



# 2020 ANNUAL REPORT

Final Report: January 2021



San Francisco  
County Transportation  
Authority



# THE 2020 TRANSPORTATION AUTHORITY BOARD AND ITS COMMITTEES

## TRANSPORTATION AUTHORITY BOARD / TIMMA BOARD

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*\* served part of 2020*

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

DATE OF PUBLICATION: JANUARY 2021

On the cover:  
Sales Tax Stories



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## ACRONYMS USED IN THIS REPORT

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

**BART**

Bay Area Rapid Transit

**Caltrans**

California Department of Transportation

**CMA**

Congestion Management Agency

**DBE**

Disadvantaged Business Enterprise

**LBE**

Local Business Enterprise

**NTIP**

Neighborhood Transportation  
Improvement Program

**Prop AA**

Proposition AA

**Prop K**

Proposition K

**Public Works**

San Francisco Public Works

**SBE**

Small Business Enterprise

**SFMTA**

San Francisco Municipal Transportation Agency

**SFTP**

San Francisco Transportation Plan

**TFCA**

Transportation Fund for Clean Air

**TIMMA**

Treasure Island Mobility Management Agency



## Our Mission

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

## Our Values

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

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

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

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

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

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

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

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

## Our Role

## What We Do

### PROP K ADMINISTRATOR

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

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

### CONGESTION MANAGEMENT AGENCY (CMA)

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

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

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

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

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

### PROP AA ADMINISTRATOR

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

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

### TREASURE ISLAND MOBILITY MANAGEMENT AGENCY (TIMMA)

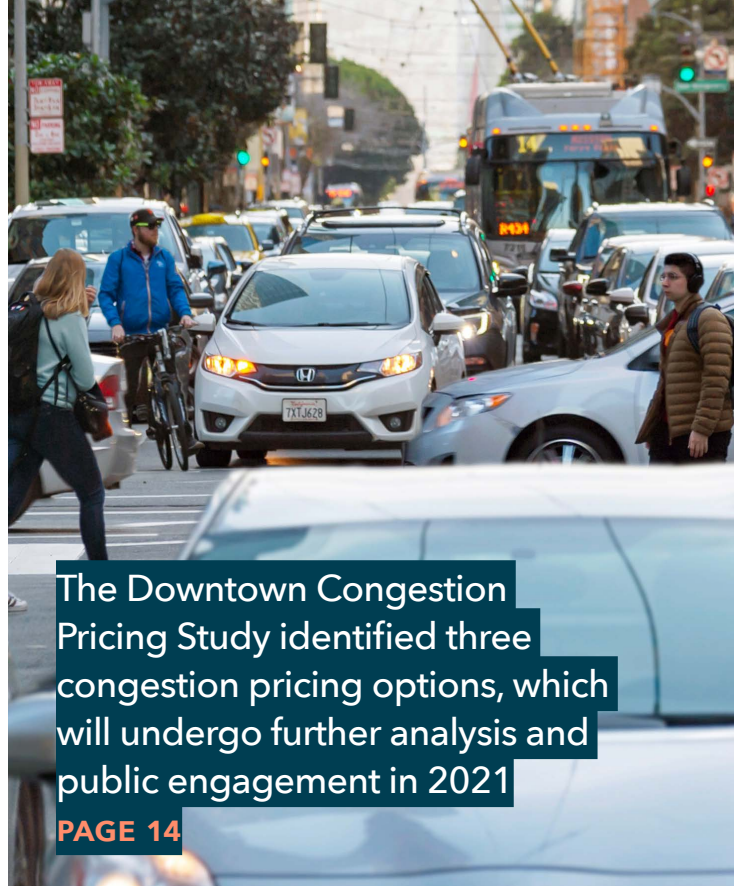
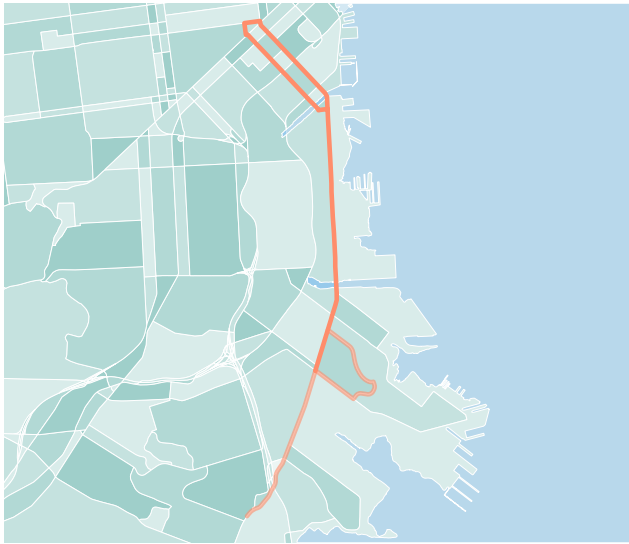
The Transportation Authority was designated Treasure Island Mobility Management Agency in 2014. State legislation, passed in 2008, enables TIMMA to implement congestion pricing on the island.

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

# 2020 at a Glance

The Transportation Authority's 15 Third Bus Study supported the launch of the new 15 Bayview-Hunter Point Express

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The Downtown Congestion Pricing Study identified three congestion pricing options, which will undergo further analysis and public engagement in 2021

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Essential Worker Ride Home Program provides front line workers with a reliable and safe ride home after work

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The Transportation Authority continued to expand the Neighborhood Program

PAGE 42

The Transportation Authority continued to support Vision Zero

PAGE 21





# 2020 at a Glance

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

**PAGE 10**



See how congestion in San Francisco has changed since the March 2020 shelter-in-place order

**PAGE 17**

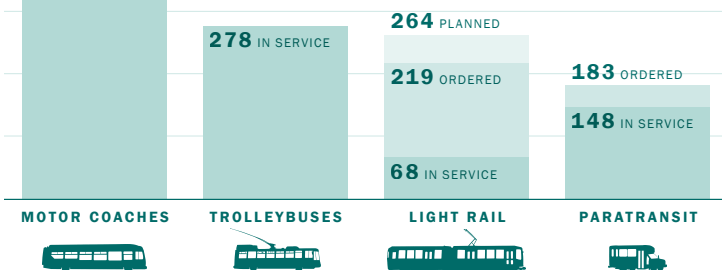


697 PLANNED

667 IN SERVICE

Half-cent sales tax supports purchase of new Muni vehicles

**PAGE 31**



For our 30th anniversary, we launched Sales Tax Stories to highlight benefits of the half-cent sales tax for transportation

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As part of an integrated, six agency team, the Transportation Authority worked to advance the Downtown Rail Extension toward a ready-for-procurement status

**PAGE 12**





## LETTER FROM THE CHAIR

During one of the most difficult years in the city's history, the Transportation Authority was proud to support San Francisco's response to the pandemic and advance critical projects and policies to improve our transportation system at the local and regional level.

Our work began with Muni's Performance Working Group where we helped to set important strategies in motion to strengthen Muni's capacity and reliability. Soon thereafter, as the pandemic quickly disrupted transit service, we partnered with SF Environment to create the Essential Worker Ride Home program, providing front line workers a way to get home via taxis where transit service was suspended. The Transportation Authority also funded the SFMTA's Essential Trip Card program, which subsidized taxi rides for seniors and San Franciscans with mobility impairments. Additional funds flowed to the Slow Streets programs, designed to provide safe connections to essential services and more space for socially-distanced recreation.

In June, we condemned police brutality and reaffirmed our commitment to racial equity. We deepened our internal training programs and continued our multi-year efforts to further center our work in racial equity and inclusion.

We invested in neighborhood planning, advancing efforts to improve access and safety in Portsmouth Square, the Sunset, Golden Gate Park and along the Octavia Boulevard/Central Freeway and Upper Market corridors, and funded bicycle infrastructure on Valencia and Page Streets. Planners also completed the 15 Third Bus Study, which resulted in the launch of Muni's new Bayview-Hunters Point Express bus service in January 2021, better connecting long-underserved communities to downtown jobs and services.

Several citywide and regional efforts included the collection and programming of the first TNC (i.e. Uber and Lyft) Tax fees to accelerate traffic safety and the passage of Measure RR, a dedicated sales tax for Caltrain. Transportation Authority staff also coordinated San Francisco's participation in the Plan Bay Area 2050 long-range planning process and executed a multi-agency memorandum of understanding to assist the Transbay Joint Powers Authority in delivering the Caltrain Downtown Rail Extension.

We made progress on our Downtown Congestion Pricing Study and presented toll affordability policies for Treasure Island. After years of preparation, we were thrilled to break ground on our Southgate Road Realignment project atop Yerba Buena Island.

Lastly, the agency commemorated its 30th anniversary with the release of [Sales Tax Stories](#), a website featuring real San Franciscans across the city and the many ways they benefit from the Transportation Authority's half-cent sales tax for transportation, also known as Prop K.

I thank my colleagues, our incredible staff, Community Advisory Committee members, and community leaders for your partnership in this work. I look forward to continuing our collective efforts this year to rebound from the pandemic, restore and strengthen essential public transit service, combat the climate crisis through smart transportation planning, and bring safe streets and sidewalks to every neighborhood in San Francisco.



A stylized, handwritten signature in black ink, appearing to read 'Rafael' followed by a flourish.

Rafael Mandelman  
CHAIR

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# PLANNING AND DELIVERING TRANSPORTATION PROJECTS

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

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## TREASURE ISLAND TRANSPORTATION PROGRAM

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

In December, the TIMMA Committee considered the second in a series of expected toll policies. The toll, along with bus, shuttle, and ferry transit service, is planned to launch in 2023 to align with the greater Treasure Island development plan. Based on community feedback, travel demand forecasts, and financial projections, staff presented options for implementing the Board adopted toll exemption policy for current residents. Staff also presented options for affordability programs to support Treasure Island workers and employers.

We also obtained approval from the Federal Highways Administration to test an autonomous on-island shuttle, funded by a federal Advanced Transportation and Congestion Management Technologies Deployment grant, which will also fund toll system design and installation.

Over the year, we continued to seek and help secure funding to support the comprehensive, multimodal transportation vision for the islands. The California Department of Housing and Community Development awarded \$30 million from the Infill Infrastructure Grant Program to the Treasure Island Development Authority for Hillcrest Road and pedestrian/bicycle path improvements. We are partnering with the Treasure Island Development Authority to deliver this project in conjunction with the other projects we are delivering on Yerba Buena Island.

We joined with the Metropolitan Transportation Commission on a grant application seeking funding to support final design and implementation of the Treasure Island toll and transit affordability programs. We also received \$1 million in Regional Priority Conservation Area funds to support the Yerba Buena Island Multi-use Pathway Project.

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

## YERBA BUENA ISLAND ROADWAY PROJECTS

The Transportation Authority is working jointly with the Treasure Island Development Authority, Caltrans, and the Bay Area Toll Authority to improve pedestrian and vehicular access to Yerba Buena and Treasure islands. The Transportation Authority led Southgate Road Realignment project broke ground in Summer 2020 and, as of the end of 2020, is 25% complete. The West Side Bridges retrofit project, which will seismically upgrade eight existing bridge structures along Treasure Island Road, completed right of way certification and design efforts and is preparing for construction contract award in early 2021, dependent on funding approvals.



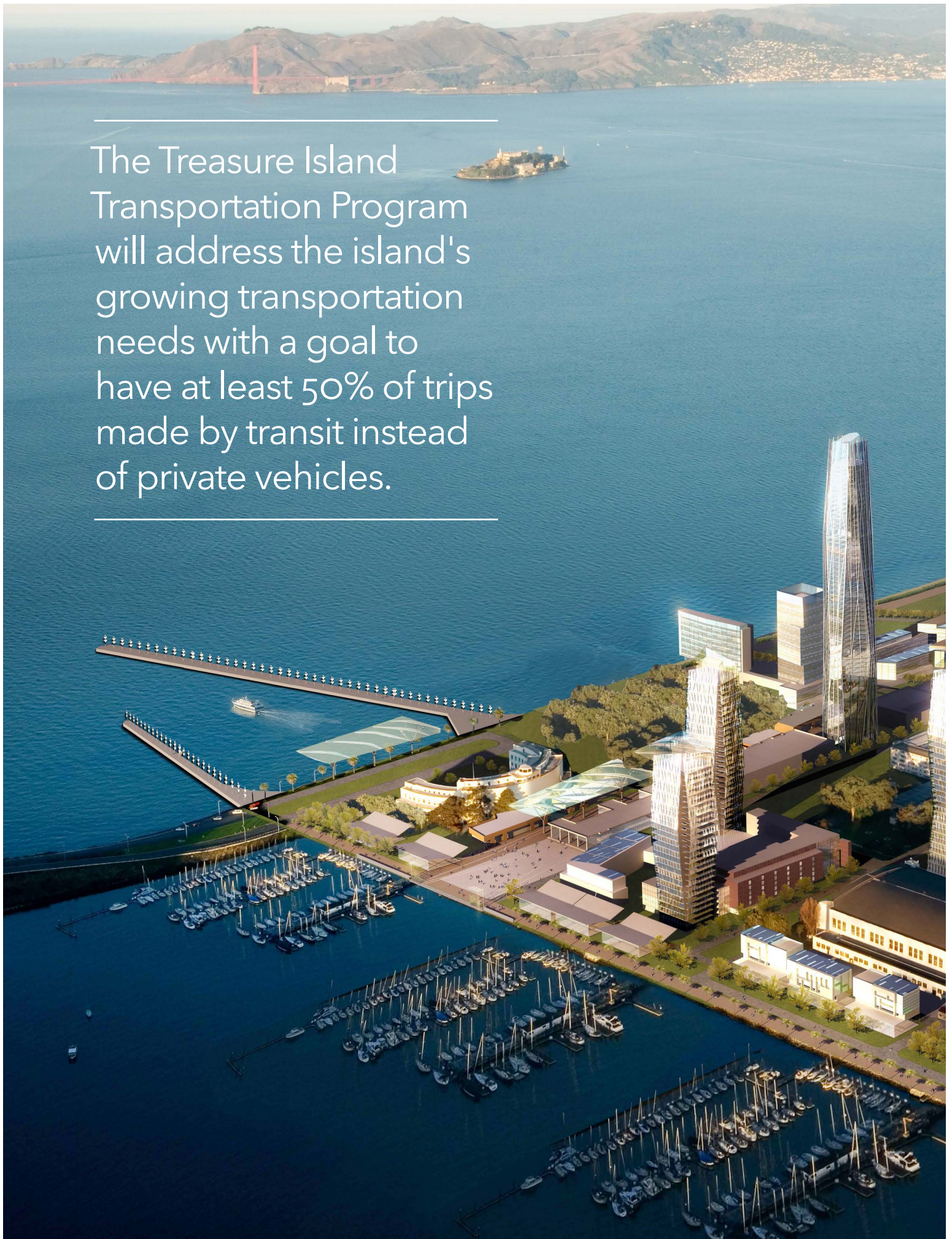
The Southgate Road Realignment project is 25% complete as of the end of 2020



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

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## ADVANCING CALTRAIN AND HIGH-SPEED RAIL

### Caltrain Downtown Rail Extension

The Transportation Authority led development of a six-agency memorandum of agreement with major project stakeholders to support implementation of the recommendations from an expert panel convened in 2019 to evaluate governance, management, oversight, and project delivery for the project. The agreement, executed this year, resulted in a new structure that will support the Transbay Joint Powers Authority in advancing the project to a ready-for-procurement status. These activities will be undertaken by an integrated multi-agency team comprised of executives and staff from the member agencies. This year, work concentrated on the development of a comprehensive work program, master schedule, project phasing plan, industry sounding, and risk assessment.

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

### Caltrain Business Plan

As part of its Business Plan development, Caltrain developed a Long-Range Service Vision to support a changing region post-electrification and plan for future growth to 2040. With the advent of the COVID-19 pandemic, efforts pivoted to the development of an Equity, Connectivity, Recovery, and Growth Policy Framework, which directs the railroad to undertake both near-term recovery planning as well as the longer-term planning and implementation of its services and projects in accordance with well-defined principles. In November, voters in San Francisco, San Mateo, and Santa Clara counties approved Measure RR, a 1/8-cent sales tax, providing Caltrain with a much-needed dedicated revenue stream to support operations, as well as capital investment in the system.

Learn more at [www.Caltrain2040.org](https://www.Caltrain2040.org)


### California High-Speed Rail

California High-Speed Rail is the backbone of the State Rail Plan and is central to the state's climate policies. Electrified high-speed rail – powered by 100% renewable energy – is key to transforming California's transportation system. When Phase I is completed, it will provide a one-seat ride between San Francisco and Los Angeles in two-and-a-half hours. In February, the California High Speed Rail Authority issued its Draft 2020 Business Plan. It details organizational reform and project progress; statewide transformation; costs and funding; risks and mitigation strategies; and forecasts and estimates. The project is active in 36 construction sites, mostly in the Central Valley. The final business plan will be presented to the state legislature in April 2021.

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

### 101 CORRIDOR MOBILITY ACTION PLAN

Recognizing that freeway travel in the Bay Area does not start and stop at county lines, the Transportation Authority coordinated with agency partners in San Mateo and Santa Clara to advance a cohesive traffic management plan along the U.S. 101 corridor between San Jose and San Francisco. It also considers how to improve transit and advance equity.

The image is a composite architectural rendering of the Salesforce Transit Center. The central focus is a large, multi-level atrium with a white, rib-like structural framework and a glass roof. People are shown walking on various levels and using stairs. To the right, a tall, modern building with a grid-like facade is visible. At the bottom, two high-speed trains are shown on tracks: a yellow and blue train on the left, and a red and white train on the right. The overall scene is bright and modern, with a clear blue sky and some greenery visible through the glass roof.

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





## DOWNTOWN CONGESTION PRICING STUDY

The Transportation Authority is studying how implementing a fee to drive downtown as the economy recovers could keep traffic moving and achieve goals around street safety, clean air, and equity. Although congestion declined with the onset of the pandemic, we expect the economy will rebound and, without intervention, will bring the return of unacceptable levels of congestion.

This year, the study's Policy Advisory Committee, representing a range of stakeholders with a concentration of equity-focused organizations, adopted goals and performance metrics for a congestion pricing program. The study team completed a first major round of socially distanced stakeholder engagement to gather input on how to design an equitable and effective congestion pricing program, focusing on historically underrepresented groups including low-income communities and communities of color. Based on the input we heard, we developed three congestion pricing alternatives focused on equity, with discounts and exemptions for low- to moderate-income drivers and people with disabilities as well as investments in transit improvements and pedestrian and bicycle safety. Some alternatives also include transit fare subsidies for low-income riders, congestion zone resident discounts, and bridge toll-payer discounts.

An upcoming round of outreach in spring 2021 will share analysis results for these alternatives and gather input to shape a final study recommendation.

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

## CONNECTSF AND THE SAN FRANCISCO TRANSPORTATION PLAN 2050

ConnectSF is a multi-agency collaboration to build an effective, equitable, and sustainable transportation system for San Francisco's future. It establishes a 50-year vision of San Francisco's future to guide planning for the city's transportation system. This year, the Transportation Authority, working with the SFMTA and San Francisco Planning Department, conducted a major round of public engagement to gather robust and diverse feedback on how, where, and why people travel in San Francisco. This round of outreach confirmed many of the findings of the Statement of Needs and is informing subsequent planning efforts.

The three agencies also advanced work on the Transit Corridors Study and the Streets and Freeway Study to evaluate major transportation improvement concepts and policies in relation to the ConnectSF vision and goals. Next year, the recommendations from these two studies, along with additional plans and studies from City agencies, the Transportation Authority, regional transit operators, and other stakeholders will be prioritized within the San Francisco Transportation Plan or SFTP. The SFTP will provide a financially constrained transportation investment strategy made up of projects, programs, and policies to help achieve the long-range vision.

The SFTP will include a funding advocacy strategy that incorporates potential new revenue measures to help close a substantial funding gap and get us closer to achieving our long-range transportation vision. By guiding San Francisco input to the regional transportation plan/sustainable communities strategy, known as Plan Bay Area 2050, the SFTP also helps position San Francisco projects to secure regional, state, and federal funds.

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

An aerial photograph of San Francisco, showing the city's dense urban landscape with numerous skyscrapers and buildings. The city is situated on a peninsula, with the Golden Gate Bridge visible on the left side. The surrounding water is a deep blue-green color. The image is used as a background for a text overlay.

### PLAN BAY AREA 2050

Bay Area regional agencies are preparing Plan Bay Area 2050, the long-range regional transportation and land use plan, which will be adopted in 2021. The plan must demonstrate how the region will meet state and federal requirements, such as reducing transportation-based greenhouse gas emissions. The Transportation Authority coordinates with partner agencies to ensure that the City's priorities, such as maintaining a safe and reliable Muni system and extending Caltrain to the Salesforce Transit Center, are included in the plan and its implementation road map, positioning the projects to receive state and federal funding.

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

## COVID-19 TRANSPORTATION RECOVERY

The COVID-19 shelter-in-place orders implemented in March caused immediate and profound changes to the transportation sector – changes which continued to evolve as people adapted to new situations and changing health orders. The Transportation Authority began working remotely, offered virtual Board and Committee meetings, and re-imagined how to do robust and equitable public engagement during a pandemic.

We added new elements to our work program such as creating an interactive map to track changes in traffic levels and volumes (see COVID-Era Congestion Tracker below) and supporting transportation recovery planning. We worked closely with SFMTA, the Metropolitan Transportation Commission, and other agency partners to advocate for federal relief to support public transit. Bus service faced plummeting revenues during the pandemic, while being relied upon by essential workers and transit dependent persons to get where they need to go. We have also been contributing data, analytical, and policy support to the SFMTA's Transportation Recovery Plans and to our City representatives on the regional Blue Ribbon Transit Recovery Task Force.

The pandemic also influenced projects we funded this year. For instance, the Transportation Authority contributed Prop K sales tax funds and supported the Metropolitan Transportation Commission's approval of Lifeline Transportation Program funds for the SFMTA's Essential Trip Card, a discount program to help seniors and people with disabilities make essential trips in taxis during the pandemic. We allocated funds to support Slow Streets and make safety improvements, as people increasingly turned to biking and walking as a way to get around, recreate, and exercise during the pandemic.

At the request of Transportation Authority Board Member Matt Haney, we worked with SF Environment to create and fund the Essential Worker Ride Home Program (see page 48) to help essential workers who were facing challenges getting home from their jobs, particularly at night, due to recent COVID-19 related transit service reductions.

The pandemic begun in 2020 had significant impacts on public transit and transportation in general. The Transportation Authority supported several efforts to help San Francisco address issues created by COVID-19.







## COVID-ERA CONGESTION TRACKER

To monitor short-term changes in congestion due to COVID-19, we developed and launched an interactive website that is refreshed weekly. Interactive maps on the website enable tracking of peak period roadway speeds and Levels of Service, a measure of congestion, since the March 2020 regional shelter-in-place order. They also allow comparisons to pre-COVID congestion levels. We create the maps based on probe data from a big data provider (INRIX) for all San Francisco freeways and arterials that are part of the Congestion Management Program network. Recently, we added an imputed Daily Citywide vehicle miles traveled metric to the tracker.

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

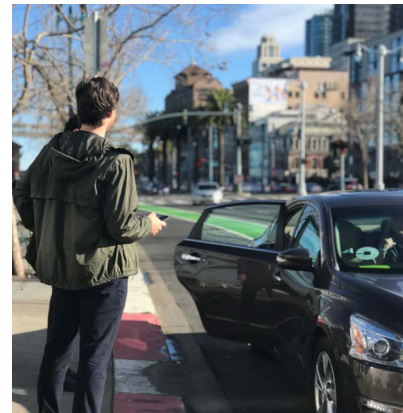
## AUTONOMOUS VEHICLE RULEMAKING

Transportation Authority and SFMTA staff worked jointly to provide comments on regulations being proposed by the California Public Utilities Commission addressing autonomous vehicle passenger service deployment. We are pleased that many of our comments were incorporated, including the addition of a clear goal related to disability access. Our agencies continue to weigh in on rule-making that supports safe, accountable, and equitable deployment of autonomous vehicles.

## TRAFFIC CONGESTION MITIGATION TAX OR TNC TAX

Despite revenues being significantly impacted by the pandemic, the Transportation Authority allocated the first \$2.5 million in TNC Tax collections to the SFMTA's Vision Zero Quick-Build Program. The first allocation funds quick-build projects on six corridors, as well as spot improvements at high crash locations. Revenues are generated by a voter-approved per-trip fee on Transportation Network Company (i.e., Uber and Lyft) trips originating in the City.

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



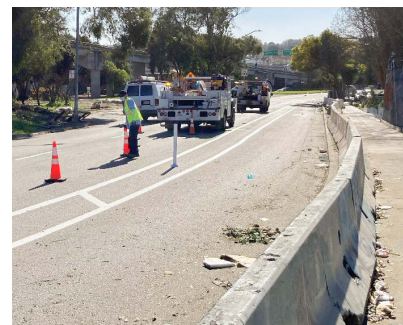
## DISTRICT 9 FREEWAY VISION PLAN

With funding from the Neighborhood Program, the Transportation Authority worked with Caltrans, San Francisco Planning Department, and SFMTA to study concepts for improving safety and connectivity at the junction of the U.S. 101 and I-280 freeways. Proposed ideas, such as potential rerouting of freeway on- and off-ramps, are meant to reduce traffic speeds and improve pedestrian safety. The study team is also considering how to more effectively utilize public space to improve access to retail and housing in Districts 9 and 10.

## ALEMANY BIKE AND PEDESTRIAN SAFETY IMPROVEMENTS

We continued to play a coordination role in bike and pedestrian safety improvements adjacent to the Alemany Farmers Market, as well as other longer-term improvements in the planning stages. We assisted SFMTA in reaching an agreement with Caltrans to move forward with implementation of planned bike lanes – now underway – for Alemany Boulevard upon completion of the U.S. 101 freeway deck replacement project. San Francisco Public Works neared completion of design of a multi-use path and signalized crossing on Alemany Boulevard, with the aim of entering construction in 2021.

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



Implementation of bike lanes on Alemany Boulevard began in late 2020. SFMTA crews are completing installation of delineator posts in early 2021.



## DISTRICT 4 MOBILITY STUDY

At the request of Transportation Authority Board Member Gordon Mar, we are conducting the District 4 Mobility Study to explore ways to improve sustainable transportation options and reduce drive-alone trips in the Outer Sunset and Parkside. In early 2020, we identified trip markets with a high share of drive-alone trips and began outreach to residents on the challenges and barriers they face using sustainable modes. The study is also exploring future uses of the Great Highway and conducted a Town Hall with over 500 participants in November. The Neighborhood Program funded study will recommend short- and medium-term strategies to reduce drive-alone trips in the district as a whole and on the Great Highway.

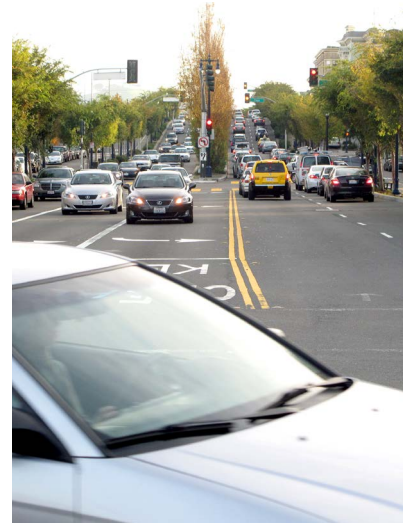
Learn more at [sfcta.org/d4mobility](https://sfcta.org/d4mobility)



## OCTAVIA IMPROVEMENTS STUDY

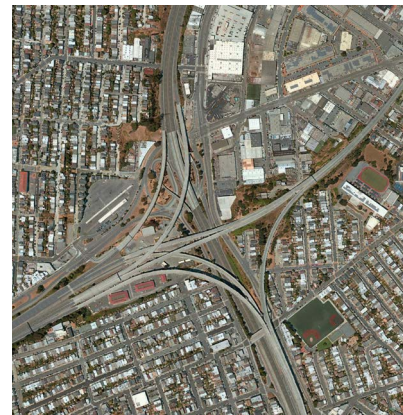
The Transportation Authority is conducting the Octavia Improvements Study to improve safety and accessibility on Octavia Boulevard and in surrounding neighborhoods. Octavia Boulevard provides a crucial connection for many San Francisco neighborhoods to the Central Freeway. This year, the study team gathered public feedback on pedestrian and bicyclist safety, traffic congestion along Octavia, and the need for transit in the study area. Funded by Neighborhood Program funds, the study will recommend a list of projects that address safety and accessibility in the neighborhood as well as citywide and regional transportation strategies to reduce traffic congestion on Octavia Boulevard.

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



## U.S. 101 DECK REPLACEMENT PROJECT

Caltrans completed the replacement of the U.S. 101 deck over Alemany Boulevard ahead of schedule, taking advantage of the low traffic opportunity created by the shelter-in-place orders. This provided nearby residents with fewer construction days and reduced impacts on their neighborhood. The Transportation Authority led coordination efforts working closely with Caltrans, SFMTA, and Board members' offices to advise and assist Caltrans on effective public outreach and transit and traffic mitigation measures.



## PENNSYLVANIA AVENUE EXTENSION

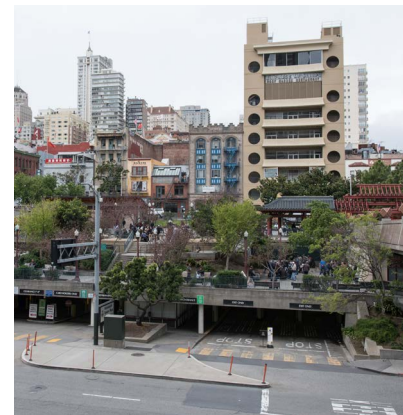
The Transportation Authority initiated preliminary engineering conceptual analysis and pre-environmental research studies for the Pennsylvania Avenue Extension, a complimentary component to the environmentally cleared Downtown Rail Extension. The project builds on the Railyards Area Benefit study and will identify viable options for fully undergrounding rail service along the existing at grade route.



## PORTSMOUTH SQUARE COMMUNITY BASED TRANSPORTATION PLAN

As requested by Transportation Authority Board Member Aaron Peskin, we completed the Portsmouth Square Community-Based Transportation Plan. We worked with the community and businesses to identify pedestrian safety and access improvements around the square. The study was funded by the Metropolitan Transportation Commission's Community Based Transportation Program and our half-cent sales tax supported Neighborhood Program.

Learn more at [www.sfcta.org/projects/portsmouth-square](http://www.sfcta.org/projects/portsmouth-square)



## GOLDEN GATE PARK SUSTAINABLE TRAVEL STUDY PHASE 1

As requested by Transportation Authority Board Members Sandra Lee Fewer and Gordon Mar, the Transportation Authority is convening a working group of city agencies, public institutions, and community groups to review the current closure of John F. Kennedy Drive in Golden Gate Park to vehicles and identify transportation needs. This project is the first phase of a comprehensive evaluation of strategies to increase the sustainability of transportation options to/from Golden Gate Park. It is funded by our Neighborhood Program.

## BLUE RIBBON TRANSIT RECOVERY TASK FORCE

In May, the Metropolitan Transportation Commission established a Blue Ribbon Transit Recovery Task Force to guide the future of the Bay Area's transit network as a response to the pandemic. The Task Force will complete a Public Transit Transformation Action Plan by mid-2021 to help re-shape the region's transit system into a more user-focused and seamless network. The Transportation Authority helps support San Francisco's representatives on the Task Force.

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



## VISION ZERO

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

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

## 101/280 EXPRESS LANES AND BUS PROJECT

The Transportation Authority is studying how to better manage vehicle travel along the U.S. 101/I-280 corridor in San Francisco. The proposed project explores addition of high occupancy vehicle and high occupancy toll lanes, along with expanded bus transit investment, to increase person throughput between the San Mateo County line and downtown. The work includes detailed traffic operations analysis and an equity study to inform project alternatives.

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



## BETTER MARKET STREET

Extending between Octavia Boulevard and Steuart Street, the Better Market Street project will improve transit reliability and travel time, increase bicycle and pedestrian safety, and revitalize the corridor with streetscape enhancements and state of good repair work. Project accomplishments this year included obtaining federal environmental clearance and converting a significant portion of the corridor to car-free. These quick-build improvements resulted in Muni buses running 6% faster on average and increased the volume of cyclists by 25%. The project team is modifying the design to use the curb lanes as bikeways to accommodate the higher volumes and making other changes to close the project's funding gap.

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



## SCHOOL ACCESS PLAN

Caltrans awarded a Sustainable Transportation Planning Grant to the Transportation Authority to develop a School Access Plan that identifies transportation solutions for elementary school students and their families. We will use outreach and analysis to identify solutions that close equity gaps and reduce reliance on personal automobiles. The study, initiated at the request of Transportation Authority Board Member Gordon Mar, will be coordinated with the San Francisco Unified School District, which is currently updating its attendance policy.

Learn more at [sfcta.org/projects/school-access-plan](https://sfcta.org/projects/school-access-plan)

## I-280 INTERCHANGE UPGRADES AT BALBOA PARK

The project team completed preliminary engineering and environmental studies efforts to realign the southbound I-280/Ocean Avenue off-ramp into a signal-controlled T-intersection to enhance safety for pedestrians and bicyclists. The project team also developed conceptual drawings for potential improvements to the northbound I-280 Geneva off-ramp.

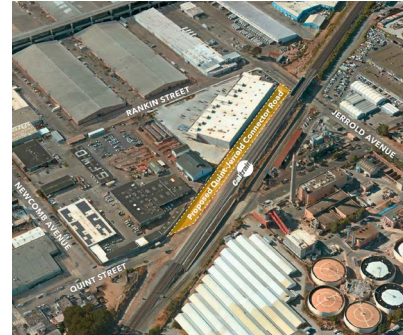
Learn more at [sfcta.org/projects/balboa-park](https://sfcta.org/projects/balboa-park)



## QUINT / JERROLD

The Quint-Jerrold Connector Road in the Bayview neighborhood will restore access from Quint Street to Jerrold Avenue, following closure of Quint Street in 2013. This year, we completed conceptual engineering and started potential utility relocation processes. The City's Real Estate Division continues to negotiate purchase of the property with the landowner.

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



## PROP K SALES TAX REVENUE BOND EXPENDITURES

In November 2017, the Transportation Authority issued Senior Sales Tax Revenue Bonds, in the amount of \$248,250,000. The bonds are part of our overall financial strategy to advance Prop K project delivery and allow benefits to the public to be realized sooner than would otherwise be possible. As of December, \$3,545,039 of bond proceeds remain to be spent. The majority of bond proceeds have been used to support purchase of new Muni buses and a new radio communications system.





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# INVESTING IN SAN FRANCISCO'S TRANSPORTATION FUTURE

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

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## PROP K LOCAL HALF-CENT TRANSPORTATION SALES TAX

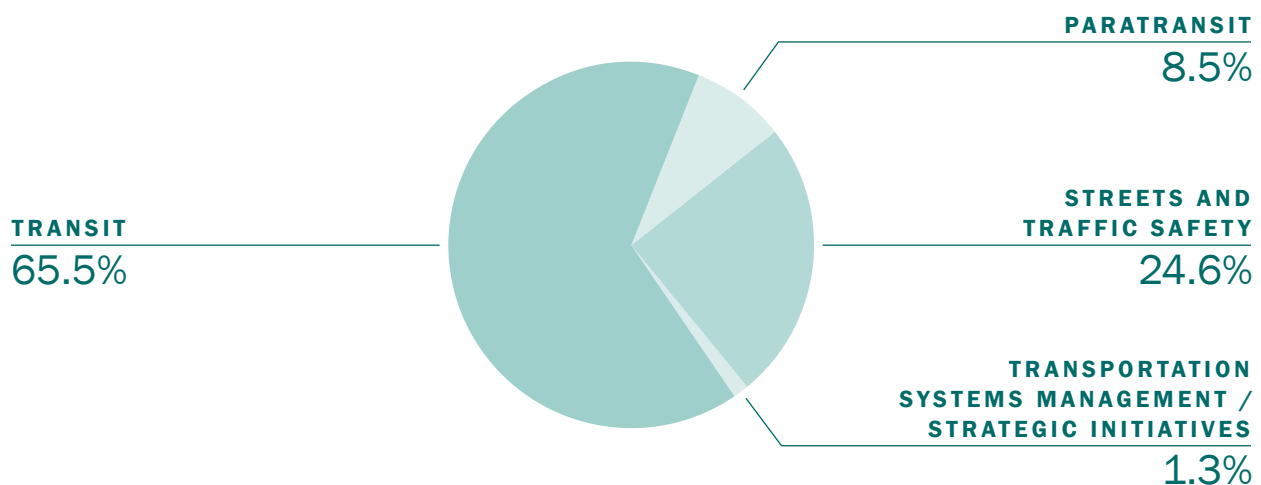
### Over \$1.9 billion in Prop K sales tax invested in pedestrian, bicycle, transit, and roadway projects citywide

More than halfway through the voter-approved 30-year Expenditure Plan period, the Transportation Authority has allocated over \$1.9 billion in local sales tax funds for transportation projects that make it easier and safer to get around the city. The Expenditure Plan contains a combination of major projects such as Central Subway, Presidio Parkway, and 21 programmatic categories such as transit vehicle replacement, new and upgraded signals, and traffic calming. Whether we invest in smoother streets, new curb ramps, bicycle lanes, new buses, or traffic signals, we seek to stretch taxpayer dollars further by matching sales tax funds with federal, state, and other funds.

While sales tax revenue for much of 2020 was affected significantly by COVID-19, our long track record of careful fiscal management of the program enabled us to enter the pandemic in a strong financial position and meet project sponsors' needs throughout the year. We worked closely with our agency partners to ensure that each funding request was an appropriate priority given the uncertainty about the duration of the pandemic.

Proposition K (Prop K) revenues decreased more than in any previous year since the start of the program, and it was the first substantial year-over-year decrease since the recession of 2008. We initiated an update to the Prop K Strategic Plan, our financial planning tool for Prop K, as a fiscally prudent measure, given lower sales tax revenues and uncertainties about the timeline for economic recovery. Work included aligning actual revenues and expenditures since the last update and revising reimbursement schedules for projects with large grant balances. We also developed and continued to refine various sales tax projection scenarios in concert with transportation and economic recovery planning work.

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





## PROP K ALLOCATIONS

The Transportation Authority allocated over \$117 million in Prop K half-cent sales tax funds to pedestrian, bicycle, transit, and roadway projects citywide. Consistent with the voter-approved Expenditure Plan, the majority of funds were directed to projects that maintain, upgrade, and/or expand our transit system.

Our largest Prop K investments this year were for replacement of light rail transit vehicles with more than \$60 million in additional funds to support SFMTA's \$1.2 billion effort to replace and expand its light rail fleet. The Transportation Authority provided nearly \$15 million for project development and oversight for the extension of Caltrain service to the Salesforce Transit Center. Another \$5 million in sales tax funds went to repair and upgrade guideways and facilities for SFMTA and Caltrain, including track and catenary system replacement along the L-Taraval trolleybus route, catenary replacement on the Islais Creek Bridge, and rehabilitation of Caltrain's Marin Street and Napoleon Avenue bridges.

The Transportation Authority contributed over \$10.9 million to support Muni's paratransit service, providing transportation for qualifying individuals who are unable to use Muni's fixed route transit service, as well as related shuttle programs serving passengers who have difficulty using fixed route transit for shopping or cultural excursions.

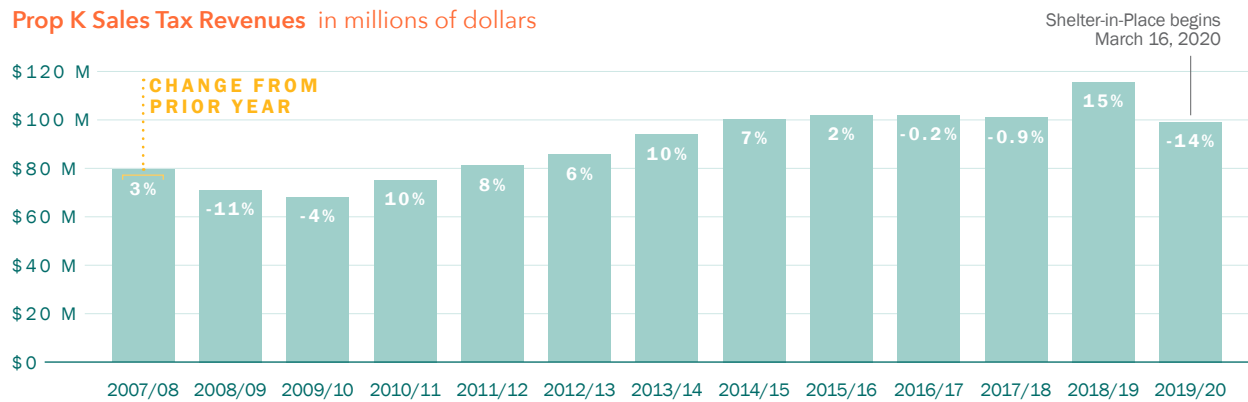
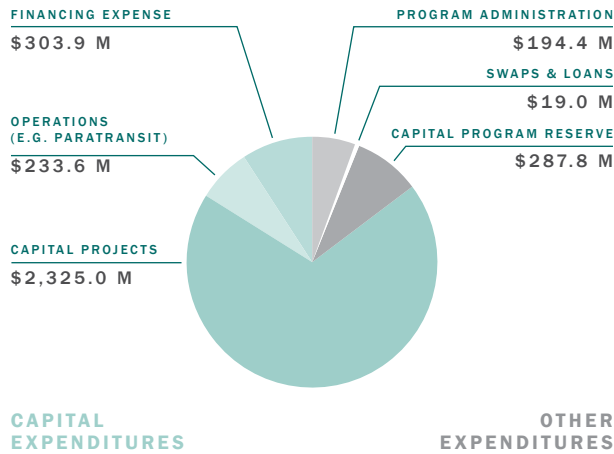
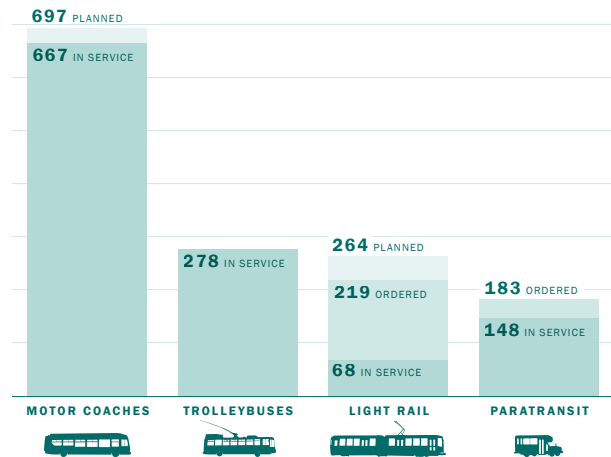
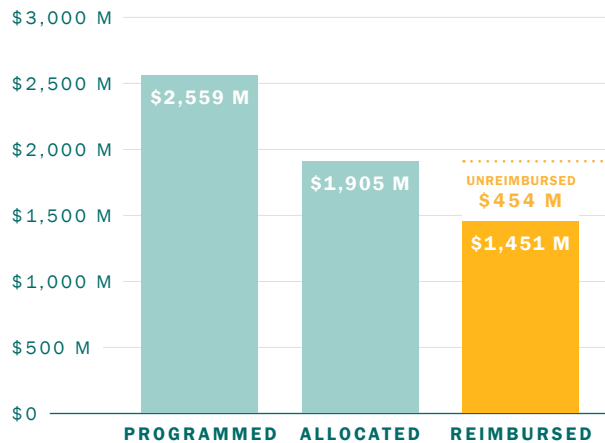
In support of the City's Vision Zero policy to eliminate traffic fatalities by 2024, the Transportation Authority funded 31 projects with nearly \$24 million for new and upgraded traffic signals, traffic calming, and other pedestrian, bicycle safety, and street improvements.

The Transportation Authority made investments in Transportation Demand Management, which uses strategies to increase the use of sustainable travel choices like taking transit, carpooling, bicycling, and walking. These investments included \$550,000 to support additional outreach for the Downtown Congestion Pricing Study and \$250,000 to support of SF Environment's Emergency Ride Home Program, which was adapted to assist with the City's COVID-19 response effort to support essential workers while transit services were limited.

See the Neighborhood Program section of this report for more information on a suite of Prop K sales tax funded planning and capital projects to advance the delivery of community supported, neighborhood-scale projects citywide.



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

**Prop K Sales Tax Revenues** in millions of dollars**Prop K Strategic Plan Expenditures**  
Year of Expenditure Dollars (Millions)**Prop K Sales Tax Supports Purchase of new Muni Vehicles**  
Data as of December 31, 2020**Prop K Capital Program Summary** Inception to December 2020**ABOUT 80% OF THE \$454 MILLION NOT YET REIMBURSED IS DUE TO THE FOLLOWING PROJECTS:**

- \$186M** MUNI LIGHT RAIL VEHICLES
- \$32M** MUNI GUIDEWAYS
- \$28M** MUNI VEHICLE REHABS/OVERHAULS
- \$28M** TRAFFIC CALMING
- \$23M** BUS RAPID TRANSIT
- \$18M** SIGNALS
- \$15M** PARATRANSIT
- \$13M** DOWNTOWN EXTENSION
- \$12M** MUNI MOTOR COACHES AND TROLLEYBUSES
- \$12M** MUNI FACILITIES IMPROVEMENTS



## CALTRAIN MODERNIZATION PROGRAM

### **Positive train control is complete; vehicle fabrication and electrification are well underway**

The Caltrain Modernization Program is a \$1.9 billion suite of projects that will electrify and upgrade the performance, operating efficiency, capacity, safety, and reliability of Caltrain commuter rail service, while improving air quality. The program, which is scheduled to be operational by 2022, has three components:

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

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

As of the end of 2020, the Electrification project had surpassed the midpoint of completion. Construction continued on various elements, such as foundations, poles, and cantilever arms for the overhead contact system, together with power substations and signal systems. Electric vehicle fabrication is also underway, with 46 cars in various stages of assembly and subsystems fabrication under production. The first trainset delivery to Caltrain is scheduled for April 30, 2021.

We are pleased to report that the Positive Train Control project is now complete, having received approval of the Safety Plan from the Federal Railroad Administration in December. Positive Train Control will monitor and, if necessary, control train movement in the event of human error. This will increase safety on the Caltrain corridor by preventing train-to-train collisions, overspeed derailments, movements through misaligned switches, and incursions through work zones.

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



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## SALESFORCE TRANSIT CENTER AND CALTRAIN DOWNTOWN EXTENSION

### Transit Center open; focus on advancing the Downtown Extension

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

1. **Building a new transit terminal building;**
2. **Extending commuter rail service 1.3 miles** from its current terminus at 4th and King streets to the new terminal with accommodations for future high-speed rail; and
3. **Creating a transit-friendly neighborhood** with 3,000 new homes (35 percent affordable), improved streetscapes, and mixed-use commercial development.

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

### Phase One: Transbay Transit Center

The Salesforce Transit Center connects eight Bay Area counties and the State of California through nine transit systems, with future plans for Caltrain and High-Speed Rail (see Phase Two) connections. In addition to its transit hub functions, the rooftop park is providing much needed recreational/leisure space for the burgeoning neighborhood, while also serving as a new regional attraction. Following the shelter-in-place order from Bay Area public health officers, the transit center and park remain open with restrictions in an effort to curb the spread of COVID-19.

### Phase Two: Caltrain Downtown Extension

In April, the Transportation Authority Board approved a multi-agency memorandum of agreement between the major Downtown Rail Extension stakeholders: Transbay Joint Powers Authority, Metropolitan Transportation Commission, Caltrain, California High Speed Rail Authority, City and County of San Francisco, and the Transportation Authority. These six agencies have agreed to jointly undertake a multi-year effort to develop the Downtown Rail Extension to ready-for-procurement status and have agreed to pursue most of the recommendations resulting from an expert panel review – convened by the Transportation Authority – of current and best practices for governance, oversight, management, funding, and delivery for the project.

The Transportation Authority Board also allocated \$11.9 million in Prop K sales tax funds to the Transbay Joint Powers Authority for project development. The multi-agency project team has completed the Comprehensive Work Plan and Program Master Schedule and has initiated technical work on the phasing study, operations analysis, funding plan, ridership forecasting, and other tasks. The current Program Master Schedule anticipates a funding submission to the Federal Transit Administration New Starts program in 2024; however, the Transbay Joint Powers Authority is evaluating an accelerated schedule to target moving that date to 2023.



## CENTRAL SUBWAY

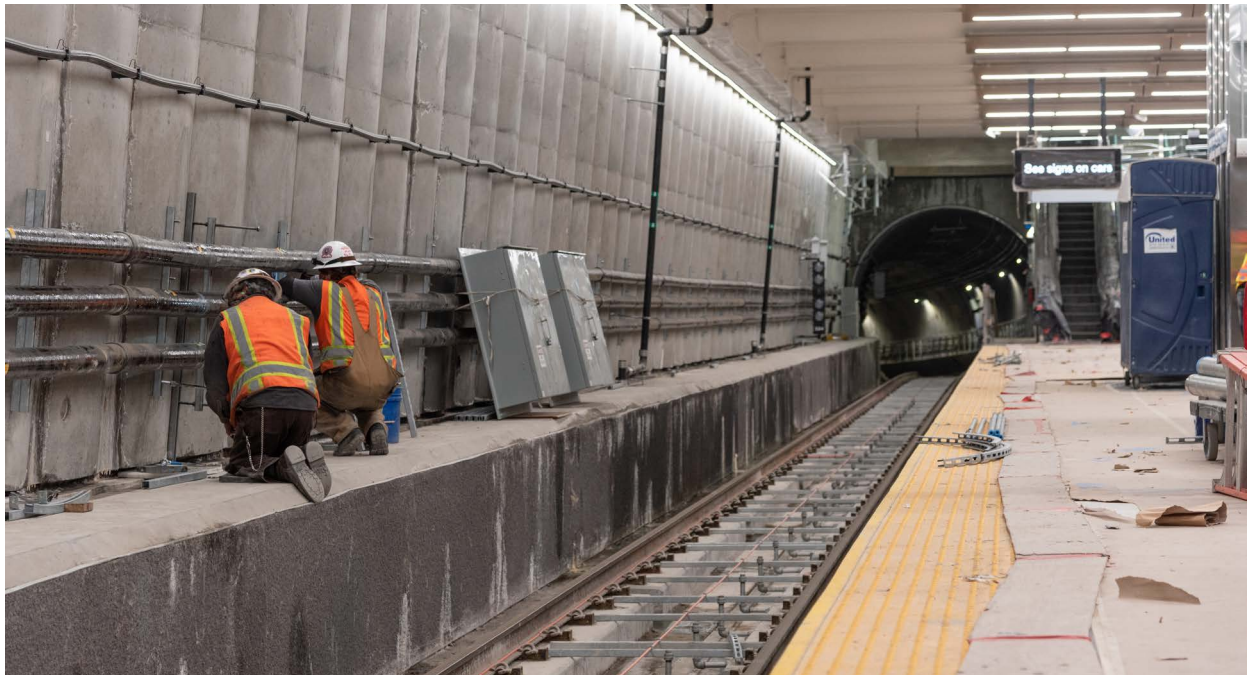
### Major construction is complete and revenue service is anticipated by spring 2022

The SFMTA's Central Subway Project will extend the Muni T-Third line north from 4th and King streets to Chinatown. The route will move along 4th Street, through a tunnel near Harrison Street, beneath Market Street, and under Stockton Street to the intersection of Stockton and Washington streets. With underground stations at Yerba Buena/Moscone Center, Union Square, and Chinatown, the Central Subway will greatly improve transit access for the residents of one of the most densely populated neighborhoods in the country; provide a rapid transit link to a burgeoning technology and digital media hub; and improve access to a premier commercial district and tourist attraction. The Central Subway will also provide a direct link between Bay Area Rapid Transit District (BART) and Muni Metro at Powell Station and to Caltrain at 4th and King streets.

As 2020 came to a close, SFMTA had completed all major construction on the project and was concentrating work on systems and station finishes. Until recently, the SFMTA anticipated opening the Central Subway to the public by mid-2021. SFMTA is now projecting revenue service in the spring of 2022. The main cause for the delay is the pandemic which has impacted project staffing, as well as supply chains.

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

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





## PRESIDIO PARKWAY

### San Francisco's Northern Gateway

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

During 2020, the Transportation Authority coordinated with our project partners, the California Department of Transportation (Caltrans) and the Presidio Trust to ensure the successful implementation of an expanded national parkland vision over the top of the Presidio Parkway tunnels.

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

## MUNI FLEET REHABILITATION, REPLACEMENT, AND EXPANSION

### Full replacement program nearing completion for rubber-tire fleet

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

#### Buses

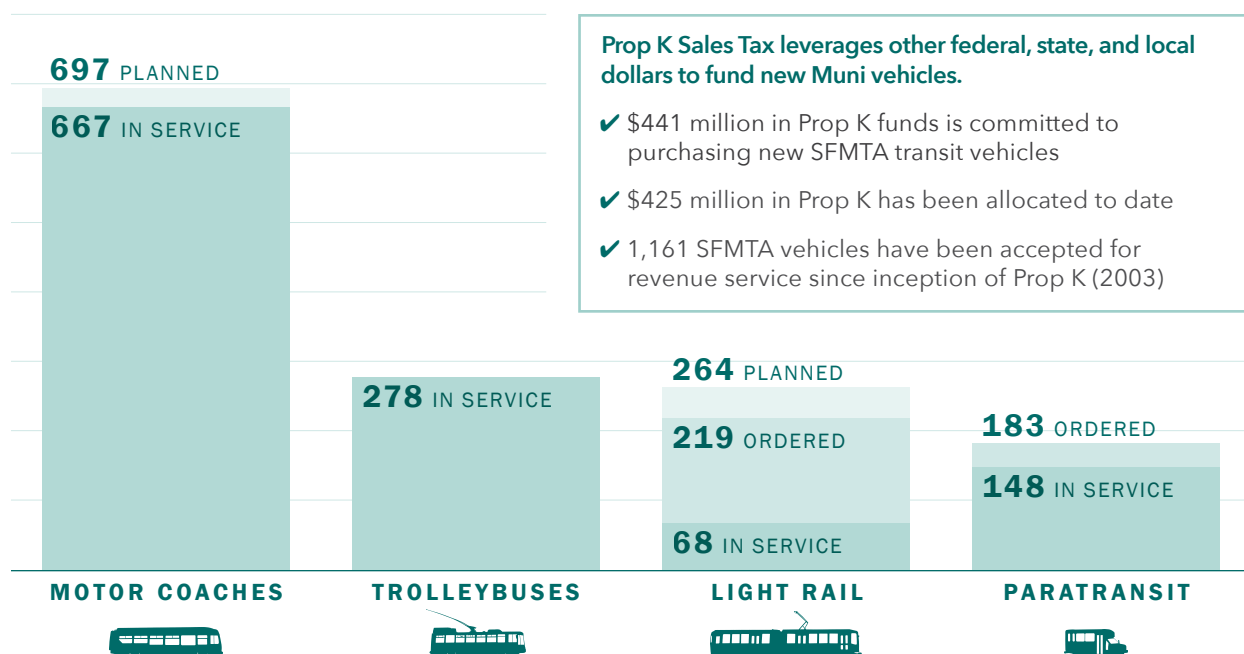
The Transportation Authority provided \$193 million in Prop K sales tax funds for the SFMTA's \$1.3 billion replacement of its entire rubber tire fleet. Between 2013 and 2019, the SFMTA replaced its fleet of 424 diesel-electric hybrid buses, and early in 2020, completed replacement of its 278 electric trolley buses.

#### Light Rail Vehicles

The SFMTA is in the process of replacing and expanding its light rail fleet. The Breda vehicles, purchased in 1997, are reaching the ends of their useful lives and it shows – with increased breakdowns and greater maintenance challenges,

including the need for workarounds to procure replacement parts that are no longer readily available. With \$10.7 million in Prop K funds, the SFMTA progressed on overhauling the Bredas to ensure that the vehicles are operational and reliable through the ends of their useful lives and eventual replacement. New LED headlights were installed on all 149 Breda trains and the SFMTA will begin replacing vital control subsystems in 2021. SFMTA is reassessing the need for some scope elements in the light of pandemic-related service reductions.

Meanwhile, through a \$1.2 billion contract with Siemens for the purchase of new light rail vehicles, the SFMTA completed a 68-vehicle expansion of the light rail fleet that started in 2018. SFMTA also began the replacement of its aging Breda vehicles with the purchase of 151 new light rail vehicles. The SFMTA has been working closely with Siemens to resolve some performance issues and to incorporate





design and systems modifications reflecting customer, transit operator, and maintenance staff input. The Transportation Authority is supporting this effort through a contract with T.Y. Lin International to provide oversight and consultation services as SFMTA addresses the performance issues. Siemens has retrofitted the expansion vehicles and incorporated the modifications into the designs for the replacement vehicles currently under assembly. To keep the production schedule on track, Siemens began operations at a second facility for construction of the vehicle bodies.

The Transportation Authority allocated \$61 million to the procurement effort, bringing the total Prop K contribution to nearly \$192 million for the light rail vehicle procurement.

### **Paratransit Vehicles**

The SFMTA completed its replacement of 35 paratransit vans with the support of about \$1 million in Prop K funds. Each new van seats up to 14 passengers and provides space for up to four wheelchairs. In October, we allocated \$1.2 million in Prop K funds to fully fund replacement of another 28 paratransit vans that have exceeded their useful lives.

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

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

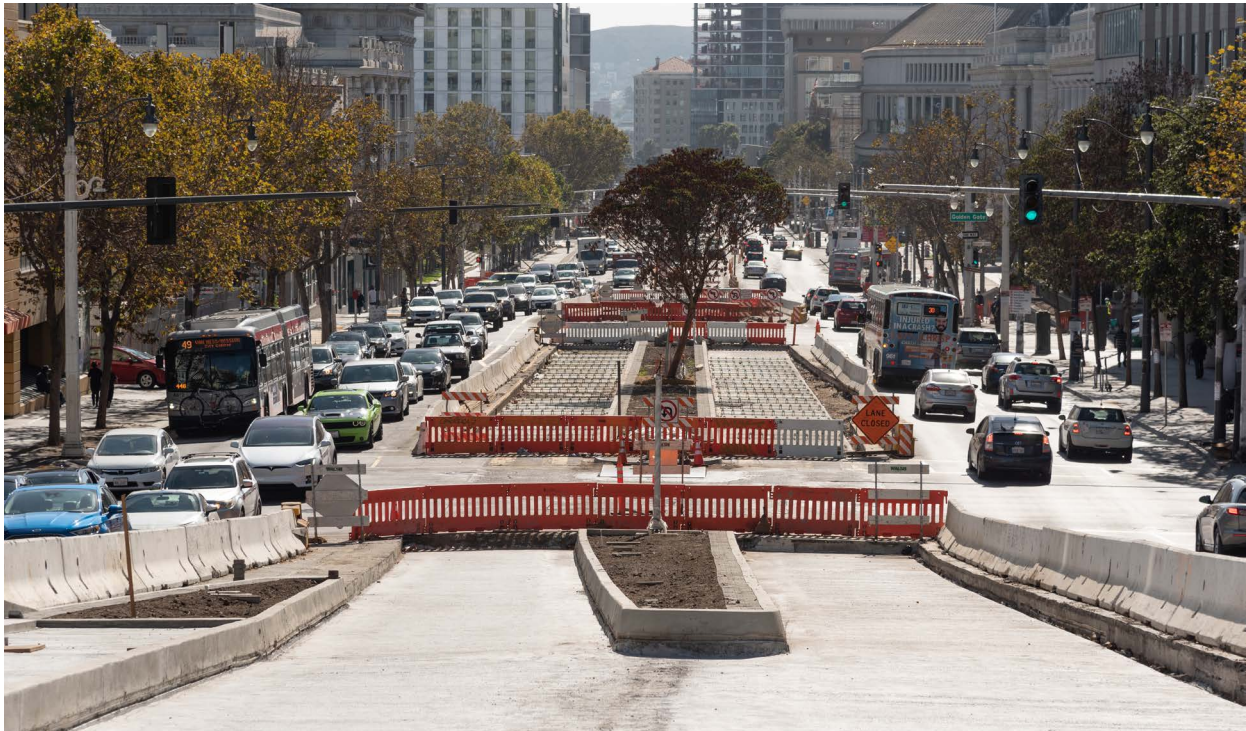
Muni Forward is a comprehensive program of improvements to increase reliability, reduce travel times, limit overcrowding, and enhance pedestrian and vehicle safety on Muni bus and rail lines. The Transportation Authority has provided \$16.5 million from the Prop K sales tax to support Muni Forward. This includes prior year allocations to plan improvements on up to 15 transit corridors, including the J Church and 28 19th Avenue lines. The SFMTA completed construction of improvements designed through the Muni Forward program, including the travel time reduction improvements along the N Judah line as well as quick build improvements for the 30 Stockton line. In prior years, the SFMTA has delivered Muni Forward projects along multiple transit lines, including the 5 Fulton, 7 Haight, 9 San Bruno, 14 Mission, and 22 Fillmore.

### **Bus Rapid Transit**

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

### **Van Ness Bus Rapid Transit Project**

The Van Ness Bus Rapid Transit Project completed underground sewer, water, and electric duct bank installation this year. This milestone enabled the project to start construction on the surface bus rapid transit lanes, center-running red transit lanes, median islands, sidewalk replacement, streetlight pole installation, and upgrades to the Muni overhead contact system. Upon completion of the project in late 2021, Van Ness Bus Rapid Transit aims to improve travel time by 32%, increase reliability up to 50%, increase boarding up to 35%, and reduce daily route operating costs by up to 30%.



Van Ness Bus Rapid Transit construction continues, with completion expected by the end of 2021.

Van Ness Bus Rapid Transit is part of a larger, unified Van Ness Improvement Project which includes several related, separately-funded projects that upgrade water, sewer, signals, streetlights, and other streetscape elements. The core bus rapid transit project costs \$170 million, including \$36 million in Prop K sales tax funds and \$75 million in federal Small Starts funds. The estimated cost for the unified Van Ness Improvement Project, including bus rapid transit, is \$316 million.

### Geary Bus Rapid Transit Project

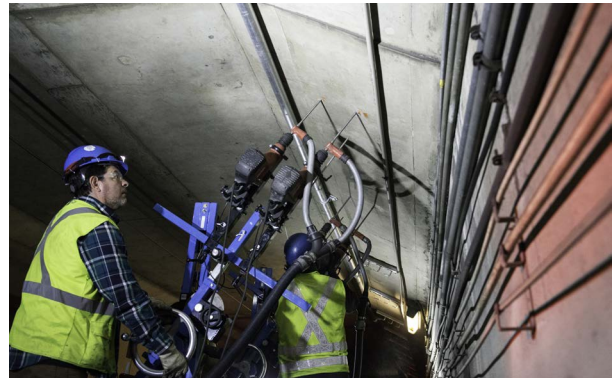
With more than 54,000 daily riders, the Geary Bus Rapid Transit Project will provide more efficient and reliable transit by making bus service up to 24% faster. The SFMTA, the San Francisco Public Utilities Commission, and San Francisco Public Works (Public Works) continued construction on the first phase of the bus rapid transit project, called Geary Rapid, between Market and Stanyan streets with funding from Prop K, One Bay Area Grant, and Prop A General Obligation Bonds. Geary Rapid includes side-running bus-only lanes, bus stop upgrades, repaving, traffic signal and striping work, and pedestrian crossing enhancements.

The project is being constructed in two segments, the Geary Rapid East segment between Market Street and Van Ness Avenue is approximately 60% complete. Accomplishments included water main installation, service connections, curb ramps, and sidewalk bulb-outs. The Geary Rapid West segment between Van Ness Avenue and Stanyan Street is approximately 40% complete. Accomplishments included sewer and water main installation, limited surface improvements, and demolition of the Steiner Street pedestrian bridge. Geary Rapid is expected to be complete by Fall 2021.

## MUNI RADIO REPLACEMENT

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

In 2009 the SFMTA embarked on a long-term effort to replace and modernize its radio communications system, some elements of which date back to the 1970s. Old radios are being replaced with new technology that allows for improved communications between bus and train operators and SFMTA's Transportation Management Center. This project integrates fifteen different vehicle information systems such as Computer-Aided Dispatch, Automated Vehicle Location, Digital Vehicle Announcement System, Transit Signal Priority, Fare Collection, as well as real-time monitoring of critical mechanical systems on the transit vehicles.



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

All Muni buses, historic streetcars and light rail vehicles are now successfully operating on the new communications system. The project achieved substantial completion in June 2018, and conversion of the final Breda light rail vehicles to the new radio system was completed in March 2019. SFMTA will close out the contract in June 2023, at the end of the 5-year maintenance and warranty period.

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

## MUNI CENTRAL CONTROL AND COMMUNICATIONS PROGRAM

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

The SFMTA's Central Control and Communications program is intended to expand and modernize its transportation central control capabilities. The program, which links several Muni modernization efforts, including SFMTA's Radio Replacement and Automatic Train Control System projects.

The program has three main components:

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

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



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

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

Phase I of the Integrated Systems Development project opened for use in June 2019. The SFMTA continues to work with the contractor to resolve minor defects in electronic platform signs and some lower priority software issues. Prop K local half-cent sales tax funds have provided approximately \$15.5 million of the \$53.2 million Phase I cost.



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

## MUNI MAINTENANCE FACILITIES AND STATIONS

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

Since its inception, Prop K has contributed \$61 million for upgrade, repair, and expansion of SFMTA's operations and maintenance facilities and stations. SFMTA neared completion of construction of life and fire safety upgrades at five maintenance facilities and began work on the design phase of a new elevator to improve access for disabled passengers at the Castro Street Muni station.

The SFMTA also made progress on implementing its 2017 Facilities Framework, which laid out a strategy for upgrading and expanding its transit vehicle maintenance facilities to meet current and future fleet needs. This includes planning for modernization and redevelopment of the Potrero facility and expansion of parking and storage capacity for buses and, eventually, light rail vehicles at the Muni Metro East facility. We anticipate considering allocation requests for these efforts in 2021.



## MUNI GUIDEWAYS PROJECTS

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

Using Prop K half-cent transportation sales tax funds, the SFMTA achieved substantial completion on upgrades to Muni's cable car system infrastructure to improve system safety and reliability. This work includes a major overhaul of the massive gearboxes at the heart of the system in the Cable Car Barn, and the ongoing replacement of the pulleys that allow the traction cable to move throughout the cable car system. The SFMTA also completed design of upgrades to emergency disconnects that protect the catenary system that powers Muni's light rail vehicles and electric trolley coaches.

The Transportation Authority allocated an additional \$4 million to the L-Taraval Transit Enhancements project, bringing the total Prop K contribution to \$15 million for the project. In addition, the Transportation Authority allocated \$1 million to rebuild the catenary system on the Islais Creek Bridge as part of the reconstruction of the bridge.

Since inception of the program, Prop K has contributed \$168 million for upgrade and replacement of light rail and cable car track, catenary systems, and communications and control systems for Muni's light rail, trolleybus, and cable car networks.

## PARATRANSIT

Since 2003, the Prop K local half-cent sales tax program has covered about half of the operating costs of the SFMTA's paratransit program supporting seniors and persons with disabilities. The SFMTA contracts with a broker to provide paratransit services through a suite of providers and resources, including 149 city-owned vehicles, as well as private taxis, group vans associated with community centers throughout the city, and inter-county paratransit services. The Transportation Authority also supports shopping and recreational shuttles operated as part of the paratransit program with a combination of Prop K and Lifeline Transportation Program funds.

The year 2020 was vastly different for the paratransit program due to impacts of the COVID-19 pandemic. Service demand for the SF Access van service and paratransit taxi service fell to about 40% and 70%, respectively, of pre-pandemic levels. Group van and recreational shuttle services were suspended, and the shopping shuttle service provided about 2,000 van and taxi trips (down from 4,000 trips in 2019).

To assist with the City's response to the pandemic, the SFMTA launched the Essential Trip Card program with Prop K funds in April. This subsidized taxi program supplements the core paratransit services to assist seniors and persons with disabilities in completing essential trips during pandemic. As of December, over 3,200 individuals have enrolled in the program with over 30,000 trips provided.

Prop K also funded the procurement of 35 new paratransit vans which were put into service this year, replacing vehicles that had exceeded their useful lives.



## 19TH AVENUE COMBINED CITY PROJECT

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

Public Works, SFMTA and the Public Utilities Commission are working together to deliver this complete streets project which includes bus and pedestrian bulb-outs to improve pedestrian safety; bus stop consolidation and relocation; water system replacement, new installation, and upgrades; wastewater system repair and replacement; and signal modifications and upgrades throughout the corridor. Construction began this year and Public Works anticipates a 27-month duration. Project accomplishments include sewer main replacement between Lincoln Way and Noriega Street – work that will continue along the corridor to Holloway Avenue. SFMTA will also improve transit priority to increase safety and the frequency and reliability of service. Caltrans will repave 19th Avenue after the Combined City Project is completed.



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

## BALBOA PARK UPPER YARD

City agencies, including the Mayor's Office of Housing and Community Development, SFMTA, and Public Works are working together with BART to reimagine a former rail car storage area, the Upper Yard, as a new affordable housing development. The Transportation Authority has contributed \$760,000 in Prop K funds to develop a new public plaza linking the housing development with BART Balboa Park Station and reconfiguring an auto-oriented passenger drop off zone to improve pedestrian safety and comfort. The project received \$30 million from the state Affordable Housing Sustainable Communities grant program, including \$5 million for the plaza, \$3.3 million for new BART cars, and \$1.2 million for Ocean Avenue bike and pedestrian safety improvements. In addition, the plaza component of the project received \$3.5 million from the state Infill Infrastructure Grant program. We are proud that the Transportation Authority's strategic commitment of local funds helped make this project competitive for outside grants.



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



## STREETS AND TRAFFIC SAFETY, TRANSPORTATION SYSTEM MANAGEMENT

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

### Street Reconstruction

Public Works completed several pavement renovation projects with Prop K local half-cent sales tax funds, providing smoother, safer pavement for pedestrians, cyclists, buses, and motor vehicles. Projects were located along Clayton Street, Clipper Street, and Portola Drive (24 blocks), Alemany Boulevard (28 blocks), Ingalls and Industrial streets (31 blocks), and a 43-block pavement renovation project in the Parkmerced, Twin Peaks, and Mt. Davidson Manor neighborhoods.

By the end of 2020, Public Works had nearly completed construction on the Haight Street Resurfacing and Pedestrian Lighting project (10 blocks), which is also funded by the Prop AA vehicle registration fee for the pedestrian lighting elements.

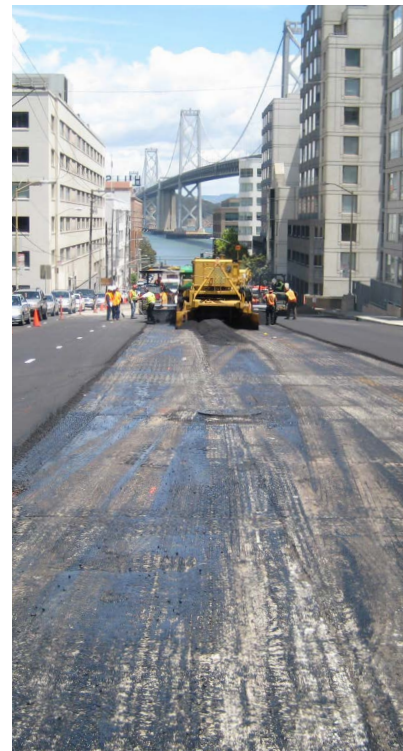
Street reconstruction projects typically include rebuilt or repaired curbs and gutters, sidewalk repairs, and accessible curb ramps in addition to new pavement and striping. Complete streets projects may include a wide variety of features such as landscaping, new lane configurations, bike lanes, widened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

### Street Repair And Cleaning Equipment

Public Works took delivery of one mid-size street sweeper and five pickup trucks as part of the Prop K local half-cent sales tax funded Street Repair and Cleaning Equipment program. Using over \$870,000 in Prop K funds, Public Works intends to purchase a truck-mounted loader, a 10-wheel dump truck, and a backhoe loader in 2021. The equipment will improve the efficiency of Public Works' street cleaning and repair work.

### Curb Ramps

Public Works and the SFMTA constructed nearly 240 new curb ramps throughout the city as part of larger Transportation Authority-funded street improvement projects. For example, Prop K local half-cent sales tax funded four curb ramps along 19th Avenue as part



of a signal upgrade project. Additionally, the SFMTA constructed 62 curb ramps as part of Prop K funded pedestrian improvement projects at various locations citywide. Public Works also built nearly 103 new curb ramps as part of pavement renovation projects along streets such as Haight, Clayton, Clipper, Ingalls, Industrial, and Portola Drive and Alemany Boulevard.

### Sidewalk Repair and Trees

As part of its Public Sidewalk Repair Program, Public Works used Prop K funding to repair non tree-related damage at 116 public sidewalk, curb and gutter, and angular return sidewalk locations. With a prior year Prop K sales tax grant, Public Works planted 500 street trees in public right-of-ways and helped to establish another 790 street trees.



### Signals and Signs

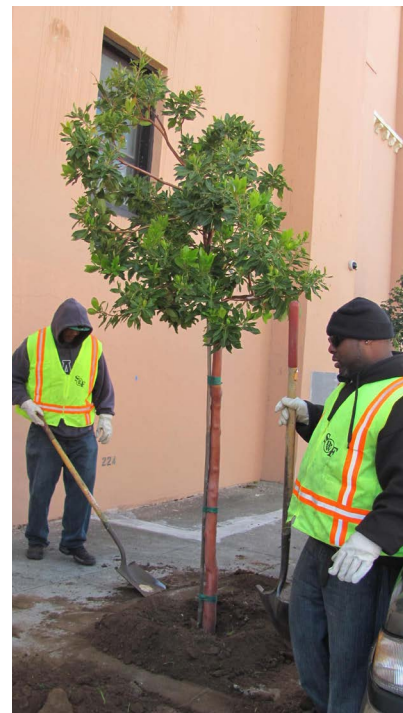
The Transportation Authority approved over \$2 million in Prop K sales tax funds for design and construction of upgrades to traffic signs, traffic signal hardware, visibility upgrades for existing signals, and sub-surface conduit for future signals. The SFMTA activated new or upgraded signals at 22 intersections along the 2nd Street and 19th Avenue corridors, as well as other locations around the city. These projects included installation of 85 pedestrian countdown signals and 193 audible pedestrian signals. New signal and signal upgrade projects typically include larger, brighter signal heads, poles, mast arms, signs, pedestrian signals, controllers and curb ramps to improve traffic, and pedestrian and bicycle safety.

### Advanced Technology and Information Systems (SFGo)

The Transportation Authority allocated \$2.3 million in Prop K funds to support installation of transit signal priority equipment along Muni's local bus routes to reduce passenger trip times. The SFMTA used previously allocated Prop K funds to optimize settings and upgrade fiber optic connectivity for equipment at 107 intersections along bus routes throughout the city.

### Traffic Calming

The Prop K sales tax funds the SFMTA's Residential Traffic Calming Program, through which the SFMTA evaluates community-initiated requests for locations that can benefit from slower speeds and implements cost-effective traffic calming devices such as speed humps. Last year the Transportation Authority allocated over \$360,000 in Prop K funds to evaluate the record 212 applications received by June 2020 and to design the measures identified in the 47 applications accepted into the program in the 2019 cycle. The SFMTA implemented 48 traffic calming measures, including 22 speed humps and 26 speed cushions.



The Transportation Authority approved over \$3.8 million in Prop K and TNC Tax funds to the SFMTA for the Vision Zero Quick-Build Program which expedites the delivery of lower cost bicycle and pedestrian safety projects. The allocations fund improvements along seven corridors and spot improvements at various locations on the High Injury Network. The SFMTA completed nine Prop K-funded Quick-Build corridor projects: Townsend Street, California Street, Market Street, Mission Street and Geneva Avenue, 3rd Street, 5th Street, Embarcadero, Beale Street, and Howard Street. The SFMTA also completed spot improvements on several streets, including daylighting along South Van Ness; repaving on 11th/13th/Division/Bryant; signal retiming along Franklin Street, Oak Street, Gough Street, Polk Street, Broadway, Sunset Boulevard, Leavenworth Street, and Brenham Place; and crosswalks and daylighting along Lane and Keith streets.

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

### Bike Projects

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

As described in the Neighborhood Program section of the Annual Report, Prop K funded the SFMTA's Alemany Safety Project, which among other recommendations included conceptual designs for buffered bike lanes along Alemany between Rousseau Street to the north and Sickles Avenue to the south. We are happy to report that Public Works is currently installing the bike lanes as part of a separately-funded paving project. Prop K also funded implementation of the Fulton Street Safety project, including signalized bicycle crossings and bike lanes on Anza Street which are under construction.

Linked bicycle and transit trips can be encouraged with secure bicycle parking facilities, so we were pleased that the Prop K funded BART Station Bicycle Parking and Access Improvements project completed modernization of bike station facilities at the Civic Center and Embarcadero stations. The final phase of this project, installation of stairway channels that allow cyclists to push their bikes up the stairs rather than carrying them, is expected to be completed in early 2021.

Other ongoing bicycle projects included new rounds of funding for youth and adult bicycle education classes, bicycle facility maintenance, supporting a pandemic-inspired Bike to Anywhere Day in place of a centralized Bike to Work Day 2020, and using TFCA funds to install many more on-street bike racks.





## Transportation Demand Management

Transportation Demand Management encompasses a set of low-cost tools and strategies that encourage the use of sustainable transportation options such as walking, cycling, and taking transit, while improving the efficiency of the transportation system and reducing crowding on transit.

The shelter-in-place orders instituted during the pandemic are providing a unique demonstration of congestion reduction, improved air quality, and other benefits that can be realized when there is a significant decrease in driving. Wanting to be prepared for when traffic returns and shelter-in-place orders are removed, the SFMTA continued to develop the Residential Transportation Demand Management Program, which seeks to encourage residents to choose sustainable transportation modes like transit and biking. The program includes research into local market factors that affect residents' decisions, and development, implementation, and evaluation of pilot strategies.

The Transportation Authority continued work on the District 4 Mobility Improvements Study to understand the travel profile and patterns of District 4 residents, identify travel markets with high shares of single-occupancy vehicle trips, and explore short- and medium-term strategies to reduce these single-occupant trips.

SF Environment continued to administer its Emergency Ride Home Program, which provides a free taxi ride home in cases of emergency for employees who rideshare, take transit, or bike to work. We funded expansion of this program to include the Essential Worker Ride Home Program, which provides taxi rides to essential workers whose normal transit commute service was reduced due to the pandemic.

See the Planning and Delivering Transportation Projects section of the Annual Report for information on the Downtown Congestion Pricing Study and 101/280 Managed Lanes project. Both efforts are considering pricing as a way to incentivize the use of sustainable modes like transit and ridesharing, while using revenues generated from pricing to enhance and expand alternatives to driving alone.



## NEIGHBORHOOD PROGRAM



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

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

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

Since the program's inception in 2014, we have funded a diverse portfolio of planning and capital projects in all 11 supervisorial districts. The Board considered the program a success and approved funding for the second 5-year cycle of funding starting July 2019. In 2020, the Transportation Authority Board approved funding for one new planning project and eight new capital projects. The map on the following page shows all current NTIP projects, including the six projects that were completed this year.

### Neighborhood Program Projects Completed in 2020

In District 1, SFMTA completed the **Fulton Street Safety (Planning)** project, which developed recommendations and conceptual designs for safety and accessibility improvements on Fulton Street bordering Golden Gate Park, segments of which are located on the High Injury Network. The project focused on improving pedestrian and bicycle connections between the Richmond District and Golden Gate Park. Prior studies by the San Francisco Planning Department, including the Richmond District Strategy and the Golden Gate Park Edges Study, informed the designs which were vetted through community outreach. A subsequent NTIP allocation is funding implementation of the recommendations.

In District 3, SFMTA completed the **Pedestrian Safety Improvements** planning project. This project looked at ways to make multiple intersections on the High Injury Network safer and more accessible for people walking and more reliable for transit. The study recommended a new pedestrian crossing at Columbus Avenue/Green Street/Stockton Street, removal of dual-turn lanes at intersections along Kearny Street between Post and Pine streets, installing pedestrian scrambles at Kearny and Jackson streets and Kearny and Washington streets, and consolidating Muni bus stops along Kearny Street between Market Street and Columbus Avenue. A separate NTIP allocation is funding implementation of these recommendations.

Also in District 3, as part of the **Portsmouth Square Community Based Transportation Plan**, the Transportation Authority analyzed transportation and circulation around the park, the Portsmouth Square Garage, and Chinatown to improve safety and access for people walking. The final report recommended changes to the entry of the Portsmouth Square garage to reduce conflicts between automobiles and people walking; traffic signal updates to allow scramble and two stage crossings at Clay and Kearny

streets; and sidewalk, lighting, visibility, ADA, and curb use improvements.

In District 10, the **15 Third Street Bus Study** evaluated re-establishing the 15 Third Street Muni bus route. The study evaluated options for Muni bus service in the corridor and assessed the benefits, costs, and risks of each. The study recommended new express service, which informed SFMTA's new 15 Bayview-Hunters Point Express which will begin in 2021.

In District 11, the **Geneva-San Jose Intersection Study** evaluated ways to make the intersection and nearby segments of Geneva and San Jose avenues safer for people walking and biking and more reliable for transit. The primary recommendation of the study is a relocated M Line terminal stop at San Jose Avenue and Niagara Avenue with large transit bulb-outs, providing a direct connection between the train and the sidewalk. This would reduce conflicts between automobiles, bikes, and people accessing transit.

Also in District 11, the **Alemaný Safety Project** conducted community outreach and developed conceptual designs for safety and accessibility improvements to the Alemaný corridor between Rousseau Street to the north and Sickles Avenue to the south. The project recommended near-, medium-, and long-term pedestrian safety improvements. Many of the near-term recommendations, including continental crosswalks, advanced limit lines, curb ramps, and a buffered bike lane were coordinated with and constructed by a paving project on the corridor.

### New Neighborhood Program Projects in 2020

In District 1, the **Anza Bike Lanes** project will design and install approximately 1.5 miles of standard bike lanes on Anza Street from 26th Avenue to Arguello Boulevard to improve safety and accessibility for bicyclists and provide an additional east-west bike route in the neighborhood. The SFMTA will use this project as an opportunity to assess traffic counts, speed surveys, and recent crash history on the corridor to determine potential locations for future safety improvements, including speed humps.

Also in District 1, the **Fulton Street Safety (Construction)** project will implement recommendations identified through Fulton Street Safety Project study, which was completed in July. Improvements will include adding daylighting at crosswalks at 34 intersections; painted safety zones at 14 locations; signalized bike crossings to Golden Gate Park at 10th and 22nd avenues; paving an existing dirt path in Golden Gate Park at 22nd Avenue; and installing a westbound speed radar sign approaching 41st Avenue.





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The District 3 **Pedestrian Safety Improvements (Construction)** project will implement the pedestrian crossing improvements for the intersections of Columbus Avenue, Green Street, and Stockton Street and Kearny and Jackson streets that were recommended in the District 3 Pedestrian Safety Improvements study adopted in July.

In District 5, the **Buchanan Mall Bulbouts – Golden Gate and Turk** project will implement improvements recommended in the Western Addition Community Based Transportation Plan at the intersections of Buchanan Street and Golden Gate Avenue and Buchanan and Turk streets. These improvements, which include sidewalk widening, new bulb-outs with curb ramps, and utility and drainage relocation, will enhance safety and connectivity for people walking to Buchanan Mall and the surrounding neighborhoods.

In District 7, the **FY20 Participatory Budgeting Priorities** project will design and construct traffic calming and safety measures identified through the District 7 Fiscal Year 2019/20 participatory budgeting process. This project will improve crosswalks on Ocean Avenue at Frida Kahlo Way/ Geneva Avenue, Granada Avenue, and Miramar Avenue; add traffic calming in the Lakeside One neighborhood; design the reconfiguration of the five-way intersection at Madrone Avenue; Vicente Street and Wawona Street; and install a Rectangular Rapid Flashing Beacon on 10th Avenue at Pacheco Street.

In District 8, the **Upper Market Street Safety Improvements** project will install sidewalk and roadway improvements to make Market Street from Octavia Boulevard/Central Freeway ramp to Castro Street, a 1-mile segment on the High Injury Network, safer and more comfortable for people walking, biking, driving, and accessing transit. Improvements will include sidewalk extensions, signal upgrades, bikeway upgrades, accessible ramps, pathways, transit platforms, and streetscape enhancements.

District 9 and District 10 collaborated on providing additional funding to the **Bayshore Boulevard/ Cesar Chavez Street/Potrero Avenue Intersection (the Hairball)** project. The project will implement safety improvements to the shared bike and pedestrian paths at the western entrance to the Hairball. The additional funds will cover the cost of unforeseen site conditions, including excess hazardous soils and utility conflicts.

## CURRENT NEIGHBORHOOD PROGRAM PROJECTS

### PLANNING PROJECTS

- 1 Golden Gate Park Sustainable Travel Study (District 1)
- 2 Fulton Street Safety Project (District 1)\*
- 3 District 3 Pedestrian Safety Improvements (District 3)\*
- 4 Portsmouth Square Community Based Transportation Plan (District 3)\*
- 5 District 4 Mobility Improvements Study (District 4)
- 6 Octavia Improvements Study (District 5)
- 7 Alemany Realignment Study (District 9)
- 8 15 Third Street Bus Study (District 10)\*
- 9 Geneva-San Jose Intersection Study (District 11)\*
- 10 Alemany Safety Project (District 11)\*

### CAPITAL PROJECTS

- 11 Anza Bike Lanes (District 1)
- 12 Fulton Street Safety Project (District 1)
- 13 Lombard Street/U.S. 101 Corridor Pedestrian Safety (District 2)

- 14 Lombard Crooked Street Reservation and Pricing System Development (District 2)
- 15 District 3 Pedestrian Safety Improvements (District 3)
- 16 Jefferson Street Improvements Phase 2 (District 3)
- 17 Sloat/Skyline Intersection Alternatives Analysis (District 4)
- 18 Lower Great Highway Pedestrian Improvements (District 4)
- 19 Frederick/Clayton Traffic Calming (District 5)
- 20 Divisadero Intersection Improvements (District 5)
- 21 Buchanan Mall Bulbouts – Golden Gate and Turk (District 5)
- 22 Howard Street – Embarcadero to 3rd Street (District 6)
- 23 7th and 8th Streets Freeway Ramp Intersections Near Term Improvements (District 6)
- 24 Lake Merced Bikeway Feasibility (District 7)

- 25 FY19 Participatory Budgeting Priorities (District 7)
- 26 FY20 Participatory Budgeting Priorities (District 7)
- 27 Upper Market Street Safety Improvements (District 8)
- 28 Elk Street at Sussex Street Pedestrian Safety Improvements (District 8)
- 29 Alemany Interchange Improvement Phase 1 (District 9)
- 30 Alemany Interchange Improvement Phase 2 (District 9)
- 31 Cesar Chavez St/ Bayshore Blvd/ Potrero Ave Intersection Improvements (Districts 9 & 10)
- 32 Potrero Hill Pedestrian Safety and Transit Access (District 10)
- 33 District 11 Traffic Calming Cycle 1 (District 11)
- 34 District 11 Traffic Calming Cycle 2 (District 11)

\* Projects completed in 2020



## PROP AA VEHICLE REGISTRATION FEE

We celebrated the 10th anniversary of Prop AA, a voter approved measure which authorized the Transportation Authority to collect an additional \$10 annual vehicle registration fee on motor vehicles registered in San Francisco and to use the proceeds to fund transportation projects in the following categories:

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

Prop AA generates about \$5 million per year and it funds neighborhood-scale projects that can quickly deliver benefits to the public. To that end, Prop AA only funds the final design and construction phases of projects. Some highlights of the program to date include improved transit and pedestrian connections at the Hunters View affordable housing development, the revitalized 24th Street BART Station plaza, bike lanes and sidewalks on Arguello in the Presidio, and the reimagined multi-modal Mansell Street through McLaren Park. The expenditure plan requires that the Transportation Authority approve a strategic plan to guide the day-to-day implementation of the program and to identify which projects will receive funds.

As of December, 20 of the 37 projects funded from program inception to date have been completed and are open for use by the public. 16 more projects are under construction and one project is nearing completion of the design phase.

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

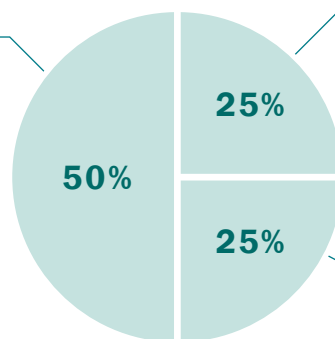
### STREET REPAIR AND RECONSTRUCTION

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

- Bicycle network
- Transit network

Priority to projects that include complete streets elements, including:

- Pedestrian improvements
- Traffic calming
- Bicycle infrastructure



### PEDESTRIAN SAFETY

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

### TRANSIT RELIABILITY AND MOBILITY IMPROVEMENTS

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



The **Arguello Boulevard Traffic Signal Upgrade** project opened for use. With funding from Prop AA, Prop K, and General Obligation Bond funds, this project constructed traffic signal upgrades at six existing signalized intersections along Arguello Boulevard between Lake and Turk streets on the Vision Zero High Injury Network. The project increased safety by installing traffic signal visibility improvements, pedestrian countdown signals where they are lacking, and new accessible and audible pedestrian signals. The upgraded signals are in use, with some remaining work related to accessible pedestrian signals to be completed in early 2021.

<b>FUNDED IN 2020 (PROJECT SPONSOR)</b>	<b>TOTAL PROJECT COST</b>	<b>PROP AA ALLOCATED</b>	<b>CURRENT PHASE</b>
<b>PEDESTRIAN SAFETY</b>			
JOICE ALLEY LIGHTING (SFPW)	\$510,000	\$90,000	DESIGN
PAGE STREET NEIGHBORWAY (WEBSTER TO MARKET) (SFMTA)	\$3,300,000	\$144,005	CONSTRUCTION
5TH STREET QUICK-BUILD (SFMTA)	\$1,877,407	\$378,372	CONSTRUCTION
POTRERO GATEWAY LOOP (PEDESTRIAN SAFETY IMPROVEMENTS) (SFPW)	\$2,880,000	\$80,000	DESIGN
WESTERN ADDITION TRANSPORTATION PLAN IMPLEMENTATION (PEDESTRIAN LIGHTING) (SFPW)	\$1,318,100	\$60,000	DESIGN
<b>TRANSIT RELIABILITY AND MOBILITY IMPROVEMENTS</b>			
L-TARAVAL TRANSIT ENHANCEMENTS (SEGMENT B) (SFMTA)	\$71,150,000	\$3,664,159	CONSTRUCTION
THIRD STREET TRANSIT AND SAFETY IMPROVEMENT (SFMTA)	\$2,963,776	\$383,776	DESIGN
TRANSIT STOP SIGNAGE ENHANCEMENT PROGRAM — PHASE 1 (SFMTA)	\$2,434,919	\$1,043,898	DESIGN & CONSTRUCTION
<b>2020 GRAND TOTAL</b>	<b>\$86,434,202</b>	<b>\$5,844,210</b>	
<b>OPEN FOR USE IN 2020 (PROJECT SPONSOR)</b>			
<b>PEDESTRIAN SAFETY</b>			
ARGUELLO BOULEVARD TRAFFIC SIGNAL UPGRADE (SFMTA)	\$1,680,000	\$655,000	
<b>OPEN FOR USE GRAND TOTAL</b>	<b>\$1,680,000</b>	<b>\$655,000</b>	

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

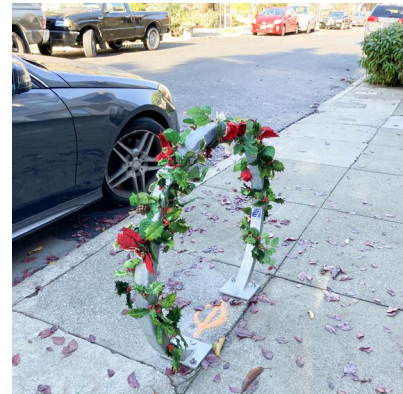
## TRANSPORTATION FUND FOR CLEAN AIR

### Improving air quality through reduced motor vehicle emissions

As the Transportation Fund for Clean Air (TFCA) Program Manager for San Francisco, the Transportation Authority awarded \$1,009,462 TFCA funds this year. This funding program is intended to cost-effectively reduce motor vehicle emissions while improving mobility. The 2020 grants fund a mixture of new and proven projects, including shuttles, bike parking, and emergency rides home.

The Transportation Authority awarded funds to:

- SF Environment for the Essential Worker Ride Home program which was created in April to provide taxi rides for essential workers whose normal transit commute has been impacted due to the public health emergency and associated temporary transit service cutbacks. This program is also funded by Prop K.
- SF Environment to continue the Emergency Ride Home program, which guarantees a ride home for commuters who normally take transit, walk, or bike to work.
- The Presidio Trust to replace a gas shuttle bus used to serve visitors and tenants of the Presidio with a new battery electric transit bus. The PresidiGo shuttle services connects to multiple Muni routes and provides car-free access to jobs and recreation within the Presidio.
- SFMTA's Short Term Bike Parking project, which will leverage revenues from San Francisco's Powered Scooter Share Permit Program to fund siting and installation of 1,300 bike racks, providing 2,600 new parking spaces across the city. This program is also funded by Prop K.




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

We worked with project sponsors to fund or complete the projects listed in the table below.

FUNDED IN 2020 (PROJECT SPONSOR)	TOTAL PROJECT COST	TFCA FUND AMOUNT
EMERGENCY RIDE HOME (SFE)	\$96,239	\$96,239
ESSENTIAL WORKER RIDE HOME (SFE)	\$447,500	\$197,500
PRESIDIGO BATTERY ELECTRIC SHUTTLES (PRESIDIO TRUST)	\$1,312,750	\$250,000
SHORT TERM BIKE PARKING (SFMTA)	\$1,173,481	\$465,723
<b>TOTAL</b>	<b>\$3,029,970</b>	<b>\$1,009,462</b>
COMPLETED IN 2020 (PROJECT SPONSOR)	TOTAL PROJECT COST	TFCA FUND AMOUNT
ALTERNATIVE FUEL TAXICAB INCENTIVE PROGRAM (SFMTA)	\$52,500	\$52,500
EMERGENCY RIDE HOME (SFE)	\$50,734	\$50,734
<b>TOTAL</b>	<b>\$103,234</b>	<b>\$103,234</b>

\* SFMTA = San Francisco Municipal Transportation Agency  
SFE = SF Environment



**“Everyone always tells me,  
‘Thank you for the work that  
you do,’ but when I found out  
about this program I really  
felt like I was being thanked  
and felt like this city was  
watching out for me.”**

**Ivy Bennett**  
**ESSENTIAL WORKER**

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



## ONE BAY AREA GRANT PROGRAM

### Supporting growth with transportation investments

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

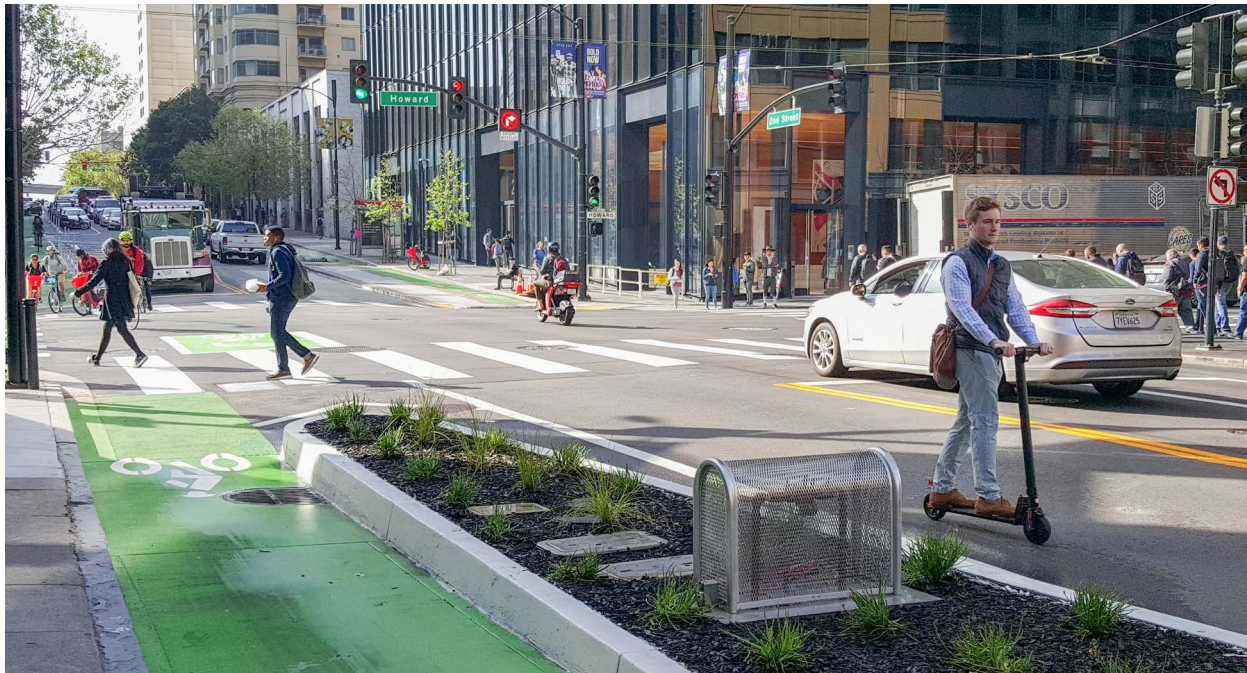
The One Bay Area Grant program provides Congestion Management Agencies like the Transportation Authority with federal transportation dollars through a formula that rewards jurisdictions that accept housing growth, have a good track record in housing production, particularly affordable housing, and focus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

The Transportation Authority has awarded \$77 million in One Bay Area Grant funds to over two dozen projects since the program's 2012 inception. We continue to provide oversight and support to local agency project sponsors. This year, we were excited to celebrate substantial completion of the 2nd Street Improvements Project and the Lombard Street Vision Zero Project. Both projects are on the Vision Zero High Injury Network and were designed to improve safety and access. We also supported the delivery of other projects such as Caltrain Electrification and Central Subway, which advanced construction, and the Better Market Street project, which achieved federal environmental clearance.

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

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### Project improvements at Howard and 2nd Streets.



## LIFELINE TRANSPORTATION PROGRAM

### Improving Transportation Access for Communities of Concern

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

In October, the Metropolitan Transportation Commission, in coordination with the Transportation Authority, approved \$2.3 million in Regional Lifeline Transportation Program funds for two San Francisco projects. SFMTA's Essential Trip Card Program, a COVID-19 response program to help seniors and people with disabilities make essential trips, was awarded \$1.1 million. BART's Embarcadero Station Platform Elevator Capacity and Redundancy Project was awarded \$1.2 million to purchase and install a new elevator in the transit station.

This year, SFMTA completed their Mission Bay Loop project which supports system reliability by providing turn-around capabilities for the T Third Street light rail line. SFMTA also completed their Expanding and Continuing Late Night Transit Service to Communities in Need project which provided new late night transit service on the L Owl line along the Embarcadero to Fisherman's Wharf and continued Owl service on the 44 O'Shaughnessy and the 48 Quintara/24th Street.



Senior using the Essential Trip Card Program for a taxi trip.

<b>FUNDED IN 2020</b> (PROJECT SPONSOR)	<b>TOTAL PROJECT COST</b>	<b>LIFELINE FUND AMOUNT</b>
ESSENTIAL TRIP CARD PROGRAM (SFMTA)	\$2,254,704	\$1,127,352
EMBARCADERO STATION PLATFORM ELEVATOR CAPACITY AND REDUNDANCY PROJECT (BART)	\$25,537,000	\$1,172,942
<b>TOTAL</b>	<b>\$27,791,704</b>	<b>\$2,300,294</b>

<b>COMPLETED IN 2020</b> (PROJECT SPONSOR)	<b>TOTAL PROJECT COST</b>	<b>LIFELINE FUND AMOUNT</b>
EXPANDING AND CONTINUING LATE NIGHT TRANSIT SERVICE TO COMMUNITIES IN NEED (SFMTA)	\$3,775,560	\$2,578,270
MISSION BAY LOOP (SFMTA)	\$17,460,270	\$1,482,049
<b>TOTAL</b>	<b>\$21,235,830</b>	<b>\$4,060,319</b>



## STATE TRANSPORTATION IMPROVEMENT PROGRAM

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

In March, consistent with the Transportation Authority's approved program of projects, the California Transportation Commission approved \$8 million in new funds for SFMTA's New Flyer Midlife Overhaul project and about \$14 million of prior-cycle funds to SFMTA's Communications-Based Train Control Phases 1 and 2 project.

The Transportation Authority has had long-standing commitments of future State Transportation Improvement Program funds to signature local half-cent sales tax projects. To date, the Board-adopted priorities include about \$85 million in remaining commitments to three projects: Central Subway (\$32.7 million); Presidio Parkway Advance (\$34 million to repay the Metropolitan Transportation Commission for advancing project funds); and the Caltrain Downtown Extension (\$17.8 million). State guidelines preclude us from programming additional State Transportation Improvement Program funds to the Central Subway, since all the construction contracts have been awarded. Therefore, we are honoring the commitment by programming funds to other eligible projects of SFMTA's choice such as the two mentioned above.

State funds and local sales tax dollars will help SFMTA perform major capital maintenance on its buses, to ensure they run safely and reliably to the end of their useful lives.





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# TRANSPARENCY AND ACCOUNTABILITY

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

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## PROP K HIGHLIGHTS

The table below provides a snap shot of the projects Proposition K (Prop K) has delivered from inception through December 2020, with a few illustrative examples of projects completed by Expenditure Plan line. Projects shown are open for use, or are completed planning efforts, unless otherwise noted. Visit the MyStreetSF interactive project map at [mystreetsf.sfcta.org](https://mystreetsf.sfcta.org) to see Prop K half-cent sales tax and other Transportation Authority-funded projects near you.

### A. TRANSIT

<b>i. Major Capital Projects</b>	
<b>a. Muni</b>	
Rapid Bus Network including Real Time Transit Information	N-Judah Transit Improvements, Mission-Geneva Transit and Pedestrian Improvements, Market Street Calm the Safety Zone, North Point Transit Improvements
Third Street Light Rail (Phase 1)	Done
Central Subway (Third Street Light Rail, Phase 2)	Under construction
Geary Light Rail	*
<b>b. Caltrain</b>	
Downtown Extension to a Rebuilt Transbay Terminal	Transbay Transit Center — Done; Downtown Extension in design
Electrification	Under construction
Capital Improvement Program	Train Departure Monitors at Terminal Stations, Right-of-Way Safety Fencing, Tunnel Track and Drainage Rehabilitation
<b>c. BART Station Access, Safety and Capacity</b>	16th Street BART Station NE Plaza Redesign, 24th Street/Mission Plaza and Pedestrian Improvements, Daly City Bus Circulation Improvements
<b>d. Ferry</b>	Downtown Ferry Terminal Expansion
<b>ii. Transit Enhancements</b>	
Extension of Trolleybus Lines/Electrification of Motorcoach Routes	
Extension of Streetcar Service (Fisherman's Wharf to Fort Mason)	
Purchase/Rehab of Historic Streetcars for New/Expanded Service	
Balboa Park BART/MUNI Station Access Improvements	Balboa Park Real Time Transit Information, Balboa Park Eastside Connections, Balboa Park Station Area and Plaza Improvements
Relocation of Caltrain Paul Avenue Station to Oakdale Avenue	Oakdale Ridership Study
Purchase of Additional Light Rail Vehicles for Muni Light Rail Lines	24 new light rail vehicles in service
Other Transit Enhancements	Sloat Boulevard Pedestrian Improvements, Glen Park Community Plan Implementation Phase 1, Southwest Subway (19th Avenue/M Ocean View) pre-environmental support
<b>iii. System Maintenance and Renovation</b>	
<b>a. Vehicles</b>	
Transit Vehicle Replacement and Renovation	1,161 new Muni transit vehicles (buses, light rail and paratransit vehicles), rehab of Caltrain locomotives, rebuilt 16 Muni historic streetcars, rehab of 60 articulated trolley buses
Trolleybus Wheelchair-lift Incremental Operations and Maintenance	Done
F-Line Historic Streetcar Incremental Operations and Maintenance	Done
<b>b. Facilities</b>	
Rehabilitation, Upgrade, and Replacement of Existing Facilities	New Muni Islais Creek Maintenance Facility, new Transportation Management Control Center, reconstructed 13 Muni escalators, renovated SFMTA's central warehouse (1570 Burke Ave.), installed worker fall protection and safety systems at 7 Muni facilities; Caltrain systemwide station improvements
Muni Metro Extension Incremental Operations and Maintenance	Done
<b>c. Guideways</b>	California Street cable car infrastructure improvements; Green Light Rail Center track replacement; Market and Haight street transit and pedestrian improvements; Rebuilt Cable Car Barn gearboxes; and upgrades to overhead wires, traffic signals, and other street improvements

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

**B. PARATRANSIT SERVICES**

<b>Paratransit Services</b>	Nearly 7.4 million paratransit trips provided from June 2010 through December 2020 for seniors and disabled persons; Ramp Taxi Incentives Program (20% increase in wheelchair trips); Essential Trip Card Program, Shop-a-Round and Van Gogh shuttles
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**C. STREETS AND TRAFFIC SAFETY**

<b>i. Major Capital Projects</b>	
<b>a. Doyle Drive</b>	Done
<b>b. New and Upgraded Streets</b>	
Bernal Heights Street System Upgrading	Done
Great Highway Erosion Repair	Great Highway reroute project (planning)
Visitation Valley Watershed Area Projects (San Francisco share)	Leland Avenue streetscape, Geneva-Harney Bus Rapid Transit Feasibility Study
Illinois Street Bridge	Done
Traffic Study to Reduce Impacts of SR1 in Golden Gate Park	
Upgrades to Major Arterials (including 19th Avenue)	19th Avenue median improvements, Lombard Street pedestrian safety improvements (curb bulbouts, crosswalks, signal timing)
<b>ii. System Operations, Efficiency and Safety</b>	
<b>a. New Signals and Signs</b>	59 new traffic signals, 489 pedestrian countdown signals, 297 audible pedestrian signals
<b>b. Advanced Technology and Information Systems (SFgo)*</b>	Variable message signs on Oak, Fell, and Third streets; connected Franklin and Gough traffic signals with Transportation Management Center; installed traffic cameras and transit system priority on local bus routes citywide; rehab of variable message signs at parking garages
<b>iii. System Maintenance and Renovation</b>	
<b>a. Signals and Signs</b>	399 upgraded traffic signals, over 8,800 traffic signs upgraded
<b>b. Street Resurfacing, Rehabilitation, and Maintenance</b>	
Street Resurfacing and Reconstruction	766 blocks paved — examples: Alemany, Anza, Balboa, Brannan, California, Clayton, Clipper, Kirkham, Page, Parkmerced/Twin Peaks/Mt Davidson Manor, Portola, Potrero
Street Repair and Cleaning Equipment	162 trucks and other equipment purchased for street cleaning and maintenance, such as brick mason's truck, street sweepers, asphalt grinders and a tunnel-washer truck
Embarcadero Roadway Incremental Operations and Maintenance	Done
<b>c. Pedestrian and Bicycle Facility Maintenance</b>	More than 5,616 sidewalk locations repaired; safe hit posts on Market, Fell, and Oak streets; Division Street green bike lane; repaired automatic bike counters; re-painted bike lanes
<b>iv. Bicycle and Pedestrian Improvements</b>	
<b>a. Traffic Calming</b>	Application-Based Traffic Calming Program (speed humps), Safe Routes to School projects (e.g. Sunset Elementary, John Yehall Chin, West Portal, Balboa-Denman), South Park traffic calming, Golden Gate Park traffic safety
<b>b. Bicycle Circulation/Safety</b>	Marina Green Bicycle Trail, circulation improvements at the "Hairball", JFK Drive parking buffered bikeway, Civic Center BART/MUNI bike station, Arguello Blvd. near term improvements, Valencia Street Bikeway Implementation Plan, Battery & Sansome bicycle connections
<b>c. Pedestrian Circulation/Safety</b>	Continental crosswalks, Bayshore/Cesar Chavez/Potrero intersection improvements, Wiggle Neighborhood Green Corridor, ER Taylor Safe Routes to School, Longfellow Elementary Safe Routes to School, Union Square accessibility improvements, pedestrian signals on Sunset Blvd.
<b>d. Curb Ramps</b>	Over 1,000 curb ramps funded from this category (excludes curb ramps funded through other projects such as street resurfacing)
<b>e. Tree Planting and Maintenance</b>	Over 5,900 trees planted, over 31,000 maintenance and establishment visits
<b>D. TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES</b>	
<b>i. Transportation Demand Management/Parking Management</b>	BART Travel Incentive Program; Bayview Moves van sharing pilot; Emergency Ride Home; Mobility, Access and Pricing Study; Walkfirst Investment Strategy
<b>ii. Transportation/Land Use Coordination</b>	Broadway streetscape; Mansell corridor improvements; 2nd Street; Persia Triangle transit improvements, Valencia streetscape, Western Addition Community Based Transportation Plan; Pedestrian Safety in SOMA Youth and Family Zone Plan



**PROP K HALF-CENT SALES TAX****Activity Detail for Calendar Year 2020****A. TRANSIT****i. Major Capital Projects**

	<b>ALLOCATIONS</b>		<b>EXPENDITURES</b>	
	<b>2020 ALLOCATIONS (DE-OBLIGATIONS)</b>	<b>INCEPTION TO DATE ALLOCATIONS</b>	<b>2020 EXPENDITURES (ADJUSTMENTS)</b>	<b>INCEPTION TO DATE EXPENDITURES</b>
<b>a. Muni</b>	<b>\$ -</b>	<b>\$ 289,565,128</b>	<b>\$ 3,169,732</b>	<b>\$ 264,077,829</b>
Rapid Bus Network including Real Time Transit Information	-	71,003,853	2,204,764	45,919,702
Third Street Light Rail (Phase 1)	-	92,561,275	-	92,158,127
Central Subway (Third Street Light Rail Phase 2)	-	126,000,000	964,968	126,000,000
Geary Light Rail	-	-	-	-
<b>b. Caltrain</b>	<b>\$ 14,541,820</b>	<b>\$ 252,961,480</b>	<b>\$ 3,843,305</b>	<b>\$ 232,816,334</b>
Downtown Extension to a Rebuilt Transbay Terminal*	14,542,667	213,936,395	1,439,890	198,548,406
Electrification	-	20,900,000	1,398,177	19,411,490
Capital Improvement Program*	(847)	18,125,085	1,005,238	14,856,438
<b>c. BART Station Access, Safety, and Capacity</b>	<b>\$ -</b>	<b>\$ 7,097,809</b>	<b>\$ 158,690</b>	<b>\$ 6,176,023</b>
<b>d. Ferry</b>	<b>\$ (135,905)</b>	<b>\$ 2,750,715</b>	<b>\$ 294,095</b>	<b>\$ 2,510,715</b>
<b>Total Major Capital Projects</b>	<b>\$ 14,405,915</b>	<b>\$ 552,375,132</b>	<b>\$ 7,465,822</b>	<b>\$ 505,580,901</b>

**ii. Transit Enhancements**

Extension of Trolleybus Lines/Electrification of Motorcoach Routes	\$ -	\$ -	\$ -	\$ -
Extension of Streetcar Service (Fisherman's Wharf to Fort Mason)	-	926,100	5,609	5,609
Purchase/Rehab of Historic Streetcars for New/Expanded Service	-	374,809	-	-
Balboa Park BART/MUNI Station Access Improvements	-	4,636,999	954,717	3,960,776
Relocation of Caltrain Paul Avenue Station to Oakdale Avenue	-	2,735,689	61,819	652,739
Purchase of Additional Light Rail Vehicles for Muni Light Rail Lines	96,661	4,694,972	-	4,598,311
Other Transit Enhancements	-	3,469,948	27,694	1,895,098
<b>Total Transit Enhancements</b>	<b>\$ 96,661</b>	<b>\$ 16,838,517</b>	<b>\$ 1,049,839</b>	<b>\$ 11,112,533</b>

**iii. System Maintenance and Renovation**

<b>a. Vehicles</b>	<b>\$ 51,596,060</b>	<b>\$ 492,806,275</b>	<b>\$ 23,463,810</b>	<b>\$ 257,038,660</b>
Transit Vehicle Replacement and Renovation	51,596,060	485,189,744	23,463,810	249,422,129
Trolleybus Wheelchair-lift Incremental Operations and Maintenance	-	2,448,531	-	2,448,531
F-Line Historic Streetcar Incremental Operations and Maintenance	-	5,168,000	-	5,168,000
<b>b. Facilities</b>	<b>\$ (1,416,435)</b>	<b>\$ 85,691,296</b>	<b>\$ 5,952,409</b>	<b>\$ 69,894,813</b>
Rehabilitation, Upgrade, and Replacement of Existing Facilities*	(1,416,435)	68,910,296	5,952,409	53,113,813
Muni Metro Extension Incremental Operations and Maintenance	-	16,781,000	-	16,781,000
<b>c. Guideways</b>	<b>\$ 3,989,971</b>	<b>\$ 200,555,527</b>	<b>\$ 21,055,194</b>	<b>\$ 143,584,979</b>
<b>Total System Maintenance and Renovation</b>	<b>\$ 54,169,596</b>	<b>\$ 779,053,098</b>	<b>\$ 50,471,413</b>	<b>\$ 470,518,452</b>

<b>TOTAL TRANSIT</b>	<b>\$ 68,672,172</b>	<b>\$ 1,348,266,747</b>	<b>\$ 58,987,074</b>	<b>\$ 987,211,886</b>
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**B. PARATRANSIT SERVICES**

<b>Paratransit Services</b>	<b>\$ 10,468,009</b>	<b>\$ 161,929,602</b>	<b>\$ 8,912,106</b>	<b>\$ 148,550,343</b>
<b>TOTAL PARATRANSIT SERVICES</b>	<b>\$ 10,468,009</b>	<b>\$ 161,929,602</b>	<b>\$ 8,912,106</b>	<b>\$ 148,550,343</b>

**PROP K HALF-CENT SALES TAX****Activity Detail for Calendar Year 2020****C. STREETS AND TRAFFIC SAFETY****i. Major Capital Projects**

	<b>ALLOCATIONS</b>		<b>EXPENDITURES</b>	
	<b>2020 ALLOCATIONS (DE-OBLIGATIONS)</b>	<b>INCEPTION TO DATE ALLOCATIONS</b>	<b>2020 EXPENDITURES (ADJUSTMENTS)</b>	<b>INCEPTION TO DATE EXPENDITURES</b>
<b>a. Doyle Drive</b>	\$ -	\$ 69,842,746	\$ 237,765	\$ 68,698,914
<b>b. New and Upgraded Streets</b>	\$ (1,104,681)	\$ 8,753,775	\$ 187,243	\$ 7,595,667
Bernal Heights Street System Upgrading	-	2,550,584	-	2,550,584
Great Highway Erosion Repair*	(1,339,769)	442,737	62,820	334,300
Visitacion Valley Watershed Area projects (San Francisco share)	-	1,380,652	-	1,380,652
Illinois Street Bridge	-	2,000,000	-	2,000,000
Traffic Study to Reduce Impacts of SR1 in Golden Gate Park	-	-	-	-
Upgrades to Major Arterials (including 19th Avenue)	235,088	2,379,802	124,423	1,330,131
<b>Total Major Capital Projects</b>	<b>\$ (1,104,681)</b>	<b>\$ 78,596,521</b>	<b>\$ 425,008</b>	<b>\$ 76,294,581</b>

**ii. System Operations, Efficiency, and Safety**

<b>a. New Signals and Signs</b>	\$ 245,000	\$ 21,586,286	\$ 4,989,234	\$ 19,550,124
<b>b. Advanced Technology and Information Systems (SFgo)</b>	\$ 2,320,000	\$ 9,521,669	\$ 1,196,283	\$ 5,065,559
<b>Total System Operations, Efficiency, and Safety</b>	<b>\$ 2,565,000</b>	<b>\$ 31,107,955</b>	<b>\$ 6,185,517</b>	<b>\$ 24,615,683</b>

**iii. System Maintenance and Renovation**

<b>a. Signals and Signs</b>	\$ 1,786,822	\$ 47,102,043	\$ 5,547,559	\$ 35,409,015
<b>b. Street Resurfacing, Rehabilitation, and Maintenance</b>	\$ 604,986	\$ 102,503,672	\$ 12,257,021	\$ 88,823,893
Street Resurfacing and Reconstruction*	(266,378)	87,002,071	11,885,070	76,178,006
Street Repair and Cleaning Equipment	871,364	13,351,956	371,951	10,496,242
Embarcadero Roadway Incremental Operations and Maintenance	-	2,149,645	-	2,149,645
<b>c. Pedestrian and Bicycle Facility Maintenance</b>	\$ 884,632	\$ 10,425,923	\$ 571,750	\$ 8,401,675
<b>Total System Maintenance and Renovation</b>	<b>\$ 3,276,440</b>	<b>\$ 160,031,638</b>	<b>\$ 18,376,330</b>	<b>\$ 132,634,583</b>

**iv. Bicycle and Pedestrian Improvements**

<b>a. Traffic Calming</b>	\$ 9,304,236	\$ 42,421,537	\$ 2,566,114	\$ 18,070,610
<b>b. Bicycle Circulation/Safety</b>	\$ 2,457,686	\$ 16,779,960	\$ 1,389,145	\$ 11,912,906
<b>c. Pedestrian Circulation/Safety</b>	\$ 3,165,514	\$ 16,829,779	\$ 1,046,819	\$ 10,821,822
<b>d. Curb Ramps</b>	\$ 887,274	\$ 10,541,646	\$ 300,855	\$ 8,779,427
<b>e. Tree Planting and Maintenance</b>	\$ 1,432,353	\$ 18,715,588	\$ 3,381,275	\$ 17,075,845
<b>Total Bicycle and Pedestrian Improvements</b>	<b>\$ 17,247,063</b>	<b>\$ 105,288,510</b>	<b>\$ 8,684,208</b>	<b>\$ 66,660,610</b>

**TOTAL STREETS AND TRAFFIC SAFETY** **\$ 21,983,822** **\$ 375,024,624** **\$ 33,671,063** **\$ 300,205,457**

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

<b>i. Transportation Demand Management/Parking Management</b>	\$ 800,000	\$ 7,493,320	\$ 308,762	\$ 4,762,276
<b>ii. Transportation/Land Use Coordination</b>	\$ 190,300	\$ 10,936,616	\$ 1,872,885	\$ 9,557,027

**TOTAL TRANSPORTATION SYSTEMS MANAGEMENT/  
STRATEGIC INITIATIVES** **\$ 990,300** **\$ 18,429,936** **\$ 2,181,647** **\$ 14,319,303**

**ADDITIONAL ITEMS**

Third Street-Metro East — Assembly Bill 3090 loan	\$ -	\$ -	\$ -	\$ -
Financial Year 2006 Cowcap Suspension Pool (distribution to be based actual reimbursements)	\$ -	\$ 112,345	\$ -	\$ 112,345
CityBuild Program (distribution methodology to be established in subsequent Strategic Plan)	\$ -	\$ 1,073,719	\$ -	\$ 1,073,719

**GRAND TOTAL** **\$ 102,114,303** **\$ 1,904,836,973** **\$ 103,751,890** **\$ 1,451,473,053**

\* In 2020, there was more funding deobligated than allocated for this expenditure category.

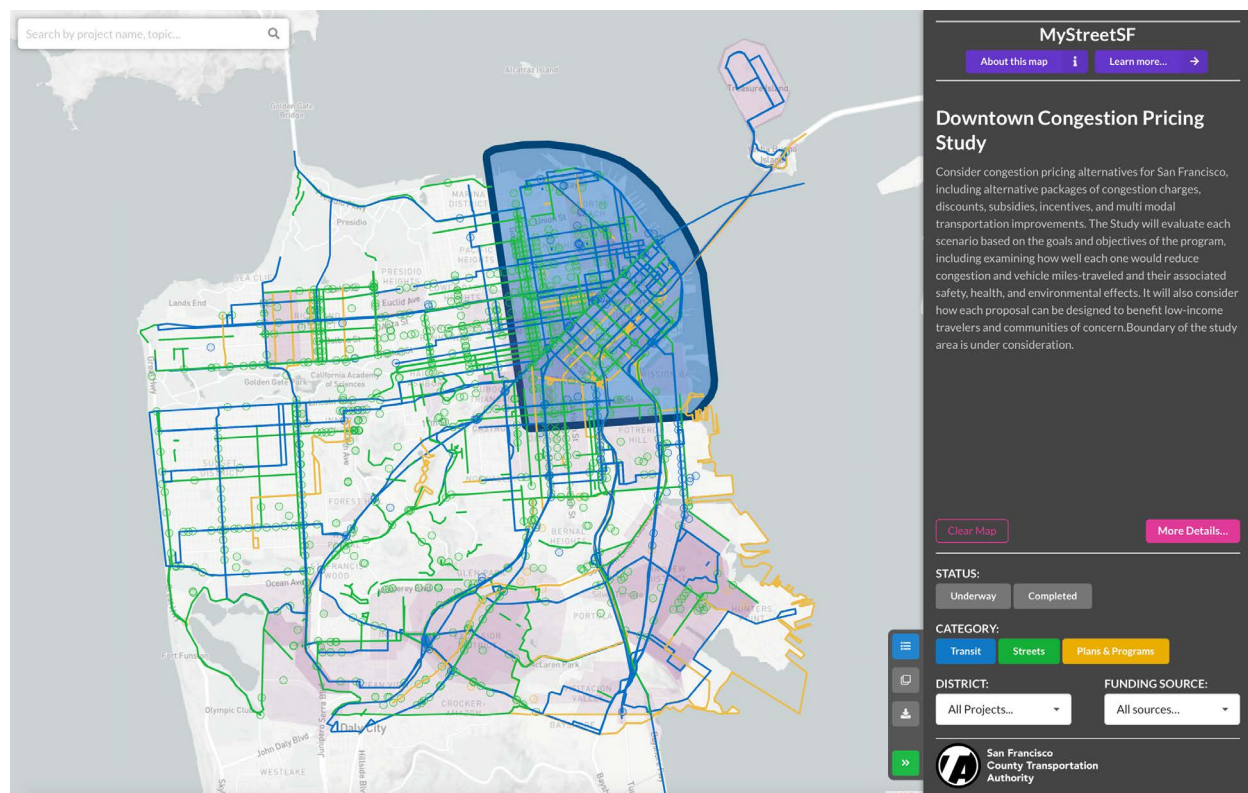
## MYSTREETSF

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

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

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

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





## PROP AA VEHICLE REGISTRATION FEE Activity Detail for Calendar Year 2020

	ALLOCATIONS		EXPENDITURES	
	2020 ALLOCATIONS (DE-OBLIGATIONS)	INCEPTION TO DATE ALLOCATIONS	2020 EXPENDITURES (ADJUSTMENTS)	INCEPTION TO DATE EXPENDITURES
Street Repair and Reconstruction	\$ -	\$ 18,910,976	\$ 1,976,640	\$ 12,815,503
Pedestrian Safety	\$ 592,055	\$ 11,785,441	\$ 2,645,249	\$ 9,454,634
Transit Reliability and Mobility Improvements	\$ 5,091,833	\$ 12,001,756	\$ -	\$ 4,183,646
<b>Grand Total</b>	<b>\$ 5,683,888</b>	<b>\$ 42,698,173</b>	<b>\$ 4,621,889</b>	<b>\$ 26,453,783</b>

## TNC TAX Activity Detail for Calendar Year 2020

	ALLOCATIONS		EXPENDITURES	
	2020 ALLOCATIONS (DE-OBLIGATIONS)	INCEPTION TO DATE ALLOCATIONS	2020 EXPENDITURES (ADJUSTMENTS)	INCEPTION TO DATE EXPENDITURES
Vision Zero Quick-Build Program Financial Year 2021	\$ 2,505,686	\$ 2,505,686	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 2,505,686</b>	<b>\$ 2,505,686</b>	<b>\$ -</b>	<b>\$ -</b>

# TRANSPARENCY AND ACCOUNTABILITY

The independent audit team of Eide Bailly, LLP, issued an unmodified (also known as a clean/unqualified) audit opinion for the Transportation Authority's financial statements for the fiscal year ended June 30, 2020. In a concurrent review, the auditors also certified that the Transportation Authority complied with the requirements applicable to the use of federal funds. This marks the 17th year in a row that independent auditors have issued clean audit reports for the Transportation Authority. Pursuant to Government Accounting Standards Board Statement No. 14, the financial statements of the Transportation Authority are included in basic financial statements of the City; however, the Transportation Authority operates as a special purpose government agency under state law. The Transportation Authority is empowered by statute to issue debt in order to finance transportation projects in the voter-approved Prop K Expenditure Plan, and its debt capacity is separate and distinct from that of the City.

In August, the Government Finance Officers Association of the United States and Canada awarded a Certificate of Achievement for Excellence in Financial Reporting to the Transportation Authority for the third consecutive year. This award, covering the financial report for fiscal year ended June 30, 2019, is the highest form of recognition in the area of governmental accounting and financial reporting.



Government Finance Officers Association

### Certificate of Achievement for Excellence in Financial Reporting

Presented to

**San Francisco County  
Transportation Authority, California**

For its Comprehensive Annual  
Financial Report  
For the Fiscal Year Ended

June 30, 2019

*Christopher P. Morrell*  
Executive Director/CEO

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## CAPITAL FINANCING AND INVESTMENT PROGRAM

The Transportation Authority maintains credit ratings with Fitch Ratings and S&P Global Ratings. In July, Fitch affirmed the AAA rating of the Transportation Authority's sales tax revenue bonds, its highest, and the Transportation Authority continues to hold the AA+ rating with S&P. The high ratings reflect the strength and diversity of the economic base that generates San Francisco's half-cent sales tax for transportation, the primary revenue source overseen by the Transportation Authority. The ratings also reflect the Transportation Authority's strong financial position. The Transportation Authority had commercial paper notes in place starting in 2004. The paper notes provided a low cost of funding, relative to other financing alternatives, and enabled us to support faster delivery of sales tax expenditure plan projects sooner than we could on a pay-as-you-go basis. In June 2018, the Transportation Authority entered into a revolving credit loan agreement for a total amount of \$140,000,000. As of December 2020, the revolving credit loan does not have an outstanding balance.

In November 2017, the Transportation Authority issued Senior Sales Tax Revenue Bonds (Series 2017) with the total face amount of \$248,250,000 maturing in February 2034, with interest rates ranging from 3.0% to 4.0%. The Series 2017 Bonds marked the inaugural issuance of long-term Sales Tax Revenue Bonds by the Transportation Authority, allowing project delivery to be advanced and benefits to the public to be realized sooner than would otherwise be possible. The Series 2017 Bonds were sold by way of competitive sale and proceeds from the bond sale primarily help pay for new Muni buses. The funds also help pay for new Muni radio communications equipment, in addition to other projects in the Prop K half-cent sales tax Expenditure Plan. The Series 2017 Bonds will be repaid through sales tax collection in subsequent years. Since the issuance of the bond, the Transportation Authority paid \$250,273,913 of Prop K capital projects expenditures with bond proceeds and interest earned on bond proceeds. As of December 2020, \$3,545,039 of bond proceeds and interest remain to be spent.

## DISADVANTAGED BUSINESS ENTERPRISE AND LOCAL BUSINESS ENTERPRISE PROGRAMS

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

In evaluating DBEs and LBEs, the Transportation Authority recognizes certifications from the California Unified Certification DBE Program, the City and County of San Francisco LBE Program, and the California Department of General Services Small Business Enterprise (SBE) program. For firms not already certified by the three agencies mentioned above, the Transportation Authority has adopted a streamlined DBE/LBE certification process.

The Transportation Authority participates in the Business Outreach Committee, a multi-agency consortium of approximately 26 Bay Area transportation agencies with a common goal to assist small, disadvantaged, and local firms doing business with Bay Area transit and transportation agencies. This year, we participated in a Business Outreach Committee-sponsored DBE certification webinar that provided small businesses an overview of federal DBE Program regulations and guidance on completing the certification process. We further promoted contracting opportunities by participating in various regional virtual events, including the American Council of Engineering Companies – Easy Bay Chapter webinar, the Focus on the Future Conference, and the Conference of Minority Transportation Officials' Annual Scholarship and Industry Awards Celebration event.

DBE, LBE, and SBE Performance for the Transportation Authority's Vendor Contracts during 2020 are shown below:

	AMOUNT	PERCENTAGE OF TOTAL INVOICES PAID
<b>Total Invoices Paid</b>	<b>\$17,512,226</b>	<b>100%</b>
Total Paid to DBE firms	\$3,696,400	21.1%
Total Paid to LBE firms	\$3,131,858	17.9%
Total Paid to SBE firms	\$4,548,090	26.0%

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



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## RACIAL EQUITY

The Transportation Authority joined the second San Francisco cohort of the Local and Regional Government Alliance on Race & Equity program in January 2017. The following year, the Transportation Authority started its Racial Equity Working Group, composed of at least one staff person from each division. In 2020, the working group helped organize the agency's annual off-site meeting focused on building an equity framework for the agency and hosting a racial equity training series to normalize conversations on race and equip staff with skills to speak to equity issues.

In June, following the beginning of protests to the murder of George Floyd, Transportation Authority staff issued a statement in response to police brutality and reinforcing our commitment to racial equity. The Transportation Authority also joined City departments in drafting a Racial Equity Action Plan that serves as a strategic plan focused on advancing more equitable internal processes.

We will continue the work of the Racial Equity Working Group in 2021, including ongoing training, additional applications of the Government Alliance on Race & Equity Racial Equity Tool – a guidance document that helps staff explore the equity implications of any project or process, and continued development and implementation of the Racial Equity Action Plan.

### Our Commitment to Racial Equity

Racial segregation and systemic discrimination have resulted in inequitable policies and practices throughout transportation planning history.

For people of color, this continues to mean higher rates of collisions and fatalities; exposure to higher rates of pollution and associated negative health impacts; fewer and oftentimes more expensive transportation options; and longer commute times. The work of the Transportation Authority must consider issues of race as they connect with other social categorizations such as income, nationality, language, gender and sexual identities, and ability.

As an agency, our mission to make travel safer, healthier, and easier for all requires a commitment to designing transportation options that advance equity. It's our responsibility to partner with people of color and disproportionately impacted communities to define their needs as we plan, fund, and deliver transportation projects. We commit to putting the interests of these communities at the forefront of our work in order to improve their safety and health outcomes, economic mobility, and overall quality of life.

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## AGENCY HIGHLIGHTS

Agency staff in 2020 were recognized for their efforts supporting transparency and accountability and helping to advance discussions on how to improve transportation across the country. We also celebrated the agency's 30th anniversary by highlighting real life stories from many San Franciscans.

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## AWARDS & RECOGNITION

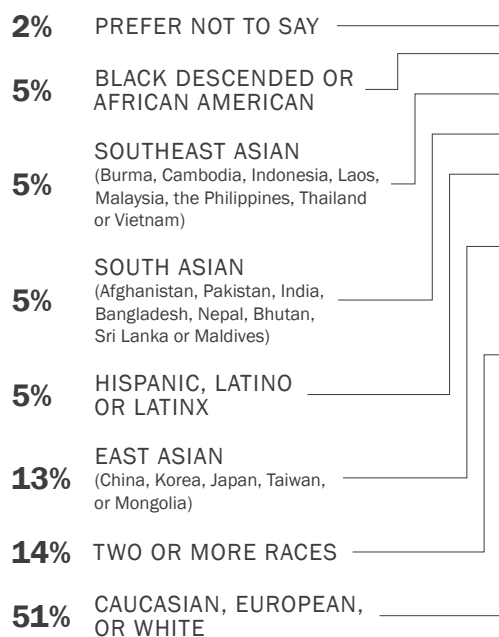
### Executive Director named to ITDP U.S. Advisory Group

Our Executive Director, Tilly Chang, was among six national leaders asked to serve on an advisory group for the United States program of the Institute for Transportation & Development Policy (ITDP). The U.S. program is the newest focus area at ITDP, which has historically centered on China, Brazil, India, Indonesia, Kenya, and Mexico. The U.S. program developed as increasing numbers of U.S. cities are exploring solutions such as bus rapid transit, bicycle infrastructure, and pedestrian-centered streets – particularly in response to COVID-19 and climate change. These cities are seeking to overcome longstanding U.S. challenges around highway sprawl, over-reliance on driving infrastructure for most travel, and lack of safe walking environments.

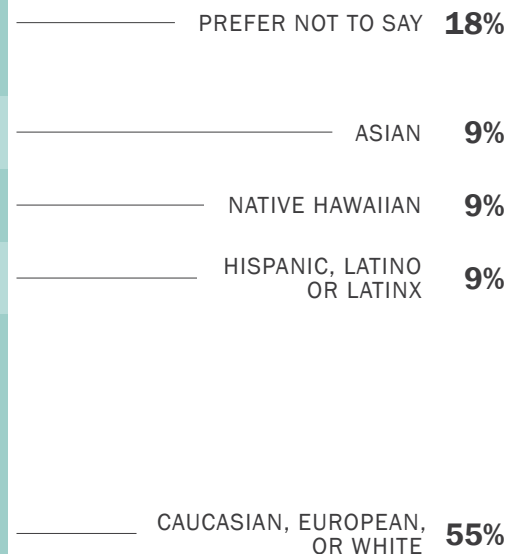
### Certificate of Achievement for Excellence in Financial Reporting

In August, the Government Finance Officers Association of the United States and Canada awarded a Certificate of Achievement for Excellence in Financial Reporting to the Transportation Authority for the third consecutive year. This award, covering the financial report for fiscal year ended June 30, 2019, is the highest form of recognition in the area of governmental accounting and financial reporting.

### Agency Demographics



### Community Advisory Committee Demographics





## Transportation Authority commemorates 30 years with community members across San Francisco

To commemorate its 30th anniversary, the Transportation Authority unveiled 'Sales Tax Stories' from people across the city highlighting beneficial investments from the half-cent sales tax for transportation. The Transportation Authority has managed San Francisco's voter-approved, half-cent sales tax since 1990. Go to [sfcta.org/stories](https://sfcta.org/stories) to read stories from transit riders, drivers, cyclists, and pedestrians from all across the city about how the half-cent sales tax has improved their lives. While all the stories are unique, a common theme that emerges is how the half-cent sales tax advances safety and connectivity benefiting the city's economy, environment, and livability.



## TRANSPORTATION AUTHORITY STAFF MEMBERS IN 2020

**TILLY CHANG** EXECUTIVE DIRECTOR  
**MARIA LOMBARDO** CHIEF DEPUTY DIRECTOR  
**ERIC CORDOBA** DEPUTY DIRECTOR FOR CAPITAL PROJECTS  
**CYNTHIA FONG** DEPUTY DIRECTOR FOR FINANCE & ADMINISTRATION  
**HUGH LOUCH** DEPUTY DIRECTOR FOR PLANNING  
**ANNA LAFORTE** DEPUTY DIRECTOR FOR POLICY & PROGRAMMING  
**JOE CASTIGLIONE** DEPUTY DIRECTOR FOR TECHNOLOGY, DATA & ANALYSIS  
**ERIC YOUNG** DIRECTOR OF COMMUNICATIONS, EXECUTIVE DIVISION  
**PRIYOTI AHMED** TRANSPORTATION PLANNER, PLANNING DIVISION  
**MICHELLE BEAULIEU** PRINCIPAL TRANSPORTATION PLANNER — GOVERNMENT AFFAIRS, POLICY & PROGRAMMING DIVISION  
**ABE BINGHAM** GRAPHIC DESIGNER, EXECUTIVE DIVISION  
**BRITTANY CHAN** COMMUNICATIONS COORDINATOR, EXECUTIVE DIVISION  
**DREW COOPER** SENIOR TRANSPORTATION PLANNER, TECHNOLOGY, DATA, & ANALYSIS DIVISION  
**AMBER CRABBE** PUBLIC POLICY MANAGER, POLICY & PROGRAMMING DIVISION  
**COLIN DENTEL-POST** SENIOR TRANSPORTATION PLANNER, PLANNING DIVISION  
**KRISTA GAN** STAFF ACCOUNTANT, FINANCE & ADMINISTRATION DIVISION  
**CAMILLE GUIRIBA** SENIOR TRANSPORTATION PLANNER, PLANNING DIVISION  
**RACHEL HIATT** ASSISTANT DEPUTY DIRECTOR FOR PLANNING, PLANNING DIVISION  
**KALMAN HUI** CONTROLLER, FINANCE & ADMINISTRATION DIVISION  
**JESSE KOEHLER** RAIL PROGRAM MANAGER, CAPITAL PROJECTS DIVISION  
**RONALD LEONG** MANAGEMENT ANALYST, FINANCE & ADMINISTRATION DIVISION  
**YVETTE LOPEZ-JESSOP** ADMINISTRATIVE ASSISTANT, FINANCE & ADMINISTRATION DIVISION  
**DAVID LONG** TRANSPORTATION PLANNER, PLANNING DIVISION  
**KALEY LYONS** TRANSPORTATION PLANNER, POLICY & PROGRAMMING DIVISION  
**PAIGE MILLER** SENIOR COMMUNICATIONS MANAGER, EXECUTIVE DIVISION  
**BRITNEY MILTON** CLERK OF THE TRANSPORTATION AUTHORITY, EXECUTIVE DIVISION  
**HENRY PAN** STAFF ACCOUNTANT, FINANCE & ADMINISTRATION DIVISION  
**ALIZA PAZ** SENIOR TRANSPORTATION PLANNER, PLANNING DIVISION  
**MIKE PICKFORD** SENIOR TRANSPORTATION PLANNER, POLICY & PROGRAMMING DIVISION  
**LINA PLOTNIKOFF** STAFF ACCOUNTANT, FINANCE & ADMINISTRATION DIVISION  
**ERIC REEVES** SENIOR PROGRAM ANALYST, POLICY & PROGRAMMING DIVISION  
**STEVE REHN** SENIOR TRANSPORTATION PLANNER, POLICY & PROGRAMMING DIVISION  
**BHARGAVA SANA** SENIOR TRANSPORTATION MODELER, TECHNOLOGY, DATA, & ANALYSIS DIVISION  
**JEN SHADER** EXECUTIVE ASSISTANT, EXECUTIVE DIVISION  
**APRILE SMITH** SENIOR TRANSPORTATION PLANNER, POLICY & PROGRAMMING DIVISION  
**MIKE TAN** ADMINISTRATIVE ENGINEER, CAPITAL PROJECTS DIVISION  
**DANIEL TISCHLER** SENIOR TRANSPORTATION MODELER, TECHNOLOGY, DATA, & ANALYSIS DIVISION  
**ANGELA TSAO** ADMINISTRATIVE ASSISTANT, FINANCE & ADMINISTRATION DIVISION  
**YANA WALDMAN** ASSISTANT DEPUTY DIRECTOR FOR CAPITAL PROJECTS, CAPITAL PROJECTS DIVISION  
**LILY YU** PRINCIPAL MANAGEMENT ANALYST, FINANCE & ADMINISTRATION DIVISION

### INTERNS:

Alejo Alvarado, Lauren Anderson, Trina Cautiverio, Grasielita Diaz, Sushmitha Gumireddy, Marwa Oussaifi, William Walker

## Individuals Serving the Transportation Authority for Part of 2020

Linda Meckel, Alberto Quintanilla, Steve Stamos, Kimberly Venegas

## CONSULTANTS ASSISTING THE TRANSPORTATION AUTHORITY IN 2020

**15 THIRD STREET BUS STUDY:** Alan Hoffman

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

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

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

**ADMINISTRATIVE SERVICES:** A. Maciel Printing

**ALEMANY REALIGNMENT STUDY [NTIP]:** Parisi Transportation Consulting, Inc.

**AUDIT SERVICES:** Eide Bailly LLP

**BOND AND DISCLOSURE COUNSEL:** Nixon Peabody LLP

**CALTRAIN DOWNTOWN EXTENSION:** AECOM Technical Services, Inc.; Arup North America, Ltd.; Associated Right of Way Services, Inc.; IDSCA; T.Y. Lin International

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

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

**DISTRICT 4 MOBILITY IMPROVEMENTS STUDY [NTIP]:** InterEthnica, Inc.

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

**ECONOMIC ANALYSIS SERVICES:** Beacon Economics, LLC

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

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

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

**HUMAN RESOURCES SERVICES:** Krauthamer & Associates

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

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

**INFORMATION TECHNOLOGY:** Inro Consultant Inc.; SPTJ Consulting

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

**MYSTREETSF:** Because LLC

**OCTAVIA IMPROVEMENTS STUDY [NTIP]:** Mapita North America Inc.; Nelson\Nygaard Consulting Associates, Inc.

**PENNSYLVANIA AVENUE EXTENSION PROJECT:** McMillen Jacobs Associates, Inc.

**PORTSMOUTH SQUARE TRAFFIC STUDY [NTIP]:** Parisi Transportation Consulting, Inc.

**PRESIDIO PARKWAY:** Arup/PB Joint Venture

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

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

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

**SOFTWARE SYSTEMS AND MAINTENANCE:** Cast Iron Coding, Inc.; Concur Technologies, Inc.; OpenGov, Inc.

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

**TRAINING SERVICES:** Left Lane Advisors, LLC; Dwayne S. Marsh

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

**TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM:** Arup North America, Ltd.; Civic Edge Consulting; Convey, Inc.; HNTB Corporation; Parisi Transportation Consulting; WSP USA, Inc.

**VAN NESS TRANSPORTATION IMPROVEMENT:** Parsons Transportation Group, Inc.

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

**WEBSITE DEVELOPMENT:** Mission Web Works

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

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Authority**