to Fort Mason)	\$ -	\$ 926,100	\$ -	\$ 5,609
Purchase/Rehab of Historic Streetcars for New/Expanded Service	\$ -	\$ 374,809	\$ 25,441	\$ 25,441
Balboa Park BART/MUNI Station Access Improvements	\$ -	\$ 4,636,999	\$ 503,277	\$ 4,464,053
Relocation of Caltrain Paul Avenue Station to Oakdale Avenue	\$ -	\$ 2,735,689	\$ 10,304	\$ 663,043
Purchase of Additional Light Rail Vehicles for Muni Light Rail Lines	\$ -	\$ 4,694,972	\$ -	\$ 4,598,311
Other Transit Enhancements*	\$ (965,948)	\$ 2,504,000	\$ 129,645	\$ 2,024,743
<b>Total Transit Enhancements</b>	\$ (965,948)	\$ 15,872,569	\$ 668,667	\$ 11,781,200
<b>iii. System Maintenance and Renovation</b>				
<b>a. Vehicles</b>	\$ 664,526	\$ 493,470,801	\$ 11,906,886	\$ 268,945,546
Transit Vehicle Replacement and Renovation	\$ 664,526	\$ 485,854,270	\$ 11,906,886	\$ 261,329,015
Trolleybus Wheelchair-lift Incremental Operations and Maintenance	\$ -	\$ 2,448,531	\$ -	\$ 2,448,531
F Line Historic Streetcar Incremental Operations and Maintenance	\$ -	\$ 5,168,000	\$ -	\$ 5,168,000
<b>b. Facilities</b>	\$ 5,642,979	\$ 91,334,275	\$ 3,625,954	\$ 73,520,767
Rehabilitation, Upgrade, and Replacement of Existing Facilities	\$ 5,642,979	\$ 74,553,275	\$ 3,625,954	\$ 56,739,767
Muni Metro Extension Incremental Operations and Maintenance	\$ -	\$ 16,781,000	\$ -	\$ 16,781,000
<b>c. Guideways</b>	\$ 12,298,811	\$ 212,854,338	\$ 8,602,793	\$ 152,187,772
<b>Total System Maintenance and Renovation</b>	\$ 18,606,316	\$ 797,659,414	\$ 24,135,633	\$ 494,654,085
<b>TOTAL TRANSIT</b>	\$ 21,671,078	\$1,369,937,825	\$ 36,657,080	\$ 1,023,868,966
<b>B. PARATRANSIT SERVICES</b>				
Paratransit Services	\$ 3,820,674	\$ 165,750,276	\$ 6,646,385	\$ 155,196,728
<b>TOTAL PARATRANSIT SERVICES</b>	\$ 3,820,674	\$ 165,750,276	\$ 6,646,385	\$ 155,196,728

**PROP K HALF-CENT SALES TAX**

## Activity Detail for Calendar Year 2021

	ALLOCATIONS		EXPENDITURES	
	2021 ALLOCATIONS (DE-OBLIGATIONS)	INCEPTION TO DATE ALLOCATIONS	2021 EXPENDITURES (ADJUSTMENTS)	INCEPTION TO DATE EXPENDITURES
<b>C. STREETS AND TRAFFIC SAFETY</b>				
<b>i. Major Capital Projects</b>				
a. Doyle Drive*	\$ (748,384)	\$ 69,094,362	\$ 43,825	\$ 68,742,739
<b>b. New and Upgraded Streets</b>	\$ 351,126	\$ 9,104,901	\$ 493,469	\$ 8,089,136
Bernal Heights Street System Upgrading	\$ -	\$ 2,550,584	\$ -	\$ 2,550,584
Great Highway Erosion Repair*	\$ -	\$ 442,737	\$ -	\$ 334,300
Visitacion Valley Watershed Area projects (San Francisco share)	\$ -	\$ 1,380,652	\$ -	\$ 1,380,652
Illinois Street Bridge	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000
Traffic Study to Reduce Impacts of SR1 in Golden Gate Park	\$ -	\$ -	\$ -	\$ -
Upgrades to Major Arterials (including 19th Avenue)	\$ 351,126	\$ 2,730,928	\$ 493,469	\$ 1,823,600
<b>Total Major Capital Projects</b>	\$ (397,258)	\$ 78,199,263	\$ 537,294	\$ 76,831,875
<b>ii. System Operations, Efficiency, and Safety</b>				
a. New Signals and Signs	\$ 2,953,361	\$ 24,539,647	\$ 857,037	\$ 20,407,161
b. Advanced Technology and Information Systems (SFgo)	\$ 1,350,883	\$ 10,872,552	\$ 849,323	\$ 5,914,882
<b>Total System Operations, Efficiency, and Safety</b>	\$ 4,304,244	\$ 35,412,199	\$ 1,706,360	\$ 26,322,043
<b>iii. System Maintenance and Renovation</b>				
a. Signals and Signs	\$ 897,709	\$ 47,999,752	\$ 5,939,828	\$ 41,348,843
<b>b. Street Resurfacing, Rehabilitation, and Maintenance</b>	\$ 8,572,497	\$ 111,076,169	\$ 1,524,522	\$ 90,348,415
Street Resurfacing and Reconstruction*	\$ 7,663,507	\$ 94,665,578	\$ 1,112,776	\$ 77,290,782
Street Repair and Cleaning Equipment	\$ 908,990	\$ 14,260,946	\$ 411,746	\$ 10,907,988
Embarcadero Roadway Incremental Operations and Maintenance	\$ -	\$ 2,149,645	\$ -	\$ 2,149,645
<b>c. Pedestrian and Bicycle Facility Maintenance</b>	\$ 612,238	\$ 11,038,161	\$ 783,460	\$ 9,185,135
<b>Total System Maintenance and Renovation</b>	\$ 10,082,444	\$ 170,114,082	\$ 8,247,810	\$ 140,882,393
<b>iv. Bicycle and Pedestrian Improvements</b>				
a. Traffic Calming	\$ 6,580,024	\$ 49,001,561	\$ 11,772,388	\$ 29,842,998
b. Bicycle Circulation/Safety	\$ 2,100,322	\$ 18,880,282	\$ 1,514,727	\$ 13,427,633
c. Pedestrian Circulation/Safety	\$ 2,887,736	\$ 19,717,515	\$ 2,459,993	\$ 13,281,815
d. Curb Ramps	\$ 1,527,015	\$ 12,068,661	\$ 7,962	\$ 8,787,389
e. Tree Planting and Maintenance	\$ 1,493,064	\$ 20,208,652	\$ 497,588	\$ 17,573,433
<b>Total Bicycle and Pedestrian Improvements</b>	\$ 14,588,161	\$ 119,876,671	\$ 16,252,658	\$ 82,913,268
<b>TOTAL STREETS AND TRAFFIC SAFETY</b>	\$ 28,577,591	\$ 403,602,215	\$ 26,744,122	\$ 326,949,579
<b>D. TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES</b>				
i. Transportation Demand Management/Parking Management	\$ 640,000	\$ 8,133,320	\$ 547,071	\$ 5,309,347
ii. Transportation/Land Use Coordination	\$ 2,101,618	\$ 13,038,234	\$ 912,189	\$ 10,469,216
<b>TOTAL TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES</b>	\$ 2,741,618	\$ 21,171,554	\$ 1,459,260	\$ 15,778,563
<b>ADDITIONAL ITEMS</b>				
Third Street-Metro East – Assembly Bill 3090 loan	\$ -	\$ -	\$ -	\$ -
Financial Year 2006 Cowcap Suspension Pool (distribution to be based actual reimbursements)	\$ -	\$ 112,345	\$ -	\$ 112,345
CityBuild Program (distribution methodology to be established in subsequent Strategic Plan)	\$ -	\$ 1,073,719	\$ -	\$ 1,073,719
<b>GRAND TOTAL</b>	\$ 56,810,961	\$ 1,961,647,934	\$ 71,506,847	\$ 1,522,979,900

\* In 2021, there was more funding deobligated than allocated for this expenditure category



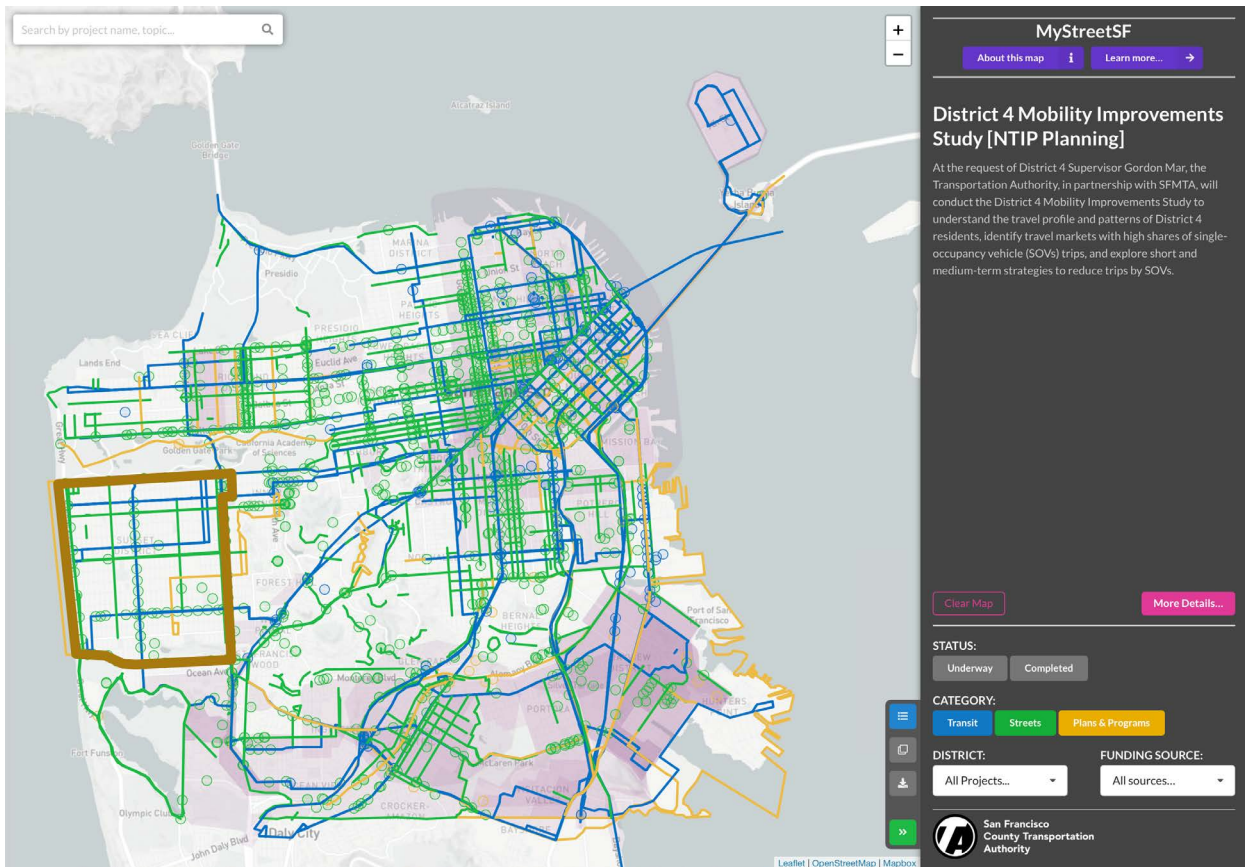
## MYSTREETSF

The interactive MyStreetSF website provides access to up-to-date information on transportation projects funded by the Transportation Authority, as well as those for which our agency is responsible for some level of oversight acting as the Congestion Management Agency for San Francisco. From signals to streetcars, from bicycles to boulevards, from pedestrian safety to paving, the Transportation Authority funds numerous improvement projects large and small across the city. Users can track how their local taxes are helping to deliver critical transportation improvements in San Francisco via MyStreetSF, which provides transparency and accountability appropriate for administration of taxpayer funds.

By entering an address or search term, users can find projects that we are supporting. Unique features of the map allow users to browse a given area, zoom, and select project information, then download and share it easily. The site also has helpful layers to designate the city's supervisorial district boundaries, the high-injury network, and Communities of Concern.

MyStreetSF is a resource for anyone who wants to learn about the many transportation improvement projects happening all across San Francisco – or in their own neighborhood.

[Learn more at mystreetsf.sfcta.org](https://mystreetsf.sfcta.org)



**PROP AA  
VEHICLE REGISTRATION FEE**  
Activity Detail for Calendar Year 2021

	ALLOCATIONS		EXPENDITURES	
	2021 ALLOCATIONS (DE-OBLIGATIONS)	INCEPTION TO DATE ALLOCATIONS	2021 EXPENDITURES (ADJUSTMENTS)	INCEPTION TO DATE EXPENDITURES
Street Repair and Reconstruction	\$ 6,292,338	\$ 25,203,314	\$ 3,018,497	\$ 15,834,000
Pedestrian Safety	\$ 1,554,691	\$ 13,340,132	\$ 384,185	\$ 9,838,819
Transit Reliability and Mobility Improvements	\$ -	\$ 12,001,756	\$ 1,397,412	\$ 5,581,058
<b>Grand Total</b>	<b>\$ 7,847,029</b>	<b>\$ 50,545,202</b>	<b>\$ 4,800,094</b>	<b>\$ 31,253,877</b>

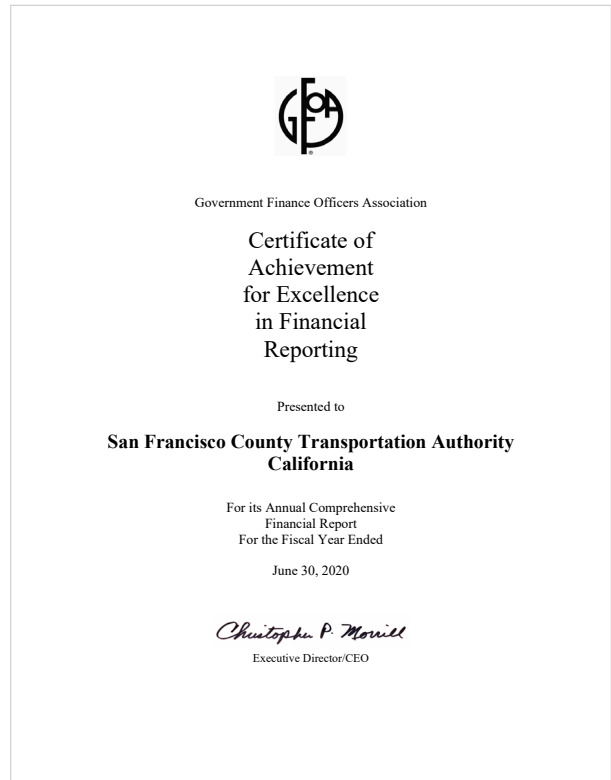
**TNC TAX**  
Activity Detail for Calendar Year 2021

	ALLOCATIONS		EXPENDITURES	
	2021 ALLOCATIONS (DE-OBLIGATIONS)	INCEPTION TO DATE ALLOCATIONS	2021 EXPENDITURES (ADJUSTMENTS)	INCEPTION TO DATE EXPENDITURES
Vision Zero Quick-Build Program	\$ 3,000,000	\$ 5,505,686	\$ 247,968	\$ 247,968
<b>Grand Total</b>	<b>\$ 3,000,000</b>	<b>\$ 5,505,686</b>	<b>\$ 247,968</b>	<b>\$ 247,968</b>

## TRANSPARENCY AND ACCOUNTABILITY

The independent audit team of Eide Bailly, LLP, issued an unmodified (also known as a clean/unqualified) audit opinion for the Transportation Authority’s financial statements for the fiscal year ended June 30, 2021. In a concurrent review, the auditors also certified that the Transportation Authority complied with the requirements applicable to the use of federal funds. This marks the 18th year in a row that independent auditors have issued clean audit reports for the Transportation Authority. Pursuant to Government Accounting Standards Board Statement No. 14, the financial statements of the Transportation Authority are included in basic financial statements of the City; however, the Transportation Authority operates as a special purpose government agency under state law. The Transportation Authority is empowered by statute to issue debt to finance transportation projects in the voter-approved Prop K Expenditure Plan, and its debt capacity is separate and distinct from that of the City.

In October, the Government Finance Officers Association of the United States and Canada awarded a Certificate of Achievement for Excellence in Financial Reporting to the Transportation Authority for the fourth consecutive year. This award, covering the financial report for fiscal year ended June 30, 2020, is the highest form of recognition in the area of governmental accounting and financial reporting.



## CAPITAL FINANCING AND INVESTMENT PROGRAM

The Transportation Authority maintains credit ratings with Fitch Ratings and S&P Global Ratings. In July, Fitch affirmed its highest AAA rating of the Transportation Authority's sales tax revenue bonds, and the Transportation Authority continues to hold the AA+ rating with S&P. The high ratings reflect the strength and diversity of the economic base that generates San Francisco's half-cent sales tax for transportation, the primary revenue source overseen by the Transportation Authority. The ratings also reflect the Transportation Authority's strong financial position.

The Transportation Authority had commercial paper notes in place, starting in 2004. The paper notes provided a low cost of funding, relative to other financing alternatives, and enabled the Transportation Authority to support faster delivery of sales tax expenditure plan projects sooner than we could on a pay-as-you-go basis. In June 2018, the Transportation Authority entered into a revolving credit loan agreement for a total amount of \$140,000,000, which expired on June 7, 2021, with no outstanding balance. On October 7, 2021, the Transportation Authority entered into a new Revolving Credit Agreement with U.S. Bank National Association for \$125,000,000 and as of December, the new revolving credit loan did not have an outstanding balance.

In November 2017, the Transportation Authority issued Senior Sales Tax Revenue Bonds (Series 2017) with the total face amount of \$248,250,000 maturing in February 2034, with interest rates ranging from 3.0% to 4.0%. The Series 2017 Bonds marked the inaugural issuance of long-term Sales Tax Revenue Bonds by the Transportation Authority, allowing project delivery to be advanced and benefits to the public to be realized sooner than would otherwise be possible. The Series 2017 Bonds were sold by way of competitive sale and proceeds from the bond sale helped pay for projects in the Prop K half-cent sales tax Expenditure Plan, enabling delivery faster than if we operated on a pay-as-you-go basis. By May 2021, all bond proceeds and interest earned on bond proceeds were spent on various voter-approved sales tax projects such as: new Muni motor coaches, trolleybuses, and light rail vehicles, and the SFMTA's radio replacement and central control and communications programs, which together comprised 66% of total proceeds expended.

As of December 31, 2021, total outstanding bond principal and premium balance was \$239.0 million. As of year-end, we had made cumulative payments of \$57.0 million, including principal payments of \$26.2 million and interest payments of \$30.8 million.

New Muni vehicles were primary recipients of the bond proceeds



## DISADVANTAGED BUSINESS ENTERPRISE AND LOCAL BUSINESS ENTERPRISE PROGRAMS

The Transportation Authority has a robust Disadvantaged Business Enterprise (DBE) program and demonstrated commitment to providing DBEs with the maximum feasible opportunity to participate in the performance of contracts funded with federal, state, and local dollars. Our Local Business Enterprise (LBE) program encourages businesses to locate and remain in San Francisco.

The Transportation Authority recognizes certifications from Caltrans through the California Unified Certification DBE Program, the City and County of San Francisco LBE Program, and the California Department of General Services Small Business Enterprise (SBE) Program. In addition, we also recognize certifications from the California Public Utilities Commission Supplier Diversity Program which certifies women, minority, LGBT, and disabled veteran-owned businesses. For firms not already certified by the agencies mentioned above, the Transportation Authority has adopted a streamlined DBE/LBE certification process.

The Transportation Authority is a member of the Business Outreach Committee, a multiagency consortium of approximately 26 Bay Area transportation agencies with a common goal to assist small, disadvantaged, and local firms doing business with Bay Area transit and transportation agencies. During 2021, we participated in four Business Outreach Committee-sponsored networking events that brought public agencies together with prime consultants and sub-consultants. Event topics included an overview of the federal DBE Program certification process, how to do business with public transportation agencies, and connecting small businesses to prime consultants and Bay Area public transportation agencies. In addition, in July, we joined with 50 public agencies and prime contractors at the Procurement Technical Assistance Center's NorCal small business event and participated in virtual one-on-one meetings with small business owners interested in working with public agencies and large prime contractors.

In November, our efforts to encourage small business participation was highlighted with a Transportation Authority-sponsored event called the DBE/LBE Upcoming Opportunity Overview where approximately 80 attendees, including DBE/LBE firms and prime consultants learned of upcoming procurement opportunities with the Transportation Authority and TIMMA.

DBE, LBE, and SBE Performance for the Transportation Authority's vendor contracts during 2021 are shown below:

	AMOUNT <sup>1</sup>	PERCENTAGE OF TOTAL INVOICES PAID
<b>TOTAL INVOICES PAID</b>	<b>\$21,511,185</b>	<b>100%</b>
Total Paid to DBE firms	\$2,927,544	13.6%
Total Paid to LBE firms	\$3,019,980	14.0%
Total Paid to SBE firms	\$2,480,857	11.5%
Total Paid to Female-owned Firms	\$1,365,955	6.4%
Total Paid to Hispanic-owned Firms <sup>2</sup>	\$732,614	3.4%
Total Paid to African American-owned Firms <sup>2</sup>	\$430,788	2.0%
Total Paid to Asian Pacific-owned Firms <sup>2</sup>	\$343,979	1.6%
Total Paid to Subcontinent Asian-owned Firms <sup>2</sup>	\$261,984	1.2%

<sup>1</sup> Amounts shown above exclude payments to other government agencies and non-profit organizations, as well as agency operating expenditures.

<sup>2</sup> Ethnicity groups identified above represent groups as defined by the California Department of Transportation's DBE Program.



## PROGRESS REPORT ON RACIAL EQUITY ACTION PLAN

The Transportation Authority is continuing the initiatives of its Racial Equity Working Group, which started in 2018 and is composed of at least one staff person from each division. In 2021, the working group implemented strategies from the agency's Racial Equity Action Plan which was developed at the end of 2020 and serves as a strategic plan focused on advancing more equitable internal processes. The Racial Equity Action Plan is divided into seven different categories:

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

The following highlights some of the accomplishments on the plan this year.

**Hiring and Recruitment:** Working group members developed a database of equity interview questions as a resource to hiring managers. In addition, we have started implementing an optional demographic survey for job applicants to take in order for us to have a better understanding of the diversity in our employee recruitment efforts.

**Organizational Culture of Inclusion and Belonging:** We have continued to provide ongoing racial equity trainings to staff. We have updated our governing policy documents with gender-neutral pronouns "they/them" and provided staff guidance to use "they/them" to identify speakers in meeting minutes unless they identify themselves otherwise.

**Boards and Commissions:** In June, the Board amended the Transportation Authority's administrative code to rename the Citizens Advisory Committee to the "Community Advisory Committee" and to add a statement that the committee is intended to reflect the racial and gender diversity of San Francisco residents.

### Our Commitment to Racial Equity

Racial segregation and systemic discrimination have resulted in inequitable policies and practices throughout transportation planning history. For people of color, this continues to mean higher rates of collisions and fatalities; exposure to higher rates of pollution and associated negative health impacts; fewer and oftentimes more expensive transportation options; and longer commute times. The work of the Transportation Authority must consider issues of race as they connect with other social categorizations such as income, nationality, language, gender and sexual identities, and ability. As an agency, our mission to make travel safer, healthier, and easier for all requires a commitment to designing transportation options that advance equity. It's our responsibility to partner with people of color and disproportionately impacted communities to define their needs as we plan, fund, and deliver transportation projects. We commit to putting the interests of these communities at the forefront of our work in order to improve their safety and health outcomes, economic mobility, and overall quality of life.

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## AGENCY HIGHLIGHTS

Agency staff in 2021 were recognized for their work as financial stewards and for transparency around accounting practices.

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## AWARDS & RECOGNITION

### Certificate of Achievement for Excellence in Financial Reporting

In October, the Government Finance Officers Association of the United States and Canada awarded a Certificate of Achievement for Excellence in Financial Reporting to the Transportation Authority for the fourth consecutive year. This award, covering the financial report for fiscal year ended June 30, 2020, is the highest form of recognition in governmental accounting and financial reporting.

### Transportation Authority Maintains Highest Rating for Sales Tax Bond Outlook

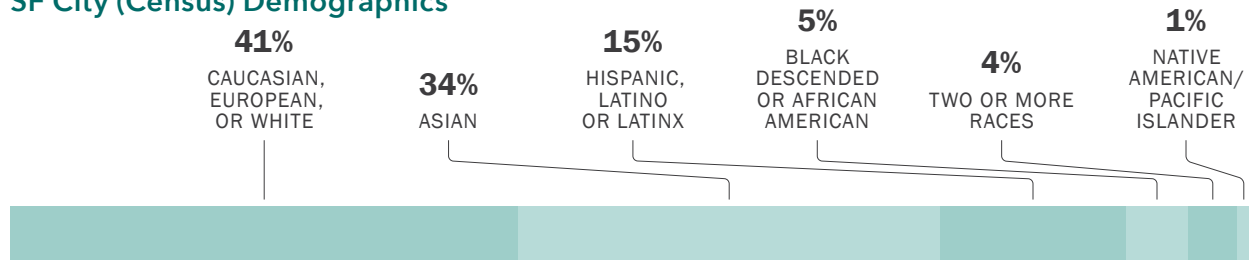
Fitch Ratings affirmed its highest AAA rating of the Transportation Authority's sales tax revenue bonds and a stable financial outlook. The affirmation reflects the agency's strong resilience despite the roughly 30% decline in sales tax revenue that we experienced due to the COVID-19 pandemic. Fitch expects sales tax revenues growth to recover to its historical trend of growth between inflation and U.S. GDP.

### Transportation Authority Completes Disbursement of First Capital Bond, Supporting Faster Project Delivery

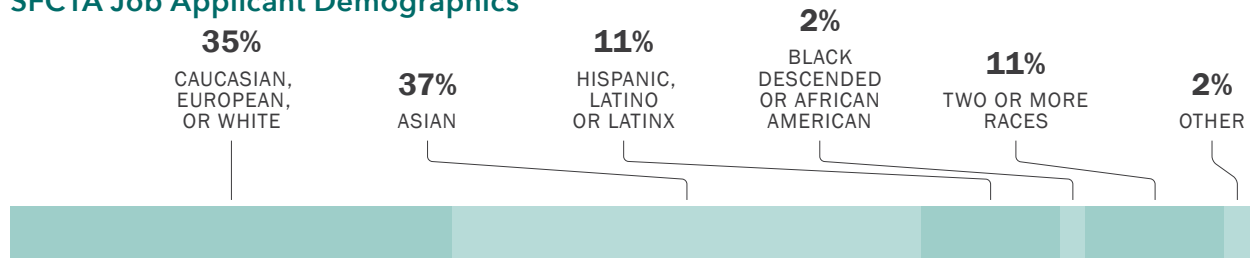
The Transportation Authority said proceeds from its first-ever capital bond were completely disbursed within the originally scheduled timeframe, supporting faster project delivery citywide. The Transportation Authority sold its first-ever long-term bond in 2017, raising \$248.25 million to meet the cash needs of various significant transportation projects funded by the local half-cent transportation sales tax program. Funds supported Muni bus and light rail vehicle purchases, Muni Central Control and communications systems, new and upgraded traffic signals, Central Subway, Salesforce Transit Center, Caltrain electrification, and Muni escalators.



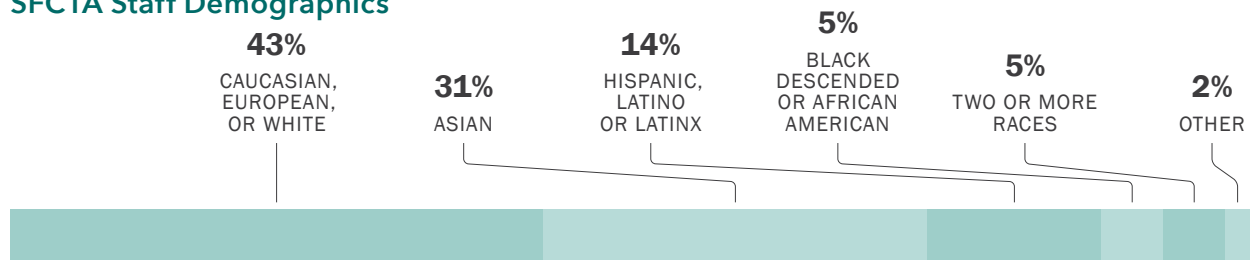
### SF City (Census) Demographics



### SFCTA Job Applicant Demographics



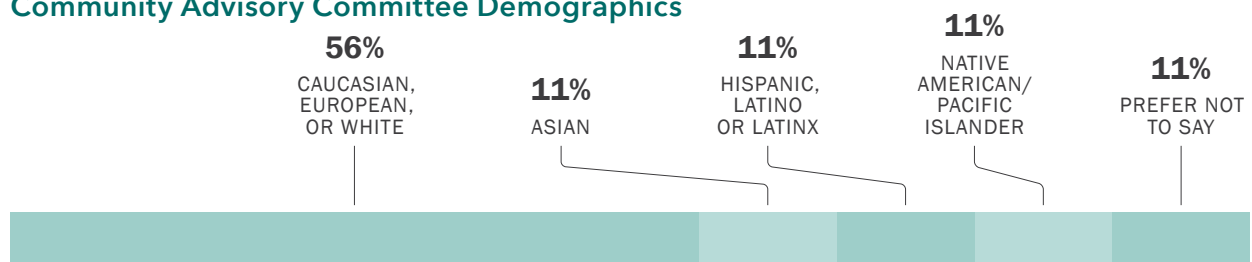
### SFCTA Staff Demographics



### SFCTA Management Demographics



### Community Advisory Committee Demographics





## TRANSPORTATION AUTHORITY STAFF MEMBERS IN 2021

**TILLY CHANG** EXECUTIVE DIRECTOR

**MARIA LOMBARDO** CHIEF DEPUTY DIRECTOR

**ERIC CORDOBA** DEPUTY DIRECTOR FOR CAPITAL PROJECTS

**CYNTHIA FONG** DEPUTY DIRECTOR FOR FINANCE & ADMINISTRATION

**RACHEL HIATT** ACTING DEPUTY DIRECTOR FOR PLANNING

**ANNA LAFORTE** DEPUTY DIRECTOR FOR POLICY & PROGRAMMING

**JOE CASTIGLIONE** DEPUTY DIRECTOR FOR TECHNOLOGY, DATA, & ANALYSIS

**ERIC YOUNG** DIRECTOR OF COMMUNICATIONS, EXECUTIVE DIVISION

**MICHELLE BEAULIEU** PRINCIPAL TRANSPORTATION PLANNER – GOVERNMENT AFFAIRS, POLICY & PROGRAMMING DIVISION

**ABE BINGHAM** SENIOR GRAPHIC DESIGNER, EXECUTIVE DIVISION

**BRITTANY CHAN** COMMUNICATIONS COORDINATOR, EXECUTIVE DIVISION

**DREW COOPER** SENIOR TRANSPORTATION MODELER, TECHNOLOGY, DATA, & ANALYSIS DIVISION

**AMBER CRABBE** PUBLIC POLICY MANAGER, POLICY & PROGRAMMING DIVISION

**KRISTA GAN** SENIOR ACCOUNTANT, FINANCE & ADMINISTRATION DIVISION

**CAMILLE GUIRIBA** SENIOR TRANSPORTATION PLANNER, PLANNING DIVISION

**ANDREW HEIDEL** PRINCIPAL TRANSPORTATION PLANNER, PLANNING

**KALMAN HUI** CONTROLLER, FINANCE & ADMINISTRATION DIVISION

**JESSE KOEHLER** RAIL PROGRAM MANAGER, CAPITAL PROJECTS DIVISION

**RONALD LEONG** MANAGEMENT ANALYST, FINANCE & ADMINISTRATION DIVISION

**DAVID LONG** TRANSPORTATION PLANNER, PLANNING DIVISION

**YVETTE LOPEZ-JESSOP** ADMINISTRATIVE ASSISTANT, FINANCE & ADMINISTRATION DIVISION

**KALEY LYONS** SENIOR TRANSPORTATION PLANNER, POLICY & PROGRAMMING DIVISION

**BRITNEY MILTON** CLERK OF THE TRANSPORTATION AUTHORITY, EXECUTIVE DIVISION

**HENRY PAN** SENIOR MANAGEMENT ANALYST, FINANCE & ADMINISTRATION DIVISION

**ALIZA PAZ** SENIOR TRANSPORTATION PLANNER, PLANNING DIVISION

**MIKE PICKFORD** SENIOR TRANSPORTATION PLANNER, POLICY & PROGRAMMING DIVISION

**LINA PLOTNIKOFF** STAFF ACCOUNTANT, FINANCE & ADMINISTRATION DIVISION

**ERIC REEVES** SENIOR PROGRAM ANALYST, POLICY & PROGRAMMING DIVISION

**STEVE REHN** SENIOR TRANSPORTATION PLANNER, POLICY & PROGRAMMING DIVISION

**BHARGAVA SANA** SENIOR TRANSPORTATION MODELER, TECHNOLOGY, DATA, & ANALYSIS DIVISION

**JEN SHADER** EXECUTIVE ADMINISTRATIVE ASSISTANT, FINANCE & ADMINISTRATION DIVISION

**APRILE SMITH** SENIOR TRANSPORTATION PLANNER, POLICY & PROGRAMMING DIVISION

**MIKE TAN** ADMINISTRATIVE ENGINEER, CAPITAL PROJECTS DIVISION

**DANIEL TISCHLER** PRINCIPAL TRANSPORTATION MODELER, TECHNOLOGY, DATA, & ANALYSIS DIVISION

**ANGELA TSAO** ADMINISTRATIVE ASSISTANT, FINANCE & ADMINISTRATION DIVISION

**YANA WALDMAN** ASSISTANT DEPUTY DIRECTOR FOR CAPITAL PROJECTS, CAPITAL PROJECTS DIVISION

**LILY YU** PRINCIPAL MANAGEMENT ANALYST, FINANCE & ADMINISTRATION DIVISION

### INTERNS:

**Max Alfaro, Alejo Alvarado, Lauren Anderson, Trina Cautiverio, Alec Edges, Luis Garcia, Phoebe Ho, Raayan Mohtashemi, Angela Pan, Vicente Romero De Avila Serrano, Molly Sun, Kim Venegas**

### Individuals Serving the Transportation Authority for Part of 2021

**Priyoti Ahmed, Colin Dentel-Post, Hugh Louch, Paige Miller**

## CONSULTANTS ASSISTING THE TRANSPORTATION AUTHORITY IN 2021

**101-280 MANAGED LANES AND BUS PROJECT** WMH Corporation

**ACCOUNTING SERVICES** Macias, Gini & O'Connell LLP; NBS Government Finance Group; Rael & Letson

**AUDIT SERVICES** Eide Bailly LLP

**BOND AND DISCLOSURE COUNSEL** Nixon Peabody LLP

**CALTRAIN DOWNTOWN EXTENSION** Arup North America, Ltd.; Associated Right of Way Services; Brierley Associates Corporation; InfraStrategies LLC; T.Y. Lin International

**CAPITAL DEBT PROGRAM** Chapman and Cutler LLP; U.S. Bank National Association

**CAPITAL PROJECT DELIVERY AND BEST PRACTICES STUDY** Motive Power, Inc.

**CONGESTION MANAGEMENT PROGRAM** Wiltec, Inc.

**CONNECTSF / SAN FRANCISCO TRANSPORTATION PLAN** Civic Edge Consulting; Mott MacDonald, LLC; MSA Design & Consulting Inc.; Nelson\Nygaard Consulting Associates

**DISTRICT 4 MOBILITY STUDY [NTIP]** InterEthnica, Inc.; Vas Kiniris

**DOWNTOWN CONGESTION PRICING STUDY** Nelson\Nygaard Consulting Associates

**FERRY PLANNING SERVICES** Mott MacDonald, LLC

**FINANCIAL ADVISORY SERVICES** KNN Public Finance, LLC

**GENERAL COUNSEL** San Francisco Office of the City Attorney

**GOLDEN GATE PARK – JOHN F. KENNEDY DRIVE ACCESS EQUITY STUDY** Nelson\Nygaard Consulting Associates

**GOLDEN GATE PARK SUSTAINABILITY TRAVEL STUDY** Workplace Connections

**I-280 BALBOA PARK INTERCHANGE MODIFICATIONS** AECOM Technical Services, Inc.

**I-80 / YERBA BUENA ISLAND INTERCHANGE IMPROVEMENT PROJECT** AECOM Technical Services, Inc.; Ghilotti Construction Company, Inc.; Golden State Bridge, Inc.; Golden State Bridge/Obayashi Joint Venture; MNS Engineers, Inc.; Musco Corporation; Valmont Industries Inc.; WMH Corporation; WSP USA Inc.

**INFORMATION TECHNOLOGY** Cast Iron Coding, Inc.; Carahsoft Technology Corporation; Inro Consultant Inc.; SPTJ Consulting

**MODEL DEVELOPMENT SERVICES** Association of Metropolitan Planning Organizations Research Foundation

**MYSTREETSF** Because LLC

**OCTAVIA IMPROVEMENTS STUDY [NTIP]** Nelson\Nygaard Consulting Associates

**PENNSYLVANIA AVENUE EXTENSION** Brierley Associates Corporation; McMillen Jacobs Associates, Inc.

**PRESIDIO PARKWAY** Arup/PB Joint Venture

**PROJECT MANAGEMENT OVERSIGHT** T.Y. Lin International; Zurinaga Associates

**PROP K STRATEGIC PLAN MODEL** PFM Financial Advisors LLC

**SALES TAX REVENUE FORECAST SERVICES** MuniServices, LLC

**SACRAMENTO LEGISLATIVE ADVOCATES** Smith, Watts & Hartmann

**SALES TAX REAUTHORIZATION** EMC Research Inc.; Nelson\Nygaard Consulting Associates

**SOFTWARE SYSTEMS AND MAINTENANCE** Bentley Systems, Inc.; Carahsoft Technology Corporation; Concur Technologies, Inc.; Faye Business Systems Group, Inc.; OpenGov, Inc.; Tyler Technologies, Inc.

**STRATEGIC COMMUNICATIONS, MEDIA, AND COMMUNITY RELATIONS SERVICES** Agility PR Solutions; Civic Edge Consulting; Convey, Inc.

**TRANSPORTATION AND SPECIAL COUNSEL** Meyers Nave, APC; Nossaman LLP; Wendel Rosen LLP

**TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM** Arup N. America; Civic Edge Consulting; HNTB Corporation; Parisi Transportation Consulting; Suany Chough; WSP USA Inc.

**VAN NESS IMPROVEMENT PROJECT** Parsons Transportation Group

**VIDEO PRODUCTION SERVICES** San Francisco Department of Technology

**WEBSITE DEVELOPMENT** Mission Web Works

**YERBA BUENA ISLAND HILLCREST ROAD / TREASURE ISLAND ROAD BIKE PATH** Parisi Transportation Consulting


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Authority**