## Overview

<table>
<thead>
<tr>
<th>January</th>
<th>June</th>
<th>July</th>
<th>August</th>
</tr>
</thead>
</table>

Since the beginning of the year the SFMTA has been working to develop a comprehensive plan to identify both the operational and infrastructure needs of the transportation system – building on T2030 and T2045.

The proposed General Obligation Program is the first in several funding initiatives to fund the core of our transportation system and its operations, but also update and expand it to meet the needs of San Francisco today.
Transportation 2050 (T2050) presents possible futures and actions to address transportation needs and priorities in San Francisco.

Years of community planning, visioning and technical analysis

Transportation Task Force 2013 (T2030)

Transportation Task Force 2018 (T2045)

ConnectSF

Vision Zero Action Plan

SFMTA 20-Year Capital Plan

SFMTA State of Good Repair Report

2021 SFMTA Community Survey

SFMTA 5-Year CIP

SFMTA 2-Year Budget

SF Transportation Plan
In Spring 2021, the SFMTA completed a Community Survey to help identify priorities post-pandemic.

June 2021

https://www.sfmta.com/reports/2021-sfmta-community-survey
Investing Equitably

A majority of survey respondents say it is “very important” or “extremely important” to...

79%

Increase and improve Muni service for the communities most dependent on transit

Source: San Francisco citywide survey conducted by FM3, April 2021
Fast and Convenient Transit

A majority of survey respondents say it is “very important” or “extremely important” to...

- Provide quick, convenient transit access to all parts of San Francisco: 80%
- Reduce delays to make Muni more reliable: 76%
- Reduce crowding on Muni: 65%

Source: San Francisco citywide survey conducted by FM3, April 2021
More Repairs and Maintenance

A majority of survey respondents say it is “very important” or “extremely important” to...

- **80%** Repair and maintain Muni equipment and facilities to ensure vehicles’ safety, frequency, and reliability
- **68%** Address the backlog of maintenance work
- **67%** Rebuild San Francisco’s aging rail network

Source: San Francisco citywide survey conducted by FM3, April 2021
Improving Safety and Access

A majority of survey respondents say it is “very important” or “extremely important” to...

- **78%**
  - Ensure Muni service is inclusive and accessible to all

- **68%**
  - Make street safety improvements for walking

Source: San Francisco citywide survey conducted by FM3, April 2021
What became clear is the immediate need is to invest in more maintenance and repairs, and make sure post-pandemic, the transportation system works.

July 2021
https://www.sfmta.com/reports/2021-sfmta-community-survey
What is State of Good Repair?
The SFMTA defines State of Good Repair as the condition in which the Agency's assets can operate at a full level of performance. State of Good Repair investment includes any spending that ensures an asset necessary for delivery of transportation service to the public or supportive of staff needs remain effective, efficient, reliable, and safe.

3.07
Age Based Condition Score of all infrastructure

1 - 5 Scale
2.5 or greater in State of Good Repair

$15.6B
Total Capital Inventory

24.6%
Percent of SFMTA Assets operating beyond expected useful life

Reference: 2020 SFMTA State of Good Repair Report
The total SFMTA asset replacement value is estimated at $15.6 billion. Asset replacement value provides a baseline when assessing levels of investment across asset classes.

*The train control system is not accurately modeled in our analysis; we know the system is near the end of its useful life with a higher replacement value than presented in the 2020 SGR Report.

Reference: [2020 SFMTA State of Good Repair Report](#)
Age Based Condition Scores are based on the age of an asset and use a scale of 1 to 5. The weighted average condition score for all SFMTA assets in FY2020 is 3.07.

The train control system is not accurately modeled in our analysis; we know the system is near the end of its useful life with a higher replacement cost than presented in the 2020 SGR Report.

Reference: 2020 SFMTA State of Good Repair Report
The value of assets beyond their useful life is $3.83 billion. This backlog represents deferred investments in infrastructure replacement or rehabilitation. The backlog represents assets where an end-of-lifecycle decisions needs to be made; either these assets will be retired, replaced in-kind, or upgraded with new technology or systems.

Reference: 2020 SFMTA State of Good Repair Report
State of Good Repair Key Trends (in $B)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Assets in $B</th>
<th>Asset Backlog in $B</th>
<th>% value Assets in Backlog</th>
<th>TERM Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$13.53</td>
<td></td>
<td>18.3%</td>
<td>3.33</td>
</tr>
<tr>
<td>2016</td>
<td>$13.59</td>
<td></td>
<td>17.7%</td>
<td>3.32</td>
</tr>
<tr>
<td>2017</td>
<td>$14.63</td>
<td></td>
<td>17.9%</td>
<td>3.30</td>
</tr>
<tr>
<td>2018</td>
<td>$14.04</td>
<td></td>
<td>22.3%</td>
<td>3.19</td>
</tr>
<tr>
<td>2019</td>
<td>$14.98</td>
<td></td>
<td>21.6%</td>
<td>3.18</td>
</tr>
<tr>
<td>2020</td>
<td>$15.56</td>
<td></td>
<td>24.6%</td>
<td>3.07</td>
</tr>
</tbody>
</table>

Reference: 2020 SFMTA State of Good Repair Report
With expenditures growing with Bay Area Cost of Living, and revenues permanently impacted by the COVID-19 pandemic when federal relief is exhausted, there is a funding gap that cannot be closed. Expenditures will outpace revenue. A new source is required to get the SFMTA back on track.

Prior to the pandemic enterprise revenues were in decline, and revenues were generally lower than predicted in 2019. Expenditures generally were matched to the revenue curve.

The COVID-19 pandemic caused a steep drop in revenues, closed in FY 22 and 23 with Federal Relief. When exhausted, the revenue curve will not shift upward until 2025.

Prior to the pandemic this “structural deficit” was closed by shifting infrastructure/maintenance dollars to sustain operations and service. Post-pandemic, there are no other revenue tools left to the SFMTA.
Informed by ConnectSF and various other planning efforts we completed an update of the City’s transportation needs.

August 2021
https://www.sfmta.com/projects/transportation-2050
Transportation 2050 – Needs and Gaps

The SFMTA took the vision of ConnectSF and the capital needs in the agency’s capital plan and looked at operational and capital needs for the next 30-years.

**ConnectSF**
- Vision for the Transportation System
- Supported by Federal / State / Local resources
- Includes investments in Service and Infrastructure

**20 Year Capital Plan**
- 20 Years of Fiscally Unconstrained Infrastructure Needs identified in long range plans as well as additional needs identified by stakeholders.
- Includes needs to maintain the system as well as expand.
- Informs 5-Year Constrained Capital Improvement Program

**5-Year Capital Improvement Program (CIP)**
- 5 - Year financially constrained program of projects
- Includes detailed revenue projections for 30+ funding sources (Sales Tax, Federal Funds, State Funds, Regional Funds)
- Programs funds to phases of project planning, design and implementation.

Reference: Transportation 2050
Transportation 2050 programmatic objectives reflect system and community needs.

**Fast and Convenient Transit**
1. Create a Five-Minute Network
2. Expand the rail network

**More Repairs and Maintenance**
1. Make the transportation system work
2. Modernize the rail and subway system

**Improving Safety and Access**
1. Make streets safer
2. Make the transportation system universally accessible
The below reflects both capital and operating needs over the next 30-years.

$111.3B
What the vision will require us to spend over 30-years

$63.4B
We will spend over the next 30-years

($47.8B)
T2050 Funding Gap
Cumulative total over 30-years

57% funded

43% funding gap
Capital and Operating Gaps are growing over time, we have completed a year-by-year analysis.

Average annual funding gap over the next 30 years, leading to a cumulative total gap of $47B
Capital Needs grow, but eventually flatten out if the infrastructure replacement backlog is closed.

Projected Capital Funding Gap ($ Billions)

Fiscal Year

$674M
Average Annual Capital Funding Gap
To keep the system running smoothly and expand it based on your priorities
Operating needs grow with the cost of living and as infrastructure is expanded.

Projected Operating Funding Gap ($ Billions)

$921M
Average Annual Operating Funding Gap
To run trains and buses in line with your priorities
When looking at a 30-year window, the gap for capital is $20 billion.

**$35.4B**
What the vision will require us to spend over 30-years

**$15.2B**
We will spend over the next 30-years
43% funded

**($20.2B)**
T2050 Funding Gap
Cumulative total over 30-years
57% funding gap
For 10-years of capital/infrastructure we have refined our estimates to a year-by-year model.

INVESTING EQUITABLY

- Fast and Convenient Transit
- More Repairs and Maintenance
- Improving Safety and Access

$10.6B
What the vision will require us to spend over 10-years

$4.3B
We will spend over the next 10-years (all sources).
41% funded

($6.3B)
T2050 Funding Gap
Cumulative total over 10-years
59% funding gap
2014 Transportation and Road Improvement Bond
Improved Transit

- **Improving reliability**: Over 60 miles of reliability improvements, including transit-only lanes, bus bulbs and traffic signal priority
- **Creating a Rapid Network**: More Rapid bus lines and expanded frequency serving nearly 70% of all Muni customers

Safer Streets

- Protect people walking with targeted safety improvements, includes the 13% of streets where 75% of fatal injuries occur
- **Build bicycle network** upgrades; creating a safer, more well-defined bicycle network to reduce conflict and improve safety for all users
## 2014 Transportation Bond

### Program Summary

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Total Bond (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Improved Transit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faster, More Reliable Transit</td>
<td></td>
<td>$191</td>
</tr>
<tr>
<td>Accessibility Improvements</td>
<td></td>
<td>$30</td>
</tr>
<tr>
<td>Muni Facility Upgrades</td>
<td></td>
<td>$70</td>
</tr>
<tr>
<td>Major Transit Corridor Improvements</td>
<td></td>
<td>$28</td>
</tr>
<tr>
<td>Caltrain Upgrades</td>
<td></td>
<td>$39</td>
</tr>
<tr>
<td><strong>Safer Streets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pedestrian Safety Improvements</td>
<td></td>
<td>$68</td>
</tr>
<tr>
<td>Traffic Signal Improvements</td>
<td></td>
<td>$22</td>
</tr>
<tr>
<td>Complete Streets Improvements</td>
<td></td>
<td>$52</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$500</td>
</tr>
</tbody>
</table>
Performance and project delivery have been improving throughout the Bond based on lessons learned.

- **1st Issuance**: 98% expended. Expected to be fully expended by end of 2021.
- **2nd Issuance**: 87% expended. Expected to be fully expended by middle of 2022.
- **3rd Issuance**: 9% expended. Expected to be fully expended by end of 2023.

**2014 Transportation Bond**

- **Funded Projects**: 56
- **Projects Open for Use**: 31
Significant lessons learned occurred during the implementation of the bond to improve project delivery.

2016
- Internal process assessment
- Project Delivery Framework

2017
- Establishment of a Project Management Office (PMO)

2018
- Phasing
- Cost Estimating

The result is an organizational mindset that focuses on investing in the workforce and constant improvement through lessons learned.
A core recommendation of the Project Delivery Framework was to map out standards for the project delivery process.

This work allows for constant review, and refinement, as certain processes need adjustment or additional controls need to be put in place.
A review of prior actual costs was completed to develop a new cost estimate template, requiring detailed hard costs, adding a tool for multi-year escalation and including new project cost needs such as bus substitution and construction mitigation (if required).

The agency is also focused on managing cost using improved tools.
L Taraval

West of Sunset Blvd segment is nearing completion. Sunset Blvd to West Portal will issue Notice to Proceed this summer. Substantial completion scheduled for Fall 2023.

Improvements:
- Rail track overhead line replacement
- Water and sewer line replacement
- Surface repaving
- Curb ramp upgrades
- Concrete boarding islands and pedestrian bulbs
- Traffic signals
- New trees and landscaping
East of Potrero segment complete, 22 Bus now operating to Mission Bay. Construction west of Potrero to begin in early 2022.

Key Highlights:
• Transit Only Lanes
• Accessible Pedestrian Signals and Visible Crosswalks
• New Bus Shelters and Boarding Islands
• Bus Bulbs for Easier/Safer Boarding
• Bus Priority Traffic Signals
• New Trees and Streetscape Improvements
Construction is split into four segments. Currently working on the first segment from Lincoln to Noriega: contractors currently focused on sewer and water utility work. The next segment, from Noriega to Taraval, is estimated to start late summer/early fall.

Key Highlights:
- Transit priority and pedestrian safety improvements
- New transit bulbs at 13 intersections
- New pedestrian bulbs at 19 intersections
2014 Transportation Bond Successes

7th & 8th St South of Folsom Streetscape

Bicycle and pedestrian improvements along 7th and 8th Streets between Harrison Street and Market Street:

• Aligned with the Eastern Neighborhoods Transportation Implementation Planning Study
• Includes a new concrete buffered bike lane, concrete boarding islands, sidewalk bulbs
• New striping and safe hit posts
2014 Transportation Bond Successes

Safer Streets

Pedestrian Countdown Signals (PCS) added to 15 High Injury Corridors. Installation of audible pedestrian signals at 12 intersections on Potrero Avenue between 17th Street and 25th Street.

- New or improved signals at more than 28 high-injury network intersections
- Curb bulbs at 19 high-injury network intersections
- Construction of Geary Boulevard Pedestrian Improvements
- Additional pedestrian safety improvements coordinated with Muni Forward
Through the 2014 GO Bond, we invested heavily in the reliability and the safety of the transportation system.

Now, we must invest in the core infrastructure to make sure it works, while continuing to make improvements to safety and reliability.
2022 Muni Reliability and Street Safety Improvement Bond
What does this GO Bond mean for you?

**EQUITY**
- Affordable travel options
- Improved safety and health in underserved neighborhoods by reducing carbon emissions, slowing vehicle speeds, and dramatically improving bicycle and pedestrian infrastructure
- Increased access to good local jobs with reduced travel times
- Enhanced public transit service in underserved neighborhoods

**FAST AND CONVENIENT TRANSIT**
- Faster, more convenient public transit connections to destinations across the city and to regional public transit
- Less waiting for the train or bus and fewer delays when you’re on board
- A more comfortable public transit ride, with less crowding

**MORE REPAIRS AND MAINTENANCE**
- Safer intersections with more visible signals for people driving
- Easier street crossings with new curb ramps and pedestrian countdown signals
- More reliable transit service using infrastructure and systems that are in good repair

**IMPROVING SAFETY AND ACCESS**
- Intersection improvements that increase accessibility for people with disabilities
- Improved loading access for business and residences
- Fewer collisions, fatalities, and injuries on our streets
Make the Transportation System Work Better
Repair, upgrade, and maintain aging facilities and equipment

**Program Summary**
To speed up Muni repairs and maintenance and keep public transit moving, we will repair, renovate, and modernize SFMTA bus yards, facilities, and equipment through the agency’s Building Progress program.

**Project Prioritization Criteria**

| Equity | Access | Safety |

**Why is this program important?**
Efficient and timely repairs to buses and trains increases Muni’s reliability and saves the SFMTA money.

Larger yards provide needed space for a growing Muni fleet.

Improved working conditions for frontline staff give them modern tools and space to efficiently do their jobs in earthquake-ready facilities.

SFMTA is working towards a 100% zero-emission fleet as part of its leadership in confronting climate change. Renovated yards will support the electric vehicle charging infrastructure needed to achieve a zero-emissions fleet.
Make the Transportation System Work Better
Muni Network Improvements

Program Summary
Muni Network Improvements consist of smart traffic signals, wider sidewalks and bus bulbs, and dedicated transit lanes to reduce travel times and keep buses and rail moving.

Project Prioritization Criteria

- Ridership
- Service Frequency
- Equity
- Network Connectivity

Why is this program important?
Improvements will go to routes that carry 80% of Muni riders including passengers who depend most on public transportation.

Improvements will go to routes that have shown crowding during peak hours in winter of 2020.

Transit priority improvements have demonstrated 10-25% travel time savings in past projects. Collectively, these improvements support a more reliable bus and rail network.

Freeing buses from traffic allows Muni to serve more people with less resources. These savings can be reinvested in the system.
Make the Transportation System Work Better
Muni Rail Modernization, primarily upgrading the train control system.

Program Summary
Modernize systems that are key for operating the transit system. Replacing the aging train control system, wayside signals, switch machines, and supporting guideway infrastructure.

Project Prioritization Criteria

- Ridership
- Service Frequency
- Equity
- Network Connectivity

$32M

Why is this program important?
Modernized train management leads to more efficient operations and reduces bunches and gaps between trains.

New train communications systems allows for longer trains, reduced crowding, and capacity for future growth.

The current aging train control system is frequently responsible for slowdowns in the Market Street Subway, upgrading this system would make the schedule more dependable and travel times more consistent.

The new train control system will complement Muni’s new light rail fleet to optimize the riding experience for Muni patrons.
Improve Street Safety and Traffic Flow
Traffic Signal and Street Crossing Improvements in Equity Neighborhoods

Program Summary
Traffic signal upgrades improve safety and visibility at intersections and other places where people may be crossing the street.

Project Prioritization Criteria
- Equity
- Collision History
- Traffic Volumes
- Multiple Mode Benefits

Why is this program important?
Signal upgrades make intersections work for everyone, especially people with disabilities and other vulnerable road users.

Improvements will be made on the High Injury Network where a preponderance of traffic deaths and severe injuries are concentrated. Streets in historically disadvantaged communities are almost twice as likely to be on the High Injury Network.
Improve Street Safety and Traffic Flow
On-Street Improvements

Why is this program important?
This program will focus on quality-of-life improvements along key corridors by providing a better experience for residents, visitors, and workers who bike, walk, and take transit.

The program builds on near-term improvements designed to address collision and fatality trends to transform corridor street design and make safety improvement more permanent.

Multimodal enhancements will support increased housing density, affordability, and mobility.

Corridor improvements to support existing and new investment in commercial corridors.

Program Summary
Redesigning major corridors of the public right of way enhances the quality and use of public spaces, improves safety for all street users, improves Muni access and service, and fixes critical aging transportation infrastructure.

Program Prioritization Criteria
- Collision History
- Equity Neighborhoods
- Nearby Destinations
- Community Requests
Improve Street Safety and Traffic Flow
Speed Management Program

**Program Summary**
Implement proven interventions to slow motor vehicle speeds and improve safety, such as application-based residential traffic calming, lowered speed limits along neighborhood corridors, and speed radar signs to improve driver awareness.

**Project Prioritization Criteria**
- Collision History
- Equity Neighborhoods
- Nearby Destinations
- Community Requests

**Why is this program important?**
Every year in San Francisco, about 30 people lose their lives and over 500 more are seriously injured while traveling on city streets.

The higher the speed of a crash, the higher the chances are that someone will be killed or seriously injured.

This program invests in street design that supports slower speeds to protect lives.

$22M
## 2022 Muni Reliability and Street Safety Improvement Bond

<table>
<thead>
<tr>
<th>BOND COMPONENT</th>
<th>BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Make the Transportation System Work Better</strong></td>
<td></td>
</tr>
<tr>
<td>Speed up Muni repairs and keep public transit moving by repairing, upgrading, and maintaining aging facilities and equipment</td>
<td>$250 million</td>
</tr>
<tr>
<td>Enable faster, more reliable, and more frequent Muni service by improving public transit infrastructure</td>
<td>$32 million</td>
</tr>
<tr>
<td>Increase subway capacity, reduce delays, and deliver dependable, high-frequency transit by modernizing the Muni train control system</td>
<td>$32 million</td>
</tr>
<tr>
<td><strong>Improve Street Safety and Traffic Flow</strong></td>
<td>$32 million</td>
</tr>
<tr>
<td>Improve safety and visibility at intersections by upgrading traffic signals, signage, and crossings</td>
<td></td>
</tr>
<tr>
<td>Strengthen walking, bicycling, and Muni connections along major corridors by redesigning streets and sidewalks</td>
<td>$32 million</td>
</tr>
<tr>
<td>Slow speeds and reduce crashes by implementing proven traffic calming and speed reduction tools</td>
<td>$22 million</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$400 million</td>
</tr>
</tbody>
</table>
## 2022 Muni Reliability and Street Safety Improvement Bond

<table>
<thead>
<tr>
<th>Source</th>
<th>Benefits</th>
<th>Short Term $/yr</th>
<th>Long Term $/yr</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transportation Special Tax</strong></td>
<td>Dedicated tax for transportation, providing a predictable stable source for transit service and maintenance. May be bonded against for near-term capital infrastructure investment, reducing long term maintenance.</td>
<td>$50 m/yr</td>
<td>$60-70 m/yr</td>
</tr>
<tr>
<td><strong>Parking Tax</strong></td>
<td>Increase existing San Francisco Parking Tax with opportunities to reform or modify for transportation infrastructure, transit service and maintenance.</td>
<td>$20 m/yr</td>
<td>Declining</td>
</tr>
<tr>
<td><strong>CCSF General Obligation Bond Program</strong></td>
<td>The SFMTA as part of the City GO Bond Program has allowed for critical infrastructure investment, safety improvements and transit reliability investments – reducing the cost of operations and long-term maintenance.</td>
<td>$40 m/yr</td>
<td>$50 m/yr</td>
</tr>
<tr>
<td><strong>Federal Grants</strong></td>
<td>The current proposed bi-partisan Infrastructure Bill provides opportunities for increased Federal support for up to 5-years for transportation infrastructure and maintenance campaigns.</td>
<td>$35 m/yr</td>
<td>$40 m/yr</td>
</tr>
<tr>
<td><strong>State Grants</strong></td>
<td>The current State budget designates significant additional dollars to transportation available through grants for transportation infrastructure.</td>
<td>$7 m/yr</td>
<td>Unknown</td>
</tr>
<tr>
<td><strong>Development Revenue</strong></td>
<td>Development of SFMTA properties provide significant long-term opportunities to produce revenues that can go directly toward transportation infrastructure, transit service and maintenance.</td>
<td>$5 m/yr</td>
<td>$25-35 m/yr</td>
</tr>
</tbody>
</table>
Transportation 2050 will require numerous funding initiatives over time.

**June 2022**
- Muni Reliability and Street Safety Improvement General Obligation Bond
  - $400 million

**June 2022**
- San Francisco Transportation Sales-Tax Reauthorization *(led by SFCTA)*
  - $2.38 billion (over 30-years)

**Future**
- Transportation Special Tax for Operations and Maintenance
  - $50 – 100 million (annual amount)

We will also.

Aggressively pursue federal and state grants and funding sources

Work to raise operating revenues through proactive development and policy initiatives
Thank You.