



# 2019 ANNUAL REPORT



San Francisco  
County Transportation  
Authority

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Final Report: June 2020

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# THE 2019 TRANSPORTATION AUTHORITY BOARD AND ITS COMMITTEES

## TRANSPORTATION AUTHORITY BOARD / TIMMA BOARD

Aaron Peskin, TA BOARD CHAIR  
Rafael Mandelman, TA BOARD VICE CHAIR  
Matt Haney, TIMMA BOARD CHAIR  
Shamann Walton, TIMMA BOARD VICE CHAIR  
Vallie Brown\*  
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Norman Yee  
Tilly Chang, EXECUTIVE DIRECTOR

## VISION ZERO COMMITTEE

Norman Yee, CHAIR  
Catherine Stefani, VICE CHAIR  
Aaron Peskin

## PERSONNEL COMMITTEE

Aaron Peskin, CHAIR  
Rafael Mandelman, VICE CHAIR  
Hillary Ronen

## TREASURE ISLAND MOBILITY MANAGEMENT AGENCY (TIMMA) COMMITTEE

Matt Haney, CHAIR  
Shamann Walton, VICE CHAIR  
Rafael Mandelman

## CITIZENS ADVISORY COMMITTEE

John Larson, CHAIR  
David Klein, VICE CHAIR  
Myla Ablog\*  
Kian Alavi\*  
Ranyee Chiang\*  
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Robert Gower  
Jerry Levine  
Peter Tannen  
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Sophia Tupuola\*  
Rachel Zack

*\* served part of 2019*

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 twelve 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: JANUARY 2020

**On the cover:**  
Market Street Traffic. Photo by Sergio Ruiz



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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**

Bay Area Rapid Transit

**Caltrans**

California Department of Transportation

**CMA**

Congestion Management Agency

**DBE**

Disadvantaged Business Enterprise

**GGBHTD**

Golden Gate Bridge, Highway  
& Transportation District

**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

**SoMa**

South of Market Area

**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

## What We Do

### 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.

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)

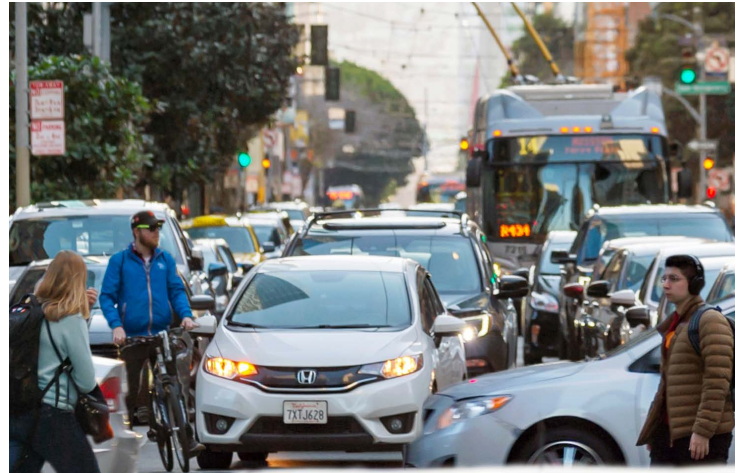
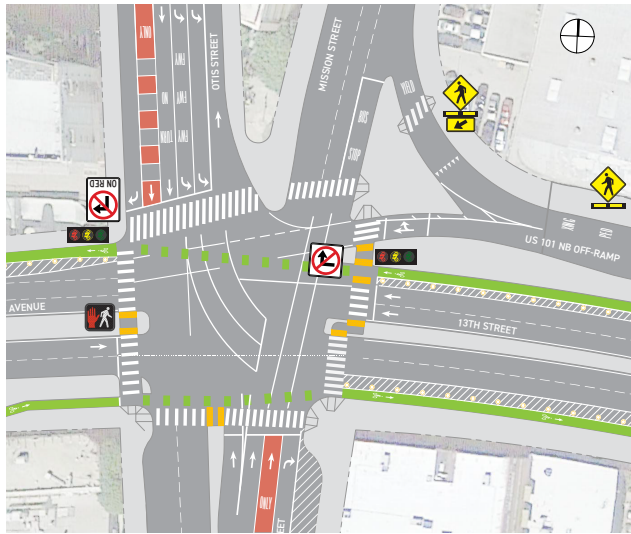
Designated Treasure Island Mobility Management Agency in 2014. State legislation, passed in 2008, enables TIMMA to implement congestion pricing on the island.

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.

# 2019 at a glance

The Transportation Authority completed a study that recommends safety improvements at ten South of Market intersections, where freeway ramps intersect city streets.

PAGE 15



The Transportation Authority launched a study to explore how congestion pricing could keep traffic moving while making our transportation system safer and more equitable.

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The Transportation Authority continued public outreach and advanced development of the Treasure Island Transportation Plan

PAGE 10



## Congestion Management Report

Transit speeds appear to be holding steady despite increased auto congestion

PAGE 19



The Authority convened a multi-disciplinary expert peer review panel to assess the Caltrain Downtown Extension

PAGE 12



# 2019 at a glance

We funded the Vision Zero Quick Build Program to expedite pedestrian and bike safety on the High Injury Network

PAGE 22



Continued work on the San Francisco Transportation Plan with Statement of Needs Report and start of Streets and Freeways, Transit Corridors Studies

PAGE 18



Continued to Expand the Neighborhood Program

PAGE 45

Began environmental review and equity study for 101/280 Express Lanes and Bus Project

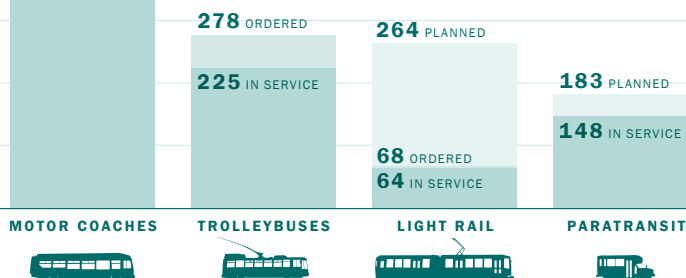
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694 PLANNED

667 IN SERVICE

Prop K Sales Tax Supports Purchase of new Muni Vehicles

PAGE 33





## LETTER FROM THE CHAIR

Over the past year, the Transportation Authority has continued to collaborate with agency and community partners to advance significant projects and policies for our city's transportation system.

We are grateful for San Francisco voters' overwhelming support of a per-trip fee on Transportation Network Company trips originating in the city. The Transportation Authority and I worked with Assemblymember Phil Ting, Mayor London Breed, and rideshare companies to pass state legislation to enable this measure. The new ride-hail tax will raise about \$30 million annually for Muni transit service and street safety improvements. In coordination with local and regional agencies, the Transportation Authority also helped advance planning projects of citywide or regional significance such as Plan Bay Area, programs to expand Muni and BART capacity, and Caltrain's downtown rail extension. The agency expanded its Neighborhood Program, funding projects in every district across the city with our voter approved half-cent sales tax. These efforts include: developing a sustainable mobility plan in the Sunset, improving safety and access to Octavia Boulevard and realigning the Alemany Boulevard/I-280 interchange.

The Transportation Authority continued the public policy discussion on congestion pricing, with a focus on downtown as well as toll policies for planned development on Treasure Island. The agency also initiated environmental review of managed lanes and express bus strategies for the US 101 to I-280N freeway corridor. We advanced safety projects for people walking and biking across the city by providing funding and policy support for SFMTA's Vision Zero Quick Build Program. Those projects accelerate our city's goals to save lives and prevent avoidable crashes on our streets. Next up: The Embarcadero corridor. Finally, the agency completed a major redesign of its website - [sfcta.org](http://sfcta.org) - which more clearly highlights the work the agency is doing, and how people can get involved.

In 2020 the agency will continue our work from exploring potential regional transportation funding measures to advancing our long-range transportation planning work.

Aaron Peskin  
CHAIR

I am excited to continue to work with the community and other partners as we make important decisions about how to advance our safety, climate and equity goals through robust transportation policies and investments.



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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 for reducing traffic congestion and improving 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, as well as local efforts like the Alemany Realignment Study. We lead major capital projects like the Yerba Buena Island on and off-ramps, and provide project delivery oversight and support for projects like the Caltrain Electrification.

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## TREASURE ISLAND TRANSPORTATION PROGRAM

The Transportation Authority, in its capacity as the Treasure Island Mobility Management Agency (TIMMA), advanced a sustainable transportation plan for the growing neighborhood on Treasure Island.

In November, the TIMMA Board adopted the first in a series of expected toll policies. The toll, in addition to bus, shuttle, and ferry transit service, are planned to launch in 2022 to align with the greater Treasure Island development plan. Based on community feedback, travel demand forecasts, and financial projections, staff recommended – and the Board adopted – a toll exemption policy for current residents. We also conducted co-creation outreach sessions with Treasure Island workers, employers, and business representatives to develop potential affordability policies for non-residential travelers. We also drafted a Concept of Operations guideline for the testing of an autonomous on-island shuttle.

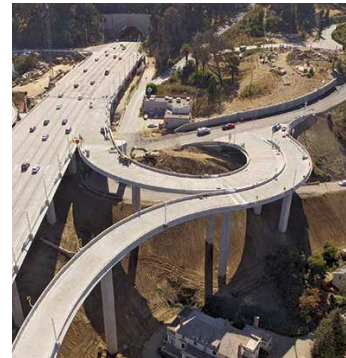
We also made progress fundraising to supplement project funding. We received \$5 million in state Affordable Housing and Sustainable Communities grant funding towards the construction of the Yerba Buena Island bicycle and pedestrian pathway, and for the purchase of all-electric East Bay transit service vehicles.

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

### I-80/YERBA BUENA ISLAND INTERCHANGE IMPROVEMENT PROJECT

These projects are part of an effort to replace and retrofit key roads and on- and off-ramps that connect the Bay Bridge to Yerba Buena Island (YBI). The Transportation Authority is working jointing with the Treasure Island Development Authority on these projects, which support the Treasure Island Transportation Program.

Since the opening of the new YBI Westbound On- and Off-Ramps in late 2016, we have continued working on the remaining elements of the project. In 2019, we completed partial relocation of the water line to facilitate construction of Phase 2, the Southgate Road Realignment. Last year we worked with Caltrans and the Bay Area Toll Authority to complete environmental clearance, right of way certification, and final design for the Southgate project. We advertised the construction phase work in December 2019 and plan to award the contract in early 2020. Phase 3 is the West Side Bridges Retrofit, which will seismically retrofit eight existing bridge structures along Treasure Island Road to meet current seismic safety standards. This past year, we issued the 90% design plans. Construction won't start on the bridges until other projects on the island are substantially complete. We conservatively estimate advertising construction of the bridges in 2022.

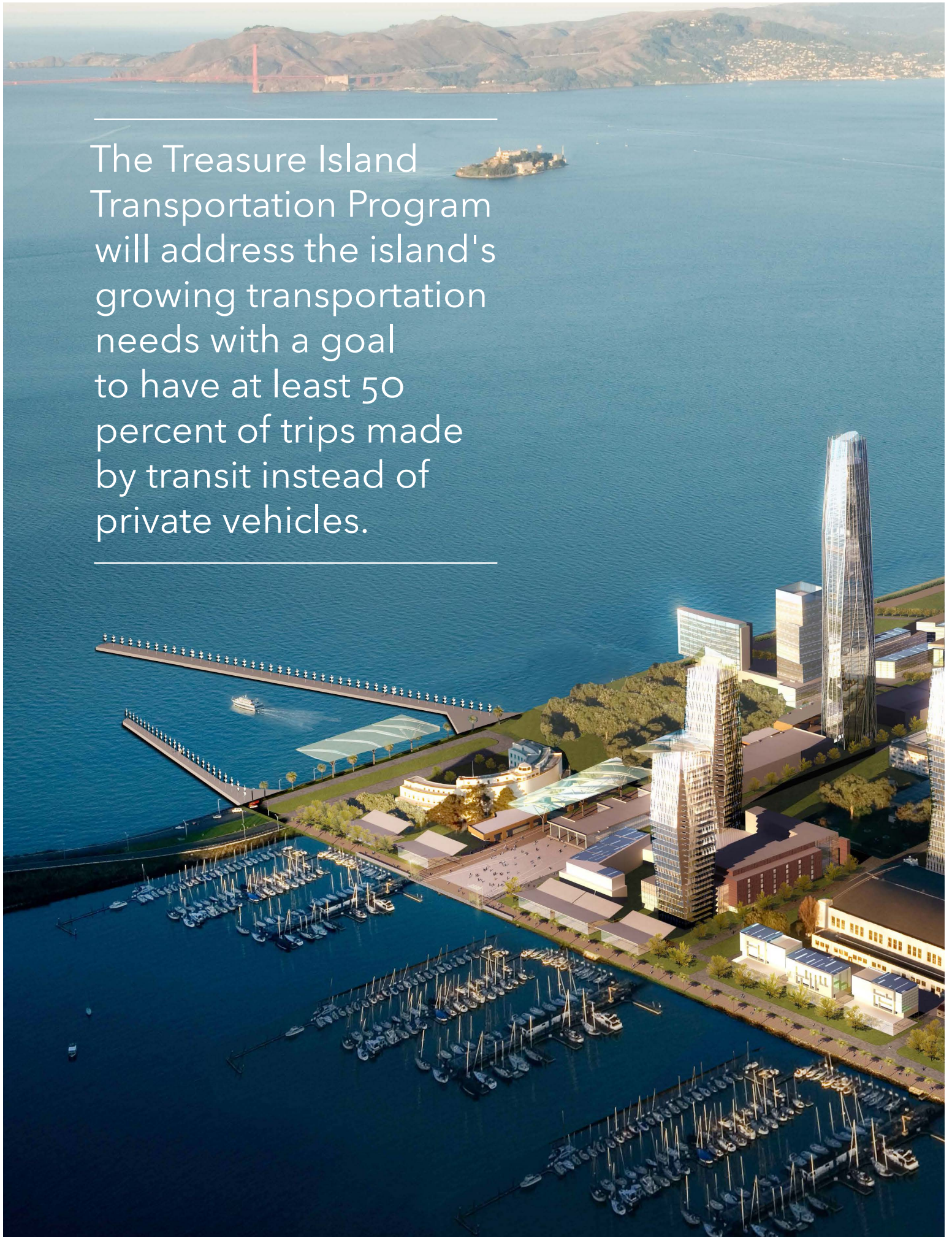


The \$58.4-million project to build ramps for Interstate 80 and Yerba Buena Island was a crucial step in the redevelopment of San Francisco's Treasure Island.

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

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## ADVANCING CALTRAIN AND HIGH-SPEED RAIL

### Downtown Extension Peer Review

The Transportation Authority convened a multi-disciplinary expert peer review panel to assess the current and alternative governance, management, oversight, finance, and project delivery of the Downtown Extension project. The project will extend Caltrain from 4th and King Streets underground to the new Salesforce Transit Center, while providing for future High-Speed Rail as well. This direction stemmed from the Board's recognition of the significance of this project and the desire to ensure its success. Members of the expert panel presented the final findings at the October 8 Board meeting.

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

### Caltrain Business Plan

Caltrain completed the development of a Business Plan to address the future potential of the soon-to-be-electrified railroad over the next 20 - 30 years and to present a business case and implementation road map for future growth to 2040. The plan assessed future transportation needs and identified opportunities and strategies to better serve the community. It also explored options for changes in management and governance that may be needed to support those goals. A critical part of the effort was the development of a long-range service vision to provide fast, frequent service, all day, every day. In October, the Caltrain Board adopted the Long-Range Service Vision.

Learn more at [www.caltrain.com/projectsplans/Business\\_Plan.html](https://www.caltrain.com/projectsplans/Business_Plan.html)

### California High-Speed Rail

In September, after intensive study of technical, environmental, and community factors, the California High-Speed Rail Authority approved the preferred alternative for the draft environmental clearance document for the San Francisco to San Jose section of the statewide rail corridor. The plan for this section is a blended system with Caltrain and High-Speed Rail sharing the same tracks. The selected alternative does not have additional passing tracks and considers a Light Maintenance Facility in Brisbane.

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



Phase One of the Salesforce Transit Center brought bus service to the building. This rendering shows what the transit center will look like after Phase Two, which will bring in electrified Caltrain service and California High-Speed Rail.



## DOWNTOWN CONGESTION PRICING STUDY

With congestion in San Francisco at record levels, this year the Transportation Authority launched a study to explore how a fee to drive into northeast San Francisco during busy hours – a strategy called congestion pricing – could keep traffic moving while making our transportation system safer and more equitable. A rising population and job growth, combined with a growing presence of ride-hail vehicles, has resulted in clogged streets, particularly downtown and in SoMa. This impacts not only people who are traveling, but also the surrounding residents' quality of life, safety, and health, and disproportionately affects low-income Communities of Concern.

This study will help us understand whether congestion pricing could be an effective and fair tool to reduce congestion. We will also assess other benefits, such as whether downtown congestion pricing could make Muni faster and more reliable; reduce greenhouse gas emissions; and generate revenue for transit, pedestrian, bicycle, and street improvements.

This study serves as an update to the 2010 Mobility, Access, and Pricing Study. We began the process this year by convening a Policy Advisory Committee of local and regional stakeholders, with a greater focus on representation from Communities of Concern. We also held a series of lectures and launched a survey to understand how congestion affects people who travel in the downtown area.

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

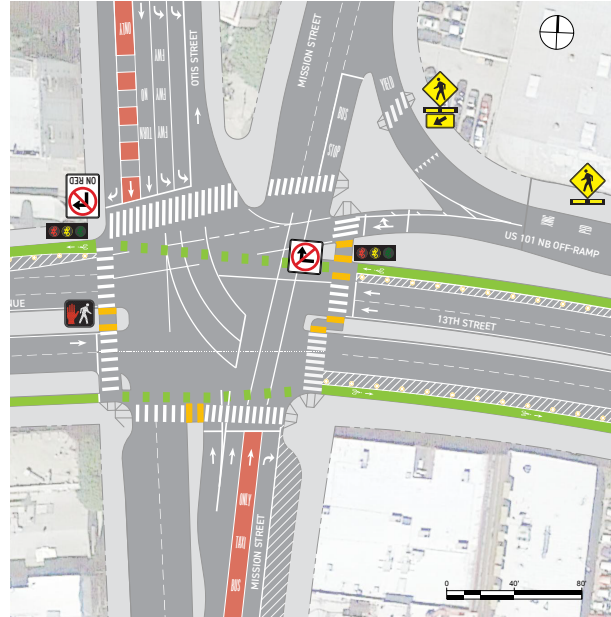


## SOMA RAMP INTERSECTIONS SAFETY STUDY

### Study Identifies Improvements at 10 SoMa Freeway Ramps

The Transportation Authority completed a study that recommends safety improvements at 10 South of Market intersections, where freeway ramps intersect city streets. Many of these ramps are located close to public schools, single room occupancy hotels, and senior centers, resulting in increased pedestrian and bicycle volumes and the potential for severe injuries from traffic collisions. Working in collaboration with SFMTA, Caltrans, and other agency partners, we identified common collision patterns at each intersection and corresponding treatments to improve safety in the near-term.

Recommended improvements include curb bulb-outs to shorten pedestrian crossings, signal upgrades for better visibility, reopening closed crosswalks, and reducing the number of vehicle lanes in some locations to calm traffic. The recommended treatments reflect community members' ideas and input we received during a robust public engagement effort. Since adoption of the study report, we have continued to coordinate with partner agencies to ensure funding and implementation of the recommendations, including allocating District 6 Prop K Neighborhood Transportation Improvement Program funds to SFMTA for construction of safety upgrades at five of the study intersections.



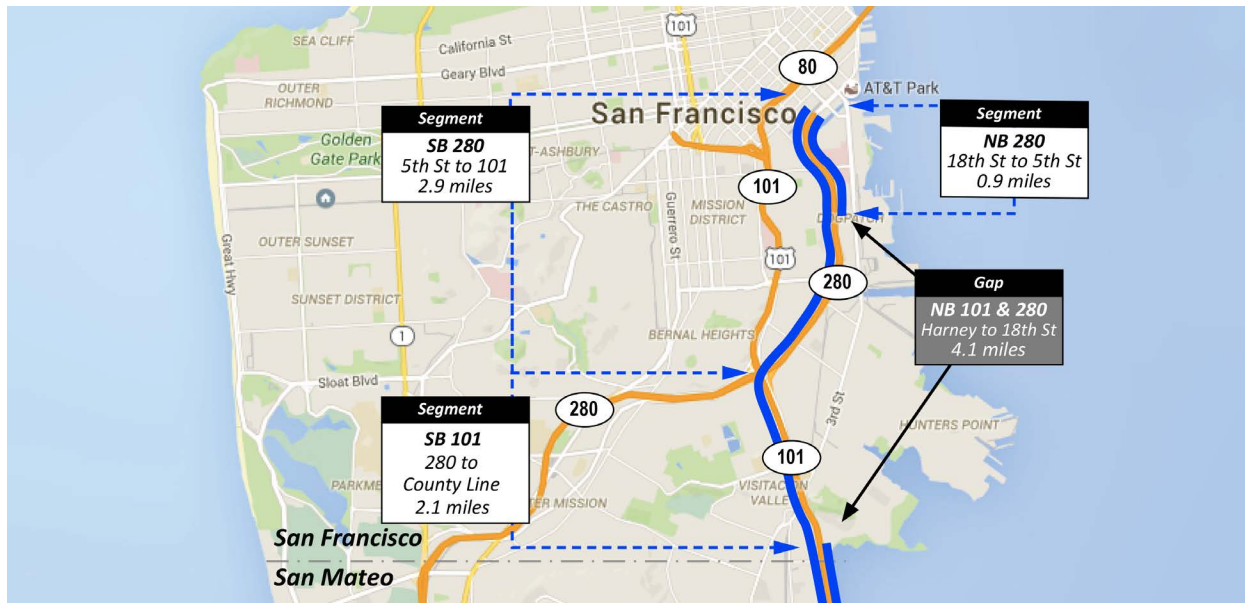
Working with the public and other agencies, the Transportation Authority identified improvements to increase safety at SoMa intersections where freeway ramps intersect with city streets.

Learn more at [sfcta.org/projects/soma-freeway-ramp-intersection-safety-studies](https://sfcta.org/projects/soma-freeway-ramp-intersection-safety-studies)

### VISION ZERO

As a Vision Zero city, San Francisco vowed to eliminate all traffic-related deaths by 2024 through education, enforcement, and road infrastructure design. The City's road safety policy seeks to prioritize traffic safety and ensure that serious injuries or death are avoided. The Transportation Authority has a Vision Zero Committee to provide guidance and support to city agencies and encourage public engagement as we work to achieve Vision Zero.

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



## 101/280 EXPRESS LANES AND BUS PROJECT

### Addressing congestion on San Francisco's freeways

The Transportation Authority is leading the 101/280 Express Lanes and Bus Project to identify and develop ways to better manage vehicular and bus travel along the U.S. 101 and I-280 corridors in San Francisco. The Transportation Authority and San Mateo County Transit District worked together to prepare a Caltrans-required scoping document called a Project Initiation Document, that established six preliminary alternatives for development of carpool and express lanes from I-380 adjacent to the San Francisco International Airport to 5th and King streets in SoMa. The project also explores expanded bus transit investment in the corridor to increase person throughput during peak commute hours. In October 2019, Caltrans approved the Project Initiation Document. Subsequently, the Transportation Authority Board approved \$4.1 million in Prop K funds to advance preliminary engineering and environmental analysis efforts for the San Francisco portion of the corridor. Among other studies, this work will include an equity analysis, more detailed traffic impact studies, and public engagement that will be used to inform project alternatives.

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

### 101 CORRIDOR COORDINATION

With the recognition that freeway travel in the Bay Area does not start and stop at county lines, the Transportation Authority coordinated regional study efforts with agency partners in San Mateo and Santa Clara counties. The group worked together to advance a cohesive and continuous express lane facility for users of the U.S. 101 corridor, between San Jose and San Francisco.



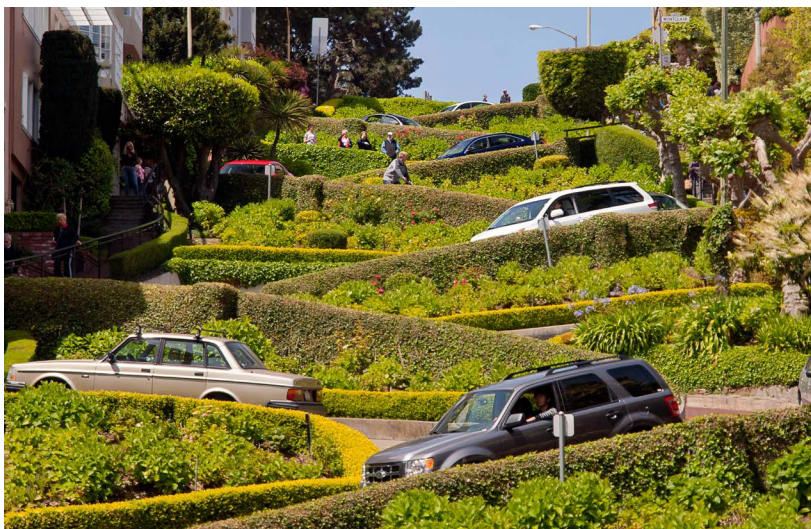
## MANAGING ACCESS ON THE CROOKED STREET

The 1000 Block of Lombard Street, known as the “Crooked Street,” is both a residential neighborhood and one of the most popular tourist destinations in San Francisco, attracting 2.1 million visitors a year. The increasing volume of visitors in the last several years has put a significant strain on the neighborhood's transportation infrastructure, resulting in automobile and pedestrian congestion that negatively impacts the quality of life of residents. This year, the Transportation Authority adopted the Lombard Crooked Street Reservation and Pricing System Study. Staff collected vehicle and pedestrian volumes, surveyed nearly 400 drivers visiting the Crooked Street, evaluated different reservation and pricing system scenarios, and conducted outreach with local neighbors and stakeholders. The Study recommended that a paid reservations system for vehicles, similar to one implemented at Muir Woods, could address most of the neighborhood's existing traffic challenges.

With a reservation system in place, arriving vehicles would be spaced at reasonable intervals to significantly improve congestion for neighborhood residents and save time for visitors. Under the recommended proposal, visitors would be required to make a reservation to drive down the Crooked Street during the busiest times, such as from 9 a.m. to 9 p.m., at an expected cost of \$5 on weekdays and \$10 on weekends and holidays. The preliminary program design includes staff to check reservations and direct vehicles. Equitable access would be ensured by offering free passes to San Francisco residents through the city library's Discover and Go program.

State legislation is required to authorize San Francisco to establish a reservation and pricing pilot program for the Crooked Street. This year, the California State Assembly approved Assembly Bill 1605, authored by Assembly Member Phil Ting, which would provide the needed state authorization. In October, Governor Newsom vetoed the bill. We are continuing to work with the Governor's office, Assembly Member Ting, and District 2 Supervisor Catherine Stefani to identify solutions to congestion in the area.

Learn more at [sfcta.org/projects/lombard-crooked-street](https://sfcta.org/projects/lombard-crooked-street)



The Transportation Authority is continuing to work with the Governor's office, Assembly Member Ting, and District 2 Supervisor Catherine Stefani to identify solutions to congestion in the area.

## CONNECTSF AND THE SAN FRANCISCO TRANSPORTATION PLAN 2050

ConnectSF is a multi-agency collaboration to build an effective, equitable, and sustainable transportation system for San Francisco's future. In 2018, ConnectSF defined a 50-year vision of San Francisco's future to guide planning for the city's transportation system. This year, the Transportation Authority, working with the SFMTA and Planning Department, produced a Statement of Needs that describes existing and future (2050) conditions, helping to identify the transportation deficiencies that must be addressed in order to achieve the 50-year vision. The Statement of Needs shows that new investments and policies are needed to achieve our equity, environmental, and economic vitality goals.

Staff also began work on two significant studies: the Transit Corridors Study and Streets and Freeways Study, which will identify and evaluate major transportation concepts and policies to address the identified needs. The recommendations from these two studies, along with other studies and plans from City agencies, regional transit operators, and other San Francisco stakeholders, will be prioritized within the San Francisco Transportation Plan (SFTP) to develop a financially constrained transportation investment strategy, along with complementary policies to help achieve the long-range vision.

The SFTP will also include an investment plan and funding advocacy strategy that incorporate potential new revenue measures to help close a substantial funding gap. The SFTP helps San Francisco secure state and federal funding through the regional transportation plan/sustainable communities strategy, known as Plan Bay Area 2050.

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

An aerial photograph of San Francisco, showing the city's dense urban landscape, including the Golden Gate Bridge on the left and the city skyline. The image is used as a background for a text box.

**PLAN BAY AREA 2050**

Bay Area regional agencies are developing Plan Bay Area 2050, the long-range regional transportation and land use plan, which will be adopted in 2021. The Plan must demonstrate how the region will meet state and federal requirements, such as reducing transportation-based greenhouse gas emissions. The Transportation Authority coordinates with partner agencies to ensure that the City's priority investments and policies are included in the Plan, positioning them to receive state and federal funding.

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

## 2019 CONGESTION MANAGEMENT PROGRAM REPORT

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 multimodal performance monitoring of the transportation network to include transit, bicycles, and pedestrians in addition to automobiles or private vehicles. The report also describes 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 2019 Congestion Management Program report in December. The latest congestion monitoring data reveals that vehicle speeds have decreased since 2017 for all measured time periods and road types. This is a continuation of the trend of modest degradation of roadway performance observed between 2015 and 2017. In contrast, transit speeds on the Congestion Management Program network increased between 2017 and 2019, reversing the trend of declines in transit speeds that was observed between 2011 and 2017. This means that transit is increasingly competitive compared to auto and is likely a result of San Francisco's transit-first policies.

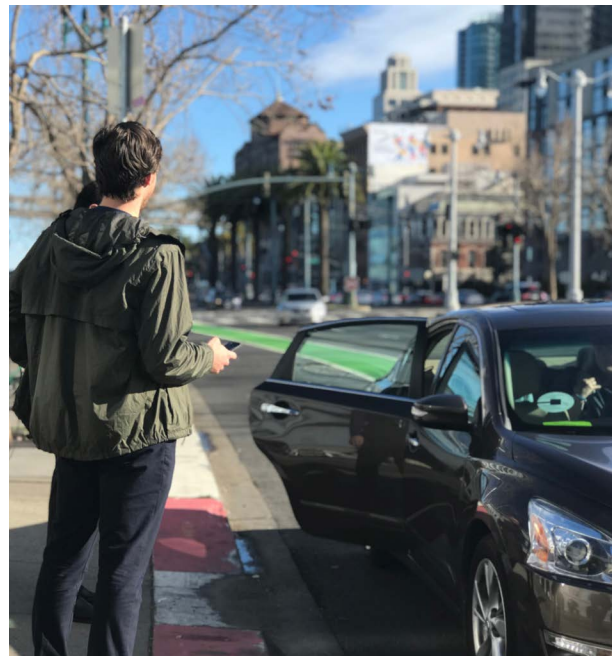
Learn more at [sfcta.org/projects/congestion-management-program](https://sfcta.org/projects/congestion-management-program)



## TRAFFIC CONGESTION MITIGATION TAX

In November, San Francisco voters approved a per-trip fee on Transportation Network Company trips originating in San Francisco, an initiative led by Chair Peskin in partnership with Assemblymember Phil Ting, Mayor London Breed, and Uber and Lyft. The new ride-hail tax is expected to generate about \$30 million annually for transit service and street safety improvements, with the latter funds to be administered by the Transportation Authority.

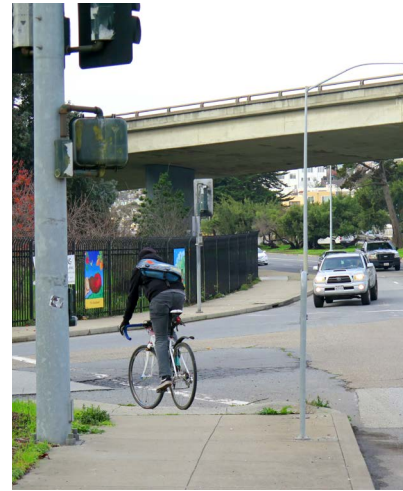
Learn more at [sfcta.org/funding/other-funding-sources](https://sfcta.org/funding/other-funding-sources)



## ALEMANY BIKE AND PEDESTRIAN SAFETY IMPROVEMENTS

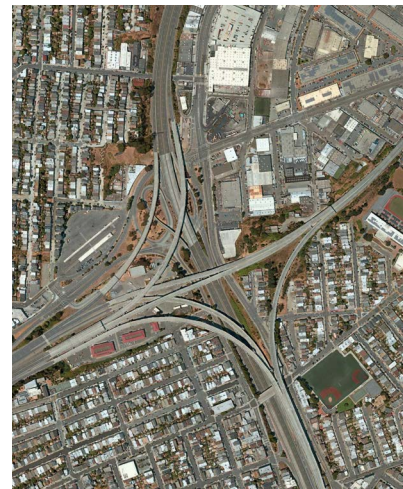
We continued to play a coordination role in the development of bike and pedestrian safety improvements adjacent to the Alemany Farmers Market, along with other longer-term improvements in the planning stages. SFMTA completed design of bike lanes for Alemany Boulevard that we are seeking to be constructed as part of Caltrans' 101 freeway deck replacement project (see below). Public Works initiated design of a multiuse path and signalized crossing on Alemany Boulevard, with the aim of entering construction in 2020.

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



## US-101 DECK REPLACEMENT PROJECT

The Transportation Authority led coordination efforts with Caltrans, SFMTA, Board members' offices, and the Mayor's Office to develop consensus on effective public outreach, transit mitigation, and traffic management measures to be instituted during this major freeway reconstruction project, planned for July 2020.



## LOMBARD STREET VISION ZERO PROJECT

The Lombard Street Vision Zero Project, lead by Public Works, is under construction and anticipated to be completed in June 2020. The project includes safety enhancements, such as pedestrian and transit bulb-outs and pedestrian islands. The Transportation Authority provided District 2 Neighborhood Transportation Improvement Program and other Prop K funds to the project and is conducting oversight.

Learn more at [sfcta.org/projects/lombard-street-safety-project](https://sfcta.org/projects/lombard-street-safety-project)



## DISTRICT 4 MOBILITY IMPROVEMENTS STUDY

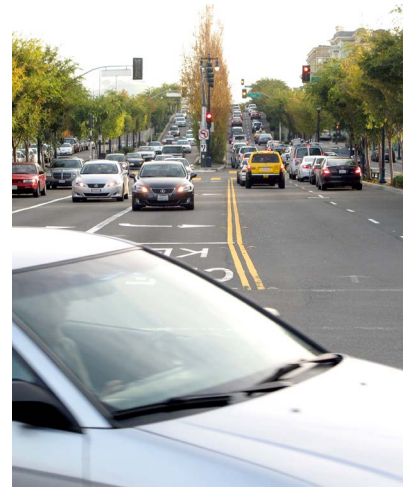
Transportation Authority Board Member Gordon Mar requested a District 4 Mobility Study with Neighborhood Transportation Improvement Program funds. The study will explore ways to increase the use of sustainable transportation in the Outer Sunset and Parkside. It will analyze how residents get around, identify travel markets with high shares of drive-alone trips, and identify short- and medium-term strategies to decrease single occupant vehicle travel.



## OCTAVIA CIRCULATION STUDY

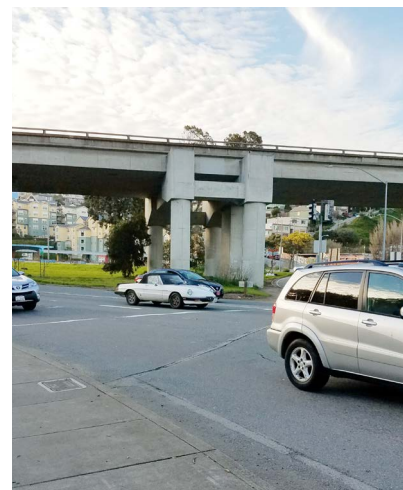
The Transportation Authority began the District 5 Octavia Circulation Study to identify improvements to safety and circulation on and around Octavia Boulevard, considering both local use and through travelers connecting to or from the Central Freeway. This project is funded with Prop K Neighborhood Transportation Improvement Program funds.

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



## FREEWAY PROGRAM / ALEMANY BOULEVARD REALIGNMENT STUDY

At the request of Commissioner Ronen, the Transportation Authority began the District 9 Alemany Boulevard Realignment Study to explore new concepts for improving safety and connectivity at the junction of U.S. 101 and I-280 freeways. We are studying roadway alignment and designs to reduce speeds and conflicts while improving pedestrian, bicycle and vehicular access.



## BETTER MARKET STREET

The Better Market Street project will deliver transformative transportation and street improvements between Octavia Boulevard and Stuart Street. The project will improve transit reliability and travel time, increase bicycle and pedestrian safety, and revitalize the corridor with other streetscape enhancements and state of good repair work. In 2019, the project team obtained state environmental clearance for the project, and the SFMTA approved restricting private vehicles from operating on Market Street, effective January 2020.

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



## VISION ZERO QUICK BUILD

The Transportation Authority allocated \$5 million in Prop K funds to expedite delivery of pedestrian and bicycle safety projects through the Vision Zero Quick Build Program. A quick build project is one that does not require major street re-construction, such as roadway and curb paint, traffic signs, traffic signal changes, transit boarding islands, and parking changes. The program focuses on the High Injury Network, which represents 13% of street miles and accounts for 75% of severe and fatal injuries.

Learn more at [www.sfmta.com/vision-zero-quick-build-projects](http://www.sfmta.com/vision-zero-quick-build-projects)



## PRESIDIO TUNNEL TOPS GROUNDBREAKING

The Transportation Authority joined with the Presidio Trust to celebrate the groundbreaking on 14 acres of new national parkland atop the Presidio Parkway tunnels. The Transportation Authority collaborated with Caltrans to reimagine and replace Doyle Drive with the new Presidio Parkway after it had reached the end of its useful life.

Learn more at [www.presidio.gov/tunnel-tops](http://www.presidio.gov/tunnel-tops)



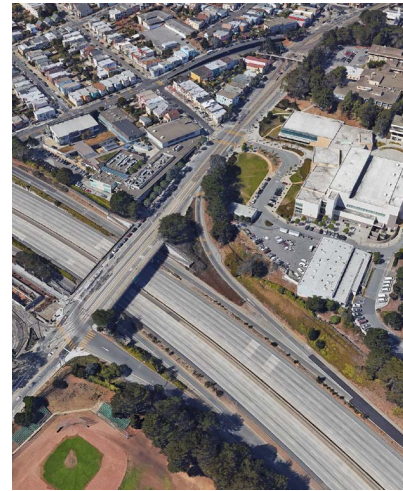
## REGIONAL FUNDING AND TRANSIT COORDINATION MEASURES

Bay Area stakeholders, agencies, and elected officials discussed regional transportation solutions. The FASTER Bay Area coalition proposed a one-cent sales tax to generate \$100 billion over 40 years. Voices for Public Transportation proposed a values-based vision for regional transit. And, Seamless Bay Area advanced principles to achieve a seamless, convenient and affordable regional transit system. The Transportation Authority provided input and facilitated public discussion of these efforts.

## I-280 INTERCHANGE UPGRADES AT BALBOA PARK

We are completing preliminary engineering and environmental studies work to realign the southbound I-280/Ocean Avenue off-ramp into a signal-controlled T-intersection to enhance safety for pedestrians and bicyclists, conducting outreach and advancing concepts for northbound I-280 Geneva off-ramps as part of the Streets and Freeways Study.

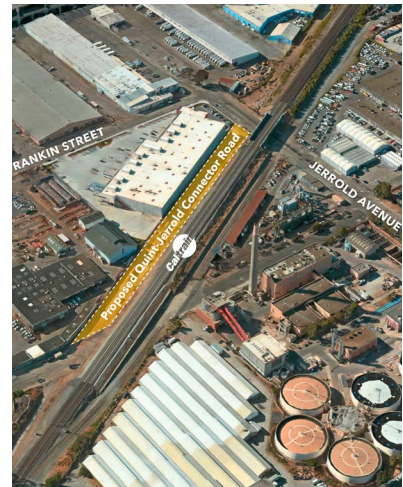
Learn more at [sfcta.org/projects/balboa-park-station-circulation-improvements](https://sfcta.org/projects/balboa-park-station-circulation-improvements)



## QUINT / JERROLD

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 2019, we completed an environmental site investigation report. We are working with other City agencies to advance conceptual design and with the City's Real Estate division to negotiate purchase of the property with the land owner.

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



## 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 December 2019, \$53,468,364 of bond proceeds remain to be spent. The majority of bond proceeds have been used to support purchase of new SFMTA trolley and motor coaches, and a new radio communications system.





## TOOLS & DATA

We have updated our interactive website with the latest Congestion Management Program data at [congestion.sfcta.org](https://congestion.sfcta.org)

In addition, we launched another interactive website with pedestrian and bicycle collision data at [safety.sfcta.org](https://safety.sfcta.org)

Explore more at [sfcta.org/tools-data/maps](https://sfcta.org/tools-data/maps)



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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

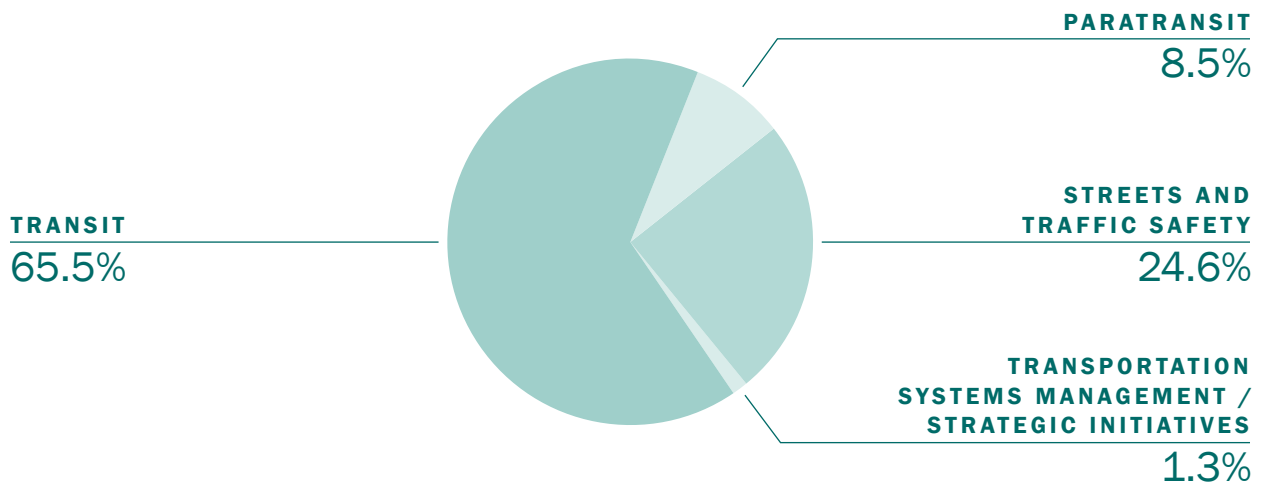
## Over \$1.8 billion in Prop K sales tax invested in pedestrian, bicycle, transit and roadway projects citywide

More than halfway through the voter-approved 30-year Expenditure Plan period, the Transportation Authority has allocated over \$1.8 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 (underground transit from downtown to Chinatown neighborhood), Presidio Parkway (regional gateway between Golden Gate Bridge and the City), 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 tax payer dollars further by matching sales tax funds with federal, state, and other funds.

Every five years, the Transportation Authority works with local and regional agencies such as the SFMTA, Public Works and BART, to update the program's Strategic Plan and 5-Year Prioritization Programs for the programmatic categories. The Strategic Plan is our main financial planning tool for Prop K, ensuring prudent stewardship of taxpayer funds; and providing a solid financial basis for the issuance of debt as needed to accelerate projects and deliver benefits sooner to the public. The 5-Year Prioritization Programs identify the specific projects that will receive Prop K half-cent sales tax funding over a 5-year period. We updated these key documents in 2018.

Visit the MyStreetSF interactive project map at [mystreetsf.sfcta.org](http://mystreetsf.sfcta.org) to see Prop K and other Transportation Authority-funded projects near you.

Visit our website to see the 5-Year Prioritization Programs, listing projects to be funded over the 5 year period starting July 1, 2019.



## PROP K ALLOCATIONS

In 2019 the Transportation Authority allocated over \$97 million in Prop K half-cent sales tax funds to pedestrian, bicycle, transit, and roadway projects citywide. Consistent with the voter-approved Expenditure Plan, the majority of funds were directed to projects that maintain, upgrade, and/or expand our transit system.



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.

Our largest Prop K investments last year were for repair and replacement of transit vehicles. We provided nearly \$32 million in Prop K funds to overhaul Muni buses, trolleys, light rail vehicles, and historic streetcars, and to maintain Caltrain passenger cars in a state of good repair. These projects will improve reliability, reduce travel time, and improve the passenger experience. Another \$28 million in sales tax funds went to repair and upgrade stations, guideways (e.g. track, power), and facilities for SFMTA, BART and Caltrain. This included projects such as expansion of the Muni Metro East light rail maintenance facility; new elevators at Muni's Castro Street Station and the BART/Muni Embarcadero Station; converting the Caltrain corridor from diesel to electric traction power; and state of good repair work for Caltrain track, bridges, stations, and communications systems.

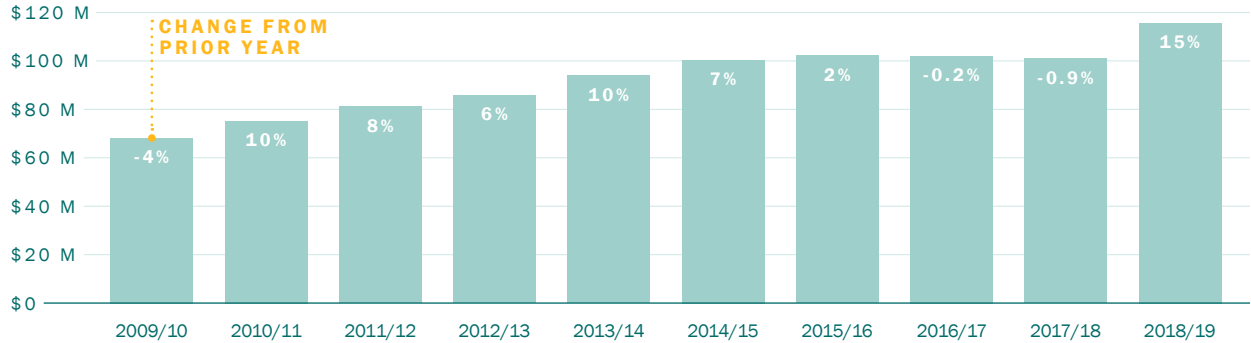
The Transportation Authority also contributed \$10.5 million to support the operation of Muni's paratransit service, providing transportation for qualifying individuals who are unable to use Muni's fixed route transit service, as well as related shuttle programs to serve passengers who have difficulty using fixed route transit for shopping or cultural excursions.

In support of the City's Vision Zero policy to eliminate traffic fatalities by 2024, the Transportation Authority funded 30 projects with more than \$19 million for new and upgraded traffic signals, traffic calming, and other pedestrian, bicycle safety, and street improvements. We also directed \$1.6 million in Prop K funds to street repaving, which ensures smoother, safer streets for all road users.

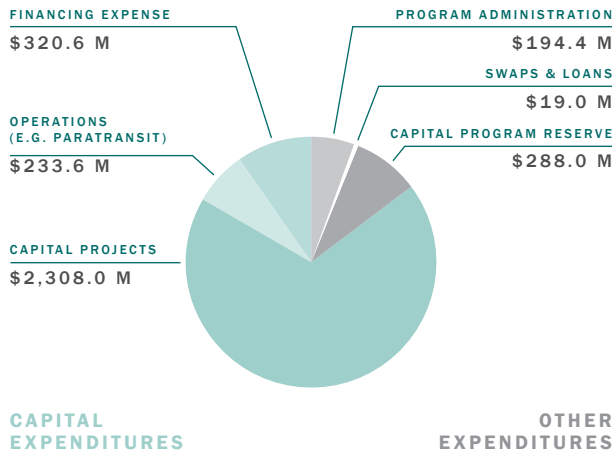
The Transportation Authority made investments in Transportation Demand Management, which uses strategies to increase the use of sustainable travel choices like taking transit, carpooling, bicycling, and walking. Two of our more significant investments included \$4 million to address congestion along the U.S. 101/I-280 freeway corridor through carpool or express lanes and more bus service, and funding the Downtown Congestion Pricing Study.

Lastly, through the Neighborhood Transportation Improvement Program (see next section) we funded a suite of planning efforts like the District 4 Mobility Improvements Study, District 5 Octavia Circulation Study, the District 9 Alemany realignment study, and the District 10 Muni 15 Third Street Bus Study. Most of these efforts are intended to identify near-term, neighborhood-scale improvements to address community needs.

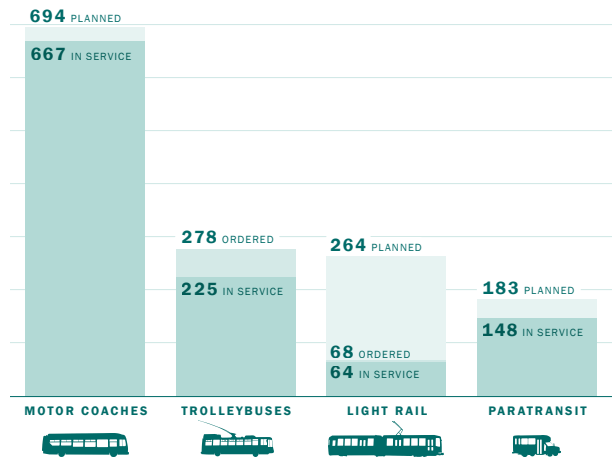
**Prop K Sales Tax Revenues** in millions of dollars



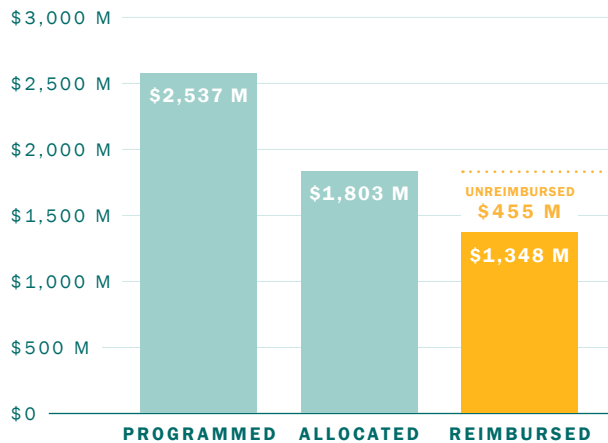
**Prop K Strategic Plan Expenditures**  
Year of Expenditure Dollars (Millions)



**Prop K Sales Tax Supports Purchase of new Muni Vehicles**  
Data as of December 31, 2019



**Prop K Capital Program Summary** Inception to December 2018



**MUCH OF THE \$455 MILLION NOT YET REIMBURSED ARE FUNDS GRANTED TO THE FOLLOWING PROJECTS:**

- \$127M** MUNI LIGHT RAIL VEHICLES
- \$42M** MUNI MOTOR COACHES AND TROLLEYBUSES
- \$28M** BUS RAPID TRANSIT
- \$28M** MUNI GUIDEWAYS
- \$26M** SIGNALS
- \$23M** PAVING PROJECTS
- \$18M** MUNI FACILITIES IMPROVEMENTS
- \$15M** CENTRAL SUBWAY
- \$11M** RADIO REPLACEMENT, CENTRAL CONTROL AND COMMUNICATIONS

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## CALTRAIN MODERNIZATION PROGRAM

### All elements are underway; Electrified Revenue Service Anticipated in 2022

The Caltrain Modernization Program is a \$1.9 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, which is scheduled to be operational by 2022, has three components:

- Positive Train Control
- Electrification of the Caltrain line between San Jose and San Francisco
- Purchase of electric multiple-unit vehicles to operate on the electrified railroad

The Caltrain Modernization Program, one of the signature projects in the Prop K Expenditure Plan, will improve system performance with faster, more reliable service while minimizing equipment and operating costs, and is critical to the long-term financial sustainability of Caltrain. The program will extend for 52 miles from San Francisco to San Jose and will reduce air pollutants, noise, and vibration. The program will also prepare the alignment for the future High-Speed Rail blended system. With the signing of the Full Funding Grant Agreement by the Federal Transit Administration in 2017, Caltrain issued a full notice-to-proceed to Balfour Beatty International for the design-build electrification contract and to Stadler US for the fabrication of the vehicles. To date, the Transportation Authority has contributed over \$41 million towards the program.

With a budget of \$329.29 million, the Positive Train Control project was 75.4 percent complete as of November 30, 2019. The contractor is on-track for achieving full system certification by December 2020, in accordance with the approved Federal Railroad Administration schedule. Caltrain commenced Revenue Service Demonstration on the whole alignment on September 7, 2019, six weeks ahead of schedule. Caltrain also achieved interoperability with Union Pacific Railroad on December 9, 2019. All 92 trains per weekday are now operating under the new system.

During 2019, work on electrification continued on the installation of foundations, poles and cantilever arms, and commenced on stringing wires for the overhead contact system. Work also progressed on the power substations and paralleling stations. Car bodies for the first three trainsets have arrived at the manufacturing facility in Salt Lake City, Utah, and installation of vehicle subsystems is underway. Revenue service is anticipated for 2022.

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## SALESFORCE TRANSIT CENTER AND CALTRAIN DOWNTOWN EXTENSION

### Transit Center now open; efforts pivoting to the Downtown Extension

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 Fourth and King streets to the new terminal with accommodations for future high-speed rail; and
3. **Creating a transit-friendly neighborhood** with 3,000 new homes (35 percent affordable), improved streetscapes, and mixed-use commercial development.

The total program budget is currently estimated at \$6.2 billion in year-of-expenditure dollars, of which the terminal is \$2.3 billion, and the downtown extension is \$3.9 billion. The Transportation Authority has committed over \$290 million to the project, including \$235 million in Prop K local half-cent sales tax funds in addition to State Transportation Improvement Program and One Bay Area Grant funds.

### Phase One: Transbay Transit Center

The Salesforce Transit Center, opened to the public on August 11, 2018 and re-opened on July 1, 2019 following an 11-month closure due to the discovery of fractured girders. As the project team works on construction contract closeouts, tenant leasing efforts are underway. This regional transit center connects eight Bay Area counties and the State of California through 9 transit systems, with future plans for Caltrain and High-Speed Rail (see Phase Two) connections. In addition to its transit hub functions, the rooftop park is providing much needed recreational/leisure space for the burgeoning neighborhood, while also serving as a new regional attraction.

### Phase 2: Caltrain Downtown Extension

During 2019, we concentrated on an evaluation of governance, management, oversight, and project delivery for the Downtown Extension as requested by the Transportation Authority Board. We assembled a team of experts to conduct a review of international mega-rail project delivery best practices and assist in the review and evaluation of alternative governance and oversight arrangements for management and delivery of the project. The expert panel conducted a series of stakeholder interviews and workshops to inform their final recommendations, which the Transportation Authority Board accepted at its October 22, 2019 meeting.

Transportation Authority staff has been working on various fronts towards the implementation of most of the panel's recommendations: developing a Memorandum of Understanding with the major stakeholders, allocating funding to Caltrain for a 4th and King Railyard needs study, an allocation to Transbay Joint Powers Authority for proceeding with design in accordance with the panel's recommendations, and an appropriation to proceed with pre-environmental work for the Pennsylvania Avenue Extension, among others.

## CENTRAL SUBWAY

### Substantial Completion of Construction is Expected in June 2020

The SFMTA's Central Subway Project will extend the Muni T-Third line north from Fourth and King streets to Chinatown. The route will move along Fourth Street, through a tunnel near Harrison Street, beneath Market Street, and under Stockton Street to the intersection of Stockton and Washington streets. With stops in, Yerba Buena/Moscone Center, Union Square, and Chinatown, Central Subway will greatly improve transit access for the residents of one of the most densely populated neighborhoods in the country, provide a rapid transit link to a burgeoning technology and digital-media hub, and improve access to a premier commercial district and tourist attraction.

The baseline budget for the project currently remains at \$1.578 billion, although the project team is re-evaluating the Cost-at-Completion. A joint venture of Barnard/Impregilo/Haley finished work on the \$233 million tunnels contract in 2015 on time and \$16 million under the baseline budget. Since then, the focus of construction has shifted to the stations and systems contract, which has experienced delays. With 25.5 percent Small Business Enterprise participation, contractor Tutor Perini is building three underground stations, one surface station, and the systems needed to support the subway extension. As of November 30, 2019, this contract was 91.34 percent complete. Substantial completion is anticipated by June 2020. After a year of testing and startup, revenue service is now expected in the Summer of 2021.

The Transportation Authority has provided nearly \$215 million in Prop K half-cent local transportation sales tax, State Transportation Improvement Program, and other funds to the project. Transportation Authority staff and project delivery oversight consultants will continue to work closely with the SFMTA as the project advances through the construction phase.





## PRESIDIO PARKWAY

### San Francisco's New Gateway; Final Landscaping Begun in 2019

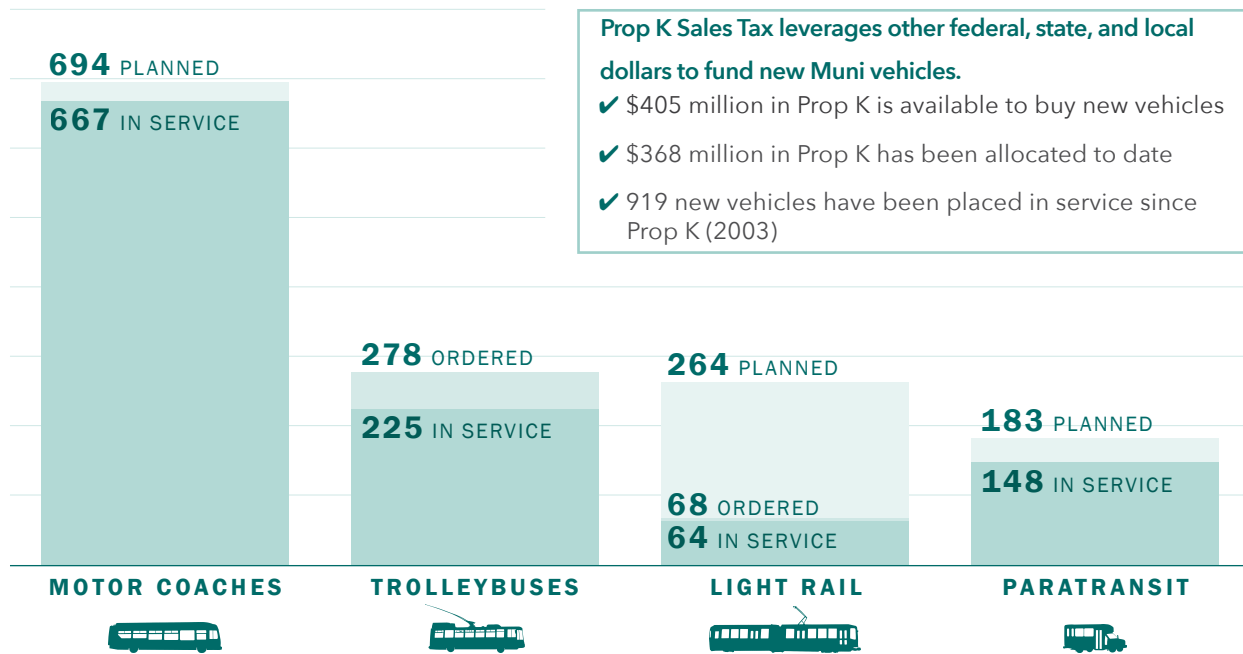
Originally built in 1936, Doyle Drive had reached the end of its useful life after over 75 years. This crucial link between the Golden Gate Bridge and San Francisco was re-envisioned as the Presidio Parkway – a roadway tucked into the natural contours of the Presidio and the Golden Gate National Recreation 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. Upon completion of construction this year and final landscaping underway this year.

The Presidio Parkway successfully opened on time to traffic in September 2015 and with this opening, San Francisco's waterfront has now experienced its most dramatic improvement since the restoration of Crissy Field and the removal of the Embarcadero freeway.

This year, the Transportation Authority joined with Caltrans and the Presidio Trust to celebrate the groundbreaking on 14 acres of new national parkland atop the Presidio Parkway tunnels.

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

### Full Replacement Program Nearing Completion for Rubber-Tire Fleet

Prop K sales tax funds provide critical local matching funds to help replace Muni’s rubber tire bus and light rail vehicle fleets, while supporting capital maintenance to keep vehicles running safely and reliably.

#### Buses

The Transportation Authority provided \$193 million in Prop K sales tax toward the SFMTA’s \$1.3 billion replacement of its entire rubber tire fleet. Working with the bus manufacturer New Flyer, Inc., SFMTA has now completed replacement of 424 diesel-electric hybrid buses and has approved 225 of 278 electric trolley buses for revenue service. The SFMTA anticipates completing replacement of its electric trolley fleet in 2020.

#### Light Rail Vehicles

The SFMTA is in the process of replacing and expanding its light rail fleet. The Breda vehicles, purchased in 1997, are reaching the end of

their useful life and it shows – with increased breakdowns and greater maintenance challenges, including finding workarounds for replacement parts that are no longer readily available. In February, SFMTA initiated two Prop K funded programs totaling \$10.7 million to overhaul the Breda light rail vehicles to improve reliability and ensure that the vehicles are operational through the end of their expected useful lives and eventual replacement.

Meanwhile, through a \$1.2 billion contract with Siemens for the purchase of new light rail vehicles, the SFMTA has nearly completed a 68-vehicle expansion of its light rail fleet that began in 2018. The SFMTA has commissioned 64 of the new light rail vehicles for service. The SFMTA has been working closely with Siemens to address some performance issues and to incorporate design and systems modifications reflecting customer, transit operator, and

maintenance staff input before giving Siemens the green light for the purchase of 151 light rail vehicles to replace the Breda vehicles.

To date, the Transportation Authority has allocated \$131 million of a total \$194 million Prop K commitment to the light rail vehicle procurement. Transportation Authority and Metropolitan Transportation Commission staff continued to work with the SFMTA to fill a funding gap and to secure an accelerated procurement of the 151 replacement light rail vehicles. The accelerated procurement would allow the public to enjoy more reliable service sooner.

### Historic Streetcars

The Transportation Authority gave over \$1 million in Prop K sales tax funds toward the SFMTA's \$17 million rehabilitation of five of its vintage historic streetcars to like-new condition. The project will upgrade major electrical and mechanical systems, ensure compliance with the Americans with Disabilities Act standards, and extend the expected useful life of the vehicles by 25 years.

### Paratransit Vehicles

In November 2018, the Transportation Authority granted about \$1 million in sales tax funds to the SFMTA to purchase 35 new paratransit vans, each seating up to 14 passengers and providing space for up to four wheelchairs. SFMTA received the first van in 2019 and expects to place the remaining 34 vans in service in 2020.

## MUNI RELIABILITY, SPEED AND SAFETY PROJECTS

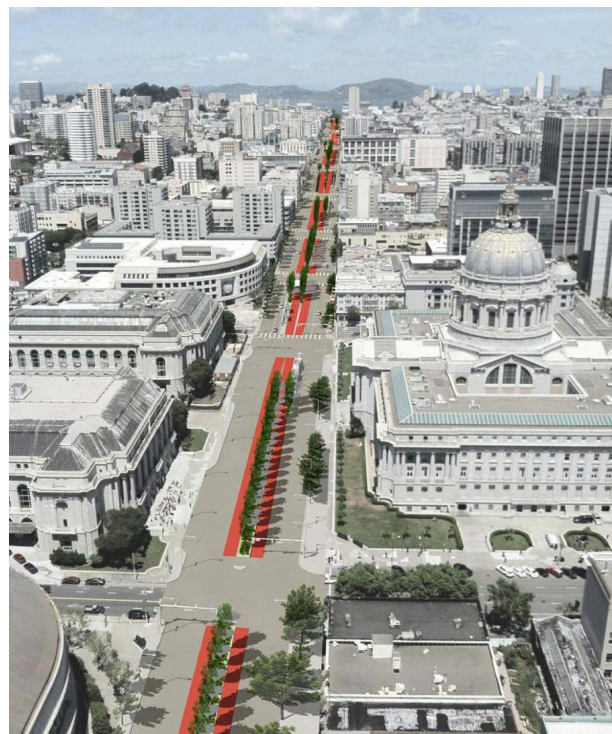
### Muni Forward and System Reliability

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 has provided \$16.5 million from the Prop K sales tax to support Muni Forward. This includes \$3.4 million allocated in 2018 to plan improvements on up to fifteen transit corridors including the 22 Fillmore and 30 Stockton, with implementation planned for several of those segments as early as 2020. Construction is nearing completion on Travel Time Reduction improvements along the N Judah line, also supported by Prop K.

### Bus Rapid Transit

Bus Rapid Transit represents a package of features that together create rapid and reliable,

Van Ness Bus Rapid Transit construction is approximately 45 percent complete.



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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 much more.

The **Van Ness Bus Rapid Transit Project** continued construction in 2019 and by December, construction was approximately 45% complete. This past year construction focused primarily on sidewalk replacement, streetlight pole installation, and sewer and water upgrades, along with elements needed to support future upgrades to the overhead contact system for Muni buses. When the utility work is complete, traffic will move to the outside lanes, and construction crews will begin building the core bus rapid transit project which includes new boarding platforms and center-running transit-only lanes. Upon completion of the project in late 2021, 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, and streetlights and other streetscape elements. The the core bus rapid transit project costs \$170 million. The project is nearly 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 \$309.3 million.

With more than 54,000 daily riders, the **Geary Bus Rapid Transit Project** will provide more efficient and reliable transit by making bus service up to 24% faster. In 2019, the SFMTA and Public Works continued construction on the first phase of the bus rapid transit project, called Geary Rapid, between Market and Stanyan streets with funding from Prop K, One Bay Area Grant, and Prop A General Obligation Bonds. Geary Rapid includes side-running bus-only lanes, bus stop upgrades, repaving, traffic signal and striping work, and pedestrian crossing enhancements. The Geary Rapid East project between Market Street and Van Ness Avenue is the first portion of work under construction and is approximately 9% complete. Geary Rapid West project between Van Ness Avenue and Stanyan Street will start construction in Spring 2020. Geary Rapid is expected to be complete by Summer 2021.

Prop K is also supporting the design for the more complex second phase of the project, known as the Geary Boulevard Improvement Project, including center bus-only lanes through the Richmond district.

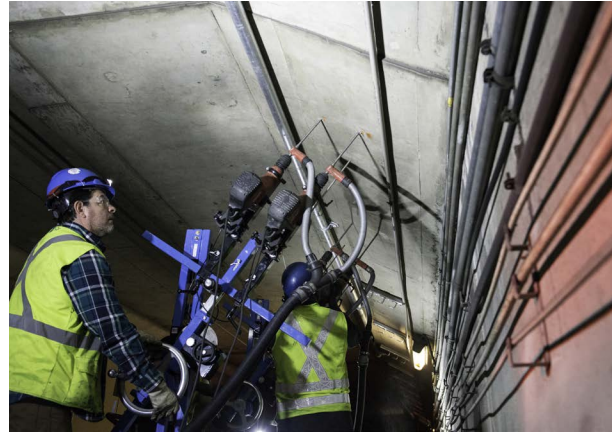
## MUNI RADIO REPLACEMENT

### 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 radio communications system, some elements of which date back to the 1970s. Old radios are being replaced with new technology that allows for improved communications between bus and train operators and SFMTA's Transportation Management Center. This project integrates fifteen different vehicle information systems

such as Computer-Aided Dispatch, Automated Vehicle Location, Digital Vehicle Announcement System, Transit Signal Priority, Fare Collection, Video Surveillance, as well as real-time monitoring of critical mechanical systems on the transit vehicles.

All Muni buses, historic streetcars and light rail vehicles (Breda and Siemens) are now successfully operating on the new communications system. The project achieved substantial completion in March 2019 when conversion of the Breda light rail vehicles to the new radio system was completed. SFMTA expects final completion and contract closeout in June 2020.



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

The project cost is currently estimated at \$135 million, to which the Transportation Authority has contributed \$51.7 million in Prop K half-cent local transportation sales tax funds.

## 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, which links several Muni modernization efforts, including SFMTA's Radio Replacement and Automatic Train Control System projects, among others.

The program has three main components:

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



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

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 the 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. The SFMTA continues to work with the contractor to resolve minor defects in electronic platform signs and some lower priority software issues. Prop K local half-cent sales tax funds have provided approximately \$15.5 million of the \$53.2 million Phase I cost.

## MUNI MAINTENANCE FACILITIES AND STATIONS

### Upgrades and repairs improve reliability and safety for Muni passengers and workers

Since its inception Prop K has contributed \$63 million for upgrade, repair, and expansion of SFMTA's operations and maintenance facilities, and stations. In 2019, we are pleased to report that the SFMTA advanced several facilities projects that will help to increase the safety, efficiency, and reliability of Muni service and operations for passengers and SFMTA employees.



The SFMTA completed work on the second phase of its effort to modernize and replace 22 of the 28 escalators at its Muni Metro stations. This project was made possible with \$5 million in Prop K funds leveraging other project funds.

The \$39 million renovation of SFMTA's central warehouse at 1570 Burke Avenue reached substantial completion in May 2019, and the SFMTA's Overhead Lines Division moved to the renovated facility. The project was funded by \$4.4 million from Prop K.

The SFMTA achieved substantial completion of its \$14 million project, fully funded by Prop K, to install worker fall protection and safety systems at seven vehicle maintenance facilities. The SFMTA also continued to replace fire safety systems at six maintenance facilities with Prop K providing more than half of the funding for this \$4.3 million effort.

New allocations in 2019 include \$5 million for design of a new elevator and entrance plaza at the Castro Street Muni station and for planning and preliminary engineering of a 4-acre expansion of the Muni Metro East light rail maintenance and storage facility to accommodate a larger fleet.

## MUNI GUIDEWAYS PROJECTS

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

Using Prop K half-cent transportation sales tax funds, in 2019 the SFMTA achieved substantial completion of several priority guideways projects, including track and signal replacement at 19th Avenue and Rossmoor, upgraded subway wiring to improve the power and communication infrastructure in the Van Ness Muni station area, and improvements along the 33-Stanyan trolleybus route with overhead wires, traffic signal upgrades and other street improvements. Prop K helped replace approximately 1 ½ miles of overhead contact wires and related infrastructure that had aged beyond its useful life. The improvements ensure that the infrastructure is in a state of good repair, maximize its longevity and improve the reliability of the transit system.

Other guideways projects that progressed over the past year include upgrades to Muni's cable car system infrastructure, such as the massive gearboxes at the heart of the system in the Cable Car Barn, as well as the pulleys that guide the cables below the street level.

Since inception of the program, Prop K has contributed \$193 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.

## PARATRANSIT

Last year the SFMTA provided approximately 740,000 paratransit trips to about 12,500 registered persons with disabilities who were unable to use Muni's regular fixed-route transit services. The SFMTA contracts with a broker to provide paratransit services through a suite of providers and resources, including 149 city-owned vehicles, as well as private taxis, group vans associated with community centers throughout the city, and inter-county paratransit services. In 2019, 90% of paratransit program participants, and 100% of group van riders, rated the quality of service as excellent or good. In addition, the SFMTA provided about 5,000 passenger trips on shopping and recreational shuttles for qualifying individuals who have difficulty using standard fixed-route transit for transporting groceries or accessing museums and other institutions. The Transportation Authority supports these shuttles with a combination of Prop K and Lifeline Transportation Program funds.



Since 2003, the Prop K local half-cent sales tax program has covered about half of the operating cost of the SFMTA's paratransit program.

In 2019 the SFMTA upgraded its paratransit fleet with 8 new paratransit vans and 10 new Prius Prime automobiles, funded by the Transportation Fund for Clean Air (TFCA), which began service in April. Through its Prop K-funded Ramp Taxi Incentives program, the SFMTA helped improve access to taxi services by wheelchair users, increasing the number of wheelchair trips on ramp taxis by 20% citywide. Finally, in Fall 2019 SFMTA launched SF Taxi Online, an online portal that makes it easy for paratransit taxi users to add value, view trip history, and report lost or stolen debit cards.

## 19TH AVENUE COMBINED CITY PROJECT

### Construction anticipated to start mid-2020 on Muni Forward, Vision Zero, and Utility Upgrades Coordination Effort

This complete streets project 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. Public Works,

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



the SFMTA, and the San Francisco Public Utilities Commission are working together to maximize coordination and minimize disruption to the community during the construction phase of the project. In late 2019 Public Works advertised the construction contract for bids. Public Works expects to receive bids in early 2020 and start construction by Summer 2020. Caltrans plans to repave 19th Avenue after the Combined City Project is completed.

Planning and design of the project were funded by the Prop K half-cent sales tax and the Public Utilities Commission. Construction is funded by Prop A General Obligation Bond funds and the Public Utilities Commission. Because the project had been initiated by the Transportation Authority as the 19th Ave Bulb-out Project, we have remained actively engaged in coordinating the Combined City Project through the Caltrans project initiation and approval phase, including utilizing our consultant to assist Public Works with right of way certification approvals from Caltrans. The Transportation Authority will continue to remain actively engaged during construction.

## BALBOA PARK UPPER YARD

City agencies including the Mayor's Office of Housing and Community Development, SFMTA, Public Works are working together with BART to reimagine a former rail car storage area, the Upper Yard, as a new affordable housing development. The Transportation Authority has contributed \$760,000 in Prop K funds to develop a new public plaza linking the housing development with BART Balboa Park Station and reconfiguring an auto-oriented passenger drop off zone to improve pedestrian safety and comfort.



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



## STREETS AND TRAFFIC SAFETY, AND TRANSPORTATION SYSTEM MANAGEMENT

Every year, the Transportation Authority approves Prop K sales tax grants for a wide variety of typically smaller 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, traffic signal upgrades, bike lanes and transportation demand management efforts to encourage use of sustainable modes rather than single occupant vehicle travel. Many of the Prop K projects are also funded with or complemented by Prop AA vehicle registration fee and TFCA grants also awarded by the Transportation Authority. More information on these two fund programs is found later in this section of the Annual Report.

### Street Reconstruction

Public Works completed pavement renovations along Filbert and Leavenworth streets (25 blocks) with Prop K local half-cent sales tax funds, and Brannan Street (21 blocks) with Prop AA funds, providing smoother, safer pavement for pedestrians, cyclists, buses and motor vehicles.

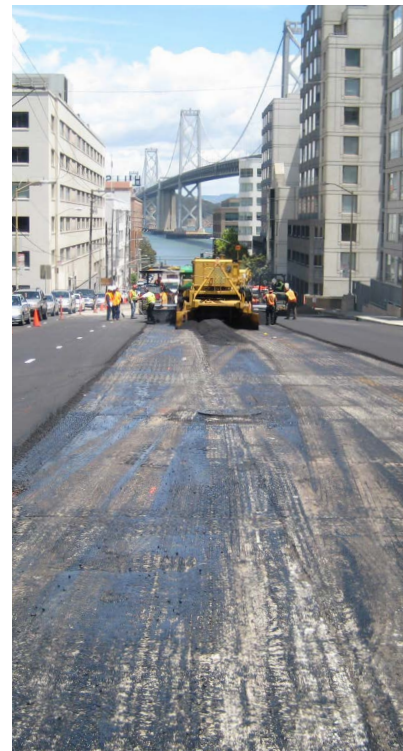
By the end of 2019, Public Works had significantly advanced construction on three other Prop K-funded paving projects. Specifically, a 31 block pavement renovation project on Ingalls and Industrial streets is nearing substantial completion, as is a 43 block pavement renovation project in the Parkmerced, Twin Peaks, and Mt Davidson Manor neighborhoods. A 24 block pavement renovation project on Clayton Street, Clipper Street, and Portola Drive is over 80% complete. Last year Public Works also started construction of Prop K funded pavement renovation projects on Alemany Boulevard and Taraval Street.

The Transportation Authority Board approved over \$1.6 million in Prop K funds and almost \$2.3 million in Prop AA funds for street repair projects on 23rd, Dolores, York, and Hampshire streets. The new funding will support pavement renovation for 39 blocks, construction of 70 curb ramps, sidewalk reconstruction, and traffic control. Construction of these projects is set to begin in 2020.

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

### Street Repair And Cleaning Equipment

In 2019, Public Works took delivery of two pickup truck mounted steamers for street cleaning, one towable generator, one portable



light tower, and one pickup truck as part of the Prop K local half-cent sales tax funded Street Repair and Cleaning Equipment program. Using \$1.3 million in Prop K funds, in 2020 Public Works intends to purchase up to 13 pieces of equipment, including two mechanical street sweepers, six one-ton pickup trucks with dump beds, and five half-ton pickup trucks. The equipment will improve the efficiency of Public Works' street cleaning and repair work.

### Curb Ramps

In 2019 Public Works and the SFMTA constructed nearly 300 new curb ramps throughout the city as part of larger Transportation Authority-funded street improvement projects. For instance, Prop K local half-cent sales tax funded paving projects built eight curb ramps along 19th Avenue as part of a signal upgrade project. Public Works also built over 240 new curb ramps as part of pavement renovation projects along streets such as Clayton, Clipper, Filbert, Leavenworth, Brannan, and Portola Drive and in the Parkmerced, Twin Peaks, and Mt Davidson Manor neighborhoods.

In 2019, the Transportation Authority approved both Prop K sales tax and Prop AA vehicle registration fee funds in 2019 for a paving project on 23rd, Dolores, York, and Hampshire streets. This project will construct and/or retrofit 70 curb ramps in 2020 and beyond.

### Sidewalk Repair and Trees

In 2019, as part of its Public Sidewalk Repair Program, Public Works repaired 511 sidewalk locations damaged by street trees in the public right-of-way. With a prior year Prop K sales tax funded grant, Public Works planted 705 street trees in public rights-of-way and helped to establish another 2,850 street trees.

### Signals and Signs

2019 was one of the most prolific years for delivery of new and upgraded traffic signals funded by the Prop K sales tax. The SFMTA activated new or upgraded signals at 35 intersections along the 19th Avenue, Arguello Boulevard, California Street, Second Street and Gough Street corridors, as well as other locations around the City. These projects included installation of more than 100 pedestrian countdown signals, 32 audible pedestrian signals, and four street crossings with pedestrian-activated Rapid Flashing Beacons. 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, pedestrian, and bicycle safety.



## Advanced Technology and Information Systems (SFGo)

In 2019, the SFMTA used \$2.2 million in Prop K local half-cent sales tax funds to support installation of 43 of 138 planned traffic cameras, and rehabilitation of 18 of the 22 variable message signs deployed around the City. This equipment helps SFMTA monitor key locations and communicate to travelers real time information on traffic conditions, parking garage space availability, street closures and other alerts. It also helps reduce congestion and pollution and allows first responders easier access to areas that have been closed to traffic.

## Traffic Calming

Prop K sales tax funds the SFMTA's Residential Traffic Calming Program through which the SFMTA evaluates community-initiated requests for locations that can benefit from slower speeds and implements cost-effective traffic calming devices such as speed humps. Last year the Transportation Authority allocated over \$1.4 million in Prop K funds to evaluate 75 applications received in June 2019 and to construct the measures identified in the 54 applications accepted into the program in the 2018 cycle. During 2019, the SFMTA installed 57 traffic calming measures as part of SFMTA's Residential Traffic Calming Program, including 53 speed humps and cushions and 4 speed tables.

See page 22 for more details on the Vision Zero Quick Build Program, supported by Prop K traffic calming funds.



## Bike Projects

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

As described in the Neighborhood Transportation Improvement Program entry later in this section of the Annual Report, in 2019 the SFMTA developed proposed bikeway upgrades for Valencia Street and implemented a pilot protected bikeway on a segment of the corridor. SFMTA also completed the Battery and Sansome Bicycle Connections project that implemented new bike lanes to create a safer and more attractive alternate route to The Embarcadero for bicycling trips between the Financial District and the northeast waterfront. The project also created safer intersections along The Embarcadero, and a more accessible, comfortable walking environment within the Jackson Square and lower Telegraph Hill neighborhoods. Finally, Golden Gate Transit used TFCA funds to complete installation of bike racks on 67 buses that provide commuter service to and from San Francisco.

Linked bicycle and transit trips can be encouraged with secure parking facilities, so we were pleased that the Prop K funded BART



Station Bicycle Parking and Access Improvements project completed installation of new theft-resistant racks inside the 16th Street and 24th Street BART stations. The project is ongoing and will modernize facilities at the Civic Center and Embarcadero stations in 2020.

Other ongoing bicycle projects include improving citywide wayfinding signage on bike routes and maintaining those facilities, as well as new rounds of funding for youth and adult bicycle education classes, supporting Bike to Work Day 2019, and using TFCA funds to install more on street bike racks.



Finally, we allocated Prop AA funds to Public Works to ensure full funding for bike path improvements through the U.S. 101/Cesar Chavez/Potrero "Hairball" interchange and allocated Prop K funds to pilot a new at sidewalk level bikeway between Gough and Franklin streets as part of the Better Market Street project.

### 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, while improving the efficiency of the transportation system and reducing crowding on transit.

In 2019, we allocated Prop K funds to SFMTA for the Residential Transportation Demand Management Program. This three-part project seeks to encourage residents to choose sustainable transportation modes like transit and biking and includes a review of best practices, research into local market factors that affect residents' decisions, and development, implementation and evaluation of pilot strategies. In future years, the SFMTA will request implementation phase funding to broaden the reach of successful strategies. Additionally, at the request of District 4 Supervisor Gordon Mar, the Transportation Authority funded the District 4 Mobility Improvements Study NTIP Planning project to understand the travel profile and patterns of District 4 residents, identify travel markets with high shares of single-occupancy vehicle (SOVs) trips, and explore short and medium-term strategies to reduce trips by SOVs.

Transportation Authority staff and partners are continuing to develop the previously funded analytical tool to evaluate the effectiveness of the City's Transportation Sustainability Program which requires new developments to employ strategies such as providing bike parking and subsidized transit passes, to reduce vehicle miles traveled generated. The SFMTA is nearly finished with the initial strategy development phase of a Prop K funded program targeting newly relocated businesses within San Francisco to try and encourage employees to use sustainable modes of travel before commute habits are set. And SF Environment continued to administer its Emergency Ride Home Program, which provides a free ride home in cases of emergency for employees who rideshare, take transit or bike to work.

See the Planning and Delivering Transportation Projects for information on the Downtown Congestion Pricing Study and U.S. 101 Express Lanes and Bus Project, which both consider pricing as a way to incentivize the use of sustainable modes, while using revenues generated from pricing to enhance and expand alternatives to driving alone.

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## NEIGHBORHOOD PROGRAM

### Supporting community-based planning and neighborhood-scale investments

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 funding for the second 5-year cycle of funding starting July 1, 2019. As a result, in 2019, we saw a lot of NTIP activity with the Transportation Authority Board approving funding for 13 new projects. The map on the following page shows all current NTIP projects, including the two plans and two capital projects that were completed in 2019.

### Neighborhood Program Projects Completed in 2019

In District 1, SFMTA finished the final elements of the **Arguello Boulevard Improvements** project. This project installed a painted pedestrian safety zone at the Arguello/Cabrillo intersection and green paint treatments in the Class II bike lanes and bike boxes along Arguello Boulevard between Fulton Street and West Pacific Avenue following a Public Works paving project.

In District 3, SFMTA also completed the **Battery and Sansome Bicycle Connections** project that implemented new bike lanes to create a safer and more attractive alternate route to The Embarcadero for bicycling trips between the Financial District and the northeast waterfront.

In District 6, the **Pedestrian Safety in SOMA Youth and Family Zone – Folsom-Howard Streetscape** project reached out to SOMA residents to get their input on street changes proposed through the Folsom and Howard Streetscape Project and how to represent the local culture in the public realm of central SOMA. An additional component of the project provided street safety education and developed walking school buses for Bessie Carmichael Elementary School.

In District 8, the **Valencia Street Bikeway Implementation Plan** analyzed design alternatives and developed recommended safety improvements for Valencia Street between Market and Mission streets (~1.9 miles). The 12-month planning process resulted in three proposed bikeway design alternatives to upgrade the existing bike lanes, an evaluation of enforcement and curb management

## CURRENT NEIGHBORHOOD PROGRAM PROJECTS

### PLANNING PROJECTS

- 1 District 3 Pedestrian Safety Improvements (District 3)
- 2 District 4 Mobility Improvements Study (District 4)
- 3 District 5 Octavia Circulation Study (District 5)
- 4 Pedestrian Safety in SOMA Youth and Family Zone – Folsom-Howard Streetscape Project (District 6)\*
- 5 Valencia Street Bikeway Implementation Plan (District 8)\*
- 6 Alemany Realignment Study (District 9)
- 7 15 Third Street Bus Study (District 10)
- 8 Geneva-San Jose Intersection Study (District 11)
- 9 Alemany Safety Project (District 11)

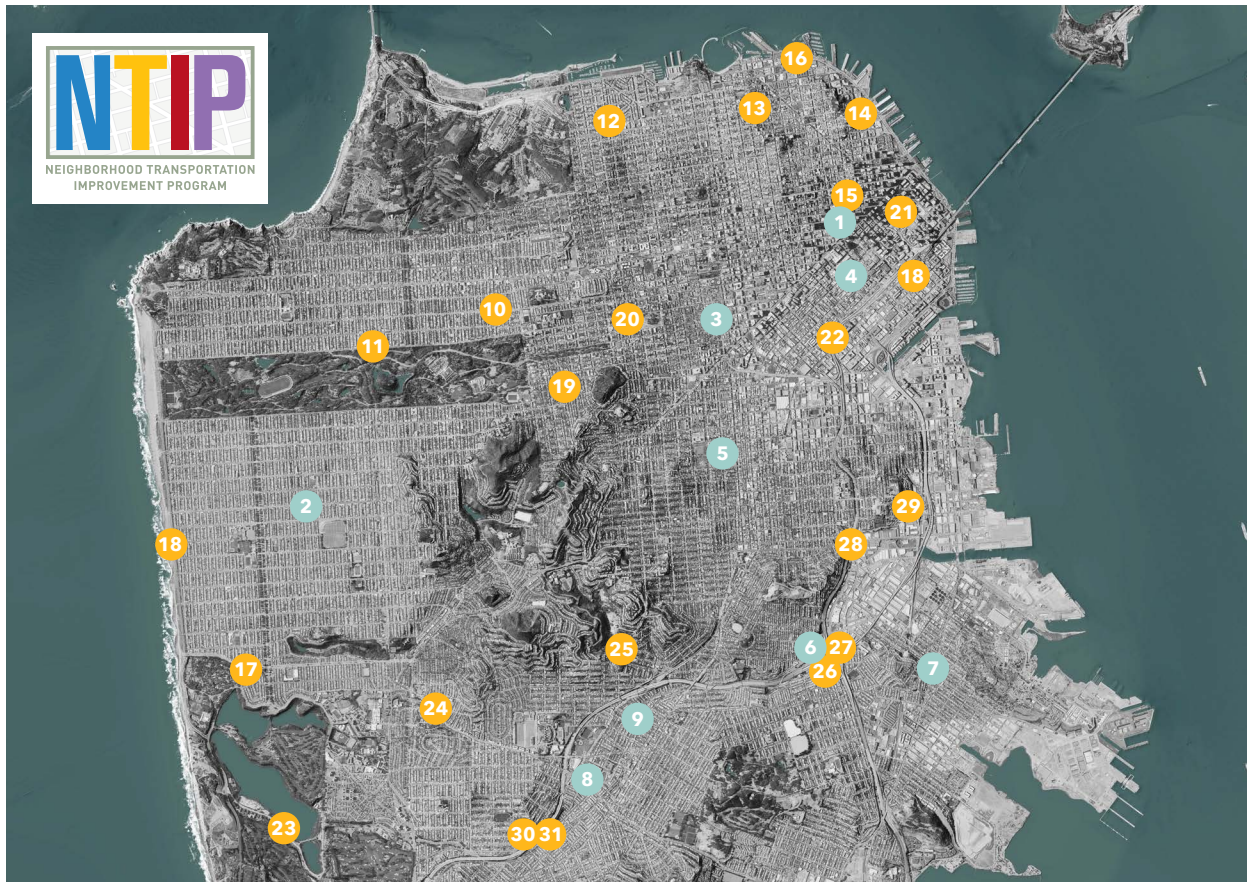
### CAPITAL PROJECTS

- 10 Arguello Boulevard Improvements (District 1)\*
- 11 Fulton Street Safety Project (District 1)

- 12 Lombard Street/US-101 Corridor Pedestrian Safety (District 2)
- 13 Lombard Crooked Street Reservation and Pricing System Study (District 2)
- 14 Battery and Sansome Bicycle Connections (District 3)\*
- 15 Portsmouth Square Traffic Study (District 3)
- 16 Jefferson Street Improvements Phase 2 (District 3)
- 17 Sloat/Skyline Intersection Alternatives Analysis (District 4)
- 18 Lower Great Highway Pedestrian Improvements (District 4)
- 19 Frederick/Clayton Traffic Calming (District 5)
- 20 Divisadero Intersection Improvements (District 5)
- 21 Howard Street – Embarcadero to 3rd Street (District 6)
- 22 7th and 8th Streets Freeway Ramp Intersections Near Term Improvements (District 6)

- 23 Lake Merced Bikeway Feasibility Study (District 7)
- 24 District 7 FY19 Participatory Budgeting Priorities (District 7)
- 25 Elk Street at Sussex Street Pedestrian Safety Improvements (District 8)
- 26 Alemany Interchange Improvement Phase 1 (District 9)
- 27 Alemany Interchange Improvement Phase 2 (District 9)
- 28 Cesar Chavez St/ Bayshore Blvd/Potrero Ave Intersection Improvements (Districts 9 & 10)
- 29 Potrero Hill Pedestrian Safety and Transit Access (District 10)
- 30 District 11 Near-Term Traffic Calming (District 11)
- 31 District 11 Traffic Calming Cycle 2 (District 11)

\*Projects completed in 2019



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needs, and traffic flow and safety recommendations, and directly informed SFMTA's pilot implementation of protected bikeways between Market and 15th streets.

### **New Neighborhood Program Projects**

In District 1, the **Fulton Street Safety Project** will develop recommendations and conceptual designs for safety and accessibility improvements for up to 1.5 miles of Fulton Street bordering Golden Gate Park, segments of which are located on the High Injury Network. The focus is on improving pedestrian and bicycle connections between the Richmond District and Golden Gate Park. The study will build on prior work and includes community outreach to confirm needs assessment and to collect feedback on design proposals.

The **District 4 Mobility Improvements Study** will conduct planning and outreach to understand the travel profile and patterns of District 4 residents, identify travel markets with high shares of single-occupancy vehicle (SOVs) trips, and explore short and medium-term strategies to reduce trips by SOVs.

In District 5, the **Frederick/Clayton Traffic Calming** project will design and implement crosswalk upgrades at up to four intersections and up to ten speed humps/cushions on Frederick Street (Ashbury to Stanyan) and Clayton Street (Waller to Parnassus). These improvements will increase visibility of pedestrians and improve pedestrian safety.

Also in District 5, the **Divisadero Intersection Improvements** will improve safety at intersections by applying quick and effective countermeasures along the High Injury Network segment of Divisadero between Turk and Haight streets. Potential improvements include daylighting, pedestrian safety zones, advanced limit lines, larger signal lenses, and pedestrian signal improvements such as leading pedestrian intervals and longer crossing times.

Finally in District 5, the **Octavia Circulation Study** will evaluate the accessibility, safety, and circulation of Octavia Boulevard leading to the Central Freeway. During peak hours there is significant traffic congestion on Octavia and streets leading to/from the boulevard that causes queuing and conflicts in the area. This study will evaluate the existing conditions and travel patterns in the project area and recommend strategies and solutions to improve Octavia Boulevard and Central Freeway circulation and accessibility.

In District 6, the **7th and 8th Streets Freeway Ramp Intersections Near Term Improvements** will implement quick and effective safety measures at five intersections on the High Injury Network in the SoMa neighborhood where the 7th Street and 8th Street freeway on- or off-ramps intersect city streets, as recommended by the Transportation Authority's Freeway Ramp Intersection Safety Study Phase 2. Countermeasures include continental crosswalks, pedestrian safety zones/refuges, pavement markings, upgraded signage, and leading pedestrian interval signal improvements.

Also in District 6, the **Howard Street – Embarcadero to 3rd Street** project will construct bikeway improvements on Howard Street from 3rd Street to The Embarcadero, creating a continuous,

protected bikeway from 11th Street in western SoMa, through downtown and adjacent to the Salesforce Transit Center, with a connection to The Embarcadero.

The **District 7 FY19 Participatory Budgeting Priorities** project will design and construct traffic calming and pedestrian safety measures at various locations, including speed humps, rectangular rapid flashing beacons, continental crosswalks, speed radar signs, and striping and signage. The project will implement measures that were identified as priorities through the Fiscal Year 2018/19 Participatory Budgeting process for District 7.

Also in District 7, the **Lake Merced Bikeway Feasibility Study** will determine the feasibility of installing bike facilities around Lake Merced Park. The SFMTA will evaluate extending/rerouting the existing multi-use path into a grassy area along the south edge of the lake to be designated for bicycles only, as well as the potential for the bicycle facility to be located on the roadway.

In District 8, the **Elk Street at Sussex Street Pedestrian Safety Improvements** will construct improvements designed with NTIP funds, including adding a marked crosswalk, rectangular rapid flashing beacons, a new streetlight, four curb ramps, and three bulbouts at the pedestrian crossing at Sussex Street. Ancillary improvements include reducing the speed limit north of the intersection, removing nine parking spaces to improve sightlines between drivers and pedestrians, and closing the north and south crossings of Diamond Heights Boulevard at Arbor Street to channel pedestrians to the improved crossing at Sussex Street.

In District 9, the **Alemaný Realignment Study** will conduct an engineering analysis for long-term improvements to the Alemaný Circle at the US 101/I-280 interchange. The study will focus on realigning Alemaný Boulevard to create a safer, neighborhood-friendly roadway with improved bicycle and pedestrian facilities, while freeing land occupied by the interchange for community amenities.

The **District 10 15 Third Street Bus Study** will evaluate re-establishing the 15 Third Street Muni bus route. The community has raised concerns about T-Third light rail delays, switchbacks and train switching often required at the Muni Metro East facility and the timeline to improve travel time and reliability of the current service. This study will evaluate options for Muni bus service in the corridor and assess the benefits, costs, and risks of each.

The **District 11 Traffic Calming Cycle 2** project is a follow on to a previous NTIP capital project and will implement proactive traffic calming measures in various District 11 locations, with a focus on the Oceanview and Ingleside neighborhoods. SFMTA and the District 11 Commissioner's Office will conduct targeted outreach in the neighborhoods where traffic calming is proposed. Proposed measures include 25 to 30 speed humps, speed cushions, speed tables, and/or raised (asphalt) crosswalks.



## PROP AA VEHICLE REGISTRATION FEE

San Francisco voters approved Prop AA in 2010, 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

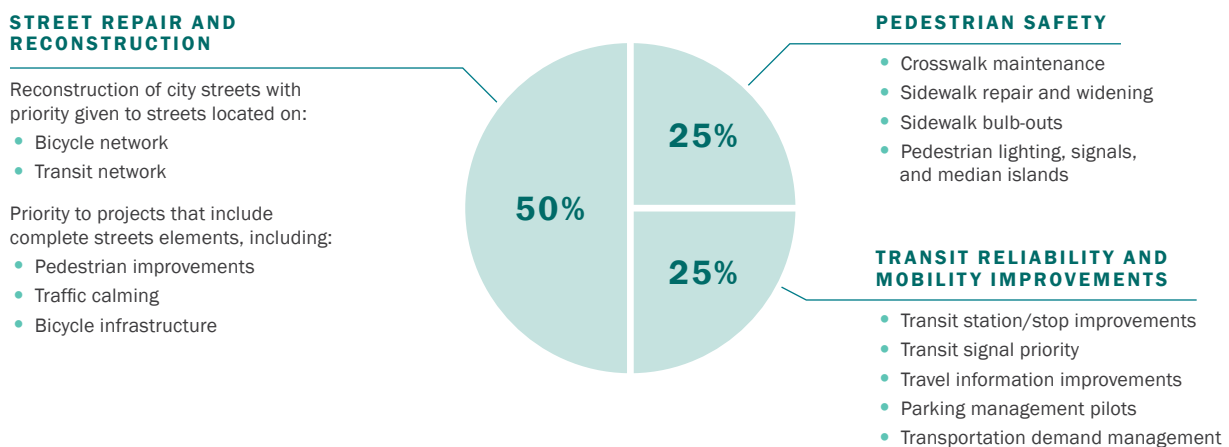
Prop AA generates about \$5 million per year and it funds neighborhood-scale projects that can quickly deliver benefits to the public. To that end, Prop AA only funds the final design and construction phases of projects. The expenditure plan requires that the Transportation Authority approve a strategic plan to guide the day-to-day implementation of the program and to identify which projects will receive funds.

As of December 2019, 19 of the 29 projects funded from program inception to date have been completed and are open for use by the public. Nine more projects are under construction and one project is nearing completion of the design phase.

Two Prop AA construction project opened for use in 2019, allowing San Francisco residents and visitors to enjoy smoother pavement, increased pedestrian access and safety, and more attractive public spaces.

- Brannan Street Pavement Renovation: With funding from Prop AA and the City's General Fund, this project repaved Brannan Street from The Embarcadero to the 10th Street/ Division Street/ Potrero Avenue intersection. The project included construction of 52 curb ramps, and sidewalk and curb repairs at various locations.

**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.



- **Ellis/Eddy Traffic Calming Improvement:** With funding from Prop AA, Prop K, and the Regional Lifeline Transportation Program, this project upgraded traffic signals to convert portions of Eddy Street (Mason to Taylor) and Ellis Street (Jones to Cyril Magnin) to two-way operation, including pedestrian countdown signals, two corner bulb-outs at Eddy/Leavenworth, and accessible curb ramps at Ellis/Taylor. The project increased pedestrian safety and calmed traffic by reducing area vehicular traffic speeds to 25 MPH on both streets; improved signal, pedestrian and vehicular visibility; and shortened crossing distances. Much of the work was completed in 2017, but the final block of the conversion on Eddy Street between Mason and Taylor streets was completed this past October.

<b>FUNDED IN 2019 (PROJECT SPONSOR)</b>	<b>TOTAL PROJECT COST</b>	<b>PROP AA ALLOCATED</b>	<b>CURRENT PHASE</b>
<b>PEDESTRIAN SAFETY</b>			
BAYSHORE BLVD/CESAR CHAVEZ ST/POTRERO AVE INTERSECTION – THE HAIRBALL (SFMTA)	\$1,125,670	\$368,519	CONSTRUCTION
VISION ZERO COORDINATED PEDESTRIAN SAFETY IMPROVEMENTS – BULBS & BASEMENTS (SFPW)	\$2,126,229	\$700,000	CONSTRUCTION
<b>STREET REPAIR AND RECONSTRUCTION</b>			
23RD ST, DOLORES ST, YORK ST, AND HAMPSHIRE ST PAVEMENT RENOVATION (SFPW)	\$4,400,245	\$2,397,129	CONSTRUCTION
GEARY BOULEVARD PAVEMENT RENOVATION (SFPW)	\$7,310,582	\$3,386,732	CONSTRUCTION
<b>2019 GRAND TOTAL</b>	<b>\$14,962,726</b>	<b>\$6,852,380</b>	
<b>OPEN FOR USE IN 2019 (PROJECT SPONSOR)</b>			
<b>STREET REPAIR AND RECONSTRUCTION</b>			
BRANNAN STREET PAVEMENT RENOVATION (SFPW)	\$4,244,926	\$2,540,359	
<b>PEDESTRIAN SAFETY</b>			
ELLIS/EDDY TRAFFIC CALMING IMPROVEMENT (SFMTA)	\$1,392,625	\$337,450	
<b>OPEN FOR USE GRAND TOTAL</b>	<b>\$5,637,551</b>	<b>\$2,877,809</b>	

\* Sponsor abbreviations include: San Francisco Municipal Transportation Agency (SFMTA) and Public Works (SFPW).

## TRANSPORTATION FUND FOR CLEAN AIR

### Cost effective projects to improve air quality

As the Transportation Fund for Clean Air Program Manager for San Francisco, the Transportation Authority awarded \$733,000 to projects intended to cost-effectively reduce motor vehicle emissions while improving mobility. The 2019 grants fund a mixture of new and proven projects, including electric vehicle chargers, shuttles, and bike parking.



TFCA-funded purchase of electric-hybrid sedan vehicles, providing a more comfortable ride for Muni paratransit passengers while replacing diesel-powered vehicles and improving air quality.

The Transportation Authority awarded funds to:

- EVgo to install fast chargers in mixed-use locations, where they can be used by residents, employees, or visitors to power up their electric vehicles. Locations will be identified based on EVgo site selection parameters, such as cost and availability of power, as well as input from nonprofit and government partners, including San Francisco Environment. We expect EVgo to locate some of the chargers at the Safeway at 7th Avenue and Cabrillo Street.
- SFMTA's Short Term Bike Parking project, which will leverage revenues from San Francisco's Powered Scooter Share Permit Program to fund siting and installation of 1,300 bike racks, providing 2,600 new parking spaces across the city.
- BART's Early Bird Express shuttle, which runs two early morning bus shuttle routes from downtown San Francisco on weekdays, before BART service hours begin. The first shuttle runs to SFO airport and Millbrae BART Station, and the second shuttle stops at each BART station in the City, from Powell Street Station to Balboa Park Station, before terminating at Daly City BART Station.

We worked with project sponsors to fund or complete the projects listed in the table below. We are particularly proud of the Paratransit Sedans project, which will provide comfortable rides to paratransit users, who do not require a wheelchair lift, using smaller vehicles that are much more efficient, cleaner, and less expensive than typical paratransit vans.

<b>FUNDED IN 2019</b> (PROJECT SPONSOR)	<b>TOTAL PROJECT COST</b>	<b>TFCA FUND AMOUNT</b>
MIXED USE BUILDING FAST CHARGING IN SAN FRANCISCO (EVGO)	\$300,000	\$200,000
EARLY BIRD EXPRESS (BART)	\$700,000	\$175,000
SHORT TERM BIKE PARKING (SFMTA)	\$1,042,573	\$358,414
<b>TOTAL</b>	<b>\$2,042,573</b>	<b>\$733,414</b>
<b>COMPLETED IN 2019</b> (PROJECT SPONSOR)	<b>TOTAL PROJECT COST</b>	<b>TFCA FUND AMOUNT</b>
NEW RESIDENT TRANSPORTATION OUTREACH (SFMTA)	\$243,500	\$243,500
PARATRANSIT SEDANS (SFMTA)	\$300,000	\$270,000
SHORT TERM BICYCLE PARKING (SFMTA)	\$594,048	\$164,928
BIKE RACKS ON BUSES (GGBHTD)	\$482,400	\$182,140
<b>TOTAL</b>	<b>\$1,619,948</b>	<b>\$860,568</b>

\* BART = Bay Area Rapid Transit District, GGBHTD = Golden Gate Bridge Highway and Transportation District, SFMTA = San Francisco Municipal Transportation Agency

## 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.

Through this program, the Commission 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.

Since 2012, the Transportation Authority has awarded \$77 million in One Bay Area Grant funds to over two dozen projects through two funding cycles. In 2019, we continued to provide oversight and support to local agency sponsors of our One Bay Area Grant projects. No projects were completed in 2019, but projects like Caltrain Electrification and Central Subway advanced construction, Better Market Street achieved state environmental clearance, and the SFMTA assumed lead of the Safe Routes to School non-infrastructure program. This revamped and expanded program now reaches all 103 San Francisco Unified School District non-charter K-12 public schools. The purpose of the program is to promote sustainable transportation choices and support safe walking and biking to school sites citywide through education, encouragement, and evaluation.

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)

Director Tilly Chang and community members walk, bike, and scoot to school during Bike and Roll to School week, part of San Francisco's Safe Routes to School program



# LIFELINE TRANSPORTATION PROGRAM

## Improving Transportation Access for Communities Of Concern

The Metropolitan Transportation Commission established the Lifeline Transportation Program to improve transportation access for low-income communities, many of whom are transit dependent. As the Congestion Management Agency for San Francisco, the Transportation Authority is responsible for administering San Francisco's Lifeline funds. In 2018, the Metropolitan Transportation Commission transitioned administration of the program from the regional level to the county level.



Elevator attendant Charles Jones, greets customers at Powell Street Station. Elevator attendants ensure that BART and Muni Civic Center and Powell Street station elevators are clean and reliable.

## San Francisco Lifeline Transportation Program

In December 2018, the Transportation Authority approved the framework for the first two years of the now locally administered Lifeline Transportation Program. The Transportation Authority directed \$3.3 million to support SFMTA paratransit program operations for individuals unable to use fixed route transit. Following a competitive call for projects, the Transportation Authority awarded a total of \$4.6 million to three projects, including: BART's Elevator Attendant Initiative to continue to improve elevator cleanliness and performance, reduce fare evasion and maintenance costs, and improve accessibility; SFMTA's Continuing Late Night Transit Service to Communities in Need, which continues the overnight service on the 44-O'Shaughnessy and 48-Quintara bus routes; and SFMTA's San Francisco Community Health Mobility Navigation Project: Removing Health Care Transportation Barriers for Low Access Neighborhoods, a pilot program to improve access to medical services for low-income patients with mobility needs.

## Regional Lifeline Transportation Program

In October, the SFMTA completed the two-way conversion portion of the Eddy and Ellis Traffic Calming project by converting the block of Eddy Street between Mason and Taylor streets. The project included signal modification, installation of pedestrian countdown signals for all crosswalks, bulb-outs, curb ramps, and the one-way to two-way conversion of Ellis Street (between Jones and Cyril Magnin streets) and Eddy Street (between Leavenworth and Mason streets).

<b>FUNDED IN 2019 (PROJECT SPONSOR)</b>	<b>TOTAL PROJECT COST</b>	<b>LIFELINE FUND AMOUNT</b>
ELEVATOR ATTENDANT INITIATIVE (BART)	\$3,048,000	\$2,600,000
CONTINUING LATE NIGHT TRANSIT SERVICE TO COMMUNITIES IN NEED (SFMTA)	\$3,763,158	\$1,609,700
SAN FRANCISCO COMMUNITY HEALTH MOBILITY NAVIGATION PROJECT: REMOVING HEALTH CARE TRANSPORTATION BARRIERS FOR LOW ACCESS NEIGHBORHOODS (SFMTA)	\$498,600	\$396,300
<b>TOTAL</b>	<b>\$7,309,758</b>	<b>\$4,606,000</b>

<b>OPEN FOR USE IN 2019 (PROJECT SPONSOR)</b>	<b>TOTAL PROJECT COST</b>	<b>LIFELINE FUND AMOUNT</b>
EDDY AND ELLIS TRAFFIC CALMING (SFMTA)	\$1,691,823	\$1,175,104
<b>TOTAL</b>	<b>\$1,691,823</b>	<b>\$1,175,104</b>

# STATE TRANSPORTATION IMPROVEMENT PROGRAM

## New funding advances key transit priorities

As the Congestion Management Agency for San Francisco, 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 local half-cent sales tax funds for new rail extensions and for freeway redesign projects.

The Transportation Authority has had long-standing commitments of future State Transportation Improvement Program funds to signature local half-cent sales tax projects. To date, the Board-adopted priorities include the remaining commitment of about \$85 million to three projects: Central Subway (\$32.8 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.

This fall, the Transportation Authority approved \$8 million for SFMTA’s New Flyer Midlife Overhaul Phase III project on 14 motor coaches and trolley buses to improve reliability, prevent service interruptions, and reduce maintenance costs. The Transportation Authority also redirected \$14 million of prior-cycle funds to SFMTA’s Communications-Based Train Control – Phases 1 and 2 – project, which will replace the existing train control system in the Market Street tunnel, to reduce subway delays, improve reliability, and increase the overall capacity of the Muni system.

2020 STATE TRANSPORTATION IMPROVEMENT PROGRAM PRIORITIES*	SPONSOR	FUNDS PROGRAMMED	TOTAL PROJECT COST
COMMUNICATIONS-BASED TRAIN CONTROL – PHASES 1 AND 2	SFMTA	\$13,752,000	\$91,035,000
NEW FLYER MIDLIFE OVERHAUL – PHASE III	SFMTA	\$7,952,000	\$9,879,000
<b>TOTAL</b>		<b>\$22,122,000</b>	<b>\$100,914,000</b>

\* The proposed programming is subject to approval by the California Transportation Commission in March 2020.



State funds and local sales tax dollars will help SFMTA perform major capital maintenance on its buses, to ensure they run safely and reliably to the end of their useful lives. In addition, SFMTA is updating wheelchair attachments, seating configurations, and exterior paint to improve the passenger experience.

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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 Prop K has delivered from inception through December 2019, 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.com 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
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
<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
<b>d. Ferry</b>	
	Downtown Ferry Terminal Expansion environmental clearance, Pier 1/2 Demolition, new South Basin ferry gates
<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
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	1,104 new Muni transit vehicles accepted for service (buses, light rail and paratransit vehicles), Rebuilt 16 Muni historic streetcars, Rehab of Caltrain locomotives
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; Installed worker fall protection/safety systems, 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, Upgrades to overhead wires, traffic signals, and other street improvements



**B. PARATRANSIT SERVICES**

<b>Paratransit Services</b>	Nearly 7 million paratransit trips provided from June 2010 through December 2019 for seniors and disabled persons; Ramp Taxi Incentives Program (20% increase in wheelchair trips)
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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)
Visitation 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 Near Term Improvements
<b>ii. System Operations, Efficiency and Safety</b>	
<b>a. New Signals and Signs</b>	55 new traffic signals, 404 pedestrian countdown signals, 92 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 local bus routes citywide, rehab of variable message signs at parking garages
<b>iii. System Maintenance and Renovation</b>	
<b>a. Signals and Signs</b>	381 upgraded traffic signals, 192 audible pedestrian signals, over 8,800 traffic signs upgraded
<b>b. Street Resurfacing, Rehabilitation, and Maintenance</b>	
Street Resurfacing and Reconstruction	730 blocks paved — examples: Alemany, Anza, Balboa, Brannan, California, Kirkham, Page, Portola, Potrero
Street Repair and Cleaning Equipment	155 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>	More than 5,500 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>	Local Application-Based Traffic Calming Program (speed humps) (citywide), 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 Blvd. 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, Union Square Accessibility Improvements, Pedestrian Signals on Sunset Blvd.
<b>d. Curb Ramps</b>	Over 1,000 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 5,400 trees planted, over 30,000 maintenance and establishment visits

**D. TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES**

<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; 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 2019

	ALLOCATIONS		EXPENDITURES	
	2019 ALLOCATIONS (DE-OBLIGATIONS)	INCEPTION TO DATE ALLOCATIONS	2019 EXPENDITURES (ADJUSTMENTS)	INCEPTION TO DATE EXPENDITURES
<b>A. TRANSIT</b>				
<b>i. Major Capital Projects</b>				
<b>a. Muni</b>	\$ (93,050)	\$ 289,565,128	\$ 6,348,117	\$ 260,908,097
Rapid Bus Network including Real Time Transit Information*	(93,050)	71,003,853	6,348,117	43,714,938
Third Street Light Rail (Phase 1)	-	92,561,275	-	92,158,127
Central Subway (Third Street Light Rail Phase 2)	-	126,000,000	-	125,035,032
Geary Light Rail	-	-	-	-
<b>b. Caltrain</b>	\$ (4,819,984)	\$ 238,419,660	\$ 5,192,605	\$ 228,973,029
Downtown Extension to a Rebuilt Transbay Terminal*	(7,096,290)	199,393,728	2,412,437	197,108,516
Electrification	-	20,900,000	154,355	18,013,313
Capital Improvement Program	2,276,306	18,125,932	2,625,813	13,851,200
<b>c. BART Station Access, Safety and Capacity</b>	\$ 672,975	\$ 7,097,809	\$ 423,460	\$ 6,017,333
<b>d. Ferry</b>	\$ 300,000	\$ 2,886,620	\$ 440,000	\$ 2,216,620
<b>Total Major Capital Projects</b>	\$ (3,940,059)	\$ 537,969,217	\$ 12,404,182	\$ 498,115,079
<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	926,100	-	-
Purchase/Rehab of Historic Streetcars for New/Expanded Service	374,809	374,809	-	-
Balboa Park BART/MUNI Station Access Improvements	-	4,636,999	53,235	3,006,059
Relocation of Caltrain Paul Avenue Station to Oakdale Avenue	-	2,735,689	11,441	590,920
Purchase of Additional Light Rail Vehicles for Muni Light Rail Lines	-	4,598,311	1,500,000	4,598,311
Other Transit Enhancements*	(783,410)	3,469,948	15,654	1,867,404
<b>Total Transit Enhancements</b>	\$ 517,499	\$ 16,741,856	\$ 1,580,330	\$ 10,062,694
<b>iii. System Maintenance and Renovation</b>				
<b>a. Vehicles</b>	\$ 31,348,970	\$ 441,210,215	\$ 34,048,792	\$ 233,574,850
Transit Vehicle Replacement and Renovation	31,348,970	433,593,684	34,048,792	225,958,319
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>	\$ 6,296,277	\$ 87,107,731	\$ 5,282,542	\$ 63,942,404
Rehabilitation, Upgrade and Replacement of Existing Facilities	6,296,277	70,326,731	5,282,542	47,161,404
Muni Metro Extension Incremental Operations and Maintenance	-	16,781,000	-	16,781,000
<b>c. Guideways</b>	\$ 7,425,920	\$ 196,565,556	\$ 18,177,740	\$ 122,529,785
<b>Total System Maintenance and Renovation</b>	\$ 45,071,167	\$ 724,883,502	\$ 57,509,074	\$ 420,047,039
<b>TOTAL TRANSIT</b>	\$ 41,648,607	\$ 1,279,594,575	\$ 71,493,586	\$ 928,224,812
<b>B. PARATRANSIT SERVICES</b>				
Paratransit Services	\$ 10,468,010	\$ 151,461,593	\$ 9,730,296	\$ 139,638,237
<b>TOTAL PARATRANSIT SERVICES</b>	\$ 10,468,010	\$ 151,461,593	\$ 9,730,296	\$ 139,638,237

**PROP K HALF-CENT SALES TAX**

## Activity Detail for Calendar Year 2019

	ALLOCATIONS		EXPENDITURES	
	2019 ALLOCATIONS (DE-OBLIGATIONS)	INCEPTION TO DATE ALLOCATIONS	2019 EXPENDITURES (ADJUSTMENTS)	INCEPTION TO DATE EXPENDITURES
<b>C. STREETS AND TRAFFIC SAFETY</b>				
<b>i. Major Capital Projects</b>				
a. Doyle Drive	\$ -	\$ 69,842,746	\$ 2,089,265	\$ 68,461,149
<b>b. New and Upgraded Streets</b>	\$ (1,278,207)	\$ 9,858,456	\$ 93,582	\$ 7,408,424
Bernal Heights Street System Upgrading	-	2,550,584	-	2,550,584
Great Highway Erosion Repair	-	1,782,506	19,622	271,480
Visitacion Valley Watershed Area projects (San Francisco share)*	(1,260,728)	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)*	(17,479)	2,144,714	73,960	1,205,708
<b>Total Major Capital Projects</b>	\$ (1,278,207)	\$ 79,701,202	\$ 2,182,847	\$ 75,869,573
<b>ii. System Operations, Efficiency and Safety</b>				
a. New Signals and Signs	\$ 320,606	\$ 21,341,286	\$ -	\$ 14,560,890
b. Advanced Technology and Information Systems (SFgo)	\$ -	\$ 7,201,669	\$ 57,579	\$ 3,869,276
<b>Total System Operations, Efficiency and Safety</b>	\$ 320,606	\$ 28,542,955	\$ 57,579	\$ 18,430,166
<b>iii. System Maintenance and Renovation</b>				
a. Signals and Signs	\$ 154,394	\$ 45,315,221	\$ 1,886,456	\$ 29,861,456
<b>b. Street Resurfacing, Rehabilitation, and Maintenance</b>	\$ 6,968,838	\$ 101,898,686	\$ 4,029,040	\$ 76,566,872
Street Resurfacing and Reconstruction	5,702,871	87,268,449	3,980,239	64,292,936
Street Repair and Cleaning Equipment	1,265,967	12,480,592	48,801	10,124,291
Embarcadero Roadway Incremental Operations and Maintenance	-	2,149,645	-	2,149,645
<b>c. Pedestrian and Bicycle Facility Maintenance</b>	\$ 552,659	\$ 9,541,291	\$ 55,923	\$ 7,829,925
<b>Total System Maintenance and Renovation</b>	\$ 7,675,891	\$ 156,755,198	\$ 5,971,419	\$ 114,258,253
<b>iv. Bicycle and Pedestrian Improvements</b>				
a. Traffic Calming	\$ 10,965,398	\$ 33,117,301	\$ 1,773,976	\$ 15,504,496
b. Bicycle Circulation/Safety	\$ 2,385,576	\$ 14,322,274	\$ 624,590	\$ 10,523,761
c. Pedestrian Circulation/Safety	\$ 690,650	\$ 13,664,265	\$ 93,030	\$ 9,775,003
d. Curb Ramps	\$ -	\$ 9,654,372	\$ -	\$ 8,478,572
e. Tree Planting and Maintenance	\$ 1,408,424	\$ 17,283,235	\$ -	\$ 13,694,570
<b>Total Bicycle and Pedestrian Improvements</b>	\$ 15,450,048	\$ 88,041,447	\$ 2,491,596	\$ 57,976,402
<b>TOTAL STREETS AND TRAFFIC SAFETY</b>	\$ 22,168,338	\$ 353,040,802	\$ 10,703,441	\$ 266,534,394
<b>D. TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES</b>				
i. Transportation Demand Management/Parking Management	\$ 1,055,000	\$ 6,693,320	\$ 209,494	\$ 4,453,514
ii. Transportation/Land Use Coordination	\$ 583,083	\$ 10,746,316	\$ 888,888	\$ 7,684,142
<b>TOTAL TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES</b>	\$ 1,638,083	\$ 17,439,636	\$ 1,098,382	\$ 12,137,656
<b>ADDITIONAL ITEMS</b>				
FY2006 Cowcap Suspension Pool	\$ -	\$ 112,345	\$ -	\$ 112,345
CityBuild Program	\$ -	\$ 1,073,719	\$ -	\$ 1,073,719
<b>GRAND TOTAL</b>	\$ 75,923,038	\$ 1,802,722,670	\$ 93,025,705	\$ 1,347,721,163

\* In 2018 there were more funding deobligated than allocated for this expenditure category.

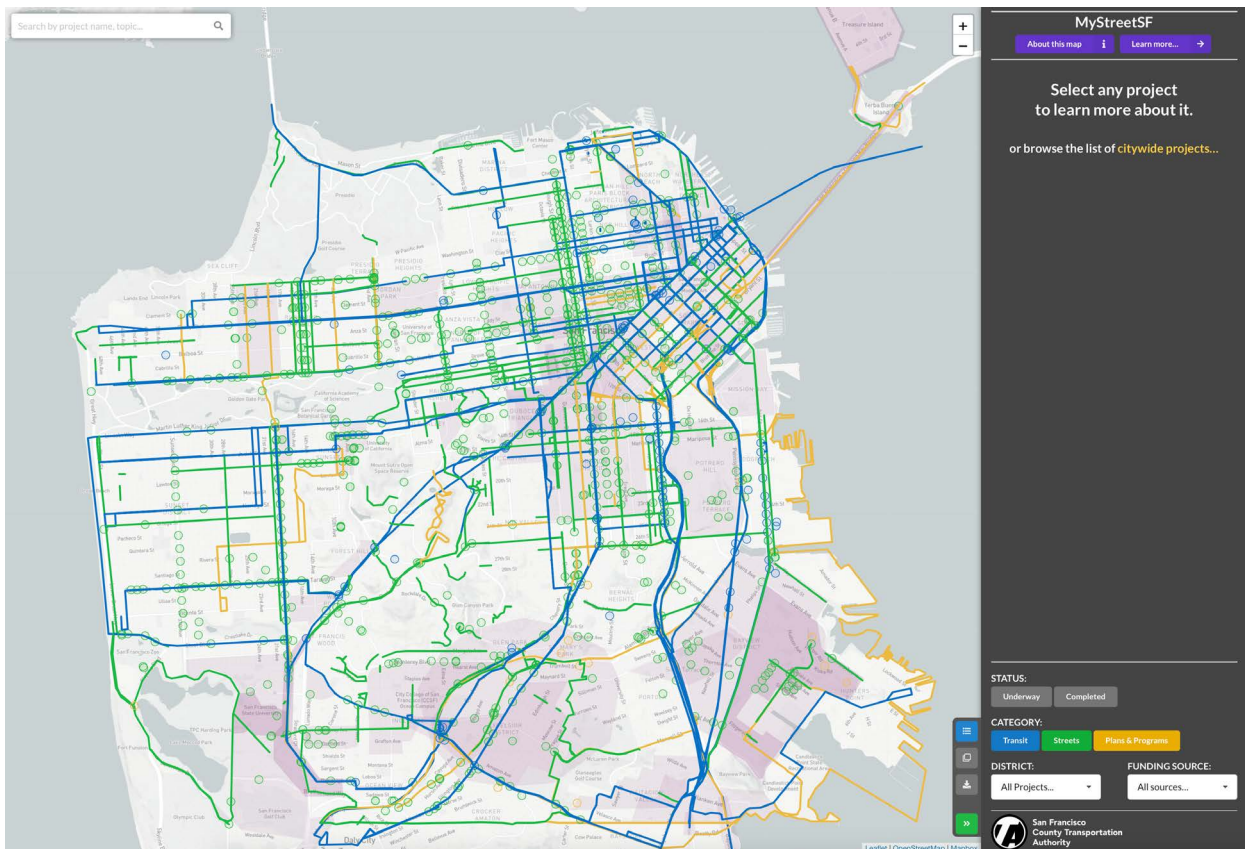
# MYSTREETSF

The interactive MyStreetSF website ([mystreetsf.sfcta.org](http://mystreetsf.sfcta.org)) 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, bicycles to boulevards, from pedestrian safety to paving, the Transportation Authority funds numerous improvement projects 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, 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.com](http://MyStreetSF.com)



## PROP AA VEHICLE REGISTRATION FEE Activity Detail for Calendar Year 2019

	ALLOCATIONS		EXPENDITURES	
	2019 ALLOCATIONS (DE-OBLIGATIONS)	INCEPTION TO DATE ALLOCATIONS	2019 EXPENDITURES (ADJUSTMENTS)	INCEPTION TO DATE EXPENDITURES
Street Repair and Reconstruction	\$ 5,783,861	\$ 18,910,976	\$ 323,669	\$ 10,838,863
Pedestrian Safety*	\$ 1,068,519	\$ 11,193,386	\$ 878,639	\$ 6,809,385
Transit Reliability and Mobility Improvements**	\$ (90,198)	\$ 6,909,923	\$ 26,039	\$ 4,183,646
<b>Grand Total</b>	<b>\$ 6,762,182</b>	<b>\$ 37,014,285</b>	<b>\$ 1,228,347</b>	<b>\$ 21,831,894</b>

\* Prior year amounts have been adjusted to reflect current to date balances.

\*\* In 2019, there was more funding deobligated than allocated for this Expenditure Category.

## 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, 2019. 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 sixteenth year in a row that independent auditors have issued clean audit reports. 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 in order 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 November 2019, 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 its comprehensive annual financial report for the fiscal year ended June 30, 2018. This is the second year that the Transportation Authority received this prestigious award.

## CAPITAL FINANCING AND INVESTMENT PROGRAM

The Transportation Authority continues to hold credit ratings with Fitch Ratings and S&P Global Ratings. Fitch issued a rating of AAA, its highest and Standard & Poor's issued a rating of AA+. 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. They provided a low cost of funding, relative to other financing alternatives, and enabled us 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. As of December 31, 2019, the revolving credit loan does not have an outstanding balance.

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On November 2, 2017, the Transportation Authority issued Senior Sales Tax Revenue Bonds (Series 2017) with the total face amount of \$248,250,000 maturing on February 1, 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 and allows project delivery 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 primarily help pay for new Muni buses and light rail vehicles. The funds also pay for new Muni communications equipment, in addition to other projects in the Prop K half-cent sales tax Expenditure Plan. The Series 2017 Bonds will be repaid through sales tax collection in subsequent years. Since the issuance of the bond, the Transportation Authority paid \$150,534,894 of Prop K capital projects expenditures with bond proceeds. As of December 31, 2019, \$53,468,364 of bond proceeds remain to be spent.

## 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.

In evaluating DBEs and LBEs, the Transportation Authority recognizes certifications from 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. For firms not already certified by the three agencies mentioned above, the Transportation Authority has adopted a streamlined DBE/LBE certification process.

In March 2019, we hosted our annual DBE/LBE Opportunity Overview and Networking Event. Fifty companies, consisting of DBE/LBE, and other small business firms, prime consultants and contractors, attended to learn about upcoming contracting opportunities with the Transportation Authority, Treasure Island Mobility Management Agency, Public Works, Port of San Francisco, and San Francisco Public Utilities Commission, and other City and County of San Francisco departments. The Transportation Authority's opportunities included the fields of construction, preliminary engineering and environmental review, and various professional services. Following the presentation, prime consultants and sub-consultants discussed projects with staff from the various agencies, as well as networked with other firms.

The Transportation Authority participates in the Business Outreach Committee, a multi-agency consortium of approximately 23 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 2019, we participated in three Business Outreach Committee-sponsored networking events that brought public agencies together with prime consultants and contractors to network and learn about upcoming contracting opportunities. We further promoted contracting opportunities by

participating in various regional outreach events, including a Caltrans DBE summit hosted by the San Francisco African American Chamber of Commerce, the Construction Management Association of America NorCal Chapter and Women’s Transportation Seminar SF Chapter public agency networking event, and the Golden Gate Business Association’s Lesbian, Gay, Bisexual, and Transgender-focused outreach event.

DBE, LBE, and SBE Performance for the Transportation Authority’s Vendor Contracts during 2019 are shown below:

	<b>AMOUNT</b>	<b>PERCENTAGE OF TOTAL INVOICES PAID</b>
<b>Total Invoices Paid</b>	<b>\$10,207,957</b>	<b>100%</b>
Total Paid to DBE firms	\$2,754,958	27.0%
Total Paid to LBE firms	\$2,824,202	27.7%
Total Paid to SBE firms	\$3,756,320	36.8%

\* Amounts shown above exclude payments to other government agencies and non-profit organizations, as well as agency operating expenditures.

Fifty companies, consisting of DBE/LBE, and other small business firms, prime consultants and contractors, attended our annual DBE/LBE Opportunity Overview and Networking Event to learn about upcoming contracting opportunities with the Transportation Authority and other City and County of San Francisco departments.







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# AGENCY HIGHLIGHTS

Agency staff in 2019 were recognized for efforts to advance project planning, funding and project delivery. Staff also helped lead conversations about significant transportation projects and policies.

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## AWARDS & RECOGNITION

### Tilly Chang Named Woman of the Year

Our executive director, Tilly Chang, was honored as **WTS SF** 2019 Woman of the Year. WTS is an international organization dedicated to advancing women in transportation. Director Chang has served with the Transportation Authority since 2003 and has 25 years experience in the transportation field. At the WTS annual awards event, she spoke about the importance of supporting students and the next generation of leaders, and particularly of promoting diversity in the field. She also highlighted key initiatives that will be important to meeting climate and equity goals in the region, including transit expansion, pricing, and building more protected bicycle lanes.



Tilly Chang speaking at the WTS Awards

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### Certificate of Achievement for Excellence in Financial Reporting

In November, 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 second consecutive year. This award, covering the financial report for fiscal year 2017/18, is the highest form of recognition in the area of governmental accounting and financial reporting.

### Transportation Authority Research on Ride-Hail Vehicles and Congestion Published in Science Advances

Our latest research on ride-hail vehicles and congestion was published in this month's issue of Science Advances. The research found that ride-hail vehicles like Uber and Lyft were responsible for over half of the increase in congestion in San Francisco between 2010 and 2016. Employment and population growth were mostly responsible for the remainder of the worsening congestion. This research, conducted by the Transportation Authority's Drew Cooper, Bhargava Sana, and Joe Castiglione in partnership with the University of Kentucky, was one of the foundations for our **"TNCs and Congestion"** report released in October 2018. This data can help policymakers make informed decisions on how to address congestion. San Francisco is seeking to address congestion on multiple fronts – from constructing major projects like the Central Subway, to a study on downtown congestion pricing, to a future ballot measure to tax ride-hail trips – and more.

### Transportation Authority Unveils New Website

The agency created a new website to help with its communications and outreach. The new site – at [sfcta.org](http://sfcta.org) – is designed to function well on mobile devices, offers quick links to translations and has simpler organization so people can find what they want and see more clearly the types of work the agency leads. The website also makes it easier for people to give feedback to the agency. Page views have increased about 15 percent since the launch of the new website.



## CONGRESSIONAL TESTIMONY ON TRANSPORTATION REVENUE AND PRICING

In September, Executive Director Tilly Chang testified at a U.S. House Highways and Transit Subcommittee hearing on transportation revenue and pricing. The Subcommittee discussed raising the federal gas tax, exploring a per-mile fee, expanding tolling, and piloting congestion pricing. Director Chang emphasized the need for more long-term federal funding to maintain infrastructure, build out transit systems, and relieve congestion through pricing programs.



Executive Director Tilly Chang testified about the city's growing congestion problem and how San Francisco needs to do more.

## TRANSPORTATION AUTHORITY STAFF MEMBERS IN 2019

**TILLY CHANG** EXECUTIVE DIRECTOR

**MARIA LOMBARDO** CHIEF DEPUTY DIRECTOR

**ERIC CORDOBA** DEPUTY DIRECTOR FOR CAPITAL PROJECTS

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

**HUGH LOUCH** 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

**PRIYOTI AHMED** TRANSPORTATION PLANNER, PLANNING DIVISION

**MICHELLE BEAULIEU** SENIOR TRANSPORTATION PLANNER, POLICY & PROGRAMMING DIVISION

**ABE BINGHAM** GRAPHIC DESIGNER, EXECUTIVE DIVISION

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

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

**COLIN DENTEL-POST** SENIOR TRANSPORTATION PLANNER, PLANNING DIVISION

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

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

**RACHEL HIATT** ASSISTANT DEPUTY DIRECTOR FOR PLANNING, PLANNING DIVISION

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

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

**KALEY LYONS** TRANSPORTATION PLANNER, POLICY AND PROGRAMMING DIVISION

**LINDA MECKEL** SENIOR TRANSPORTATION PLANNER, PLANNING DIVISION

**PAIGE MILLER** SENIOR COMMUNICATIONS MANAGER, EXECUTIVE DIVISION

**HENRY PAN** STAFF ACCOUNTANT, FINANCE & ADMINISTRATION DIVISION

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

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

**ALBERTO QUINTANILLA** CLERK OF THE AUTHORITY, EXECUTIVE DIVISION

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

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

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

**JEN SHADER** EXECUTIVE ASSISTANT, EXECUTIVE DIVISION

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

**STEVE STAMOS** SENIOR MANAGEMENT ANALYST, FINANCE & ADMINISTRATION DIVISION

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

**DANIEL TISCHLER** SENIOR TRANSPORTATION PLANNER, TECHNOLOGY, DATA & ANALYSIS DIVISION

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

**KIMBERLY VENEGAS** COMMUNICATIONS COORDINATOR, EXECUTIVE DIVISION

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

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

### INTERNS:

Trina Cautiverio, Donald Chung, Grasielita Diaz, Kevin Horng, David Long, Kyle Morales, Marwa Oussaifi, Allison Quach, Simone Raeth, Nathaniel Redmond, Crystal Sun, William Walker

### Individuals Serving the Transportation Authority for Part of 2019

Anna Harvey, Andrew Heidel, Jeff Hobson, Warren Logan, Oscar Quintanilla

## CONSULTANTS ASSISTING THE TRANSPORTATION AUTHORITY IN 2019

**19TH AVENUE COMBINED CITY PROJECT:** Associated Right of Way Services, Inc.

**101 / 280 EXPRESS LANES AND BUS PROJECT:** WMH Corporation

**ACCOUNTING SERVICES:** Concur Technologies, Inc.; Macias, Gini & O'Connell LLP;  
NBS Government Finance Group; OpenGov, Inc.; Rael & Letson; Yano Accountancy Corporation

**ALEMANY REALIGNMENT STUDY:** Parisi Transportation Consulting

**AUDITORS:** Eide Bailly LLP

**BOND AND DISCLOSURE COUNSEL:** Nixon Peabody LLP; Squire Patton Boggs LLP

**CALTRAIN DOWNTOWN EXTENSION:** AECOM Technical Services, Inc.; IDSCA; SENER Engineering & Systems, Inc.;  
T.Y. Lin International; WSP USA Inc.

**CAPITAL DEBT PROGRAM:** State Street Public Lending Corporation; U.S. Bank National Association

**CONGESTION MANAGEMENT PROGRAM:** Wiltec, Inc.

**CONNECTSF / SAN FRANCISCO TRANSPORTATION PLAN:** Civic Edge Consulting; MSA Design & Consulting Inc.

**DISTRICT 10 MOBILITY MANAGEMENT STUDY:** Nelson\Nygaard Consulting Associates

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

**EMERGING MOBILITY SERVICES & TECHNOLOGY:** WSP USA Inc.

**ENTERPRISE RESOURCE PLANNING SERVICES:** Tyler Technologies, Inc.

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

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

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

**I-80/YERBA BUENA ISLAND INTERCHANGE IMPROVEMENT PROJECT:** AECOM Technical Services, Inc.;  
Golden State Bridge, Inc.; Golden State Bridge/Obayashi Joint Venture; HDR Engineering;  
MNS Engineers, Inc.; WMH Corporation; WSP USA Inc.

**INFORMATION TECHNOLOGY:** Cast Iron Coding, Inc.; Citilabs, Inc.; RaddOnline; SPTJ Consulting

**PORTSMOUTH SQUARE TRAFFIC STUDY:** Parisi Transportation Consulting

**LOMBARD CROOKED STREET RESERVATIONS AND PRICING SYSTEM STUDY:** Arup N. America;  
Nelson\Nygaard Consulting Associates; WSP USA Inc.

**MODEL DEVELOPMENT SERVICES:** Association of Metropolitan Planning Organizations Research Foundation;  
John L. Bowman; Resource Systems Group, Inc.

**MYSTREETS:** Because LLC

**PRESIDIO PARKWAY:** Arup/PB Joint Venture; University System of Maryland Foundation, Inc.

**PROJECT MANAGEMENT OVERSIGHT:** Mott MacDonald, LLC; T.Y. Lin International; Zurinaga Associates

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

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

**SAN FRANCISCO FREEWAY CORRIDOR MANAGEMENT STUDY PHASE 2:** AECOM Technical Services, Inc.

**SOMA RAMP INTERSECTIONS SAFETY STUDY, PHASE 2:** Civic Edge Consulting; Nelson\Nygaard Consulting Associates

**STRATEGIC COMMUNICATIONS, MEDIA, AND COMMUNITY RELATIONS SERVICES:** Agility PR Solutions LLC;  
Civic Edge Consulting; Convey, Inc.; Sergio D. Ruiz

**TRAINING SERVICES:** KnowBe4, Inc.; Left Lane Advisors, LLC; Moore Iacofano Goltsman, Inc.; Race Forward

**TRANSPORTATION AND SPECIAL COUNSEL:** Nossaman LLP; Wendel Rosen LLP

**TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM:** Arup N. America; Civic Edge Consulting; Convey, Inc.;  
HNTB Corporation; Nelson\Nygaard Consulting Associates; Parisi Transportation Consulting; WSP USA Inc.

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

**WEBSITE DEVELOPMENT:** lowercase productions; Mission Web Works

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

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**San Francisco  
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Authority**