



RESOLUTION ADOPTING THE PROPOSED FISCAL YEAR 2021/22 BUDGET AND
WORK PROGRAM

WHEREAS, Pursuant to State statutes (California Public Utilities Code, Sections 131000 et seq.), the Transportation Authority must adopt an annual budget by June 30 of each year; and as called for in the Fiscal Policy (Resolution 18-07) and Administrative Code (Ordinance 17-01), the Board shall set the overall budget parameters for administrative and capital expenditures, and the spending limits on certain line items, and adopt the budget prior to June 30 of each year; and

WHEREAS, The proposed Fiscal Year (FY) 2021/22 Work Program described in Attachment 1 includes activities in four major functional areas: 1) Plan, 2) Fund, 3) Deliver, and 4) Transparency and Accountability; and

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

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

WHEREAS, Total revenues are projected to be \$126.3 million and sales tax revenues, net of interest earnings, are projected to be \$92.9 million, or 73.6% of FY 2021/22 revenues; and

WHEREAS, Total expenditures are projected to be about \$226.0 million, and of this amount, capital project costs are \$191.4 million, or 84.7% of total projected



expenditures, with 5.5% of expenditures budgeted for administrative operating costs, and 9.8% for debt service and interest costs; and

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

WHEREAS, At its May 26, 2021 meeting, the Citizens Advisory Committee was briefed on the proposed FY 2021/22 Budget and Work Program and unanimously adopted a motion of support for the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the proposed FY 2021/22 Budget and Work Program.

Attachments:

- Attachment 1 - Proposed Work Program for FY 2021/22
- Attachment 2 - Proposed Budget for FY 2021/22



**San Francisco
County Transportation
Authority**

BD060821

RESOLUTION NO. 21-56

The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 22nd day of June, 2021, by the following votes:

Ayes: Commissioners Chan, Haney, Mandelman, Mar, Melgar, Peskin, Preston, Ronen, Stefani, and Walton (10)

Nays: (0)

Absent: Commissioner Safai (1)

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

Rafael Mandelman
Chair

Date

ATTEST:

A handwritten signature in blue ink, appearing to read 'Tilly Chang'.

06/30/21

Tilly Chang
Executive Director

Date

Attachment 1

Proposed Fiscal Year 2021/2022 Annual Work Program

The Transportation Authority's Fiscal Year (FY) 2021/22 Work Program includes activities in five divisions overseen by the Executive Director: 1) Policy and Programming, 2) Capital Projects, 3) Planning, 4) Technology, Data, and Analysis, and 5) Finance and Administration. The Executive Director is responsible for directing the agency in keeping with the annual Board-adopted goals, for the development of the annual budget and work program, and for the efficient and effective management of staff and other resources. Further, the Executive Director is responsible for regular and effective communications with the Board, the Mayor's Office, San Francisco's elected representatives at the state and federal levels and the public, as well as for coordination and partnering with other city, regional, state, and federal agencies.

The agency's work program activities address the Transportation Authority's designated mandates and functional roles. These include: 1) serving as the Prop K transportation sales tax administrator; 2) serving as the Congestion Management Agency (CMA) for San Francisco; 3) acting as the Local Program Manager for the Transportation Fund for Clean Air (TFCA) program; 4) administering the \$10 Prop AA vehicle registration fee; and 5) administering the Prop D Traffic Congestion Mitigation Tax (TNC Tax) program. The Transportation Authority is also operating as the Treasure Island Mobility Management Agency (TIMMA). The TIMMA FY 2021/22 Work Program will be presented to the TIMMA Board as a separate item and is not reflected below.

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

PLAN

Long-range, countywide transportation planning and CMA-related policy, planning, and coordination are at the core of the agency's planning functions. In FY 2021/22, we will continue to implement recommendations from the existing San Francisco Transportation Plan (SFTP, 2017), while completing the next update (SFTP, 2021) through the San Francisco Long-range Transportation Planning Program, also known as ConnectSF, our multi-agency partnership with the San Francisco Municipal Transportation Agency (SFMTA), the San Francisco Planning Department (SF Planning), and others. This year, we are conducting a major update of the SFTP in concert with the adoption of Plan Bay Area 2050, to set a future transportation policy and investment blueprint for the city that coordinates with regional plans. We will also continue to further corridor, neighborhood, and community-based transportation plans under our lead, while supporting efforts led by partner agencies. We will undertake new planning efforts meant to inform and respond to emerging trends and policy areas. This strategic area of focus for our planning work includes research and active congestion management as the economy emerges from shelter-in-place toward recovery. Most of the FY 2021/22 activities listed below are multi-divisional efforts, often led by the Planning or Capital Projects divisions in close coordination with Technology, Data, and Analysis and the Policy and Programming divisions. Proposed activities include:

Active Congestion Management

- **COVID-Era Congestion Tracker and COVID-19 Recovery Scenario Analysis.** The shelter-in-place (SIP) orders issued in mid-March 2020 rapidly changed traffic patterns, resulting in less congestion and significantly lower transit ridership. Since last spring, congestion has slowly increased, but roadway travel speeds remain above pre-pandemic levels, and transit ridership continues to be at historically low levels. We anticipate that these patterns will change

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significantly in the coming months, as increased vaccination rates lead to easing of travel restrictions and increased economic activity, which combined with reduced levels of transit service provision may lead to a sharp increase in congestion. The Transportation Authority will continue with frequent updates to the COVID-Era Congestion Tracker (<https://covid-congestion.sfcta.org/>), an interactive map of critical roadways in San Francisco that provides decision-makers with the ability to monitor weekly changes in roadway congestion in order to identify emerging congestion "hot spots" and identify appropriate management strategies. The Congestion Tracker also allows partner agencies like the SFMTA and other users to view speed data for the city overall, or for particular segments, and to compare current speeds to pre-COVID conditions. This year we expect to expand the Congestion Tracker to include more streets across more of the city. In addition, we will continue to use the Transportation Authority's San Francisco Chained Activity Modeling Process (known as SF-CHAMP) activity-based travel demand model to analyze a wide range of recovery scenarios that look at the impacts of telecommuting, transit service provision, public willingness to ride transit, and other factors on travel demand and system performance.

- **Downtown Congestion Pricing Study.** We have worked with the Policy Advisory Committee (PAC) and other stakeholders to set key goals and objectives, including advancing equity while reducing congestion, transit delays, traffic collisions, air pollution, and greenhouse gas emissions; to conduct outreach to shape alternative scenarios; and technical screening of policy options. We will extend the study schedule, as directed by the Chair in response to stakeholder feedback, through the end of calendar year 2021. Remaining study tasks include the detailed evaluation work and working with the PAC, community organizations, and the public to review program design options, benefits, and impacts of a potential congestion pricing program in San Francisco.

SFTP Implementation and Board Support

- **Neighborhood Transportation Improvement Program (NTIP) Cycle 2 (Fiscal Years 2019/20-2023/24).** We will identify and advance new projects through Cycle 2 of the sales tax-funded NTIP, and monitor implementation of previously funded NTIP projects. Funds for Cycle 2 include \$100,000 in planning funds for each district and \$600,000 in local match funds for each district to advance NTIP projects toward implementation. Scoping of new NTIP planning and capital efforts, including advancing recommendations from recently completed plans, will be done in coordination with Transportation Authority Board members and SFMTA's NTIP Coordinator. We will continue to lead NTIP projects in three City supervisorial districts: Districts 4 (D4 Mobility Study), 5 (D5 Circulation and Access Study), and 9 (Alemany Realignment Study), and we anticipate supporting the next phase of D1 NTIP work on JFK and Golden Gate Park Access including Equity studies (D10 request).
- **San Francisco School Access Plan.** Caltrans awarded a Caltrans Sustainable Planning Grant to the Transportation Authority to develop a School Access Plan. Building on our prior work on the Child Transportation Study, this plan will develop near and medium-term school transportation solutions for medium- to long-distance K-5 school trips, focusing on improving equity for vulnerable students and families, including students with Individualized Education Plans, students experiencing homelessness, foster youth, and low-income youth. This study started slowly in the prior fiscal year reflecting the lack of in-person schooling. As schools reopen in FY 2021/22, we anticipate making substantial progress on this study, with study completion expected in FY 2022/23.

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Long Range, Countywide, and Inter-Jurisdictional Planning

- **SFTP 2050 and ConnectSF.** We plan to present the SFTP 2050 to the Board for approval by the end of calendar year 2021, building on the Streets and Freeways Study, the Transit Corridors Study, and other ConnectSF work, as well as other plans and studies conducted by the Transportation Authority and others. We are planning outreach this summer to review potential tradeoffs among major investments and policy choices. The SFTP will result in a fiscally constrained transportation investment and policy blueprint for San Francisco through the year 2050. The plan will identify the policy and transportation investment options that help San Francisco advance towards our ambitious equity, greenhouse gas, safety, and other goals, given current and future funding sources. The 2017 SFTP and the SFTP update work completed to date have informed San Francisco's input into Plan Bay Area 2050. Both plans are slated for adoption in 2021. The SFTP will also be central to reauthorization of the Prop K sales tax wherein we can reset Expenditure Plan categories and extend the Expenditure Plan end date past FY 2033/34, which will be a key element of our work program in FY 2021/22 (see Fund section for additional details).
- **Managed Lane and Express Bus System Planning and Policy Support.** We continue to work on planning and regional coordination for the San Francisco freeway system, including conducting an equity study of managed lanes in the US 101/I-280 corridor. The project is evaluating an HOV lane to improve transit speed and reliability. The equity study of the US 101/I-280 corridor will include outreach on improvement concepts identified in prior studies and will identify a full program to address congestion in this corridor, including transit service, local improvements, and potential lane changes to the freeway system. We are also continuing to coordinate with regional agencies on the Express Lane Strategic Plan and US 101 corridor plans with San Mateo and Santa Clara counties, given the need to address growing congestion in the corridor, and to help prioritize Muni bus service.
- **Support Statewide and Regional Planning Efforts.** We will continue to support studies and planning efforts at the state and regional levels, including the California High-Speed Rail Authority's Business Plan and Environmental Impact Report; Caltrain and High-Speed Rail Business Plan coordination; California Transportation Commission (CTC)/California Air Resources Board (CARB) joint efforts on climate policy; State of California Public Utilities Commission (CPUC) data rulemaking and regulations for TNCs (including SB 1376 Access for All regulations); and the Metropolitan Transportation Commission's (MTC's) Blue Ribbon Transit Recovery Task Force. We will also continue to coordinate with BART and other partner agencies to advance Link21, the study of a potential second Transbay rail crossing, and associated connection to the west side.
- **SFTP Modal Planning Follow-on Studies.** Looking ahead, we anticipate working in collaboration with Board members, partner agencies and the community on the following, which will also be dependent upon securing funding through future appropriations or discretionary grants:
 - West side transit planning/subway feasibility study
 - Active transportation connectivity, street reconfiguration, and safety improvements on Brotherhood and Alemany (D11)
 - D4 Mobility Study implementation of recommendations such as a community shuttle

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- Local waterfront ferry (D10, 6, 3, 2)
- Shifting truck access to industrial areas in the southeast away from Third Street (D10)
- SE Caltrain station follow on to SF Planning study
- Citywide shuttle planning to help fill gaps in the future City transit network
- Potential Fare Free Muni Pilot Evaluation

Transportation Forecasting, Data and Analysis

- **Travel Forecasting and Analysis for Transportation Authority Studies.** We will provide modeling and data analysis to support efforts such as SFTP and ConnectSF, including the Streets and Freeways Study and the Transit Corridors Study; Downtown Rail Extension; US 101/280 Managed Lanes and Express Bus Study; Treasure Island Mobility Management Program; and Downtown Congestion Pricing Study.
- **Congestion Management Program Update.** Every two years, we prepare and update to the San Francisco Congestion Management Program (CMP), which documents changes in multi-modal transportation system performance including roadway speeds, transit reliability, and bicycle and pedestrian counts. We will lead CMP data collection efforts in spring 2021, and the CMP update will be completed in fall 2021.
- **Modeling Service Bureau.** We provide modeling, data analysis, and technical advice to City agencies and consultants in support of many projects and studies. Expected service bureau support this year for partner agencies and external parties is to be determined.
- **Transportation Sustainability Program Evaluation Study.** We will advance research to quantify the effectiveness of the TDM strategies included in San Francisco's Transportation Sustainability Program (TSP) in reducing VMT and single-occupancy vehicle trips.
- **New Mobility Rulemaking.** We will continue to work with SFMTA to provide San Francisco's input to state and federal rulemaking opportunities, particularly related to CPUC's regulation of TNCs including data sharing; CPUC implementation of the TNC "Access for All" legislation; and CARB implementation of the TNC "Clean Miles" legislation. We will also continue to work on federal autonomous vehicle policies through transportation reauthorization and other legislative efforts.
- **Model Enhancements.** We are limiting our model development efforts to focus on understanding current essential travel patterns, as well as patterns that result from re-opening the City's economy. These efforts include tracking congestion and transit ridership trends and representing the evolving transit service levels in the region during recovery.

FUND

The Transportation Authority was initially established to serve as the administrator of the Prop B half-cent transportation sales tax (superseded by the Prop K transportation sales tax in 2003). This remains one of the agency's core functions, which has been complemented and expanded upon by several other roles including acting as the administrator for Prop AA, the Traffic Congestion Mitigation Tax (Prop D or TNC Tax), the TFCA county program, and serving as CMA for San Francisco. We serve as a funding and financing strategist for San Francisco projects; advocate for discretionary funds and

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legislative changes to advance San Francisco project priorities; provide support to enable sponsor agencies to comply with timely-use-of-funds and other grant requirements; and seek to secure new revenues for transportation-related projects and programs. The work program activities highlighted below are typically led by the Policy and Programming Division with support from all agency divisions. Notable efforts planned for FY 2021/22 include:

Fund Programming and Allocations. We will continue to administer the Prop K sales tax, Prop AA vehicle registration fee, TFCA, and TNC Tax programs through which the agency directly allocates or prioritizes projects for grant funding; monitor and provide project delivery support and oversight for the Lifeline Transportation Program, One Bay Area Grant, and State Transportation Improvement Program in our role as CMA. We will continue to provide technical, strategic, and advocacy support for a host of other fund programs, such as revenues distributed under Senate Bill 1 (see below), California's Cap-and-Trade and Active Transportation Programs, and federal competitive grant programs. Notable efforts for FY 2021/22 include conducting a Prop AA call for projects for the Strategic Plan and 5-Year Prioritization Programs update covering FY 2022/23 through FY 2026/27, with Board adoption of the update by the end of FY 2021/22; and allocating the second year of TNC Tax funds for the SFMTA's Quick-Build Program by the end of the calendar year.

Senate Bill 1. In FY 2020/21, we were pleased to see major Bay Area and local San Francisco projects receive grant funds from the Solutions for Congested Corridors program (BART Core Capacity), Local Partnership Program (LPP) competitive funds (Mission Geneva Safety), and State Highway Operations and Preservation Program's Complete Streets Reservation (Vision Zero Ramp Intersection). This coming FY, we will work internally and with San Francisco project sponsors to identify strong candidates for the next funding cycles of these SB 1 programs. After seeking Board approval of project priorities for the Transportation Authority's share of LPP formula funds (anticipated in June 2021 for a portion of the funds, with the remainder in fall 2021), we will seek approval from the California Transportation Commission (CTC) and support allocation requests for projects recommended to receive FY 2021/22 programming. We will continue to support regional requests for funding, provide input to CTC on revisions to program guidelines, and engage our Board and MTC Commissioners, including seeking guidance on prioritizing funds.

Plan Bay Area 2050. As CMA, we will continue to coordinate San Francisco's input to Plan Bay Area 2050 and related transit and housing policy efforts (Regional Housing Needs Allocation, Blue Ribbon Transit Recovery Task Force), through their completion in the fall of 2021. These efforts involve close coordination with San Francisco agencies, the Mayor's office, our representatives on the Association of Bay Area Governments and MTC, and with Bay Area County Transportation Agencies (CTAs), regional transit agencies, and other community stakeholders.

New Revenue Options. We continue to track Regional Measure 3 status (in litigation) and are coordinating with SFMTA on needs and opportunities for a potential local transportation measures in upcoming election cycles, including reauthorization of the Prop K sales tax (see below), a regional transportation measure (eyeing 2024 potentially), and new opportunities at the federal and state levels including but not limited to a new federal surface transportation bill, a federal infrastructure bill and new state funding for climate and safety projects.

Prop K Strategic Plan Update. We will finish the Strategic Plan update started in FY 2020/21 that was initiated given the pandemic-induced decline in sales tax revenues. We have already done a lot of the foundational work with sponsors to true up revenues and expenditures to reflect actuals

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since the 2019 Strategic Plan was adopted and adjusted anticipated reimbursement schedules for grants with the largest remaining balances. The next steps involve incorporating new short- and long-term revenue projections into the Strategic Plan financial model. Given that the revenue forecast will be lower than in the current Strategic Plan, we will work with project sponsors to counterbalance the decline as much as possible by updating project reimbursement schedules for existing allocations and programmed but unallocated funds, while also working to keep project pipelines moving until a New Expenditure Plan is approved (see entry below). We anticipate completing the Strategic Plan update this fall.

New Transportation Sales Tax Expenditure Plan. Following Board direction, we will continue work on reauthorization of the Prop K half-cent transportation sales tax, which provides the opportunity to update the Prop K Expenditure Plan to reflect new priorities that are not eligible under the 2003 Expenditure Plan, to incorporate recommendations from ConnectSF and SFTP work, and to replenish funds for categories running out of funds by extending the FY 2033/34 end date of the Expenditure Plan. We will continue public engagement, expanding our toolkit of engagement methods as SIP orders ease up, while maintaining a strong focus on equity. Subject to Board approval of the Expenditure Plan Advisory Committee (EPAC) structure, we plan to convene the EPAC in July with regular meetings through the end of the calendar year to develop and recommend a new Expenditure Plan to the Transportation Authority Board. We will work with San Francisco project sponsors, including regional transit operators, to provide input to and support the work of the EPAC. Our current schedule targets placing a measure on the ballot in June 2022, though the schedule is flexible should the Board decide to bring the ballot measure to the November 2022 election instead.

Legislative Advocacy. We will continue to monitor and take positions on state legislation affecting San Francisco's transportation programs and develop strategies for advancing legislative initiatives beneficial to San Francisco's interests and concerns at the state and federal level. Our advocacy builds off the agency's adopted legislative program (e.g., includes Vision Zero, new revenue, and project delivery advocacy), and is done in coordination with the Mayor's Office, the Self-Help Counties Coalition, and other city and regional agencies. This year our efforts will include advocacy and coordination on the Biden Administration's American Jobs Plan proposal and subsequent legislation that Congress authors, as we continue to advocate and provide input on the Invest Act/Reauthorization bill and other federal policies that support San Francisco projects and strategies (e.g. emerging technology regulations, new safety and equity legislation, transportation pricing authorization).

Funding and Financing Strategy Opportunities. We will continue to provide funding and financing strategy support for Prop K signature projects, many of which are also included in MTC's Regional Transit Expansion Agreement. Examples include: Caltrain Electrification, the Downtown Rail Extension, and Better Market Street. We will help position San Francisco's projects and programs to receive funding from reauthorization of the federal transportation bill, infrastructure bill funding opportunities, and any additional federal COVID relief funds. We serve as a funding resource for all San Francisco project sponsors (e.g. brokering fund exchanges). At the regional level, in summer 2021, MTC will be kicking off the program development for the One Bay Area Grant (OBAG) program cycle 3 to inform the regional distribution of future federal Surface Transportation Block Grant and Congestion Mitigation and Air Quality Improvement funding. In our role as a CTA and advisors to our MTC Commissioners, we will provide input to the program

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development process, to support equitable distribution of funds across the region, including for San Francisco local and regional priorities included in PBA 2050.

Capital Financing Program Management. Led by the Finance and Administration Division in close collaboration with the Policy and Programming Division, and with the support of our financial advisors, we will continue to provide effective and efficient management of our debt program, including the revolver credit agreement, to enable flexibility and accelerated delivery of sales-tax funded capital projects compared to what is supportable on a pay-go basis - at the lowest possible cost to the public. During the first quarter of the fiscal year, we anticipate bringing a new Revolving Credit Loan Agreement to the Board for approval, up to \$200 million, to support the Transportation Authority's interim borrowing program.

Prop K Customer Service and Efficiency Improvements. This ongoing multi-division initiative will continue to improve our processes to make them more user-friendly and efficient for both internal and external customers, while maintaining a high level of transparency and accountability appropriate for administration of voter-approved revenue measures. The initiative includes evaluating the potential to create a master grant number that agencies charge to for projects that draw funds from multiple expenditure plan categories rather than having to track multiple grant numbers. It also includes maintaining and enhancing mystreetsf.sfcta.org, our interactive project map, and the Portal, our web-based grants management database used by our staff and project sponsors. Our key areas of focus will be making refinements to project promotion tools, and enhancements to grant administration resources including cash flow amendments through the Portal and identifying projects ripe for closeout.

DELIVER

Supporting the timely and cost-effective delivery of Transportation Authority-funded transportation projects and programs requires a multi-divisional effort, led primarily by the Capital Projects Division with support from other divisions. As in past years, the agency focuses on providing engineering support and oversight of Prop K sales tax major capital investments, such as SFMTA's Central Subway, Van Ness Bus BRT, and facility upgrade projects; the Downtown Rail Extension (DTX) and Pennsylvania Alignment Studies; and Caltrain Modernization, including electrification as well as railyards planning coordination and oversight (for which we will seek funding). We also serve as the lead agency for the delivery of certain capital projects, such as the I-80/Yerba Buena Island (YBI) Interchange Improvement Project, which typically are multi-jurisdictional in nature and often involve significant coordination with Caltrans. Key delivery activities for FY 2021/22 include the following:

Transportation Authority - Lead Construction:

- **I-80/YBI East Bound Off Ramp/Southgate Road Realignment Project.** We will continue working with Caltrans, the Bay Area Toll Authority (BATA), Treasure Island Development Authority (TIDA), and the U.S. Coast Guard to advance construction of the new facility. The project broke ground in June 2020 and is on schedule and within budget for partial completion by the end of FY 2021/22.
- **YBI West Side Bridges.** We will continue working on securing full funding (if not done in FY 2020/21), executing funding agreements, and completing final engineering in preparation for award of the construction contract. We are also coordinating with bicycle/pedestrian path plans adjacent to the West Side bridges project. See YBI Bike/Ped Path below.

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Transportation Authority - Lead Project Development:

- **US 101/I-280 Managed Lanes and Express Bus Project.** The Transportation Authority will continue advancement of environmental approvals for the northbound I-280 carpool lanes between 18th and 3rd Street (Phase 1) as well as preliminary engineering and traffic analysis for the southbound lanes on I-280 and US 101 to the San Mateo County line. The companion equity study and related regional express lane policy work is described above under the Plan section.
- **I-280/Ocean Avenue South Bound Off-Ramp Realignment.** We will continue to advance I-280 Interchange modifications at Balboa Park including the start of design work for the southbound off ramp at Ocean Avenue and early planning for the connected northbound off ramp to Geneva Avenue. This is dependent upon securing Prop K funds to be reprogrammed from US 101/I-280 Managed Lanes and Express Bus Project, for which we plan to seek Board approval in fourth quarter of FY 2020/21.
- **YBI Bike/Ped Path.** We will keep working with our partners, BATA, TIDA, SFMTA, and interested stakeholders (San Francisco and East Bay bicycle coalitions) to fund and advance the preliminary engineering, environmental and design phases of the YBI multi-use path connecting the western side of the island from the SFOBB East Span YBI viewing area down to the future Treasure Island Ferry Terminal and providing an ultimate connection point to the planned BATA-led SFOBB West Span Skyway Path.
- **Quint Street.** We will continue to work with San Francisco Public Works and Office of Real Estate to acquire the right of way for the re-aligned Quint Street, if not already achieved by the end of June 2021. This acquisition will allow us to begin the design phase of the project, subject to funding availability.
- **Presidio Parkway.** We will continue development of an informational Case Study showcasing the Public Private Partnership delivery of Phase 2 in comparison to traditional delivery of Phase 1. The study explores the unique situation of a single project being delivered using two methods of procurement.

Transportation Authority - Project Delivery Support:

- **Caltrain Early Investment Program and California High-Speed Rail Program.** We coordinate with the California High-Speed Rail Authority and city agencies on high-speed rail issues affecting the City; and we work with Caltrain, MTC, the Mayor's Office, and Peninsula and regional stakeholders to monitor and support delivery of the Caltrain Early Investment Program, including the electrification project. This year we will continue to work closely with aforementioned stakeholders to support delivery of the blended Caltrain/High Speed Rail system to the Peninsula corridor that extends to the new Salesforce Transit Center, including leading critical Configuration Management Board efforts. We are also supporting policy discussions as requested for Caltrain funding and governance.
- **Caltrain Downtown Rail Extension (DTX) and Salesforce Transit Center.** We will continue moving forward with DTX project development efforts as part of the Executive Steering Committee (ESC), inclusive of regional partners per the SF-Peninsula rail program Memorandum of Understanding (MOU). This includes the Executive Director serving on the ESC and on the TJPA Board as an alternate. We will work closely with our MOU partners to

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advance critical phasing opportunities analysis, long range rail network planning, and funding plan development, and coordinating our efforts with BART/Capitol Corridor as they lead the Link21 planning efforts for a second transbay rail crossing.

- **Caltrain Railyards, Pennsylvania Extension, and 22nd Street ADA and Station Location Studies.** We will continue to support coordination at the Caltrain northern terminus railyards site at 4th/5th and King streets through enhanced oversight (subject to Board approval of an appropriation anticipated first quarter FY 2021/2022), as well as lead preliminary engineering to inform the environmental phase for the Pennsylvania Avenue Extension (PAX) project. We are also partnering with Caltrain and SF Planning on ADA and station location/improvement studies for the 22nd Street Station and potential new southeast/Bayview station. Subject to Board approval, we anticipate taking the results of the Planning Department's screening and evaluation study and advancing them into the planning and design phases.
- **Geary and Van Ness Avenue BRTs.** We will continue to oversee SFMTA construction efforts including environmental compliance for Geary Phase I and Van Ness BRT projects. We will also keep working closely with SFMTA to review Geary BRT Phase II project plans and coordination with TCS recommendations for the west side subway.
- **Better Market Street.** We will continue to conduct oversight on city agencies' project delivery plans to minimize disruption to businesses during construction and reduce cost. We will also make further efforts to strengthen the project's funding plans both for the near-term improvements as well as the long-term vision for the corridor.
- **Central Subway.** We will continue to provide project management oversight and scope/cost/schedule and funding assessment and strategy, including participation in critical Configuration Management Board efforts.
- **Capital Projects Delivery Reform.** Lead and coordinate project delivery reform best practices (lessons learned) analysis, including workshops with City and regional agencies and industry experts leading to development of specific recommendation options. We anticipate scoping and seeking an appropriation for this work in first quarter FY 2021/22.

TRANSPARENCY AND ACCOUNTABILITY

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

Board Operations and Support. Staff Board meetings including standing and ad hoc committees.

Communications and Community Relations. Execute the agency's communications strategy with the general public, our Board, various interest groups, and other government agencies. This is accomplished through various means, including fostering media and community relations; developing strategic communications plans for projects and policy initiatives; disseminating agency news and updates through 'The Messenger' electronic newsletter; social media and other web-based communications; supporting public outreach; and helping coordinate events to promote the agency's work. Communications staff has listed the following growth goals for various platforms:

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- Instagram: Grow following by 50%
- Twitter: Grow following by 17%
- Facebook: Grow following by 15%
- Messenger: Grow subscriber list by 2.5%
- LinkedIn: Grow following by 20%
- Website: Increase unique website hits by 5%

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

- Continue refining outreach and communications techniques to adapt to SIP restrictions and the ongoing pandemic, with a focus on racial equity and seeking to engage Communities of Concern.
- Rollout agency Outreach Guidelines to agency staff to codify best practices when preparing for and executing agency outreach.
- Support agency experts in thought leadership roles and speaking engagements
- Support project delivery events (groundbreakings, ribbon cuttings), including anticipated Van Ness BRT opening and Tunnel Tops opening

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

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

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

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

Systems Integration. Enhance and maintain the enterprise resource planning system (business management and accounting software), and other financial systems to improve accounting functions, automate processes, general ledger reconciliations, and financial reporting, as well as enabling improved data sharing with the Portal. This year, we are planning to perform a major upgrade to our enterprise resource planning system due to the end of mainstream support from the existing software developer.

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

Racial Equity Action Plan. Work through the Racial Equity Working Group to advance the Racial Equity Action Plan created in the prior fiscal year. The current phase of the plan identifies over 80 actions for implementation over a 3-year period. This year we anticipate making progress in several areas, including enhancing our hiring and recruiting processes and tracking success in this area, documenting procedures for advancement, and many others. The current plan focuses on internal agency operations and we anticipate that the Office of Racial Equity will initiate a second phase of work that is focused on public-facing activities. We have begun to incorporate racial equity into work

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Proposed Fiscal Year 2021/2022 Annual Work Program

products including our ConnectSF/SFTP and Downtown Congestion Pricing studies, our work on reauthorization of the Prop K expenditure plan, and others. We look forward to future guidance to develop plans, projects, and programs. We will provide quarterly updates to the Citizens Advisory Committee and Board on our progress on this plan.

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

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

Human Resources. Administer recruitment, personnel, and benefits management and office procedures. We conduct or provide training for staff. We advance agency workplace excellence initiatives through staff working groups, training, and other means. This year, we continue to focus on racial equity training and the implementation of the agency racial equity action plan.

Office Management and Administrative Support. Maintain facilities and provide procurement of goods and services and administration of services contracts. Staff front desk reception duties. Provide assistance to the Clerk of the Transportation Authority as required with preparation of agenda packets and minutes, updates to our website, and clerking meetings.

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

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



Proposed Budget Annual by Fund

	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund for Clean Air Program	Vehicle Registration Fee for Transportation Improvements Program	Treasure Island Mobility Management Agency Program	Traffic Congestion Mitigation Tax Program	Budget Annual Fiscal Year 2021/22
Revenues:							
Sales Tax Revenues	\$ 92,879,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92,879,800
Vehicle Registration Fee	-	-	-	4,834,049	-	-	4,834,049
Traffic Congestion Mitigation Tax	-	-	-	-	-	4,199,300	4,199,300
Interest Income	607,168	-	724	631	-	25,147	633,670
Program Revenues	-	20,345,877	672,708	-	2,656,232	-	23,674,817
Other Revenues	46,500	-	-	-	-	-	46,500
Total Revenues	93,533,468	20,345,877	673,432	4,834,680	2,656,232	4,224,447	126,268,136
Expenditures							
Capital Project Costs	150,674,687	22,422,367	1,385,939	11,162,165	1,790,963	4,005,686	191,441,807
Administrative Operating Costs	6,318,683	4,539,375	40,429	241,778	1,064,721	120,205	12,325,191
Debt Service Costs	22,192,850	-	-	-	-	-	22,192,850
Total Expenditures	179,186,220	26,961,742	1,426,368	11,403,943	2,855,684	4,125,891	225,959,848
Other Financing Sources (Uses):	93,184,683	6,615,865	-	-	199,452	-	100,000,000
Net change in Fund Balance	\$ 7,531,931	\$ -	\$ (752,936)	\$ (6,569,263)	\$ -	\$ 98,556	\$ 308,288
Budgetary Fund Balance, as of July 1	\$ 50,354,157	\$ -	\$ 1,003,204	\$ 15,490,329	\$ -	\$ 6,362,903	\$ 73,210,593
Budgetary Fund Balance, as of June 30	\$ 57,886,088	\$ -	\$ 250,268	\$ 8,921,066	\$ -	\$ 6,461,459	\$ 73,518,881