



**San Francisco  
County Transportation  
Authority**

BD061124

RESOLUTION NO. 24-47

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RESOLUTION ADOPTING THE PROPOSED FISCAL YEAR 2024/25 BUDGET AND  
WORK PROGRAM

WHEREAS, Pursuant to State statutes (California Public Utilities Code, Sections 131000 et seq.), the Transportation Authority must adopt an annual budget by June 30 of each year; and as called for in the Fiscal Policy (Resolution 23-46) and Administrative Code (Ordinance 23-01), the Board shall set the overall budget parameters for administrative and capital expenditures, and the spending limits on certain line items, and adopt the budget prior to June 30 of each year; and

WHEREAS, The proposed Fiscal Year (FY) 2024/25 Work Program described in Attachment 1 includes activities in four major functional areas: 1) Plan, 2) Fund, 3) Deliver, and 4) Transparency and Accountability; and

WHEREAS, These categories of activities are organized to efficiently address the Transportation Authority's designated mandates, including administering the Sales Tax program, functioning as the Congestion Management Agency (CMA) for San Francisco, acting as the Local Program Manager for the Transportation Fund for Clean Air (TFCA) program, administering the \$10 Prop AA vehicle registration fee; administering the Prop D Traffic Congestion Mitigation Tax program (TNC Tax); and operating as the Treasure Island Mobility Management Agency (TIMMA) TIMMA for San Francisco; and

WHEREAS, Attachment 2 displays the proposed budget in a format described in the Transportation Authority's Fiscal Policy; and

WHEREAS, Total revenues are projected to be \$193.3 million and sales tax revenues, net of interest earnings, are projected to be \$108.3 million, or 56%, of FY 2024/25 revenues; and

WHEREAS, Total expenditures are projected to be about \$266.9 million, and of this amount, capital project costs are \$228.3 million, or 85.5%, of total projected



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expenditures, with 5.1% of expenditures budgeted for administrative operating costs, and 9.4% for debt service and interest costs; and

WHEREAS, The division of revenues and expenditures into the Sales Tax program, CMA program, TFCA program, Prop AA program, TNC Tax program, and TIMMA program on Attachment 2 reflects the six distinct Transportation Authority responsibilities and mandates; and

WHEREAS, At its May 22, 2024, meeting, the Community Advisory Committee was briefed on the proposed FY 2024/25 Budget and Work Program and unanimously adopted a motion of support for the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the proposed FY 2024/25 Budget and Work Program.

Attachments:

1. Proposed Work Program for FY 2024/25
2. Proposed Budget for FY 2024/25



## **Attachment 1**

### **Proposed Work Program**

The Transportation Authority's Fiscal Year (FY) 2024/25 Work Program includes activities in five divisions overseen by the Executive Director: 1) Policy and Programming, 2) Capital Projects, 3) Planning, 4) Technology, Data, and Analysis, and 5) Finance and Administration. The Executive Director is responsible for directing the agency in keeping with the annual Board-adopted goals, for the development of the annual budget and work program, and for the efficient and effective management of staff and other resources. Further, the Executive Director is responsible for regular and effective communications with the Board, the Mayor's Office, San Francisco's elected representatives at the state and federal levels and the public, as well as for coordination and partnering with other city, regional, state, and federal agencies.

The agency's work program activities address the Transportation Authority's designated mandates and functional roles. These include: 1) serving as the transportation sales tax administrator; 2) serving as the Congestion Management Agency (CMA) for San Francisco; 3) acting as the Local Program Manager for the Transportation Fund for Clean Air (TFCA) program; 4) administering the \$10 Prop AA vehicle registration fee; and 5) administering the Prop D Traffic Congestion Mitigation Tax (TNC Tax) program. The Transportation Authority is also operating as the Treasure Island Mobility Management Agency (TIMMA). The TIMMA FY 2024/25 Work Program will be presented to the TIMMA Committee and TIMMA Board and highlights are included below.

Our work program reflects the multi-disciplinary and collaborative nature of our roles in planning, funding, and delivering transportation projects and programs across the city, while ensuring transparency and accountability in the use of taxpayer funds.

### **PLAN**

Long-range, countywide transportation planning and CMA-related policy, planning, and coordination are at the core of the agency's planning functions. The San Francisco Transportation Plan (SFTP) 2050, adopted in 2022, serves as the long-range transportation policy and investment blueprint for the city. Recommendations from the SFTP 2050 provide the basis for our input into regional plans such as Plan Bay Area (PBA) 2050+ and Transit 2050+, seeking to position San Francisco projects for discretionary funds and to shape regional policy that helps to support San Francisco's goals. In FY 2024/25, as the region updates PBA 2050, we will launch an SFTP update, SFTP 2050+, a limited and focused update to SFTP 2050. SFTP 2050+ will incorporate region-wide revisions to projected population growth and reduced revenues, and will include strategies to address the transit fiscal cliff and support the new Housing Element adopted growth. Through SFTP 2050+, we will undertake technical analysis and stakeholder outreach to inform recommendations for local and/or regional revenue measures to implement the plan investments. We will also continue to implement recommendations from SFTP 2050 as corridor, neighborhood, and community-based transportation plans under our lead, while supporting efforts led by

## Attachment 1 Proposed Work Program

partner agencies. We will undertake new planning efforts meant to inform and respond to emerging trends and policy areas including resilience planning and driverless ride-hail services.

Most of the FY 2024/25 activities listed below are multi-divisional efforts, often led by the Planning or Capital Projects divisions in close coordination with the Technology, Data, and Analysis, and Policy and Programming divisions. Proposed activities include:

### Active Congestion Management

- **Congestion Management Program Microsite and COVID-Era Congestion Tracker Expansion.** We will release an on-line interactive version of our 2023 Congestion Management Program (CMP) that will allow decision-makers and the public to interactively access key citywide system performance metrics. We will expand the COVID-Era Congestion Tracker to incorporate new data sources such as roadway volumes at key cordons, as well as local and regional transit ridership, and report a wider range of metrics. We will continue with monthly updates to the COVID-Era Congestion Tracker (<https://covid-congestion.sfcta.org/>).
- **Downtown Travel Trends Study.** Office vacancy in San Francisco is at the highest levels in years, transit ridership continues to be historically low, and traffic congestion has returned to, and in some areas is worse than, pre-COVID levels. We will gather data to complete a profile of changes in downtown travel patterns before and after COVID, to help inform strategies for downtown congestion management and revitalization. This strategic area of focus for our planning work includes research on the factors underlying return of traffic to the Bay Bridge and downtown freeways even as office vacancy rates remain high and we observe the continued prevalence of remote work.
- **SF CHAMP Model Development (CHAMP 8.0). Innovative Travel Demand Management (TDM).** Implement 2021 Climate Action Plan (CAP) recommendations by completing the **Eco-Friendly (formerly "Decarbonizing") Downtown Goods Movement Study**, funded by a Carbon Neutral Cities Alliance Grant. Through a working group of small business and freight sector representatives, this effort is on track to identify a set of pilots and policy measures to reduce emissions associated with deliveries. We will also complete the **TDM Market Analysis**, which will recommend corridor-based or neighborhood-based mode shift goals and identify neighborhood- or corridor -scale travel markets suited to TDM measures based on variation in land use, demographics, or transportation supply. The TDM Market Analysis will inform a parallel update of the **TDM Strategic Plan** which we have launched in collaboration with SFMTA, SF Environment, and the Planning Department. This plan will inform future programming of Prop L TDM funds and other funds prioritized by the Transportation Authority.

## **Attachment 1**

### **Proposed Work Program**

- **Treasure Island Mobility Management Program.** The Transportation Authority Board also sits as the TIMMA Board. This year, we will work with the Treasure Island Development Authority (TIDA) and other city partners to build on the momentum generated by current housing production to advance implementation of the TIMMA program, focused on accelerating transit expansion (ferry, intra-Islands shuttle, East bay, and SF proper shuttles), advancing transit pass and TDM (transportation demand management) programs and finalizing toll and affordability program policies. Pending program adoption, we will begin to remobilize system design and incorporate mobility wallet and affordability components. The TIMMA team will continue near- and long-term funding including federal, state, and regional grant pursuits to implement the congestion management program and recommendations from the D6 Supplemental Transportation Study.

#### **SFTP Implementation and Board Support**

- **Neighborhood Transportation Program (NTP) Cycle 3 (Fiscal Years 2023/24-2027/28).** We will continue to identify and advance new projects through Cycle 3 of the Prop L sales tax-funded NTP and monitor implementation of previously funded NTP projects. Funds for Cycle 3 include \$100,000 in planning funds and \$600,000 in local match funds for each district to advance NTP projects toward implementation. Scoping of new NTP planning and capital efforts, including advancing recommendations from recently completed or soon to be completed plans, will be done in coordination with Board members and SFMTA's NTP Coordinator. We will complete NTP projects in six City supervisorial districts including District 1 (Richmond Multimodal Transportation Plan), District 2 (Safety Study), District 3 (Walter U Lum Placemaking Study), District 4 (On-Demand Microtransit Business Plan), District 6 (Mission Bay School Access Plan), and District 7 (Inner Sunset Safety and Circulation Study). We will work with Commissioners to scope potential NTP planning efforts and/or seek other funding for neighborhood planning efforts such as District 7 (Monterey Boulevard Traffic Calming) and District 9 (Mission Community Based Transportation Plan (CBTP), targeting MTC CBTP grant funds matched with Prop L Equity Priority Transportation Program funds). We also will continue working with SFMTA to implement near term recommendations and seek funding to advance the medium to long-term recommendations of the D5 NTP, Octavia Circulation Study, regarding providing carpool and regional/local transit priority treatments and the D7 Ocean Avenue Mobility Action Plan.
- **Geary-Fillmore Underpass Community Planning Study.** In FY 2024/25, we will launch the Geary-Fillmore Underpass Community Planning Study, an effort to repair past harm and increase equitable access identified in our prior Streets and Freeways Study, with funding from the U.S. Department of Transportation Reconnecting Communities and Neighborhoods Program. The project will develop transportation and land use concept designs to better connect the Japantown and Fillmore/Western

## **Attachment 1**

### **Proposed Work Program**

Addition neighborhoods (Equity Priority Community) that were divided when the underpass was constructed in the 1960s. The study will engage neighborhoods through a community-led outreach process to rethink the urban renewal-era Geary Expressway and re-imagine adjacent land uses by establishing a Community Council with representatives of the Black, Japanese, and Jewish communities that were displaced when the underpass was constructed, as well as with newer community members.

- **Vision Zero Ramps Phase 3.** Funded by a federal Safe Streets and Roads for All grant, and a recommendation from the Streets and Freeways Study, this conceptual design effort will focus on safety at I-280 and US-101 on and off-ramps in the south and southeast parts of the city. The study will focus on freeway intersections on San Francisco's High Injury Network, which is highly correlated with Equity Priority Communities. The study launched in FY 2023/24.

### **Long Range, Countywide, and Inter-Jurisdictional Planning**

- **SFTP 2050+.** As the region updates PBA 2050, discussed below, we will launch the San Francisco Transportation Plan (SFTP) update, SFTP 2050+, a limited and focused update to SFTP 2050. SFTP 2050+ will incorporate PBA 2050+ revisions to projected population growth and reduced revenues, including strategies to address the transit fiscal cliff and support the new Housing Element adopted growth. Through SFTP 2050+, we will undertake technical analysis and stakeholder outreach to inform recommendations for local and/or regional revenue measures to implement the plan investments.
- **PBA 2050+ and Transit 2050+.** We will use recommendations from SFTP 2050 (adopted December 2022), from the Streets and Freeways Study, the Transit Corridors Study, and other ConnectSF work, as well as other plans and studies led by the Transportation Authority and others as the basis for San Francisco's input into MTC's PBA 2050+ and Transit 2050+, which will conclude in Fall/Winter 2025/26. PBA 2050+ is a focused update of PBA 2050 that will include updated revenue estimates, targeted updates to major project recommendations, a call for new regional significant projects, and development of a climate resilience project list focused primarily on sea level rise adaptation projects. Transit 2050+ is intended to develop a customer-focused, fiscally constrained regional transit network vision, building off the region's Transit Transformation Plan. Transit 2050+ is being developed in parallel with PBA 2050+ and will provide input in the final investment plan known as the Blueprint. This work will be closely coordinated with Caltrans' District 4 (Bay Area) Transit Priority Study.
- **PBA 2050 Implementation.** We will continue to provide input to numerous regional efforts from MTC's piloting of more equitable toll policies, Transit Oriented

## **Attachment 1**

### **Proposed Work Program**

Communities policy, the Next Generation Bay Area Freeways Study, implementation of the Transit Transformation Plan and advancing Climate Initiatives (e.g., regional bikeshare coordination/e-bike incentives outreach). This work will be coordinated with MTC's Regional Network Manager and regional fare integration/BayPass proposals. These efforts involve close coordination with San Francisco agencies, the Mayor's office, our representatives on the Association of Bay Area Governments (ABAG) and MTC, and with Bay Area County Transportation Agencies, regional transit agencies, and other community stakeholders.

- **Geary/19th Ave Subway and Regional Connections Study.** This effort comprises the first phase of planning for a rail subway along the Geary and 19th Avenue corridors including regional connections to the east and south as identified in the Connect SF Transit Strategy. The first step of a multi-phase planning and development process, the current study is engaging the public and agency partners to establish the business case for the project and identify strategic considerations and project risks that will need to be explored in further phases. Public and stakeholder outreach will continue during FY 2024/25 concluding with presentation of the study's findings and recommendations to the Board.
- **Bayview Caltrain Station Location Study.** We will continue to advance a pre-environmental effort to identify a single preferred station location for the Bayview Caltrain Station, in collaboration with the Bayview community. Two potential locations at Evans Avenue and Oakdale Avenue are under consideration. The station location study includes broad public outreach and technical analyses to support a final recommendation. We are also continuing to coordinate with SF Planning and Caltrain to scope the environmental phase of work. This effort will complete in FY 2024/25.
- **Freeway Managed Lanes Projects and Policy Support.** Building on the Streets and Freeways Study recommendations, we continue to work on planning and regional coordination for the San Francisco freeway system seeking to inform other regional and county agencies' activities on this front, as we continue advancement of concepts for San Francisco's network. We will bring an approach for evaluating managed lanes options for the county's freeway network. We anticipate bringing a scope and funding request for this work to the Board in July 2024, which will inform our FY 2024/25 work program. We are also continuing to coordinate with regional agencies and advocate for San Francisco's priorities on the MTC Express Lane Strategic Plan; the MTC's Next Generation Freeway Study; the Bay Area Infrastructure Financing Authority's I-880 Express Lanes START pilot; Caltrans District 4's Transit Priority Study; and US 101 corridor managed lanes plans with San Mateo and Santa Clara counties.
- **Brotherhood Way Safety and Circulation Plan.** With support from a Caltrans Sustainable Transportation Planning grant, this community-driven planning process is developing concepts and conceptual designs for safety, traffic calming and corridor



## **Attachment 1**

### **Proposed Work Program**

redesign improvements that connect new recreational opportunities and housing near Lake Merced to the City's core active transportation network and the Daly City BART station near to Brotherhood Way in southwest San Francisco. The Brotherhood Way Safety and Circulation Plan is a recommendation from the Streets and Freeways Study. Concepts will integrate developer-funded street improvements west of the US 101 interchange. The study also engages community stakeholders through a working group appointed by the District 7 and District 11 offices.

- **Support Statewide and Regional Policy and Planning Efforts.** We will continue to support studies and planning efforts at the state and regional levels, including the California High-Speed Rail Authority's (CHSHRA) Business Plan and Environmental Impact Report; Caltrain and High-Speed Rail Business Plan coordination; California Transportation CPUC Commission (CTC)/California Air Resources Board (CARB) joint efforts on climate policy; State of California Public Utilities Commission (CPUC) data rulemaking and regulations for Autonomous Vehicles and Transportation Network Companies (TNC, like Uber and Lyft). We will also continue to coordinate with BART and other partner agencies to advance Link21, the study of a potential second Transbay rail crossing, and associated connection to San Francisco.
- **West Side Transportation Network Planning.** We propose to initiate a planning effort to develop the multimodal network on San Francisco's west side, in partnership with SFMTA, SF Planning Department, and Caltrans. This study will respond to and support the City's recently adopted Housing Element and propose multimodal network investments to better reach long range planning goals. The study will incorporate the effects of the Great Highway pilot, and planned improvements for state routes Sloat/Skyline Boulevards and intersections with Sunset Boulevard and 19th Avenue (Highway1).
- **Support Local Planning Efforts.** We will continue to support local studies and planning efforts led by partners, including continuing to oversee and participate in the SFMTA's Biking and Rolling Plan and coordinating with City and regional agencies to advance climate resilience/adaptation and electrification through various planning, policy, funding strategy/support, and project delivery efforts, such as: advocating for funding to implement the Climate Action Plan through federal, state, and regional (MTC and Air District) grant programs; participating in SFMTA's Embarcadero Mobility Resilience Plan and the Port's Sea Level Rise Coordinating Committee and Waterfront Resilience Plan; supporting adaptation efforts as described in the Ocean Beach Master Plan; providing funding and project delivery support for electrification of Muni's fleet and modernization of its transit facilities; and supporting the SFMTA's Curbside Electrification Feasibility Study. We will draw on all of the above to inform climate resilience and electrification initiatives and priorities for inclusion in SFTP 2050+ and PBA 2050+.

## **Attachment 1**

### **Proposed Work Program**

#### **Transportation Forecasting, Data and Analysis**

- **Travel Forecasting.** We will provide modeling and data analysis to support Transportation Authority planning efforts such as evaluating potential managed lanes options (including both carpool and express/tolled lanes); West Side Transportation Network Planning; and the SFTP 2050+ update to the county's long range transportation plan. We also provide modeling, data analysis, and technical advice to City agencies and consultants through our Model Service Bureau in support of many projects and studies.
- **SF CHAMP Model Development.** We will complete our initial implementation of the next SF-CHAMP model (version 8) and also share analyses from our comprehensive 2023 Household Travel Diary survey that we deployed in collaboration with MTC and the Santa Clara Valley Transportation Authority, including comparisons to our 2019 Travel Diary survey effort. The travel diary serves as the basis for our travel demand estimates work, and provides other key information used to support Transportation Authority planning and capital projects, as well as updates to the CMP. We will implement updates to the current SF-CHAMP version 7 model to establish a new 2023 "baseline" that reflects changes in commuting and other travel behaviors such as increased levels of telework and reduced transit ridership. We will continue to work on the conversion and deployment of an open-source visitor travel model and an open-source commercial vehicle model.
- **Next Generation/Enhanced Congestion Management Program (CMP) Update.** Every two years, we prepare an update to the San Francisco CMP, which documents changes in multi-modal transportation system performance including average roadway speeds and reliability, transit reliability, and bicycle and pedestrian counts. The 2025 CMP will include continued monitoring and evaluation of land use/transportation strategy and select investment outcomes, and also expand performance tracking to include additional metrics and more frequent data reporting, including use of "big data" sources, and incorporating Equity Priority Community reporting where possible. We will lead CMP data collection efforts in spring 2025, and the CMP update will be completed in fall 2025.
- **2023 Travel Survey and Citywide Trends Report.** We will analyze and publish findings from our 2023 travel diary survey, undertaken in collaboration with the MTC and other Bay Area agencies, which will provide detailed information about post-COVID individual and household travel patterns. This will include comparisons with 2019 Travel Survey results and regional, citywide, and sub-area market trend analysis.
- **Transportation Sustainability Program Evaluation Study.** We will complete our research to quantify the effectiveness of the TDM strategies included in San Francisco's Transportation Sustainability Program in reducing vehicle miles traveled

## **Attachment 1**

### **Proposed Work Program**

(VMT) and single-occupancy vehicle trips, using data collected in fall of 2023 to quantify the effects of TDM parking availability strategies on reducing VMT.

- **AV/TNC Policy and Rulemaking.** We will continue to work with SFMTA, the Mayor's Office, the City Attorney, and with industry, regulatory and community stakeholders to provide San Francisco's input to state and federal Autonomous Vehicle (AV) policy (including proposed state legislation) and rulemaking opportunities addressing issues such as safety standards, traffic enforcement, and data sharing. We will continue to monitor and track on-street conditions, and support Board of Supervisors Resolution 529-99, and explore potential AV pilots or demonstration projects to evaluate technology or management strategies to manage impacts. We will also continue to work with agency partners on issues related to the CPUC's regulation of TNCs including data sharing; and CARB implementation of the TNC "Clean Miles" legislation. In addition, we will initiate an AV Safety Metrics & Standards Study to develop consensus AV Safety Metrics and Standards to inform regulators, San Francisco policymakers and the public about appropriate AV safety metrics and performance standards to guide AV Safety Analysis and deployment policies such as permitting.

### **FUND**

The Transportation Authority was initially established to administer the Prop B half-cent transportation sales tax, superseded by the Prop K transportation sales tax in 2003 and by Prop L in 2023. This remains one of the agency's core functions, which has been complemented and expanded upon by several other roles including acting as the administrator for Prop AA, the Prop D TNC Tax program, the Transportation Fund for Clean Air (TFCA) county program, and serving as CMA for San Francisco. We serve as a funding and financing strategist for San Francisco projects; advocate for discretionary funds and legislative changes to advance San Francisco priorities; provide support to enable sponsor agencies to comply with timely-use-of-funds and other grant requirements; and seek to secure new revenues for transportation-related projects and programs. The work program activities highlighted below are typically led by the Policy and Programming Division with support from and close coordination with all agency divisions.

**Implement Prop L.** We will seek Board adoption of any remaining Prop L 5-Year Prioritization Programs (5YPPs) and the final Strategic Plan in fall 2024. We also plan to present a comprehensive amendment to the Muni Maintenance 5YPP to specify the projects to be funded from the annual placeholders for the remainder of the 5YPP period (through FY 2027/28), anticipated fall 2024. As noted in bullets below, ongoing work includes supporting sponsor efforts to secure discretionary funds to leverage Prop L, working with Board members to identify and scope new Neighborhood Transportation Program (NTP) projects and support ongoing NTPs; monitoring Prop L revenues; and closely tracking grant closeouts, invoicing, and project cash expenditures to inform financing needs. See *Customer*

## **Attachment 1**

### **Proposed Work Program**

*Service and Efficiency Improvements* section below for additional Prop L work program details.

**Fund Programming and Allocations.** We will continue to administer the Prop AA vehicle registration fee, TFCA, and TNC Tax programs through which the agency directly allocates and prioritizes projects for grant funding; and monitor and provide project delivery support and oversight for the Lifeline Transportation Program, One Bay Area Grant, and State Transportation Improvement Program in our role as CMA. We will continue to provide technical, strategic, and advocacy support for a host of other fund programs, such as revenues distributed under Senate Bill 1 (SB 1) (see below), California's Cap-and-Trade and Active Transportation Programs, and federal competitive grant programs.

**Senate Bill 1 (SB 1).** This coming fiscal year, we will work with San Francisco project sponsors and MTC to advance strong candidates for the next funding cycles of SB 1 programs including the Local Partnership Program (LPP) Competitive and Formula programs and Solutions for Congested Corridors (SCCP). After seeking Board approval of project priorities for the Transportation Authority's share of LPP formula funds, we will seek approval from the CTC and support allocation requests for projects recommended to receive funding by April 30, 2026. Applications for the next round of LPP and SCCP competitive programs are due to CTC by the end of 2024. We will work with the Bay Skyway Phase 1 project team, including MTC/BATA, to submit an SCCP application to implement the YBI Multi-use Path.

**Regional Measure 3 (RM3) Implementation.** We will continue to work with MTC/BATA and San Francisco project sponsors on the roll out of RM3, including working to coordinate the timing of RM3 and Prop L funds to support San Francisco priorities such as BART Core Capacity, The Portal, and Muni facilities needs; providing input on discretionary RM3 programs such as Regional Express Bus operations funding and Bay Trail/Safe Routes to Transit.

**New Revenue Options.** We are actively participating in discussions regarding a potential regional transportation measure and corresponding authorizing legislation (SB 1031 (Weiner, Wahab), as well as engaging in conversations with SFMTA about a potential local measure in upcoming election cycles. This work includes closely tracking the 4 initiatives within the bill and seeking amendments as adopted in the Transportation Authority's "support and seek amendments" bill position. See also Legislative Advocacy below.

**Legislative Advocacy.** We will continue to monitor and take positions on state legislation affecting San Francisco's transportation programs and develop strategies for advancing legislative initiatives beneficial to San Francisco's interests and concerns at the state and federal level. Our advocacy builds off the agency's adopted legislative program, and is done in coordination with the Mayor's Office, the Self-Help Counties Coalition, and other city and regional agencies. This year we will continue to focus our efforts on two high priority policy areas: filling regulatory and data gaps in the growing Autonomous Vehicle

## **Attachment 1**

### **Proposed Work Program**

sector and advocacy for 'bridge funding' to address the fiscal cliff that transit agencies are facing as well as potential authorization for a regional measure(s)(e.g. SB 1031) that could be part of a sustainable solution for transit going forward; education and advocacy related to the need for extension of the Cap-and-Trade Program which expires in 2030. Extending this program would benefit projects such as The Portal and SFMTA's Train Control Upgrade project; and help leverage funding from the Infrastructure Investment and Jobs Act for SF priorities (e.g., The Portal).

**Funding and Financing Strategy Opportunities.** We will continue to provide funding and financing strategy support for signature projects in the Prop L Expenditure Plan, many of which are also included in MTC's Regional Transit Expansion Agreement and Major Projects Advancement Policy (MAP). Examples include: Caltrain Electrification, The Portal, SFMTA's Train Control Upgrade, and BART Core Capacity. Other ongoing funding efforts are supporting Treasure Island/Yerba Buena Island infrastructure needs and Treasure Island Mobility Management program as well as Port of SF's Seawall capital planning. We will help position San Francisco's projects to receive funding from the federal Infrastructure Investment and Jobs Act, Senate Bill 1, regional One Bay Area grant, and other fund programs. We serve as a funding resource for all San Francisco project sponsors (e.g., brokering fund exchanges).

**Capital Financing/Debt Program Management.** Led by the Finance and Administration Division in close collaboration with the Policy and Programming Division, and with the support of our financial advisors, we will continue to provide effective and efficient management of our debt program, including the outstanding sales tax revenues bonds, as well as the revolving credit loan agreement. Our goals are to enable accelerated delivery of Prop L sales tax-funded capital projects compared to what is supportable on a pay-go basis while achieving leveraging goals and minimizing financing costs so more funds remain available for projects. We will continue to engage in a variety of cash management activities including facilitating grant close-out and de-obligation of unneeded funds as well as closely tracking cash balances for the \$313.5 million in Prop K grants with peak cash flow needs in Fiscal Years 2024/25 and 2025/26 and seeking improved lookahead information about billings from our largest grant recipient, the SFMTA. We are preparing to come to the Board for approval to draw down on the \$125 million revolving credit loan agreement when funds are needed, which could be as soon as summer 2024.

**Customer Service and Efficiency Improvements.** This ongoing multi-division initiative will continue to improve our grant-related processes to make them more user-friendly and efficient for both internal and external customers, while maintaining a high level of transparency and accountability appropriate for administration of voter-approved revenue measures (Prop L, Prop K, Prop AA, and the TNC Tax). The initiative includes maintaining and enhancing the Portal, our web-based grants management database used by our staff and project sponsors. We will modify our grants Portal to track the distribution

## **Attachment 1**

### **Proposed Work Program**

of projects located in Equity Priority Communities and/or benefiting disadvantaged populations, which is required under Prop L. We are also exploring enhancements to the Portal including the potential for creating grant agreements and support tracking of projects for public promotion opportunities at key milestones in project delivery. We will maintain, and as needed, refine the MyStreetSF.com tool to support user-friendly features showcasing underway and completed projects, improved search features, and other customer enhancements.

#### **DELIVER**

Supporting the timely and cost-effective delivery of Transportation Authority-funded transportation projects and programs requires a multi-divisional effort, led primarily by the Capital Projects Division with support from other divisions. As in past years, the agency focuses on providing engineering support and oversight of sales tax-funded major capital investments, such as SFMTA's train control and facility upgrade projects; The Portal (Downtown Rail Extension); and Caltrain Modernization, including electrification as well as railyards planning coordination and oversight. We also serve as the lead agency for the delivery of certain capital projects, such as the I-80/Yerba Buena Island (YBI) West Side Bridges Project, which typically are multi-jurisdictional in nature and often involve significant coordination with Caltrans. Key activities supporting project delivery for FY 2024/25 include the following:

#### **Transportation Authority - Lead Construction:**

- **I-80/YBI East Bound Off Ramp/Southgate Road Realignment Project.** The Southgate Road Realignment Project is open to public traffic. Work on Torpedo Building preservation and Southgate contract closeout efforts, including the ultimate land transfer between United States Coast Guard and TIDA will continue in Fiscal Year 2024/25. We will combine the Torpedo Building preservation with the Pier E-2 parking lot reconstruction into one contract for the construction phase. We will complete contractor procurement and begin construction in FY 2024/25.
- **YBI West Side Bridges.** We are delivering this project using the Construction Management/General Contractor delivery method and the project is currently under construction. The construction is anticipated to be completed at the end of 2026. We are also coordinating with bicycle/pedestrian path plans adjacent to the West Side Bridges project. See YBI Multi-Use Path and Hillcrest Road Improvement below.
- **YBI Hillcrest Road Improvement Project.** We awarded the construction contract for the Hillcrest roadway improvement project between Forest Road and the I-80 Portal crossing on the west side of YBI at the April 23, 2024 Board meeting. The project will add sidewalks and a bike path and bring Hillcrest Road up to San Francisco Public Works (SFPW) standards and install safety features. Construction will start in June

## **Attachment 1 Proposed Work Program**

2024 and last 3 years until Spring 2027. We will closely coordinate the Hillcrest project with the adjacent YBI Multi-Use Path and West Side Bridges projects (see entries for these projects).

### **Transportation Authority - Lead Project Development:**

- **I-280/Ocean Avenue South Bound Off-Ramp Realignment and Geneva Avenue North Bound Ramp Optimization.** We are leading design of the Ocean Avenue Off-Ramp Realignment Project in coordination with Caltrans and local agencies. This work includes analyzing geotechnical conditions and geometric, traffic, and structural requirements. We plan to complete final design by June 2025. The Geneva Ave Northbound Ramp project team substantially completed the feasibility study and will undertake another round of engagement in fourth quarter of FY 2023/24 before bringing the study to the Board for adoption.
- **YBI Multi-Use Path.** The Multi-Use Path project will connect the western side of the Island from the San Francisco-Oakland Bay Bridge (SFOBB) East Span YBI viewing area down to the Treasure Island Ferry Terminal and provide an ultimate connection point to the planned BATA-led SFOBB West Span Skyway Path. The project team will award the design contract and start design in FY 2024/25. The team will continue to work to secure full funding for the project, working with MTC/BATA and TIDA, following on grant applications for the Active Transportation Program that we plan to submit in the last quarter of FY 2023/24 and for SB 1 SCCP in the first quarter of FY 2024/25.
- **Treasure Island Ferry Terminal Enhancements.** We will complete contractor procurement and secure funding obligation for the construction of restrooms and transit shelters for the Treasure Island Ferry Terminal. Construction will start in FY 2024/25.
- **Quint Street Connector Road.** We are working with SFPUC on the street vacation for Quint Street between Jerrold Avenue and the Caltrain berm and are also working with SFPW and the Office of Real Estate on developing an appraisal to acquire the Quint Connector Road right-of-way. This acquisition will allow SFPW to begin the design phase of the project. This project is a Racial Equity Plan priority from the 2012 closure of Jerrold Avenue.
- **Pennsylvania Avenue Extension (PAX).** We will advance the PAX Pre-Environmental Bridging Study in FY 2024/25. The PAX project is planned to grade-separate the remaining at-grade crossings of the Caltrain corridor, at 16th Street and Mission Bay Drive. Building on our completed PAX Project Initiation Study, the Bridging Study will update our assessment of the strategic context for PAX and will advance project concepts in preparation for future phases of project development. The study will

## **Attachment 1**

### **Proposed Work Program**

include further technical development of project alternatives, coordination with Caltrain and other agency partners, and public and stakeholder engagement.

#### **Transportation Authority - Project Delivery Support:**

- **Peninsula Corridor Electrification Project.** We anticipate completing our work to provide technical oversight and project development support to the Peninsula Corridor Electrification Project, which will electrify the passenger rail corridor between San Francisco and San Jose to serve a newly electrified Caltrain fleet and serve future California High-Speed Rail service in the blended corridor. Caltrain Electrification is scheduled to open for passenger service in Fall 2024. We will continue to lead funding partner oversight efforts through the Caltrain Modernization Configuration Management Board, and we will provide advice and support to San Francisco's representatives to the Peninsula Corridor Joint Powers Authority Board.
- **California High-Speed Rail Program (CHSRA).** We will continue to partner with the CHSRA and City agencies on high-speed rail issues affecting San Francisco, including project development and funding activities to bring the high-speed rail system from the Central Valley to the Bay Area. We will coordinate with CHSRA on state-level engagement to seek reauthorization of California's cap-and-trade program, to unlock funding for transit projects including The Portal. We will also collaborate with CHSRA on projects within San Francisco, including The Portal, PAX, and Fourth and King Railyards.
- **The Portal (Downtown Rail Extension).** We will continue to serve as an integral member of the six-agency team, led by the Transbay Joint Powers Authority (TJPA), that is advancing The Portal project toward full funding and construction. In FY 2024/25, we will continue to co-lead efforts to implement The Portal Governance Blueprint, with a new multi-agency memorandum of understanding (MOU) and refined organizational structure as the project prepares to advance to construction in the coming years. We will also continue to support progression through the Federal Transit Administration (FTA) process, including advancing the project's funding plan. Finally, we will continue our program oversight as TJPA progresses the procurement of the project's major contracts and initiates delivery of other pre-construction activities.
- **Fourth and King Railyards.** We will continue to actively participate in planning and project development for the Caltrain Railyards site at Fourth and King streets through our active participation in the Railyards MOU Working Group and the Preliminary Business Case (PBC) process for the site being led by Caltrain and the site owner. We will support San Francisco's representatives to the Caltrain Board as the PBC is brought forward for consideration. We will work with Caltrain and City agencies to develop work program priorities for planning and project development efforts to



## **Attachment 1**

### **Proposed Work Program**

follow the PBC. We will also coordinate PAX project planning activities with the MOU Working Group as the PAX Bridging Study advances.

- **22nd Street Station ADA Improvements.** We will support Caltrain in advancing design and engagement for planned upgrades to the 22nd Street Station, as recommended by the recently completed ADA Access Improvement Feasibility Study. We will continue to work with Caltrain to identify a funding strategy for these improvements, including support for grant applications to regional, state, and federal sources. We will coordinate short- and medium-term design improvements with any longer-term changes potentially necessitated by the future implementation of PAX.
- **Muni Metro Modernization Program Development.** We will continue providing enhanced oversight and planning/program development support to SFMTA in advancing its program of needed investments in the Muni Metro system, including state-of-good-repair and capacity expansion improvements. This includes the SFMTA-led Muni Metro Core Capacity Study, which is developing a program of investment to be put forward for FTA Core Capacity grant funds to be matched with Prop L funds. We will also support advancement of the **Muni Metro Train Control Upgrade Project**, including assistance with funding strategy, and the broader 10-year subway renewal program.
- **Potrero and Presidio Yards Modernization Projects.** We will continue to provide enhanced oversight of these two critical SFMTA facilities. The Potrero Yard Modernization Project, which will replace the existing site with a modern transit facility to serve Muni's bus fleet, with an integrated joint development housing component. The project is nearing completion of the pre-construction development phase, which will be followed by final design and construction. The Presidio Yard Modernization Project. The project is in the planning phase and is envisioned to rebuild the existing facility with a modern transit facility and provide for an adjacent development opportunity.
- **BART Core Capacity and Faregates/Station Modernization Oversight.** We will continue to provide enhanced oversight of BART's Core Capacity program, including participation in FTA's regular oversight meetings and process. We will also coordinate with MTC and other partners, as needed, on this Prop L major transit project. We will continue to oversee BART's implementation of new faregates, elevators, and other improvements at SF stations.
- **Vision Zero.** We will continue to convene quarterly presentations to the CAC and Board to highlight the work that city agencies are doing to advance the goals of Vision Zero, including updates on project delivery and the SFMTA's rollout of speed safety cameras, and program evaluation.

## **Attachment 1 Proposed Work Program**

- **OTHER PROJECT DELIVERY SUPPORT AND OVERSIGHT.** Support and oversee project delivery of Better Market Street and continue coordinating and collaborating with major transportation infrastructure departments (SFMTA, Public Works, SFPUC) to improve project delivery. Work closely with Public Works, SFMTA, and Caltrans on near-term 19th Avenue paving improvements.

### **TRANSPARENCY AND ACCOUNTABILITY**

This section of the work program highlights ongoing agency operational activities and administrative processes to ensure transparency and accountability in the use of taxpayer funds. This work includes ongoing efforts lead by the Finance and Administration Division (e.g., accounting, budgeting, human resources, procurement support), by the Technology, Data and Analysis Division (e.g., information technology and systems integration support), and by the Executive Office (e.g., Board operations and support, and communications) as listed below.

**Board Operations and Support.** Staff Board and CAC meetings including standing and ad hoc committees. Includes preparation of agenda packets and clerking/supporting hybrid meetings to enable remote public participation.

**Communications and Community Relations.** Execute the agency's communications and engagement strategy with the public, our Board, various interest groups, our Community, Business, and Labor Roundtables, and other government agencies. This is accomplished through various means, including fostering media and community relations; developing strategic communications plans for projects and policy initiatives; disseminating agency news and updates through 'The Messenger' electronic newsletter; social media and other web-based communications; supporting public outreach; and helping coordinate events to promote the agency's work. In FY 2024/25, we will endeavor to grow our following on various social media platforms (estimates are based in part on past performance trends):

- Instagram: Grow following by 20%
- LinkedIn: Grow following by 10%
- Website: Increase unique website hits by 5%
- Facebook, X (Twitter) and Messenger Newsletter: Grow following by 2%

Communications staff will continue participating in training to advance outreach skills. This year, we plan to continue to:

- Refine outreach and communications techniques by incorporating the latest engagement techniques for the public, with a focus on racial equity and seeking to engage Equity Priority Communities.

## **Attachment 1**

### **Proposed Work Program**

- Enhance/update the agency website and branding. Provide ongoing review of the agency's website (sfcta.org) ensuring content is updated and functionality and reporting features operate in alignment with best practices.
- Support Board and agency experts in thought leadership roles and speaking engagements.
- Support project delivery events (groundbreakings, ribbon cuttings).
- Nominate notable agency and SF projects for industry recognition/awards.

**Audits.** Prepare, procure, and manage fiscal compliance and management audits.

**Budget, Reports, and Financial Statements.** Develop and administer agency budget funds, including performance monitoring, internal program, and project tracking. Monitor internal controls and prepare reports and financial statements.

**Accounting and Grants Management.** Maintain payroll functions, general ledger, and accounting system, including paying, receiving, and recording functions. Manage grants and prepare invoices for reimbursement.

**Debt Oversight and Compliance.** Monitor financial and debt performance, prepare annual disclosures, and complete required compliance activities.

**Systems Integration.** Ongoing enhancement and maintenance of the newly migrated enterprise resource planning system (business management and accounting software) to improve accounting functions, general ledger reconciliations and financial reporting.

**Contract Support.** Oversee the procurement process for professional consultant contracts, prepare contracts, and manage compliance for contracts and associated Memoranda of Agreements and Understandings.

**Racial Equity Action Plan.** Continue work through the Racial Equity Working Group to advance the Racial Equity Action Plan created in 2020. The plan identifies over 80 actions for implementation over a multi-year period. This year, the Racial Equity Working Group continues to focus on completing elements of its Racial Equity Action Plan related to retention, promotion, and professional development.. Continue to identify opportunities to further advance racial equity on active projects by developing additional actions focused on outreach and project work.

**Disadvantaged Business Enterprise (DBE) and Local Business Enterprise (LBE).**

Administer our own DBE and LBE program, review and update policy for any new state and federal requirements, conduct outreach and review applications, and award certifications to qualifying businesses. Continue to participate in the multi-agency consortium of Bay Area transportation agencies with a common goal to assist small, disadvantaged, and local firms doing business with Bay Area transit and transportation agencies.

## **Attachment 1**

### **Proposed Work Program**

**Policies.** Maintain and update Administrative Code, Rules of Order, fiscal, debt, procurement, investment, travel, and other policies.

**Human Resources.** Administer recruitment, personnel, and benefits management and office procedures. We conduct or provide training for staff in multiple areas of project management, communication, and technical skills. We advance agency workplace excellence initiatives through staff working groups, training, and other means.

**Office Management and Administrative Support.** Work with the City's Office of Real Estate to establish a sublease agreement of our current office space under the anticipated City's 21-year lease agreement for multi-city departments as our lease expires June 2025. Maintain facilities and provide procurement of goods and services and administration of services contracts. Continue to document/update office policies, procedures, and guidance for new and existing staff. Staff front desk reception duties.

**Legal Issues.** Manage routine legal issues, claims, and public records requests.

**Information Technology.** Provide internal development and support; maintain existing technology systems including phone and data networks; develop new collaboration tools to further enhance efficiency and technological capabilities; and expand contact management capabilities.



**San Francisco  
County Transportation  
Authority**

**Attachment 2  
Proposed Fiscal Year 2024/25 Annual Budget**

**Proposed Annual Budget by Fund**

	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund for Clean Air Program	Vehicle Registration Fee for Transportation Improvements Program	Treasure Island Mobility Management Agency Program	Traffic Congestion Mitigation Tax Program	<b>Proposed Fiscal Year 2024/25 Annual Budget</b>
<b>Revenues:</b>							
Sales Tax Revenues	\$ 108,308,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108,308,000
Vehicle Registration Fee	-	-	-	4,545,508	-	-	4,545,508
Traffic Congestion Mitigation Tax	-	-	-	-	-	8,500,000	8,500,000
Interest Income	622,416	-	760	26,491	-	835,978	1,485,645
Program Revenues	-	65,918,659	681,176	-	3,889,812	-	70,489,647
<b>Total Revenues</b>	<b>108,930,416</b>	<b>65,918,659</b>	<b>681,936</b>	<b>4,571,999</b>	<b>3,889,812</b>	<b>9,335,978</b>	<b>193,328,800</b>
<b>Expenditures</b>							
Capital Project Costs	135,265,000	68,260,379	764,583	10,341,345	3,735,574	9,934,957	228,301,838
Administrative Operating Costs	7,826,196	4,917,804	47,445	227,275	368,926	180,000	13,567,646
Debt Service Costs	24,983,500	-	-	-	-	-	24,983,500
<b>Total Expenditures</b>	<b>168,074,696</b>	<b>73,178,183</b>	<b>812,028</b>	<b>10,568,620</b>	<b>4,104,500</b>	<b>10,114,957</b>	<b>266,852,984</b>
<b>Other Financing Sources (Uses):</b>	<b>57,525,788</b>	<b>7,259,524</b>	<b>-</b>	<b>-</b>	<b>214,688</b>	<b>-</b>	<b>65,000,000</b>
<b>Net change in Fund Balance</b>	<b>\$ (1,618,492)</b>	<b>\$ -</b>	<b>\$ (130,092)</b>	<b>\$ (5,996,621)</b>	<b>\$ -</b>	<b>\$ (778,979)</b>	<b>\$ (8,524,184)</b>
Budgetary Fund Balance, as of July 1	\$ 12,684,383	\$ -	\$ 221,078	\$ 10,177,756	\$ -	\$ 19,411,147	\$ 42,494,364
Budgetary Fund Balance, as of June 30	\$ 11,065,891	\$ -	\$ 90,986	\$ 4,181,135	\$ -	\$ 18,632,168	\$ 33,970,180