



## Agenda

### **COMMUNITY ADVISORY COMMITTEE Meeting Notice**

**DATE:** Wednesday, March 26, 2025, 6:00 p.m.

**LOCATION:** Hearing Room, Transportation Authority Offices

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**MEMBERS:** Kat Siegal (Chair), Najuawanda Daniels (Vice Chair), Sara Barz, Phoebe Ford, Sean Kim, Venecia Margarita, Austin Milford-Rosales, Sharon Ng, and Rachael Ortega

#### **Remote Access to Information and Participation**

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to Clerk of the Transportation Authority, 1455 Market Street, 22nd Floor, San Francisco, CA 94103. Written comments received by 5 p.m. the day before the meeting will be distributed to committee members before the meeting begins.

- 1. Call to Order
- 2. Chair’s Report – **INFORMATION**

**Consent Agenda**

- 3. Approve the Minutes of the February 26, 2025 Meeting – **ACTION\*** **5**
- 4. Adopt a Motion of Support to Exercise Contract Option for On-Call Project Management and Engineering Services in an Amount Not to Exceed \$2,700,000, for a Combined Total Contract Amount Not to Exceed \$10,700,000 – **ACTION\*** **15**

**End of Consent Agenda**

- 5. Adopt a Motion of Support to Approve Programming Priorities for Up to \$4,565,603 in San Francisco’s Estimated Fiscal Year 2025/26 State Transit Assistance County Block Grant Funds, with Conditions – **ACTION\*** **25**  
 Projects: SFMTA: Paratransit Program (\$3,300,000). BART: Elevator Attendant Program (up to \$1,265,603)
- 6. Adopt a Motion of Support to Adopt the Final Prop L Strategic Plan – **ACTION\*** **49**
- 7. BART Financial Outlook / Regional Transportation Measure – **INFORMATION\*** **121**
- 8. Caltrain Financial Outlook / Regional Transportation Measure – **INFORMATION\*** **137**
- 9. State and Federal Legislation Update – **INFORMATION\*** **159**

**Other Items**

- 10. Introduction of New Items – **INFORMATION**

During this segment of the meeting, Commissioners may make comments on items not specifically listed above or introduce or request items for future consideration.

- 11. Public Comment
- 12. Adjournment

\*Additional Materials

**Next Meeting: April 23, 2025**

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# MINUTES

## Community Advisory Committee

Wednesday, February 26, 2025

### 1. Committee Meeting Call to Order

Chair Siegal called the meeting to order at 6:03 p.m.

CAC members present at Roll: Sara Barz, Sean Kim, Jerry Levine, Austin Milford-Rosales, Sharon Ng, Rachael Ortega, and Kat Siegal (7)

CAC Members Absent at Roll: Najuwanda Daniels, Phoebe Ford (entered during Item 8), Venecia Margarita (entered during Item 7) (3)

### 2. Chair's Report - INFORMATION

Chair Siegal welcomed Jerry Levine back to the CAC as the reappointed District 2 representative. She reported that at the previous Board meeting, the Metropolitan Transportation Commission (MTC) and their consultant presented a voter survey on a regional transportation measure, which was also scheduled for discussion under Item 9 on the CAC agenda. She said that the Board also received an update from the newly appointed SFMTA Director of Transportation, Julie Kirschbaum, on SFMTA's financial outlook.

Chair Siegal stated that staff had indicated that SFMTA would return in the next month or two, following the conclusion of the Muni Funding Working Group, to present recommendations on closing Muni's projected funding deficits through revenue and non-revenue strategies.

There was no public comment.

## Consent Agenda

3. **Approve the Minutes of the January 22, 2025 Meeting - ACTION**
4. **Adopt a Motion of Support to Approve a Two-Year Professional Services Contract, with Options to Extend for Three Additional One-Year Periods, to SPTJ Consulting in an Amount Not to Exceed \$600,000 for Computer Network and Maintenance Services – ACTION**
5. **Adopt a Motion of Support to Increase the Amount of the Professional Services Contract with WMH Corporation by \$1,500,000, to a Total Amount Not to Exceed \$2,650,000 for the Design Phase for the Yerba Buena Island Multi-Use Path Project for Segments 3 and 4 and Yerba Buena Island Transit Lane - ACTION**
6. **Internal Accounting Report, Investment Report, and Debt Expenditure Report for the Six Months Ending December 31, 2024 - INFORMATION**

There was no public comment.

Member Milford-Rosales moved to approve items 3, 4, and 5 on the Consent Agenda



seconded by Member Ortega.

The Consent Agenda was approved without objection by the following vote:

Ayes: CAC members Barz, Kim, Levine, Milford-Rosales, Ng, Ortega, and Siegal (7)

Absent: CAC Members Daniels, Ford, Margarita (3)

## **End of Consent Agenda**

### **7. Adopt a Motion of Support to Amend the 2023 Prop L 5-Year Prioritization Program for Muni Maintenance, Rehabilitation, and Replacement – ACTION**

Nick Smith, Senior Transportation Planner and Bhavin Khatri, SFMTA Zero Emission Program Manager, presented the item per the staff memorandum.

Member Levine asked about the New Jersey PCC Overhauls and whether the lifespan of vehicles was considered when they were originally purchased, and questioned the \$2 million per vehicle cost for overhaul.

Anna LaForte, Deputy Director for Policy and Programming, clarified that historic vehicles and cable cars' useful lives were treated like an light rail vehicle's useful life, which is 25 years. Through a message sent to staff, Janet Gallegos, SFMTA project manager, explained that the cost of rehabilitation is mostly due to the unknown conditions of the vehicles and because nothing is off the shelf. Further, the cost is based on previous historic streetcar projects.

Member Milford-Rosales asked if there would be an alternative or cost-benefit analysis between battery-electric buses (BEBs) and trolley buses with regard to the electrification of facilities and BEB roll-out plans, and asked why, according to Mr. Khatri's presentation, SFMTA planned to reduce the size of the trolley-bus fleet. He then cited conversations with individuals at AC Transit regarding their BEB experience and said that they had noted experiences of higher-than-expected maintenance costs and reductions in service due to lower than expected performance.

Mr. Khatri responded that the reduction to the trolley fleet size was due to the consolidation of trolley buses to only Potrero Yard, where all trolley buses would eventually be housed. However, he added that the final number of trolley buses could be higher. Mr. Khatri also explained that AC Transit's routes covered significantly more mileage than SFMTA and thus required multiple charges to cover their daily mileage, while SFMTA's daily service could operate on one charge. He also noted that SFMTA's electrification needs had been expensive because electrification in general was expensive and required upgrades to multiple facilities.

Member Milford-Rosales followed up, asking if there was any plan to execute a cost benefit or alternative analysis for the trolley bus fleet by using In Motion Charging (IMC) technology.

Mr. Khatri clarified that a separate, on-going pilot program would evaluate how well IMC worked, that the IMC program was not yet ready to be deployed, that SFMTA needed to determine if the existing overhead wire and power system could handle IMC, and that SFMTA was not just looking at BEBs but also fuel cells. He added that it was too early to do a detailed cost benefit or alternatives analysis.



Member Milford-Rosales stated that an alternatives analysis seemed necessary for proceeding with conversion of the bus yard to charge BEBs.

Member Ortega asked about the Muni Metro Station Condition Assessment and what caused the budget to double. She asked if changes to the budget were due to scope creep or a poor understanding of the project costs.

Peter Gabancho, Project Manager at SFMTA, clarified that the budget had been updated after discussion with consultants about the scope of work. He said the original budget estimate had not accurately reflected project needs and that it had been a case of an inaccurate estimate rather than scope creep, which had been made clear when crosschecking the budget with consultants.

Member Ortega asked if internal metrics had changed so that cost estimates would be closer to the actual costs, which she noted could be answered off-line. Member Ortega then asked about the weight of trolley buses versus BEBs, and whether the effects of those weights on road infrastructure had been evaluated.

Mr. Khatri replied that the current BEBs and trolley buses generally weighed the same. He added that given the California Vehicle Code limitation on weight, manufacturers were working with suppliers to reduce the weight of BEBs. He also mentioned that SFMTA was pursuing buses with smaller batteries.

Chair Siegel asked about the midlife overhaul and the potential to delay Phase 2 due to cost savings that were presented to the SFMTA Board last week. She asked if project delays would impact the overall cost of the program.

Gary Chang, Project Manager SFMTA said that the delay had not yet been finalized and overhaul projects were proceeding as planned. He added that overhaul projects may be re-strategized and occur in smaller pieces.

Chair Siegel followed up by asking if other particulate emissions besides greenhouse gas emissions had been considered or would be evaluated for determining which technologies to use. Mr. Khatri clarified that SFMTA's fleet contributed around 0.02% of San Francisco's overall greenhouse gas emissions from transportation so SFMTA had not gone into further detailed analysis.

During public comment, Edward Mason commented that many historic vehicles needed rehabilitation. He also cited an increasing demand for electricity, the variability of electricity, and the need for a workforce to maintain equipment in the face of a declining birth rate and depopulation as potential challenges for fleet electrification.

During public comment, Alex Lantsberg, the Research and Advocacy Director for the San Francisco Electrical Construction Industry, circulated a report that raised the issue of proceeding with a multi-billion-dollar capital program built around a specific technology without having done appropriate analysis to determine if it was the most appropriate solution. He added that battery bus performance was lower than anticipated and that, in other jurisdictions these buses had been underutilized because of maintenance issues and because batteries degrade over time. He cited technical analysis and modeling done with Metro de Medellin and other cities that had determined their battery bus transition programs had failed. He noted concerns that SFMTA's pilot BEB buses had degraded faster than expected, as well as the high cost to put new bus technologies into service.



An online caller, Roland Lebrun, expressed gratitude for maintaining San Francisco's trolley bus infrastructure. He asserted the need for an adequate electrical grid capable of fast charging, particularly if SFMTA wanted to extend bus lines to neighboring counties, so that buses would not need to travel back to the depot to charge. He suggested the need for DC fast charging throughout the City of San Francisco.

Member Barz asked to clarify on what the committee was voting on. She also asked if the 5YPP amendment included procurement of vehicles that would support meeting CARB zero emission goals.

Ms. LaForte clarified that the vote was on the 5YPP amendment, which programmed existing placeholder funds to the midlife overhauls and other projects. Ms. Lombardo explained which projects had already been approved by the Board and described the nine new projects before the committee which were a series of vehicle overhauls and the only new vehicle procurements in this suite of projects were the paratransit vehicles and Ms. LaForte added that the facility upgrades at Kirkland Yard would support electrification.

Chair Siegal summarized that the CAC was voting on specific project programming and stated that the Kirkland Yard electrification was the only project that overlapped with the zero emission fleet.

Member Ortega asked if the Kirkland Yard Electrification project could be voted on separately from the rest of the item.

Member Barz asked to clarify what percentage of Prop L funding went to the Muni Maintenance 5YPP. Ms. LaForte replied that the Muni maintenance program over 30 years would receive the largest amount of Prop L funding. In the first five years, \$146 million had already been programmed

Chair Siegal stated she would severe approval of the proposed programming for the Kirkland Yard Electrification project from the remainder of the proposed 5YPP amendment so the CAC could have separate votes on the two elements.

Member Barz moved to approve the motion of support to amend the 2023 Prop L 5-Year Prioritization Program for Muni Maintenance, Rehabilitation, and Replacement without the proposed \$5,496,000 in Prop L funds for design of Kirkland Yard Electrification, seconded by Member Milford-Rosales.

The motion to approve the proposed 5YPP amendment exclusive of the Kirkland Yard Electrification Project was approved by the following vote:

Ayes: CAC Members Barz, Kim, Levine, Margarita, Milford-Rosales, Ng, Ortega, and Siegal (8)

Absent: CAC Members Daniels, Ford (2)

Member Kim moved to approve a motion of support to program \$5,496,000 in Prop L funds for design of the Kirkland Yard Electrification project, seconded by Member Ng.

The motion failed by the following vote:

Ayes: CAC Members Barz, Levine, and Ng (3)

Nays: CAC Members Kim, Milford-Rosales, and Siegal (3)





Abstention: CAC Members Margarita and Ortega (2)

Absent: CAC Members Daniels and Ford (2)

**8. Adopt a Motion of Support to Allocate \$2,000,000 in Prop L Funds, with Conditions, for Three Requests – ACTION**

Anna LaForte, Deputy Director for Policy and Programming, presented the item per the staff memorandum.

Member Barz said that she had some reservations about the Monterey Safety project. She said that she knew many of her friends and neighbors in District 7 were excited to make improvements to Monterey Boulevard, but that she was not persuaded that the suite of improvements proposed would be sufficient to improve safety on Monterey Boulevard.

Paul Stanis, Acting Pedestrian Program Manager with SFMTA, replied that the proposed treatments were selected in consultation with the Supervisor's office and came out of a walking tour last year with neighbors and the City Transportation Engineer. He said that the proposed treatments were quick-build improvements that would be highly effective and also cost effective. He said that restriping the roadway was intended to create the perception that lanes were narrower even though it was not physically narrowing the roadway. He said that other proposed improvements, such as continental crosswalk markings that would be much more visible, were pretty standard throughout San Francisco. He said that one big ticket item was the rectangular rapid flashing beacon proposed for Acadia Street would cost approximately \$50,000, which is much less than the typical cost of \$500,000 to \$700,000 for new beacons because of a more cost effective delivery approach. He said that the suite of recommendations included a lot for almost the entire stretch of Monterey that SFMTA hoped would be very effective and good value.

Member Barz said that she had been invited to participate in the walking tour, but had been unable to attend and express disappointment that there had been few follow up opportunities. She said her concern was not about the cost effectiveness of the rapid flashing beacon at Acadia, but whether there should have been a crosswalk at Acadia at all, since the intersection was very close to a freeway offramp, poorly designed and confusing. She said that vehicles regularly sped through the intersection and that she walked through the area almost everyday with her son and that it was an awful place for a crosswalk. Member Barz appreciated Mr. Stanis' clarification that proposed improvements were from the quick-build toolkit and that that was appropriate given that Monterey was on the Vision Zero High-Injury Network. However, she said that the intersection of Congo and Monterey was clearly a problem location, and she was surprised to not have seen more acknowledgement of that. She said that there had been sideswipe crashes at that location and that her son's preschool was located at that intersection.

Mr. Stanis said that he could follow up with Member Barz and other SFMTA staff who focus on traffic calming and pedestrian safety near schools to determine if there was something that could be done beyond what is proposed in the current request.

Member Ortega thanked SFMTA for providing maps to inform the Embarcadero request, especially the liquefaction map. She said she appreciated that all the various factors were being considered.



Member Margarita asked if there was potential to add a new signal on Monterey in addition to the proposed safety improvements. She said that she remembered recent discussions about eliminating crossing guards and that she was thinking about safety for children and elders along the corridor. She asked what specific improvements were included in the current request.

Mr. Stanis replied that the project included upgraded crosswalk striping, pedestrian safety zones at some corners, striping to make Monterey look narrower, and one rectangular rapid flashing beacon, which pedestrians could activate when they wanted to alert motorists that they are crossing the street. He said that the project did not include a new signal. He said that a new signal cost between \$1 million and \$1.25 million.

Member Margarita clarified that her question about Congo was whether there was an existing crosswalk there that SFMTA had improved or if it would be a whole new crosswalk.

Mr. Stanis replied that he believed there was already a striped continental crosswalk at Congo, but he reiterated that he would follow up with Member Barz, and would follow up with other SFMTA staff to determine if there were other safety improvements that could be done.

Member Barz thanked Member Margarita for her follow up questions. She said that the crossing was terrifying as a pedestrian and that her son's preschool had asked her if she knew of any possibilities to improve safety at Congo. Member Barz said that in her opinion, the reason that this stretch of Monterey was on the High-Injury Network was because the freeway offramp exited into this four-lane road with no traffic signals for approximately five blocks. She said that there were between 10,000 and 12,000 cars that drove along this stretch every day and that there was approximately a mile between traffic signals. She said that when drivers were accustomed to driving at freeway speeds, they had the instinct to continue at high speeds and push the boundaries of the four-way stops. She said she would love a bigger conversation about Monterey Boulevard. She noted that Monterey had approximately twice the traffic volume of Valencia Street, but Valencia had signals at every intersection. She said she knew that this stretch of Monterey was on the High-Injury Network and that we wanted to use the Quick-Build toolkit to improve it. She said that she had not intended to support this project, but that Mr. Stanis' responses won her over, but that there are issues that are bigger than what the Quick-Build program could do. She said there were arterials that had been signalized in the city with far less auto volume, and not signalizing others like Monterey was a mistake.

There was no public comment.

Member Ortega moved to approve the item, seconded by Member Milford-Rosales.

The item was approved by the following vote:

Ayes: CAC Members Barz, Ford, Kim, Levine, Margarita, Milford-Rosales, Ng, Ortega, and Siegal (9)

Absent: CAC Member Daniels (1)

## 9. Regional Transportation Revenue Measure Polling Results – INFORMATION



Maria Lombardo, Chief Deputy Director, presented the item.

Member Margarita asked if Golden Gate Transit conducted its own poll.

Ms. Lombardo replied that she could follow up to find out. She noted that Golden Gate Transit covers the North Bay and San Francisco, and the only measure option polled that included the North Bay was the one with two taxes, which didn't poll as well as the 4 county options tested. She said that the poll results indicated that including the North Bay would make a regional revenue measure more difficult to pass.

Member Ford asked about the slides where it showed support progression with the initial vote, after info, and after opposition, inquiring if the information provided was similar to the for arguments.

Ms. Lombardo responded that that was a fair interpretation with the info also serving to educate the survey respondent more about the proposed measure.

During public comment, Roland Lebrun stated that the property tax element of the hybrid scenario disproportionately impacted those with lower tax assessments. He said the tax was not legal due to Prop 13.

#### **10. Community Advisory Committee Ethics Training for Public Meetings – INFORMATION**

Amber Maltbie, Legal Counsel, presented the item.

Member Kim asked if a district had a transportation project to change a lane, install a traffic signal, or remove parking, and a member had a house or business within 500 feet, should they participate in voting or recuse themselves.

Ms. Maltbie stated that a conflict was presumed if a decision involved real property within 500 feet of a member's property. She said for property between 501 and 1,000 feet, a conflict existed only if a measurable change in value was shown and that beyond 1,000 feet, a conflict was generally not presumed. She stressed notifying staff in such cases for legal consultation.

Member Kim asked for clarification on the definition of real property.

Ms. Maltbie stated that real property included physical structures, such as a brick building. She noted that a leasehold interest may be considered, though a month-to-month lease might not qualify. She recommended further discussion with staff before a vote if a member thought there might be a conflict of interest.

Member Levine stated that he had worked in government for over 40 years and had accepted only one gift—a necktie from a Swedish visitor. He said he practiced strict adherence to ethics and found it difficult to take the discussion seriously given Washington's current situation.

Member Ortega asked for clarification regarding the definition of gifts. She inquired whether gifts from a partner would fall under a different category.

Ms. Maltbie stated that the law acknowledged personal relationships where influence was not improperly exerted. She advised that accepting gifts from a partner was permissible unless the partner was a vendor to the Transportation Authority, in which case further discussion would be necessary.



There was no public comment.

## Other Items

### 11. Introduction of New Business - INFORMATION

Member Levine requested data on injury accidents involving bicycles, e-bikes, and scooters, which had been previously requested when he was on the CAC. He inquired whether the information had been compiled and disseminated during his absence and asked to receive it if it was available. He also recounted a recent incident near Land's End, where a cyclist traveling at high speed passed a stopped car at a stop sign and nearly collided with him while he was on his motorcycle. The incident, which he described as potentially catastrophic, left him shaken for several days. Given this experience, he reiterated his request for comprehensive data, including reports from police logs or hospital logs, to track not only injury accidents involving these transportation modes but also fault attribution.

Member Ortega asked for more information about the Valencia bike lane, noting that its removal forces cyclists into the middle of the street and has led to the return of illegal left turns. She said that the safety improvements previously implemented had deteriorated and questioned the necessity of reconstructing the bike lane after just three years. She requested a retrospective from the SFMTA on how to prevent significant financial expenditures on projects that risk becoming widely criticized. She also highlighted the broader issue of budget deficits and lamented the loss of a protected bike lane that once served thousands of commuters.

Member Ng asked about the specific use of Prop L funds, noting that she was not present when the measure was approved. She asked for clarification on why these funds were allocated to certain projects but could not be used to address the SFMTA's budget deficit.

Member Margarita requested a report from the SFMTA on the rationale behind the proposed cutting back on the 14<sup>th</sup> Mission but route, which serves a heavily populated area from First Street to the top of the hill. She also stated she was concerned that the proposal to remove crossing guards had been considered, stating it should not have been on the table in the first place. She emphasized the importance of protecting children, the elderly, and the community, particularly near schools. Member Margarita said she was relieved the proposal had been withdrawn and hoped it would not resurface.

There was no public comment.

### 12. Public Comment

During public comment, Edward Mason cited two recent cases of traffic congestion caused by commuter buses. He said that at 24th and Castro, a commuter bus struck a parked truck's fender in front of the Bank of America, which was being remodeled after hours. He had emailed photos of the incident. He said on Castro Street, a woman couldn't exit her parking spot due to a nearby commuter bus. He said he later received a Muni email about a reroute at 24th and Castro, followed by another stating the bus had been towed. He noted commuter buses seemed mostly empty but suspected ridership had been rising. He urged commuters to take Caltrain, recalling his rail



commute to San Jose 45 years ago. Finally, he stated his concerns about the rise of micromobility vehicles and proposed license tags for bicycles to enhance accountability and safety.

**13. Adjournment**

The meeting was adjourned at 8:45 p.m.

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# Memorandum

## AGENDA ITEM 4

**DATE:** March 21, 2025

**TO:** Transportation Authority Board

**FROM:** Carl Holmes - Deputy Director for Capital Projects

**SUBJECT:** 04/08/2025 Board Meeting: Exercise Contract Option for On-Call Project Management and Engineering Services in an Amount Not to Exceed \$2,700,000, for a Combined Total Contract Amount Not to Exceed \$10,700,000

<p><b>RECOMMENDATION</b>   <input type="checkbox"/> Information   <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> <li>• Execute contract option for on-call project management and engineering services in an amount not to exceed \$2,700,000, for a combined total contract amount not to exceed \$10,700,000 for the shortlisted firms</li> <li>• Authorize the Executive Director to modify contract payment terms and non-material terms and conditions</li> </ul> <p><b>SUMMARY</b></p> <p>We seek to exercise the first contract option with the 17 shortlisted firms for on-call project management and engineering services. The contract amount proposed is a limitation, as the professional support services are provided through contracts where costs are incurred only when the specific services are used. On-call project management and engineering services are intended to augment and complement our internal resources by providing specialized expertise, serving as an on-call supplement to staff (particularly for oversight and delivery support for major capital projects), handling tasks during peak workloads, and taking on tasks requiring quicker response times than existing staff resources alone would permit. We have used on-call engineering and other consultant firms in the past to expedite project delivery and expand the skillset and resources available to us. Attachment 1 provides a summary of the task orders assigned to the consultant firms, with the footnote</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fund Allocation</li> <li><input type="checkbox"/> Fund Programming</li> <li><input type="checkbox"/> Policy/Legislation</li> <li><input type="checkbox"/> Plan/Study</li> <li><input type="checkbox"/> Capital Project Oversight/Delivery</li> <li><input type="checkbox"/> Budget/Finance</li> <li><input checked="" type="checkbox"/> Contract/Agreement</li> <li><input type="checkbox"/> Other: _____</li> </ul>
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listing the remaining shortlisted firms that have not yet been assigned a task order.	
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**BACKGROUND**

We contract for certain professional support services in areas where factors like cost, work volume, or the degree of specialization required would not justify the use of permanent in-house staff. Services requested from outside firms include on-call project management and engineering services. The contract amount proposed is a not-to-exceed amount limitation, as these professional support services are provided through contracts where costs are incurred only when the specific services are used.

In all of our core roles - transportation sales tax administrator, Congestion Management Agency (CMA), Program Manager for the Transportation Fund for Clean Air (TFCA), Prop AA administrator, Treasure Island Mobility Management Agency (TIMMA), and Traffic Congestion Mitigation Tax administrator - we have responsibility for project delivery support and oversight of a wide range of projects covering all modes of surface transportation, such as The Portal/Downtown Rail Extension projects, Caltrain Modernization projects, and multiple transit, bike, pedestrian, and streetscape projects led by the San Francisco Municipal Transportation Agency. In addition, we have project development and implementation responsibilities for several major capital projects, such as design and construction of the Yerba Buena Island Hillcrest Road Improvement, Yerba Buena Island Westside Bridges Retrofit project, Yerba Buena Island Multi-Use Path project, I-280 Interchange Modifications at Ocean Avenue, and development of freeway corridor management studies.

In addition to our involvement with major capital projects such as those listed above, we oversee all other projects and programs in the Prop L and Prop AA Expenditure Plans; we provide oversight and support for the TFCA projects programmed by us; and in our capacity as CMA, we assist project sponsors in meeting timely use of funds deadlines and delivering projects funded with federal, state, and/or regional sources. Since July 2022, on-call project management and general engineering services has a bench of seventeen teams. The establishment of contracts with multiple consultant teams has enabled us to enlist the services of a broad range of engineering consultant specialists on an on-call task order basis. Current contracts will expire in June 2025. Consistent with the Transportation Authority’s Procurement Policy, contracts, including all options therein, are generally limited to a maximum period of five years, after which they are re-bid.





## **DISCUSSION**

The consultant teams have provided assistance to various projects to date and utilized more resources than anticipated in order to bring projects closer to completion. Projects that have received support from the subject on-call contract include Yerba Buena Island Westside Bridge Structures and Southgate Road Realignment Projects; Project Management Oversight, which covers Caltrain Modernization, Central Subway, and the Fourth and King Railyards Project Development; Treasure Island Ferry Terminal Enhancements, I-280 Ocean Avenue Off Ramp, Hillcrest Road Improvement, Yerba Buena Island Multi Use Pathway, and Downtown Rail Extension, among others.

During Fiscal Year 2025/26, the consultant teams will continue to provide assistance as projects advance forward, in particular Yerba Buena Island Westside Bridges, Hillcrest Road Improvement, Torpedo Building and Pier E-2 Improvements Projects; and The Portal/Downtown Rail Extension; among others.

Attachment 1 provides a summary of the task orders assigned to the consultant firms. The attachment also provides total task orders assigned to Disadvantaged Business Enterprise (DBE), Local Business Enterprise (LBE), and Small Business Enterprise (SBE) certified firms and shows projects and amounts by certified firm. DBE, LBE and/or SBE goals are calculated on an individual task order basis, based on the project's funding sources, specific scope of work and determination of subcontracting opportunities for each assignment of work.

Total task orders assigned under this contract to date to DBE firms is \$1,893,676 or 28%, LBE firms is \$1,305,972 or 20%, and SBE firms is \$2,015,820 or 30%. The proposed action will add contract capacity and exercise the first of two options of the initial contract.

## **FINANCIAL IMPACT**

Sufficient funds will be included in the Fiscal Year 2025/26 annual budget and future budgets to accommodate the recommended action(s). The proposed contracts will be funded by a combination of federal, state and regional grants, and Prop L funds awarded to the Transportation Authority and TIMMA.

## **CAC POSITION**

The CAC will consider this item at its March 26, 2025 meeting.



**SUPPLEMENTAL MATERIALS**

Attachment 1 - On-Call Project Management and Engineering Services Task Order Assignments

## Attachment 1

**On-call Project Management and Engineering  
Assigned Task Orders**

<b>Prime Consultant<sup>1</sup></b>	<b>Task Order Description</b>	<b>Total Task Order Amount</b>	<b>Subconsultants</b>	<b>Amount to Subconsultants</b>
<b>Access Planning Ltd</b>	Downtown Rail Extension	\$1,288,137	IDSCA (DBE)	\$14,592
			InfraStrategies LLC	\$574,839
			Peyser Associates	\$35,632
			SHA Analytics LLC (DBE/SBE)	\$68,680
			Azad Engineering (DBE/SBE/LBE)	\$70,322
	Fourth and King Railyards Project Development, Governance, and Operational Analysis	\$249,899	Azad Engineering (DBE/SBE/LBE)	\$27,989
			DBK Advisory Services (SBE)	\$7,081
LK Planning LLC (DBE)			\$4,679	
<b>Cole Management &amp; Engineering, Inc.</b>	Treasure Island Ferry Terminal Enhancements Project	\$373,589	Associated Right of Way (SBE)	\$1,270
			Circlepoint (DBE/SBE)	\$14,448

<sup>1</sup> The following firms are under the on-call project management and general engineering contract but do not have executed task orders to date: Alta Planning + Design, Inc., Arup North America, Brierley Associates, Dabri Inc., HNTB Corporation, McMillen Jacobs Associates, Mott MacDonald Group, Parsons Transportation Group, and WSP USA, Inc.

## Attachment 1

Prime Consultant <sup>1</sup>	Task Order Description	Total Task Order Amount	Subconsultants	Amount to Subconsultants
			Dabri (DBE/SBE/LBE)	\$132,057
			KL Bartlett Consulting (DBE/SBE)	\$26,611
			Pendergast Consulting Group (SBE)	\$4,921
			WMH Corporation (SBE)	\$37,590
	Downtown Rail Extension Rail Senior Advisory Services	\$384,117	KL Bartlett Consulting (DBE/SBE)	\$12,381
			Zurinaga Associates (DBE/LBE)	\$347,695
	Caltrain Program Oversight and Central Subway Closeout	\$318,822	KL Bartlett Consulting (DBE/SBE)	\$8,989
			Zurinaga Associates (DBE/LBE)	\$293,596
<b>Gall Zeidler Consultants, LLC</b>	Downtown Rail Extension Tunneling and Underground Initial Oversight	\$54,979		
	Downtown Rail Extension Technical, Design, and Procurement Oversight	\$699,819	SYSTRA Consulting	\$86,213
			WMH Corporation (SBE)	\$77,470

## Attachment 1

<b>Prime Consultant<sup>1</sup></b>	<b>Task Order Description</b>	<b>Total Task Order Amount</b>	<b>Subconsultants</b>	<b>Amount to Subconsultants</b>
<b>Mark Thomas &amp; Company</b>	I-280 Ocean Avenue Off Ramp Project - Initial Plans, Specifications/Special Provisions and Estimate Support	\$65,000	Baseline Environmental Consulting	\$9,000
			Sandis	\$6,640
	I-80/Yerba Buena Island Westside Bridges Project	\$714,732	KL Bartlett Consulting (DBE/SBE)	\$185,500
			PDM Group Inc.	\$473,629
	I-80/Yerba Buena Island Torpedo Building, Southgate Road Realignment and Pier E2 Parking Lot Projects	\$404,146	Craig Communications (WBE)	\$14,008
			KL Bartlett Consulting (DBE/SBE)	\$66,543
			Lohman Project Consulting	\$187,138
			PDM Group	\$73,030
	I-80/Yerba Buena Island Hillcrest Road Improvement Project	\$400,000	KL Bartlett Consulting (DBE/SBE)	\$57,500
			OLWIT Solutions (DBE/LBE)	\$332,500
<b>Parametrix, Inc.</b>	Technical Oversight Support for San Francisco Municipal Transportation Agency Projects	\$156,310	Burns Engineering	\$3,520
			LK Planning (DBE)	\$16,301
			Pacific Railway Enterprises (DBE/SBE)	\$942

## Attachment 1

<b>Prime Consultant<sup>1</sup></b>	<b>Task Order Description</b>	<b>Total Task Order Amount</b>	<b>Subconsultants</b>	<b>Amount to Subconsultants</b>
			Spectrum Design (DBE)	\$1,500
<b>PGH Wong Engineering, Inc.</b> (MBE)	Torpedo Building Retrofit Project - Historic Architectural Design Services	\$210,151	Robin Chiang & Company (DBE)	\$64,794
			Architecture + History (LBE)	\$21,665
<b>T.Y. Lin International</b>	Yerba Buena Island Multi-Use Pathway Project	\$29,374	Sam Schwartz	\$15,665
<b>WMH Corporation</b> (SBE)	Yerba Buena Island Westside Bridges Retrofit Project - Preconstruction Services and Final Project Approvals, and Additional Project Delivery Support Services	\$619,674	Biggs Cardosa Associates (LBE)	\$80,148
			Earth Mechanics (DBE/SBE)	\$20,000
			HDR Engineering	\$14,000
			MGE Engineering (DBE/SBE)	\$126,057
			Power Systems Design (SBE)	\$10,000
			Y&C Transportation Consultants	\$10,000

## Attachment 1

<b>Prime Consultant<sup>1</sup></b>	<b>Task Order Description</b>	<b>Total Task Order Amount</b>	<b>Subconsultants</b>	<b>Amount to Subconsultants</b>
	Yerba Buena Island Multi-Use Pathway Segment 2 - Preliminary Design	\$700,000		
<b>Total Task Orders Awarded to Date</b>		<b>\$6,668,749</b>		
<b>Total Task Orders Allocated to Subconsultants (55%)</b>				<b>\$3,637,135</b>
<b>Total Task Orders Awarded to Disadvantaged Business Enterprise Firms (28%)</b>				<b>\$1,893,676</b>
<b>Total Task Orders Awarded Local Business Enterprise Firms (20%)</b>				<b>\$1,305,972</b>
<b>Total Task Orders Awarded to Small Business Enterprise Firms (30%)</b>				<b>\$2,015,820</b>
<b>Total Contract Amount</b>				<b>\$8,000,000</b>

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# Memorandum

## AGENDA ITEM 5

**DATE:** March 20, 2025

**TO:** Transportation Authority Board

**FROM:** Anna LaForte - Deputy Director for Policy and Programming

**SUBJECT:** 4/8/2025 Board Meeting: Approve Programming Priorities for Up to \$4,565,603 in San Francisco’s Estimated Fiscal Year 2025/26 State Transit Assistance County Block Grant Funds, with Conditions

<p><b>RECOMMENDATION</b>   <input type="checkbox"/> Information   <input checked="" type="checkbox"/> Action</p> <p>Approve programming priorities for up to \$4,565,603 in San Francisco’s estimated Fiscal Year (FY) 2025/26 State Transit Assistance (STA) County Block Grant funds, with conditions, in the following priority order:</p> <ol style="list-style-type: none"> <li>1. \$3,300,000 for the San Francisco Municipal Transportation Agency’s (SFMTA) Paratransit Program</li> <li>2. Up to \$1,265,603 for the Bay Area Rapid Transit District (BART) Elevator Attendant Program</li> </ol> <p><b>SUMMARY</b></p> <p>The Metropolitan Transportation Commission (MTC) estimates that San Francisco will receive up to \$4,565,603 in FY 2025/26 STA County Block Grant funds that can be invested in paratransit and other transit operating and capital needs, including providing lifeline transit services. The Transportation Authority programs these funds in our capacity as the Congestion Management Agency (CMA) for San Francisco. MTC has advised CMAs to program 95% of expected revenues, or \$4,337,323 for San Francisco, with consideration for programming up to 100% should revenues meet full projections given volatility of this revenue source. Consistent with past programming cycles, we recommend as the first priority programming \$3,300,000 to SFMTA’s Paratransit program to complement Prop L funds and support this critical program for seniors and people with disabilities. As the</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fund Allocation</li> <li><input checked="" type="checkbox"/> Fund Programming</li> <li><input type="checkbox"/> Policy/Legislation</li> <li><input type="checkbox"/> Plan/Study</li> <li><input type="checkbox"/> Capital Project Oversight/Delivery</li> <li><input checked="" type="checkbox"/> Budget/Finance</li> <li><input type="checkbox"/> Contract/Agreement</li> <li><input type="checkbox"/> Other: _____</li> </ul>
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second priority, we recommend up to \$1,265,603 (at 100% of revenue projection) for BART's Elevator Attendant Program in FY 2025/26. BART and SFMTA equally share the Elevator Attendant Program cost. Our recommendation is conditioned upon BART Board approval of the new Elevator Attendant service contract, which is anticipated on April 10, 2025. Attachment 1 summarizes the staff recommendation. Following Board approval of this item, we will work with MTC and projects sponsors, as needed, to ensure they can access the funds in a timely fashion.

## **BACKGROUND**

STA revenues come from the state sales tax on diesel fuel. It is a flexible transit funding program that can be used for a wide range of capital and operating purposes. It is also a volatile source of funding given the fluctuations in the price of diesel fuel. In FY 2018/19, MTC began distributing a majority of the region's STA population-based funds to CMAs through a transit-focused STA County Block Grant program. The program allows each county to determine how best to invest in paratransit and other transit operating and capital needs, including providing lifeline transit services. Funds are distributed among the nine Bay Area counties based on the percentage that each county would have received in FY 2018/19 under the former regional programs. MTC requires that by May 1 of each year, CMAs submit the proposed programming for STA population-based funds.

In addition to supporting SFMTA's Paratransit program through the half-cent transportation sales tax since FY 2018/19 the Transportation Authority has been programming STA funds to SFMTA for Paratransit in line with the amount that SFMTA would have received under the prior regional program. For the remaining STA funds available to San Francisco, on an annual basis, the Board has approved projects that improve mobility for low-income populations. Attachment 4 shows projects previously funded through the STA County Block Grant Program.

## **DISCUSSION**

**Funds Available.** Each year, MTC provides the Transportation Authority with a projection of San Francisco's share of STA County Block Grant program revenues for the next funding cycle as well as an updated estimate for the current fiscal year, which may be higher or lower when confirmed at the end of each fiscal year following the State's reconciliation of revenues generated.



In FY 2025/26, MTC estimates that San Francisco will receive \$4,565,603 in STA revenues, which is about 14.5% lower than the prior fiscal year's estimate. MTC has advised us to program 95% of expected revenues, or \$4,337,323, with consideration for programming up to 100% should revenues meet full projections given volatility of this revenue source.

**Recommendation.** Attachment 1 summarizes our staff recommendation for programming FY 2025/26 STA block grant funds. The sections below describe the recommended projects.

**SFMTA's Paratransit Program (\$3,300,000).** As detailed in Attachment 2, the recommended STA funds would support SFMTA's Paratransit program, which provides transit services for seniors and persons with disabilities and includes the Essential Trip Card, a program that launched at the onset of the COVID-19 pandemic to help older adults and people with disabilities pay for essential trips in taxis. The SFMTA provides paratransit services to persons with disabilities, in compliance with the Americans with Disabilities Act. These programs are critically important to persons with disabilities and the elderly who are unable to fully utilize other forms of public transportation.

In the past, SFMTA based the annual paratransit program budget on the maximum amount allowed under the contract with the paratransit service provider. Since the pandemic, actual expenditures (which are based on program usage) have been lower than the maximum contract amount, resulting in unused sales tax funds that the Transportation Authority has made available for future Paratransit program costs. For FY 2025/26, SFMTA is using a different methodology to establish the budget for the Paratransit program based on actual expenditures in prior years and anticipated program usage in the coming year. This results in a lower cost estimate and less funding needed in FY 2025/26 compared to FY 2024/25 - \$31,200,000 compared to \$34,743,157, respectively, for the paratransit broker contract.

Given the magnitude of the SFMTA's anticipated budget deficit in the coming years, we recommend programming \$3.3 million in FY 2025/26 STA funds for Paratransit, which is the same amount of STA funds for Paratransit as last year. Given the lower cost estimate, this means that STA will fund a greater share of the program costs. In the coming months, we also will be recommending the full amount of \$13.911 million in Prop L funds programmed for Paratransit in FY 2025/26, which will bring the sales tax funding share of the total cost up from 39% to 44.6%. When taking the recommended STA funds into consideration, this results in the Transportation



Authority providing 55.2% of the funding plan for the Paratransit program, up from 48.4% in FY 2024/25.

Increasing the Transportation Authority's share of the Paratransit funding plan would be a temporary arrangement that benefits the SFMTA's operating budget by reducing the need for operating funds, instead allowing those funds to be available for transit service. We will be monitoring the Paratransit program's usage and as we see increased program use and costs, and as the SFMTA moves toward economic recovery, we will expect to see the Transportation Authority's share of the Paratransit program cost to decline to be more in line with past practice.

**BART's Elevator Attendant Program (up to \$1,265,603).** This program provides elevator attendants to monitor each elevator at the four downtown BART and SFMTA shared stations: Civic Center/UN Plaza, Powell Street, Montgomery Street, and Embarcadero. The attendants help to improve safety, mobility, and accessibility for customers who rely on elevators to access the transit systems, and discourage undesirable behaviors, improve elevator cleanliness and performance, decrease fare evasion, and reduce maintenance costs. The program also supports economic recovery for downtown San Francisco and encourages people to take transit. BART and SFMTA contribute equally to the cost of the program. The Transportation Authority has programmed STA funds for this program since 2019.

If actual STA revenues come in at the conservative MTC-advised level of 95% of MTC's estimate, the recommended action would provide \$1,037,323 for the Elevator Attendant Program. If revenues come in at 100% of MTC's estimated amount, BART would receive \$1,265,603. BART and SFMTA equally share the remaining program costs above and beyond the STA amount.

The projected cost for the Elevator Attendant Program for FY 2025/26 is about 25% higher than FY 2024/25 due to an increase in the number of attendants at each station from 9 to 10 and a projected 25% increase in wages. Administrative costs and overhead for the program are also projected to increase from 17.7% to 21% of program costs. BART solicited bids in Fall 2024 for a new contract for Elevator Attendant Program services because the current contract expires on June 30, 2025. BART staff expect the BART Board of Directors to approve a new multi-year contract at its April 10, 2025 meeting. BART and SFMTA are currently negotiating a new cost sharing agreement for shared program expenses. Our recommendation is conditioned upon BART Board approval of the new Elevator Attendant service contract.



**Next Steps.** Following Board approval of this item, we will provide the Board resolution to MTC, and then we will work with MTC and projects sponsors, as needed, to ensure they can access the funds in a timely fashion.

### **FINANCIAL IMPACT**

There are no impacts to the Transportation Authority's budget associated with the recommended action.

### **CAC POSITION**

The CAC will consider this item at its March 26, 2025 meeting.

### **SUPPLEMENTAL MATERIALS**

- Attachment 1: Recommended FY 2025/26 STA County Block Grant Program Programming
- Attachment 2: Project Information for SFMTA's Paratransit Program
- Attachment 3: Project Information for BART's Elevator Attendant Program
- Attachment 4: Projects Funded in Fiscal Years 2018/19 - 2024/25

## Attachment 1.

<b>Recommended Fiscal Year 2025/26 STA Block Grant Programming<sup>1</sup></b>	
<b>Listed in Priority Order (Sponsor)</b>	
1. Paratransit Program (SFMTA)	\$3,300,000
2. Elevator Attendant Program (BART)	\$1,037,323 up to \$1,265,603 <sup>2</sup>
Total	\$4,337,323 up to \$4,565,603
<b>Programming at 95% of estimate</b>	<b>\$4,337,323</b>
<b>Total funds at 100% estimate</b>	<b>\$4,565,603</b>

<sup>1</sup>Given the uncertainty of forecasting STA revenues, MTC recommends that CMAs prioritize programming 95% of their county's estimated STA amount and may identify programming for up to 100% should revenues reach that level.

<sup>2</sup>The amount available for this project depends on the actual STA revenues received.



**Attachment 2.  
Fiscal Year 2025/26 State Transit Assistance County Block Grant Program  
Project Information**

**Project Name:** Paratransit

**Sponsor:** San Francisco Municipal Transportation Agency

**STA County Block Grant Request:** \$3,300,000

**Recommended Phase:** Operations

**Districts:** Citywide

## **SCOPE**

The SFMTA provides paratransit services to persons with disabilities, in compliance with the Americans with Disabilities Act (ADA). Paratransit services are provided to persons with disabilities who are unable to independently ride bus or light rail service some or all the time and are certified eligible according to federal criteria. Paratransit in San Francisco is administered by a broker that delivers service through a diverse set of providers and resources, including 100 city-owned vehicles that are less than 5 years old, private taxis and group vans associated with community-based organizations throughout the city. On June 14, 2016, the Board of Supervisors approved a contract with Transdev to provide paratransit broker services through June 30, 2021, with an option for a five-year extension, and in an amount not to exceed \$142,902,104. On May 14, 2021, the Board of Supervisors approved exercising the option for the five-year extension recommended by the SFMTA Board and increased the not to exceed amount to \$308,271,023. The SFMTA is in the process of drafting the next RFP for Paratransit services with an anticipated release date in the summer or fall of 2025.

The paratransit broker services include determination of client eligibility, customer service, overseeing and monitoring the operation of the taxi debit card system, procurement, subcontracting, and oversight of van and taxi services, and reporting and record keeping. Transdev itself operates the SF Access service and a portion of the group van services. All other transportation services for which the broker is responsible are procured via contracts with other providers. In addition, the broker is responsible for the continued development and implementation of the mobility management program, including activities to make it easier for San Francisco's disabled and senior residents to navigate the transportation services available to them, such as our Shop-a-Round and Van Gogh shuttles and Ramp Taxi Incentive programs. The broker also administers the Essential Trip Card (ETC) program, which was initiated in response to reduced Muni service during the COVID-19 pandemic.

The ETC program is a taxi service available to all seniors and individuals with disabilities who need to complete essential trips. The SFMTA is transitioning ETC into a permanent program. However, long term funding still needs to be identified. The Mobility Management staff at SF Paratransit administers this program, including enrollment and handling inquiries from the public, along with their other outreach duties.



**San Francisco  
County Transportation  
Authority**

**Attachment 2.**

Fiscal Year 2025/26 State Transit Assistance County Block Grant Program  
Project Information  
Paratransit

SFMTA requests maintaining STA Block Grant funding at \$3.3M, consistent with last year, while increasing the Prop L reimbursement percentage from 39% to 44.6%. SFMTA is under great financial distress with the projected budget shortfall and proposed funding plan from these two funding sources will make available SFMTA General Funds to fund staff cost and other transportation services.

Maintaining the current STA Block Grant funding levels will alleviate financial pressures to the SFMTA Operating Funds as any reductions in STA funding levels for Paratransit will require SFMTA General Funds to make up the difference. Additionally, increasing the reimbursement percentage will allow SFMTA to maximize the Prop L allocation for FY26. SFMTA has historically not spent the entirety of the Paratransit budget, resulting in a significant amount of Prop L funds remaining. Based on projected expenditures for FY26, under current reimbursement formula, there will be \$1.7M in unspent Prop L funds. Adjusting the reimbursement percentage will allow SFMTA to maximize the annual Prop L allocation and allows approximately \$1.7M in SFMTA General Funds to be used to pay for staff cost as well as other Muni operational services. This benefits all riders, including seniors and people with disabilities, who rely on reliable Muni services.

Key performance trends for the Paratransit program are shown in the table below:

<b>PARATRANSIT PERFORMANCE INDICATORS</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>	<b>FY 2024/25 (THROUGH JANUARY 2025)</b>
<b>Total Passenger Trips Provided</b>	592,207	387,136	488,085	519,626	550,014	340,976
<b>ETC Trips Provided</b>	3,963	63,729	83,939	82,999	91,374	59,794
<b>On-time Percentage: Group Van &amp; Access Van</b>	90.85%	99.32%	94.64%	93.99%	97.57%	97.50%
<b>On-time Percentage: Taxi</b>	95.53%	95.80%	92.79%	94.35%	97.72%	97.98%





**San Francisco  
County Transportation  
Authority**

**Attachment 2.**

Fiscal Year 2025/26 State Transit Assistance County Block Grant Program  
Project Information  
Paratransit

<b>PARATRANSIT PERFORMANCE INDICATORS</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>	<b>FY 2024/25 (THROUGH JANUARY 2025)</b>
<b>Complaints</b>	517	217	249	208	191	127
<b>Cost per Passenger Trip</b>	\$44.87	\$57.56	\$53.17	\$54.79	\$54.53	\$50.02

**Paratransit Funding Plan & Budget - FY2025/26**

**Funding Plan**

	<b>Approved</b> (Cost Based on Maximum Possible Contract Amount)		<b>Proposed</b> (Cost Based on Actual Program Usage)		Increase (Decrease)	% Change
	FY2024/25 Budget	% of Contract Budget	FY2025/26 Budget	% of Contract Budget		
<b>Revenues/Recovery</b>						
<b><u>Paratransit (including Essential Trip Card Program)</u></b>						
Federal Transit Administration 5307	\$ 5,752,712	16.6%	\$ 5,480,804	17.6%	\$ (271,908)	-5%
Prop L*	\$ 13,506,000	38.9%	\$ 13,911,000	44.6%	\$ 405,000	3%
BART ADA Contribution	\$ 2,198,000	6.3%	\$ 2,209,406	7.1%	\$ 11,406	1%
State Transit Assistance (STA)	\$ 3,300,000	9.5%	\$ 3,300,000	10.6%	\$ -	0%
SFMTA Operating Budget**	\$ 9,436,445	27.2%	\$ 5,737,190	18.4%	\$ (3,699,255)	-39%
Department of Disabled and Aging Recovery	\$ 550,000	1.6%	\$ 561,600	1.8%	\$ 11,600	2%
<b>Paratransit (including Essential Trip Card Program) subtotal</b>	<b>\$ 34,743,157</b>	<b>100.0%</b>	<b>\$ 31,200,000</b>	<b>100.0%</b>	<b>\$ (3,543,157)</b>	<b>-10%</b>

**Budget**

	<b>Approved</b>		<b>Proposed</b>		Increase (Decrease)	% Change
	FY2024/25 Budget	% of Contract Budget	FY2025/26 Budget	% of Contract Budget		
<b>Apportionment</b>						
Paratransit Broker	\$ 34,743,157	100%	\$ 31,200,000	100%	\$ (3,543,157)	-10%
Muni Paratransit Staff ***	\$ 422,674	1%	\$ 668,774	2%	\$ 246,100	58%
<b>Total</b>	<b>\$ 35,165,831</b>	<b>101%</b>	<b>\$ 31,868,774</b>	<b>102%</b>	<b>\$ (3,297,057)</b>	<b>-9%</b>

\*Prop L amount for FY 2025/26 is the amount programmed in Paratransit 5-Year Prioritization Program, approved by the Transportation Authority Board (Resolution 24-002). Prop L amount for FY 2024/25 is the amount allocated by the Board (Resolution 25-003).

\*\* SFMTA is using a different means of portraying the budget of the program for FY25/26 based on actual program usage, rather than the maximum possible contract amount. This more accurately represents the cost of the program observed in recent years. We are recommending maintaining the same level of STA funding as last year, which means we would be funding a greater share of program costs, which, in turn, means that that SFMTA can use flexible Operating Budget funds for transit service and other needs.

\*\*\* Not funded by Prop L

## Key Paratransit Performance Trends FY 2019-2025

Paratransit Performance Indicators	YTD (January 2025)					
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Total Passenger Trips Provided	592,207	387,136	488,085	519,626	550,014	340,976
ETC Trips	3,963	63,729	83,939	82,999	91,374	59,794
On-time Percentage						
(Group Van & Access Van)	90.85%	99.32%	94.64%	93.99%	97.57%	97.50%
Taxi	95.53%	95.80%	92.79%	94.35%	97.72%	97.98%
Complaints	517	217	249	208	191	127
Cost per Passenger Trip	\$44.87	\$57.56	\$53.17	\$54.79	\$54.53	\$50.02



**Attachment 3.**  
**Fiscal Year 2025/26 State Transit Assistance County Block Grant Program**  
**Project Information**

**Project Name:** Elevator Attendant Program

**Sponsor:** Bay Area Rapid Transit (BART), with San Francisco Municipal Transportation Agency (SFMTA)

**STA County Block Grant Request:** \$1,037,323 up to \$1,265,603

**Recommended Phase:** Operations

**Districts:** 3, 5, 6

## **SCOPE**

This request would fund one fiscal year of operations of the Elevator Attendant program at all four downtown BART and Muni stations (Powell Street, Civic Center/UN Plaza, Montgomery Street, and Embarcadero). The attendants oversee the operation and cleanliness of each elevator within the stations, providing clean and functioning elevators for BART and SFMTA customers, particularly disabled passengers, seniors, and families with strollers who cannot use the stairs within the station. The four stations are located in Equity Priority Communities. See the following Elevator Attendant Program Details document for additional information.



# Elevator Attendant Program Details

ATTACHMENT 3



## Project Need, Goals and Objectives

**Provide a detailed project description. Estimate the number of people per month and year that will be served by this project.**

The Elevator Attendant Program (EAP) is a partnership between the San Francisco Bay Area Rapid Transit District (BART) and the San Francisco Municipal Transportation Agency (SFMTA), also known as Muni, to provide attendant services inside elevators located in San Francisco. The Program was launched as a 6-month pilot in April of 2018 at the Powell St. and Civic Center/UN Plaza stations, and it was expanded to Embarcadero and Montgomery St. stations in November of 2019. In 2020, the Program continued to provide services through the COVID-19 pandemic, although ridership was significantly reduced for both transit agencies. In FY 23-24, an average of 80,878 customers used the elevators at each station per month, which is more than twice the number in FY 21-22. Average weekday ridership increased by 10% from 2023 to 2024, and BART is already seeing a steady increase in ridership in 2025. Consequentially, BART expects to experience continued increase in elevator usage. This request for funding would extend the program at all four downtown BART and Muni stations for FY 25-26. BART is also exploring the possibility of expanding Elevator Attendant services to two additional San Francisco stations: 16<sup>th</sup> Street Mission and 24<sup>th</sup> Street Mission, depending on funding availability.

The Program addresses sanitation, safety, and security concerns inside each elevator. The Program provides services while trains are in service to ensure all customers in need of an elevator can benefit. Each station has two elevators, and each elevator has one attendant for each shift. Attendants staff the elevators during the 21-hour period when stations are open to the public. The 21-hour period is broken up into three seven-hour shifts. Each shift is also staffed with floaters and supervisors to ensure the service is not interrupted. This service is essential for people with disabilities, seniors, families with strollers, and tourists who cannot use the stairs or escalators within the station. The attendants greet customers, operate the elevator, collect data on the number of users and their demographics, and intervene to deter inappropriate behavior.

**Describe the significance of the unmet transportation need or gap that the proposed project seeks to address and how the project will address that need or gap. Specify the goals and objectives of the project.**

The EAP goals are to ensure elevators at the four downtown San Francisco stations consistently remain safe, clean, and in working order for all BART/Muni customers. Clean, functioning elevators are critical to increase access to transit service for populations with mobility constraints. Concerns about security and

safety in station areas are also barriers to transit access for riders. This can particularly impact people who are of low-income, people with disabilities, and minorities who may not have other transportation options and depend on transit and its elevators. The Program addresses ongoing frustrations with poor elevator conditions, expressed by customers and BART's Accessibility Task Force (BATF). The BATF provides advice to the BART Board of Directors and staff on disability-related concerns and advocates for people with disabilities and/or seniors, many of whom are of low-income.

The San Francisco downtown stations are in areas where people who are experiencing homelessness, and are unsheltered, congregate. BART and Muni's customers, and the residents living around the downtown San Francisco transit stations, have raised concerns about cleanliness and security of the stations and the elevators. The elevators at the downtown stations were often subject to misuse and vandalism, often resulting in elevators going out of service, before the EAP was launched. The EAP addresses the needs of BART and Muni's customers and of downtown community members living near the stations. The attendants help to ensure elevators at the four downtown San Francisco stations consistently remain safe, clean, and in working order. Additionally, improved cleanliness of the elevators has helped to reduce elevator downtime. Customers, including those who arrive by paratransit and need to use the elevator to access fixed route transit service, now have more reliable elevator service to get to and from the platform. Thus, the Program enhances access for people with disabilities, paratransit riders, families with strollers, tourists, and a wider network of people living and working near the stations.

The following feedback received in March 2025, effectively highlights the importance of this Program: "Just wanted to let you know the elevator operators at the Embarcadero Bart are the best thing you could have done to make me ride BART more. In the past, I ignored the elevator because I didn't know what to expect. Are they clean? Are there people camping in there? But this time, with my 92-year-old mom and lots of luggage, we took a chance and pressed the button for the elevator. WOW! Surprise, there's an actual operator to ensure no one camps in there and that passengers are moving along. Elevators are clean and the operator was friendly! I felt good about it and will take the elevators on my next cruise out of SF."

**Describe how the project supports and the specific benefits to Equity Priority Communities (EPCs) and disadvantaged populations, include a description of the EPCs and pertinent demographic data.**

The EAP serves the community where the shared BART/Muni stations are located and provides specific benefits to EPCs and people who are historically disadvantaged. The Project's area expands from the Embarcadero station to the Civic Center/UN Plaza station. As shown in the Project's Area Map, Attachment 4, the stations are in an area with a high density of Equity Priority Communities (EPCs). Specifically, the stations are in an area with people who have a disability, are of low-income, and/or are of a minority



background. According to the San Francisco County Transportation Authority EPCs data, the Project's area has 10% to 40% of people with disabilities, 50% to 90% of people who identify as a minority, and 28% to 100% of people who are of low-income.

## Community-Identified Priority

**Discuss how the project addresses a transportation gap and/or barrier identified in a Community-Based Transportation Plan (CBTP) and/or other substantive local planning effort involving focused inclusive engagement with low-income populations. Indicate the name of the plan(s) and the page number(s) where the relevant gap and/or barrier is identified. Indicate the priority given to the project in the plan.**

MTC's Coordinated Public Transit – Human Services Transportation Plan (2024) addresses the mobility needs of seniors, people with disabilities, people with low-incomes and veterans. According to the plan, as of 2022 San Francisco's population is 851,036 of which 12% have a disability, 17% are over the age of 65, and 35% are below 200% of the poverty level. The plan highlights the importance of accessibility features on fixed-route vehicles including station elevators and/or ramps to boarding platforms for ease of boarding (page 32), and elevators are essential to ensuring the population of San Francisco with disabilities, seniors and people with low income can continue to utilize BART and Muni. By keeping elevators operational, the EAP helps to ensure that utilizing fixed-route transit continues to be a viable option for the most vulnerable population.

## Implementation Plan and Project Management Capacity

**Is the project ready to be implemented? What, if any, major issues need to be resolved prior to implementation and when will they be resolved?**

The EAP has been successfully operating since the spring of 2018. The Program expanded to provide services at all four downtown San Francisco stations since the fall of 2019. The Program is coordinated in partnership with Muni. Since 2019, BART and Muni have had an agreement to administer the Program, whereby BART manages the service provider and tracks program data, invoices, and payments. BART and Muni agree on the project cost sharing, funding strategy, scope and schedule for the Program and are scheduled to execute a new agreement, for the continuation of the partnership, in spring 2025.



In the fall of 2024, BART issued a Request for Proposals to contract a provider, for the EAP services, for a period of three years, starting with FY25-26. In the spring of 2025, BART is scheduled to issue a three-year contract, with two one-year options to the determined provider.

**Describe your organization’s ability to provide and manage the proposed project.**

BART, in partnership with Muni, has successfully managed the EAP since the spring of 2018. The Program has been managed by BART staff with extensive experience overseeing similar projects benefiting diverse community members. The Program was first managed by Mr. Tim Chan, Group Manager of Station Planning, who has over 20 years of experience in urban planning and relevant experience overseeing projects providing services to Equity Priority Communities. In 2021, the Program transitioned to be managed under BART’s first position focused on social service partnerships. Mr. Daniel Cooperman, Senior Manager of Social Services Partnerships, with over 10 years of relevant experience. In May 2024, this position was assumed by Mili Choudhury, who has 20 years of experience working with programs serving people with disabilities, and various housing and homeless programs, and will continue to manage the Program going forward.

**Identify performance measures to track the effectiveness of the project in meeting the identified goals. Provide the baseline and new or continued units of service to be provided (e.g., number of trips, service hours, etc.) and cost per unit of service (e.g., cost per trip or persons served per month and year).**

The Program goals are to ensure elevators at the four downtown San Francisco stations consistently remain safe, clean, and in working order for all BART/Muni customers. The following performance measures are being used, and will continue to be used, to track the effectiveness of the Program.

Performance Metric	Description	Reporting Frequency	Goal
Users Served	Number of users using elevators at each station, including number of disabled users, children, strollers, luggage, bicycles, and carts.	Monthly	Increase or maintain access to users, particularly disabled users
Biowaste Incidents	Number of incidents, per station, in which BART cleaning staff encounter needles or biowaste in an elevator	Monthly	Reduce biowaste incidents

Passenger Cleanliness Rating	Passenger ratings for station cleanliness (1-5 scale), including platform areas and other areas. Data collected from quarterly passenger surveys.	Quarterly	Improve station cleanliness ratings
Elevator Availability	Percent of the time station elevators are available for patron use during service periods	Quarterly	Increase elevator availability

## Coordination and Program Outreach

**Describe how the project will be coordinated with the community, public and/or private transportation providers, social service agencies, and non-profit organizations serving Equity Priority Communities. Describe plans to market the project, and ways to promote public awareness of the project.**

BART, the Muni, and the contracted provider will work closely with the community in implementing the EAP services. The contractor delivers high quality services to the public and receives appropriate training to be able to navigate challenging situations. The contractor is skilled at determining when staff need to engage the assistance of BART System Services team to help with keeping elevators clean, the Station Agent for questions and assistance with general customer questions, and law enforcement if situation requires additional assistance. The contractor's staff know when to provide a safe environment. In fact, Elevator Attendants have come to be regarded as assets and stewards of the communities in which they work, creating a sense of safety and security in some of the most dangerous and socially impacted communities in San Francisco.



**San Francisco State Transit Assistance County Block Grant  
Project Information Form  
Operating Project Schedule, Cost, and Funding Plan**

**Instructions:** Enter major cost line items below. Additional lines may be added as needed.

Provide total labor cost by agency including start-up, administration, operating expenses, consultant costs, other direct costs (e.g., mailing, reproduction costs room rental fees), contingency, and evaluation as applicable. If the project is a multi- year project, detailed budget information must be provided for all years. Please show all sources of revenue, including anticipated fare box revenue.

<b>Project Name:</b>	Elevator Attendant Program
<b>Project Sponsor:</b>	BART/SFMTA

**Operating Projects**

<b>Start Date of Operations:</b>	7/1/2025
<b>End Date of Operations:</b>	6/30/2026

Source	Year 1	Total	Status <sup>1</sup>
SF STA (requested) <sup>2</sup>	\$1,037,323	\$1,037,323	Planned
BART Operating Funds	\$1,804,702	\$1,804,702	Planned
SFMTA Operating Funds	\$1,804,702	\$1,804,702	Planned
	\$0	\$0	
	\$0	\$0	
	\$0	\$0	
<b>Total Funding</b>	<b>\$4,646,727</b>	<b>\$4,646,727</b>	

Cost by Task and Agency	Year 1	Total	Source of Cost Estimate
Staffing Costs (52 weeks per year, 7 days per week, 21 hours per day)	\$3,770,270	\$3,770,270	Based on FY 25 projected costs (through June 30, 2025).
Operating Expense: supplies, tablets, uniforms, communications radio	\$70,000	\$70,000	Based on FY 25 projected costs (through June 30, 2025).
Indirect Costs	\$806,457	\$806,457	Based on FY 25 projected costs (through June 30, 2025).
	\$0	\$0	
	\$0	\$0	
	\$0	\$0	
<b>Total Expenditures</b>	<b>\$4,646,727</b>	<b>\$4,646,727</b>	

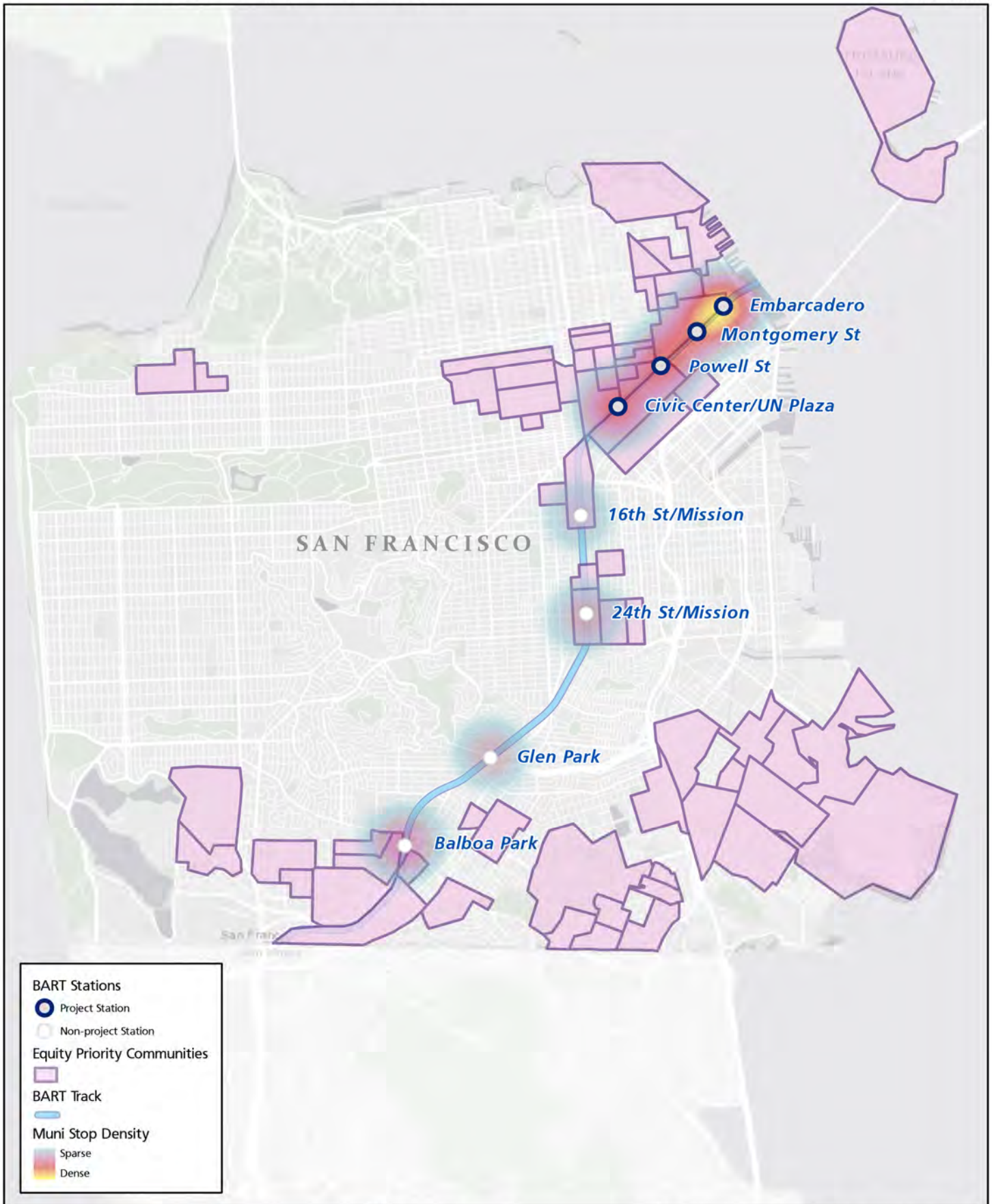
Additional Schedule/Status/Cost/Source Information (If needed)

This draft budget is for Elevator Attendant Services to be provided at four (4) BART/MUNI stations: Embarcadero, Montgomery, Powell, and Civic Center. The projected costs for the Elevator Attendant Program for FY 26 is based on FY 25 invoices and spending, as well as anticipated need in order to operate the program and deliver services effectively. For FY 25, and as in the past, the program has experienced challenges with being able to stay within budget. The Elevator Attendant services were put out of bid, and as the procurement process draws to a close in the next few weeks, the actual budget for this program will be solidified and subject to BART Board approval in April 2025. BART and SFMTA are negotiating a new cost sharing agreement.

<sup>1</sup> Planned funds have not been programmed or allocated specifically to the project or program that is the subject of the current request; Programmed funds have been committed to the project by the agency with the authority to do so; Allocated funds have been approved for expenditure for the subject project by the funding authority.

<sup>2</sup> If actual FY25/26 STA revenues come in at the conservative MTC-advised level of 95% of MTC's estimate, BART would receive \$1,037,323 for the Elevator Attendant Program. If revenues come in at 100% of MTC's estimated amount, BART would receive \$1,265,603. BART's and SFMTA's share of the remaining program costs would be equal and would be adjusted depending on the final FY25/26 STA revenue amount.

<b>Detailed Budget: FY25-26</b>						
	<b>Staff</b>	<b>\$/Hr</b>	<b>Hours/ Day</b>	<b>Annual Full Time Salary (for 1.00 FTE)</b>	<b>% FTE funded</b>	<b>FY 25-26</b>
Attendants at Powell St.	10	\$25.00	8.00	\$ 52,000	100%	\$ 520,000
Attendants at Civic Center	10	\$25.00	8.00	\$ 52,000	100%	\$ 520,000
Attendants at Montgomery	10	\$25.00	8.00	\$ 52,000	100%	\$ 520,000
Attendants at Embarcadero	10	\$25.00	8.00	\$ 52,000	100%	\$ 520,000
Total Salary						\$ 2,080,000
Fringe Benefits					42.00%	\$ 873,600
<b>Total</b>						<b>\$ 2,953,600</b>
Program Supervisor	3	\$36.50	8.00	\$ 75,920	100%	\$ 227,760
Program Manager	1	\$67.00	8.00	\$ 139,360	100%	\$ 139,360
Floater	4	\$25.00	8.00	\$ 52,000	100%	\$ 208,000
Total Salary						\$ 575,120
Fringe Benefits					42.00%	\$ 241,550
<b>Total</b>						<b>\$ 816,670</b>
<b>Personnel Total</b>	<b>48.00</b>					<b>\$ 3,770,270</b>
Materials & Supplies (Charging cords, cases for electronics, chairs, etc)						\$ 30,000
Uniforms						\$ 20,000
Communications Radios						\$ 20,000
<b>Total</b>						<b>\$ 70,000</b>
Administrative & Overhead						\$ 806,457
<b>Total Costs</b>						<b>\$ 4,646,727</b>



**BART Stations**

- Project Station
- Non-project Station

**Equity Priority Communities**

- Equity Priority Community

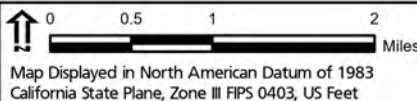
**BART Track**

- BART Track

**Muni Stop Density**

- Sparse
- Dense

Notes:  
**Equity priority community** - <https://epc-map.sfcta.org/>  
**Muni stops** - <https://data.sfgov.org/Transportation/Muni-Stops/i28k-bkz6>



San Francisco Bay Area Rapid Transit District  
EGIS - BART Office of the CIO  
2150 Webster St., 3rd Floor, Oakland, CA 94612





Let's go

# BART Facts 2025

## BART: Addressing a financial crisis while improving the rider experience

BART has played a critical role in keeping the Bay Area moving for more than 50 years. In 2025, the agency will continue to be a vital resource for the region by linking people to jobs, schools, entertainment, and opportunities. To respond to remote work trends, BART is running a service plan that relies less on work commutes and offers increased service on nights and weekends, where ridership is growing at a faster rate. Ridership recovery is making progress, but BART's historical reliance on fare revenue to pay for operations is outdated and no longer sustainable. Greater investments are needed to avoid significant service cuts to ensure BART will continue to provide solutions for many of the Bay Area's most pressing challenges, including traffic, affordability, housing, safety, equity, and climate change.

BART has been fortunate to receive nearly \$2 billion in federal, state, and regional emergency assistance since the start of the pandemic, but this funding is projected to run out in spring 2026.

BART is working hard to close the FY2026 deficit with cuts, but is facing ongoing structural deficits ranging from \$375 million to over \$400 million per year beginning in FY2027. To address the structural deficit, BART is working with the region's transit operators, the Metropolitan Transportation Commission (MTC), and other stakeholders to pursue funding to address the growing transit financial challenges, most likely with a regional tax measure on the November 2026 ballot.

### Improving the Rider Experience

BART has made significant changes to increase ridership:

- We have retired our legacy fleet and are now running only new trains.
- BART Police officers, Ambassadors, and Crisis Intervention Specialists are riding trains more, increasing their visibility and keeping riders safe.
- Station and train cleanliness has improved with more deep cleaning.
- All stations will have new modern, taller, and stronger fare gates by the end of 2025.
- Downtown San Francisco stations are getting new escalators installed that are under warranty.
- In mid-2025, the next generation of Clipper will roll out, allowing people to pay for BART with contactless credit/debit cards at the fare gates.

### BART Ridership Facts

#### AVERAGE 2024 RIDERSHIP

Weekday.....	165,502
Saturday .....	92,381
Sunday.....	71,034

Total passenger trips in Calendar Year 2024: ..... 50,656,380  
Ridership peaked to 47% of prepandemic expectations in September 2024.

#### SERVICE

Average passenger on-time performance .....	88%
Maximum train speed.....	70 mph

#### CLIPPER FARES AND TRIPS

Riders pay for BART with the regional Clipper card.	
Clipper fare range .....	\$2.40-\$16.20
Average fare .....	\$4.43
Average trip length.....	15 miles

Clipper is available on your phone through Apple Pay and Google Pay. In December 2024, 37% of BART trips were made using mobile cards.

#### CLIPPER DISCOUNTS

- YOUTH CLIPPER: Ages 5-18 get 50% off
- SENIOR CLIPPER: 65 years and over get 62.5% off
- RTC CLIPPER: Persons with disabilities get 62.5% off
- CLIPPER START: Qualified low-income adults get 50% off

#### RIDERSHIP PROFILE

- 67% identify as non-white
- 44% do not have a vehicle
- 31% report having annual household incomes under \$50K
- 7% have a disability
- 49% identify as male
- 48% identify as female
- 3% identify as non-binary or self-describe

## Transit Transformation Action Plan

BART is taking a leadership role in advancing the Transit Transformation Action Plan, a comprehensive framework that outlines strategies for achieving better transit coordination in the Bay Area and improved rider experience that includes:

- Innovative new fare products such as the Clipper BayPass pilot, which offers employers paid unlimited transit passes for their employees; the expansion of Clipper START with a 50% discount for low-income riders, and free or discounted transfers between systems with the next generation of Clipper.
- Aligning schedules so it's easier for riders to make connections between agencies.
- Planning and testing for more user-friendly mapping and wayfinding with a uniform approach to signage to help riders navigate regional transit systems.

## Award-winning approach to safety

Visible police staff presence on trains and platforms is at a historic high according to rider surveys as more safety staff, including sworn officers and unarmed employees, are riding trains and walking platforms. BART's equitable approach to safety continues to receive industry accolades for its full-time Crisis Intervention Specialists and Transit Ambassadors and for recognizing that not every unwanted behavior on a train or in a station requires a response by an armed police officer.



BART's safety solution includes:

- Running shorter trains at all hours of the day to improve the perception of safety, reduce harassment, and increase police patrols.
- Diverting calls from a sworn officer to a Crisis Intervention Specialist to reduce harm and offer connections to local support services outside of BART, freeing up officers to quickly respond to emergency calls.
- Offering welfare checks, administering lifesaving Narcan, and enforcing BART's zero-tolerance policy for drug use in the system.

## Improving the rider experience by rebuilding the core of BART

The replacement of old track, power cables, and other critical infrastructure through the voter-approved \$3.5 billion Measure RR rebuilding program is now more than halfway done, and riders are reaping the benefits. Replacing equipment that in some cases had been in place since BART began service in 1972 means a more reliable system. The number of trains delayed due to old rail decreased by more than 400 instances compared with before the work was complete. Sixty-two rebuilding projects have been completed across the system as of January 2025.

## Addressing the housing crisis

BART's Transit-Oriented Development (TOD) Program creates dense, well-designed communities adjacent to BART stations to increase ridership and reduce greenhouse gases. As of January 2025:

- Housing units delivered: 4,232, including 1,298 affordable units
- Housing units under construction: 97 affordable senior units
- Housing units in planning: 3,943, including 1,670 affordable units
- Hotel rooms: 164
- Office space: 672,000 square feet
- Retail: 202,590 gross square feet

## BART by the Numbers

### FINANCIAL PERFORMANCE

The Operating Ratio is the percentage of costs paid by passenger fares, parking revenue, advertising, and other sources of revenue.

FY24	29%
FY23	26%
FY22	21%
FY21	12%
Pre-COVID	71%

### STATIONS AND INFRASTRUCTURE

Total stations	50
Route miles of track	131
Miles of tunnels	39
Escalators	189
Elevators	154
Electric substations	136

### PARKING AND BIKE ACCESS

Stations with parking	35
Total parking spaces	~46,800
Bike parking (lockers, racks, and bike stations)	8,030

### FLEET\*

Fleet of the Future	860
New cars arriving each month	20
Total vehicle fleet will grow to	1,129

\*As of December 2024

### ELECTRICITY

Third rail	1000 volts DC
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### POWER SOURCES

BART continues to achieve an overwhelmingly greenhouse gas-free power supply, including over 66% eligible renewable energy as defined under California state law. BART's electric supply portfolio is comprised of wholesale wind, solar, and hydroelectric sources, as well as five onsite solar projects located throughout the BART system.



Let's go.

San Francisco Bay Area Rapid Transit District  
P.O. Box 12688, Oakland, CA 94604  
www.bart.gov

## Attachment 4.

<b>San Francisco STA County Block Grant Program Projects Funded in Fiscal Years 2018/19 - 2024/25<sup>1</sup></b>		
<b>Fiscal Year(s)</b>	<b>Project (Sponsor)</b>	<b>Total Amount (Actuals)</b>
FYs 2018/19 and 2019/20	Elevator Attendant Program (BART)	\$2,600,000
	San Francisco Community Health Mobility Navigation Project: Removing Health Care Transportation Barriers for Low Access Neighborhoods (SFMTA)	\$396,300
	Continuing Late Night Transit Service to Communities in Need (SFMTA)	\$1,609,700
	Paratransit (SFMTA)	\$3,141,610
FY 2020/21	Paratransit (SFMTA)	\$3,157,152
FY 2021/22	Paratransit (SFMTA)	\$3,012,914
	Elevator Attendant Program (BART)	\$1,035,626
FY 2023/24	Paratransit (SFMTA)	\$3,300,000
	Elevator Attendant Program (BART)	\$2,227,224 <sup>2</sup>
FY 2024/25	Paratransit (SFMTA)	\$3,300,000
	Elevator Attendant Program (BART)	\$356,901 <sup>3</sup>
	Treasure Island Electric Ferry Service (WETA)	\$1,418,859 (Approved up to \$1,686,004 <sup>4</sup> )

<sup>1</sup>MTC redirected STA County Block Grant funds in FY 2022/23 to other priorities related to assisting transit operators with recovery from the COVID pandemic (MTC Resolution 4481, October 2021).

<sup>2</sup>In May 2023, the Board programmed up to \$2,340,041 (at 100% of projected revenue) in STA Block Grant funds for BART's Elevator Attendant Program to cover two years of program costs over FYs 2023/24 and 2024/25. Based on actual revenues, BART received \$2,227,224.

<sup>3</sup>In May 2024, the Board programmed up to \$356,901 in STA Block Grant funds for BART's Elevator Attendant Program. This was an "up to" (maximum) amount and was to be reduced by a dollar-for-dollar amount if additional funds beyond the \$2,227,224 already collected became available for the Elevator Attendant Program in the FY 2023/24 cycle. Additional funds did not become available and BART will receive \$356,901.

<sup>4</sup>In May 2024, the Board programmed up to \$1,686,004 to WETA's Treasure Island Electric Ferry Service (at 100% of projected revenue). Actual FY 2024/25 revenue will be determined later this year.





# Memorandum

## AGENDA ITEM 6

**DATE:** March 21, 2025  
**TO:** Transportation Authority Board  
**FROM:** Anna LaForte - Deputy Director for Policy and Programming  
**SUBJECT:** 4/8/2025 Board Meeting: Adopt the Final Prop L Strategic Plan

<p><b>RECOMMENDATION</b>   <input type="checkbox"/> Information   <input checked="" type="checkbox"/> Action</p> <p>Adopt the Final Prop L Strategic Plan.</p> <p><b>SUMMARY</b></p> <p>The Prop L Expenditure Plan requires development of a 30-year Strategic Plan to guide program administration. The Strategic Plan establishes policies for Prop L administration, forecasts sales tax revenues, and estimates expenditures, including setting programming and cash flow by fiscal year for each of the 28 Expenditure Plan programs, and estimating any debt needs to advance project delivery faster than pay-go would allow. Developing the Strategic Plan is an iterative process closely linked to the 5-Year Prioritization Programs (5YPPs) that are used to identify the specific projects to be funded in the next five years. In June 2023, the Board approved the Strategic Plan Baseline (Baseline) which established the policies for administration of Prop L and set the pay-go budget for 23 Prop L programs and advanced funds for five of the largest programs. Between July 2023 and July 2024, the Board approved the 5YPPs identifying the projects to be funded in Fiscal Years (FYs) 2023/24 - FY2027/28. Concurrently, the Board amended the Baseline to incorporate sales tax programming and cash flow from the 5YPPs, ensuring that project costs plus any financing costs stayed within the amount of funds available to each program. Adoption of the Final Strategic Plan is the final step in the Strategic Plan and 5YPP development process. Given the roughly two years elapsed since the Board adopted the Baseline, staff performed a true-up of revenues and expenditures and revisited financial assumptions to determine if any revisions were warranted. The Final Strategic Plan includes actual revenues, expenditures, and financing costs through FY 2023/24, updated (lower) revenue projections to better reflect the current economic outlook for the local sales tax,</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fund Allocation</li> <li><input checked="" type="checkbox"/> Fund Programming</li> <li><input checked="" type="checkbox"/> Policy/Legislation</li> <li><input type="checkbox"/> Plan/Study</li> <li><input type="checkbox"/> Capital Project Oversight/Delivery</li> <li><input type="checkbox"/> Budget/Finance</li> <li><input type="checkbox"/> Contract/Agreement</li> <li><input type="checkbox"/> Other: _____</li> </ul>
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and corresponding reductions in programming to keep the plan financially constrained. The Final Strategic Plan incorporates an 11% (\$245 million in 2020\$s) lower revenue forecast for the 30-year plan period compared with the Baseline forecast. The proposed Final Strategic Plan supports the following investment highlights: retains funding as programmed in the Board-adopted 5YPPs; maximizes preservation of sales tax matching funds to meet the billion dollar plus Federal Transit Administration funding commitments to The Portal and BART Core Capacity projects; sustains accelerated Baseline funding for Muni Paratransit services, Mission Bay Ferry Terminal, and Caltrain Maintenance (relieving SFMTA of this responsibility for as long as possible); adjusts programming for all other programs to fit within the lower revenue envelope and to ensure that all of these programs have a similar share of funds (85-89% of the Priority 1 funding cap set in Prop L) over the 30-year period; and maintains similar debt levels and financing costs to the Baseline. Adoption of the Strategic Plan by the Board does not, in and of itself, constitute authorization for debt issuance for any capital projects. Our Debt Policy requires that the Board specifically authorize each debt financing.

## **BACKGROUND**

In November 2022, San Francisco voters approved Prop L, the Sales Tax for Transportation Projects measure. The Prop L Expenditure Plan prioritizes \$2.6 billion (in 2020 dollars) in sales tax revenues and leverages over \$20 billion in federal, state, and other local funds to help deliver Expenditure Plan programs and projects. Prop L took effect on April 1, 2023, superseding the previous half-cent sales tax measure, Prop K. The Expenditure Plan identifies eligible agencies and establishes limits on sales tax funding for each Prop L program. However, it does not specify how much sales tax revenue any given project would receive by year. Instead, the Expenditure Plan requires that the Transportation Authority develop and adopt periodic updates to a Strategic Plan and 5-year project lists (included in the 5-Year Prioritization Programs or 5YPPs) to guide the implementation of the program while supporting transparency and accountability. Adoption of the Strategic Plan and 5YPP documents is a prerequisite for allocation of funds from Prop L.

The Prop L Strategic Plan is the long-range financial planning tool and policy document that guides administration of the sales tax program. The Strategic Plan has three main elements - policies, revenues, and expenditures. The Strategic Plan guides day-to-day administration of the measure through its policies, which were



crafted using three guiding principles: optimize leveraging of sales tax funds, support timely and cost-effective project delivery, and maximize the cost-effectiveness of financing.

The Strategic Plan's financial model provides analysis to ensure that projected sales tax revenues are sufficient to cover all program-related expenditures including administration costs, projects costs, and any debt service that is required to advance sales tax funds if requested by sponsor agencies and approved by the Transportation Authority, to enable delivery of project benefits sooner to the public than a pay-go approach would support. In this way, the Strategic Plan supports project delivery and leveraging of other funds by ensuring that Prop L funds are available when needed.

Developing the Strategic Plan is an iterative process closely linked with development of the 5YPPs. While the Strategic Plan provides the policy guidance and long-term financial road map for managing Prop L, the 5YPPs ensure that the Transportation Authority Board, project sponsors, and the public have a clear understanding of how projects are prioritized for funding within each program. The 5YPPs result in 5-year project lists with associated sales tax programming commitments that support a steady project pipeline, enabling project sponsors to plan ahead, facilitating their ability to secure other funding sources to leverage Prop L and fully fund projects and to line up staff resources to deliver projects. When a project is ready to advance, the project sponsor can request allocation of funds from the Board based on the programming commitment in the relevant 5YPP.

Adoption of the Final Strategic Plan is the last step in the Strategic Plan and 5YPP development process. The 5YPP and Strategic Plan update process is repeated every 5 years over the life of the measure. These updates provide the opportunity to check in on delivery of the Prop L program, to update revenues and expenditures to reflect actuals to date, revise future forecasts, and reconfirm or revise the assumptions in the financial model. This first update where the Transportation Authority was standing up the new measure typically takes longer than subsequent updates. Staff anticipate beginning work on the next update in Fall 2027 (Fiscal Year 2027/28), which is year 5 of the current 5YPP period.

## **DISCUSSION**

The sections below focus on proposed revisions in the Final Strategic Plan compared to the Board-adopted Baseline.

**Prop L Strategic Plan Policies.** There are no proposed changes to the Strategic Plan policies, included as Attachment B to the Final Prop L Strategic Plan. The policies, which were adopted in June 2023 as part of the Baseline, are based on three core principles: optimize leveraging of sales tax funds, support timely and cost-effective project delivery, and maximize the cost-effectiveness of financing.



The Prop L policies are essentially the same as the policies for Prop K, which the Transportation Authority has been refining over many years, with minor modifications for clarity and to reflect specific details of the Prop L Expenditure Plan. Examples of key policies include project readiness requirements for allocation of funds, establishing that Prop L is a reimbursement-based program, requiring proportional spending of Prop L and non-Prop L funds, adopting a cash flow reimbursement schedule for each allocation, and setting a policy that only programs that advance funds faster than pay-go will need to proportionately cover their share of financing costs within the funding caps. This policy, carried forward from Prop K, protects the smaller ongoing programs such as Curb Ramps and Sidewalk Repair, from being impacted by the debt costs resulting from major capital projects choosing to significantly advance funds. Many of the aforementioned policies are critical cash management tools that the Transportation Authority uses to minimize financing costs for the overall program while seeking to have funds ready when sponsors need them to support project delivery.

**Revenues.** In late 2024, we worked with Avenu Insights and Analytics and Beacon Economics and compared near-term forecasts with the City's Controller's Office (long-term forecasts were not available) to update the revenue forecast for the Final Strategic Plan. The new forecast adjusts the estimates in the near-term (FYs 2024/25 – 2027/28) while leaving the flat, long-term growth rate the same as the Baseline forecast at 1.6%. The updated revenue forecast reflects a lower projection of \$1.950 billion (2020\$s) (net of the \$550 million Prop K carryforward obligations), which is about 11% (\$245 million in 2020\$s) lower than the revenue projection in the Baseline.

Attachment C compares the revenue forecasts in the Expenditure Plan, the Baseline, and the current revenue forecast that we are recommending for the Final Strategic Plan. Forecasts are shown both in 2020 dollars, which we use to ensure we comply with Expenditure Plan funding caps for each program, and in Year of Expenditure dollars which we use when programming and allocating funds to projects.

**Expenditures.** The Strategic Plan includes four elements of expenditures – operating costs and program administration, capital reserve, project costs, and debt costs. Recommendations for operating costs (6.9%, tapering off the last 5 years of the Expenditure Plan), program administration (1%), and capital reserve (last 1.75 years of revenue) are unchanged from the Baseline. Debt cost assumptions have been updated to reflect the current Revolving Credit Agreement. Additional detail on key Strategic Plan model assumptions can be found in Appendix D.

Final Strategic Plan Changes. The primary changes in the Final Strategic Plan are driven by the reduction in the 30-year revenue forecast. To achieve a financially



constrained plan, we worked with project sponsors and applied a set of principles to guide our approach to reducing funds. Those principles were as follows:

- Preserve funding as programmed in the approved 5YPPs (FYs 2023/24 - 2027/28) to protect the near-term funding levels for approved project lists
- Preserve funding, to the extent possible, to meet Full Funding Grant Agreement commitments for BART Core Capacity (\$1.3 billion in Capital Investment Grant (CIG) funds) and The Portal/Downtown Rail Extension (\$3 billion in CIG funds)
- Sustain accelerated Baseline funding level for Muni Paratransit operating services, Mission Bay Ferry Terminal, and Caltrain Maintenance (latter relieves SFMTA of this responsibility as a member of the Peninsula Joint Powers Board)
- Seek to bring all programs except The Portal and BART Core Capacity to comparable levels of funds available (programming plus financing)(85-89% of available Priority 1 revenues) over the 30-year period

The resulting programming and associated cash flow are shown by fiscal year in Attachment F for each of the 28 programs. Attachment G, slides 15 - 21 summarize the programming and cash flow changes made to fit with the lower forecast.

Debt Costs. As was the case with Prop K, Prop L allows the Transportation Authority to advance sales tax funds through financing in order to support faster delivery of project benefits to the public than a pay-go program would support. When considering requests to accelerate funding for projects, we keep the Strategic Plan core principles (see Policies above) in mind while carefully evaluating the project sponsor's request. There are both project-level considerations such as the impact of delaying a critical safety project or inflationary cost increases associated with a delay, as well as program-level considerations such as ensuring that the Prop L program has a robust debt service coverage ratio to help keep financing costs low.

The Strategic Plan estimates debt costs for the individual Prop L programs, as well as the overall program including the Prop K carry forward obligations (i.e., 2017 Sales Tax Revenue Bonds and Prop K grants with remaining balances) and ensures that there are sufficient revenues to cover all program expenditures including estimated debt.

Key Debt Assumptions. The Strategic Plan model is financially constrained to ensure the Transportation Authority can cover all program expenditures, including debt costs, over the 30-year program. Key assumptions are summarized in Attachment D and include assumptions such as requiring a 1.75 Maximum Annual Debt Service coverage ratio, which has allowed us to maintain the highest credit rating of AAA and



ultimately helps to minimize the cost of borrowing. Debt assumptions in the Final Strategic Plan remain largely unchanged from those in the Baseline, except for our revolver loan capacity, which increased from \$125 million to \$185 million with Board approval of a new Revolving Credit Agreement in October 2024.

The Final Strategic Plan reflects \$648.5 million in financing costs (compared to \$638.9 million in the Baseline) attributed to the 2017 Sales Tax Revenue Bonds (\$40.5 million) and future debt triggered by the near-term cash needs for carry forward Prop K grant reimbursements and the 20 Prop L programs that advance funds beyond the pay-go amounts. Based on historical trends, actual debt needs will likely be lower. This estimate of debt costs reflects the proposed programming and cash flow schedules included in the Final Strategic Plan, consistent with Strategic Plan policies, and sized to fit within the current revenue projections. With over 240 projects and placeholders programmed in just the first five years of Prop L, we know based on three decades of experience administering the sales tax program that not all projects will seek sales tax allocations or reimbursements as reflected in the Strategic Plan. This happens for many reasons including, but not limited to needing more time for projects to secure full funding for a project phase, to address community input, to ensure sufficient staff resources, to resolve unexpected project delivery issues, and to address changed or emerging priorities. In addition, sponsors may spend down non-sales tax funding first for sources that have strict timely-use-of-funds deadlines which would contribute to lower debt costs.

Transportation Authority staff will update financing costs when we prepare the next Strategic Plan update starting in FY 2027/28 along with development of the next set of 5YPPs. If the Transportation Authority finances less than what the Final Strategic Plan assumes, that will be reflected in the Strategic Plan update and those funds will be made available for programming to projects.

## **FINANCIAL IMPACT**

There are no impacts to the Transportation Authority's adopted FY 2024/25 budget associated with the recommendation action. The Final Prop L Strategic Plan includes the continuation of 7.9% off the top of the sales tax program for operating costs and program administration. This is the same level as for Prop K, including 6.9%, (tapering off the last 5 years of the Expenditure Plan) for planning, programming, project delivery support, and oversight for Expenditure Plan projects and 1% for program administration (same as Prop K) as allowed by statute. Allocation of funds and issuance of any debt are subject to separate approval actions by the Board.

## **CAC POSITION**



The Community Advisory Committee will be briefed on this item at its March 26, 2025 meeting.

### **SUPPLEMENTAL MATERIALS**

- Attachment 1 - Final Prop L Strategic Plan
  - Attachment A - 2022 Expenditure Plan Summary
  - Attachment B - Strategic Plan Policies
  - Attachment C - Draft Prop L Sales Tax Revenue Forecast
  - Attachment D - Key Financial Model Assumptions
  - Attachment E - Priority 1 Funding and Priority 1 Funding Levels (2020 \$s)
  - Attachment F-1 - Programming and Finance Costs by Expenditure Plan Program (YOE \$s)
  - Attachment F-2 - Cash Flow and Finance Costs by Expenditure Plan Program (YOE \$s)
  - Attachment G - Final Prop L Strategic Plan Presentation

# Draft Final Prop L Strategic Plan

March 2025



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Draft Final Prop L Strategic Plan  
March 2025

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**ATTACHMENTS**

**Attachment A** - 2022 Expenditure Plan Summary

**Attachment B** - Strategic Plan Policies

**Attachment C** - Draft Prop L Sales Tax Revenue Forecast

**Attachment D** - Key Financial Model Assumptions

**Attachment E** - Priority 1 Funding and Priority 1 Funding Levels (2020 \$s)

**Attachment F-1** - Programming and Finance Costs by Expenditure Plan Program (YOE \$s)

**Attachment F-2** - Cash Flow and Finance Costs by Expenditure Plan Program (YOE \$s)

**Attachment G** - Final Prop L Strategic Plan Presentation

**Draft Final Prop L Strategic Plan  
March 2025**

## **I. Executive Summary**

The Prop L Expenditure Plan approved by the voters in November 2022 prioritizes \$2.6 billion (in 2020 dollars) the local transportation half-cent sales tax revenues across five categories and 28 programs over 30 years, intended to leverage over \$20 billion in federal, state, and local funding sources to help deliver safer, smoother streets, more reliable transit, continue paratransit services for seniors and persons with disabilities, reduce congestion and improve air quality. To guide program administration, the Expenditure Plan requires development of a 30-year Strategic Plan that establishes policies for Prop L administration, forecasts sales tax revenues, and estimates expenditures, including setting the dollar amount (programming) and reimbursement schedule (cash flow) of sales tax funds available for allocation each year for each of the 28 Expenditure Plan programs. The Expenditure Plan also requires concurrent development of a 5-Year Prioritization Program (5YPP) for each Expenditure Plan program to identify the specific projects that will be funded over the next five years of the Prop L program and how much sales tax funds they will receive by year.

The Prop L Strategic Plan provides transparency and accountability about how the Transportation Authority administers the sales tax and serves as a key financial planning tool for the sales tax program. The Strategic Plan has three main elements - policies, revenues, and expenditures. The Strategic Plan guides day-to-day administration of the measure through its policies, which were crafted using three guiding principles:

- optimize leveraging of sales tax funds,
- support timely and cost-effective project delivery, and
- maximize the cost-effectiveness of financing.

The Strategic Plan's financial model provides analysis to ensure that projected sales tax revenues are sufficient to cover all program-related expenditures including administration costs, projects costs, and any debt service that is required to advance sales tax funds if requested by sponsor agencies and approved by the Transportation Authority, to enable delivery of project benefits sooner to the public than a pay-as-you-go (pay-go) approach would support. In this way, the Strategic Plan supports project delivery and leveraging of other funds by ensuring that Prop L funds are available when needed.

Developing the Strategic Plan is an iterative process (see Figure 2) closely linked with the development of the 5YPPs. In June 2023, the Transportation Authority Board approved the Strategic Plan Baseline (Baseline) which set the pay-go budget for most of the Prop L programs and advanced funds for five of the largest programs, driven by the near-term funding needs for two major transit projects leveraging billions of federal Capital Investment Grants (CIG) and other funds:

- The Portal/Caltrain Downtown Rail Extension (DTX): Programmed \$300 million Prop L funds to leverage \$3 billion in Federal Transit Administration (CIG) funding, in addition to other funds.
- BART Core Capacity: Programmed \$90 million in Prop L funds in the first 10 years of the Expenditure Plan to provide San Francisco's commitment to leveraging \$1.17 billion in CIG funding as well as other funds.

## Draft Final Prop L Strategic Plan March 2025

To give a more realistic picture of financing costs for these two major capital projects, while ensuring the Transportation Authority could meet other programs' requests for advancing funds, the Board approved included accelerating programming and cash flow schedules in the Strategic Plan Baseline for three other programs that the Transportation Authority knew were seeking to advance funds: Muni Maintenance, Paratransit, and Caltrain Maintenance.

Following adoption of the Baseline, Transportation Authority staff worked closely with project sponsors to develop the 5YPPs and their project lists. Transportation Authority staff worked with sponsors to carefully consider program costs and benefits, leveraging and whether to advance funds for investments in various programs in order to deliver projects more quickly, and realize benefits to the public, sooner than pay-go funding would otherwise allow. Between July 2023 and July 2024, the Board approved the 5YPPs for 27 Expenditure Plan programs (the Caltrain Service Vision: Capital System Capacity Investments program has Priority 2 funding only, and the revenue forecast is not high enough to reach Priority 2) and concurrently amended the Strategic Plan Baseline to incorporate the sales tax programming and cash flow from the 5YPPs, and for those programs that were advancing funds, estimated the associated financing costs to ensure project costs plus any financing costs stayed within the amount of funds available (program caps). This is consistent with the Strategic Plan policy that assigns financing costs proportionately to those programs that advance sales tax funds. This protects the ongoing, often smaller annual programs such as sidewalk repair, curb ramps, and traffic signal maintenance from being impacted by larger projects and programs need to advance funds.

Following adoption of the 5YPPs, Transportation Authority staff began preparing the Final Strategic Plan. Given the roughly two years elapsed since the Board adopted the Baseline, staff performed a true-up of revenues and expenditures and revisited Strategic Plan financial model assumptions to determine if any warranted revisions. The Final Strategic Plan includes actual revenues, expenditures, and financing costs for Fiscal Years 2022/23 and 2023/24, updated (lower) revenue projections to better reflect the current economic outlook for the local sales tax, and corresponding reductions in programming to keep the plan financially constrained. As part of the true-up the Final Prop L Strategic Plan incorporates an 11% lower revenue forecast for the 30-year Expenditure Plan period compared with the forecast in the Strategic Plan Baseline, reflecting current economic conditions. Details on the revenues and expenditures and related assumptions are provided in Section IV and V, respectively.

The resulting Final Strategic Plan provides for the following investment highlights:

- Keeps funding as programmed in the Board-adopted 5YPPs covering Fiscal Years 2023/24 - 2027/28 and incorporates the Muni Maintenance, Rehabilitation, and Replacement 5YPP (Muni Maintenance 5YPP) amendment presented to the Board in March 2025.
- Preserves sales tax matching funds, to the extent possible, to meet San Francisco's Federal Transit Administration CIG funding commitments to The Portal and BART Core Capacity, two of the Prop L major capital projects.
- Sustains accelerated Baseline funding level for Muni Paratransit services, Mission Bay Ferry Terminal, and Caltrain Maintenance.

## Draft Final Prop L Strategic Plan March 2025

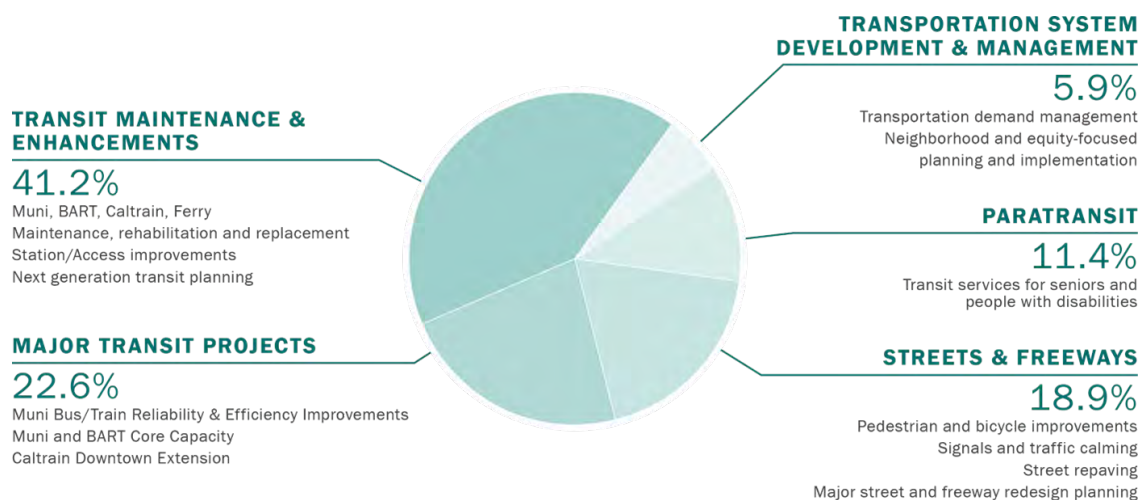
- Adjusts programming for all other programs to fit within the lower revenue envelope and to ensure all of these programs have a similar share of funds (85-89% of available Priority 1 revenues) over the 30-year period taking into consideration that some programs heavily advanced funds in the 5YPPs while many did not.
- Maintains similar debt levels and financing costs to the Strategic Plan Baseline.

The 5YPP and Strategic Plan update process will be repeated every 5 years over the life of the measure. These updates provide the opportunity to check in on delivery of the Prop L program, to update revenues and expenditures to reflect actuals to date, revise future forecasts, and reconfirm or revise the assumptions in the financial model. This first update where the Transportation Authority was standing up the new measure typically takes longer than subsequent updates. Staff anticipates beginning work on the next update in Fall 2027 (Fiscal Year 2027/28), which is year 5 of the current 5YPP period.

## II. Context and Purpose of the Strategic Plan

In November 2022, San Francisco voters approved Prop L, the Sales Tax for Transportation Projects measure. The Prop L Expenditure Plan prioritizes \$2.6 billion (in 2020 dollars) in sales tax revenues and leverages over \$20 billion in federal, state, and other local funds to help deliver safer, smoother streets, more reliable transit, continue paratransit services for seniors and persons with disabilities, reduce congestion, improve air quality, and more. Prop L took effect on April 1, 2023, superseding the previous half-cent sales tax measure, Prop K.

**Figure 1: Prop L Expenditure Plan - Expenditures by Category**



As shown in Figure 1 above, the Prop L Expenditure Plan is comprised of 5 categories, each assigned a proportion of sales tax revenues anticipated to be received over the 30-year Expenditure Plan period. The Expenditure Plan also describes the types of projects that are eligible for funds through 28

## Draft Final Prop L Strategic Plan March 2025

programs. It includes a paratransit operations program and twenty-seven capital programs intended to fund projects ranging from street resurfacing to new and upgraded traffic signals to pedestrian safety improvements to transit vehicle replacements. See Attachment A for a summary of the Expenditure, including the list of programs, the amount of sales tax funds available, and expected leveraging.

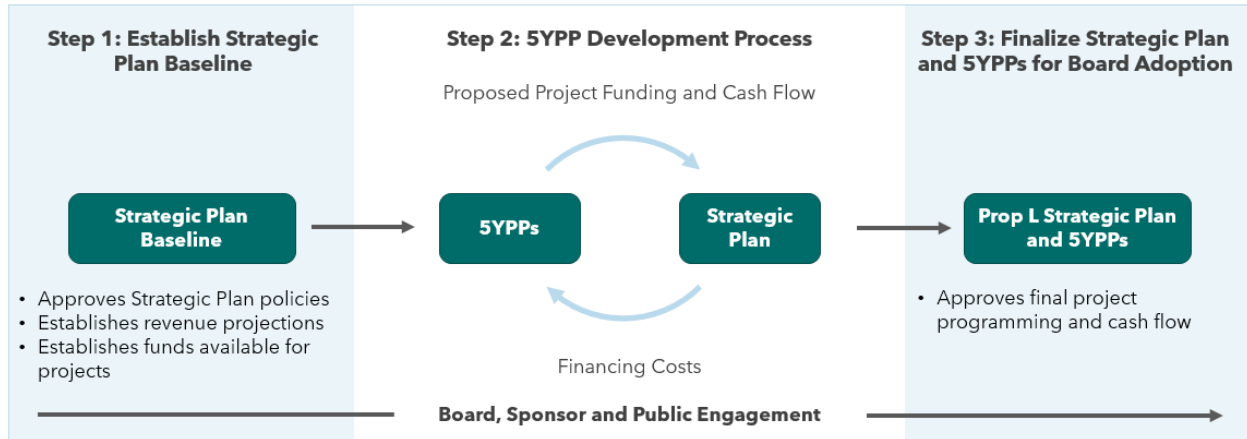
The Expenditure Plan identifies eligible agencies and establishes limits on sales tax funding for each Prop L program. It also sets expectations for leveraging of sales tax funds with other federal, state, and local dollars to fully fund the Expenditure Plan programs and projects. However, it does not specify how much sales tax revenue any given project would receive by year. Instead, the Expenditure Plan requires that the Transportation Authority develop and adopt periodic updates to a Strategic Plan and 5-year project lists (included in the 5-Year Prioritization Programs or 5YPPs) to guide the implementation of the program while supporting transparency and accountability. Adoption of the Strategic Plan and 5YPP documents is a prerequisite for allocation of funds from Prop L.

**Strategic Plan and 5YPP Development Process.** The Strategic Plan is the long-range financial planning tool and policy document that guides administration of the sales tax program. The 30-year Strategic Plan establishes policies for Prop L administration, forecasts sales tax revenues, and forecasts expenditures, including setting programming and cash flow by fiscal year for each of the 28 Expenditure Plan programs, and estimating debt needs to advance project delivery faster than pay-go would allow. While the Strategic Plan covers the 30-year Expenditures Plan period, it is developed in concert with 5-Year Prioritization Programs (5YPPs) that are used to identify the specific projects to be funded in the next five years.

The Strategic Plan is built wherein revenues are distributed among the 28 Prop L programs in amounts equal to that program's pro-rata share of Prop L funds on an annual basis. This is the pay-go amount of funds available to each program. Project sponsors can request more funding than their pro-rata share of revenue in any given year for a particular project, but the Transportation Authority must confirm that advancing funds is justified based on project information (e.g. project readiness, leveraging, benefits of delivering a project sooner than pay-go, impacts of delay). In addition, Transportation Authority staff use the Strategic Plan financial model to ensure that the total funds available for the relevant Prop L program cover project expenditures plus any debt costs triggered by advancing funds at a rate that is faster than the annual pro-rata share of revenue.

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**Figure 2: Strategic Plan and 5YPP Development Process**



Step 1 in developing the Prop L Strategic Plan and the 5YPPs is establishing the Strategic Plan Baseline (Baseline)(Resolution 23-56, approved June 27, 2023). In addition to providing guidance about program implementation to staff and sponsors through the Strategic Plan policies (see Section II. Policies), the Baseline set the amount of pay-go funding available to each program, by fiscal year, through the end of the Expenditure Plan (2053). Before finalizing the Baseline, staff worked with project sponsors for five of the largest programs which had known needs for advancement of sales tax funds in the first five years of the program. Because these large programs are significant drivers of program-wide financing costs, staff recommended and the Board approved accelerated funding in the Baseline. This provided a more refined starting budget for project sponsors as they identified the projects they wished to fund over the next five years. The five programs that have accelerated sales tax funds in the Baseline and the rationale for doing so is described in more detail in Section V. Expenditures, under Project Costs: Prop L Programming.

Step 2 took place between July 2023 and July 2024, when project sponsors and Transportation Authority staff developed and the Board approved the 5YPPs for 27 programs. Each time the Board adopted a 5YPP, the Board concurrently amended the Baseline to incorporate the programming and associated cash flow schedules from the approved project lists. This step enables estimation of financing costs for programs that accelerated sales tax funds and enabled the Transportation Authority to ensure that proposed expenditures were able to be covered by forecast revenues - in other words, ensuring the program is financially constrained. See the section below for more detail on the 5YPP development process.

Step 3 is the final step in the Strategic Plan and 5YPP update process. Given the roughly two years elapsed since the Board adopted the Baseline, Transportation Authority staff performed a true-up of revenues and expenditures and revisited Strategic Plan financial model assumptions to determine if any warranted revisions. The Final Strategic Plan includes actual revenues, expenditures, and financing costs for Fiscal Years 2022/23 and 2023/24, updated (lower) revenue projections to better reflect the current economic outlook for the local sales tax, and corresponding reductions in programming to

## Draft Final Prop L Strategic Plan March 2025

keep the plan financially constrained. Details on the revenues and expenditures and related assumptions are provided in Section IV and V, respectively.

The aforementioned 5YPP and Strategic Plan update process will be repeated every 5 years over the life of the measure. This first update where the Transportation Authority was standing up the new measure typically takes longer than subsequent updates. Staff anticipates beginning work on the next update in Fall 2027 (Fiscal Year 2027/28), which is year 5 of the current 5YPP period.

**5-Year Prioritization Programs.** While the Strategic Plan provides the policy guidance and long-term financial road map for managing Prop L, the 5YPPs ensure that the Transportation Authority Board, project sponsors, and the public have a clear understanding of how projects are prioritized for funding within each program. The 5YPPs result in 5-year project lists with associated sales tax programming commitments that support a steady project pipeline, enabling project sponsors to plan ahead, facilitating their ability to secure other funding sources to leverage Prop L and fully fund projects and to line up staff resources to deliver projects. The 5-year look ahead also enables coordination between projects. When a project is ready to advance, the project sponsor can request allocation of funds from the Board based on the programming commitment in the relevant 5YPP.

The 5YPPs also provide transparency about how Prop L projects are prioritized. Transportation Authority staff work in close collaboration with project sponsors eligible for Prop L funds from a particular program, as well as any other interested agencies, to develop each 5YPP. Input from the Board, sponsors, and the public inform the 5YPP process.

For each proposed project, Transportation Authority staff look closely at project readiness, whether there is full funding for the requested phase or phases, the amount of leveraging, timely use of funds requirements, and other factors that inform the staff recommendation to program funds to the project and whether to support advancement of funds beyond pay-go to support faster project delivery than a pay-go approach would allow.

Approval of the 5YPP programs or commits funding to the projects contained therein in the fiscal year indicated. When sponsors are ready to begin work on the relevant project phase, they submit an allocation request form to the Transportation Authority with detailed scope, schedule, cost, and funding information which staff will evaluate using the same criteria noted above before bringing the request to the Transportation Authority Board for approval. The recommended allocation action is always accompanied by a cash flow or reimbursement schedule, that is one of the tools used to minimize financing costs. See the next section on Strategic Plan policies for other examples of policy tools that support project delivery while minimizing financing costs.

### III. Policies

The Strategic Plan policies, included as Attachment B, provide guidance to Transportation Authority staff and project sponsors for day-to-day administration of the sales tax program. The policies, which were adopted by the Board in June 2023 as part of the Strategic Plan Baseline, are based on three core principles:

- optimize leveraging of sales tax funds,

## Draft Final Prop L Strategic Plan March 2025

- support timely and cost-effective project delivery, and
- maximize the cost-effectiveness of financing.

The Prop L policies are essentially the same as the policies for Prop K, which the Transportation Authority has been refining over many years, with minor modifications for clarity and to reflect specific details of the Prop L Expenditure Plan. Examples of key policies include project readiness requirements for allocation of funds, establishing that Prop L is a reimbursement-based program, requiring proportional spending of Prop L and non-Prop L funds, adopting a cash flow reimbursement schedule for each allocation, and setting a policy that only programs that advance funds faster than pay-go will need to proportionately cover their share of financing costs within the funding caps. This policy, carried forward from Prop K, protects the smaller ongoing programs such as Traffic Signs and Signals Maintenance, Curb Ramps, and Sidewalk Repair, from being impacted by the debt costs resulting from major capital projects choosing to significantly advance funds. Many of the aforementioned policies are critical cash management tools that the Transportation Authority uses to minimize financing costs for the overall program while seeking to have funds ready when sponsors need them to support project delivery.

One notable new Prop L policy references the Expenditure Plan requirement that the Transportation Authority develop project delivery oversight guidelines. Transportation Authority staff anticipate presenting these to the Board for approval by the end of the calendar year, if not sooner.

## IV. Revenues

In June 2021, Transportation Authority staff worked with Muni Services, the agency's economic consultants, and developed the two forecasts for sales tax revenues in the Expenditure Plan: the Priority 1 conservative forecast of \$2.378 billion (2020\$s) and the Priority 2 optimistic forecast of \$2.598 billion (2020\$s). These revenue forecasts are net of \$550 million for Prop K carryforward obligations assumed in the Prop L Expenditure Plan, including repayment of Sales Tax Revenue Bonds (Series 2017), remaining grant balances, and other Prop K financial obligations (e.g., maintaining the revolving line of credit).

To update the revenue forecast for the Strategic Plan Baseline, staff worked with Muni Services to assist with revenue forecasting and compared near-term forecasts with the City's Controller's Office (long-term forecasts were not available). Revenue forecasts from April 2023 reflected a lower projection of \$2.194 billion (2020\$s) (net of the \$550 million Prop K carryforward obligations) which is 7.7% lower than Priority 1 revenues in the Expenditure Plan. That projection was grounded in the latest data of the time and considered actual revenues in the previous two fiscal years as well as the then-current economic picture showing a slow pandemic recovery in San Francisco.

In late 2024, staff worked with Muni Services (now Avenu Insights and Analytics) and Beacon Economics and compared near-term forecasts with the City's Controller's Office (long-term forecasts were not available) to update the revenue forecast for the Final Strategic Plan. The new forecast adjusts the estimates in the near-term (Fiscal Years 2024/25 - 2027/28) while leaving the flat, long-term growth rate the same as the Baseline forecast at 1.6%. The updated revenue forecast reflects a lower



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projection of \$1.950 billion (2020\$s) (net of the \$550 million Prop K carryforward), which is about 11% lower than the revenue projection in the Strategic Plan Baseline.

Attachment C compares the revenue forecast in the Expenditure Plan to the forecast in the Strategic Plan Baseline and the current revenue forecast recommended for the Final Strategic Plan. Forecasts are shown both in 2020 dollars, which the Transportation Authority uses to ensure compliance with Expenditure Plan funding caps for each program, and in Year-of-Expenditure (YOE) dollars which the Transportation Authority uses when programming and allocating funds to projects.

The new Prop L revenue projection is grounded in the latest data and considers actual revenues in the last two fiscal years, which reflect a much slower-than-anticipated pandemic recovery in San Francisco. This updated forecast reflects San Francisco's current economic picture of high office vacancies and continued remote work, as well as gradual recovery of tourism, business travel, and business conventions. Due to the uncertainty of the current economic outlook, the long-term growth rate remains at 1.6% annually. Given the magnitude of the decrease in the revised sales tax revenue projections (11% compared to the Baseline), Transportation Authority staff recommended incorporating the new forecast into the Final Strategic Plan to ensure there are enough revenues to meet the Transportation Authority's commitments to projects and debt.

It should be noted that adoption of the Final Strategic Plan is happening at the start of year 3 of a 30-year plan, and there are recent positive signs of recovery such as more employees returning to work in person in San Francisco offices versus remote. This provides some cause for optimism that revenues may outperform expectations as reflected in the Final Strategic Plan. With each Strategic Plan and 5YPP update cycle, the Transportation Authority will revisit sales tax projections. If they are higher than had previously been assumed, there will be additional funds to program to projects. Transportation Authority staff anticipate beginning the next Strategic Plan and 5YPP update cycle in early Fiscal Year 2027/28 .

## V. Expenditures

The Strategic Plan includes four elements of expenditures – operating costs and program administration, capital reserve, project costs, and debt costs. All of the assumptions about these elements in the Final Strategic Plan are unchanged from the Baseline with the exception of debt cost assumptions which have been updated to reflect the current revolving credit agreement. Highlights of the four types of expenditures are provided below. Additional detail on key Strategic Plan model assumptions can be found in Attachment D.

**Operating Costs and Program Administration.** The Transportation Authority is responsible for ensuring that Prop L funds are being spent in accordance with the intent of the voter-approved sales tax measure and for complying with Expenditure Plan and Prop L requirements such as preparing the Strategic Plan and 5YPPs and supporting annual independent financial audits of the sales tax program. Transportation Authority staff work with project sponsors at every stage of project development from planning through design and construction, seeking to optimize leveraging of other fund sources coming to the project, helping to identify and resolve issues that may arise throughout the various

## Draft Final Prop L Strategic Plan March 2025

phases of project delivery, and otherwise championing projects to support delivery of the Prop L Expenditure Plan.

To support this work, the Strategic Plan includes the continuation of 7.9% off the top of the sales tax program for operating costs and program administration. This is the same level as for Prop K, including 6.9%, tapering off in Fiscal Years 2048/49 - 2052/53 (the last five years of the Expenditure Plan) for planning, programming, project delivery support, and oversight for Expenditure Plan projects (same as Prop K) and 1% for program administration (same as Prop K) as allowed by statute. All other funds are available for project expenses and project related financing.

**Capital Reserve.** The Strategic Plan includes a capital reserve, that holds the last 1.75 years of revenue (July 1, 2051- March 31, 2053) or \$303 million (\$YOE) in a reserve to protect against risk that actual revenues are lower than projected, helping ensure that there enough funds to cover obligations. Transportation Authority staff will evaluate the capital reserve with each Strategic Plan update and right size it as needed. Based on decades of experience administering the sales tax, staff are unlikely to recommend reducing the 1.75 years of the reserve until the program is much closer to the 30-year end date and the need for contingency funds is lower.

**Project Costs: Prop K Carry Forward.** Prop L superseded Prop K and carried forward the remaining Prop K financial obligations into the new measure. These obligations include \$234.7 million in remaining debt service for the Sales Tax Revenue Bonds (Series 2017) in even payments of about \$21.3 million per year through Fiscal Year 2033/34, and about \$400 million in grant balances from about 400 open grants. Table 1 below shows the 2017 Sales Tax Revenue Bonds payment schedule.

Since the Board approved the Strategic Plan Baseline in 2023, the Transportation Authority has closed nearly 100 Prop K grants, reimbursed over \$200 million, and continues to make annual debt payments on the 2017 Sales Tax Revenue Bonds.

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**Table 1: Remaining Debt Service on 2017 Sales Tax Revenue Bonds (\$M)**

Fiscal Year	Principal	Interest	Annual Debt Service
FY 2023/24	\$14.55	\$6.79	\$21.34
FY 2024/25	\$15.13	\$6.21	\$21.33
FY 2025/26	\$15.74	\$5.60	\$21.34
FY 2026/27	\$16.36	\$4.97	\$21.33
FY 2027/28	\$17.02	\$4.32	\$21.33
FY 2028/29	\$17.70	\$3.64	\$21.33
FY 2029/30	\$18.41	\$2.93	\$21.34
FY 2030/31	\$18.96	\$2.38	\$21.33
FY 2031/32	\$19.53	\$1.81	\$21.34
FY 2032/33	\$20.11	\$1.22	\$21.33
FY 2033/34	\$20.72	\$0.62	\$21.34
<b>Total Remaining</b>	<b>\$194.19</b>	<b>\$40.50</b>	<b>\$234.69</b>

**Project Costs: Prop L Programming.** For 23 of the 28 Prop L programs, the Strategic Plan Baseline reflected their share of annual pay-go revenues over the 30-year period. Through the 5YPP process, sponsors were able to request acceleration of Prop L funds to enable faster project delivery than pay-go revenues would allow. Consistent with Strategic Plan policies (Attachment B), programs that advance funds need to absorb their proportional share of finance costs within their program caps.

For 5 of the 28 programs, the Strategic Plan Baseline advanced funds, driven by the near-term funding needs for the following two major transit projects:

- The Portal/Caltrain Downtown Rail Extension (DTX): Programmed \$300 million Prop L funds to leverage \$3 billion in Federal Transit Administration Capital Investment Grants (CIG) funding, in addition to other funds. The Final Strategic Plan delays cash flow to reflect an updated project delivery schedule. This is part of the Caltrain Downtown Rail Extension and Pennsylvania Alignment Expenditure Plan Program.
- BART Core Capacity: Programmed \$90 million in Prop L funds in the first 10 years of the Expenditure Plan to provide San Francisco's commitment to leveraging \$1.17 billion in CIG funding as well as other funds. The Final Strategic Plan reduces programming to \$85 million and delays cash flow to fit within the reduced revenue envelope.

To give a more realistic picture of financing costs for these two major capital projects, while ensuring the Transportation Authority could meet other programs' requests for advancing funds, the Board approved inclusion of accelerated programming and cash flow schedules in the Strategic Plan Baseline

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for three other programs that the Transportation Authority knew were seeking to advance funds. Together these are among the biggest Prop L programs.

- Muni Maintenance had programming placeholders through Fiscal Year 2047/48 in anticipation of advancing funds for this program, which is more than double the size of any other program, resulting in an outsized impact on financing costs. The Final Strategic Plan reflects the Muni Maintenance 5YPP amendment that was presented to the Board in March 2025. This amendment includes a modest advancement of Prop L funds programmed from Fiscal Year 2027/28 to Fiscal Year 2026/27 and slower annual cash flows (i.e., reimbursement schedules) compared to the Baseline. The Final Strategic Plan also reduces programming in Fiscal Years 2028/29 - 2039/40 and increases programming in Fiscal Years 2040/41- 2050/51 by programming previously unprogrammed funds from the Baseline. This results in the total 30-year programming increasing by \$23 million compared to the Strategic Plan Baseline, as amended.
- Paratransit included \$13 million per year with an annual inflationary increase through Fiscal Year 2037/38 to provide funding stability for this critical program for seniors and persons with disabilities. The Final Strategic Plan preserves programming at about \$13 million per year plus escalation through Fiscal Year 2034/35 and partial funding in Fiscal Year 2035/36 (ends 2 years sooner than Baseline), with modestly delayed cash flow.
- Caltrain Maintenance had placeholders of \$5 million per year through Fiscal Year 2045/46 to support Caltrain budgeting and corresponding commitments from funding partners in San Mateo and Santa Clara Counties, two of the three Peninsula Joint Powers Board (PJPB) counties, which also includes San Francisco. The Final Strategic Plan preserves \$5 million annually through Fiscal Year 2032/33, reduces this annual amount to \$4.5 million through Fiscal Year 2041/42 with partial funding in Fiscal Year 2042/43 (ends 3 years sooner than Baseline) to fit within the reduced revenue projections. Providing this annual local capital match commitment for Caltrain maintenance relieves SFMTA of the responsibility to do so as a member of the PJPB.

Final Strategic Plan Changes. When the Transportation Authority Board approved the 5YPPs, it concurrently amended the Baseline to incorporate the programming and cash flow for the recommended 5YPP projects. Many programs advanced funds to meet urgent funding needs and deliver benefits to the public sooner than pay-go would allow. However, with the updated revenue forecast in the Final Strategic Plan, additional programming adjustments had to be made to out year programming (i.e., year 6 (FY 2028/29) and beyond) to fit within the updated, lower revenue envelope. To achieve a financially constrained plan, we applied a set of principles to guide our approach to reducing funds available for projects for:

- Preserve funding as programmed in the approved 5YPPs (Fiscal Years 2023/24 - 2027/28) to protect the near-term funding levels and approved project lists
- Sustain accelerated Baseline funding level for Paratransit services as long as possible for stability of this critical program that supports mobility for seniors and persons with disabilities

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- Preserve funding, to the extent possible, to meet Full Funding Grant Agreement commitments for BART Core Capacity and The Portal/Downtown Rail Extension (supports significant leveraging as described earlier in Project Costs: Prop L programming section)
- Seek to bring all programs except The Portal and BART Core Capacity to comparable levels of funds available (programming plus financing)(85-89% of available Priority 1 revenues) over the 30-year period

The resulting programming and associated cash flow are shown by fiscal year in Attachment F for each of the 28 programs. Attachment G slides 15 - 21 summarize the programming and cash flow changes.

The programming table shows the Total Available Funds and the Percent of Available Funds Spent on Financing. There is a wide range in the percent of funds spent on financing reflecting the fact that some programs heavily advanced funds in the first 5 year period (i.e., in the approved 5YPP) while others did not; however, all programs must stay within their funding caps (i.e., programming plus interest costs must not exceed the Total Funds Available). To keep programs within their funding caps, Transportation Authority staff worked with project sponsors to decrease outyear programming (i.e., year 6 and beyond) and corresponding cash flow by adjusting the Prop L programs to fit within same 85-89% of Priority 1 share of updated funds available over 30 years. In general, programs that did not advance heavily in the first 5 years see a 20% annual reduction in programming starting in Fiscal Year 2028/29, while programs that did advance heavily in the first 5 years see a larger (>20%) annual reduction in the outyears to offset the larger financing costs.

**Debt Costs.** As was the case with Prop K, Prop L allows the Transportation Authority to advance sales tax funds through financing in order to support faster delivery of project benefits to the public than a pay-go program would support. When considering requests to accelerate funding for projects, the Transportation Authority keeps the Strategic Plan guiding principles in mind while carefully evaluating the project sponsor's request: optimize leveraging of sales tax funds, support timely and cost-effective project delivery, and maximize the cost-effectiveness of financing. There are both project-level considerations such as the impact of delaying a critical safety project or inflationary cost increases associated with a delay and program-level considerations such as ensuring that the Prop L program has a robust debt service coverage ratio to help keep financing costs low.

The Strategic Plan estimates debt costs for the individual Prop L programs, as well as the overall program including the Prop K carry forward obligations (i.e., 2017 Sales Tax Revenue Bonds and Prop K grants with remaining balances) and ensures that there are sufficient revenues to cover all program expenditures including estimated debt.

It is important to note that adoption of the Strategic Plan by the Transportation Authority Board does not, in and of itself, constitute authorization for debt issuance for any capital projects. The Transportation Authority's Debt Policy requires that the Board specifically authorize each debt financing. Each proposed financing will be presented to the Board in the context of the Strategic Plan, current and anticipated project reimbursements identified in coordination with project sponsors, revenue projections, and current market conditions, and the agency's adopted budget. The agency's Debt Policy standards for the use of debt financing require conformance with the primary objectives of maintaining cost-effective access to the capital markets through prudent yet flexible policies, keeping

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debt service payments to a minimum through effective planning and cash management, and achieving the highest practical credit ratings.

Key Debt Assumptions. The Strategic Plan model is financially constrained to ensure the Transportation Authority can cover all program expenditures, including debt costs, over the 30-year program. Key assumptions are summarized in Attachment D and include assumptions such as requiring a 1.75 Maximum Annual Debt Service coverage ratio, which has allowed us to maintain the highest credit rating of AAA and ultimately helps to minimize the cost of borrowing.

While administering the Prop K Program, the Transportation Authority utilized a combination of short-term and long-term debt to meet the needs of projects and enable the delivery of benefits sooner to the public, while seeking to minimize financing costs. Similar in the Prop L Strategic Plan model, when expenditures exceed the available revenues, the model first pulls down a short-term revolver loan at an interest rate of 3%. Once the revolver amount is fully drawn, the model assumes that the revolver debt plus any additional financing needed is rolled over into a bond at an interest rate of 5%. All assumed bonds mature in 2050.

Debt assumptions in the Final Strategic Plan remain largely unchanged from those in the Baseline, with the exception of our revolver loan capacity, which increased from \$125 million to \$185 million with Board approval of a new Revolving Credit Agreement in October 2024.

Estimated Debt Costs. The Final Strategic Plan reflects \$648.5 million in financing costs attributed to the 2017 Sales Tax Revenue Bonds (\$40.5 million) and future debt triggered by the near-term cash needs for carry forward Prop K grant reimbursements and the 20 Prop L programs that advance funds beyond the pay-go amounts. Based on historical trends, actual debt needs will likely be lower. This estimate of debt costs reflects the proposed programming and cash flow schedules included in the Final Strategic Plan, consistent with Strategic Plan policies, and sized to fit within the current revenue projections. The reality is with over 240 projects and placeholders programmed in just the first five years of Prop L, not all projects will seek sales tax allocations or reimbursements as reflected in the Strategic Plan for many reasons including but not limited to needing more time to secure full funding for a project phase, to address community input, to ensure sufficient staff resources, to resolve unexpected project delivery issues, and to address changed or emerging priorities. In addition, sponsors may spend down non-sales tax funding first for sources that have strict timely-use-of-funds deadlines and/or may win discretionary grants that reduce the need for sales tax funds – both of which would contribute to lower debt costs.

The above explanation draws from our decades of experience administering the sales tax program. For example, our experience with the Prop K Expenditure Plan was that the actual amount of debt issued under Prop K was substantially less than assumed in the Prop K Strategic Plan: the initial Prop K Strategic Plan forecasted issuance of debt on the order of \$1.0 billion over the life of the program; however, the agency only had one sales tax revenue bond issuance (\$248 million in 2017).

Transportation Authority staff will update financing costs when we update the Strategic Plan in Fiscal Year 2027/28 along with development of the next set of 5YPPs, and true up the revenues, expenditures, and financing costs with actuals, as well as revisiting Strategic Plan model assumptions to

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determine if any need updating, including the cost of financing. If the Transportation Authority finances less than what the Final Strategic Plan assumes, that will be reflected in the Strategic Plan update and those costs will be available for programming to projects.



## 2022 Half-Cent Sales Tax Transportation Expenditure Plan

2020 \$MILLIONS	TOTAL EXPECTED FUNDING <sup>1</sup>	TOTAL SALES TAX FUNDING <sup>2</sup>	% OF SALES TAX FUNDING <sup>3</sup>
<b>A. MAJOR TRANSIT PROJECTS</b>	<b>\$ 10,354.7</b>	<b>\$ 587.0</b>	<b>22.6%</b>
i. Muni Reliability and Efficiency Improvements	\$ 1,088.3	\$ 110.0	-
ii. Muni Rail Core Capacity	\$ 720.0	\$ 57.0	-
iii. BART Core Capacity	\$ 3,536.4	\$ 100.0	-
iv. Caltrain Service Vision: Capital System Capacity Investments	\$ 10.0	\$ 10.0	-
v. Caltrain Downtown Rail Extension and Pennsylvania Alignment	\$ 5,000.0	\$ 310.0	-
<b>B. TRANSIT MAINTENANCE AND ENHANCEMENTS</b>	<b>\$ 10,065.3</b>	<b>\$ 1,070.0</b>	<b>41.2%</b>
i. Transit Maintenance, Rehabilitation, and Replacement	\$ 9,047.1	\$ 975.0	-
1. Muni	\$ 7,934.8	\$ 825.0	-
2. BART	\$ 547.7	\$ 45.0	-
3. Caltrain	\$ 550.3	\$ 100.0	-
4. Ferry	\$ 14.3	\$ 5.0	-
ii. Transit Enhancements	\$ 1,018.2	\$ 95.0	-
1. Transit Enhancements	\$ 777.4	\$ 36.0	-
2. Bayview Caltrain Station	\$ 100.0	\$ 27.0	-
3. Mission Bay Ferry Landing	\$ 53.8	\$ 5.0	-
4. Next Generation Transit Investments	\$ 87.0	\$ 27.0	-
<b>C. PARATRANSIT<sup>4</sup></b>	<b>\$ 1,270.0</b>	<b>\$ 297.0</b>	<b>11.4%</b>
<b>D. STREETS AND FREEWAYS</b>	<b>\$ 3,767.1</b>	<b>\$ 492.0</b>	<b>18.9%</b>
i. Maintenance, Rehabilitation, and Replacement	\$ 2,194.7	\$ 214.0	-
1. Street Resurfacing, Rehabilitation, and Maintenance	\$ 1,984.0	\$ 105.0	-
2. Pedestrian and Bicycle Facilities Maintenance	\$ 84.6	\$ 19.0	-
3. Traffic Signs and Signals Maintenance	\$ 126.1	\$ 90.0	-
ii. Safe and Complete Streets	\$ 1,114.8	\$ 240.0	-
1. Safer and Complete Streets	\$ 918.8	\$ 187.0	-
2. Curb Ramps	\$ 143.0	\$ 29.0	-
3. Tree Planting	\$ 53.0	\$ 24.0	-
iii. Freeway Safety and Operational Improvements	\$ 457.6	\$ 38.0	-
1. Vision Zero Ramps	\$ 27.5	\$ 8.0	-
2. Managed Lanes and Express Bus	\$ 206.0	\$ 10.0	-
3. Transformative Freeway and Major Street Projects	\$ 224.1	\$ 20.0	-
<b>E. TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>	<b>\$ 824.8</b>	<b>\$ 152.0</b>	<b>5.9%</b>
i. Transportation Demand Management	\$ 146.5	\$ 23.0	-
ii. Transportation, Land Use, and Community Coordination	\$ 678.3	\$ 129.0	-
1. Neighborhood Transportation Program	\$ 191.2	\$ 46.0	-
2. Equity Priority Transportation Program	\$ 192.2	\$ 47.0	-
3. Development Oriented Transportation	\$ 263.7	\$ 26.0	-
4. Citywide/Modal Planning	\$ 31.2	\$ 10.0	-
<b>TOTAL</b>	<b>\$ 26,281.9</b>	<b>\$ 2,598.0</b>	<b>100.0%</b>
Total Sales Tax Priority 1	-	\$ 2,378.0	
Total Sales Tax Priority 1 + 2	-	\$ 2,598.0	

### Notes

- 1 Total Expected Funding represents project costs or implementable phases of multi-phase projects and programs based on a 30-year forecast of expected revenues from existing federal, state, regional, and local sources, plus \$2.598 billion in Proposition L revenues. The amounts in this column are provided in fulfillment of Sections 131051(a)(1), (b) and (c) of the Public Utilities Code.
- 2 The "Total Sales Tax" fulfills the requirements in Section 131051(d) of the Public Utilities Code.
- 3 Percentages are based on Proposition L Priority 1 and 2 forecasts of \$2.598 billion. The forecast is net of existing obligations of the predecessor Proposition K program.

- 4 With very limited exceptions, the funds included in the 30-year forecast of expected revenues are for capital projects rather than operations. Paratransit is the primary exception, providing door-to-door vans and others transportation services for seniors and persons with disabilities who cannot use regular fixed route transit. Total Expected Funding for Paratransit reflects Proposition L revenues, federal Section 5307 funds, and other sources of operating funds included in SFMTA's annual operating budget over the next 30 years.



## Prop L Strategic Plan Policies

The Strategic Plan policies provide guidance to both Transportation Authority staff and project sponsors on the various aspects of managing a program as large and complex as Prop L. The policies address the programming, allocation, and expenditure of funds, in the policy context of the Transportation Authority's overall Prop L debt management strategy, as well as clarifying the Transportation Authority's expectations of sponsors to deliver their projects in fulfillment of the voter approved Expenditure Plan.

These policies are substantively the same as the policies for the Prop K program, drawing on three decades of experience administering the local half-cent sales tax program.

### GUIDING PRINCIPLES

To help structure our efforts, we use three guiding principles that are fundamental to implementation of the Expenditure Plan as approved by the voters:

- Optimize leveraging of sales tax funds
- Support timely and cost-effective project delivery
- Maximize cost effectiveness of financing

The full set of policies guiding the Transportation Authority and project sponsors are detailed below.

### 1. Optimizing the Leveraging of Sales tax Funds

#### 1.1. No Substitution

Prop L funds will not substitute for another local fund source that has been previously programmed or allocated to a project or program.

#### 1.2. Certification of Committed Funds

Prop L funds will be programmed and allocated to phases of projects emphasizing the leveraging of other fund sources. At the time of a Prop L allocation request, the project sponsor will provide certification that all complementary fund sources required to fully fund the requested phase or phases are committed to the project. Funding is considered committed if it is included specifically in a programming document adopted by the governing board or council responsible for the administration of the funding and recognized by the Transportation Authority as available for the phase at the time the funds are needed.

#### 1.3. Required Match Consideration

In establishing priorities in the Strategic Plan, 5-Year Prioritization Programs (5YPP), and allocation actions, the Transportation Authority will take into consideration the need for

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Prop L funds to be available for matching federal, state, or regional fund sources for projects requesting sales tax funds.

**1.4. Priority for Projects Leveraging Funds with Timely Use of Funds Requirements**

Projects with complementary funds from other sources will be given priority for allocation if there are timely use of funds requirements outside of the Transportation Authority's jurisdiction applied to the other fund sources.

**1.5. Regional Transportation Plan and San Francisco Transportation Plan Consistency**

Projects shall be consistent with the Regional Transportation Plan (RTP) and the San Francisco Transportation Plan (SFTP).

**2. Support Timely and Cost-Effective Project Delivery**

**2.1. 5-Year Prioritization Program Approval**

Transportation Authority Board approval of a 5-Year Prioritization Program (5YPP) is a prerequisite for allocation of funds from each program in the Expenditure Plan. The Transportation Authority will prepare, in close coordination with all other affected planning and implementation agencies, a 5YPP including clearly defined budgets, scopes and schedules as well as other requirements specified in the Expenditure Plan and 5YPP guidance issued by Transportation Authority staff. Allocations may be made simultaneous to approval of the 5YPP, contingent on consistency with the Strategic Plan.

**2.2. Allocation by Phase**

Prop L funds will be allocated one project phase at a time, except for smaller, less complex projects, where the Transportation Authority may consider exceptions to approve multi-phase allocations. The Transportation Authority will also consider multi-phase exceptions for a project using Prop L as a local match for certain federal funds,

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where the administering agency combines planning, environmental, and design work into a one-phase allocation. Phases eligible for an allocation are as follows:

- Planning/Conceptual Engineering
- Preliminary Engineering/ Environmental Studies (PA&ED)
- Design Engineering (PS&E)
- Right of Way Support/Acquisition
- Construction (includes procurement)
- Operations (e.g., paratransit operating support)

### 2.3. Operations and Maintenance

Prop L funds shall be spent on capital projects rather than to fund operations and maintenance of existing transportation services, unless explicitly specified in Section 4. Description of Programs in the Expenditure Plan.

### 2.4. Prerequisite Milestones for Allocation

Allocations of Prop L funds for specific project phases will be contingent on the prerequisite milestones shown in Table 1. Exceptions will be considered on a case-by-case basis. Allocation requests will be made prior to advertising for services which will utilize Prop L funds.

**TABLE 1. PREREQUISITE MILESTONES FOR ALLOCATION**

PHASE	PREREQUISITE MILESTONE(S) FOR ALLOCATION
Planning/Conceptual Engineering	<ul style="list-style-type: none"> <li>• 5YPP</li> </ul>
Environmental Studies (PA&ED)	<ul style="list-style-type: none"> <li>• 5YPP</li> </ul>
Design Engineering (PS&E)	<ul style="list-style-type: none"> <li>• 5YPP</li> <li>• Approved environmental document</li> <li>• Capital construction funding in adopted plan, including RTP and Countywide Transportation Plan</li> </ul>
Right of Way Support/Acquisition	<ul style="list-style-type: none"> <li>• 5YPP</li> <li>• Approved environmental document</li> <li>• Capital construction phase committed in programming document</li> </ul>
Construction (includes procurement)	<ul style="list-style-type: none"> <li>• 5YPP</li> <li>• Approved environmental document</li> <li>• Right of way certification</li> <li>• 95% PS&amp;E</li> <li>• All applicable permits</li> </ul>
Operations (e.g., paratransit operations)	<ul style="list-style-type: none"> <li>• 5YPP</li> </ul>

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PHASE	PREREQUISITE MILESTONE(S) FOR ALLOCATION
	<ul style="list-style-type: none"> <li>• Proof that all other fund sources are identified and committed for operating the facility or service</li> <li>• For pilot projects, demonstration of potential for ongoing funding</li> </ul>

Prop L allocations for right-of-way and construction will be contingent on a completed environmental document. Consideration will be given to right-of-way acquisition prior to environmental document completion to respond to owner hardship, or to avoid significant cost increases due to impending development of the site. Allocations in these situations may be granted if the risk associated with the exception can be mitigated to an acceptable level and the exception is consistent with a cost-effective approach to delivering the project or program as required in the Expenditure Plan.

Prop L funds will be allocated for right of way capital and support only if the project has identified and committed construction capital funds. The Transportation Authority will consider exceptions whereupon investment in right of way can be recovered if the project does not go forward.

### **2.5. Project Readiness**

Prop L funds will be allocated to phases of a project based on demonstrated readiness to begin the work and ability to complete the product. Any impediments to completing the project phase or program will be taken into consideration, including any pending or threatened litigation. The Transportation Authority will take into consideration any incomplete aspects of the previous phase of work prior to allocating to the next phase.

### **2.6. Work Products and Deliverables**

Project phases for which Prop L funds are allocated will be expected to result in a complete work product or deliverable. The expected work product for each phase is described in Table 2 below. Requests for allocations that are expected to result in a work product/deliverable other than that shown in Table 2 for a specific phase shall include a description of the expected work product/deliverable. Prior to approval of a request for allocation that is expected to result in a work product/deliverable other than that shown in Table 2 for the specific phase, the Transportation Authority shall make a determination that the expected work product is consistent with a cost-effective approach to delivering the project as required in the Expenditure Plan. The Transportation Authority may require additional deliverables for a specific allocation that will be reflected in the allocation request form approved by the Transportation Authority Board.

Prop L funds will be allocated prior to the advertising for any equipment or services necessitating the expenditure of Prop L funds.

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**TABLE 2. EXPECTED WORK PRODUCTS/DELIVERABLES BY PHASE**

PHASE	EXPECTED WORK PRODUCT/DELIVERABLE <sup>1</sup>
Planning/Conceptual Engineering	<ul style="list-style-type: none"> <li>• 5YPP</li> </ul>
Planning/Conceptual Engineering	<ul style="list-style-type: none"> <li>• Planning document approved by sponsoring agency</li> </ul>
Environmental Studies (PA&ED)	<ul style="list-style-type: none"> <li>• Final approved environmental decision/project approval documentation</li> </ul>
Design Engineering (PS&E)	<ul style="list-style-type: none"> <li>• Final design package including contract documents</li> </ul>
Right of Way Support/Acquisition	<ul style="list-style-type: none"> <li>• Title to property/easements/rights of entry/order of possession or relocated utility(ies)</li> </ul>
Construction (includes procurement)	<ul style="list-style-type: none"> <li>• Constructed improvement or minimum operating segment, or equipment in service</li> </ul>
Operations (e.g., paratransit operations)	<ul style="list-style-type: none"> <li>• Continual regular service or operation (e.g. for paratransit)</li> <li>• For pilot projects, operation of the pilot and final report or memo evaluating the pilot</li> </ul>

<sup>1</sup>The Transportation Authority will specify required deliverables for an allocation in the Allocation Request Form, typically requiring evidence of completion of the above work products/deliverables such as a copy of the signed certifications page as evidence of completion of PS&E or digital photos of a completed construction project.

## 2.7. Allocation Request Package

Allocations of Prop L funds will be based on an application package prepared and submitted by an eligible project sponsor. The package will be in accordance with application guidelines and formats as outlined in the Transportation Authority's allocation request procedures. The final application submittal must include sufficient detail and supporting documentation to facilitate a determination that the applicable Strategic Plan policies have been satisfied. The allocation request procedures are located on the Transportation Authority's website at [www.sfcta.org](http://www.sfcta.org).

## 2.8. Retroactive Reimbursements Not Allowed

Retroactive expenses are ineligible. No expenses will be reimbursed that are incurred prior to Board approval of the sales tax allocation for a particular project. The Transportation Authority will not reimburse expenses incurred prior to fully executing a

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Standard Grant Agreement. Exceptions to this policy may be granted under the following conditions:

- Where the Transportation Authority has previously approved the scope of a project and that scope has incurred increased costs; and
- Capital costs of a multi-year project to which the Transportation Authority has made a formal commitment in a resolution for out-year costs, although the funds have not been allocated.

While these costs shall be eligible for reimbursement in the situations cited above, the timing and amount of reimbursement will be subject to a Transportation Authority allocation, based on available revenues, other anticipated project requests, and program limits established in the Expenditure Plan.

### **2.9. Indirect Expenses Not Allowed**

Indirect expenses are ineligible. Reimbursable expenses will include only those expenses directly attributable to the delivery of the products for that phase of the project or program receiving a Prop L allocation.

### **2.10. Contract Award and Encumbrance**

Prop L allocations for construction capital and equipment purchase shall be encumbered by the award of a contract within 12 months of the date of allocation. At the end of the project, Prop L allocations for the construction, construction engineering and equipment purchase phases shall be drawn down within 12 months of the date of contract acceptance.

### **2.11. Remaining Balance Returned to Same Program**

Upon completion of the project, including any expected work product shown in Table 2, the Transportation Authority will deem that any remaining programmed or unspent balance for the project is available for programming to another project within the same Expenditure Plan program.

### **2.12. Communication**

It is imperative to the success of the Prop L program that project sponsors of Prop L-funded projects work with Transportation Authority representatives in a cooperative process. It is the project sponsor's responsibility to keep the Transportation Authority apprised of significant issues affecting project delivery and costs. Ongoing communication resolves issues, facilitates compliance with Transportation Authority

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policies and contributes greatly toward ensuring that adequate funds will be available when they are needed to support project delivery.

### **2.13. Project Delivery Oversight**

The Transportation Authority may increase oversight of a given project due to many factors, including but not limited to project size or complexity, issues with scope, schedule, or budget, higher than expected bids, difficulties in the environmental or right-of-way phases, project stakeholders with competing interests, changes in project leadership or key staff, or issues with sponsor capacity in delivering the project. As required by the Expenditure Plan, the Transportation Authority Board shall adopt project delivery oversight guidelines for major capital projects in support of the cost-effective and timely delivery of Prop L-funded projects. These guidelines will be developed by Transportation Authority staff in consultation with affected project sponsors and will be implemented in collaboration with project sponsors. The guidelines may include, but are not limited to, more frequent reporting periods, direct Transportation Authority (or Transportation Authority authorized agent) involvement in project meetings, field visits, audits, establishment of or participation in a project oversight group, or reports/investigations into the project by the Transportation Authority. Transportation Authority staff shall report at least annually to the Transportation Authority Board on the status of major capital projects that are funded by Prop L.

## **3. Maximize the Cost-Effectiveness of Financing**

### **3.1. Cash Flow Distribution Schedules**

Under the approved Transportation Authority Fiscal Policy, Cash Flow Distribution Schedules consistent with project schedule are adopted simultaneous to the allocation action. The allocation resolution will spell out the maximum reimbursement level per year, and only the reimbursement amount authorized in the year of allocation will count against the Capital Expenditures line item for that budget year. The Capital Expenditures line item for subsequent year annual budgets will reflect the maximum reimbursement schedule amounts committed through the original and any subsequent allocation actions. The Transportation Authority will not guarantee reimbursement levels higher than those adopted in the original allocation or any subsequent amendments.

### **3.2. Timely-Use-Of-Funds Requirements**

Timely use of funds requirements will be applied to all Prop L allocations to help avoid situations where Prop L funds sit unused for prolonged periods of time, especially when the Transportation Authority is issuing debt in order to make those allocations. Annual allocations that are unspent may be deducted from the following year's allocation to avoid the unnecessary accumulation of unspent revenue and the untimely delivery of a product to the public. Alternatively, the Transportation Authority may choose not to advance an allocation for the next year's activity until the prior allocation is substantially expended. On the occasion of each Strategic Plan update or major amendment,

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envisioned no less frequently than every five years, the ability of sponsors to deliver their committed projects will be taken into consideration when updating the programming of funds.

### **3.3. Proportional Spending**

Other fund sources committed to the project will be used in conjunction with Prop L funds. To the maximum extent practicable, other fund sources should be spent down prior to Prop L funds. Otherwise, Prop L funds will be spent down at a rate proportional to the Prop L share of the total funds programmed to the project phase.

### **3.4. Priority 1 vs. Priority 2 Funding Levels**

Allocations of Prop L funds will not exceed the total amount for the given program or project established in the Expenditure Plan as Priority 1 until such time as the latest Prop L Strategic Plan update cash flow analysis includes revenue forecasts that exceed the Priority 1 levels. If after programming all Priority 1 funds to every program in a subcategory, the latest Strategic Plan forecasts available revenues in excess of Priority 1 levels, the Transportation Authority Board may allow programming of Priority 2 funds with the subcategory, subject to the program dollar amount caps for Priority 2 in the Expenditure Plan.

#### **3.4.1 Legacy Projects**

Projects carried forward from the Prop K Expenditure Plan as legacy project shall be eligible to receive Priority 1 funds from the designated programs, not to exceed the unallocated amount programmed in the Prop K Strategic Plan as of March 31, 2023.

### **3.5. Pro-Rata Share**

The baseline of funding that any Expenditure Plan program can expect from Prop L cannot exceed the pro-rata share of that program's amount relative to the total amount of Prop L revenue in any given year. If the project sponsor wants more funding earlier than the corresponding pro-rata share, then debt financing must be agreed to by the Transportation Authority, and the costs of debt financing for that project or projects must be borne by the Expenditure Plan program from which the funds are allocated. See also policies 3.6 and 3.7.

### **3.6. Advancing Funds**

The amount of funds that can be advanced is finite, reflecting the Transportation Authority's limited borrowing capacity. The Transportation Authority must optimize debt service burden through effective planning and project cash management, in



Attachment B  
Prop L Strategic Plan Policies - Approved June 27, 2023

coordination with Transportation Authority project sponsors, and preserve the highest practical credit ratings in order to minimize the cost of borrowing.

**3.7. Financing Assigned By Program**

Debt issuance and service costs will be allocated to individual Expenditure Plan programs in proportion to the amount of debt issuance they trigger. The interest assigned to a program will be considered a cost to that program. Total cost, including programming and interest, will not exceed the Priority 1 funding caps as outlined in the Expenditure Plan.

## Attachment C: Prop L Sales Tax Revenue Forecast Comparison

	Prop L 2021 Forecast (Priority 1 Only) Summer 2021			2023 Strategic Plan Baseline Spring 2023			Final Strategic Plan Winter 2025		
Fiscal Year	Revenue Forecast YOES	% change <sup>5</sup>	Revenue Forecast in 2020\$ <sup>3</sup>	Revenue Forecast YOES	% change <sup>5</sup>	Revenue Forecast in 2020\$ <sup>3</sup>	Revenue Forecast YOES	% change <sup>5</sup>	Revenue Forecast in 2020\$ <sup>3</sup>
FY2022/23 <sup>1</sup>	\$ 27,055,500		\$ 25,502,404	\$ 27,803,000		\$ 26,206,994	\$ 27,868,479		\$ 26,268,714
FY2023/24	\$ 117,299,000	N/A	\$ 107,345,202	\$ 112,357,000	N/A	\$ 102,822,571	\$ 108,250,471	N/A	\$ 99,064,516
FY2024/25	\$ 125,051,000	6.6%	\$ 111,106,194	\$ 116,920,000	4.1%	\$ 103,881,906	\$ 108,308,000	0.1%	\$ 96,230,255
FY2025/26	\$ 130,890,000	4.7%	\$ 112,906,864	\$ 121,382,000	3.8%	\$ 104,705,179	\$ 111,827,000	3.2%	\$ 96,462,953
FY2026/27	\$ 133,221,645	1.8%	\$ 111,571,031	\$ 125,595,000	3.5%	\$ 105,183,835	\$ 114,721,000	2.6%	\$ 96,077,031
FY2027/28	\$ 135,594,826	1.8%	\$ 110,251,002	\$ 129,577,000	3.2%	\$ 105,357,959	\$ 117,409,000	2.3%	\$ 95,464,261
FY2028/29	\$ 138,010,282	1.8%	\$ 108,946,591	\$ 131,650,232	1.6%	\$ 103,925,909	\$ 119,287,544	1.6%	\$ 94,166,689
FY2029/30	\$ 140,468,767	1.8%	\$ 107,657,613	\$ 133,756,636	1.6%	\$ 102,513,324	\$ 121,196,145	1.6%	\$ 92,886,753
FY2030/31	\$ 142,971,046	1.8%	\$ 106,383,885	\$ 135,896,742	1.6%	\$ 101,119,939	\$ 123,135,283	1.6%	\$ 91,624,215
FY2031/32	\$ 145,517,900	1.8%	\$ 105,125,227	\$ 138,071,090	1.6%	\$ 99,745,493	\$ 125,105,448	1.6%	\$ 90,378,837
FY2032/33	\$ 148,110,124	1.8%	\$ 103,881,461	\$ 140,280,227	1.6%	\$ 98,389,729	\$ 127,107,135	1.6%	\$ 89,150,387
FY2033/34	\$ 150,748,525	1.8%	\$ 102,652,410	\$ 142,524,711	1.6%	\$ 97,052,393	\$ 129,140,849	1.6%	\$ 87,938,634
FY2034/35	\$ 153,433,925	1.8%	\$ 101,437,900	\$ 144,805,106	1.6%	\$ 95,733,234	\$ 131,207,102	1.6%	\$ 86,743,351
FY2035/36	\$ 156,167,163	1.8%	\$ 100,237,760	\$ 147,121,988	1.6%	\$ 94,432,006	\$ 133,306,416	1.6%	\$ 85,564,316
FY2036/37	\$ 158,949,090	1.8%	\$ 99,051,818	\$ 149,475,940	1.6%	\$ 93,148,464	\$ 135,439,319	1.6%	\$ 84,401,306
FY2037/38	\$ 161,780,574	1.8%	\$ 97,879,908	\$ 151,867,555	1.6%	\$ 91,882,368	\$ 137,606,348	1.6%	\$ 83,254,104
FY2038/39	\$ 164,662,497	1.8%	\$ 96,721,863	\$ 154,297,436	1.6%	\$ 90,633,482	\$ 139,808,049	1.6%	\$ 82,122,494
FY2039/40	\$ 167,595,758	1.8%	\$ 95,577,519	\$ 156,766,195	1.6%	\$ 89,401,570	\$ 142,044,978	1.6%	\$ 81,006,266
FY2040/41	\$ 170,581,272	1.8%	\$ 94,446,714	\$ 159,274,454	1.6%	\$ 88,186,403	\$ 144,317,698	1.6%	\$ 79,905,210
FY2041/42	\$ 173,619,969	1.8%	\$ 93,329,289	\$ 161,822,845	1.6%	\$ 86,987,753	\$ 146,626,781	1.6%	\$ 78,819,120
FY2042/43	\$ 176,712,796	1.8%	\$ 92,225,083	\$ 164,412,010	1.6%	\$ 85,805,395	\$ 148,972,810	1.6%	\$ 77,747,792
FY2043/44	\$ 179,860,719	1.8%	\$ 91,133,942	\$ 167,042,603	1.6%	\$ 84,639,108	\$ 151,356,374	1.6%	\$ 76,691,026
FY2044/45	\$ 183,064,718	1.8%	\$ 90,055,711	\$ 169,715,284	1.6%	\$ 83,488,674	\$ 153,778,076	1.6%	\$ 75,648,623
FY2045/46	\$ 186,325,792	1.8%	\$ 88,990,236	\$ 172,430,729	1.6%	\$ 82,353,876	\$ 156,238,526	1.6%	\$ 74,620,390
FY2046/47	\$ 189,644,958	1.8%	\$ 87,937,367	\$ 175,189,620	1.6%	\$ 81,234,503	\$ 158,738,342	1.6%	\$ 73,606,132
FY2047/48	\$ 193,023,251	1.8%	\$ 86,896,955	\$ 177,992,654	1.6%	\$ 80,130,345	\$ 161,278,156	1.6%	\$ 72,605,661
FY2048/49	\$ 196,461,724	1.8%	\$ 85,868,853	\$ 180,840,537	1.6%	\$ 79,041,195	\$ 163,858,606	1.6%	\$ 71,618,787
FY2049/50	\$ 199,961,450	1.8%	\$ 84,852,914	\$ 183,733,985	1.6%	\$ 77,966,848	\$ 166,480,344	1.6%	\$ 70,645,328
FY2050/51	\$ 203,523,519	1.8%	\$ 83,848,995	\$ 186,673,729	1.6%	\$ 76,907,105	\$ 169,144,029	1.6%	\$ 69,685,100
FY2051/52	\$ 207,149,041	1.8%	\$ 82,856,954	\$ 189,660,509	1.6%	\$ 75,861,766	\$ 171,850,334	1.6%	\$ 68,737,924
FY2052/53 <sup>2</sup>	\$ 158,129,361		\$ 61,407,487	\$ 144,521,308		\$ 56,122,976	\$ 130,949,954		\$ 50,852,717
<b>Total</b>	<b>\$ 4,915,586,196</b>		<b>\$ 2,928,087,151</b>	<b>\$ 4,593,458,124</b>		<b>\$ 2,744,862,302</b>	<b>\$ 4,176,358,596</b>		<b>\$ 2,499,988,895</b>
<b>Prop K Carryforward Commitments<sup>4</sup></b>			<b>\$ (550,000,000)</b>			<b>\$ (550,000,000)</b>			<b>\$ (550,000,000)</b>
<b>Total Revenue Forecast for Prop L:</b>			<b>\$ 2,378,087,151</b>			<b>\$ 2,194,862,302</b>			<b>\$ 1,949,988,895</b>

<sup>1</sup>Prop L took effect 4/1/2023. FY23 includes revenues only from April through June.

<sup>2</sup>Prop L covers 30 years ending 3/31/2053, so this fiscal year has only three quarters of revenues.

<sup>3</sup>Uses 3% inflation to de-escalate to 2020\$.

<sup>4</sup>Prop K Carryforward Commitments include: repayment of existing 2017 series bond; remaining grant balances; and other Prop K financial obligations such as new debt issued (there was none) incurred before April 1, 2023.

<sup>5</sup>Annual average growth rate for the Prop L 2021 Forecast (Priority 1 only) was 2.1%. Annual average growth rate for the 2023 Strategic Plan Baseline Forecast was 1.9%. Annual average growth rate for the final Strategic Plan is 1.7%.

Attachment D  
Prop L Strategic Plan – Key Financial Model Assumptions

The purpose of this document is to provide the key assumptions in the Strategic Plan financial model. The model covers the 30-year Prop L Expenditure Plan period of FY 2022/23 (starting April 1, 2023) to FY 2051/52 (through March 31, 2053). The key assumptions are as follows:

- **Program Administration and Operating Costs**
  - **Operating Costs** - 6.9% (same as Prop K), tapering off FY 2048/49 - FY 2052/53 (last five years of the Expenditure Plan) for planning, programming, project delivery support, and oversight for Expenditure Plan projects.
  - **Program Administration** - 1% (same as Prop K) as allowed by statute.
  
- **Prop K Carryforward Obligations**
  - **Prop K 2017 Bond Repayment** - ~\$21M/year through FY 2033/34 totaling \$235 M. See Table 1 for the payment schedule.
  - **Prop K Grants - Cash Flow Reimbursement Schedule** – Remaining grant balances for 399 grants totaled \$400M as of Spring 2023. Model includes \$109.5M in actual reimbursements through July 1, 2024. The overwhelming majority of Prop K grant balances are assumed to be reimbursed by FY 2026/27.
  
- **Prop K Allowance of Pay-Go Funds** - \$50M/year for FY 2023/24 – FY 2027/28. We used a simplified assumption to give the model a number it was “allowed” to spend on Prop K needs before incurring financing costs to the Prop K program. We set the Prop K and the Prop L pay-go allowances to be equal for the first five years when Prop K cash flows are anticipated, to fairly distribute financing costs among the Prop K grants and Prop L programs that request advancement of funds.
  
- **Prop L Allowance of Pay-Go Funds** - \$50M/year for FY 2023/24 – FY 2027/28; then programming up to 90% of funds available through the end of the program. Capping the amount of funds programmed is necessary to comply with debt service coverage ratio constraints to maintain a favorable credit rating.
  
- **Capital Reserve** – Last 1.75 years of revenue, or \$303M (\$YOE). These funds are held in reserve to provide a contingency in case revenues are lower than expected.
  
- **Escalation/De-escalation Percentage for Prop L Funds** – 3%. There is an inflation-based escalation/de-escalation factor of 3% to convert from Year of Expenditure dollars to 2020 dollars and back. The Expenditure Plan amounts are in 2020 dollars.

Attachment D  
Prop L Strategic Plan – Key Financial Model Assumptions

**Future Debt Assumptions**

- **Revolver Loan Interest Rate** – 3%. The actual rate varies with the market, but based on historical rate averages, 3% is appropriately conservative.
- **Revolver Loan Size** - \$180 million.
- **Bonding Instrument** – Fixed single-rate.
- **Bond Interest Rate** – Fixed single-rate of 5%.
- **Debt Service Coverage Constraint** – 1.75x. This is the ratio that refers to the amount of cash flow available to meet annual interest and principal payments on debt.
- **Bond Structure** – Backloaded and individual level schedule.
- **Term of Debt** – All assumed bonds mature in 2050. Any outstanding revolver loan beyond 2050 is assumed to be paid with cash on hand from the capital reserve.

Attachment D  
Prop L Strategic Plan – Key Financial Model Assumptions

**Table 1: Remaining Debt Service on 2017 Series (\$M)**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Annual Debt Service</b>
<b>FY 2023/24</b>	\$14.55	\$6.79	\$21.34
<b>FY 2024/25</b>	\$15.13	\$6.21	\$21.33
<b>FY 2025/26</b>	\$15.74	\$5.60	\$21.34
<b>FY 2026/27</b>	\$16.36	\$4.97	\$21.33
<b>FY 2027/28</b>	\$17.02	\$4.32	\$21.33
<b>FY 2028/29</b>	\$17.70	\$3.64	\$21.33
<b>FY 2029/30</b>	\$18.41	\$2.93	\$21.34
<b>FY 2030/31</b>	\$18.96	\$2.38	\$21.33
<b>FY 2031/32</b>	\$19.53	\$1.81	\$21.34
<b>FY 2032/33</b>	\$20.11	\$1.22	\$21.33
<b>FY 2033/34</b>	\$20.72	\$0.62	\$21.34
<b>Total Remaining</b>	<b>\$194.19</b>	<b>\$40.50</b>	<b>\$234.69</b>

## Attachment E: Priority 1 Funding and Priority 1 Funding Levels (\$2020)

EP No.	Expenditure Plan Line Items	Priority 1 Funding Limit <sup>1</sup>	Priority 1 Pro - Rata Share <sup>2</sup>	Available Funds <sup>3</sup>	% of Priority 1 <sup>4</sup>
<b>A. MAJOR CAPITAL PROJECTS</b>					
<b>I. Muni</b>					
	Muni Reliability and Efficiency Improvements	\$ 110,000,000	4.63%	\$ 93,133,035	84.7%
	Muni Rail Core Capacity	\$ 50,000,000	2.10%	\$ 42,333,198	84.7%
<b>II. BART</b>					
	BART Core Capacity	\$ 100,000,000	4.21%	\$ 84,666,395	84.7%
<b>III. Caltrain</b>					
	Caltrain Service Vision: Capital System Capacity Investments	\$ -	-	\$ -	-
	Caltrain Downtown Rail Extension and Pennsylvania Alignment	\$ 300,000,000	12.62%	\$ 253,999,186	84.7%
<b>TOTAL MAJOR CAPITAL PROJECTS</b>		<b>\$ 560,000,000</b>	<b>23.55%</b>	<b>\$ 474,131,813</b>	<b>84.7%</b>
<b>B. TRANSIT MAINTENANCE AND ENHANCEMENTS</b>					
<b>I. Transit Maintenance, Rehabilitation, and Replacement</b>					
	Muni Maintenance	\$ 784,000,000	32.97%	\$ 663,784,538	84.7%
	BART Maintenance	\$ 35,000,000	1.47%	\$ 29,633,238	84.7%
	Caltrain Maintenance	\$ 100,000,000	4.21%	\$ 84,666,395	84.7%
	Ferry Maintenance	\$ 5,000,000	0.21%	\$ 4,233,320	84.7%
<b>II. Transit Enhancements</b>					
	Transit Enhancements	\$ 29,000,000	1.22%	\$ 24,553,255	84.7%
	Bayview Caltrain Station	\$ 27,000,000	1.14%	\$ 22,859,927	84.7%
	Mission Bay Ferry Landing	\$ 5,000,000	0.21%	\$ 4,233,320	84.7%
	Next Generation Transit Investments	\$ 22,000,000	0.93%	\$ 18,626,607	84.7%
<b>TOTAL TRANSIT MAINTENANCE AND</b>		<b>\$ 1,007,000,000</b>	<b>42.35%</b>	<b>\$ 852,590,599</b>	<b>84.7%</b>
<b>C. PARATRANSIT</b>					
	Paratransit	\$ 227,000,000	9.55%	\$ 192,192,717	84.7%
<b>D. STREETS AND FREEWAYS</b>					
<b>I. Maintenance, Rehabilitation, and Replacement</b>					
	Street Resurfacing, Rehabilitation and Maintenance	\$ 105,000,000	4.42%	\$ 88,899,715	84.7%
	Pedestrian and Bicycle Facilities Maintenance	\$ 19,000,000	0.80%	\$ 16,086,615	84.7%
	Traffic Signs & Signals Maintenance	\$ 90,000,000	3.78%	\$ 76,199,756	84.7%
<b>II. Safer and Complete Streets</b>					
	Safer and Complete Streets	\$ 152,000,000	6.39%	\$ 128,692,921	84.7%
	Curb Ramps	\$ 29,000,000	1.22%	\$ 24,553,255	84.7%
	Tree Planting	\$ 20,000,000	0.84%	\$ 16,933,279	84.7%

EP No.	Expenditure Plan Line Items	Priority 1 Funding Limit <sup>1</sup>	Priority 1 Pro - Rata Share <sup>2</sup>	Available Funds <sup>3</sup>	% of Priority 1 <sup>4</sup>
<b>III. Freeway Safety and Operational Improvements</b>					
	Vision Zero Ramps	\$ 8,000,000	0.34%	\$ 6,773,312	84.7%
	Managed Lanes and Express Bus	\$ 10,000,000	0.42%	\$ 8,466,640	84.7%
	Transformative Freeway and Major Street Projects	\$ 20,000,000	0.84%	\$ 16,933,279	84.7%
<b>TOTAL STREETS AND FREEWAYS</b>		<b>\$ 453,000,000</b>	<b>19.05%</b>	<b>\$ 383,538,770</b>	<b>84.7%</b>
<b>E. TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>					
<b>I. Transportation Demand Management</b>					
	Transportation Demand Management	\$ 18,000,000	0.76%	\$ 15,239,951	84.7%
<b>II. Transportation, Land Use, and Community Coordination</b>					
	Neighborhood Transportation Program	\$ 41,000,000	1.72%	\$ 34,713,222	84.7%
	Equity Priority Transportation Program	\$ 42,000,000	1.77%	\$ 35,559,886	84.7%
	Development-Oriented Transportation	\$ 20,000,000	0.84%	\$ 16,933,279	84.7%
	Citywide / Modal Planning	\$ 10,000,000	0.42%	\$ 8,466,640	84.7%
<b>TOTAL TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>		<b>\$ 131,000,000</b>	<b>5.51%</b>	<b>\$ 110,912,978</b>	<b>84.7%</b>
<b>TOTAL PROP L STRATEGIC PLAN</b>		<b>\$ 2,378,000,000</b>	<b>100%</b>	<b>\$ 2,013,366,877</b>	<b>84.7%</b>

## Notes:

<sup>1</sup> Each program in Prop L has a Priority 1 funding cap based on Priority 1 funding levels (conservative forecast) in the Expenditure Plan. For some programs, the Expenditure Plan also establishes a Priority 2 funding cap that will come into play if the Strategic Plan forecasts available revenues in excess of Priority 1 levels.

<sup>2</sup> The pro-rata share represents each Expenditure Plan program's proportion of Priority 1 funds, as established in the Expenditure Plan. The Caltrain Service Vision: Capital System Capacity Investments is only assigned Priority 2 funding in the Expenditure Plan and has no Priority 1 funding.

<sup>3</sup> The total amount available to each Expenditure Plan program based on its pro-rata share of the Strategic Plan revenue forecast. Funds are presented in 2020\$'s to allow consistent comparison to the Priority 1 funding caps set by the Expenditure Plan.

<sup>4</sup> Forecast of available funds (2020\$'s) as a portion of Priority 1 funds (2020\$'s).

Attachment F: Prop L Strategic Plan Programming Pending April 2025 Board Action

Table with columns: EP No., EP Line Item, Total Available Funds, Percent of Available Funds Spent on Financing, Total Programming & Interest Costs, and fiscal years from FY2022/23 to FY2038/39. Rows include categories like MAJOR CAPITAL PROJECTS, TRANSIT MAINTENANCE AND ENHANCEMENTS, and PARATRANSIT.



**Attachment F:**  
**Prop L Strategic Plan Programming**  
 Pending April 2025 Board Action

EP No.	EP Line Item	Total Available Funds	Percent of Available Funds Spent on Financing	Total Programming & Interest Costs	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2034/35	FY2035/36	FY2036/37	FY2037/38	FY2038/39				
217	Traffic Signs & Signals Maintenance	\$ 113,787,157	9.39%	Programming	\$ 88,701,109	\$ -	\$ 11,204,000	\$ 7,875,000	\$ 2,804,000	\$ 2,804,000	\$ 2,804,000	\$ 3,115,704	\$ 3,165,555	\$ 3,216,203	\$ 3,265,966	\$ 3,319,945	\$ 3,373,063	\$ 3,427,032	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,687,500			
				Interest Costs	\$ 10,679,267	\$ -	\$ -	\$ -	\$ 125,006	\$ 308,362	\$ 749,273	\$ 860,491	\$ 821,029	\$ 727,171	\$ 675,590	\$ 905,401	\$ 879,320	\$ 855,685	\$ 899,924	\$ 1,358,227	\$ 1,534,929	\$ 1,304,331	\$ 697,395	\$ 573,476	\$ 460,320
				<b>Total</b>	\$ 99,380,376	\$ -	\$ 11,204,000	\$ 7,875,000	\$ 2,929,006	\$ 3,112,362	\$ 3,553,273	\$ 3,976,194	\$ 3,986,583	\$ 3,943,374	\$ 3,941,556	\$ 4,225,346	\$ 4,252,384	\$ 4,282,718	\$ 2,399,924	\$ 2,197,395	\$ 2,073,476	\$ 2,147,820			
<b>II. Safer and Complete Streets</b>																									
218	Safer and Complete Streets	\$ 192,173,865	10.30%	Programming	\$ 147,653,461	\$ -	\$ 8,156,000	\$ 15,517,000	\$ 9,136,000	\$ 8,001,000	\$ 6,508,000	\$ 5,231,440	\$ 5,315,143	\$ 5,400,186	\$ 5,483,377	\$ 5,574,376	\$ 5,663,566	\$ 5,754,184	\$ 4,875,000	\$ 5,062,500	\$ 5,250,000	\$ 5,250,000			
				Interest Costs	\$ 19,803,346	\$ -	\$ -	\$ -	\$ 46,947	\$ 153,674	\$ 572,636	\$ 838,935	\$ 1,030,206	\$ 1,058,062	\$ 1,047,930	\$ 1,446,341	\$ 1,400,302	\$ 1,358,227	\$ 1,534,929	\$ 1,304,331	\$ 1,209,484	\$ 1,113,602			
				<b>Total</b>	\$ 167,456,807	\$ -	\$ 8,156,000	\$ 15,517,000	\$ 9,182,947	\$ 8,154,674	\$ 7,080,636	\$ 6,070,375	\$ 6,345,350	\$ 6,458,248	\$ 6,531,307	\$ 7,020,717	\$ 7,063,868	\$ 7,112,410	\$ 6,409,929	\$ 6,366,831	\$ 6,459,484	\$ 6,363,602			
219	Curb Ramps	\$ 36,664,751	3.45%	Programming	\$ 30,332,307	\$ -	\$ 575,000	\$ 1,100,000	\$ 1,155,000	\$ 1,212,000	\$ 1,275,000	\$ 1,070,879	\$ 1,088,013	\$ 1,105,421	\$ 1,122,525	\$ 1,141,077	\$ 1,159,334	\$ 1,177,884	\$ 1,196,730	\$ 1,215,877	\$ 1,235,331	\$ 1,255,096			
				Interest Costs	\$ 1,266,517	\$ -	\$ -	\$ -	\$ 5,779	\$ 18,594	\$ 63,734	\$ 101,510	\$ 93,863	\$ 80,607	\$ 72,470	\$ 93,663	\$ 87,473	\$ 81,583	\$ 91,198	\$ 76,264	\$ 69,176	\$ 62,288			
				<b>Total</b>	\$ 31,598,824	\$ -	\$ 575,000	\$ 1,100,000	\$ 1,160,779	\$ 1,230,594	\$ 1,338,734	\$ 1,172,389	\$ 1,181,876	\$ 1,186,028	\$ 1,194,995	\$ 1,234,740	\$ 1,246,808	\$ 1,259,466	\$ 1,287,928	\$ 1,292,141	\$ 1,304,508	\$ 1,317,384			
220	Tree Planting	\$ 25,286,035	11.75%	Programming	\$ 18,875,972	\$ -	\$ 1,000,000	\$ 1,050,000	\$ 1,100,000	\$ 1,160,000	\$ 1,220,000	\$ 738,537	\$ 750,354	\$ 762,359	\$ 774,155	\$ 786,950	\$ 799,541	\$ 812,334	\$ 825,331	\$ 838,536	\$ 851,953	\$ 865,584			
				Interest Costs	\$ 2,969,853	\$ -	\$ -	\$ 10,603	\$ 31,710	\$ 42,011	\$ 116,746	\$ 163,877	\$ 157,117	\$ 140,226	\$ 131,325	\$ 177,463	\$ 173,831	\$ 170,658	\$ 201,656	\$ 179,030	\$ 173,340	\$ 167,683			
				<b>Total</b>	\$ 21,845,824	\$ -	\$ 1,000,000	\$ 1,060,603	\$ 1,131,710	\$ 1,202,011	\$ 1,336,746	\$ 902,414	\$ 907,470	\$ 902,585	\$ 905,480	\$ 964,412	\$ 973,372	\$ 982,992	\$ 1,026,987	\$ 1,017,566	\$ 1,025,293	\$ 1,033,267			
<b>III. Freeway Safety and Operational Improvements</b>																									
221	Vision Zero Ramps	\$ 10,114,414	14.97%	Programming	\$ 7,217,347	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 90,000	\$ 350,000	\$ -	\$ 284,337	\$ 288,886	\$ 293,508	\$ 298,050	\$ 302,976	\$ 307,823	\$ 312,748	\$ 317,752	\$ 322,836	\$ 328,002	\$ 333,250			
				Interest Costs	\$ 1,513,930	\$ -	\$ -	\$ 27,311	\$ 46,285	\$ 40,624	\$ 77,023	\$ 80,907	\$ 77,464	\$ 69,039	\$ 64,560	\$ 87,112	\$ 85,199	\$ 83,513	\$ 98,523	\$ 87,325	\$ 84,407	\$ 81,511			
				<b>Total</b>	\$ 8,731,277	\$ -	\$ 1,000,000	\$ 1,027,311	\$ 136,285	\$ 390,624	\$ 77,023	\$ 365,243	\$ 366,350	\$ 362,548	\$ 362,610	\$ 390,088	\$ 393,022	\$ 396,261	\$ 416,275	\$ 410,161	\$ 412,409	\$ 414,761			
222	Managed Lanes and Express Bus	\$ 12,643,017	3.56%	Programming	\$ 10,375,968	\$ -	\$ -	\$ 1,000,000	\$ 750,000	\$ -	\$ -	\$ 369,269	\$ 375,177	\$ 381,180	\$ 387,077	\$ 393,475	\$ 399,770	\$ 406,167	\$ 412,665	\$ 419,268	\$ 425,976	\$ 432,792			
				Interest Costs	\$ 449,975	\$ -	\$ -	\$ 2,843	\$ 22,057	\$ 21,793	\$ 33,512	\$ 33,428	\$ 30,816	\$ 26,375	\$ 23,624	\$ 30,403	\$ 28,258	\$ 26,212	\$ 29,119	\$ 24,176	\$ 21,745	\$ 19,385			
				<b>Total</b>	\$ 10,825,943	\$ -	\$ -	\$ 1,002,843	\$ 772,057	\$ 21,793	\$ 33,512	\$ 402,697	\$ 405,993	\$ 407,554	\$ 410,702	\$ 423,878	\$ 428,029	\$ 432,379	\$ 441,784	\$ 443,444	\$ 447,722	\$ 452,177			
223	Transformative Freeway and Major Street Projects	\$ 25,286,035	0.00%	Programming	\$ 22,468,205	\$ -	\$ 601,000	\$ -	\$ 646,000	\$ -	\$ 645,000	\$ 738,537	\$ 750,354	\$ 762,359	\$ 774,155	\$ 786,950	\$ 799,541	\$ 812,334	\$ 825,331	\$ 838,536	\$ 851,953	\$ 865,584			
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
				<b>Total</b>	\$ 22,468,205	\$ -	\$ 601,000	\$ -	\$ 646,000	\$ -	\$ 645,000	\$ 738,537	\$ 750,354	\$ 762,359	\$ 774,155	\$ 786,950	\$ 799,541	\$ 812,334	\$ 825,331	\$ 838,536	\$ 851,953	\$ 865,584			
<b>TOTAL STREETS AND FREEWAYS</b>		<b>\$ 572,728,689</b>	<b>6.79%</b>	Programming	\$ 462,694,087	\$ -	\$ 28,279,000	\$ 27,542,000	\$ 18,526,000	\$ 16,854,000	\$ 15,078,000	\$ 16,127,632	\$ 16,385,674	\$ 16,647,844	\$ 16,905,066	\$ 17,184,837	\$ 17,459,793	\$ 17,739,150	\$ 15,069,860	\$ 15,396,477	\$ 15,725,320	\$ 16,056,425			
				Interest Costs	\$ 38,876,529	\$ -	\$ -	\$ 46,355	\$ 299,990	\$ 616,909	\$ 1,707,527	\$ 2,202,770	\$ 2,328,202	\$ 2,205,787	\$ 2,112,475	\$ 2,870,423	\$ 2,780,755	\$ 2,698,933	\$ 2,999,529	\$ 2,495,417	\$ 2,253,393	\$ 2,021,489			
				<b>Total</b>	\$ 501,570,616	\$ -	\$ 28,279,000	\$ 27,588,355	\$ 18,825,990	\$ 17,470,909	\$ 16,785,527	\$ 18,330,402	\$ 18,713,876	\$ 18,853,632	\$ 19,017,541	\$ 20,055,260	\$ 20,240,548	\$ 20,438,082	\$ 18,069,389	\$ 17,891,894	\$ 17,978,713	\$ 18,077,914			
<b>E. TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>																									
<b>I. Transportation Demand Management</b>																									
224	Transportation Demand Management	\$ 22,757,431	0.00%	Programming	\$ 20,221,584	\$ -	\$ 148,000	\$ 1,555,000	\$ -	\$ -	\$ -	\$ 664,683	\$ 675,318	\$ 686,123	\$ 696,739	\$ 708,255	\$ 719,587	\$ 731,100	\$ 742,798	\$ 754,682	\$ 766,757	\$ 779,025			
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
				<b>Total</b>	\$ 20,221,584	\$ -	\$ 148,000	\$ 1,555,000	\$ -	\$ -	\$ -	\$ 664,683	\$ 675,318	\$ 686,123	\$ 696,739	\$ 708,255	\$ 719,587	\$ 731,100	\$ 742,798	\$ 754,682	\$ 766,757	\$ 779,025			
<b>II. Transportation, Land Use, and Community Coordination</b>																									
225	Neighborhood Transportation Program	\$ 51,836,371	7.77%	Programming	\$ 42,015,214	\$ -	\$ 4,050,000	\$ 2,200,000	\$ 2,050,000	\$ 200,000	\$ 200,000	\$ 1,514,001	\$ 1,538,225	\$ 1,562,837	\$ 1,587,018	\$ 1,613,247	\$ 1,639,059	\$ 1,665,284	\$ 1,691,928	\$ 1,718,999	\$ 1,746,503	\$ 1,774,447			
				Interest Costs	\$ 4,026,189	\$ -	\$ -	\$ 115,023	\$ 144,783	\$ 123,954	\$ 214,609	\$ 221,138	\$ 209,097	\$ 183,948	\$ 169,724	\$ 225,753	\$ 217,528	\$ 209,937	\$ 243,680	\$ 212,373	\$ 201,689	\$ 191,201			
				<b>Total</b>	\$ 46,041,403	\$ -	\$ 4,050,000	\$ 2,315,023	\$ 2,194,783	\$ 323,954	\$ 414,609	\$ 1,735,139	\$ 1,747,322	\$ 1,746,784	\$ 1,756,742	\$ 1,839,000	\$ 1,856,587	\$ 1,875,220	\$ 1,935,608	\$ 1,931,372	\$ 1,948,192	\$ 1,965,648			
226	Equity Priority Transportation Program	\$ 53,100,673	0.00%	Programming	\$ 47,010,030	\$ -	\$ -	\$ 800,000	\$ 2,300,000	\$ 700,000	\$ -	\$ 1,550,928	\$ 1,575,743	\$ 1,600,954	\$ 1,625,725	\$ 1,652,595	\$ 1,679,036	\$ 1,705,900	\$ 1,733,195	\$ 1,760,926	\$ 1,789,100	\$ 1,817,726			
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
				<b>Total</b>	\$ 47,010,030	\$ -	\$ 800,000	\$ 2,300,000	\$ 700,000	\$ -	\$ 1,550,928	\$ 1,575,743	\$ 1,600,954	\$ 1,625,725	\$ 1,652,595	\$ 1,679,036	\$ 1,705,900	\$ 1,733,195	\$ 1,760,926	\$ 1,789,100	\$ 1,817,726				
227	Development-Oriented Transportation	\$ 25,286,035	0.00%	Programming	\$ 22,466,205	\$ -	\$ -	\$ 490,000	\$ 1,400,000	\$ -	\$ -	\$ 738,537	\$ 750,354	\$ 762,359	\$ 774,155	\$ 786,950	\$ 799,541	\$ 812,334	\$ 825,331	\$ 838,536	\$ 851,953	\$ 865,584			
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
				<b>Total</b>	\$ 22,466,205	\$ -	\$ 490,000	\$ 1,400,000	\$ -	\$ -	\$ 738,537	\$ 750,354	\$ 762,359	\$ 774,155	\$ 786,950	\$ 799,541	\$ 812,334	\$ 825,331	\$ 838,536	\$ 851,953	\$ 865,584				
228	Citywide / Modal Planning	\$ 12,643,017	5.20%	Programming	\$ 10,275,662	\$ -	\$ -	\$ 1,100,000	\$ 150,000	\$ 700,000	\$ -	\$ 369,269	\$ 375,177	\$ 381,180	\$ 387,077	\$ 393,475	\$ 399,770	\$ 406,167	\$ 412,665	\$ 419,268	\$ 425,976	\$ 432,792			
				Interest Costs	\$ 656,986	\$ -	\$ -	\$ 5,525	\$ 14,017	\$ 16,417	\$ 42,021	\$ 42,695	\$ 39,936	\$ 34,730	\$ 31,655	\$ 41,545	\$ 39,463	\$ 37,505	\$ 42,817	\$ 36,657	\$ 34,148	\$ 31,698			
				<b>Total</b>	\$ 10,932,648	\$ -	\$ -	\$ 1,105,525	\$ 164,017	\$ 716,417	\$ 42,021	\$ 411,963	\$ 415,113	\$ 415,910	\$ 418,732	\$ 435,020	\$ 439,234	\$ 443,672	\$ 455,483	\$ 455,925	\$ 460,124	\$ 464,490			
<b>TOTAL TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>		<b>\$ 165,623,528</b>	<b>2.83%</b>	Programming	\$ 141,988,696	\$ -	\$ 4,198,000	\$ 6,145,000	\$ 5,900,000	\$ 1,600,000	\$ 200,000	\$ 4,837,418	\$ 4,914,817	\$ 4,993,453	\$ 5,070,715	\$ 5,154,521	\$ 5,236,993	\$ 5,320,785	\$ 5,405,917	\$ 5,492,411	\$ 5,580,289	\$ 5,669,574			
				Interest Costs	\$ 4,683,175	\$ -	\$ -	\$ 120,548	\$ 158,799	\$ 140,371	\$ 256,630	\$ 263,832	\$ 249,033	\$ 218,678	\$ 201,379	\$ 267,298	\$ 256,992	\$ 247,442	\$ 286,497	\$ 249,031	\$ 235,837	\$ 222,899			
				<b>Total</b>	\$ 146,671,871	\$ -	\$ 4,198,000	\$ 6,265,548	\$ 6,058,799	\$ 1,740,371	\$ 456,630	\$ 5,101,251	\$ 5,163,850	\$ 5,212,131	\$ 5,272,094	\$ 5,421,819	\$ 5,493,985	\$ 5,568,226	\$ 5,692,414	\$ 5,741,442	\$ 5,816,126	\$ 5,892,473			
<b>TOTAL PROP L STRATEGIC PLAN</b>		<b>\$ 3,006,509,543</b>	<b>9.32%</b>	Programming	\$ 2,381,061,901	\$ -	\$ 171,640,335																		

Attachment F: Prop L Strategic Plan Programming Pending April 2025 Board Action

Table with columns: EP No., EP Line Item, FY2039/40, FY2040/41, FY2041/42, FY2042/43, FY2043/44, FY2044/45, FY2045/46, FY2046/47, FY2047/48, FY2048/49, FY2049/50, FY2050/51, FY2051/52, FY2052/53. Rows include: A. MAJOR CAPITAL PROJECTS (I. Muni, II. BART, III. Caltrain), B. TRANSIT MAINTENANCE AND ENHANCEMENTS (I. Transit Maintenance, Rehabilitation, and Repairs, II. Transit Enhancements), C. PARATRANSIT, D. STREETS AND FREEWAYS (I. Maintenance, Rehabilitation, and Repairs).

**Attachment F:**  
**Prop L Strategic Plan Programming**  
 Pending April 2025 Board Action

EP No.	EP Line Item	FY2039/40	FY2040/41	FY2041/42	FY2042/43	FY2043/44	FY2044/45	FY2045/46	FY2046/47	FY2047/48	FY2048/49	FY2049/50	FY2050/51	FY2051/52	FY2052/53	
217	Traffic Signs & Signals Maintenance	\$ 1,875,000	\$ 2,062,500	\$ 2,437,500	\$ 3,000,000	\$ 3,954,141	\$ 3,993,750	\$ 4,058,250	\$ 4,125,750	\$ 4,194,750	\$ 2,437,500	\$ -	\$ -	\$ -	\$ -	
		\$ 355,774	\$ 261,787	\$ 182,227	\$ 122,904	\$ 94,217	\$ 66,133	\$ 40,255	\$ 17,526	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 2,230,774	\$ 2,324,287	\$ 2,619,727	\$ 3,122,904	\$ 4,048,358	\$ 4,059,883	\$ 4,098,505	\$ 4,143,276	\$ 4,194,750	\$ 2,437,500	\$ -	\$ -	\$ -	\$ -	\$ -
<b>II. Safer and Complete Streets</b>																
218	Safer and Complete Streets	\$ 5,250,000	\$ 5,437,500	\$ 5,812,500	\$ 6,375,000	\$ 6,638,190	\$ 6,712,500	\$ 5,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,012,936	\$ 921,082	\$ 836,841	\$ 765,363	\$ 695,018	\$ 619,059	\$ 500,182	\$ 267,660	\$ 69,596	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 6,262,936	\$ 6,358,582	\$ 6,649,341	\$ 7,140,363	\$ 7,333,208	\$ 7,331,559	\$ 5,750,182	\$ 267,660	\$ 69,596	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
219	Curb Ramps	\$ 1,275,178	\$ 1,295,581	\$ 1,316,310	\$ 1,337,370	\$ 1,359,053	\$ 1,381,370	\$ 1,404,110	\$ 1,427,280	\$ 1,450,887	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 55,376	\$ 48,801	\$ 42,183	\$ 35,582	\$ 29,068	\$ 22,729	\$ 16,739	\$ 11,317	\$ 6,520	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,330,554	\$ 1,344,382	\$ 1,358,493	\$ 1,372,952	\$ 1,388,121	\$ 1,404,099	\$ 1,420,850	\$ 1,438,597	\$ 1,457,406	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
220	Tree Planting	\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 161,422	\$ 155,533	\$ 148,784	\$ 141,082	\$ 132,269	\$ 95,467	\$ 61,356	\$ 31,135	\$ 5,529	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,040,855	\$ 1,049,037	\$ 1,056,584	\$ 1,063,407	\$ 1,069,547	\$ 95,467	\$ 61,356	\$ 31,135	\$ 5,529	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>III. Freeway Safety and Operational Impr</b>																
221	Vision Zero Ramps	\$ 338,582	\$ 343,999	\$ 349,503	\$ 355,095	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 78,328	\$ 75,331	\$ 71,925	\$ 68,067	\$ 52,718	\$ 38,007	\$ 24,375	\$ 12,301	\$ 2,076	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 416,909	\$ 419,330	\$ 421,428	\$ 423,162	\$ 52,718	\$ 38,007	\$ 24,375	\$ 12,301	\$ 2,076	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
222	Managed Lanes and Express Bus	\$ 439,717	\$ 446,752	\$ 453,900	\$ 461,162	\$ 468,639	\$ 476,335	\$ 484,176	\$ 492,166	\$ 500,306	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 17,027	\$ 14,782	\$ 12,537	\$ 10,314	\$ 8,140	\$ 6,051	\$ 4,107	\$ 2,377	\$ 893	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 456,743	\$ 461,534	\$ 466,437	\$ 471,476	\$ 476,779	\$ 482,386	\$ 488,283	\$ 494,543	\$ 501,199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
223	Transformative Freeway and Major Street Projects	\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ 952,669	\$ 968,352	\$ 984,331	\$ 1,000,612	\$ 1,076,679	\$ 1,113,463	\$ 1,134,127	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ 952,669	\$ 968,352	\$ 984,331	\$ 1,000,612	\$ 1,076,679	\$ 1,113,463	\$ 1,134,127	\$ -	\$ -	\$ -
<b>TOTAL STREETS AND FREEWAYS</b>		\$ 16,389,827	\$ 16,913,064	\$ 17,813,672	\$ 19,091,687	\$ 20,105,701	\$ 19,423,172	\$ 18,168,670	\$ 12,197,265	\$ 12,399,766	\$ 9,166,745	\$ 6,959,144	\$ 7,088,295	\$ -	\$ -	
		\$ 1,792,124	\$ 1,583,445	\$ 1,394,960	\$ 1,237,534	\$ 1,098,757	\$ 927,100	\$ 718,341	\$ 383,838	\$ 100,478	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 18,181,951	\$ 18,496,509	\$ 19,208,632	\$ 20,329,221	\$ 21,204,458	\$ 20,350,272	\$ 18,887,011	\$ 12,581,103	\$ 12,500,243	\$ 9,166,745	\$ 6,959,144	\$ 7,088,295	\$ -	\$ -	
<b>E. TRANSPORTATION SYSTEM DEVELOPMENT AND MANA</b>																
<b>I. Transportation Demand Management</b>																
224	Transportation Demand Management	\$ 791,490	\$ 804,154	\$ 817,020	\$ 830,092	\$ 843,550	\$ 857,402	\$ 871,517	\$ 885,898	\$ 900,550	\$ 969,011	\$ 1,002,117	\$ 1,020,714	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 791,490	\$ 804,154	\$ 817,020	\$ 830,092	\$ 843,550	\$ 857,402	\$ 871,517	\$ 885,898	\$ 900,550	\$ 969,011	\$ 1,002,117	\$ 1,020,714	\$ -	\$ -	\$ -
<b>II. Transportation, Land Use, and Commu</b>																
225	Neighborhood Transportation Program	\$ 1,802,838	\$ 1,831,683	\$ 1,860,990	\$ 1,890,765	\$ 1,921,420	\$ 1,952,972	\$ 1,985,121	\$ 2,017,879	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 180,193	\$ 169,777	\$ 158,614	\$ 146,677	\$ 133,895	\$ 120,149	\$ 105,697	\$ 91,146	\$ 35,605	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,983,031	\$ 2,001,460	\$ 2,019,604	\$ 2,037,442	\$ 2,055,315	\$ 2,073,121	\$ 2,090,819	\$ 2,109,024	\$ 35,605	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
226	Equity Priority Transportation Program	\$ 1,846,809	\$ 1,876,358	\$ 1,906,380	\$ 1,936,881	\$ 1,968,283	\$ 2,000,605	\$ 2,033,539	\$ 2,067,095	\$ 2,101,284	\$ 2,261,026	\$ 2,338,272	\$ 2,381,667	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,846,809	\$ 1,876,358	\$ 1,906,380	\$ 1,936,881	\$ 1,968,283	\$ 2,000,605	\$ 2,033,539	\$ 2,067,095	\$ 2,101,284	\$ 2,261,026	\$ 2,338,272	\$ 2,381,667	\$ -	\$ -	\$ -
227	Development-Oriented Transportation	\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ 952,669	\$ 968,352	\$ 984,331	\$ 1,000,612	\$ 1,076,679	\$ 1,113,463	\$ 1,134,127	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ 952,669	\$ 968,352	\$ 984,331	\$ 1,000,612	\$ 1,076,679	\$ 1,113,463	\$ 1,134,127	\$ -	\$ -	\$ -
228	Citywide / Modal Planning	\$ 439,717	\$ 446,752	\$ 453,900	\$ 461,162	\$ 468,639	\$ 476,335	\$ 484,176	\$ 492,166	\$ 500,306	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 29,192	\$ 26,814	\$ 24,353	\$ 21,819	\$ 19,219	\$ 16,558	\$ 13,900	\$ 11,348	\$ 2,953	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 468,909	\$ 473,566	\$ 478,253	\$ 482,981	\$ 487,857	\$ 492,893	\$ 498,076	\$ 503,514	\$ 202,953	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>		\$ 5,760,286	\$ 5,852,451	\$ 5,946,090	\$ 6,041,225	\$ 6,139,170	\$ 6,239,983	\$ 6,342,705	\$ 6,447,369	\$ 4,202,447	\$ 4,306,717	\$ 4,453,852	\$ 4,536,509	\$ -	\$ -	
		\$ 209,385	\$ 196,591	\$ 182,967	\$ 168,496	\$ 153,114	\$ 136,708	\$ 119,597	\$ 102,494	\$ 38,558	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 5,969,672	\$ 6,049,042	\$ 6,129,056	\$ 6,209,721	\$ 6,292,284	\$ 6,376,690	\$ 6,462,303	\$ 6,549,863	\$ 4,241,005	\$ 4,306,717	\$ 4,453,852	\$ 4,536,509	\$ -	\$ -	
<b>TOTAL PROP L STRATEGIC PLAN</b>		\$ 60,415,368	\$ 69,223,012	\$ 69,583,435	\$ 68,761,332	\$ 66,567,471	\$ 65,701,981	\$ 66,969,576	\$ 66,275,410	\$ 70,105,454	\$ 69,179,861	\$ 66,299,829	\$ 64,903,653	\$ -	\$ -	
		\$ 15,576,747	\$ 13,981,715	\$ 12,351,122	\$ 10,659,170	\$ 8,883,042	\$ 7,092,927	\$ 5,343,725	\$ 3,603,375	\$ 1,970,852	\$ 778,355	\$ 265,485	\$ 4,084	\$ -	\$ -	
		\$ 75,992,115	\$ 83,204,727	\$ 81,934,557	\$ 79,420,502	\$ 75,450,513	\$ 72,794,909	\$ 72,313,301	\$ 69,878,785	\$ 72,076,305	\$ 69,958,216	\$ 66,565,314	\$ 64,907,738	\$ -	\$ -	
<b>Prop K Carryforward Programming</b>																
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 17,123,038	\$ 16,934,795	\$ 16,631,200	\$ 16,193,646	\$ 15,593,198	\$ 14,789,547	\$ 13,783,936	\$ 12,627,036	\$ 11,217,560	\$ 9,215,806	\$ 6,374,676	\$ 1,555,121	\$ -	\$ -	
		\$ 17,123,038	\$ 16,934,795	\$ 16,631,200	\$ 16,193,646	\$ 15,593,198	\$ 14,789,547	\$ 13,783,936	\$ 12,627,036	\$ 11,217,560	\$ 9,215,806	\$ 6,374,676	\$ 1,555,121	\$ -	\$ -	



Attachment F: Prop L Strategic Plan Cash Flow<sup>1</sup> Pending April 2025 Board Action

Table with columns: EP No., EP Line Item, Total Available Funds, Percent of Available Funds Spent on Financing, Total Programming & Interest Costs, and fiscal years from FY2022/23 to FY2038/39. Rows include Major Capital Projects (Muni, BART, Caltrain), Transit Maintenance and Enhancements (Muni, BART, Caltrain, Ferry, Bayview, Mission Bay, Next Generation), and Paratransit.

Attachment F: Prop L Strategic Plan Cash Flow<sup>1</sup> Pending April 2025 Board Action

Table with columns: EP No., EP Line Item, Total Available Funds, Percent of Available Funds Spent on Financing, Total Programming & Interest Costs, and fiscal years from FY2022/23 to FY2038/39. Rows include categories like Traffic Signs & Signals Maintenance, Safer and Complete Streets, Curb Ramps, Tree Planting, Vision Zero Ramps, Managed Lanes and Express Bus, Transformative Freeway and Major Street Projects, and Transportation Demand Management.

<sup>1</sup>This table shows cash flow for carryforward Prop K grants starting in FY22/23. Prop L took effect Quarter 4 (April 1, 2023) with no project reimbursements made in FY22/23.

Attachment F:  
Prop L Strategic Plan Cash Flow<sup>1</sup>  
Pending April 2025 Board Action

EP No.	EP Line Item	FY2039/40	FY2040/41	FY2041/42	FY2042/43	FY2043/44	FY2044/45	FY2045/46	FY2046/47	FY2047/48	FY2048/49	FY2049/50	FY2050/51	FY2051/52	FY2052/53	
<b>A. MAJOR CAPITAL PROJECTS</b>																
<b>I. Muni</b>																
201	Muni Reliability and Efficiency Improvements	\$ 4,836,882	\$ 4,914,272	\$ 4,992,900	\$ 5,072,784	\$ 5,155,028	\$ 5,239,680	\$ 5,325,936	\$ 5,413,821	\$ 3,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 375,577	\$ 348,817	\$ 320,780	\$ 291,511	\$ 261,000	\$ 229,183	\$ 196,745	\$ 164,992	\$ 87,839	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 5,212,459	\$ 5,263,089	\$ 5,313,680	\$ 5,364,295	\$ 5,416,028	\$ 5,468,863	\$ 5,522,680	\$ 5,578,813	\$ 3,287,839	\$ -	\$ -	\$ -	\$ -	\$ -	
202	Muni Rail Core Capacity	\$ 2,198,583	\$ 2,233,760	\$ 2,269,500	\$ 2,305,811	\$ 2,343,195	\$ 2,381,673	\$ 2,420,880	\$ 2,460,828	\$ 2,501,529	\$ 2,691,698	\$ 2,783,658	\$ 2,835,318	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 2,198,583	\$ 2,233,760	\$ 2,269,500	\$ 2,305,811	\$ 2,343,195	\$ 2,381,673	\$ 2,420,880	\$ 2,460,828	\$ 2,501,529	\$ 2,691,698	\$ 2,783,658	\$ 2,835,318	\$ -	\$ -	
<b>II. BART</b>																
203	BART Core Capacity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,880,103	\$ 1,675,606	\$ 1,468,612	\$ 1,260,777	\$ 1,053,720	\$ 849,490	\$ 653,628	\$ 473,412	\$ 309,919	\$ 158,724	\$ 42,406	\$ -	\$ -	\$ -	
		\$ 1,880,103	\$ 1,675,606	\$ 1,468,612	\$ 1,260,777	\$ 1,053,720	\$ 849,490	\$ 653,628	\$ 473,412	\$ 309,919	\$ 158,724	\$ 42,406	\$ -	\$ -	\$ -	
<b>III. Caltrain</b>																
204	Caltrain Service Vision: Capital System Capacity Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
205	Caltrain Downtown Rail Extension and Pennsylvania Alignment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 5,889,719	\$ 5,273,486	\$ 4,648,083	\$ 4,018,202	\$ 3,388,288	\$ 2,763,893	\$ 2,161,657	\$ 1,604,158	\$ 1,093,148	\$ 610,407	\$ 220,069	\$ 4,084	\$ -	\$ -	
		\$ 5,889,719	\$ 5,273,486	\$ 4,648,083	\$ 4,018,202	\$ 3,388,288	\$ 2,763,893	\$ 2,161,657	\$ 1,604,158	\$ 1,093,148	\$ 610,407	\$ 220,069	\$ 4,084	\$ -	\$ -	
<b>TOTAL MAJOR CAPITAL PROJECTS</b>		\$ 7,035,464	\$ 7,148,031	\$ 7,262,399	\$ 7,378,595	\$ 7,498,223	\$ 7,621,353	\$ 7,746,815	\$ 7,874,649	\$ 5,701,529	\$ 2,691,698	\$ 2,783,658	\$ 2,835,318	\$ -	\$ -	
		\$ 8,145,399	\$ 7,297,910	\$ 6,437,476	\$ 5,670,490	\$ 4,703,009	\$ 3,842,566	\$ 3,012,029	\$ 2,242,562	\$ 1,490,906	\$ 769,131	\$ 262,475	\$ 4,084	\$ -	\$ -	
		\$ 15,180,863	\$ 14,445,941	\$ 13,699,875	\$ 12,949,085	\$ 12,201,231	\$ 11,463,919	\$ 10,758,845	\$ 10,117,211	\$ 7,192,435	\$ 3,460,829	\$ 3,046,132	\$ 2,839,402	\$ -	\$ -	
<b>B. TRANSIT MAINTENANCE AND ENHANCEMENTS</b>																
<b>I. Transit Maintenance, Rehabilitation, and</b>																
206	Muni Maintenance	\$ 21,750,000	\$ 29,750,000	\$ 29,750,000	\$ 29,750,000	\$ 29,750,000	\$ 29,750,000	\$ 32,000,000	\$ 37,000,000	\$ 45,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 21,750,000	\$ 29,750,000	\$ 29,750,000	\$ 29,750,000	\$ 29,750,000	\$ 29,750,000	\$ 32,000,000	\$ 37,000,000	\$ 45,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ -	\$ -
207	BART Maintenance	\$ 1,404,345	\$ 1,426,814	\$ 620,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 445,392	\$ 428,296	\$ 380,166	\$ 310,945	\$ 243,308	\$ 178,295	\$ 117,837	\$ 64,072	\$ 18,193	\$ -	\$ -	\$ -	\$ -		
		\$ 1,849,737	\$ 1,855,110	\$ 1,000,666	\$ 310,945	\$ 243,308	\$ 178,295	\$ 117,837	\$ 64,072	\$ 18,193	\$ -	\$ -	\$ -	\$ -		
208	Caltrain Maintenance	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 2,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,075,322	\$ 1,044,114	\$ 1,004,242	\$ 898,227	\$ 704,614	\$ 518,377	\$ 345,028	\$ 190,713	\$ 58,776	\$ -	\$ -	\$ -	\$ -		
		\$ 5,575,322	\$ 5,544,114	\$ 5,504,242	\$ 3,648,227	\$ 704,614	\$ 518,377	\$ 345,028	\$ 190,713	\$ 58,776	\$ -	\$ -	\$ -	\$ -		
209	Ferry Maintenance	\$ 219,858	\$ 223,376	\$ 226,950	\$ 230,581	\$ 234,319	\$ 238,167	\$ 242,088	\$ 246,083	\$ 250,153	\$ 269,170	\$ 278,366	\$ 283,532	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 219,858	\$ 223,376	\$ 226,950	\$ 230,581	\$ 234,319	\$ 238,167	\$ 242,088	\$ 246,083	\$ 250,153	\$ 269,170	\$ 278,366	\$ 283,532	\$ -	\$ -	
<b>II. Transit Enhancements</b>																
210	Transit Enhancements	\$ 1,275,178	\$ 1,295,581	\$ 1,316,310	\$ 1,337,370	\$ 1,359,053	\$ 1,381,370	\$ 1,404,110	\$ 1,427,280	\$ 1,450,887	\$ 1,561,185	\$ 600,000	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 1,275,178	\$ 1,295,581	\$ 1,316,310	\$ 1,337,370	\$ 1,359,053	\$ 1,381,370	\$ 1,404,110	\$ 1,427,280	\$ 1,450,887	\$ 1,561,185	\$ 600,000	\$ -	\$ -		
211	Bayview Caltrain Station	\$ 1,113,032	\$ 1,130,841	\$ 1,148,934	\$ 1,167,317	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 251,725	\$ 240,648	\$ 228,335	\$ 214,679	\$ 177,109	\$ 127,502	\$ 81,545	\$ 40,855	\$ 6,419	\$ -	\$ -	\$ -	\$ -		
		\$ 1,364,757	\$ 1,371,489	\$ 1,377,269	\$ 1,381,996	\$ 627,109	\$ 127,502	\$ 81,545	\$ 40,855	\$ 6,419	\$ -	\$ -	\$ -	\$ -		
212	Mission Bay Ferry Landing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 96,397	\$ 86,146	\$ 75,754	\$ 65,301	\$ 54,865	\$ 44,541	\$ 34,607	\$ 25,435	\$ 17,063	\$ 9,224	\$ 3,011	\$ -	\$ -		
		\$ 96,397	\$ 86,146	\$ 75,754	\$ 65,301	\$ 54,865	\$ 44,541	\$ 34,607	\$ 25,435	\$ 17,063	\$ 9,224	\$ 3,011	\$ -	\$ -		
213	Next Generation Transit Investments	\$ 967,376	\$ 982,854	\$ 998,580	\$ 1,014,557	\$ 1,031,006	\$ 1,047,936	\$ 1,065,187	\$ 1,082,764	\$ 1,100,673	\$ 1,184,347	\$ 1,224,809	\$ 160,000	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 967,376	\$ 982,854	\$ 998,580	\$ 1,014,557	\$ 1,031,006	\$ 1,047,936	\$ 1,065,187	\$ 1,082,764	\$ 1,100,673	\$ 1,184,347	\$ 1,224,809	\$ 160,000	\$ -	\$ -	
<b>TOTAL TRANSIT MAINTENANCE AND ENHANCEMENTS</b>		\$ 31,229,790	\$ 39,309,466	\$ 38,561,274	\$ 36,249,825	\$ 32,824,378	\$ 32,417,473	\$ 34,711,385	\$ 39,756,127	\$ 47,801,713	\$ 53,014,702	\$ 52,103,175	\$ 50,443,532	\$ -	\$ -	
		\$ 1,868,836	\$ 1,799,204	\$ 1,688,497	\$ 1,489,153	\$ 1,179,896	\$ 868,715	\$ 579,017	\$ 321,075	\$ 100,451	\$ 9,224	\$ 3,011	\$ -	\$ -		
		\$ 33,098,626	\$ 41,108,670	\$ 40,249,771	\$ 37,738,978	\$ 34,004,274	\$ 33,286,189	\$ 35,290,402	\$ 40,077,202	\$ 47,902,163	\$ 53,023,925	\$ 52,106,186	\$ 50,443,532	\$ -	\$ -	
<b>C. PARATRANSIT</b>																
214	Paratransit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 3,561,003	\$ 3,104,565	\$ 2,647,222	\$ 2,193,497	\$ 1,748,266	\$ 1,317,838	\$ 914,741	\$ 553,407	\$ 240,460	\$ -	\$ -	\$ -	\$ -		
		\$ 3,561,003	\$ 3,104,565	\$ 2,647,222	\$ 2,193,497	\$ 1,748,266	\$ 1,317,838	\$ 914,741	\$ 553,407	\$ 240,460	\$ -	\$ -	\$ -	\$ -		
<b>TOTAL PARATRANSIT</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 3,561,003	\$ 3,104,565	\$ 2,647,222	\$ 2,193,497	\$ 1,748,266	\$ 1,317,838	\$ 914,741	\$ 553,407	\$ 240,460	\$ -	\$ -	\$ -	\$ -		
<b>D. STREETS AND FREEWAYS</b>																
<b>I. Maintenance, Rehabilitation, and Repl</b>																
215	Street Resurfacing, Rehabilitation and Maintenance	\$ 4,617,024	\$ 4,690,896	\$ 4,765,950	\$ 4,842,203	\$ 4,920,709	\$ 5,001,513	\$ 5,083,848	\$ 5,167,738	\$ 5,253,211	\$ 5,652,566	\$ 5,845,681	\$ 5,954,168	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 4,617,024	\$ 4,690,896	\$ 4,765,950	\$ 4,842,203	\$ 4,920,709	\$ 5,001,513	\$ 5,083,848	\$ 5,167,738	\$ 5,253,211	\$ 5,652,566	\$ 5,845,681	\$ 5,954,168	\$ -	\$ -	
216	Pedestrian and Bicycle Facilities Maintenance	\$ 835,461	\$ 848,829	\$ 862,410	\$ 876,208	\$ 890,414	\$ 905,036	\$ 919,934	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 111,261	\$ 106,129	\$ 100,464	\$ 94,223	\$ 87,326	\$ 79,653	\$ 71,326	\$ 41,522	\$ 15,864	\$ -	\$ -	\$ -			
		\$ 946,723	\$ 954,958	\$ 962,874	\$ 970,431	\$ 977,740	\$ 984,689	\$ 991,260	\$ 41,522	\$ 15,864	\$ -	\$ -	\$ -			



**Attachment F:**  
**Prop L Strategic Plan Cash Flow<sup>1</sup>**  
Pending April 2025 Board Action

EP No.	EP Line Item	FY2039/40	FY2040/41	FY2041/42	FY2042/43	FY2043/44	FY2044/45	FY2045/46	FY2046/47	FY2047/48	FY2048/49	FY2049/50	FY2050/51	FY2051/52	FY2052/53	
217	Traffic Signs & Signals Maintenance	\$ 1,875,000	\$ 2,062,500	\$ 2,437,500	\$ 3,000,000	\$ 3,954,141	\$ 3,993,750	\$ 4,058,250	\$ 4,125,750	\$ 4,194,750	\$ 2,437,500	\$ -	\$ -	\$ -	\$ -	
		\$ 355,774	\$ 261,787	\$ 182,227	\$ 122,904	\$ 94,217	\$ 66,133	\$ 40,255	\$ 17,526	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 2,230,774	\$ 2,324,287	\$ 2,619,727	\$ 3,122,904	\$ 4,048,358	\$ 4,059,883	\$ 4,098,505	\$ 4,143,276	\$ 4,194,750	\$ 2,437,500	\$ -	\$ -	\$ -	\$ -	\$ -
<b>II. Safer and Complete Streets</b>																
218	Safer and Complete Streets	\$ 5,250,000	\$ 5,437,500	\$ 5,812,500	\$ 6,375,000	\$ 6,638,190	\$ 6,712,500	\$ 5,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,012,936	\$ 921,082	\$ 836,841	\$ 765,363	\$ 695,018	\$ 619,059	\$ 500,182	\$ 267,660	\$ 69,596	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 6,262,936	\$ 6,358,582	\$ 6,649,341	\$ 7,140,363	\$ 7,333,208	\$ 7,331,559	\$ 5,750,182	\$ 267,660	\$ 69,596	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
219	Curb Ramps	\$ 1,275,178	\$ 1,295,581	\$ 1,316,310	\$ 1,337,370	\$ 1,359,053	\$ 1,381,370	\$ 1,404,110	\$ 1,427,280	\$ 1,450,887	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 55,376	\$ 48,801	\$ 42,183	\$ 35,582	\$ 29,068	\$ 22,729	\$ 16,739	\$ 11,317	\$ 6,520	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,330,554	\$ 1,344,382	\$ 1,358,493	\$ 1,372,952	\$ 1,388,121	\$ 1,404,099	\$ 1,420,850	\$ 1,438,597	\$ 1,457,406	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
220	Tree Planting	\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 161,422	\$ 155,533	\$ 148,784	\$ 141,082	\$ 132,269	\$ 95,467	\$ 61,356	\$ 31,135	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,040,855	\$ 1,049,037	\$ 1,056,584	\$ 1,063,407	\$ 1,069,547	\$ 95,467	\$ 61,356	\$ 31,135	\$ 5,529	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>III. Freeway Safety and Operational Impr</b>																
221	Vision Zero Ramps	\$ 338,582	\$ 343,999	\$ 349,503	\$ 355,095	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 78,328	\$ 75,331	\$ 71,925	\$ 68,067	\$ 52,718	\$ 38,007	\$ 24,375	\$ 12,301	\$ 2,076	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 416,909	\$ 419,330	\$ 421,428	\$ 423,162	\$ 52,718	\$ 38,007	\$ 24,375	\$ 12,301	\$ 2,076	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
222	Managed Lanes and Express Bus	\$ 439,717	\$ 446,752	\$ 453,900	\$ 461,162	\$ 468,639	\$ 476,335	\$ 484,176	\$ 492,166	\$ 500,306	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 17,027	\$ 14,782	\$ 12,537	\$ 10,314	\$ 8,140	\$ 6,051	\$ 4,107	\$ 2,377	\$ 893	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 456,743	\$ 461,534	\$ 466,437	\$ 471,476	\$ 476,779	\$ 482,386	\$ 488,283	\$ 494,543	\$ 501,199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
223	Transformative Freeway and Major Street Projects	\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ 952,669	\$ 968,352	\$ 984,331	\$ 1,000,612	\$ 1,076,679	\$ 1,113,463	\$ 1,134,127	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ 952,669	\$ 968,352	\$ 984,331	\$ 1,000,612	\$ 1,076,679	\$ 1,113,463	\$ 1,134,127	\$ -	\$ -	\$ -
<b>TOTAL STREETS AND FREEWAYS</b>		\$ 16,389,827	\$ 16,913,064	\$ 17,813,672	\$ 19,091,687	\$ 20,105,701	\$ 19,423,172	\$ 18,168,670	\$ 12,197,265	\$ 12,399,766	\$ 9,166,745	\$ 6,959,144	\$ 7,088,295	\$ -	\$ -	
		\$ 1,792,124	\$ 1,583,445	\$ 1,394,960	\$ 1,237,534	\$ 1,098,757	\$ 927,100	\$ 718,341	\$ 383,838	\$ 100,478	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 18,181,951	\$ 18,496,509	\$ 19,208,632	\$ 20,329,221	\$ 21,204,458	\$ 20,350,272	\$ 18,887,011	\$ 12,581,103	\$ 12,500,243	\$ 9,166,745	\$ 6,959,144	\$ 7,088,295	\$ -	\$ -	
<b>E. TRANSPORTATION SYSTEM DEVELOPMENT AND MANA</b>																
<b>I. Transportation Demand Management</b>																
224	Transportation Demand Management	\$ 791,490	\$ 804,154	\$ 817,020	\$ 830,092	\$ 843,550	\$ 857,402	\$ 871,517	\$ 885,898	\$ 900,550	\$ 969,011	\$ 1,002,117	\$ 1,020,714	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 791,490	\$ 804,154	\$ 817,020	\$ 830,092	\$ 843,550	\$ 857,402	\$ 871,517	\$ 885,898	\$ 900,550	\$ 969,011	\$ 1,002,117	\$ 1,020,714	\$ -	\$ -	\$ -
<b>II. Transportation, Land Use, and Commu</b>																
225	Neighborhood Transportation Program	\$ 1,802,838	\$ 1,831,683	\$ 1,860,990	\$ 1,890,765	\$ 1,921,420	\$ 1,952,972	\$ 1,985,121	\$ 2,017,879	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 180,193	\$ 169,777	\$ 158,614	\$ 146,677	\$ 133,895	\$ 120,149	\$ 105,697	\$ 91,146	\$ 35,605	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,983,031	\$ 2,001,460	\$ 2,019,604	\$ 2,037,442	\$ 2,055,315	\$ 2,073,121	\$ 2,090,819	\$ 2,109,024	\$ 35,605	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
226	Equity Priority Transportation Program	\$ 1,846,809	\$ 1,876,358	\$ 1,906,380	\$ 1,936,881	\$ 1,968,283	\$ 2,000,605	\$ 2,033,539	\$ 2,067,095	\$ 2,101,284	\$ 2,261,026	\$ 2,338,272	\$ 2,381,667	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1,846,809	\$ 1,876,358	\$ 1,906,380	\$ 1,936,881	\$ 1,968,283	\$ 2,000,605	\$ 2,033,539	\$ 2,067,095	\$ 2,101,284	\$ 2,261,026	\$ 2,338,272	\$ 2,381,667	\$ -	\$ -	\$ -
227	Development-Oriented Transportation	\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ 952,669	\$ 968,352	\$ 984,331	\$ 1,000,612	\$ 1,076,679	\$ 1,113,463	\$ 1,134,127	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 879,433	\$ 893,504	\$ 907,800	\$ 922,324	\$ 937,278	\$ 952,669	\$ 968,352	\$ 984,331	\$ 1,000,612	\$ 1,076,679	\$ 1,113,463	\$ 1,134,127	\$ -	\$ -	\$ -
228	Citywide / Modal Planning	\$ 439,717	\$ 446,752	\$ 453,900	\$ 461,162	\$ 468,639	\$ 476,335	\$ 484,176	\$ 492,166	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 29,192	\$ 26,814	\$ 24,353	\$ 21,819	\$ 19,219	\$ 16,558	\$ 13,900	\$ 11,348	\$ 2,953	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 468,909	\$ 473,566	\$ 478,253	\$ 482,981	\$ 487,857	\$ 492,893	\$ 498,076	\$ 503,514	\$ 202,953	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>		\$ 5,760,286	\$ 5,852,451	\$ 5,946,090	\$ 6,041,225	\$ 6,139,170	\$ 6,239,983	\$ 6,342,705	\$ 6,447,369	\$ 4,202,447	\$ 4,306,717	\$ 4,453,852	\$ 4,536,509	\$ -	\$ -	
		\$ 209,385	\$ 196,591	\$ 182,967	\$ 168,496	\$ 153,114	\$ 136,708	\$ 119,597	\$ 102,494	\$ 38,558	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 5,969,672	\$ 6,049,042	\$ 6,129,056	\$ 6,209,721	\$ 6,292,284	\$ 6,376,690	\$ 6,462,303	\$ 6,549,863	\$ 4,241,005	\$ 4,306,717	\$ 4,453,852	\$ 4,536,509	\$ -	\$ -	
<b>TOTAL PROP L STRATEGIC PLAN</b>		\$ 60,415,368	\$ 69,223,012	\$ 69,583,435	\$ 68,761,332	\$ 66,567,471	\$ 65,701,981	\$ 66,969,576	\$ 66,275,410	\$ 70,105,454	\$ 69,179,861	\$ 66,299,829	\$ 64,903,653	\$ -	\$ -	
		\$ 15,576,747	\$ 13,981,715	\$ 12,351,122	\$ 10,659,170	\$ 8,883,042	\$ 7,092,927	\$ 5,343,725	\$ 3,603,375	\$ 1,970,852	\$ 778,355	\$ 265,485	\$ 4,084	\$ -	\$ -	
		\$ 75,992,115	\$ 83,204,727	\$ 81,934,557	\$ 79,420,502	\$ 75,450,513	\$ 72,794,909	\$ 72,313,301	\$ 69,878,785	\$ 72,076,305	\$ 69,958,216	\$ 66,565,314	\$ 64,907,738	\$ -	\$ -	
<b>Prop K Carryforward Cash Flow</b>																
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 17,123,038	\$ 16,934,795	\$ 16,631,200	\$ 16,193,646	\$ 15,593,198	\$ 14,789,547	\$ 13,783,936	\$ 12,627,036	\$ 11,217,560	\$ 9,215,806	\$ 6,374,676	\$ 1,555,121	\$ -	\$ -	
		\$ 17,123,038	\$ 16,934,795	\$ 16,631,200	\$ 16,193,646	\$ 15,593,198	\$ 14,789,547	\$ 13,783,936	\$ 12,627,036	\$ 11,217,560	\$ 9,215,806	\$ 6,374,676	\$ 1,555,121	\$ -	\$ -	

<sup>1</sup>This table shows cash flow for carryforward Prop K grants starting in FY22/23. Prop L took effect Quarter 4 (April 1, 2023) with no project reimbursements made in FY22/23.

# Adopt the Final Prop L Strategic Plan



San Francisco  
County Transportation  
Authority

Community Advisory Committee  
March 26, 2025



# Prop L Expenditure Plan

- Determines eligibility of projects and sponsor agencies through 28 programs
- Sets funding caps for each program over 30 years
- Allows for financing to accelerate project delivery
- Includes requirements such as a Board-approved **Strategic Plan** and **5-Year Prioritization Programs (5YPPs)**, as a prerequisite for allocation



San Francisco  
County Transportation  
Authority



Photo: Sergio Ruiz, flic.kr/p/2iF22hk

## 2022 Transportation Expenditure Plan

2022 Transportation Expenditure Plan will help deliver safer, smoother streets, more reliable transit, reduce congestion, and more.

# Proposition L Expenditure Plan

Up to \$2.6 billion (2020 \$s) in sales tax revenues over 30 years\*

## TRANSIT MAINTENANCE & ENHANCEMENTS

41.2%

- Muni, BART, Caltrain, Ferry
- Maintenance, rehabilitation and replacement
- Station/Access improvements
- Next generation transit planning

## MAJOR TRANSIT PROJECTS

22.6%

- Muni Bus/Train Reliability & Efficiency Improvements
- Muni and BART Core Capacity
- Caltrain Downtown Extension

## TRANSPORTATION SYSTEM DEVELOPMENT & MANAGEMENT

5.9%

- Transportation demand management
- Neighborhood and equity-focused planning and implementation

## PARATRANSIT

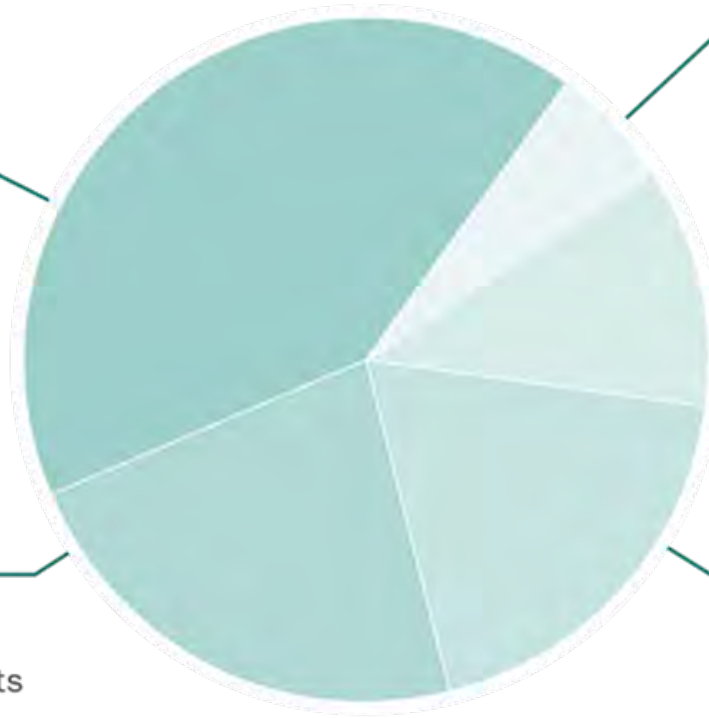
11.4%

- Transit services for seniors and people with disabilities

## STREETS & FREEWAYS

18.9%

- Pedestrian and bicycle improvements
- Signals and traffic calming
- Street repaving
- Major street and freeway redesign planning



\* Includes both Priority 1 (conservative forecast) and Priority 2 (more optimistic) revenues.



# What is in the Strategic Plan?

- Establishes **policies** for Prop L administration
- Forecasts sales tax **revenues** over 30 years
- Forecasts **expenditures** by fiscal year
  - Sets programming and cash flow by fiscal year for each program
  - Estimates debt needs



Photo by Sergio Ruiz flic.kr/p/2oAvRWu

# Why is the Strategic Plan important?

- Supports project delivery and leveraging of other funds by ensuring Prop L funds are available when needed
- Informs debt strategy
- Supports transparency and accountability in how sales tax funds are used

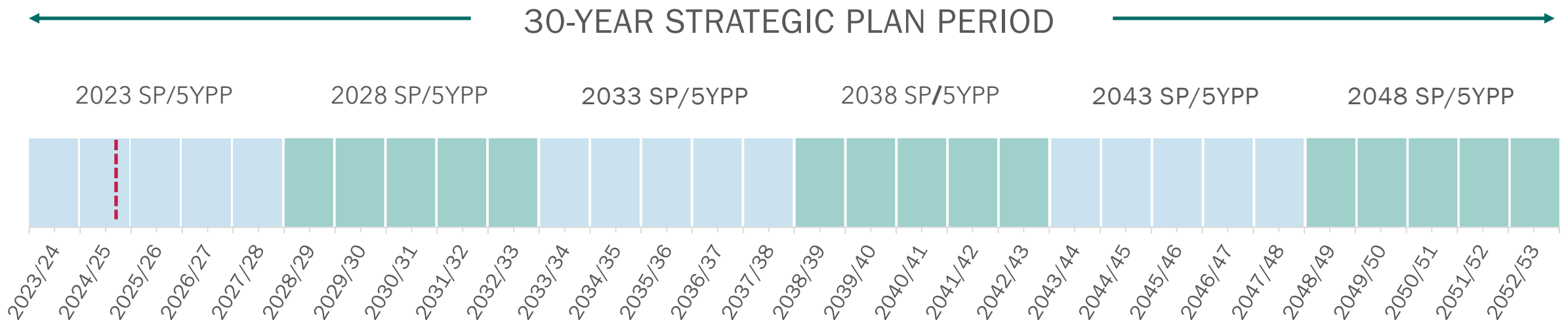


Photo by SFMTA Photography

# The Strategic Plan and 5YPPs Work Together

The Strategic Plan provides a 30-year financial look at Prop L.

The 5-Year Prioritization Programs (5YPPs) provide specific project funding detail in 5-year windows.





# Why Now?

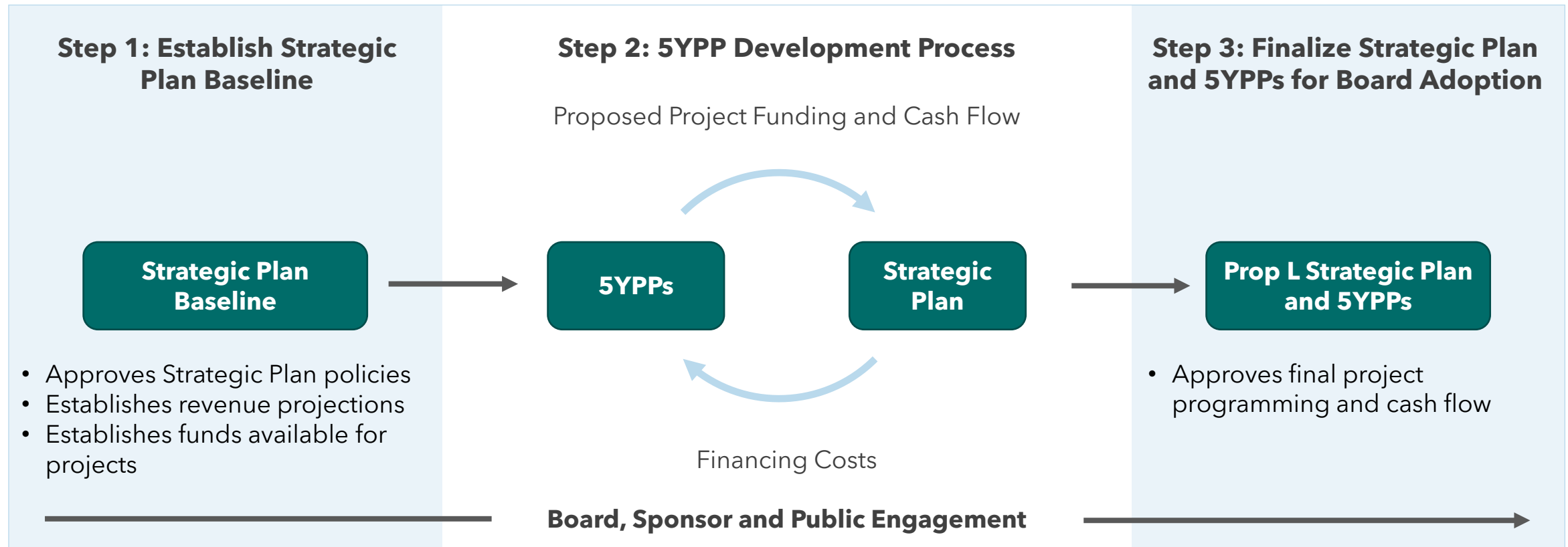
- Board has approved the Prop L 5YPPs
- Adoption of the final Strategic Plan marks the end of the 5YPP/Strategic Plan update process



Photo by SFMTA Photography

# Strategic Plan / 5YPPs Development

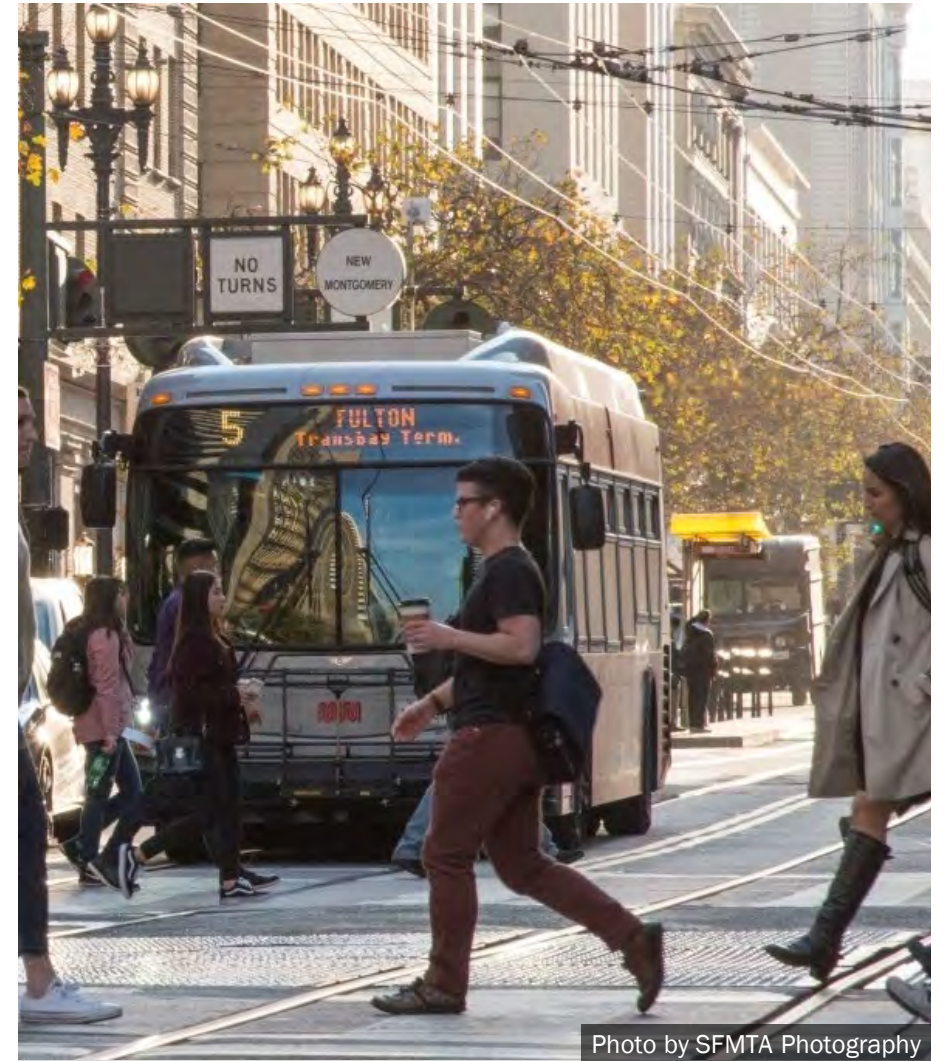
Development of the Strategic Plan and 5YPPs is an iterative process.



# Final Strategic Plan

To finalize the Strategic Plan, we:

- Updated revenues, expenditures, and financing costs based on actuals for FY22/23 and FY23/24
- Evaluated assumptions (e.g., revenues, interest rates, reserves, policies)
  - Adjusted sales tax revenue forecast downward
  - Incorporated Muni Maintenance, Rehabilitation, and Replacement 5YPP Amendment
  - Keep most assumptions the same
- Reduced programming beginning in year 6 to fit within the updated, lower 30-year revenue envelope





# Strategic Plan Revenues

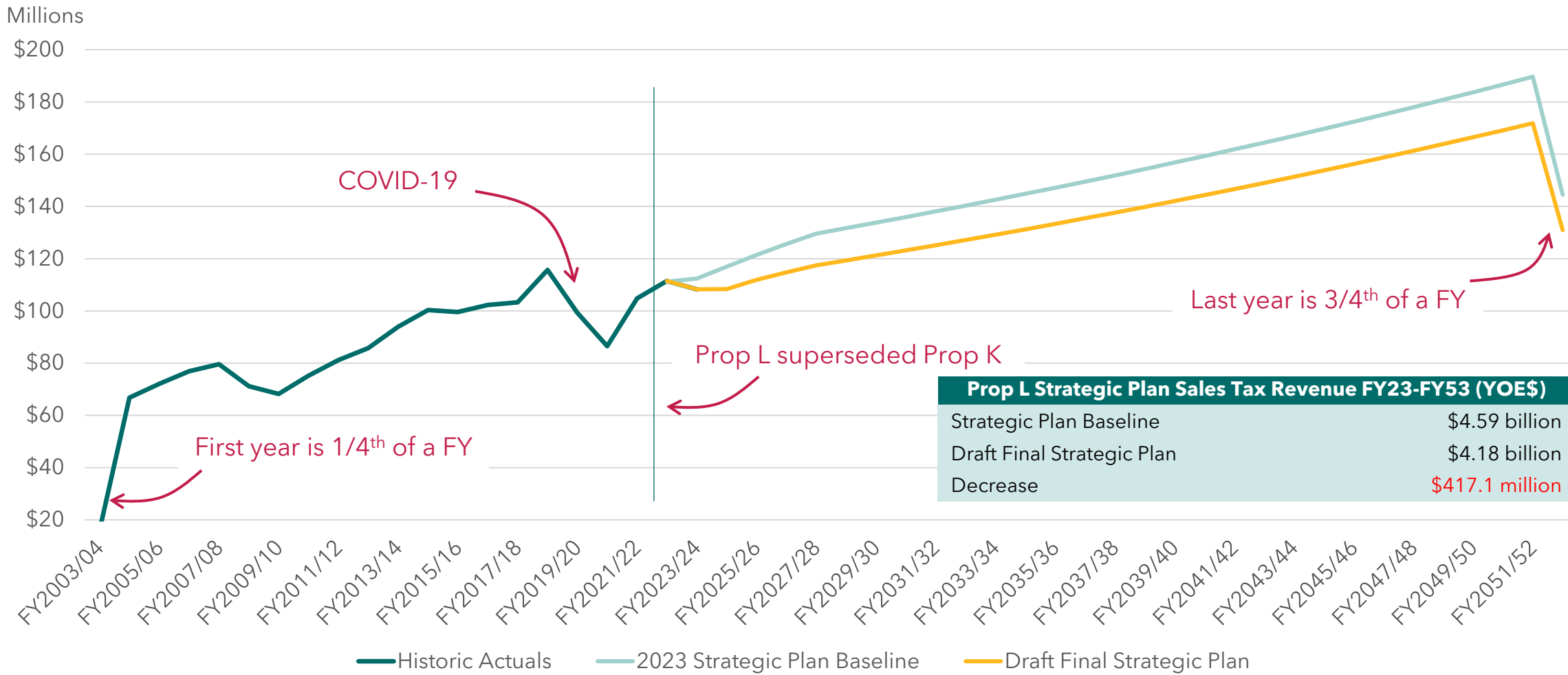
- Updated 30-year revenue forecast reflects an 11% lower projection
- We revisit sales tax projections with each Strategic Plan/5YPP update cycle

## 30-YEAR FORECAST, NET OF \$550M ASSUMED PROP K CARRYFORWARD

## \$2020 TOTAL (MILLIONS)

Prop L Strategic Plan Baseline Revenues (Spring 2023)	\$2,195
Prop L Draft Final Strategic Plan Revenues (Winter 2025)	\$1,950
Difference	(\$245)

# Historical Actuals and 30-Year Revenue Forecast (YOE \$s)



# Strategic Plan Expenditures

(No changes from Strategic Plan Baseline)

## Operating Costs and Program Administration

- 6.9% (same as Prop K), tapering off FY48/49 – FY52/53 for planning, programming, project delivery support, and oversight for Expenditure Plan projects
- 1% (same as Prop K) as allowed by statute for program administration

## Capital Reserve

- Protects against risk that actual revenues are lower than projected
- Holding last 1.75 years of revenue (\$303M \$YOE) in reserve

# Strategic Plan Expenditures

## Prop K Carryforward Frontloaded

### PROP K CARRYFORWARD OBLIGATIONS

AS OF SPRING 2023

Prop K 2017 Sales Tax Revenue Bonds	\$234.7 million
Annual Debt Service for Prop K 2017 Bonds through FY34	~\$21.3 million
Open Prop K Grants	400
Prop K Remaining Balance <sup>1</sup>	\$400 million <sup>2</sup>

1 Overwhelming majority of Prop K grant balances are assumed to be reimbursed by FY27.

2 \$2.2 million has been deobligated from Prop K grants since Baseline approval.

# Draft 30-Year Revenues and Expenditures Comparison

REVENUES (IN MILLIONS YOES\$)	STRATEGIC PLAN BASELINE	DRAFT FINAL STRATEGIC PLAN	CHANGE
Sales Tax Revenue	4,668.4	4,251.3	(417.1)
Investment Income	2.9	1.4	(1.5)
Exchanges & Loans	126.8	214.4	87.6
Long Term Bond Proceeds	843.6	876.8	74.6
<b>TOTAL</b>	<b>5,641.6</b>	<b>5,343.9<sup>1</sup></b>	<b>(297.7)</b>
EXPENDITURES (IN MILLIONS YOES\$)	STRATEGIC PLAN BASELINE	DRAFT FINAL STRATEGIC PLAN	CHANGE
Program Administration and Operating Costs	304.6	277.2	(27.4)
Exchanges & Loans	120.2	182.3	62.1
<b>Funds Used on Projects</b>	<b>3,086.3</b>	<b>2,786.4</b>	<b>(299.9)</b>
Financing Costs	638.9	648.5	9.6
Capital Reserve <sup>2</sup>	439.8	338.9	(100.9)
Long Term Bond Debt Service	1,051.9	1,085.1	33.2
<b>TOTAL</b>	<b>5,641.6</b>	<b>5,318.4<sup>1</sup></b>	<b>(323.2)</b>

<sup>1</sup> Total revenues and total expenditures differ due to the Exchanges & Loans line. From 2003 to 2053, Exchanges & Loans net out to zero. However, this table captures April 1, 2023, and onward, and there are more Exchanges & Loans on the revenue side during the time period, and more on the expenditure side prior to April 1, 2023.

<sup>2</sup> The Capital Reserve in the Baseline included \$334M (the last 1.75 years of revenue) compared to \$303M in the Final Strategic Plan. The Capital Reserve also includes a modest amount of unprogrammed funds to keep the program financially constrained.

# Principles to Adjust Programming to Fit Within Lower Revenue Forecast

- Keep funding as programmed in the approved 5YPPs (FY23/24 - FY27/28) to protect the near-term funding levels and approved project lists
- Preserve funding, to the extent possible, to meet Federal Transit Administration Full Funding Grant Agreement (FFGA) commitments (The Portal and BART Core Capacity) to support significant leveraging
- Sustain accelerated Baseline funding level for Paratransit services as long as possible for stability of this critical program
- Seek to bring all programs except The Portal and BART Core Capacity to comparable levels of funds available (programming + financing) over 30-year period (85-89% of Priority 1 funding level over 30-years)

# Programming and Cash Flow Changes

## Major Capital Projects with FFGA and Mission Bay Ferry Landing

- The Portal (FFGA)(leveraging \$3 billion CIG<sup>1</sup> grant)
  - Preserve programming at \$300 million, delay cash flow
- BART Core Capacity (FFGA)(leveraging \$1.3 billion CIG<sup>1</sup> grant)
  - Reduce programming from \$90 million to \$85 million, delay cash flow
  - Will identify other sources to meet SF's remaining commitment (\$15 million) to \$100 million
- Mission Bay Ferry Landing (only project in this program)
  - Preserve programming at \$4.5 million, significant delay to cash flow

# Outyear Programming Changes

## Programs seeking to sustain advanced programming levels

- Paratransit (service for seniors and persons with disabilities)
  - Preserve programming at about \$13 million/year plus escalation through FY34/35 and partial funding in FY35/36 (ends 2 years sooner than Baseline), modestly delay cash flow
- Caltrain Maintenance
  - Preserve \$5 million annually through FY32/33, reduce to \$4.5 million through FY41/42 and partial funding in FY42/43 (ends 3 years sooner than Baseline)
  - Sales tax offsets SFMTA/CCSF's annual local capital match contribution to Caltrain



# Outyear Programming Changes

## All other programs adjusted to fit within same share of updated funds available over 30 years

- For all other programs, except Muni Maintenance\*, we are programming 85-89% of funds available
  - Programs that did not advance heavily in first 5 years see a 20% annual reduction in programming starting in FY28/29
  - Programs that advanced heavily in first 5 years see a larger (> 20%) annual reduction in the outyears

\* See next slide for Muni Maintenance program

# Outyear Programming Changes

**Muni Maintenance, the largest Expenditure Plan required additional adjustments to fit within funds available**

- Muni Maintenance

- Largest Prop L program (\$784 million 2020\$s) has a corresponding outsized impact on cash available/cash needs in the Strategic Plan
- Delay cash flow in FY23/24 – FY27/28 to reflect recent 5YPP amendment
- Reduce programming in FY28/29 – FY39/40, increase programming in FY40/41- FY50/51
- Total 30-year programming increases by \$23 million compared to the Baseline, as amended

# Outyear Programming Changes

**Programs that did not heavily advance in the first 5 years (i.e. 5YPPs) saw a ~20% annual reduction beginning in FY28/29**

- Muni Reliability
- Muni Core Capacity
- Ferry Maintenance
- Transit Enhancements
- Next Generation Transit Investments
- Street Resurfacing
- Pedestrian and Bicycle Facilities
- Trees (+ one year less programming)
- Curb Ramps
- Managed Lanes
- Transformative Freeways
- Transportation Demand Management
- Neighborhood Transportation Program
- Equity Priority Transportation
- Development-Oriented Transportation
- Citywide/Modal Planning

# Outyear Programming Changes

**Programs that advanced heavily in first five years were reduced more in outyears (25 - 30%)**

- BART Maintenance
- Bayview Caltrain Station
- Traffic Signs and Signals
- Safer and Complete Streets
- Vision Zero Ramps

# Final Strategic Plan

## Reminder of Key Assumptions for Future Debt

- Strategic Plan model is financially constrained to ensure we can cover all program costs, including debt costs, over the 30-year program
  - Actual debt when issued, if lower, gets reflected in the next Strategic Plan update and is made available to projects (next update in early FY27/28).
- Strategic Plan model uses a combination of short-term debt (Revolving Credit Agreement) and long-term debt (bonds)
  - Includes new short-term debt instrument (Revolving Credit Agreement approved October 2024)

# Final Strategic Plan

## Debt Assumptions (in millions YOES\$s)

The Strategic Plan debt assumptions ensure funds are available if needed. Based on historic trends, actual debt needs will likely be lower than shown.

CATEGORIES	2023 SP BASELINE	DRAFT FINAL SP
Total estimated bond principal over 30-year plan period <sup>1</sup>	\$1,051.9	\$1,071.4
Total estimated financing costs <sup>1,2</sup>	\$638.9	\$648.5

1 Includes 2017 sales tax revenue bond

2 Includes short term (revolving credit agreement) and long term (bond) interest costs

# Final Strategic Plan

## Key Takeaways

- Strategic Plan updates happen every 5 years and are done in concert with updates to the 5-year project lists. The Final Strategic Plan marks the end of this update.
- In this Final Strategic Plan, we reduced revenues by 11% over the 30-year period to reflect current economic conditions.
- To fit within the updated, lower revenue envelope, we reduced programming starting in year 6 and preserved the important near-term programming in the adopted 5YPPs.
- We assume similar levels of debt in the Final Strategic Plan compared to the Baseline.

# For More Information

[sfcta.org/funding/half-cent-transportation-sales-tax](https://sfcta.org/funding/half-cent-transportation-sales-tax)

[PropL@sfcta.org](mailto:PropL@sfcta.org)



San Francisco  
County Transportation  
Authority



[sfcta.org/stay-connected](https://sfcta.org/stay-connected)





# BART: Facing the Fiscal Cliff

Community Advisory Committee

Agenda Item 7

March 26, 2025

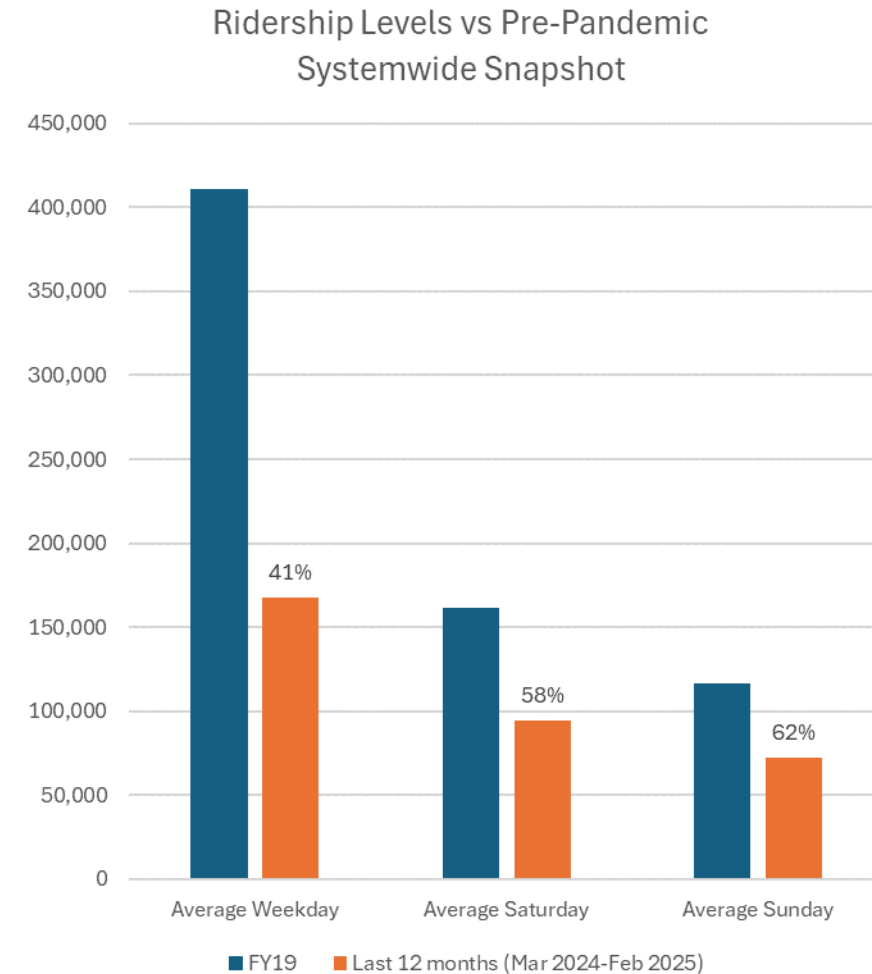
# BART – Backbone of the Bay Area

- Five counties, five lines of service, 50 stations
- Connects over 20 transit systems, with 300+ unique connecting routes
- Links to SFO and OAK international airports plus two Amtrak lines
- 90% of the region's transfers include a trip on BART
- 70% of BART trips start or end in SF
- Frequent, reliable, and affordable transit service - key to an equitable, mobile, and sustainable Bay Area



# Ridership Update

- Ridership still significantly lower than pre-pandemic levels
- Weekdays recovery has lagged, driven primarily by eroded downtown commute market
- Year-over-year ridership continues to grow but at diminishing rate
- San Francisco BART exits grew 4% between 2023 and 2024
- Latest return-to-office trend and next-generation fare gates may contribute to growth





# Changing Travel Patterns

- Major Bay Area employers are in sectors with the highest remote work adoption – tech, finance, and business
- BART ridership trends closely to office occupancy rates
- Most riders have returned, but they are riding less frequently



**76%**

OF OCTOBER 2019  
RIDERS HAVE  
RETURNED TO BART  
AS OF OCTOBER 2024



**46%**

OF OCTOBER 2019  
TRIPS HAVE  
RETURNED TO BART  
AS OF OCTOBER 2024

*Bay Area Return to Return to Office Rate & BART Ridership Recovery*



Source: Kastle Badging Data – 2020 to 2024

**S.F.’s workforce keeps moving farther away from their jobs. Here’s how far they live**

By **Hanna Zakharenko** and **Roland Li** | Jan. 31, 2025

4:00 a.m.



San Francisco saw the nation’s biggest jump in the percentage of the workers living 50 or more miles from their jobs from 2012 to 2022, compared with the top 25 cities with the largest workforces in the U.S. Experts said this was fueled by remote work and high housing costs.



# Pandemic Impacts on BART's Funding Model

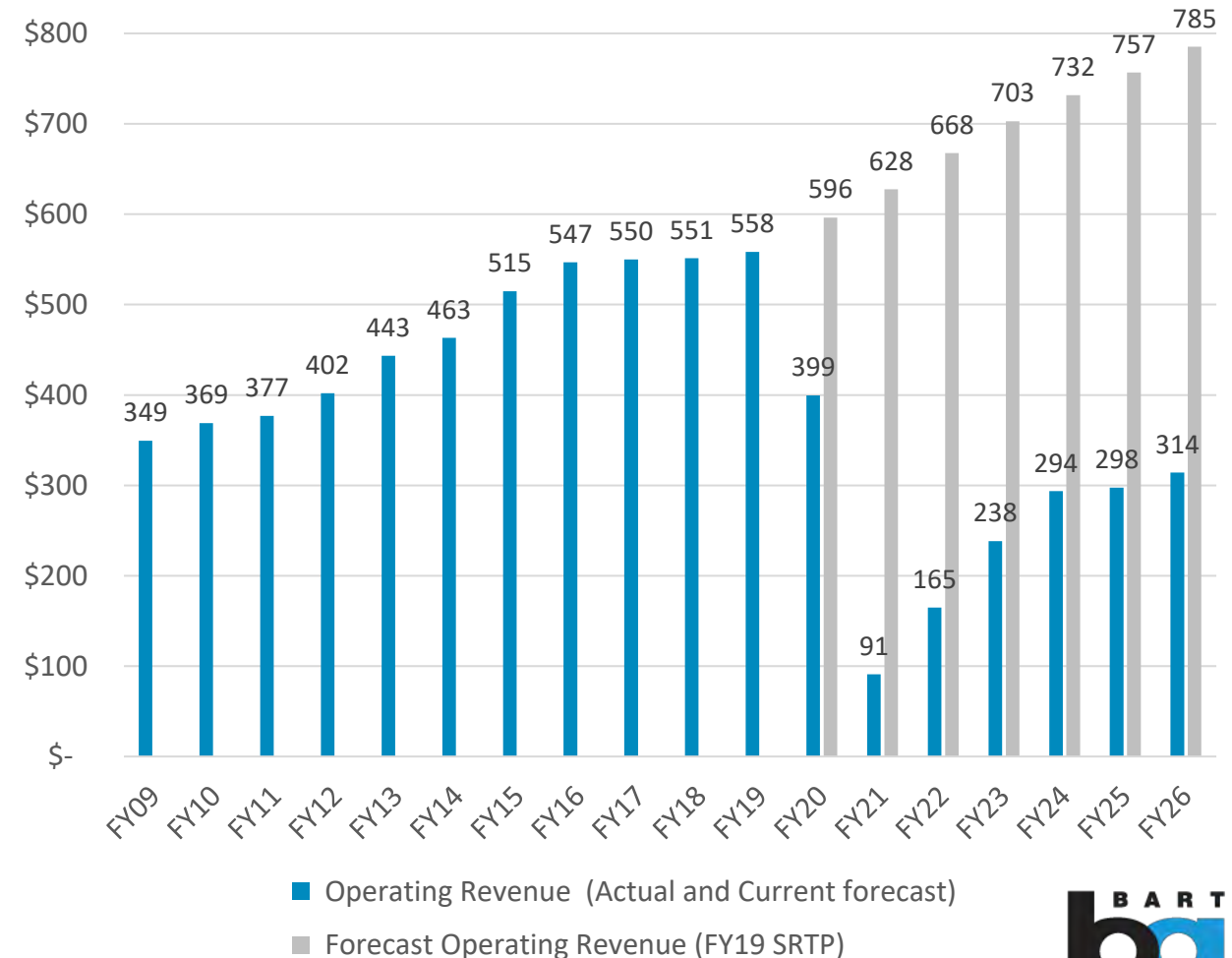
## • Pre-pandemic

- BART covered two-thirds of operating costs through operating revenues (fares, parking, etc.)
- High BART fare revenue allowed the region to flex public investment to local bus and counties

## • Post-pandemic

- FY24 operating revenue \$400M below pre-pandemic forecast
- In the future, BART will have to be more reliant on public investment

Operating Revenue vs Pre-Pandemic Forecasts (\$M)



# BART is Focused on Revenue and Cost Control



## Increase Fare Revenue

- Installing new fare gates to reduce fare evasion
- Maintaining inflation-based fare increases



## Grow Ridership

- Offering new fare products like Clipper BayPass
- Promoting taking BART for non-work trips
- Station activations & events
- Improving transit coordination



## Advance Revenue Generating Programs

- Negotiating new agreements for telecommunications revenues
- Longer term strategies include transit-oriented development and potential sale of excess land



## Labor Savings

- Implementing a strategic hiring freeze while protecting safety and service quality
- Renegotiated with unions to reduce near term retiree healthcare costs



## Targeted Cuts

- Targeted reductions to operating costs across all departments
- Reduced and eliminated some contracts and agreements



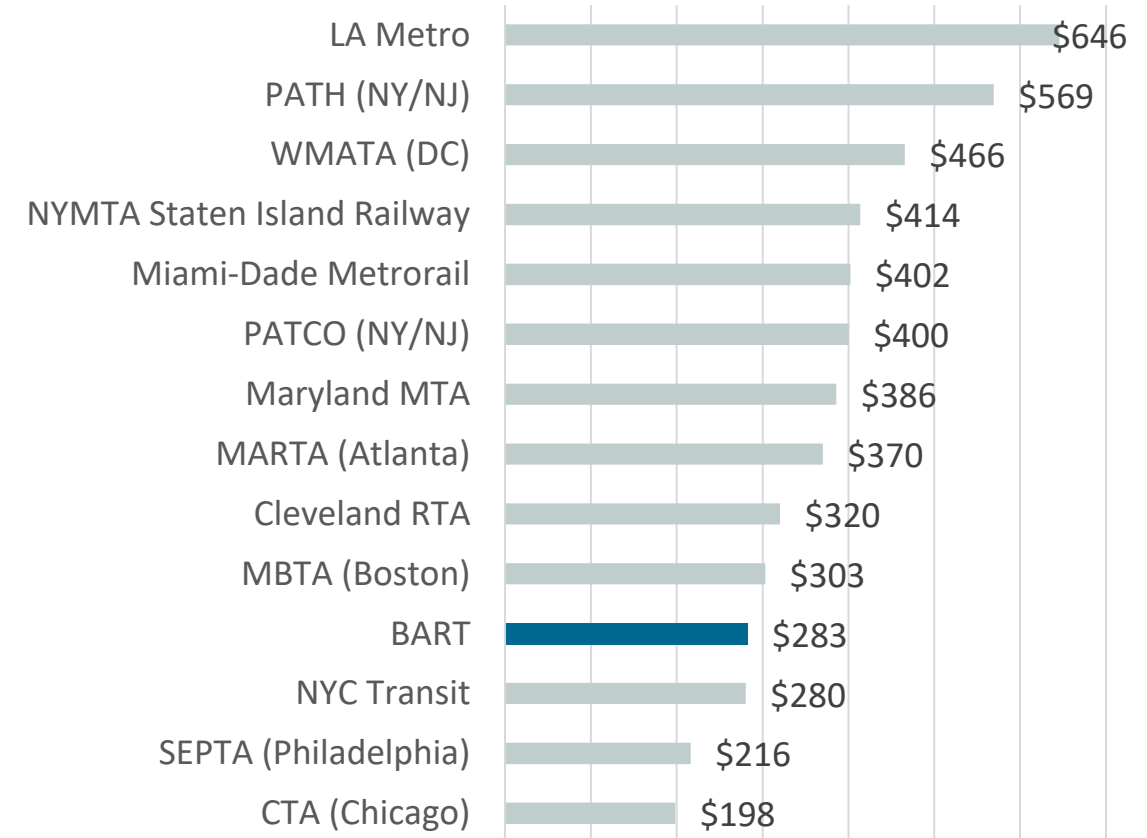
## Efficiencies

- Running shorter trains
- Locked-in low renewable electricity costs
- Implementing operational efficiencies and contract oversight recommendations from the Inspector General
- Modernize technology

# BART Operates Efficiently

- Compared to peer rail agencies nationally, BART is an efficient manager of expenses and service delivery
- Since 2019, BART's total operating cost has grown at a rate below inflation, despite opening the BART Silicon Valley extension in 2020 and inflation experienced by the transit industry

*US Heavy Rail Services  
Cost per Vehicle Revenue Hour (FY 2023)*



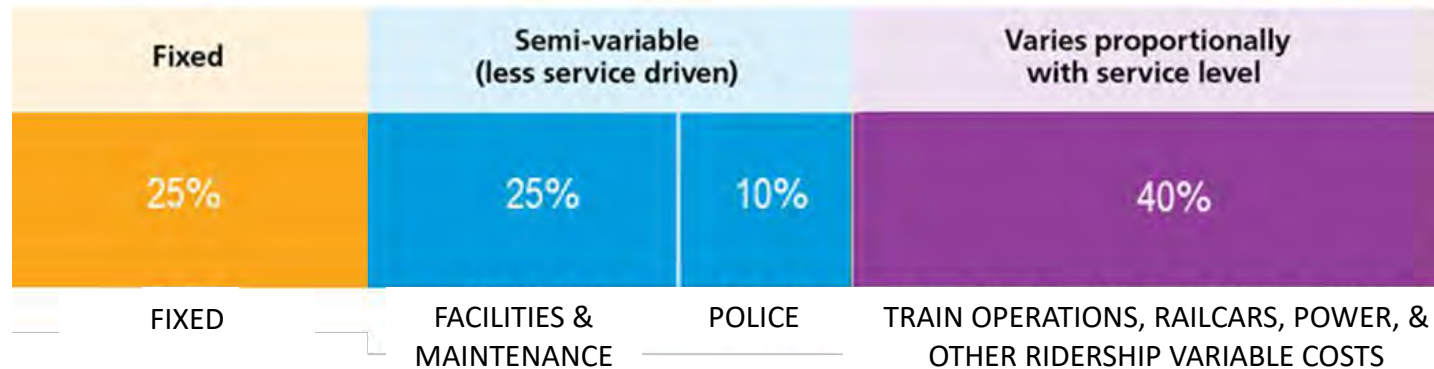
Source: National Transit Database FY23

Note: Contiguous US states only

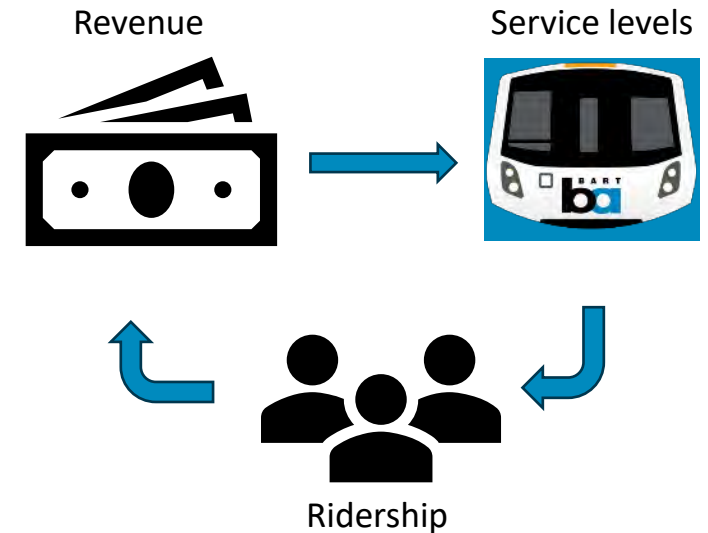
# BART Cannot Close Deficits with Service Cuts

- Cutting BART operating expenses requires a disproportionate service reduction.
  - Only 40% of BART's operating costs scale directly with service levels
  - In FY20, a 40% service reduction reduced operating cost by approximately 12%

*BART'S FY25 Fixed and Variable Annual Operating Costs*



- Transit death spiral: major service reductions would also reduce fare revenue





# Growing and Retaining Ridership

## Aligning service with rider demand

- Increasing weekend and evening service, shortening least crowded trains; \$9M in annual savings
- Eliminating missed runs and reducing train delays; increasing passenger on time

## Improving rider safety & security

- New, more secure faregates system-wide by 2025
  - SFCTA – critical partner, \$12.5M contribution enabling BART to deliver program on an expedited timeline
  - Six SF stations complete, Glen Park underway
- Amplifying BART presence in system
  - Deploying Ambassadors and Crisis Intervention Specialists to connect people with support services
  - Doubling sworn officers on trains in SF/core service area



# Growing and Retaining Ridership

## Implementing Safe & Clean Action Plan

- Increasing station scrub screws and doubling rate of deep cleaning train cars
- Continuously staffing restrooms and elevators at our busiest stations

## Reinvesting in the system

- All new cars systemwide; Phase 1 \$400M under budget
- Rolling out new infrastructure systemwide – cars, rail, escalators, elevators, and more

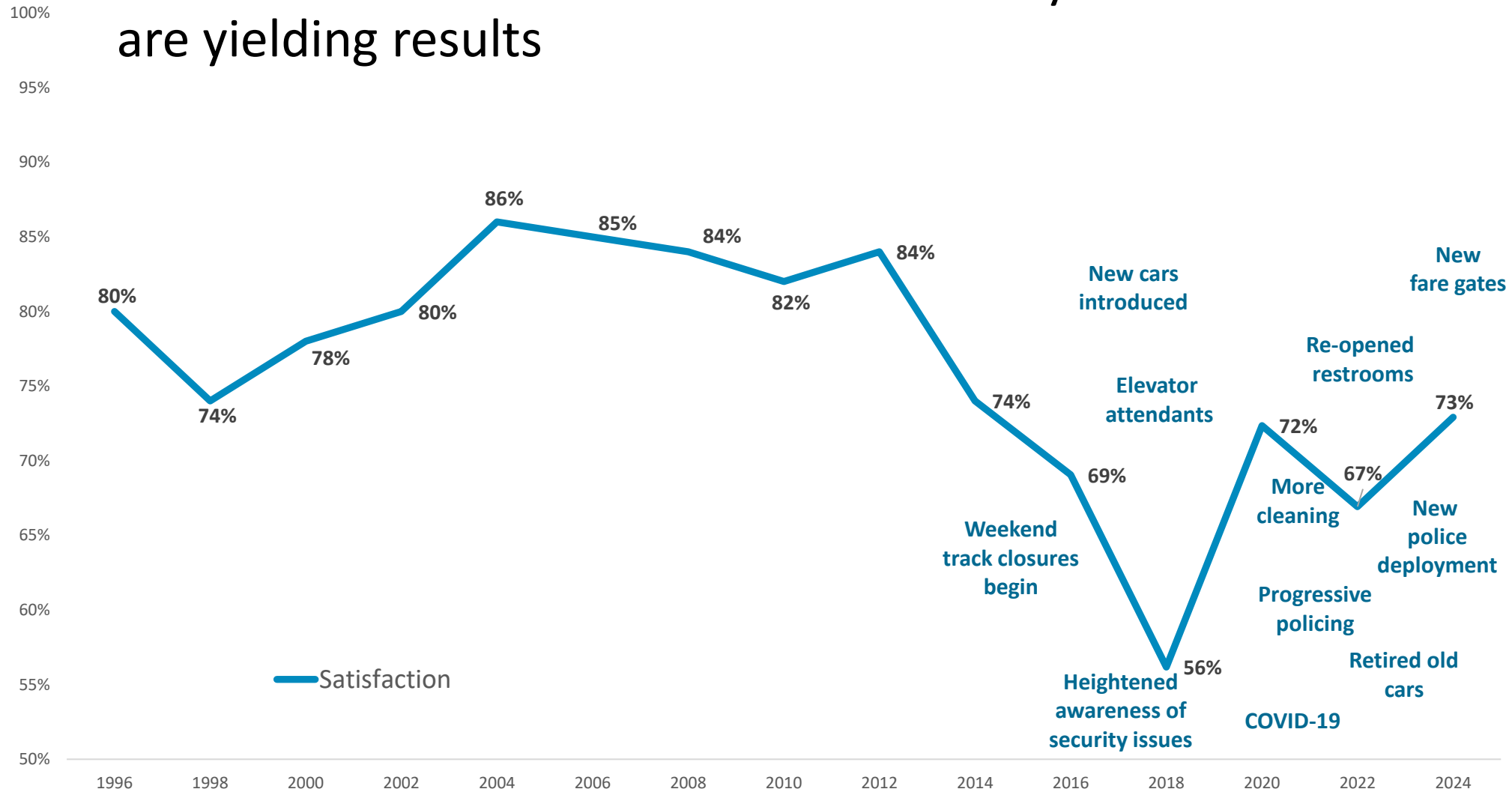
## Investing in Regional Coordination

- Innovative fare products: Clipper BayPass; Free and Discounted Transfers; Clipper START
- Weekly GM coordination on rider experience & funding



# Improving the Customer Experience

BART's 2024 Customer Satisfaction Survey: BART's investments are yielding results



# Working with the Region on Stable Transit Funding

- Senator Weiner and Senator Arreguin leading Regional Transportation Measure discussions
- BART priorities in a revenue measure
  - **Sustain Operations.** Sustainable funding source for operations over the long-term to ensure safe, reliable transit service for the region
  - **Regional Connections.** Funding to support service improvements and regional network coordination to make transit a more viable alternative to driving
  - **Equity Focus.** Keep transit accessible to transit-dependent riders, equity priority communities, and riders of all abilities
  - **Prioritize Transit.** Priority for transit operators and projects over roadway investments
  - **Enhanced Service.** Funding for increased service as ridership demand grows

# BART Engagement on Regional Efforts and Other Opportunities

- Participated in the February 6 Senate Budget and Fiscal Review Committee hearing on transit funding
- Supporting \$2 billion ask for flexible transit funding in FY26 State Budget
- Ongoing participation in the SB 125 Statewide Transit Transformation Task Force led by California State Transportation Agency (CalSTA)
- Participation on the California Transit Association's Cap and Trade Subcommittee focused on program reauthorization

## **BART Board Advocacy**

**Feb 5-6:** Conducted a series of legislative meetings in Sacramento with Bay Area legislators, the Governor's Office, and key committee staff

**Feb 14:** Public comment made at the MTC/ABAG Legislation Committee meeting where MTC polling results were discussed

**Feb 26:** Full MTC meeting regarding action on regional measure principles and potential sponsorship of enabling legislation, Senate Bill (SB) 63

**March 13:** Board meeting to discuss SB 63 and a proposed position, pending release of substantive amendments

**March 25-26:** Washington, D.C. legislative advocacy trip

**April-May:** Pending Board action, participation in SB 63 legislative committee hearings prior to June 6 House of Origin Deadline

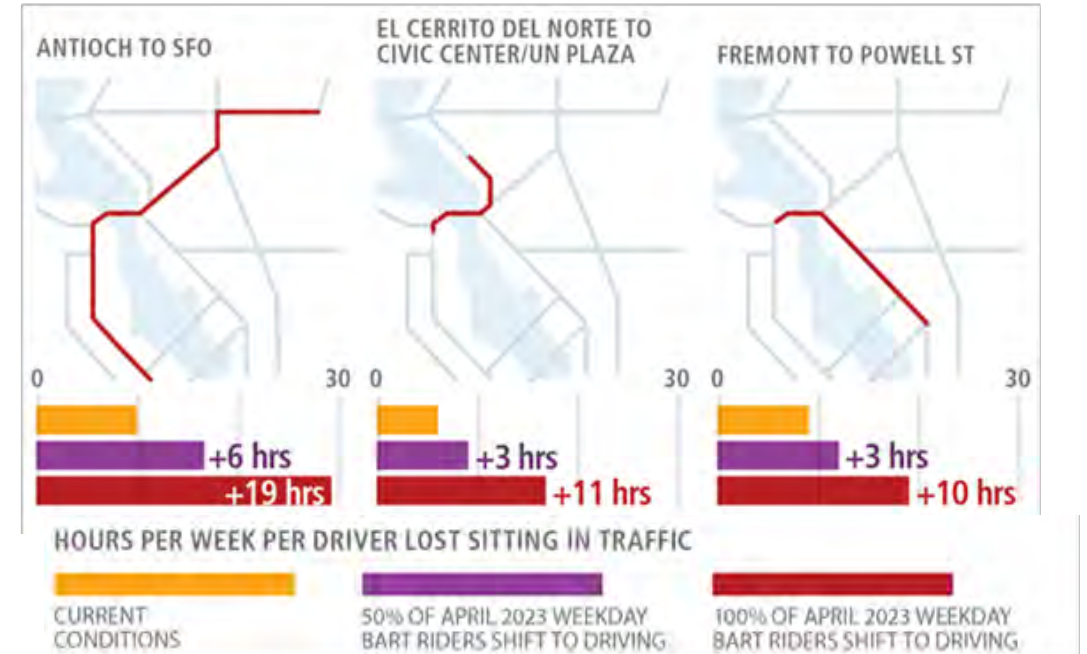


# Consequences of No BART Service

- Stifles regional economy
- Exacerbates congestion
- Increases emissions
- Destabilizes the entire regional public transit network
- Inequitable impacts to protected populations

**Without BART, the benefits of the regional transit network and planned major infrastructure would be lost.**

*Weekly Hours Lost To Congestion For Drivers:  
With & Without BART*





Thank you.

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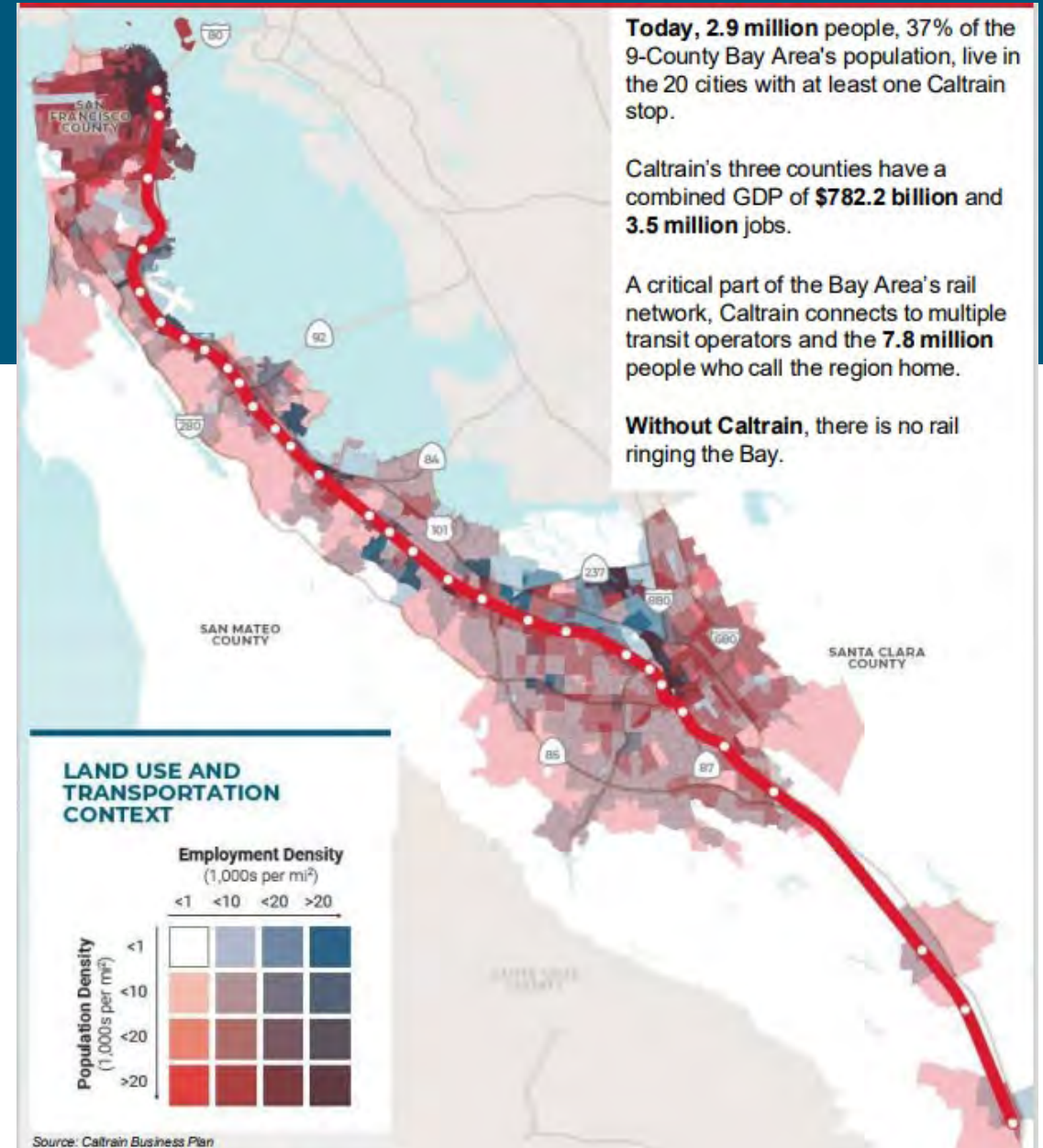
# Caltrain Overview

Community Advisory Committee  
Agenda Item 8  
March 26, 2025



# Caltrain Corridor

- 77 miles of track from end to end (51 miles owned by Caltrain)
- 31 stations (3 counties, 20 cities)
- Multiple hubs, bi-directional travel through Silicon Valley
- Connecting a dynamic, diverse corridor

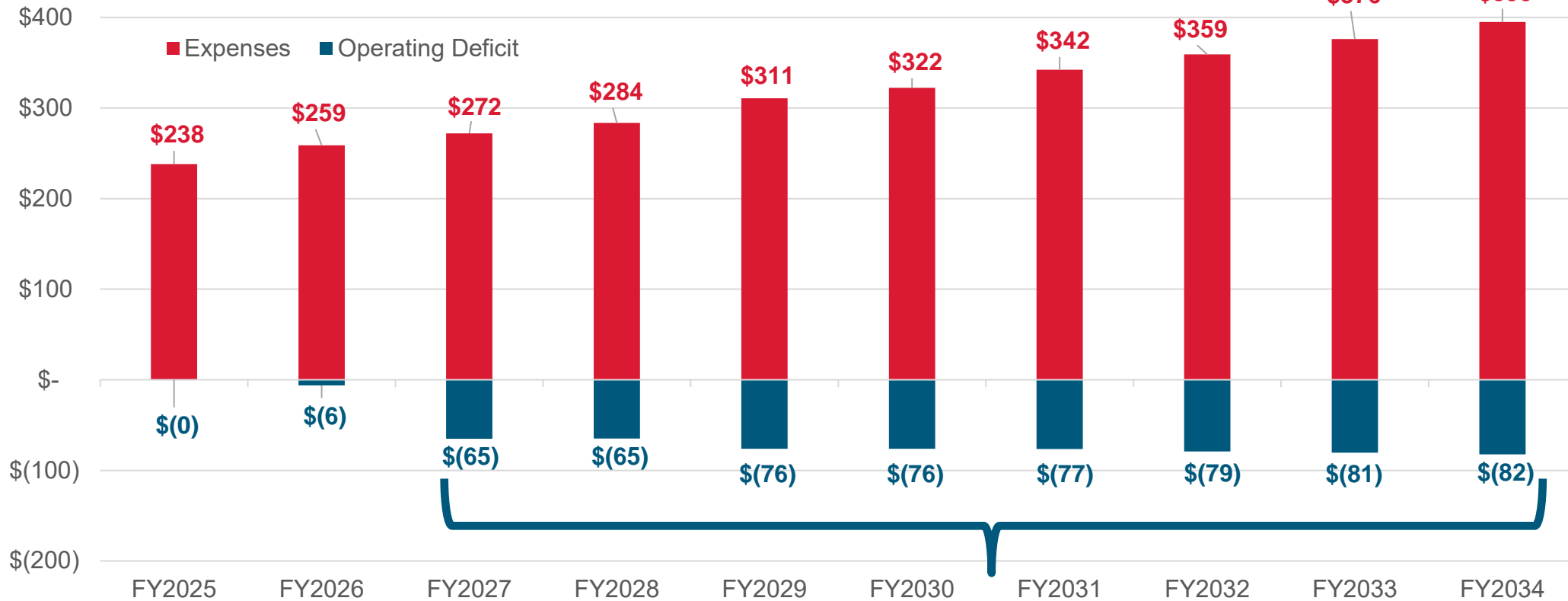


# Caltrain Pre and Post Pandemic Overview

	Pre-Pandemic	Today
Ticket Sales	<ul style="list-style-type: none"> <li>• <b>73% of operating revenue</b></li> <li>• <b>\$103M</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>22% of operating revenue</b></li> <li>• <b>\$43M</b> (loss \$60M, \$70M inflation adjusted)</li> </ul>
Member Agency Operating Contributions	<ul style="list-style-type: none"> <li>• <b>\$20-\$40M/year</b> (the second largest part of operating budget)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>No direct contributions from member agencies</b>, 15%-20% loss Caltrain's pre-pandemic budget.</li> </ul>
Operating Deficit	<ul style="list-style-type: none"> <li>• <b>No forecasted operating deficit</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>\$75M/year</b> average over 8 years from FY27</li> </ul>
Service Model	Caltrain was a commuter railroad with <b>81% of customers commuting to work 5 days a week.</b>	Caltrain is a <b>regional railroad</b> with more all-day and weekend service, diversified ridership and equity-focused fares.

# 10-Year Operating Budget With Deficit

Projected Operating Deficit as of December 2024



**Average Annual Deficit = \$75M/yr**





# Ridership Growth/Cost Containment

## Ridership / Revenue Growth Strategies

- **Electrification Launch**
- **Fare Programs:** \$1 youth; Go Pass Updates (business pass); Pass Forward (provides passes for low income and historically disadvantaged riders)
- **Customer Experience:** Wi-fi, service frequency increase, personalized alerts, station repairs, 300 bicycle eLockers, new visual display signs, special event promotions, positive brand recognition
- **Regional Coordination:** Coordinated transfers, schedule alignment, better signage, GM group, Bay Pass participation, Clipper Start.
- **Non-fare revenue strategy:** generate new revenue sources (e.g. inventory asset, fiber cable leasing, TOD, advertising)

## Cost Containment:

- Launched internal cost reduction efficiency program
- Freeze on new operating FTEs through FY33, delay hiring some vacant positions
- Implemented crew scheduling efficiencies
- Working with legislature & partners to receive credit for regenerative braking energy



# Caltrain Implications Without Funding

- Rail has high fixed costs (maintain tracks, facilities regardless level service, etc). Cutting service yields little net cost savings because of lost of ridership.
- Currently re-evaluating service reduction scenarios (e.g. no weekend service, hourly 7 days a week, specific segment and corridor level shutdown).
- Without additional funding, difficult decisions on workforce, service, capital projects, and state of good repair must be made.



# Caltrain Polling (January 2025, link [HERE](#))

- Likely voters, **Caltrain has very high favorability rating 82%** and highest favorability rating of any major transit system in any of the counties that we operate in.
- Over 70% of people agree transit has a need for funding.
- 76% people say relieving traffic congestion on Highways 101, I-280, and El Camino Real is a major priority.
- Polling for Caltrain 1/8 cent sales tax close to 2/3 in San Francisco (65%) San Mateo (63%) but 53% in SCC.
- This poll represents on point in time and a lot can change.
- **With Caltrain's high favorability rating, it would likely be an asset to any transit funding measure effort.**



# Caltrain Electrification and Ridership



# Transformational Moment

Caltrain is the oldest continuously operating passenger railroad in the West (160 years)

First time in a generation any US system fully converted from diesel to electric system



Steam 1864



Diesel 1950s



Today!



# Electrified Service Launched!



- August: initial rollout with the first electric train ride (pictures above)
- September launch weekend: Over 16,000 RSVPs, 100+ organizations and celebrations in every jurisdiction along the corridor



# Electrified Service Benefits

Improved service for all riders

## Get There Faster

Express from SF to SJ in under an hour

Quicker local service, 75 minutes instead of 100

Save more than 20 minutes on trips from Southern Santa Clara County to SF

## Ride More, Wait Less

20% more train service

26% more train service at equity priority stations

Half-hourly service during weekends and off-peak

15-20 minute service peak periods

## First Class for Everyone

Free Wi-Fi

Smoother, quieter experience

Outlets at every seat

Digital trip information onboard

Spacious, accessible bathrooms with baby changing table

## Clean and Green

GHG emissions reduced by 250K MTCO<sub>2</sub> annually – equivalent to taking 55,000 cars off the road each year

Improves local air quality

Quieter trains, both onboard and off



# Equity Focused Growth

- Board Adopted **Equity, Growth, and Recovery Policy 2020**
- **Revised schedule:** Standard and balanced schedule, focused on more midday, evening and weekend service (diversify ridership)
- Participates in the regional **Clipper Start** program, half off fares
- Caltrain's **Pass Forward** program provides free passes for low income and equity priority community riders

Partnering with **23 Community Serving Organizations** in the 3 counties

Participants in the program: **nearly 70%** household income under \$50,000 and **83%** people of color

- **26% more service** at equity priority stations with electrification, compared to 20% at all stations.



*"Taking transit saves me money so I have more to take care of my family."* –  
 Geraldo Valencia, Pass Forward GoPass Holder

# Feedback Electric Trains and Service

Finally!! I caught a @Caltrain EMU! It's soooooo smooth and quiet! I love the screens with realtime info on stations and connections.



Oh my goodness it happened! We got to ride the new electric @Caltrain

We are still crying with happiness!

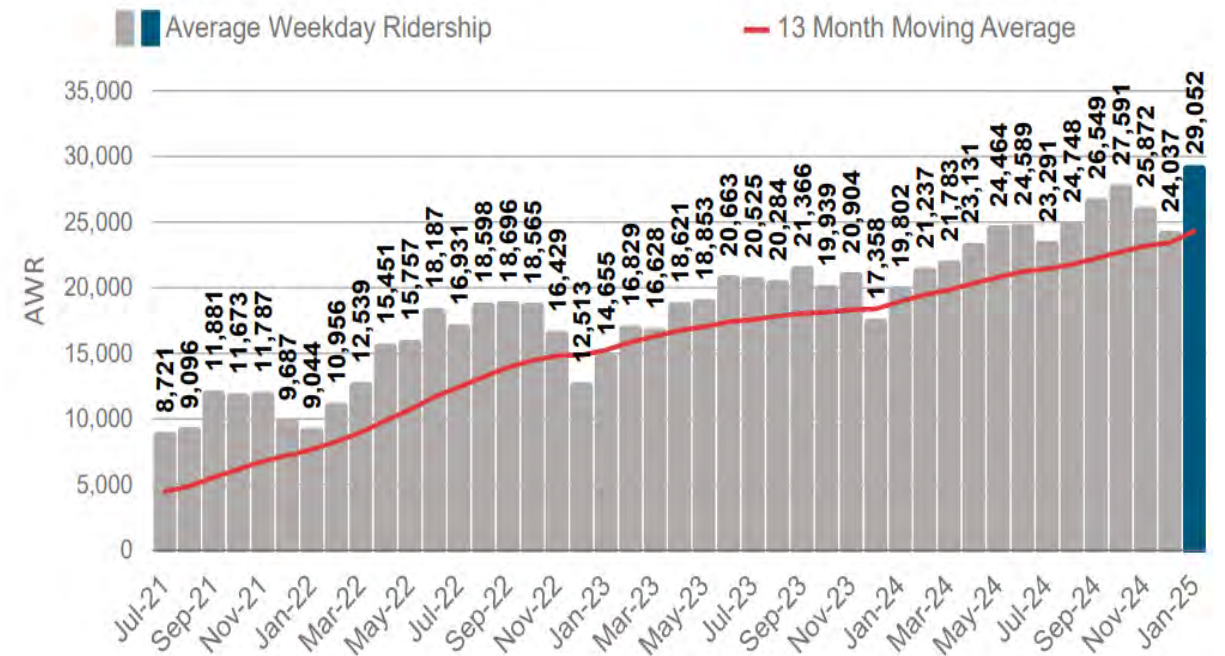


91% Favorability Rating with Riders (January Poll)



# 150 Ridership

- Weekend: ridership higher than pre-pandemic
- Overall: nearly 50% increase since last year numbers



# Summary

- Caltrain supports state budget efforts to secure operating funds for transit in the short and long term.
- Caltrain is actively engaged with partners on potential regional revenue measure; county level renewals or new measures; Plan B scenarios
- Important that Caltrain's three Joint Power Board member agencies participate, and solutions need to work for each
- Build on investments that support quality of life in the Bay Area



FOR MORE INFORMATION

[WWW.CALTRAIN.COM](http://WWW.CALTRAIN.COM)





# Caltrain Core Values



**SAFETY**



**EXCELLENCE**



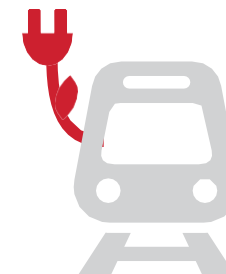
**RESILIENCE**



**INTEGRITY**



**EQUITY &  
INCLUSION**

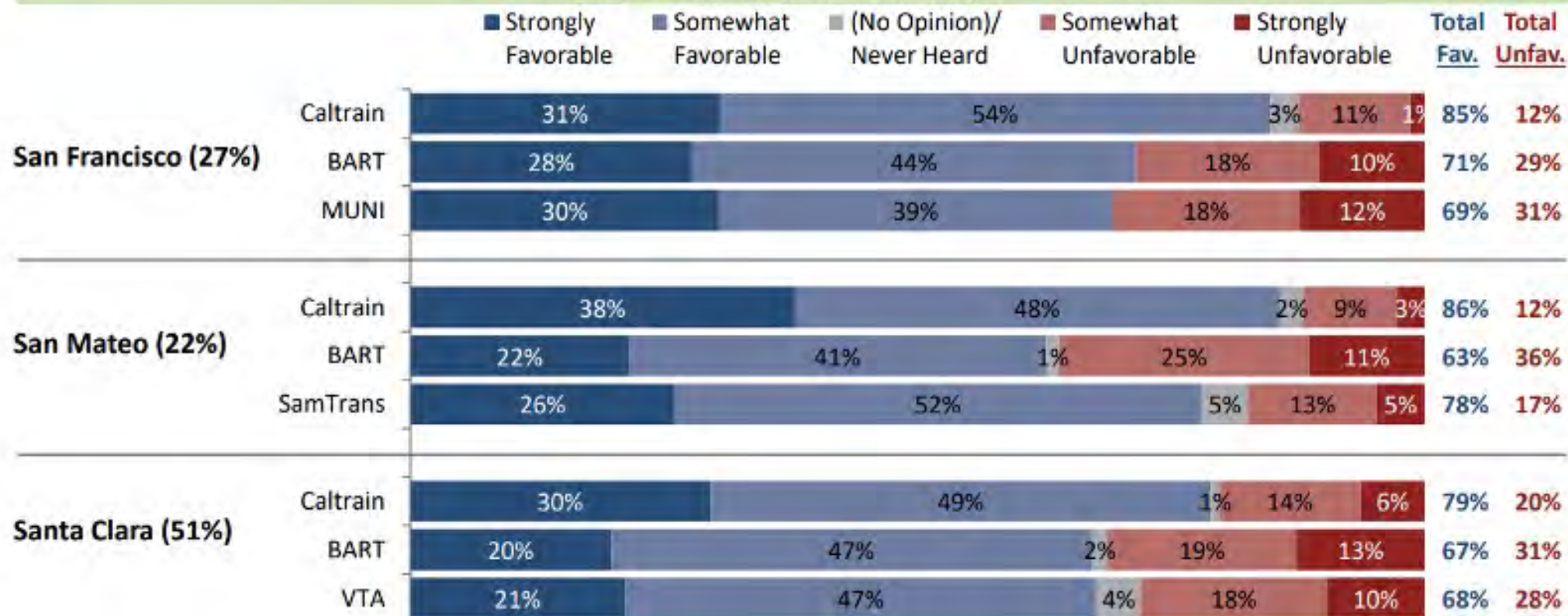


**SUSTAINABILITY**

# 154 Caltrain Polling - Key Takeaways

## • Caltrain Favorability

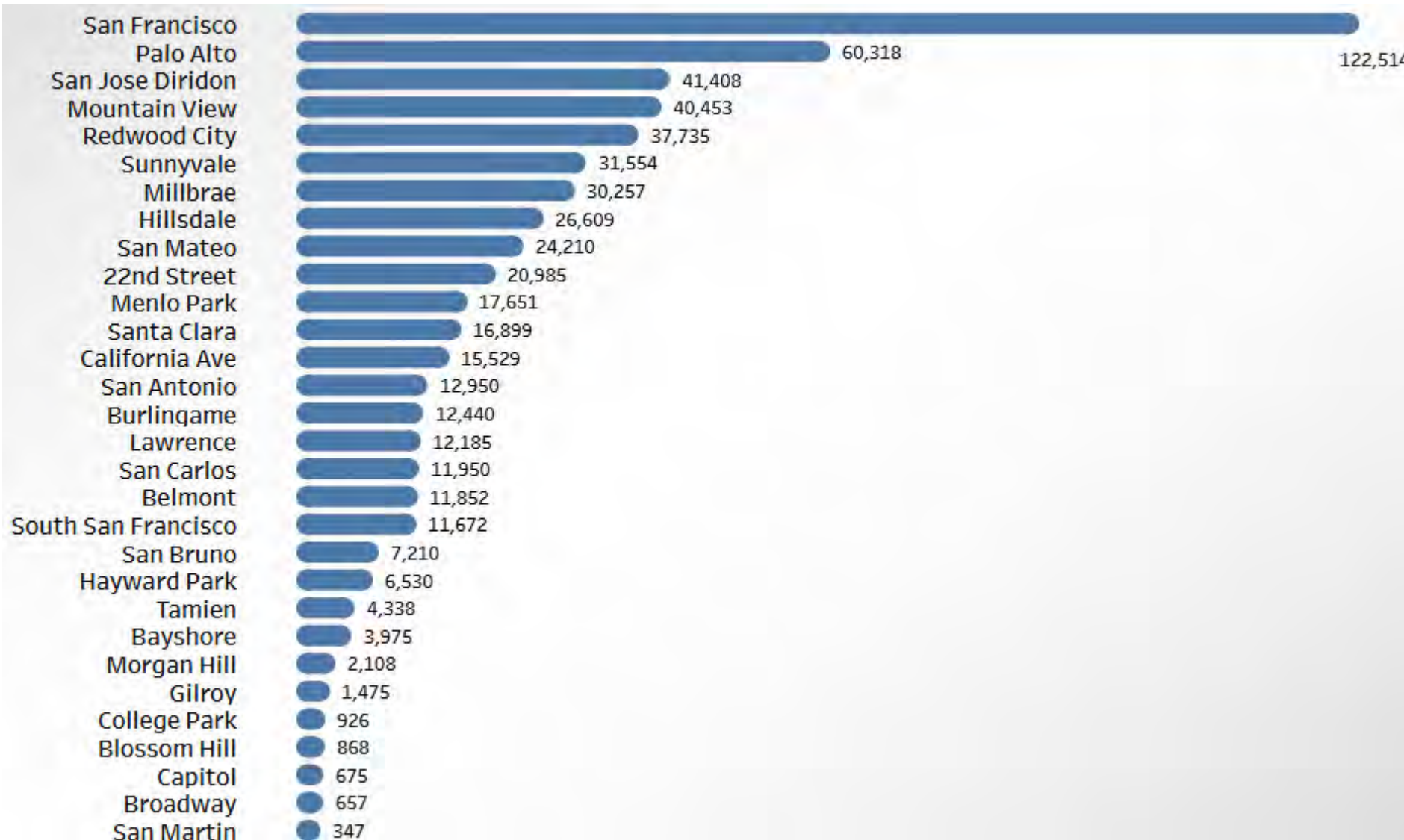
Most voters have a positive view of their county's largest transit agencies, with Caltrain often receiving the highest overall and most intense favorable ratings.



# Caltrain Polling - Key Takeaways

Issues	Polling
Caltrain Favorability in 3 Counties	<b>82%</b>
Caltrain Favorability among Monthly+ Caltrain Riders	<b>91%</b>
Percent of Voters who see great or some need for transit funding	<b>73%</b>

# Caltrain Ridership – Station by Station

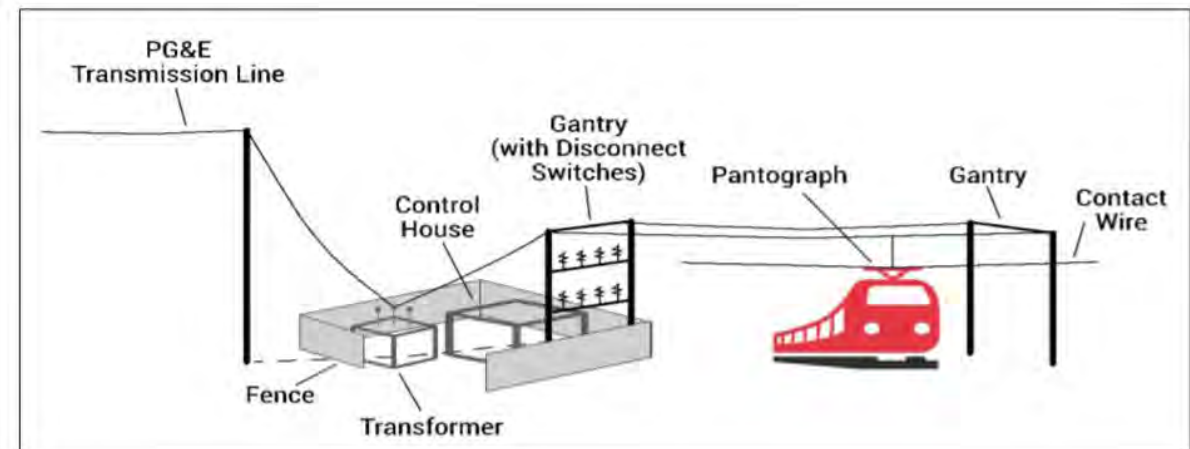


- December 2024 snapshot
- Sorted by highest ridership



# Overview

- San Francisco to San Jose, 51 miles
- 25KV Overhead Contact System (used by California high-speed rail system)
- 19 EMU 7-car trainsets
- Project Cost: \$2.44B (Fully Funded)
- Construction Started 2017; Revenue Service: September 2024



# Contacts

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**AGENDA ITEM 9  
STATE LEGISLATION - MARCH 2025**

(Updated March 7, 2025)

To view documents associated with the bill, click the bill number link.

Staff is recommending approval of new support positions on Assembly Bill (AB) 891 (Zbur) and Senate Bill (SB) 71 (Wiener) and a support in concept position on SB 63 (Wiener) as shown in **Table 1**. AB 939 (Schultz) will also be added to the Transportation Authority’s watch list as shown in **Table 2**.

**Table 1. Recommended New Positions**

Recommen ded Positions	Bill # Author	Title and Summary
Support	<a href="#">AB 891</a> <a href="#">Zbur D</a>	<p><b>Transportation: Quick-Build Project Pilot Program.</b></p> <p>Existing law requires Caltrans to improve and maintain the state highways. This bill would establish the Quick-Build Project Pilot Program within Caltrans’s maintenance program to expedite development and implementation of low-cost projects on the state highway system, including but not limited to bicycle and pedestrian facilities. By December 31, 2027, Caltrans would be required to develop and publish guidance for the deployment of district quick-build projects and, by December 31, 2028, to identify and commit to funding a minimum of six quick-build projects statewide.</p> <p>We are recommending a support position on this bill to encourage Caltrans to initiate consideration of quick-build projects within its annual facility maintenance program. This supports SB 960 (Wiener, 2024) which strengthened requirements that state of good repair projects on the state highway system accommodate all road users.</p>





Support in Concept	<a href="#">SB 63</a> <a href="#">Wiener D,</a> <a href="#">Arreguin</a> <a href="#">D</a>	<p><b>San Francisco Bay area: local revenue measure: transportation funding.</b></p> <p>Transportation Authority staff, along with elected officials, staff from transit operators and county and local governments, and various advocacy and community organizations throughout the Bay Area have been engaged over the past year in developing a potential future regional transportation revenue measure, targeting the November 2026 ballot. This bill is intended as the vehicle for this legislation, stating the intent of the Legislature to authorize a revenue measure to invest in transportation in the San Francisco Bay Area. As the organization that will be authorized to implement the measure, the Metropolitan Transportation Commission (MTC) has been working closely with the two authors and interested parties to develop a spending plan that, at a minimum, sustains and improves public transportation in the Bay Area.</p> <p>We will continue to engage with the Senators, the rest of the Bay Area legislative delegation, MTC Commissioners and staff, and other interested parties including San Francisco Municipal Transportation Agency (SFMTA), BART, and Caltrain to develop the details of the substantive language and report back to the Transportation Authority Board as the effort evolves.</p>
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<p>Support</p>	<p><a href="#">SB 71</a> <a href="#">Wiener D</a></p>	<p><b>California Environmental Quality Act: exemptions: transit projects.</b></p> <p>As a result of Senate Bill 922 (Wiener), the California Environmental Quality Act (CEQA) exempts from its requirements, until January 1, 2030, certain transportation-related plans and projects, such as pedestrian and bicycles facilities, transit prioritization projects, bus rapid transit, bus, and light rail service. This bill would remove the current sunset date and extend these exemptions indefinitely, as well as extend them to transit route readjustments or modifications, shuttles and ferries, and for the maintenance, construction, or rehabilitation of transit stops serving low or no emission transit vehicles.</p> <p>SB 922 has been instrumental in the success of more than 40 SFMTA bicycle, pedestrian, and transit projects since its passage in 2022, including Vision Zero traffic sign upgrades and new turn signals, quick-build projects, and transit prioritization features. The MTC and San Francisco’s State Legislation Committee have adopted support positions on SB 71.</p>
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**Table 2. Bills Added to Watch List**

<p>Bill # Author</p>	<p>Title and Summary</p>
<p><a href="#">AB 939</a> <a href="#">Schultz D</a></p>	<p><b>The Safe, Sustainable, Traffic-Reducing Transportation Bond Act of 2026.</b></p> <p>This bill would enact the Safe, Sustainable, Traffic-Reducing Transportation Bond Act of 2026 which, if approved by the voters at the November 3, 2026 election, would authorize the issuance of bonds in the amount of \$20 billion to finance transit and passenger rail improvements, local streets and roads and active transportation projects, zero-emission vehicle investments, transportation freight infrastructure improvements, and grade separations and other critical safety improvements.</p>