



AGENDA

Community Advisory Committee Meeting Notice

Date: Wednesday, January 26, 2022; 6:00 p.m.

Location: Watch <https://bit.ly/30orPv7>

PUBLIC COMMENT CALL-IN: 1 (415) 655-0001; Access Code: 2495 486 2609 # #

To make public comment on an item, when the item is called, dial '*3' to be added to the queue to speak. Do not press *3 again or you will be removed from the queue. When the system says your line is unmuted, the live operator will advise that you will be allowed 2 minutes to speak. When your 2 minutes are up, we will move on to the next caller. Calls will be taken in the order in which they are received.

Members: John Larson (Chair), David Klein (Vice Chair), Nancy Buffum, Rosa Chen, Robert Gower, Jerry Levine, Kevin Ortiz, Peter Tannen, and Sophia Tupuola

Remote Access to Information and Participation:

This meeting will be held remotely and will allow for remote public comment pursuant to AB 361, which amended the Brown Act to include Government Code Section 54953(e) and empowers local legislative bodies to convene by teleconferencing technology during a proclaimed state of emergency under the State Emergency Services Act so long as certain conditions are met.

Written public comment may be submitted prior to the meeting by emailing the Clerk of the Transportation Authority at clerk@sfcta.org or sending written comments to Clerk of the Transportation Authority, 1455 Market Street, 22nd Floor, San Francisco, CA 94103. Written comments received by 8 a.m. on the day of the meeting will be distributed to Board members before the meeting begins

- 1. Call to Order
- 2. Chair's Report - **INFORMATION**
- 3. Election of Chair and Vice Chair for 2021 - **ACTION***

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Consent Agenda

- 4. Community Advisory Committee Vacancy - **INFORMATION**

The Board will consider recommending appointment of one member to the Community Advisory Committee (CAC) at a future meeting. The vacancy is the result of the term expiration of



Stephanie Liu (District 5 representative). Neither staff nor CAC members make recommendations regarding CAC appointments. CAC applications can be submitted through the Transportation Authority's website at www.sfcta.org/cac.

5. Accept the Audit Report for the Fiscal Year Ended June 30, 2021 - **INFORMATION*** 7
The Transportation Authority Board is anticipated to accept the audit report on its final read at the January 25, 2022 Board meeting. The audit report is included on the CAC agenda for reference.
6. Internal Accounting Report, Investment Report, and Debt Expenditure Report for the Six Months Ending December 31, 2021 - **INFORMATION*** 13

End of Consent Agenda

7. Adopt a Motion of Support to Adopt Fiscal Year 2021/22 Transportation Fund for Clean Air Local Expenditure Criteria - **ACTION*** 43
8. Adopt a Motion of Support to Approve the 2022 State and Federal Legislative Program - **ACTION*** 51
9. Adopt a Motion of Support to Award Contracts to Ten Shortlisted Consultant Teams for a Three-Year Period, with an Option to Extend for Two Additional One-Year Periods, for a Combined Amount Not to Exceed \$3,000,000 for On-Call Transportation Planning Services, and Authorize the Executive Director to Negotiate Contract Payment Terms and Non-Material Contract Terms and Conditions - **ACTION*** 65
Recommended Teams: Alta Planning + Design Inc., Arup North America Ltd., Fehr & Peers, Kittelson & Associates Inc., McKinsey & Company, Mott MacDonald Group, Inc., Nelson\Nygaard Consulting Associates, Inc., Parisi Transportation Consulting, Steer Group, and WSP USA, Inc.
10. Major Capital Project Update - Van Ness Avenue Bus Rapid Transit Project - **INFORMATION*** 79
11. San Francisco's Climate Action Plan 2021 Update - **INFORMATION*** 83

Other Items

12. Introduction of New Business - **INFORMATION**
During this segment of the meeting, CAC members may make comments on items not specifically listed above or introduce or request items for future consideration.
13. Public Comment
14. Adjournment

*Additional Materials

Next Meeting: February 23, 2022



**San Francisco
County Transportation
Authority**

Community Advisory Committee Meeting Agenda

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The Hearing Room at the Transportation Authority is wheelchair accessible. To request sign language interpreters, readers, large print agendas or other accommodations, please contact the Clerk of the Transportation Authority at (415) 522-4800. Requests made at least 48 hours in advance of the meeting will help to ensure availability. Attendees at all public meetings are reminded that other attendees may be sensitive to various chemical-based products.

If any materials related to an item on this agenda have been distributed to the Community Advisory Committee after distribution of the meeting packet, those materials are available for public inspection at the Transportation Authority at 1455 Market Street, Floor 22, San Francisco, CA 94103, during normal office hours.

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code Sec. 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102; (415) 252-3100; www.sfethics.org.

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Dear Fellow CAC Members:

I respectfully ask that you consider me for another term as Chair of the Transportation Authority Community Advisory Committee (CAC). I outline my qualifications and objectives below.

Qualifications

- I have served as the CAC Chair for the last four years and as the District 7 representative on the CAC for eight years.
- I have represented the CAC in making the Chair's Report before the Transportation Authority Board where I highlight key issues that surface at the meetings by CAC members and points gleaned from public comment at the CAC meetings.
- As Chair, I deploy an understanding of the budgetary and decision-making processes of the Transportation Authority to facilitate discussion. I also try to balance the order of running the meeting with lightness and humor to keep meetings on track but also relaxed and engaging.
- Even though we are in our second year of meeting remotely, I continue to strive to run the meetings in a timely manner while working to make sure that all voices are heard and issues are presented in a clear and understandable manner.

Objectives

We are still facing the challenges of restoring subway, light rail, and bus service coming out of the pandemic. The CAC is also presented opportunities to rethink how we plan and use transportation resources in our City, County, and Region. The Community Advisory Committee represents an opportunity for residents to have a direct impact on the transportation policies and planning decisions that will affect us. I continue to believe that a public-centered process always results in more successful long-term results for policymakers and the public. As Chair of the CAC I want to focus on accountability and equitable distribution of resources across all supervisorial districts as transportation is rethought and restored.

I am a 24+ year resident of Miraloma Park and West Portal and I have worked in the Civic Center and Downtown for over 20 years. Living in the middle of the City in District 7 and commuting to the urban core I have experienced the diverse modes of transportation in the City and County. Working predominately from home has focused my attention much more on the pedestrian, non-vehicular experience in our city. I will continue to work to ensure that the diverse perspectives of San Franciscans are heard, both people living in transportation corridors in underserved communities as well as the sometimes-overlooked outlying neighborhoods of San Francisco.

Some of the specific policy areas and objectives that continue to be important to me are:

- **Pedestrian Safety:** continued support of Vision Zero goals
- **Planning for the future:** restoration of services while being creative with resources
- **Impacts of decisions:** consider displacement and lack of affordability that often come with development, land use and transportation policy decisions
- **Accountability:** oversight of funding and progress on Van Ness BRT, Better Market Streets, Geary BRT, and ongoing monitoring of MUNI, BART and DTX funding.

Thank you for your consideration.

Sincerely,



Placeholder for Vice Chair Statement



Memorandum

AGENDA ITEM 5

DATE: December 30, 2021

TO: Transportation Authority Board

FROM: Cynthia Fong - Deputy Director for Finance and Administration

SUBJECT: 1/11/2022 Board Meeting: Accept the Audit Report for the Fiscal Year Ended June 30, 2021

RECOMMENDATION Information Action

Accept the audit report for the fiscal year ended June 30, 2021

SUMMARY

The Transportation Authority's financial records are required to be audited annually by an independent, certified public accountant. The Annual Comprehensive Financial Reporting (Audit Report) for the year ended June 30, 2021, was conducted in accordance with generally accepted auditing standards by the independent, certified public accounting firm of Eide Bailly LLP. Since more than \$750,000 in federal grants were expended during the year, a single audit (compliance audit) was also performed on the I-80/Yerba Buena Island Interchange Improvement Project and Yerba Buena Bridge Structures and the Surface Transportation Program: Transportation Planning and Programming. The Transportation Authority received all unmodified audit opinions from Eide Bailly, with no findings or recommendations for improvements. A representative from Eide Bailly will present the audit report and answer any questions at the Board meeting.

- Fund Allocation
- Fund Programming
- Policy/Legislation
- Plan/Study
- Capital Project Oversight/Delivery
- Budget/Finance
- Contract/Agreement
- Other: _____

BACKGROUND

Under its Fiscal Policy (Resolution 21-57), the Transportation Authority's financial records are to be audited annually by an independent, certified public accounting firm. The audits for the fiscal year ended June 30, 2021, were conducted in accordance with generally accepted auditing standards, the standards applicable to financial audits contained in the Government



Auditing Standards, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). The Audit Report contains formal opinions, or disclaimers thereof, issued by an independent, certified public accounting firm as a result of an external audit performed on an agency. An unmodified audit opinion (also known as a clean opinion/unqualified opinion) is the best type of report an agency may receive from an external audit and represents that the agency complied with direct and material regulatory requirements or that the agency's financial condition, position, and operations in all material respects were fairly presented.

DISCUSSION

The Audit Report includes an introductory section; the overall basic financial statements; a management discussion and analysis of our financial performance during that fiscal year; footnotes; required supplemental information; and other supplementary information, which include the results from the single audit of federal awards, statistical section, and compliance section.

We are pleased to note that Eide Bailly issued all unmodified opinions and had no findings or recommendations for improvements. We recognized all significant transactions in the financial statements in the proper period and received no adjustments to any estimates made in the financial statements. For the annual fiscal audit, Eide Bailly has issued an opinion stating that the financial statements present fairly, in all material respects, the financial position of our agency. Since more than \$750,000 in federal grants were expended during the year, a single audit was performed on the I-80/Yerba Buena Island Interchange Improvement Project and Yerba Buena Bridge Structures and the Surface Transportation Program: Transportation Planning and Programming. For the single audit, Eide Bailly has issued an opinion, stating that the Transportation Authority complied in all material respects with the compliance requirements that could have a direct and material effect on the federal funds audited. The full audit report and separate report containing other required communications to the Board are enclosed.

FINANCIAL IMPACT

Expenditures did not exceed the amounts approved in the agency-wide amended Fiscal Year (FY) 2020/21 budget. Budgeted expenditures that were not expended in FY2020/21 will be included in the FY2021/22 mid-year amendment.

CAC POSITION

This item will be agendaized for the January 26, 2022 CAC meeting as an information item.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Separate Report Containing Other Required Communications to the Board
- Enclosure 1 - Annual Comprehensive Financial Report for the Year Ended June 30, 2021

Attachment 1



December 21, 2021

To the Board of Commissioners of the
San Francisco County Transportation Authority
San Francisco, California

We have audited the financial statements of San Francisco County Transportation Authority (Transportation Authority) as of and for the year ended June 30, 2021, and have issued our report thereon dated December 21, 2021. Professional standards require that we advise you of the following matters relating to our audit.

Our Responsibility in Relation to the Financial Statement Audit under Generally Accepted Auditing Standards and *Government Auditing Standards* and our Compliance Audit under the Uniform Guidance

As communicated in our letter dated June 28, 2021, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America and to express an opinion on whether the Transportation Authority complied with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of the Transportation Authority major federal programs. Our audit of the financial statements and major program compliance does not relieve you or management of its respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of the Transportation Authority solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

Our responsibility, as prescribed by professional standards as it relates to the audit of the Transportation Authority major federal program compliance, is to express an opinion on the compliance for each of the Transportation Authority's major federal programs based on our audit of the types of compliance requirements referred to above. An audit of major program compliance includes consideration of internal control over compliance with the types of compliance requirements referred to above as a basis for designing audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, as a part of our major program compliance audit, we considered internal control over compliance for these purposes and not to provide any assurance on the effectiveness of the Transportation Authority's internal control over compliance.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

We have provided our comments regarding internal controls during our audit in our Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards* dated December 21, 2021. We have also provided our comments regarding compliance with the types of compliance requirements referred to above and internal controls over compliance during our audit in our Independent Auditor's Report on Compliance with Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance dated December 21, 2021.

Planned Scope and Timing of the Audit

We conducted our audit consistent with the planned scope and timing we previously communicated to you.

Compliance with All Ethics Requirements Regarding Independence

The engagement team, others in our firm, as appropriate, our firm, and other firms utilized in the engagement, if applicable, have complied with all relevant ethical requirements regarding independence.

Significant Risks Identified

We have identified a significant risk involving the entity's revenue recognition of sales tax revenues and grant reimbursements because year-end accruals require more complexity to ensure they are recorded in the correct fiscal period.

Qualitative Aspects of the Entity's Significant Accounting Practices

Significant Accounting Policies

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by the Transportation Authority is included in Note 2 to the financial statements. There have been no initial selection of accounting policies and no changes in significant accounting policies or their application during the year. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments.

The most sensitive accounting estimate affecting the financial statements is the Transportation Authority's pension liability and related deferrals.

Management's estimate of the pension liability and related deferrals is based on actuarial valuations performed by CalPERS. We evaluated the key factors and assumptions used to develop the liabilities and deferrals and determined that it is reasonable in relation to the basic financial statements taken as a whole.

Financial Statement Disclosures

Certain financial statement disclosures involve significant judgment and are particularly sensitive because of their significance to financial statement users. The most sensitive disclosure affecting Transportation Authority's financial statements relate to the net pension liability at Note 8 to the financial statements.

Significant Difficulties Encountered during the Audit

We encountered no significant difficulties in dealing with management relating to the performance of the audit.

Uncorrected and Corrected Misstatements

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. Further, professional standards require us to also communicate the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole. There were no uncorrected or corrected misstatements identified as a result of our audit procedures.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the financial statements or the auditor's report. No such disagreements arose during the course of the audit.

Circumstances that Affect the Form and Content of the Auditor's Report

For purposes of this letter, professional standards require that we communicate any circumstances that affect the form and content of our auditor's report.

Representations Requested from Management

We have requested certain written representations from management which are included in the management representation letter dated December 21, 2021.

Management's Consultations with Other Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

Other Significant Matters, Findings, or Issues

In the normal course of our professional association with the Transportation Authority, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, operating conditions affecting the entity, and operating plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as the Transportation Authority's auditors.

Other Information in Documents Containing Audited Financial Statements

Pursuant to professional standards, our responsibility as auditors for other information, whether financial or nonfinancial, included in the Transportation Authority's annual report, does not extend beyond the financial information identified in the audit report, and we are not required to perform any procedures to corroborate such other information. However, in accordance with such standards, we have performed the following procedures:

With respect to the supplementary information accompanying the financial statements, we applied certain limited procedures to management's discussion and analysis and budgetary comparison schedules, pension schedules of contributions and proportionate share and other postemployment schedules, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the Schedule of Expenditures of Federal Awards and other supplementary information, which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

Our responsibility also includes communicating to you any information which we believe is a material misstatement of fact. Nothing came to our attention that caused us to believe that such information, or its manner of presentation, is materially inconsistent with the information, or manner of its presentation, appearing in the financial statements.

This report is intended solely for the information and use of the governing board, and management of the Transportation Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

The image shows a handwritten signature in black ink that reads "Eide Bailly LLP". The signature is written in a cursive, flowing style.

Menlo Park, California



Memorandum

AGENDA ITEM 6

DATE: January 15, 2022
TO: Transportation Authority Board
FROM: Cynthia Fong - Deputy Director for Finance and Administration
SUBJECT: 2/08/22 Board Meeting: Internal Accounting Report, Investment Report, and Debt Expenditure Report for the Six Months Ending December 31, 2021

<p>RECOMMENDATION <input checked="" type="checkbox"/> Information <input type="checkbox"/> Action</p> <p>None. This is an information item.</p> <p>SUMMARY</p> <p>The purpose of this memorandum is to provide the quarterly internal accounting report, investment report, and debt expenditure report for the Fiscal Year (FY) 2021/22 period ending December 31, 2021.</p>	<p><input type="checkbox"/> Fund Allocation</p> <p><input type="checkbox"/> Fund Programming</p> <p><input type="checkbox"/> Policy/Legislation</p> <p><input type="checkbox"/> Plan/Study</p> <p><input type="checkbox"/> Capital Project Oversight/Delivery</p> <p><input checked="" type="checkbox"/> Budget/Finance</p> <p><input type="checkbox"/> Contract/Agreement</p> <p><input type="checkbox"/> Other: _____</p>
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BACKGROUND

Our Fiscal Policy (Resolution 21-57) establishes an annual audit requirement and directs staff to report to the Board the agency’s actual expenditures in comparison to the approved budget, on at least a quarterly basis. The Investment Policy (Resolution 21-57) directs a review of portfolio compliance with the Investment Policy in conjunction with, and in the context of, the quarterly expenditure and budgetary report.

Internal Accounting Report. Using the format of our annual financial statements for governmental funds, the Internal Accounting Report includes a “Balance Sheet” (Attachment 1) and a “Statement of Revenues, Expenditures, and Changes in Fund Balances, with Budget Comparison” (Attachment 2). In Attachment 2, the last two columns show the prorated adopted budget values and the variance of revenues and expenditures as compared to the prorated adopted budget. For the six months ending December 31, 2021, the numbers in the prorated adopted budget column are one-half of the total adopted budget for FY 2021/22, including the Treasure Island Mobility Management Agency. Although the sales tax revenue



bond revenue accrual for sales tax, vehicle registration fee, and Traffic Congestion Mitigation Tax Program are included, the Internal Accounting Report does not include: the Governmental Accounting Standards Board Statement Number 34 adjustments, and the other accruals that are done at fiscal year-end. The Balance Sheet values, as of December 31, 2021, are used as the basis for the Investment Policy compliance review.

Investment Report. Our investment policies and practices are subject to, and limited by, applicable provisions of state law and prudent money management principles. All investable funds are invested in accordance with the Investment Policy and applicable provisions of California Government Code, *Section 53600 et seq.* Any investment of bond proceeds will be further restricted by the provisions of relevant bond documents.

We observe the "Prudent Investor" standard, as stated in California Government Code, *Section 53600.3*, applied in the context of managing an overall portfolio. Investments are to be made with care, skill, prudence, and diligence, taking into account the prevailing circumstances, including, but not limited to, general economic conditions, our anticipated needs, and other relevant factors that a prudent person of a like character and purpose, acting in a fiduciary capacity and familiar with those matters, would use in the stewardship of funds.

The primary objectives for the investment activities, in order of priority, are:

- 1) **Safety.** Safety of the principal is the foremost objective of the investment program. Investments will be undertaken in a manner that seeks to ensure preservation of the principal of the funds under its control.
- 2) **Liquidity.** The investment portfolio will remain sufficiently liquid to enable us to meet its reasonably anticipated cash flow requirements.
- 3) **Return on Investment.** The investment portfolio will be managed with the objective of attaining a market rate of return throughout budgetary and economic cycles, commensurate with the investment risk parameters and the cash flow characteristics of the portfolio.

Permitted investment instruments are specifically listed in the Investment Policy and include the San Francisco City and County Treasury Pool (Treasury Pool), certificates of deposit, and money market funds.

Balance Sheet Analysis. Attachment 1 presents assets, liabilities, and fund balances, as of December 31, 2021. Cash, deposits, and investments, total to \$121.7 million. Other assets total to \$55.4 million, which mainly includes, \$15.2 million sales tax receivable, and \$29.1 million of the program receivables. Liabilities total \$322.7 million, as of December 31, 2021, and mainly includes \$11.3 million in accounts payable, \$65.0 million in accounts payable to the City and County of San Francisco and \$239.0 million in sales tax revenue bond and premium amounts (Series 2017).



There is \$166.0 million in total fund deficit, which is largely the result of how multi-year programming commitments are accounted for. Future sales tax revenues and grant reimbursements collected will fully fund this difference. This amount included \$28.0 million in restricted fund balance and \$194.1 million in unassigned fund deficit. The unassigned fund deficit reflects grant-funded capital projects that are scheduled to be implemented over the course of several fiscal years. The commitments are multi-year commitments and funded with non-current (future) revenues. In addition, we do not hold nor retain title for the projects constructed or for the vehicles and system improvements purchased with sales tax funds, which can result in a negative position.

Statement of Revenues, Expenditures, and Changes in Fund Balances Analysis. Attachment 2 compares the prorated budget to actual levels for revenues and expenditures for the first six months (two quarters) of the fiscal year. We earned \$62.3 million in revenues, including \$46.5 million in sales tax revenues, \$2.4 million in vehicle registration fee, \$2.1 million in traffic congestion mitigation tax, and \$11.1 million in total program revenues for the six months ending December 31, 2021. Total revenue was lower than the prorated budget estimates by \$0.8 million. This variance amount mainly includes \$0.7 million in program revenues. The variance of \$0.7 million in program revenues mainly includes \$0.2 million in Congestion Management Agency programs, and \$0.5 million in the Treasure Island Mobility Management Agency Program. The \$0.2 million of variance in the Congestion Management Agency programs is mainly related to the Yerba Buena Island (YBI) Public Pier E2 that has not been opened to the public due to the COVID-19 pandemic; and the Torpedo Building work of the YBI Interchange Improvement project design phase that is now expected to be completed by June 2022 with construction starting in Fall/Winter 2022. The \$0.5 million of variance in the Treasure Island Mobility Management Agency (TIMMA) Program is due to the delay in approval of toll policies. We are expecting to seek Board approval of the TIMMA Base Toll Policy in February 2022, and significant new work on the Toll System Design and Integration will launch once the toll policies are adopted. The variance of \$0.2 million in investment income is lower than anticipated as more interest income will be earned when we borrow from the revolving credit agreement loan later in the year.

As of December 31, 2021, we incurred \$70.2 million of expenditures, including \$17.3 million in debt principal payment and service cost for the sales tax revenue bond; \$4.8 million for personnel and non-personnel expenditures; and \$48.2 million of capital project costs. Total expenditures were lower than the prorated budgetary estimates by \$42.7 million. This amount mainly includes a net non-favorable variance of \$6.2 million for debt services costs, and a favorable variance of \$47.5 million in capital project costs. The net non-favorable variance of \$6.2 million in debt service costs is due to timing of bond principal and interest payments, the bi-annual interest payments made in August and February. The favorable variance of \$47.5 million in capital project costs mainly includes, \$2.7 million in Congestion Management Agency Programs, \$5.2 million in Vehicle Registration Fee for Transportation Improvements Programs, \$2.0 million in Traffic Congestion Mitigation Tax Program and \$36.6



million in the Sales Tax Program. The \$2.7 million of variance in the Congestion Management Agency programs is mainly related to the same reasons as noted above in Program Revenues section with the addition of delays in the I-280 Southbound Ocean Avenue Off-Ramp Realignment project due to increased coordination needed to finalize the Local Partnership Program funding agreement with the Caltrans Department of Transportation; and delays in consultant contract award and study kickoff for the U.S. 101/I-280 Managed Lanes and Bus project. The \$0.5 million of variance in the TIMMA Program is mainly related to the same reasons as noted above in the Program Revenues section. Updates to project expenditures will be reflected in the FY 2021/22 mid-year budget amendment. The remaining \$5.2 million, \$2 million, and \$36.6 million variances in Vehicle Registration Fee for Transportation Improvements programs, Traffic Congestion Mitigation Tax Program and sales tax program capital project costs are mainly due to costs (reimbursement requests) from project sponsors that have been incurred, but not yet received. As similar to prior years, we anticipates a higher amount of reimbursement requests and expenditures in the next quarter.

Investment Compliance. As of December 31, 2021, approximately 55.3% of our investable assets were invested in the Treasury Pool. These investments are in compliance with both the California Government Code and the adopted Investment Policy and provide sufficient liquidity to meet expenditure requirements for the next six months. Attachment 3 is the most recent investment report furnished by the City's Office of the Treasurer.

Debt Expenditure Compliance. In October 2021, the Transportation Authority entered into a 3-year Revolving Credit (loan) Agreement with U.S. Bank for a total amount of \$125 million. As of December 31, 2021, the Transportation Authority does not have any outstanding balance in the loan.

As of December 31, 2021, total outstanding bond principal and premium balance is \$239.0 million. We made cumulative payments of \$57.0 million, including principal payment of \$26.2 million and interest payment of \$30.8 million.

COVID-19 Financial Impact. We are monitoring revenue streams and coordinating closely with the City and sister agencies to assess short-, medium-, and long-term financial impacts. While we expect our sales tax and other revenues to be affected going forward, our strong financial position ensures that we can continue to support sponsors' cash needs for a multitude of public works and transit projects across the City.

FINANCIAL IMPACT

None. This is an information item.

CAC POSITION

None. This is an information item.



SUPPLEMENTAL MATERIALS

- Attachment 1 - Balance Sheet (unaudited)
- Attachment 2 - Statement of Revenue, Expenditures, and Changes in Fund Balance with Budget Comparison (unaudited)
- Attachment 3 - Investment Report



**San Francisco
County Transportation
Authority**

Attachment 1
Governmental Funds
Balance Sheet (unaudited)
December 31, 2021

	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	Traffic Congestion Mitigation Tax Program	Total Governmental Funds
ASSETS							
Cash in bank	\$ 34,498,004	\$ -	\$ 1,730,600	\$ 18,204,155	\$ -	\$ -	\$ 54,432,759
Deposits and investments with City Treasurer	59,601,318	-	-	-	-	7,693,826	67,295,144
Sales tax receivable	15,214,610	-	-	-	-	-	15,214,610
Vehicle registration fee receivable	-	-	-	791,257	-	-	791,257
Traffic congestion mitigation tax receivable	-	-	-	-	-	-	-
Interest receivable from City and County of San Francisco	240,538	-	-	-	-	-	240,538
Program receivables	807,562	28,060,283	-	-	208,326	-	29,076,171
Receivable from the City and County of San Francisco	-	1,218,798	-	-	1,584,208	-	2,803,006
Other receivables	3,066	-	-	-	-	-	3,066
Due from other funds	7,151,364	-	-	-	-	-	7,151,364
Prepaid costs and deposits	81,580	-	-	-	-	-	81,580
Total Assets	\$ 117,598,042	\$ 29,279,081	\$ 1,730,600	\$ 18,995,412	\$ 1,792,534	\$ 7,693,826	\$ 177,089,495
LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES							
Liabilities							
Accounts payable	\$ 6,571,211	\$ 4,467,277	\$ -	\$ -	\$ 287,844	\$ -	\$ 11,326,332
Accounts payable to the City and County of San Francisco	62,915,985	-	196,936	1,804,138	-	1,235	64,918,294
Accrued salaries and taxes	254,448	-	-	-	-	-	254,448
Sales tax revenue bond (series 2017)	239,040,113	-	-	-	-	-	239,040,113
Due to other funds	-	5,405,163	479,084	462,537	470,185	334,395	7,151,364
Total Liabilities	\$ 308,781,757	\$ 9,872,440	\$ 676,020	\$ 2,266,675	\$ 758,029	\$ 335,630	\$ 322,690,551
Deferred Inflows of Resources							
Unavailable revenues	\$ -	\$ 19,406,641	\$ -	\$ -	\$ 1,034,505	\$ -	\$ 20,441,146
Total deferred inflows of resources	\$ -	\$ 19,406,641	\$ -	\$ -	\$ 1,034,505	\$ -	\$ 20,441,146
Fund Balances							
Nonspendable	\$ 81,580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 81,580
Restricted	2,864,318	-	1,054,580	16,728,737	-	7,358,196	28,005,831
Unassigned	(194,129,613)	-	-	-	-	-	(194,129,613)
Total Fund Balances (Deficit)	\$ (191,183,715)	\$ -	\$ 1,054,580	\$ 16,728,737	\$ -	\$ 7,358,196	\$ (166,042,202)
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 117,598,042	\$ 29,279,081	\$ 1,730,600	\$ 18,995,412	\$ 1,792,534	\$ 7,693,826	\$ 177,089,495



**San Francisco
County Transportation
Authority**

**Attachment 2
Governmental Funds**

Statement of Revenues, Expenditures, and Changes in Fund Balances with Budget Comparison (unaudited)
For the Six Months Ending December 31, 2021

	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	Traffic Congestion Mitigation Tax Program	Total Governmental Funds	Prorated Adopted Budget Fiscal Year 2021/22	Variance With Prorated Adopted Budget Positive (Negative)
REVENUES									
Sales tax	\$ 46,549,960	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,549,960	\$ 46,439,900	\$ 110,060
Vehicle registration fee	-	-	-	2,365,661	-	-	2,365,661	2,417,024	(51,363)
Traffic congestion mitigation tax	-	-	-	-	-	2,099,107	2,099,107	2,099,650	(543)
Investment income	146,285	-	374	465	-	-	147,124	316,836	(169,712)
Program revenues	-	9,941,222	360,786	-	821,548	-	11,123,556	11,837,408	(713,852)
Other revenues	-	-	-	-	-	-	-	23,250	(23,250)
Total Revenues	\$ 46,696,245	\$ 9,941,222	\$ 361,160	\$ 2,366,126	\$ 821,548	\$ 2,099,107	\$ 62,285,408	\$ 63,134,068	\$ (848,660)
EXPENDITURES									
Current - transportation improvement									
Personnel expenditures	\$ 1,787,699	\$ 1,420,242	\$ 10,763	\$ 91,594	\$ 328,925	\$ 19,867	\$ 3,659,090	\$ 4,613,470	\$ 954,380
Non-personnel expenditures	1,082,757	20,087	-	426	25,798	-	1,129,068	1,549,126	420,058
Capital project costs	38,727,650	8,514,036	73,036	380,009	391,626	98,967	48,185,324	95,720,904	47,535,580
Debt service									
Principal	11,425,000	-	-	-	-	-	11,425,000	6,855,000	(4,570,000)
Interest and fiscal charges	5,850,881	-	-	-	-	-	5,850,881	4,241,426	(1,609,455)
Total Expenditures	\$ 58,873,987	\$ 9,954,365	\$ 83,799	\$ 472,029	\$ 746,349	\$ 118,834	\$ 70,249,363	\$ 112,979,924	\$ 42,730,561
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ (12,177,742)	\$ (13,143)	\$ 277,361	\$ 1,894,097	\$ 75,199	\$ 1,980,273	\$ (7,963,955)	\$ (49,845,856)	\$ 41,881,901
OTHER FINANCING SOURCES (USES)									
Transfer in	\$ 75,199	\$ 13,143	\$ -	\$ -	\$ -	\$ -	\$ 88,342	\$ 3,407,658	\$ (3,319,316)
Transfer out	(13,143)	-	-	-	(75,199)	-	(88,342)	(3,407,658)	3,319,316
Draw on revolving credit agreement	-	-	-	-	-	-	-	50,000,000	(50,000,000)
Total Other Financing Sources (Uses)	\$ 62,056	\$ 13,143	\$ -	\$ -	\$ (75,199)	\$ -	\$ -	\$ 50,000,000	\$ (50,000,000)
NET CHANGE IN FUND BALANCES	\$ (12,115,686)	\$ -	\$ 277,361	\$ 1,894,097	\$ -	\$ 1,980,273	\$ (7,963,955)	\$ 154,144	\$ (8,118,099)
Fund Balances - Beginning	\$ 59,972,084	\$ -	\$ 777,219	\$ 14,834,640	\$ -	\$ 5,377,923	\$ 80,961,866		
Sales tax revenue bond (series 2017)	(239,040,113)	-	-	-	-	-	(239,040,113)		
Fund Balances (Deficit) - End	\$ (191,183,715)	\$ -	\$ 1,054,580	\$ 16,728,737	\$ -	\$ 7,358,196	\$ (166,042,202)		

Office of the Treasurer & Tax Collector
City and County of San Francisco

Tajel Shah, Chief Assistant Treasurer
Hubert R White, III CFA, CTP, Chief Investment Officer



Attachment 3

José Cisneros, Treasurer

Investment Report for the month of December 2021

January 15, 2022

The Honorable London N. Breed
Mayor of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4638

The Honorable Board of Supervisors
City and County of San Francisco
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4638

Colleagues,

In accordance with the provisions of California State Government Code, Section 53646, we forward this report detailing the City's pooled fund portfolio as of December 31, 2021. These investments provide sufficient liquidity to meet expenditure requirements for the next six months and are in compliance with our statement of investment policy and California Code.

This correspondence and its attachments show the investment activity for the month of December 2021 for the portfolios under the Treasurer's management. All pricing and valuation data is obtained from Interactive Data Corporation.

CCSF Pooled Fund Investment Earnings Statistics *

<i>(in \$ million)</i>	Current Month		Prior Month	
	Fiscal YTD	December 2021	Fiscal YTD	November 2021
Average Daily Balance	\$ 12,967	\$ 14,182	\$ 12,720	\$ 12,827
Net Earnings	32.62	6.08	26.54	5.56
Earned Income Yield	0.50%	0.50%	0.50%	0.53%

CCSF Pooled Fund Statistics *

<i>(in \$ million)</i>	% of	Book	Market	Wtd. Avg.	Wtd. Avg.	
Investment Type	Portfolio	Value	Value	Coupon	YTM	WAM
U.S. Treasuries	34.45%	\$ 4,900.2	\$ 4,849.8	0.75%	0.49%	889
Federal Agencies	35.21%	4,967.4	4,956.4	0.83%	0.81%	716
Public Time Deposits	0.28%	40.0	40.0	0.12%	0.12%	122
Negotiable CDs	17.73%	2,495.0	2,496.1	0.24%	0.24%	129
Commercial Paper	3.44%	484.3	484.8	0.00%	0.25%	174
Money Market Funds	5.39%	758.1	758.1	0.03%	0.03%	1
Supranationals	3.49%	496.8	491.2	0.79%	0.56%	853
Totals	100.0%	\$ 14,141.8	\$ 14,076.4	0.64%	0.53%	617

In the remainder of this report, we provide additional information and analytics at the security-level and portfolio-level, as recommended by the California Debt and Investment Advisory Commission.

Respectfully,


José Cisneros
Treasurer

cc: Treasury Oversight Committee: Aimee Brown, Kevin Kone, Brenda Kwee McNulty, Meghan Wallace
Ben Rosenfield - Controller, Office of the Controller
Mark de la Rosa - Acting Audits Director, Office of the Controller
Mayor's Office of Public Policy and Finance
San Francisco County Transportation Authority
San Francisco Public Library
San Francisco Health Service System

Portfolio Summary

Pooled Fund

As of December 31, 2021

<i>(in \$ million)</i>							
Security Type	Par Value	Book Value	Market Value	Market/Book Price	Current % Allocation	Max. Policy Allocation	Compliant?
U.S. Treasuries	\$ 4,875.0	\$ 4,900.2	\$ 4,849.8	98.97	34.45%	100%	Yes
Federal Agencies	4,963.4	4,967.4	4,956.4	99.78	35.21%	100%	Yes
State & Local Government							
Agency Obligations	-	-	-	-	0.00%	20%	Yes
Public Time Deposits	40.0	40.0	40.0	100.00	0.28%	100%	Yes
Negotiable CDs	2,495.0	2,495.0	2,496.1	100.05	17.73%	30%	Yes
Bankers Acceptances	-	-	-	-	0.00%	40%	Yes
Commercial Paper	485.0	484.3	484.8	-	3.44%	25%	Yes
Medium Term Notes	-	-	-	-	0.00%	30%	Yes
Repurchase Agreements	-	-	-	-	0.00%	10%	Yes
Reverse Repurchase/ Securities Lending Agreements	-	-	-	-	0.00%	\$75mm	Yes
Money Market Funds - Government	758.1	758.1	758.1	100.00	5.39%	20%	Yes
LAIF	-	-	-	-	0.00%	\$50mm	Yes
Supranationals	488.5	496.8	491.2	98.88	3.49%	30%	Yes
TOTAL	\$ 14,105.0	\$ 14,141.8	\$ 14,076.4	99.54	100.00%	-	Yes

The City and County of San Francisco uses the following methodology to determine compliance: Compliance is pre-trade and calculated on a par value basis of the overall portfolio value. Cash balances are included in the City's compliance calculations.

Please note the information in this report does not include cash balances. Due to fluctuations in the market value of the securities held in the Pooled Fund and changes in the City's cash position, the allocation limits may be exceeded on a post-trade compliance basis. In these instances, no compliance violation has occurred, as the policy limits were not exceeded prior to trade execution. The full Investment Policy can be found at <https://sftreasurer.org/banking-investments/investments>

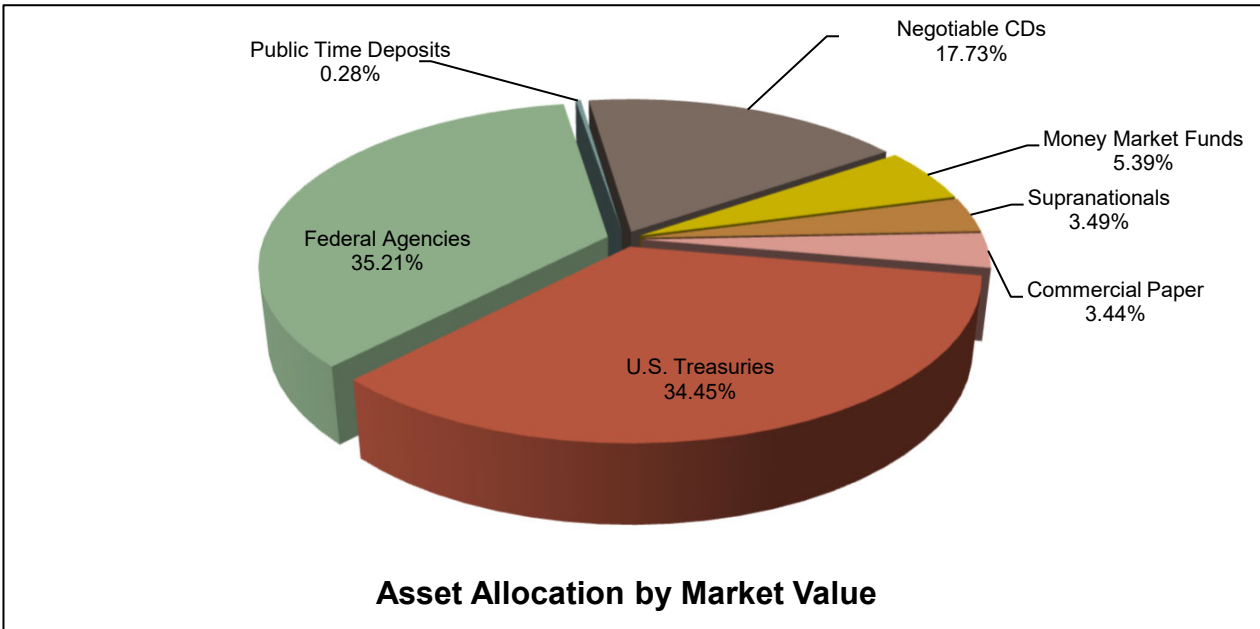
Totals may not add due to rounding.

City and County of San Francisco Pooled Fund Portfolio Statistics

For the month ended December 31, 2021

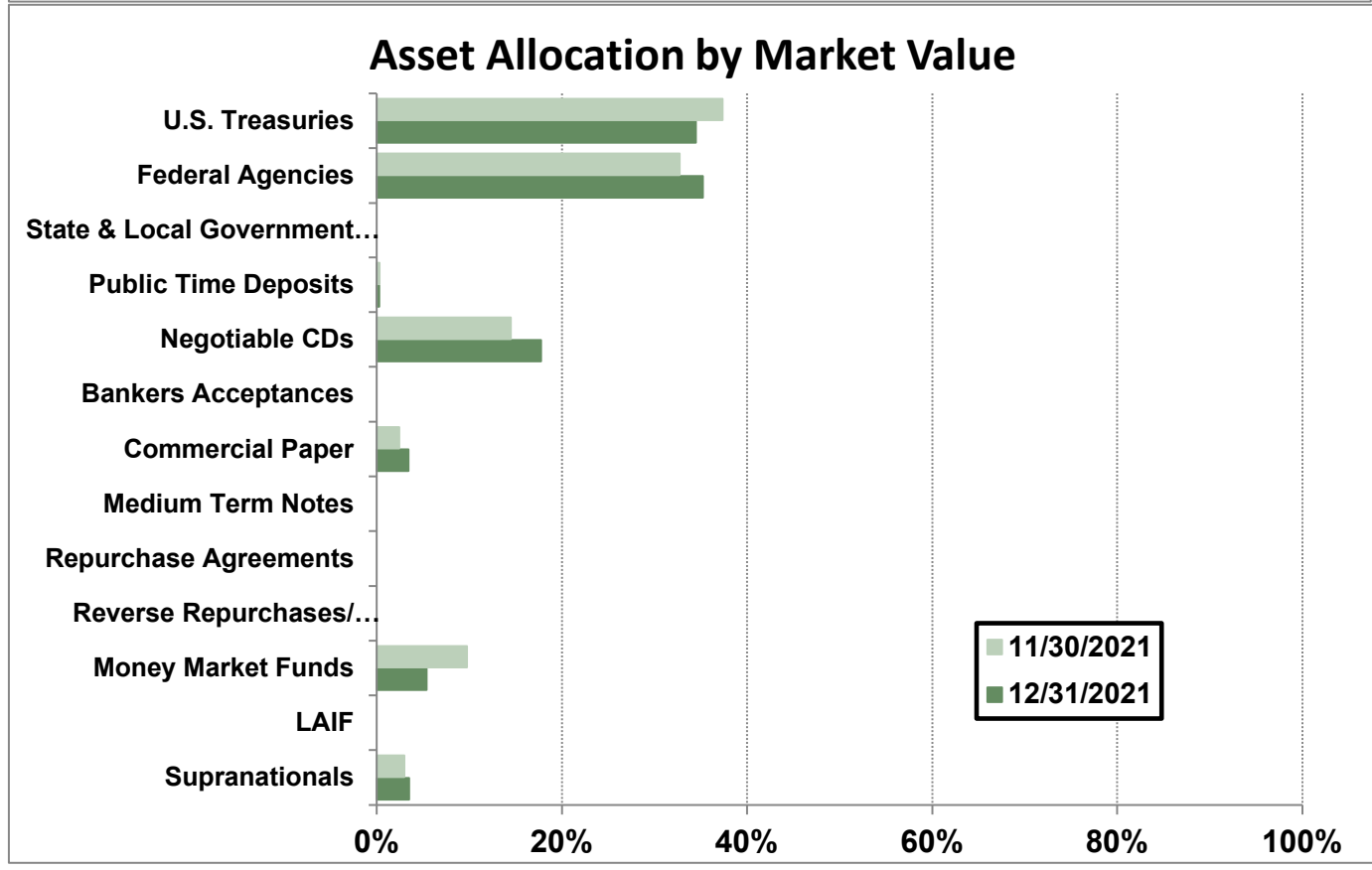
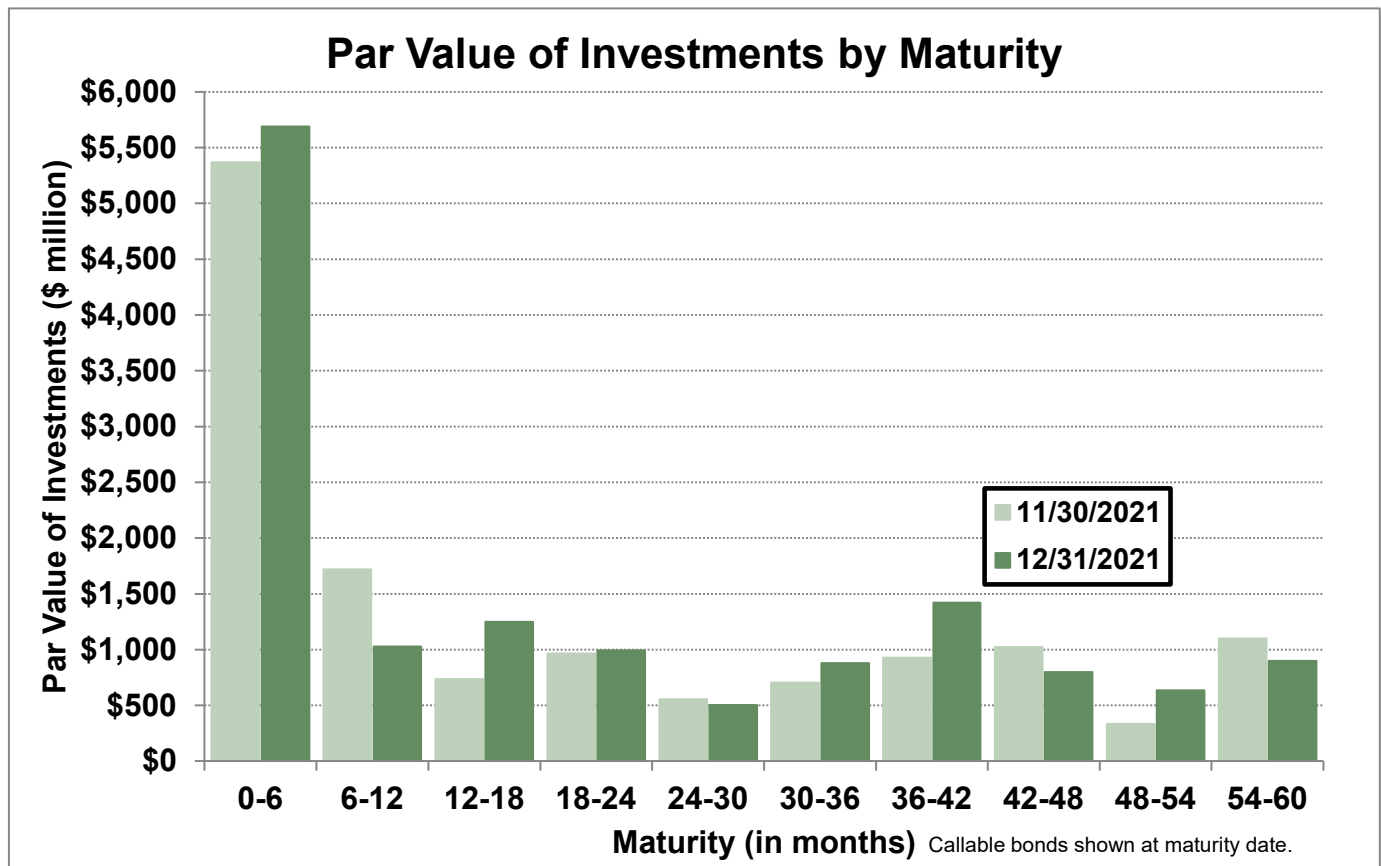
Average Daily Balance	\$14,182,254,701
Net Earnings	\$6,081,693
Earned Income Yield	0.50%
Weighted Average Maturity	617 days

Investment Type	(\$ million)	Par Value	Book Value	Market Value
U.S. Treasuries		\$ 4,875.0	\$ 4,900.2	\$ 4,849.8
Federal Agencies		4,963.4	4,967.4	4,956.4
Public Time Deposits		40.0	40.0	40.0
Negotiable CDs		2,495.0	2,495.0	2,496.1
Commercial Paper		485.0	484.3	484.8
Money Market Funds		758.1	758.1	758.1
Supranationals		488.5	496.8	491.2
Total		\$ 14,105.0	\$ 14,141.8	\$ 14,076.4

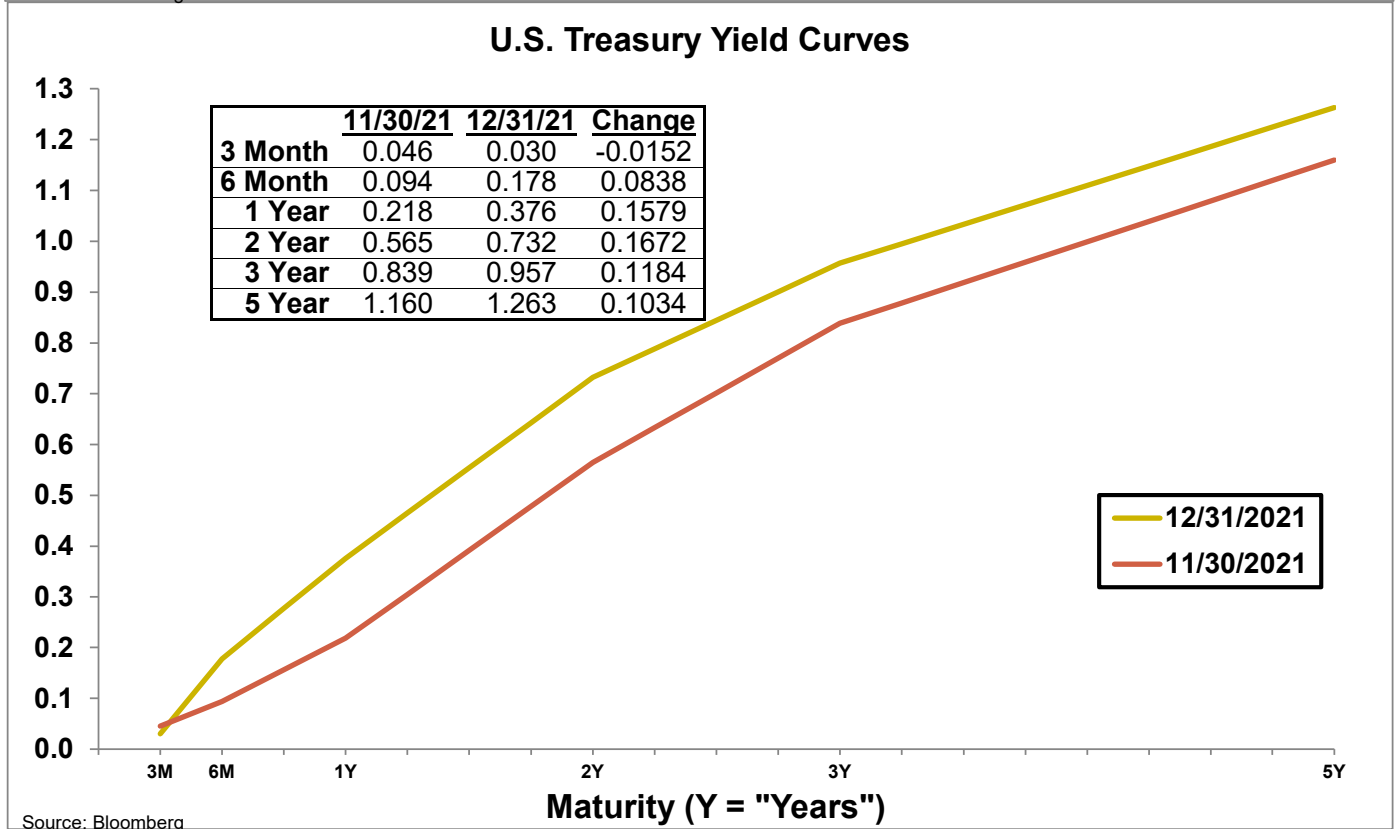
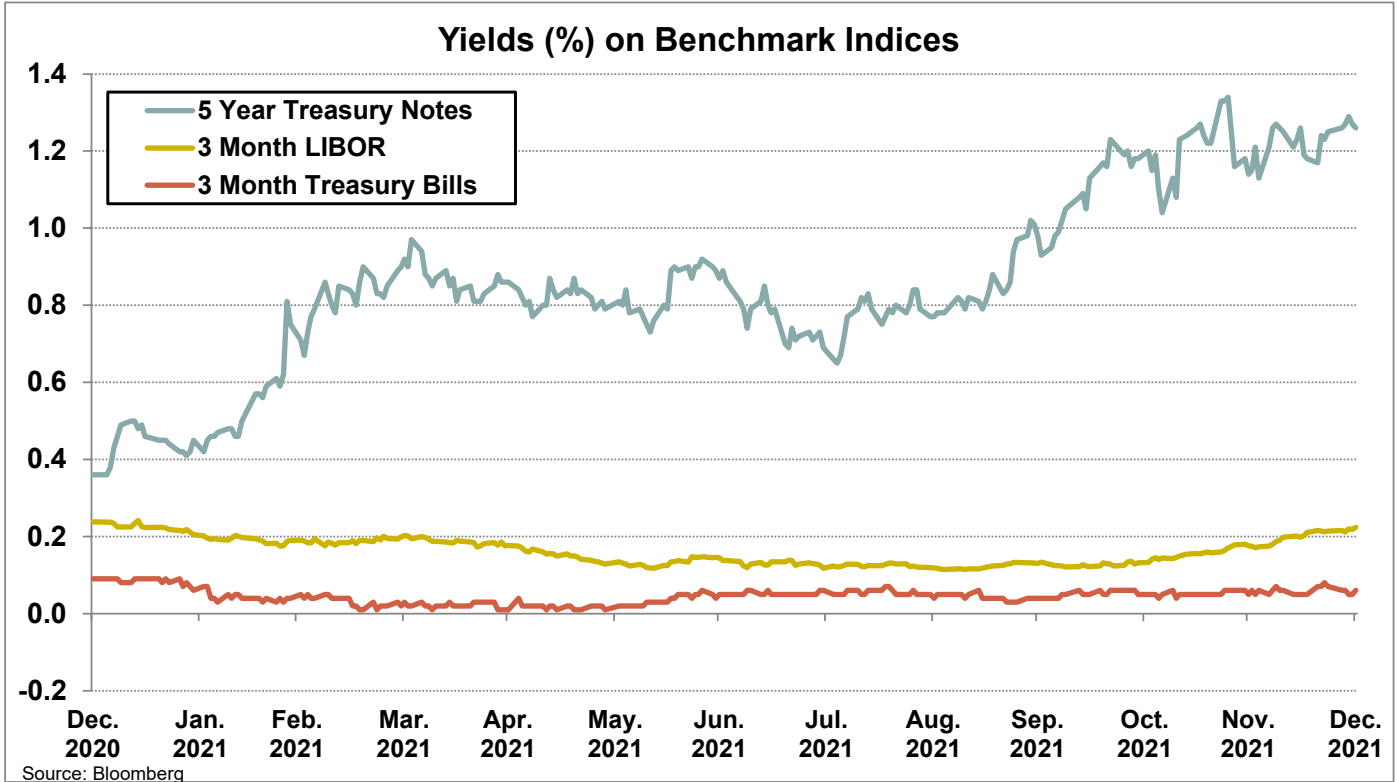


Portfolio Analysis

Pooled Fund



Yield Curves



Investment Inventory

Pooled Fund

As of December 31, 2021

Type of Investment	CUSIP	Issuer Name	Maturity		Coupon	Par Value	Book Value	Amortized	
			Settle Date	Date				Book Value	Market Value
U.S. Treasuries	912796C31	TREASURY BILL	1/28/2021	1/27/2022	0.00	\$ 100,000,000	\$ 99,909,000	\$ 99,993,500	\$ 99,998,000
U.S. Treasuries	912828Z60	US TREASURY	1/13/2021	1/31/2022	1.38	50,000,000	50,666,016	50,052,168	50,050,000
U.S. Treasuries	912828Z60	US TREASURY	1/15/2021	1/31/2022	1.38	50,000,000	50,664,063	50,052,288	50,050,000
U.S. Treasuries	912796F38	TREASURY BILL	4/19/2021	3/24/2022	0.00	50,000,000	49,972,692	49,993,394	49,994,000
U.S. Treasuries	912828ZG8	US TREASURY	4/8/2021	3/31/2022	0.38	50,000,000	50,150,391	50,037,492	50,034,000
U.S. Treasuries	912796G45	TREASURY BILL	4/22/2021	4/21/2022	0.00	100,000,000	99,934,278	99,980,139	99,978,000
U.S. Treasuries	912796H44	TREASURY BILL	5/20/2021	5/19/2022	0.00	200,000,000	199,888,777	199,957,833	199,926,000
U.S. Treasuries	912828XD7	US TREASURY	5/13/2021	5/31/2022	1.88	50,000,000	50,941,406	50,368,697	50,353,500
U.S. Treasuries	9128286Y1	US TREASURY	4/8/2021	6/15/2022	1.75	50,000,000	50,990,240	50,377,343	50,361,500
U.S. Treasuries	9128286Y1	US TREASURY	4/28/2021	6/15/2022	1.75	50,000,000	50,937,500	50,374,546	50,361,500
U.S. Treasuries	912828XW5	US TREASURY	8/15/2017	6/30/2022	1.75	25,000,000	24,977,539	24,997,729	25,189,500
U.S. Treasuries	912828ZX1	US TREASURY	3/12/2021	6/30/2022	0.13	50,000,000	50,011,719	50,004,441	49,980,500
U.S. Treasuries	912828ZX1	US TREASURY	3/31/2021	6/30/2022	0.13	50,000,000	50,021,484	50,008,481	49,980,500
U.S. Treasuries	912828ZX1	US TREASURY	4/8/2021	6/30/2022	0.13	50,000,000	50,025,391	50,010,202	49,980,500
U.S. Treasuries	912828ZX1	US TREASURY	4/15/2021	6/30/2022	0.13	50,000,000	50,019,531	50,007,972	49,980,500
U.S. Treasuries	912828ZX1	US TREASURY	4/16/2021	6/30/2022	0.13	50,000,000	50,019,531	50,007,990	49,980,500
U.S. Treasuries	912828ZX1	US TREASURY	4/19/2021	6/30/2022	0.13	50,000,000	50,019,531	50,008,045	49,980,500
U.S. Treasuries	912828YA2	US TREASURY	3/30/2021	8/15/2022	1.50	100,000,000	101,933,594	100,868,772	100,770,000
U.S. Treasuries	91282CAG6	US TREASURY	3/30/2021	8/31/2022	0.13	50,000,000	50,019,531	50,009,107	49,957,000
U.S. Treasuries	912828TY6	US TREASURY	4/8/2021	11/15/2022	1.63	50,000,000	51,201,172	50,651,830	50,535,000
U.S. Treasuries	912796P94	TREASURY BILL	12/13/2021	12/1/2022	0.00	50,000,000	49,878,019	49,884,584	49,869,050
U.S. Treasuries	912828Z86	US TREASURY	8/17/2021	2/15/2023	1.38	50,000,000	50,927,565	50,692,449	50,521,500
U.S. Treasuries	912828ZD5	US TREASURY	3/18/2021	3/15/2023	0.50	50,000,000	50,335,938	50,202,394	50,019,500
U.S. Treasuries	91282CBU4	US TREASURY	5/4/2021	3/31/2023	0.13	50,000,000	49,972,656	49,982,164	49,771,500
U.S. Treasuries	912828ZU7	US TREASURY	3/12/2021	6/15/2023	0.25	50,000,000	50,066,406	50,042,661	49,769,500
U.S. Treasuries	912828ZU7	US TREASURY	4/8/2021	6/15/2023	0.25	50,000,000	50,072,266	50,072,996	49,769,500
U.S. Treasuries	912828ZU7	US TREASURY	6/24/2021	6/15/2023	0.25	50,000,000	49,998,047	49,998,564	49,769,500
U.S. Treasuries	912828S35	US TREASURY	1/9/2020	6/30/2023	1.38	50,000,000	49,605,469	49,830,426	50,595,500
U.S. Treasuries	912828S35	US TREASURY	6/24/2021	6/30/2023	1.38	50,000,000	51,138,672	50,843,174	50,595,500
U.S. Treasuries	91282CCK5	US TREASURY	6/30/2021	6/30/2023	0.13	50,000,000	49,865,234	49,899,387	49,664,000
U.S. Treasuries	912828S92	US TREASURY	4/1/2021	7/31/2023	1.25	50,000,000	51,220,703	50,826,234	50,504,000
U.S. Treasuries	912828S92	US TREASURY	4/1/2021	7/31/2023	1.25	50,000,000	51,218,750	50,824,912	50,504,000
U.S. Treasuries	91282CAK7	US TREASURY	8/10/2021	9/15/2023	0.13	50,000,000	49,886,719	49,908,014	49,547,000
U.S. Treasuries	912828WE6	US TREASURY	12/17/2019	11/15/2023	2.75	50,000,000	51,960,938	50,937,243	51,894,500
U.S. Treasuries	91282CBA8	US TREASURY	3/19/2021	12/15/2023	0.13	50,000,000	49,767,578	49,834,449	49,431,500
U.S. Treasuries	91282CBA8	US TREASURY	12/9/2021	12/15/2023	0.13	50,000,000	49,402,344	49,421,021	49,431,500
U.S. Treasuries	91282CBA8	US TREASURY	12/15/2021	12/15/2023	0.13	50,000,000	49,443,359	49,456,322	49,431,500
U.S. Treasuries	9128285Z9	US TREASURY	10/4/2021	1/31/2024	2.50	50,000,000	52,732,507	52,248,417	51,797,000
U.S. Treasuries	91282CCC3	US TREASURY	7/2/2021	5/15/2024	0.25	50,000,000	49,718,750	49,767,861	49,328,000
U.S. Treasuries	912828XT2	US TREASURY	7/6/2021	5/31/2024	2.00	50,000,000	52,263,672	51,881,410	51,383,000
U.S. Treasuries	91282CCL3	US TREASURY	8/6/2021	7/15/2024	0.38	50,000,000	50,009,256	49,998,316	49,392,500
U.S. Treasuries	91282CCL3	US TREASURY	8/9/2021	7/15/2024	0.38	50,000,000	49,973,675	49,966,226	49,392,500
U.S. Treasuries	912828Y87	US TREASURY	3/30/2021	7/31/2024	1.75	50,000,000	52,210,938	51,708,534	51,131,000
U.S. Treasuries	91282CCT6	US TREASURY	8/25/2021	8/15/2024	0.38	50,000,000	49,903,533	49,910,502	49,351,500
U.S. Treasuries	912828YM6	US TREASURY	4/15/2021	10/31/2024	1.50	50,000,000	51,746,094	51,394,178	50,795,000
U.S. Treasuries	912828G38	US TREASURY	3/9/2021	11/15/2024	2.25	50,000,000	53,160,156	52,461,027	51,849,500
U.S. Treasuries	912828G38	US TREASURY	3/12/2021	11/15/2024	2.25	50,000,000	53,228,516	52,519,876	51,849,500
U.S. Treasuries	912828YY0	US TREASURY	3/15/2021	12/31/2024	1.75	50,000,000	52,226,563	51,757,813	51,154,500
U.S. Treasuries	912828Z52	US TREASURY	3/30/2021	1/31/2025	1.38	50,000,000	51,515,625	51,216,389	50,584,000

Investment Inventory Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
U.S. Treasuries	912828Z52	US TREASURY	4/15/2021	1/31/2025		1.38	50,000,000	51,507,813	51,224,079	50,584,000
U.S. Treasuries	912828ZC7	US TREASURY	3/15/2021	2/28/2025		1.13	50,000,000	51,011,719	50,807,416	50,191,500
U.S. Treasuries	912828ZC7	US TREASURY	3/31/2021	2/28/2025		1.13	50,000,000	50,998,047	50,805,417	50,191,500
U.S. Treasuries	912828ZF0	US TREASURY	4/15/2021	3/31/2025		0.50	50,000,000	49,779,297	49,819,133	49,185,500
U.S. Treasuries	912828ZF0	US TREASURY	4/19/2021	3/31/2025		0.50	50,000,000	49,839,844	49,868,388	49,185,500
U.S. Treasuries	912828ZL7	US TREASURY	5/18/2021	4/30/2025		0.38	50,000,000	49,615,234	49,676,029	48,906,500
U.S. Treasuries	912828XB1	US TREASURY	9/2/2021	5/15/2025		2.13	50,000,000	52,849,609	52,594,389	51,773,500
U.S. Treasuries	912828ZW3	US TREASURY	3/8/2021	6/30/2025		0.25	50,000,000	49,140,625	49,303,770	48,594,000
U.S. Treasuries	912828ZW3	US TREASURY	3/9/2021	6/30/2025		0.25	50,000,000	49,042,969	49,224,160	48,594,000
U.S. Treasuries	912828ZW3	US TREASURY	5/12/2021	6/30/2025		0.25	50,000,000	49,281,250	49,392,632	48,594,000
U.S. Treasuries	912828ZW3	US TREASURY	5/13/2021	6/30/2025		0.25	50,000,000	49,183,594	49,309,653	48,594,000
U.S. Treasuries	912828ZW3	US TREASURY	5/18/2021	6/30/2025		0.25	50,000,000	49,253,906	49,367,011	48,594,000
U.S. Treasuries	912828ZW3	US TREASURY	7/12/2021	6/30/2025		0.25	50,000,000	49,310,547	49,392,863	48,594,000
U.S. Treasuries	912828ZW3	US TREASURY	8/5/2021	6/30/2025		0.25	50,000,000	49,500,000	49,552,281	48,594,000
U.S. Treasuries	912828ZW3	US TREASURY	8/6/2021	6/30/2025		0.25	50,000,000	49,406,250	49,407,960	48,594,000
U.S. Treasuries	912828ZW3	US TREASURY	12/7/2021	6/30/2025		0.25	50,000,000	48,628,906	48,655,253	48,594,000
U.S. Treasuries	91282CAB7	US TREASURY	8/5/2021	7/31/2025		0.25	50,000,000	49,460,683	49,514,349	48,517,500
U.S. Treasuries	91282CAB7	US TREASURY	8/6/2021	7/31/2025		0.25	50,000,000	49,365,319	49,428,047	48,517,500
U.S. Treasuries	91282CAM3	US TREASURY	5/12/2021	9/30/2025		0.25	50,000,000	49,109,375	49,239,466	48,437,500
U.S. Treasuries	91282CAM3	US TREASURY	7/26/2021	9/30/2025		0.25	50,000,000	49,281,250	49,356,090	48,437,500
U.S. Treasuries	91282CAT8	US TREASURY	2/25/2021	10/31/2025		0.25	50,000,000	49,298,828	49,426,016	48,345,500
U.S. Treasuries	91282CAT8	US TREASURY	3/2/2021	10/31/2025		0.25	50,000,000	49,078,125	49,243,132	48,345,500
U.S. Treasuries	91282CAT8	US TREASURY	3/4/2021	10/31/2025		0.25	50,000,000	49,048,828	49,218,161	48,345,500
U.S. Treasuries	91282CBC4	US TREASURY	2/25/2021	12/31/2025		0.38	50,000,000	49,455,078	49,550,516	48,486,500
U.S. Treasuries	91282CBC4	US TREASURY	2/26/2021	12/31/2025		0.38	50,000,000	49,271,484	49,398,738	48,486,500
U.S. Treasuries	91282CBW0	US TREASURY	6/28/2021	4/30/2026		0.75	50,000,000	49,662,109	49,697,868	49,035,000
U.S. Treasuries	91282CBW0	US TREASURY	7/2/2021	4/30/2026		0.75	50,000,000	49,730,469	49,758,446	49,035,000
U.S. Treasuries	912828R36	US TREASURY	7/23/2021	5/15/2026		1.63	50,000,000	52,203,125	51,999,991	50,865,500
U.S. Treasuries	912828R36	US TREASURY	8/27/2021	5/15/2026		1.63	50,000,000	51,890,625	51,751,189	50,865,500
U.S. Treasuries	91282CCJ8	US TREASURY	7/2/2021	6/30/2026		0.88	50,000,000	49,931,641	49,938,499	49,234,500
U.S. Treasuries	91282CCJ8	US TREASURY	7/14/2021	6/30/2026		0.88	50,000,000	50,070,313	50,063,677	49,234,500
U.S. Treasuries	91282CCJ8	US TREASURY	7/22/2021	6/30/2026		0.88	50,000,000	50,345,703	50,314,467	49,234,500
U.S. Treasuries	91282CCJ8	US TREASURY	7/22/2021	6/30/2026		0.88	50,000,000	50,328,125	50,298,477	49,234,500
U.S. Treasuries	91282CCJ8	US TREASURY	8/6/2021	6/30/2026		0.88	50,000,000	50,406,250	50,372,642	49,234,500
U.S. Treasuries	91282CCJ8	US TREASURY	8/10/2021	6/30/2026		0.88	50,000,000	50,240,234	50,220,854	49,234,500
U.S. Treasuries	91282CCJ8	US TREASURY	9/24/2021	6/30/2026		0.88	50,000,000	49,937,500	49,941,056	49,234,500
U.S. Treasuries	91282CCJ8	US TREASURY	10/14/2021	6/30/2026		0.88	50,000,000	49,593,750	49,612,409	49,234,500
U.S. Treasuries	91282CCW9	US TREASURY	9/28/2021	8/31/2026		0.75	50,000,000	49,478,224	49,478,320	48,910,000
U.S. Treasuries	91282CCZ2	US TREASURY	10/8/2021	9/30/2026		0.88	50,000,000	49,699,069	49,703,973	49,138,650
U.S. Treasuries	91282CCZ2	US TREASURY	10/8/2021	9/30/2026		0.88	50,000,000	49,681,490	49,687,216	49,138,650
U.S. Treasuries	91282CCZ2	US TREASURY	10/19/2021	9/30/2026		0.88	50,000,000	49,341,196	49,346,274	49,138,650
U.S. Treasuries	91282CDK4	US TREASURY	12/3/2021	11/30/2026		1.25	50,000,000	50,077,417	50,071,116	49,996,094
U.S. Treasuries	91282CDK4	US TREASURY	12/7/2021	11/30/2026		1.25	50,000,000	50,129,207	50,115,577	49,996,094
Subtotals						0.75	\$ 4,875,000,000	\$ 4,900,218,357	\$ 4,890,431,514	\$ 4,849,816,688
Federal Agencies	313313RK6	FED FARM CRD DISCOUNT NT	3/30/2021	1/5/2022		0.00	\$ 50,000,000	\$ 49,976,583	\$ 49,999,667	\$ 50,000,000
Federal Agencies	3133ELTN4	FEDERAL FARM CREDIT BANK	3/18/2020	1/18/2022		0.53	50,000,000	49,886,500	49,997,124	50,007,000
Federal Agencies	3133ELTN4	FEDERAL FARM CREDIT BANK	3/23/2020	1/18/2022		0.53	63,450,000	63,289,472	63,445,902	63,458,883
Federal Agencies	3133ELKN3	FEDERAL FARM CREDIT BANK	1/28/2020	1/28/2022		1.55	100,000,000	99,992,000	99,999,705	100,098,000
Federal Agencies	3130AMEN8	FEDERAL HOME LOAN BANK	5/4/2021	2/1/2022		0.05	100,000,000	99,994,705	99,999,399	99,980,000

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Par Value	Book Value	Amortized	
				Date	Coupon			Book Value	Market Value
Federal Agencies	3130AMEN8	FEDERAL HOME LOAN BANK	5/6/2021	2/1/2022	0.05	100,000,000	99,995,490	99,999,484	99,980,000
Federal Agencies	3133EKAK2	FEDERAL FARM CREDIT BANK	2/19/2019	2/14/2022	2.53	20,700,000	20,682,612	20,699,299	20,756,097
Federal Agencies	3133EKBV7	FEDERAL FARM CREDIT BANK	3/1/2019	3/1/2022	2.55	10,000,000	9,997,186	9,999,849	10,038,700
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	4/5/2019	3/11/2022	2.50	17,780,000	17,848,986	17,784,445	17,860,721
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	4/5/2019	3/11/2022	2.50	40,000,000	40,158,360	40,010,202	40,181,600
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	4/8/2019	3/14/2022	2.47	26,145,000	26,226,050	26,150,449	26,264,744
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	4/8/2019	3/14/2022	2.47	45,500,000	45,634,680	45,509,054	45,708,390
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	3/25/2020	3/25/2022	0.70	25,000,000	24,999,000	24,999,886	25,031,500
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	3/25/2020	3/25/2022	0.70	25,000,000	24,993,000	24,999,204	25,031,500
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	3/25/2020	3/25/2022	0.70	25,000,000	24,996,000	24,999,545	25,031,500
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	3/25/2020	3/25/2022	0.70	25,000,000	24,983,250	24,998,096	25,031,500
Federal Agencies	3135G0T45	FANNIE MAE	6/6/2017	4/5/2022	1.88	25,000,000	25,072,250	25,003,850	25,103,000
Federal Agencies	313313VG0	FED FARM CRD DISCOUNT NT	7/9/2021	4/8/2022	0.00	10,000,000	9,995,450	9,998,383	9,997,600
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022	2.25	25,000,000	24,918,000	24,992,443	25,146,000
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022	2.25	50,000,000	49,836,000	49,984,887	50,292,000
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022	2.25	50,000,000	49,836,000	49,984,887	50,292,000
Federal Agencies	3133EKHB5	FEDERAL FARM CREDIT BANK	4/18/2019	4/18/2022	2.35	50,000,000	49,969,500	49,997,022	50,321,500
Federal Agencies	3133EMXN7	FEDERAL FARM CREDIT BANK	4/27/2021	4/27/2022	0.06	19,550,000	19,548,358	19,549,477	19,545,113
Federal Agencies	3130AMEY4	FEDERAL HOME LOAN BANK	5/6/2021	5/6/2022	0.06	10,000,000	9,999,918	9,999,972	9,995,000
Federal Agencies	3130AMEY4	FEDERAL HOME LOAN BANK	5/18/2021	5/6/2022	0.06	10,000,000	9,999,900	9,999,965	9,995,000
Federal Agencies	313385WL6	FED HOME LN DISCOUNT NT	5/6/2021	5/6/2022	0.00	50,000,000	49,972,118	49,990,451	49,976,000
Federal Agencies	3130AMGM8	FEDERAL HOME LOAN BANK	5/11/2021	5/10/2022	0.06	50,000,000	49,998,325	49,999,406	49,986,000
Federal Agencies	3130AMJ37	FEDERAL HOME LOAN BANK	5/17/2021	5/13/2022	0.06	30,000,000	29,999,753	29,999,910	29,984,100
Federal Agencies	3130AMJ37	FEDERAL HOME LOAN BANK	5/13/2021	5/13/2022	0.06	45,000,000	44,998,200	44,999,349	44,976,150
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	5/16/2019	5/16/2022	2.25	25,000,000	24,949,250	24,993,749	25,196,750
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	5/16/2019	5/16/2022	2.25	35,000,000	34,928,950	34,991,248	35,275,450
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	6/6/2017	6/2/2022	1.88	50,000,000	50,059,250	50,004,943	50,362,500
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	6/9/2017	6/2/2022	1.88	50,000,000	49,997,500	49,999,791	50,362,500
Federal Agencies	3133EMF64	FEDERAL FARM CREDIT BANK	7/7/2021	6/9/2022	0.06	58,735,000	58,723,528	58,729,587	58,719,142
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	12/16/2019	6/15/2022	1.63	20,000,000	19,998,940	19,999,808	20,136,400
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	12/16/2019	6/15/2022	1.63	25,000,000	24,998,676	24,999,760	25,170,500
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	12/16/2019	6/15/2022	1.63	25,000,000	24,998,676	24,999,760	25,170,500
Federal Agencies	3133EHZP1	FEDERAL FARM CREDIT BANK	3/18/2020	9/20/2022	1.85	25,000,000	25,718,750	25,205,581	25,310,250
Federal Agencies	3133ELVL5	FEDERAL FARM CREDIT BANK	4/3/2020	10/3/2022	0.70	40,000,000	39,990,000	39,996,988	40,176,400
Federal Agencies	3133EMS45	FEDERAL FARM CREDIT BANK	7/14/2021	12/14/2022	0.11	50,000,000	49,992,900	49,995,244	49,997,500
Federal Agencies	3133EMWVK4	FEDERAL FARM CREDIT BANK	5/18/2021	1/19/2023	0.14	60,000,000	59,987,400	59,992,102	59,963,400
Federal Agencies	3133ELJH8	FEDERAL FARM CREDIT BANK	3/25/2020	1/23/2023	1.60	10,140,000	10,384,141	10,231,376	10,289,666
Federal Agencies	3133ENDQ3	FEDERAL FARM CREDIT BANK	11/12/2021	2/10/2023	0.16	50,000,000	49,900,233	49,910,801	49,969,320
Federal Agencies	3133EMUH3	FEDERAL FARM CREDIT BANK	3/31/2021	3/23/2023	0.13	65,000,000	64,955,150	64,972,295	64,899,250
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	4/13/2021	4/13/2023	0.13	20,000,000	19,973,600	19,983,111	19,900,200
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	4/13/2021	4/13/2023	0.13	25,000,000	24,967,000	24,978,889	24,875,250
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	4/13/2021	4/13/2023	0.13	50,000,000	49,934,000	49,957,778	49,750,500
Federal Agencies	3133EMXM9	FEDERAL FARM CREDIT BANK	5/5/2021	4/27/2023	0.13	44,500,000	44,462,233	44,474,840	44,406,995
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	5/10/2021	5/10/2023	0.13	12,500,000	12,484,000	12,489,173	12,426,250
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	5/10/2021	5/10/2023	0.13	25,000,000	24,968,000	24,978,345	24,852,500
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	5/10/2021	5/10/2023	0.13	75,000,000	74,904,000	74,935,036	74,557,500
Federal Agencies	3130AMRY0	FEDERAL HOME LOAN BANK	6/4/2021	6/2/2023	0.13	15,000,000	14,986,200	14,990,200	14,894,550
Federal Agencies	3133EMF31	FEDERAL FARM CREDIT BANK	6/2/2021	6/2/2023	0.13	100,000,000	99,938,000	99,956,090	99,727,000
Federal Agencies	3133EMH96	FEDERAL FARM CREDIT BANK	6/28/2021	6/14/2023	0.13	50,000,000	49,864,850	49,900,148	49,853,000
Federal Agencies	3133EM3S9	FEDERAL FARM CREDIT BANK	12/14/2021	6/26/2023	0.20	48,067,000	47,826,184	47,833,939	47,968,463

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Par Value	Book Value	Amortized	
				Date	Coupon			Book Value	Market Value
Federal Agencies	3133EM3S9	FEDERAL FARM CREDIT BANK	8/26/2021	6/26/2023	0.20	50,000,000	49,979,892	49,983,739	49,897,500
Federal Agencies	3133EMS37	FEDERAL FARM CREDIT BANK	7/14/2021	7/14/2023	0.13	50,000,000	49,927,791	49,944,705	49,655,500
Federal Agencies	3133EMS37	FEDERAL FARM CREDIT BANK	7/14/2021	7/14/2023	0.13	50,000,000	49,907,253	49,928,979	49,655,500
Federal Agencies	3133ENEY2	FEDERAL FARM CREDIT BANK	11/24/2021	7/24/2023	0.45	50,000,000	49,996,500	49,996,719	49,884,435
Federal Agencies	3133EM2E1	FEDERAL FARM CREDIT BANK	8/10/2021	8/10/2023	0.16	50,000,000	49,970,000	49,975,918	49,625,000
Federal Agencies	3137EAEV7	FREDDIE MAC	12/6/2021	8/24/2023	0.25	40,776,000	40,571,644	40,552,449	40,515,034
Federal Agencies	3130AJXD6	FEDERAL HOME LOAN BANK	12/14/2021	9/8/2023	0.13	20,975,000	20,813,353	20,811,156	20,788,952
Federal Agencies	3135G0U43	FANNIE MAE	12/9/2021	9/12/2023	2.88	29,648,000	30,999,294	30,752,271	30,744,383
Federal Agencies	3133EM6N7	FEDERAL FARM CREDIT BANK	9/27/2021	9/27/2023	0.17	50,000,000	49,950,000	49,956,575	49,781,000
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	12/3/2021	12/1/2023	0.50	25,000,000	24,963,750	24,965,194	24,898,754
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	12/3/2021	12/1/2023	0.50	25,000,000	24,963,750	24,965,194	24,898,754
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	12/3/2021	12/1/2023	0.50	75,000,000	74,891,250	74,895,582	74,696,261
Federal Agencies	3130A3VC5	FEDERAL HOME LOAN BANK	12/10/2021	12/8/2023	2.25	10,000,000	10,302,250	10,291,904	10,292,400
Federal Agencies	3130A3VC5	FEDERAL HOME LOAN BANK	12/10/2021	12/8/2023	2.25	30,000,000	30,906,750	30,875,712	30,877,200
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	12/20/2021	12/20/2023	0.68	25,000,000	24,987,600	24,987,804	24,979,750
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	12/20/2021	12/20/2023	0.68	25,000,000	24,988,000	24,988,197	24,979,750
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	12/20/2021	12/20/2023	0.68	62,000,000	61,970,488	61,970,973	61,949,780
Federal Agencies	3130AFW94	FEDERAL HOME LOAN BANK	11/12/2021	2/13/2024	2.50	39,010,000	40,889,914	40,549,247	40,418,651
Federal Agencies	3133ELNE0	FEDERAL FARM CREDIT BANK	3/18/2020	2/14/2024	1.43	20,495,000	20,950,604	20,741,945	20,874,977
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	2/26/2021	2/26/2024	0.25	5,000,000	4,998,200	4,998,708	4,948,750
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	2/26/2021	2/26/2024	0.25	5,000,000	4,998,200	4,998,708	4,948,750
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	2/26/2021	2/26/2024	0.25	100,000,000	99,964,000	99,974,159	98,975,000
Federal Agencies	3133EMTW2	FEDERAL FARM CREDIT BANK	3/18/2021	3/18/2024	0.30	50,000,000	49,939,500	49,955,453	49,697,500
Federal Agencies	3133EMTW2	FEDERAL FARM CREDIT BANK	3/18/2021	3/18/2024	0.30	50,000,000	49,939,450	49,955,416	49,697,500
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	5/4/2021	4/22/2024	0.35	16,545,000	16,549,633	16,548,598	16,447,715
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	5/4/2021	4/22/2024	0.35	29,424,000	29,432,239	29,430,399	29,250,987
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	5/4/2021	4/22/2024	0.35	39,000,000	39,010,920	39,008,482	38,770,680
Federal Agencies	3133EMV25	FEDERAL FARM CREDIT BANK	8/6/2021	7/23/2024	0.45	50,000,000	50,100,125	50,079,416	49,696,500
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	9/23/2021	9/23/2024	0.43	25,000,000	24,974,750	24,977,054	24,787,750
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	9/23/2021	9/23/2024	0.43	50,000,000	49,949,500	49,954,108	49,575,500
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	9/23/2021	9/23/2024	0.43	50,000,000	49,949,500	49,954,108	49,575,500
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	11/18/2021	11/18/2024	0.88	10,000,000	9,988,500	9,988,962	9,979,400
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	11/18/2021	11/18/2024	0.88	10,000,000	9,988,500	9,988,962	9,979,400
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	11/18/2021	11/18/2024	0.88	50,000,000	49,942,500	49,944,808	49,897,000
Federal Agencies	3133ELCP7	FEDERAL FARM CREDIT BANK	12/3/2019	12/3/2024	1.63	25,000,000	24,960,000	24,976,639	25,586,250
Federal Agencies	3133ENGQ7	FEDERAL FARM CREDIT BANK	12/9/2021	12/9/2024	0.92	50,000,000	49,985,000	49,985,315	49,937,571
Federal Agencies	3133ENGQ7	FEDERAL FARM CREDIT BANK	12/9/2021	12/9/2024	0.92	50,000,000	49,963,000	49,963,776	49,937,571
Federal Agencies	3135G0X24	FANNIE MAE	4/21/2021	1/7/2025	1.63	39,060,000	40,632,556	40,337,050	39,773,626
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	5,000,000	4,996,150	4,997,599	5,073,200
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	5,000,000	4,996,150	4,997,599	5,073,200
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	5,000,000	4,996,150	4,997,599	5,073,200
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	15,000,000	14,988,450	14,992,798	15,219,600
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	50,000,000	49,961,500	49,975,993	50,732,000
Federal Agencies	3137EAEP0	FREDDIE MAC	4/21/2021	2/12/2025	1.50	53,532,000	55,450,052	55,098,937	54,315,708
Federal Agencies	3133ELQY3	FEDERAL FARM CREDIT BANK	3/23/2020	3/3/2025	1.21	16,000,000	15,990,720	15,994,055	16,155,040
Federal Agencies	3133ELQY3	FEDERAL FARM CREDIT BANK	3/23/2020	3/3/2025	1.21	24,000,000	23,964,240	23,977,091	24,232,560
Federal Agencies	3133EMWT5	FEDERAL FARM CREDIT BANK	4/21/2021	4/21/2025	0.60	50,000,000	49,973,500	49,978,125	49,440,000
Federal Agencies	3135G03U5	FANNIE MAE	12/8/2021	4/22/2025	0.63	37,938,000	37,398,090	37,398,909	37,421,664
Federal Agencies	3135G03U5	FANNIE MAE	7/12/2021	4/22/2025	0.63	50,000,000	50,108,000	50,094,461	49,319,500
Federal Agencies	3135G03U5	FANNIE MAE	12/8/2021	4/22/2025	0.63	50,000,000	49,283,881	49,258,690	49,319,500

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
Federal Agencies	3135G04Z3	FANNIE MAE	12/8/2021	6/17/2025	0.50	4,655,000	4,556,640	4,558,474	4,563,157	
Federal Agencies	3135G04Z3	FANNIE MAE	12/8/2021	6/17/2025	0.50	10,000,000	9,789,600	9,793,524	9,802,700	
Federal Agencies	3130AN4A5	FEDERAL HOME LOAN BANK	7/12/2021	6/30/2025	0.70	17,680,000	17,734,631	17,728,109	17,440,613	
Federal Agencies	3135G05X7	FANNIE MAE	3/4/2021	8/25/2025	0.38	25,000,000	24,684,250	24,742,765	24,322,250	
Federal Agencies	3135G05X7	FANNIE MAE	2/25/2021	8/25/2025	0.38	72,500,000	71,862,000	71,982,451	70,534,525	
Federal Agencies	3130A8ZQ9	FEDERAL HOME LOAN BANK	11/2/2021	9/12/2025	1.75	10,295,000	10,600,355	10,563,404	10,519,225	
Federal Agencies	3137EAEX3	FREDDIE MAC	3/4/2021	9/23/2025	0.38	22,600,000	22,295,352	22,350,826	21,993,190	
Federal Agencies	3133ENEG1	FEDERAL FARM CREDIT BANK	11/17/2021	11/17/2025	1.05	39,675,000	39,622,232	39,623,858	39,518,296	
Federal Agencies	3133ENEG1	FEDERAL FARM CREDIT BANK	11/17/2021	11/17/2025	1.05	55,000,000	54,923,000	54,925,372	54,782,767	
Federal Agencies	3133ENHM5	FEDERAL FARM CREDIT BANK	12/16/2021	12/16/2025	1.17	45,000,000	44,954,100	44,954,603	44,879,400	
Federal Agencies	3133ENHM5	FEDERAL FARM CREDIT BANK	12/16/2021	12/16/2025	1.17	50,000,000	49,949,000	49,949,559	49,866,000	
Federal Agencies	3133EMZ21	FEDERAL FARM CREDIT BANK	8/9/2021	4/6/2026	0.69	15,500,000	15,458,150	15,461,717	15,157,450	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	8/19/2021	7/13/2026	1.05	25,000,000	25,000,000	25,000,000	24,818,000	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	8/19/2021	7/13/2026	1.05	25,000,000	25,000,000	25,000,000	24,818,000	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	8/19/2021	7/13/2026	1.05	25,000,000	25,000,000	25,000,000	24,818,000	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	8/20/2021	7/27/2026	1.07	25,000,000	25,000,000	25,000,000	24,749,500	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	8/20/2021	7/27/2026	1.07	25,000,000	25,000,000	25,000,000	24,749,500	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	8/20/2021	7/27/2026	1.07	25,000,000	25,000,000	25,000,000	24,749,500	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	9/13/2021	8/10/2026	1.05	25,000,000	25,000,000	25,000,000	24,851,718	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	9/13/2021	8/10/2026	1.05	25,000,000	25,000,000	25,000,000	24,851,718	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	9/13/2021	8/10/2026	1.05	25,000,000	25,000,000	25,000,000	24,851,718	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	10/1/2021	9/3/2026	1.08	25,000,000	25,000,000	25,000,000	24,717,948	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	10/1/2021	9/3/2026	1.08	25,000,000	25,000,000	25,000,000	24,717,948	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	10/1/2021	9/3/2026	1.08	25,000,000	25,000,000	25,000,000	24,717,948	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	10/1/2021	9/3/2026	1.08	25,000,000	25,000,000	25,000,000	24,717,948	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	11/18/2021	10/19/2026	1.43	25,000,000	25,000,000	25,000,000	24,964,250	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	11/18/2021	10/19/2026	1.43	25,000,000	25,000,000	25,000,000	24,964,250	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	11/18/2021	10/19/2026	1.43	25,000,000	25,000,000	25,000,000	24,964,250	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	11/18/2021	10/19/2026	1.43	25,000,000	25,000,000	25,000,000	24,964,250	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	12/16/2021	11/16/2026	1.61	25,000,000	25,000,000	25,000,000	25,022,657	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	12/16/2021	11/16/2026	1.61	25,000,000	25,000,000	25,000,000	25,022,657	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	12/16/2021	11/16/2026	1.61	25,000,000	25,000,000	25,000,000	25,022,657	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	12/16/2021	11/16/2026	1.61	25,000,000	25,000,000	25,000,000	25,022,657	
Subtotals					0.83	\$ 4,963,375,000	\$ 4,967,421,402	\$ 4,966,122,793	\$ 4,956,408,900	
Public Time Deposits	PPEE3XSW4	BANK OF SAN FRANCISCO	9/20/2021	3/21/2022	0.09	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	
Public Time Deposits	PPEE3CH06	BRIDGE BANK	9/20/2021	3/21/2022	0.09	10,000,000	10,000,000	10,000,000	10,000,000	
Public Time Deposits	PPES5U4Q0	BANK OF SAN FRANCISCO	12/6/2021	6/6/2022	0.13	10,000,000	10,000,000	10,000,000	10,000,000	
Public Time Deposits	PPEJ79PT6	BRIDGE BANK	12/20/2021	6/20/2022	0.15	10,000,000	10,000,000	10,000,000	10,000,000	
Subtotals					0.12	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	
Negotiable CDs	06367CCF2	BANK OF MONTREAL CHICAGO	3/8/2021	1/3/2022	0.20	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,000,625	
Negotiable CDs	89114W3L7	TORONTO DOMINION BANK NY	3/8/2021	1/5/2022	0.20	50,000,000	50,000,000	50,000,000	50,001,041	
Negotiable CDs	89114W3B9	TORONTO DOMINION BANK NY	3/4/2021	1/6/2022	0.20	60,000,000	60,000,000	60,000,000	60,001,499	
Negotiable CDs	89114W2B0	TORONTO DOMINION BANK NY	2/18/2021	1/14/2022	0.18	100,000,000	100,000,000	100,000,000	100,005,052	
Negotiable CDs	06367CCQ8	BANK OF MONTREAL CHICAGO	3/11/2021	1/20/2022	0.20	50,000,000	50,000,000	50,000,000	50,004,165	
Negotiable CDs	89114W3W3	TORONTO DOMINION BANK NY	3/11/2021	1/20/2022	0.20	50,000,000	50,000,000	50,000,000	50,004,165	

Investment Inventory

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Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
Negotiable CDs	06367CBA4	BANK OF MONTREAL CHICAGO	2/16/2021	2/14/2022		0.20	75,000,000	75,000,000	75,000,000	75,014,054
Negotiable CDs	78012UG82	ROYAL BANK OF CANADA NY	2/26/2021	2/16/2022		0.19	50,000,000	50,000,000	50,000,000	50,008,811
Negotiable CDs	78012UG90	ROYAL BANK OF CANADA NY	2/26/2021	2/22/2022		0.19	60,000,000	60,000,000	60,000,000	60,012,332
Negotiable CDs	06367CCJ4	BANK OF MONTREAL CHICAGO	3/9/2021	2/28/2022		0.20	50,000,000	50,000,000	50,000,000	50,011,932
Negotiable CDs	06367CDY0	BANK OF MONTREAL CHICAGO	4/6/2021	2/28/2022		0.20	50,000,000	50,000,000	50,000,000	50,012,285
Negotiable CDs	78012UH57	ROYAL BANK OF CANADA NY	3/9/2021	2/28/2022		0.24	50,000,000	50,000,000	50,000,000	50,015,548
Negotiable CDs	06367CBZ9	BANK OF MONTREAL CHICAGO	3/3/2021	3/2/2022		0.20	100,000,000	100,000,000	100,000,000	100,025,964
Negotiable CDs	89114W3C7	TORONTO DOMINION BANK NY	3/4/2021	3/4/2022		0.21	50,000,000	50,000,000	50,000,000	50,013,991
Negotiable CDs	78012UJ30	ROYAL BANK OF CANADA NY	3/11/2021	3/11/2022		0.23	50,000,000	50,000,000	50,000,000	50,017,489
Negotiable CDs	89114W4K8	TORONTO DOMINION BANK NY	3/15/2021	3/15/2022		0.23	50,000,000	50,000,000	50,000,000	50,018,489
Negotiable CDs	06367CCY1	BANK OF MONTREAL CHICAGO	3/16/2021	3/16/2022		0.26	50,000,000	50,000,000	50,000,000	50,021,964
Negotiable CDs	78012UH73	ROYAL BANK OF CANADA NY	3/11/2021	3/16/2022		0.22	50,000,000	50,000,000	50,000,000	50,017,697
Negotiable CDs	78012UK46	ROYAL BANK OF CANADA NY	3/30/2021	3/28/2022		0.23	50,000,000	50,000,000	50,000,000	50,021,737
Negotiable CDs	89114W5N1	TORONTO DOMINION BANK NY	3/30/2021	3/28/2022		0.22	50,000,000	50,000,000	50,000,000	50,020,529
Negotiable CDs	78012UK53	ROYAL BANK OF CANADA NY	4/6/2021	4/6/2022		0.23	50,000,000	50,000,000	50,000,000	50,011,964
Negotiable CDs	89114W6T7	TORONTO DOMINION BANK NY	4/13/2021	4/11/2022		0.22	50,000,000	50,000,000	50,000,000	50,011,187
Negotiable CDs	89114WHS7	TORONTO DOMINION BANK NY	10/12/2021	4/13/2022		0.16	50,000,000	50,000,000	50,000,000	50,002,853
Negotiable CDs	06367CHR1	BANK OF MONTREAL CHICAGO	7/6/2021	5/9/2022		0.17	100,000,000	100,000,000	100,000,000	100,010,702
Negotiable CDs	89114WBBD6	TORONTO DOMINION BANK NY	5/25/2021	5/25/2022		0.21	50,000,000	50,000,000	50,000,000	50,014,053
Negotiable CDs	06417MTV7	BANK OF NOVA SCOTIA HOUS	12/2/2021	6/15/2022		0.30	100,000,000	100,000,000	100,000,000	100,073,715
Negotiable CDs	78012UT96	ROYAL BANK OF CANADA NY	9/16/2021	6/17/2022		0.15	100,000,000	100,000,000	100,000,000	100,004,635
Negotiable CDs	06417MTY1	BANK OF NOVA SCOTIA HOUS	12/6/2021	6/30/2022		0.31	100,000,000	100,000,000	100,000,000	100,030,102
Negotiable CDs	78012UX42	ROYAL BANK OF CANADA NY	10/29/2021	6/30/2022		0.20	50,000,000	50,000,000	50,000,000	49,987,425
Negotiable CDs	89114WMZ5	TORONTO DOMINION BANK NY	12/13/2021	6/30/2022		0.30	50,000,000	50,000,000	50,000,000	50,012,544
Negotiable CDs	06367CQB6	BANK OF MONTREAL CHICAGO	12/17/2021	7/1/2022		0.33	50,000,000	50,000,000	50,000,000	50,020,189
Negotiable CDs	89114WJ89	TORONTO DOMINION BANK NY	10/19/2021	7/1/2022		0.21	50,000,000	50,000,000	50,000,000	49,989,875
Negotiable CDs	06417MUM5	BANK OF NOVA SCOTIA HOUS	12/13/2021	7/6/2022		0.31	100,000,000	100,000,000	100,000,000	100,031,106
Negotiable CDs	06367CKG1	BANK OF MONTREAL CHICAGO	8/25/2021	7/18/2022		0.18	50,000,000	50,000,000	50,000,000	49,980,636
Negotiable CDs	06367CKN6	BANK OF MONTREAL CHICAGO	8/30/2021	7/18/2022		0.18	50,000,000	50,000,000	50,000,000	49,980,637
Negotiable CDs	06417MSJ5	BANK OF NOVA SCOTIA HOUS	11/2/2021	8/1/2022		0.24	50,000,000	50,000,000	50,000,000	49,997,017
Negotiable CDs	78012UW84	ROYAL BANK OF CANADA NY	10/26/2021	9/26/2022		0.28	50,000,000	50,000,000	50,000,000	50,011,140
Negotiable CDs	78012UW68	ROYAL BANK OF CANADA NY	10/25/2021	10/24/2022		0.30	50,000,000	50,000,000	50,000,000	50,082,409
Negotiable CDs	96130ALC0	WESTPAC BANKING CORP NY	10/27/2021	10/24/2022		0.30	50,000,000	50,000,000	50,000,000	50,082,410
Negotiable CDs	78012U2E4	ROYAL BANK OF CANADA NY	12/2/2021	12/2/2022		0.48	50,000,000	50,000,000	50,000,000	50,177,150
Negotiable CDs	89114WM36	TORONTO DOMINION BANK NY	12/2/2021	12/2/2022		0.48	50,000,000	50,000,000	50,000,000	50,177,150
Negotiable CDs	06367CPS0	BANK OF MONTREAL CHICAGO	12/8/2021	12/7/2022		0.52	50,000,000	50,000,000	50,000,000	50,198,713
Subtotals						0.24	\$ 2,495,000,000	\$ 2,495,000,000	\$ 2,495,000,000	\$ 2,496,136,974
Commercial Paper	89233HDT8	TOYOTA MOTOR CREDIT CORP	10/28/2021	4/27/2022		0.00	\$ 25,000,000	\$ 24,978,632	\$ 24,986,306	\$ 24,991,945
Commercial Paper	89233HF82	TOYOTA MOTOR CREDIT CORP	11/10/2021	6/8/2022		0.00	50,000,000	49,941,667	49,956,111	49,978,056
Commercial Paper	89233HFE9	TOYOTA MOTOR CREDIT CORP	10/25/2021	6/14/2022		0.00	50,000,000	49,932,333	49,952,167	49,977,222
Commercial Paper	89233HFF6	TOYOTA MOTOR CREDIT CORP	12/21/2021	6/15/2022		0.00	50,000,000	49,921,778	49,926,667	49,977,084
Commercial Paper	89233HFN9	TOYOTA MOTOR CREDIT CORP	12/6/2021	6/22/2022		0.00	50,000,000	49,925,750	49,935,500	49,976,111
Commercial Paper	89233HFQ2	TOYOTA MOTOR CREDIT CORP	12/16/2021	6/24/2022		0.00	60,000,000	59,901,833	59,910,100	59,971,000
Commercial Paper	89233HFW9	TOYOTA MOTOR CREDIT CORP	10/19/2021	6/30/2022		0.00	50,000,000	49,932,972	49,952,500	49,975,000
Commercial Paper	89233HFW9	TOYOTA MOTOR CREDIT CORP	11/1/2021	6/30/2022		0.00	50,000,000	49,919,667	49,940,000	49,975,000
Commercial Paper	89233HG16	TOYOTA MOTOR CREDIT CORP	11/19/2021	7/1/2022		0.00	50,000,000	49,925,333	49,939,667	49,974,861
Commercial Paper	89233HH15	TOYOTA MOTOR CREDIT CORP	11/4/2021	8/1/2022		0.00	50,000,000	49,906,250	49,926,389	49,970,556
Subtotals						#REF!	\$ 485,000,000	\$ 484,286,215	\$ 484,425,406	\$ 484,766,833

Investment Inventory Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
Money Market Funds	09248U718	BLACKROCK LIQ INST GOV FUND	12/31/2021	1/1/2022		0.01	\$ 20,546,473	\$ 20,546,473	\$ 20,546,473	\$ 20,546,473
Money Market Funds	262006208	DREYFUS GOVERN CASH MGMT-I	12/31/2021	1/1/2022		0.03	277,725,555	277,725,555	277,725,555	277,725,555
Money Market Funds	31607A703	FIDELITY INST GOV FUND	12/31/2021	1/1/2022		0.01	16,347,943	16,347,943	16,347,943	16,347,943
Money Market Funds	608919718	FEDERATED GOVERNMENT OBL-PF	12/31/2021	1/1/2022		0.03	231,097,263	231,097,263	231,097,263	231,097,263
Money Market Funds	61747C707	MORGAN STANLEY INST GOVT FUND	12/31/2021	1/1/2022		0.03	12,405,691	12,405,691	12,405,691	12,405,691
Money Market Funds	85749T517	STATE ST INST US GOV MM-OPP	12/31/2021	1/1/2022		0.03	200,001,374	200,001,374	200,001,374	200,001,374
Subtotals						0.03	\$ 758,124,300	\$ 758,124,300	\$ 758,124,300	\$ 758,124,300
Supranationals	459058ES8	INTL BK RECON & DEVELOP	12/16/2021	10/7/2022		1.88	\$ 64,387,000	\$ 65,418,845	\$ 65,143,923	\$ 65,046,967
Supranationals	459058JV6	INTL BK RECON & DEVELOP	4/20/2021	4/20/2023		0.13	100,000,000	99,793,000	99,865,592	99,386,000
Supranationals	4581X0CC0	INTER-AMERICAN DEVEL BK	12/15/2021	10/4/2023		3.00	25,756,000	26,990,142	26,809,804	26,779,543
Supranationals	459056HV2	INTL BK RECON & DEVELOP	11/2/2021	8/28/2024		1.50	50,000,000	51,117,583	50,926,915	50,728,500
Supranationals	4581X0DZ8	INTER-AMERICAN DEVEL BK	11/4/2021	9/23/2024		0.50	50,000,000	49,623,972	49,617,759	49,337,500
Supranationals	45950VQG4	INTL FINANCE CORP	10/22/2021	9/23/2024		0.44	10,000,000	9,922,244	9,924,110	9,831,800
Supranationals	4581X0CM8	INTER-AMERICAN DEVEL BK	4/26/2021	1/15/2025		2.13	100,000,000	105,676,000	104,632,618	103,293,000
Supranationals	459058JB0	INTL BK RECON & DEVELOP	7/23/2021	4/22/2025		0.63	40,000,000	40,086,000	40,075,823	39,348,400
Supranationals	4581X0DN5	INTER-AMERICAN DEVEL BK	11/1/2021	7/15/2025		0.63	28,900,000	28,572,282	28,536,284	28,367,951
Supranationals	45818WDG8	INTER-AMERICAN DEVEL BK	8/25/2021	2/27/2026		0.82	19,500,000	19,556,907	19,552,450	19,053,645
Subtotals						1.22	\$ 488,543,000	\$ 496,756,976	\$ 495,085,277	\$ 491,173,306
Grand Totals						0.64	\$ 14,105,042,300	\$ 14,141,807,249	\$ 14,129,189,289	\$ 14,076,427,001

Monthly Investment Earnings

Pooled Fund

For month ended December 31, 2021

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
							Date	Earned Interest			
U.S. Treasuries	9127965G0	TREASURY BILL	0	0	0.1101	12/3/20	12/2/21	0	305.55	0	305.55
U.S. Treasuries	9127965G0	TREASURY BILL	0	0	0.0901	12/17/20	12/2/21	0.00	125	0.00	125
U.S. Treasuries	912796ZX0	TREASURY BILL	0	0	0.08	12/7/21	12/15/21	0	888.89	0	888.89
U.S. Treasuries	912796ZX0	TREASURY BILL	0	0	0.08	12/7/21	12/15/21	0	889	0	889
U.S. Treasuries	9128285R7	US TREASURY	0	2.625	0.1161	12/4/20	12/15/21	50204.92	-48069.73	0.00	2135.19
U.S. Treasuries	9128285R7	US TREASURY	0	2.625	0.1085	12/8/20	12/15/21	50204.92	-48219.09	0.00	1985.83
U.S. Treasuries	9128285R7	US TREASURY	0	2.625	0.1094	12/9/20	12/15/21	50204.92	-48201.65	0	2003.27
U.S. Treasuries	9128285R7	US TREASURY	0	2.625	0.1073	12/15/20	12/15/21	50204.92	-48244.86	0	1960.06
U.S. Treasuries	912796A90	TREASURY BILL	0	0	0.0902	1/26/21	12/30/21	0	3629.03	0	3629.03
U.S. Treasuries	912828U81	US TREASURY	0	2	1.6095	11/22/19	12/31/21	81521.74	-15675.73	0	65846.01
U.S. Treasuries	912796C31	TREASURY BILL	100000000	0	0.0901	1/28/21	1/27/22	0	7750	0	7750
U.S. Treasuries	912828Z60	US TREASURY	50000000	1.375	0.104	1/13/21	1/31/22	57914.4	-53907.27	0	4007.13
U.S. Treasuries	912828Z60	US TREASURY	50000000	1.375	0.1012	1/15/21	1/31/22	57914.40	-54031.33	0.00	3883.07
U.S. Treasuries	912796F38	TREASURY BILL	50000000	0	0.058	4/19/21	3/24/22	0	2497.23	0	2497.23
U.S. Treasuries	912828ZG8	US TREASURY	50000000	0.375	0.0673	4/8/21	3/31/22	15968.41	-13059.13	0.00	2909.28
U.S. Treasuries	912796G45	TREASURY BILL	100000000	0	0.065	4/22/21	4/21/22	0.00	5597.21	0.00	5597.21
U.S. Treasuries	912796H44	TREASURY BILL	200000000	0	0.055	5/20/21	5/19/22	0	9472.29	0	9472.29
U.S. Treasuries	912828XD7	US TREASURY	500000000	1.875	0.0798	5/13/21	5/31/22	79842.03	-76197.38	0.00	3644.65
U.S. Treasuries	9128286Y1	US TREASURY	50000000	1.75	0.0801	4/8/21	6/15/22	74335.33	-70894.78	0.00	3440.55
U.S. Treasuries	9128286Y1	US TREASURY	50000000	1.75	0.0922	4/28/21	6/15/22	74335.33	-70369.25	0.00	3966.08
U.S. Treasuries	912828XW5	US TREASURY	25000000	1.75	1.7692	8/15/17	6/30/22	36874.32	391.17	0	37265.49
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.107	3/12/21	6/30/22	5267.76	-764.8	0.00	4502.96
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0906	3/31/21	6/30/22	5267.76	-1460.56	0.00	3807.2
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0837	4/8/21	6/30/22	5267.76	-1756.94	0	3510.82
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0927	4/15/21	6/30/22	5267.76	-1372.94	0	3894.82
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0926	4/16/21	6/30/22	5267.76	-1376.06	0.00	3891.7
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0924	4/19/21	6/30/22	5267.76	-1385.51	0	3882.25
U.S. Treasuries	912828YA2	US TREASURY	100000000	1.5	0.0988	3/30/21	8/15/22	126358.7	-119167.81	0	7190.89
U.S. Treasuries	91282CAG6	US TREASURY	50000000	0.125	0.0974	3/30/21	8/31/22	5352.21	-1166.6	0	4185.61
U.S. Treasuries	912828TY6	US TREASURY	50000000	1.625	0.1236	4/8/21	11/15/22	69578.73	-63543.23	0	6035.5
U.S. Treasuries	912796P94	TREASURY BILL	50000000	0	0.2494	12/13/21	12/1/22	0	6565.56	0	6565.56
U.S. Treasuries	912828Z86	US TREASURY	50000000	1.375	0.1371	8/17/21	2/15/23	57914.40	-52355.89	0.00	5558.51
U.S. Treasuries	912828ZD5	US TREASURY	50000000	0.5	0.162	3/18/21	3/15/23	21408.84	-14324.7	0	7084.14
U.S. Treasuries	91282CBU4	US TREASURY	50000000	0.125	0.1537	5/4/21	3/31/23	5322.81	1217.89	0	6540.7
U.S. Treasuries	912828ZU7	US TREASURY	50000000	0.25	0.1911	3/12/21	6/15/23	10619.33	-2495.27	0.00	8124.06
U.S. Treasuries	912828ZU7	US TREASURY	50000000	0.25	0.1837	4/8/21	6/15/23	10619.33	-2807.31	0.00	7812.02
U.S. Treasuries	912828ZU7	US TREASURY	50000000	0.25	0.252	6/24/21	6/15/23	10619.33	83.98	0.00	10703.31
U.S. Treasuries	912828S35	US TREASURY	50000000	1.375	1.6093	1/9/20	6/30/23	57945.37	9645.48	0.00	67590.85
U.S. Treasuries	912828S35	US TREASURY	50000000	1.375	0.2422	6/24/21	6/30/23	57945.37	-47960.36	0	9985.01
U.S. Treasuries	91282CCK5	US TREASURY	50000000	0.125	0.2602	6/30/21	6/30/23	5267.76	5722.92	0.00	10990.68
U.S. Treasuries	912828S92	US TREASURY	50000000	1.25	0.2011	4/1/21	7/31/23	52649.45	-44467.44	0	8182.01
U.S. Treasuries	912828S92	US TREASURY	50000000	1.25	0.2027	4/1/21	7/31/23	52649.45	-44396.3	0.00	8253.15
U.S. Treasuries	91282CAK7	US TREASURY	50000000	0.125	0.2333	8/10/21	9/15/23	5352.21	4584.49	0	9936.7
U.S. Treasuries	912828WE6	US TREASURY	50000000	2.75	1.7091	12/17/19	11/15/23	117748.62	-42539.58	0.00	75209.04
U.S. Treasuries	91282CBA8	US TREASURY	50000000	0.125	0.2954	3/19/21	12/15/23	5309.67	7197.88	0	12507.55
U.S. Treasuries	91282CBA8	US TREASURY	50000000	0.125	0.7232	12/9/21	12/15/23	3943.55	18676.76	0.00	22620.31
U.S. Treasuries	91282CBA8	US TREASURY	50000000	0.125	0.6864	12/15/21	12/15/23	2918.96	12962.86	0.00	15881.82
U.S. Treasuries	9128285Z9	US TREASURY	50000000	2.5	0.3278	10/4/21	1/31/24	105298.91	-91711.75	0	13587.16
U.S. Treasuries	91282CC33	US TREASURY	50000000	0.25	0.4475	7/2/21	5/15/24	10704.42	8319.42	0.00	19023.84
U.S. Treasuries	912828XT2	US TREASURY	50000000	2	0.4283	7/6/21	5/31/24	85164.84	-66201.72	0	18963.12
U.S. Treasuries	91282CCL3	US TREASURY	50000000	0.375	0.3763	8/6/21	7/15/24	15794.84	56.38	0	15851.22
U.S. Treasuries	91282CCL3	US TREASURY	50000000	0.375	0.4018	8/9/21	7/15/24	15794.84	1130.66	0	16925.5
U.S. Treasuries	912828Y87	US TREASURY	50000000	1.75	0.4154	3/30/21	7/31/24	73709.24	-56225.64	0	17483.6

Monthly Investment Earnings Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Expense		Gain/(Loss)	/Net Earnings	
U.S. Treasuries	91282CCT6	US TREASURY	50000000	0.375	0.4439	8/25/21	8/15/24	15794.83	2899.11	0.00	18693.94	
U.S. Treasuries	912828YM6	US TREASURY	50000000	1.5	0.5038	4/15/21	10/31/24	64226.52	-41798.38	0.00	22428.14	
U.S. Treasuries	912828G38	US TREASURY	50000000	2.25	0.5162	3/9/21	11/15/24	96339.78	-72728.17	0.00	23611.61	
U.S. Treasuries	912828G38	US TREASURY	50000000	2.25	0.4762	3/12/21	11/15/24	96339.78	-74467.25	0.00	21872.53	
U.S. Treasuries	912828YY0	US TREASURY	50000000	1.75	0.5625	3/15/21	12/31/24	73748.65	-49764.55	0	23984.1	
U.S. Treasuries	912828Z52	US TREASURY	50000000	1.375	0.5756	3/30/21	1/31/25	57914.4	-33488.5	0	24425.9	
U.S. Treasuries	912828Z52	US TREASURY	50000000	1.375	0.5707	4/15/21	1/31/25	57914.40	-33700.2	0.00	24214.2	
U.S. Treasuries	912828ZC7	US TREASURY	50000000	1.125	0.607	3/15/21	2/28/25	48169.89	-21689.68	0	26480.21	
U.S. Treasuries	912828ZC7	US TREASURY	50000000	1.125	0.6083	3/31/21	2/28/25	48169.89	-21635.98	0	26533.91	
U.S. Treasuries	912828ZF0	US TREASURY	50000000	0.5	0.613	4/15/21	3/31/25	21291.21	4731.54	0	26022.75	
U.S. Treasuries	912828ZF0	US TREASURY	50000000	0.5	0.5822	4/19/21	3/31/25	21291.21	3443.03	0.00	24734.24	
U.S. Treasuries	912828ZL7	US TREASURY	50000000	0.375	0.5722	5/18/21	4/30/25	16056.63	8265.93	0.00	24322.56	
U.S. Treasuries	912828XB1	US TREASURY	50000000	2.125	0.5666	9/2/21	5/15/25	90987.57	-65387.04	0	25600.53	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6546	3/8/21	6/30/25	10535.52	16914.68	0.00	27450.2	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.7014	3/9/21	6/30/25	10535.52	18848.77	0	29384.29	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6025	5/12/21	6/30/25	10535.52	14755.79	0.00	25291.31	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6511	5/13/21	6/30/25	10535.52	16771.76	0	27307.28	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6175	5/18/21	6/30/25	10535.52	15378.26	0	25913.78	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6022	7/12/21	6/30/25	10535.51	14750.21	0.00	25285.72	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.5091	8/5/21	6/30/25	10535.52	10877.19	0.00	21412.71	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.5583	8/6/21	6/30/25	10535.52	12925.74	0	23461.26	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	1.0354	12/7/21	6/30/25	8497.47	26346.92	0.00	34844.39	
U.S. Treasuries	91282CAB7	US TREASURY	50000000	0.25	0.5246	8/5/21	7/31/25	10529.89	11518.87	0	22048.76	
U.S. Treasuries	91282CAB7	US TREASURY	50000000	0.25	0.5738	8/6/21	7/31/25	10529.89	13565.83	0	24095.72	
U.S. Treasuries	91282CAM3	US TREASURY	50000000	0.25	0.6628	5/12/21	9/30/25	10645.6	17234.31	0	27879.91	
U.S. Treasuries	91282CAM3	US TREASURY	50000000	0.25	0.5987	7/26/21	9/30/25	10645.6	14591.52	0	25237.12	
U.S. Treasuries	91282CAT8	US TREASURY	50000000	0.25	0.5542	2/25/21	10/31/25	10704.42	12718.74	0	23423.16	
U.S. Treasuries	91282CAT8	US TREASURY	50000000	0.25	0.6521	3/2/21	10/31/25	10704.42	16771.2	0	27475.62	
U.S. Treasuries	91282CAT8	US TREASURY	50000000	0.25	0.6655	3/4/21	10/31/25	10704.42	17324.51	0	28028.93	
U.S. Treasuries	91282CBC4	US TREASURY	50000000	0.375	0.6036	2/25/21	12/31/25	15803.29	9543.83	0.00	25347.12	
U.S. Treasuries	91282CBC4	US TREASURY	50000000	0.375	0.6814	2/26/21	12/31/25	15803.29	12766.53	0	28569.82	
U.S. Treasuries	91282CBW0	US TREASURY	50000000	0.75	0.8929	6/28/21	4/30/26	32113.26	5927.91	0	38041.17	
U.S. Treasuries	91282CBW0	US TREASURY	50000000	0.75	0.8642	7/2/21	4/30/26	32113.26	4739.35	0	36852.61	
U.S. Treasuries	912828R36	US TREASURY	50000000	1.625	0.6924	7/23/21	5/15/26	69578.73	-38871.3	0	30707.43	
U.S. Treasuries	912828R36	US TREASURY	50000000	1.625	0.8064	8/27/21	5/15/26	69578.73	-34035.64	0.00	35543.09	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.9031	7/2/21	6/30/26	36874.32	1161.81	0	38036.13	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.846	7/14/21	6/30/26	36874.32	-1202.92	0	35671.4	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.7322	7/22/21	6/30/26	36874.32	-5940.58	0	30933.74	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.7395	7/22/21	6/30/26	36874.32	-5638.51	0.00	31235.81	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.706	8/6/21	6/30/26	36874.32	-7039.55	0.00	29834.77	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.7746	8/10/21	6/30/26	36874.32	-4172.14	0.00	32702.18	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.9018	9/24/21	6/30/26	36874.32	1113.5	0.00	37987.82	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	1.0521	10/14/21	6/30/26	36874.32	7321.95	0	44196.27	
U.S. Treasuries	91282CCW9	US TREASURY	50000000	0.75	0.9797	9/28/21	8/31/26	32113.26	9496.23	0	41609.49	
U.S. Treasuries	91282CCZ2	US TREASURY	50000000	0.875	1.0032	10/8/21	9/30/26	37259.61	5295.36	0.00	42554.97	
U.S. Treasuries	91282CCZ2	US TREASURY	50000000	0.875	1.0105	10/8/21	9/30/26	37259.61	5595.09	0	42854.7	
U.S. Treasuries	91282CCZ2	US TREASURY	50000000	0.875	1.1593	10/19/21	9/30/26	37259.62	11693.89	0	48953.51	
U.S. Treasuries	91282CDK4	US TREASURY	50000000	1.25	1.2201	12/3/21	11/30/26	49793.96	-1149.59	0	48644.37	
U.S. Treasuries	91282CDK4	US TREASURY	50000000	1.25	1.2014	12/7/21	11/30/26	42925.82	-1610.6	0	41315.22	
Subtotals			\$ 4,875,000,000					\$ 3,339,211	\$ (1,265,672)	\$ -	\$ 2,073,539	
Federal Agencies	313313QA9	FED FARM CRD DISCOUNT NT	\$ -	0.00	0.10	12/22/20	12/3/21	\$ -	\$ 83	\$ -	\$ 83	
Federal Agencies	313385QD1	FED HOME LN DISCOUNT NT	-	0.00	0.02	12/3/21	12/6/21	-	25	-	25	
Federal Agencies	313385QD1	FED HOME LN DISCOUNT NT	-	0.00	0.02	12/3/21	12/6/21	-	58	-	58	

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Amort.	Realized	Earned Income
							Date	Interest			
Federal Agencies	313313QL5	FED FARM CRD DISCOUNT NT	-	0.00	0.11	12/30/20	12/13/21	-	1,833	-	1,833
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	-	2.80	2.84	12/17/18	12/17/21	31,111	376	-	31,487
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	-	2.80	2.84	12/17/18	12/17/21	31,111	376	-	31,487
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	-	2.80	2.85	12/17/18	12/17/21	31,111	522	-	31,633
Federal Agencies	3133EJ3B3	FEDERAL FARM CREDIT BANK	-	2.80	0.74	3/19/20	12/17/21	23,644	(16,996)	-	6,648
Federal Agencies	3130AHSR5	FEDERAL HOME LOAN BANK	-	1.63	1.68	12/20/19	12/20/21	19,297	632	-	19,928
Federal Agencies	3133EMLW0	FEDERAL FARM CREDIT BANK	-	0.09	0.11	1/20/21	12/29/21	4,375	778	-	5,153
Federal Agencies	313313RK6	FED FARM CRD DISCOUNT NT	50,000,000	0.00	0.06	3/30/21	1/5/22	-	2,583	-	2,583
Federal Agencies	3133ELTN4	FEDERAL FARM CREDIT BANK	50,000,000	0.53	0.99	3/18/20	1/18/22	22,083	5,244	-	27,327
Federal Agencies	3133ELTN4	FEDERAL FARM CREDIT BANK	63,450,000	0.53	0.67	3/23/20	1/18/22	28,024	7,472	-	35,496
Federal Agencies	3133ELKN3	FEDERAL FARM CREDIT BANK	100,000,000	1.55	1.55	1/28/20	1/28/22	129,167	339	-	129,506
Federal Agencies	3130AMEN8	FEDERAL HOME LOAN BANK	100,000,000	0.05	0.05	5/4/21	2/1/22	3,750	601	-	4,351
Federal Agencies	3130AMEN8	FEDERAL HOME LOAN BANK	100,000,000	0.05	0.05	5/6/21	2/1/22	3,750	516	-	4,266
Federal Agencies	3133EKAK2	FEDERAL FARM CREDIT BANK	20,700,000	2.53	2.56	2/19/19	2/14/22	43,643	494	-	44,137
Federal Agencies	3133EKBV7	FEDERAL FARM CREDIT BANK	10,000,000	2.55	2.56	3/1/19	3/1/22	21,250	80	-	21,330
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	17,780,000	2.50	2.36	4/5/19	3/11/22	37,042	(1,997)	-	35,045
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	40,000,000	2.50	2.36	4/5/19	3/11/22	83,333	(4,584)	-	78,750
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	26,145,000	2.47	2.36	4/8/19	3/14/22	53,815	(2,346)	-	51,469
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	45,500,000	2.47	2.36	4/8/19	3/14/22	93,654	(3,898)	-	89,756
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	25,000,000	0.70	0.70	3/25/20	3/25/22	14,583	42	-	14,626
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	25,000,000	0.70	0.71	3/25/20	3/25/22	14,583	297	-	14,881
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	25,000,000	0.70	0.71	3/25/20	3/25/22	14,583	170	-	14,753
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	25,000,000	0.70	0.73	3/25/20	3/25/22	14,583	711	-	15,295
Federal Agencies	3135G0T45	FANNIE MAE	25,000,000	1.88	1.81	6/6/17	4/5/22	39,063	(1,270)	-	37,793
Federal Agencies	313313VG0	FED FARM CRD DISCOUNT NT	10,000,000	0.00	0.06	7/9/21	4/8/22	-	517	-	517
Federal Agencies	3135G0V59	FANNIE MAE	25,000,000	2.25	2.36	4/12/19	4/12/22	46,875	2,319	-	49,194
Federal Agencies	3135G0V59	FANNIE MAE	50,000,000	2.25	2.36	4/12/19	4/12/22	93,750	4,639	-	98,389
Federal Agencies	3135G0V59	FANNIE MAE	50,000,000	2.25	2.36	4/12/19	4/12/22	93,750	4,639	-	98,389
Federal Agencies	3133EKHB5	FEDERAL FARM CREDIT BANK	50,000,000	2.35	2.37	4/18/19	4/18/22	97,917	863	-	98,779
Federal Agencies	3133EMXN7	FEDERAL FARM CREDIT BANK	19,550,000	0.06	0.07	4/28/21	4/27/22	978	140	-	1,117
Federal Agencies	3130AMEY4	FEDERAL HOME LOAN BANK	10,000,000	0.06	0.06	5/6/21	5/6/22	500	7	-	507
Federal Agencies	3130AMEY4	FEDERAL HOME LOAN BANK	10,000,000	0.06	0.06	5/18/21	5/6/22	500	9	-	509
Federal Agencies	313385WL6	FED HOME LN DISCOUNT NT	50,000,000	0.00	0.06	5/6/21	5/6/22	-	2,368	-	2,368
Federal Agencies	3130AMGM8	FEDERAL HOME LOAN BANK	50,000,000	0.06	0.06	5/11/21	5/10/22	2,500	143	-	2,643
Federal Agencies	3130AMJ37	FEDERAL HOME LOAN BANK	30,000,000	0.06	0.06	5/17/21	5/13/22	1,500	21	-	1,521
Federal Agencies	3130AMJ37	FEDERAL HOME LOAN BANK	45,000,000	0.06	0.06	5/13/21	5/13/22	2,250	153	-	2,403
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	25,000,000	2.25	2.32	5/16/19	5/16/22	46,875	1,435	-	48,310
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	35,000,000	2.25	2.32	5/16/19	5/16/22	65,625	2,010	-	67,635
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	50,000,000	1.88	1.85	6/6/17	6/2/22	78,125	(1,008)	-	77,117
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	50,000,000	1.88	1.88	6/9/17	6/2/22	78,125	43	-	78,168
Federal Agencies	3133EMF64	FEDERAL FARM CREDIT BANK	58,735,000	0.06	0.08	7/7/21	6/9/22	2,937	1,055	-	3,992
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	20,000,000	1.63	1.63	12/16/19	6/15/22	27,167	36	-	27,203
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	25,000,000	1.63	1.63	12/16/19	6/15/22	33,958	45	-	34,003
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	25,000,000	1.63	1.63	12/16/19	6/15/22	33,958	45	-	34,003
Federal Agencies	3133EHZP1	FEDERAL FARM CREDIT BANK	25,000,000	1.85	0.69	3/18/20	9/20/22	38,542	(24,325)	-	14,217
Federal Agencies	3133ELVL5	FEDERAL FARM CREDIT BANK	40,000,000	0.70	0.71	4/3/20	10/3/22	23,333	340	-	23,673
Federal Agencies	3133EMS45	FEDERAL FARM CREDIT BANK	50,000,000	0.11	0.12	7/14/21	12/14/22	4,583	425	-	5,008
Federal Agencies	3133EMWK4	FEDERAL FARM CREDIT BANK	60,000,000	0.14	0.15	5/18/21	1/19/23	7,000	639	-	7,639
Federal Agencies	3133ELJH8	FEDERAL FARM CREDIT BANK	10,140,000	1.60	0.74	3/25/20	1/23/23	13,520	(7,320)	-	6,201
Federal Agencies	3133ENDQ0	FEDERAL FARM CREDIT BANK	50,000,000	0.16	0.32	11/12/21	2/10/23	6,667	6,828	-	13,494
Federal Agencies	3133EMUH3	FEDERAL FARM CREDIT BANK	65,000,000	0.13	0.16	3/31/21	3/23/23	6,771	1,926	-	8,697
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	20,000,000	0.13	0.19	4/13/21	4/13/23	2,083	1,121	-	3,204
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	25,000,000	0.13	0.19	4/13/21	4/13/23	2,604	1,401	-	4,006
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	50,000,000	0.13	0.19	4/13/21	4/13/23	5,208	2,803	-	8,011

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Amort.	Realized	Earned Income
							Date	Date			
Federal Agencies	3133EMXM9	FEDERAL FARM CREDIT BANK	44,500,000	0.13	0.17	5/5/21	4/27/23	4,635	1,622	-	6,257
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	12,500,000	0.13	0.19	5/10/21	5/10/23	1,302	679	-	1,982
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	25,000,000	0.13	0.19	5/10/21	5/10/23	2,604	1,359	-	3,963
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	75,000,000	0.13	0.19	5/10/21	5/10/23	7,813	4,077	-	11,889
Federal Agencies	3130AMRY0	FEDERAL HOME LOAN BANK	15,000,000	0.13	0.17	6/4/21	6/2/23	1,563	588	-	2,150
Federal Agencies	3133EMF31	FEDERAL FARM CREDIT BANK	100,000,000	0.13	0.16	6/2/21	6/2/23	10,417	2,633	-	13,050
Federal Agencies	3133EMH96	FEDERAL FARM CREDIT BANK	50,000,000	0.13	0.26	6/28/21	6/14/23	5,208	5,851	-	11,060
Federal Agencies	3133EM3S9	FEDERAL FARM CREDIT BANK	48,067,000	0.20	0.53	12/14/21	6/26/23	4,540	7,754	-	12,294
Federal Agencies	3133EM3S9	FEDERAL FARM CREDIT BANK	50,000,000	0.20	0.22	8/26/21	6/26/23	8,333	932	-	9,265
Federal Agencies	3133EMS37	FEDERAL FARM CREDIT BANK	50,000,000	0.13	0.20	7/14/21	7/14/23	5,208	3,066	-	8,275
Federal Agencies	3133EMS37	FEDERAL FARM CREDIT BANK	50,000,000	0.13	0.22	7/14/21	7/14/23	5,208	3,939	-	9,147
Federal Agencies	3133ENEY2	FEDERAL FARM CREDIT BANK	50,000,000	0.45	0.45	11/24/21	7/24/23	18,750	179	-	18,929
Federal Agencies	3133EM2E1	FEDERAL FARM CREDIT BANK	50,000,000	0.16	0.19	8/10/21	8/10/23	6,667	1,274	-	7,941
Federal Agencies	3137EAEV7	FREDDIE MAC	40,776,000	0.25	0.59	12/6/21	8/24/23	7,079	9,687	-	16,766
Federal Agencies	3130AJXD6	FEDERAL HOME LOAN BANK	20,975,000	0.13	0.59	12/14/21	9/8/23	1,238	4,795	-	6,034
Federal Agencies	3135G0U43	FANNIE MAE	29,648,000	2.88	0.66	12/9/21	9/12/23	52,090	(41,031)	-	11,059
Federal Agencies	3133EM6N7	FEDERAL FARM CREDIT BANK	50,000,000	0.17	0.22	9/27/21	9/27/23	7,083	2,123	-	9,207
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	25,000,000	0.50	0.57	12/3/21	12/1/23	9,722	1,444	-	11,166
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	25,000,000	0.50	0.57	12/3/21	12/1/23	9,722	1,444	-	11,166
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	75,000,000	0.50	0.57	12/3/21	12/1/23	29,167	4,332	-	33,499
Federal Agencies	3130A3VC5	FEDERAL HOME LOAN BANK	10,000,000	2.25	0.73	12/10/21	12/8/23	13,125	(9,096)	-	4,029
Federal Agencies	3130A3VC5	FEDERAL HOME LOAN BANK	30,000,000	2.25	0.73	12/10/21	12/8/23	39,375	(27,288)	-	12,087
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	25,000,000	0.68	0.71	12/20/21	12/20/23	5,194	204	-	5,398
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	25,000,000	0.68	0.70	12/20/21	12/20/23	5,194	197	-	5,392
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	62,000,000	0.68	0.70	12/20/21	12/20/23	12,882	485	-	13,367
Federal Agencies	3130AFW94	FEDERAL HOME LOAN BANK	39,010,000	2.50	0.62	11/12/21	2/13/24	81,271	(61,729)	-	19,542
Federal Agencies	3133ELNE0	FEDERAL FARM CREDIT BANK	20,495,000	1.43	0.85	3/18/20	2/14/24	24,423	(9,891)	-	14,533
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	5,000,000	0.25	0.26	2/26/21	2/26/24	1,042	51	-	1,093
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	5,000,000	0.25	0.26	2/26/21	2/26/24	1,042	51	-	1,093
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	100,000,000	0.25	0.26	2/26/21	2/26/24	20,833	1,019	-	21,853
Federal Agencies	3133EMTW2	FEDERAL FARM CREDIT BANK	50,000,000	0.30	0.34	3/18/21	3/18/24	12,500	1,711	-	14,211
Federal Agencies	3133EMTW2	FEDERAL FARM CREDIT BANK	50,000,000	0.30	0.34	3/18/21	3/18/24	12,500	1,713	-	14,213
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	16,545,000	0.35	0.34	5/4/21	4/22/24	4,826	(132)	-	4,693
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	29,424,000	0.35	0.34	5/4/21	4/22/24	8,582	(236)	-	8,346
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	39,000,000	0.35	0.34	5/4/21	4/22/24	11,375	(312)	-	11,063
Federal Agencies	3133EMV25	FEDERAL FARM CREDIT BANK	50,000,000	0.45	0.39	8/6/21	7/23/24	18,750	(2,636)	-	16,114
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	25,000,000	0.43	0.46	9/23/21	9/23/24	8,958	714	-	9,673
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	50,000,000	0.43	0.46	9/23/21	9/23/24	17,917	1,428	-	19,345
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	50,000,000	0.43	0.46	9/23/21	9/23/24	17,917	1,428	-	19,345
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	10,000,000	0.88	0.91	11/18/21	11/18/24	7,292	325	-	7,617
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	10,000,000	0.88	0.91	11/18/21	11/18/24	7,292	325	-	7,617
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	50,000,000	0.88	0.91	11/18/21	11/18/24	36,458	1,626	-	38,085
Federal Agencies	3133ELCP7	FEDERAL FARM CREDIT BANK	25,000,000	1.63	1.66	12/3/19	12/3/24	33,854	679	-	34,533
Federal Agencies	3133ENGQ7	FEDERAL FARM CREDIT BANK	50,000,000	0.92	0.93	12/9/21	12/9/24	28,111	315	-	28,426
Federal Agencies	3133ENGQ7	FEDERAL FARM CREDIT BANK	50,000,000	0.92	0.95	12/9/21	12/9/24	28,111	776	-	28,888
Federal Agencies	3135G0X24	FANNIE MAE	39,060,000	1.63	0.53	4/21/21	1/7/25	52,894	(35,924)	-	16,969
Federal Agencies	3137EAEP0	FREDDIE MAC	5,000,000	1.50	1.52	2/14/20	2/12/25	6,250	65	-	6,315
Federal Agencies	3137EAEP0	FREDDIE MAC	5,000,000	1.50	1.52	2/14/20	2/12/25	6,250	65	-	6,315
Federal Agencies	3137EAEP0	FREDDIE MAC	5,000,000	1.50	1.52	2/14/20	2/12/25	6,250	65	-	6,315
Federal Agencies	3137EAEP0	FREDDIE MAC	15,000,000	1.50	1.52	2/14/20	2/12/25	18,750	196	-	18,946
Federal Agencies	3137EAEP0	FREDDIE MAC	50,000,000	1.50	1.52	2/14/20	2/12/25	62,500	654	-	63,154
Federal Agencies	3137EAEP0	FREDDIE MAC	53,532,000	1.50	0.55	4/21/21	2/12/25	66,915	(42,685)	-	24,230
Federal Agencies	3133ELQY3	FEDERAL FARM CREDIT BANK	16,000,000	1.21	1.22	3/23/20	3/3/25	16,133	159	-	16,293
Federal Agencies	3133ELQY3	FEDERAL FARM CREDIT BANK	24,000,000	1.21	1.24	3/23/20	3/3/25	24,200	614	-	24,814

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Date		Expense	Gain/(Loss)	/Net Earnings
Federal Agencies	3133EMWT5	FEDERAL FARM CREDIT BANK	50,000,000	0.60	0.61	4/21/21	4/21/25	25,000	562	-	25,562	
Federal Agencies	3135G03U5	FANNIE MAE	37,938,000	0.63	1.08	12/8/21	4/22/25	15,149	11,117	-	26,266	
Federal Agencies	3135G03U5	FANNIE MAE	50,000,000	0.63	0.57	7/12/21	4/22/25	26,042	(2,426)	-	23,616	
Federal Agencies	3135G03U5	FANNIE MAE	50,000,000	0.63	1.08	12/8/21	4/22/25	19,965	14,740	-	34,705	
Federal Agencies	3135G04Z3	FANNIE MAE	4,655,000	0.50	1.11	12/8/21	6/17/25	1,487	1,834	-	3,321	
Federal Agencies	3135G04Z3	FANNIE MAE	10,000,000	0.50	1.11	12/8/21	6/17/25	3,194	3,924	-	7,118	
Federal Agencies	3130AN4A5	FEDERAL HOME LOAN BANK	17,680,000	0.70	0.62	7/12/21	6/30/25	10,313	(1,169)	-	9,145	
Federal Agencies	3135G05X7	FANNIE MAE	25,000,000	0.38	0.66	3/4/21	8/25/25	7,813	5,987	-	13,799	
Federal Agencies	3135G05X7	FANNIE MAE	72,500,000	0.38	0.57	2/25/21	8/25/25	22,656	12,045	-	34,701	
Federal Agencies	3130A8ZQ9	FEDERAL HOME LOAN BANK	10,295,000	1.75	1.03	11/2/21	9/12/25	15,014	(6,163)	-	8,850	
Federal Agencies	3137EAEX3	FREDDIE MAC	22,600,000	0.38	0.68	3/4/21	9/23/25	7,063	5,676	-	12,738	
Federal Agencies	3133ENEG1	FEDERAL FARM CREDIT BANK	39,675,000	1.05	1.08	11/17/21	11/17/25	34,716	1,120	-	35,835	
Federal Agencies	3133ENEG1	FEDERAL FARM CREDIT BANK	55,000,000	1.05	1.09	11/17/21	11/17/25	48,125	1,634	-	49,759	
Federal Agencies	3133ENHM5	FEDERAL FARM CREDIT BANK	45,000,000	1.17	1.20	12/16/21	12/16/25	21,938	503	-	22,440	
Federal Agencies	3133ENHM5	FEDERAL FARM CREDIT BANK	50,000,000	1.17	1.20	12/16/21	12/16/25	24,375	559	-	24,934	
Federal Agencies	3133EMZ21	FEDERAL FARM CREDIT BANK	15,500,000	0.69	0.75	8/9/21	4/6/26	8,913	763	-	9,675	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	8/19/21	7/13/26	21,875	-	-	21,875	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	8/19/21	7/13/26	21,875	-	-	21,875	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	8/19/21	7/13/26	21,875	-	-	21,875	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	8/19/21	7/13/26	21,875	-	-	21,875	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	25,000,000	1.07	1.07	8/20/21	7/27/26	22,292	-	-	22,292	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	25,000,000	1.07	1.07	8/20/21	7/27/26	22,292	-	-	22,292	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	25,000,000	1.07	1.07	8/20/21	7/27/26	22,292	-	-	22,292	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	25,000,000	1.07	1.07	8/20/21	7/27/26	22,292	-	-	22,292	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	9/13/21	8/10/26	21,875	-	-	21,875	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	9/13/21	8/10/26	21,875	-	-	21,875	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	9/13/21	8/10/26	21,875	-	-	21,875	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	9/13/21	8/10/26	21,875	-	-	21,875	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	25,000,000	1.08	1.08	10/1/21	9/3/26	22,396	-	-	22,396	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	25,000,000	1.08	1.08	10/1/21	9/3/26	22,396	-	-	22,396	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	25,000,000	1.08	1.08	10/1/21	9/3/26	22,396	-	-	22,396	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	25,000,000	1.08	1.08	10/1/21	9/3/26	22,396	-	-	22,396	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	25,000,000	1.43	1.43	11/18/21	10/19/26	29,792	-	-	29,792	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	25,000,000	1.43	1.43	11/18/21	10/19/26	29,792	-	-	29,792	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	25,000,000	1.43	1.43	11/18/21	10/19/26	29,792	-	-	29,792	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	25,000,000	1.43	1.43	11/18/21	10/19/26	29,792	-	-	29,792	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	25,000,000	1.61	1.61	12/16/21	11/16/26	16,719	-	-	16,719	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	25,000,000	1.61	1.61	12/16/21	11/16/26	16,719	-	-	16,719	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	25,000,000	1.61	1.61	12/16/21	11/16/26	16,719	-	-	16,719	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	25,000,000	1.61	1.61	12/16/21	11/16/26	16,719	-	-	16,719	
Subtotals			\$ 4,963,375,000					\$ 3,324,025	\$ (112,151)	\$ -	\$ 3,211,874	
Public Time Deposits	PPE82MHI9	BANK OF SAN FRANCISCO	\$ -	0.12	0.12	6/7/21	12/6/21	\$ 161	\$ -	\$ -	\$ 161	
Public Time Deposits	PPEE2K8C3	BRIDGE BANK	-	0.08	0.08	6/21/21	12/20/21	417	-	-	417	
Public Time Deposits	PPEB3XSW4	BANK OF SAN FRANCISCO	10,000,000	0.09	0.09	9/20/21	3/21/22	775	-	-	775	
Public Time Deposits	PPEE3CH06	BRIDGE BANK	10,000,000	0.09	0.09	9/20/21	3/21/22	764	-	-	764	
Public Time Deposits	PPES5U4Q0	BANK OF SAN FRANCISCO	10,000,000	0.13	0.13	12/6/21	6/6/22	939	-	-	939	
Public Time Deposits	PPEJ79PT6	BRIDGE BANK	10,000,000	0.15	0.15	12/20/21	6/20/22	493	-	-	493	
Subtotals			\$ 40,000,000					\$ 3,550	\$ -	\$ -	\$ 3,550	
Negotiable CDs	06367CCF2	BANK OF MONTREAL CHICAGO	\$ 50,000,000	0.20	0.20	3/8/21	1/3/22	\$ 8,611	\$ -	\$ -	\$ 8,611	
Negotiable CDs	89114W3L7	TORONTO DOMINION BANK NY	50,000,000	0.20	0.20	3/8/21	1/5/22	8,611	-	-	8,611	
Negotiable CDs	89114W3B9	TORONTO DOMINION BANK NY	60,000,000	0.20	0.20	3/4/21	1/6/22	10,333	-	-	10,333	
Negotiable CDs	89114W2B0	TORONTO DOMINION BANK NY	100,000,000	0.18	0.18	2/18/21	1/14/22	15,500	-	-	15,500	

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity	Earned Interest	Amort.	Realized	Earned Income
							Date		Expense	Gain/(Loss)	/Net Earnings
Negotiable CDs	06367CCQ8	BANK OF MONTREAL CHICAGO	50,000,000	0.20	0.20	3/11/21	1/20/22	8,611	-	-	8,611
Negotiable CDs	89114W3W3	TORONTO DOMINION BANK NY	50,000,000	0.20	0.20	3/11/21	1/20/22	8,611	-	-	8,611
Negotiable CDs	06367CBA4	BANK OF MONTREAL CHICAGO	75,000,000	0.20	0.20	2/16/21	2/14/22	12,917	-	-	12,917
Negotiable CDs	78012UG82	ROYAL BANK OF CANADA NY	50,000,000	0.19	0.19	2/26/21	2/16/22	7,965	-	-	7,965
Negotiable CDs	78012UG90	ROYAL BANK OF CANADA NY	60,000,000	0.19	0.19	2/26/21	2/22/22	9,798	-	-	9,798
Negotiable CDs	06367CCJ4	BANK OF MONTREAL CHICAGO	50,000,000	0.20	0.20	3/9/21	2/28/22	8,423	-	-	8,423
Negotiable CDs	06367CDY0	BANK OF MONTREAL CHICAGO	50,000,000	0.20	0.20	4/6/21	2/28/22	8,611	-	-	8,611
Negotiable CDs	78012UH57	ROYAL BANK OF CANADA NY	50,000,000	0.24	0.24	3/9/21	2/28/22	6,920	-	-	6,920
Negotiable CDs	06367CBZ9	BANK OF MONTREAL CHICAGO	100,000,000	0.20	0.20	3/3/21	3/2/22	17,353	-	-	17,353
Negotiable CDs	89114W3C7	TORONTO DOMINION BANK NY	50,000,000	0.21	0.21	3/4/21	3/4/22	9,042	-	-	9,042
Negotiable CDs	78012UJ30	ROYAL BANK OF CANADA NY	50,000,000	0.23	0.23	3/11/21	3/11/22	9,903	-	-	9,903
Negotiable CDs	89114W4K8	TORONTO DOMINION BANK NY	50,000,000	0.23	0.23	3/15/21	3/15/22	9,903	-	-	9,903
Negotiable CDs	06367CCY1	BANK OF MONTREAL CHICAGO	50,000,000	0.26	0.26	3/16/21	3/16/22	9,297	-	-	9,297
Negotiable CDs	78012UH73	ROYAL BANK OF CANADA NY	50,000,000	0.22	0.22	3/11/21	3/16/22	9,472	-	-	9,472
Negotiable CDs	78012UK46	ROYAL BANK OF CANADA NY	50,000,000	0.23	0.23	3/30/21	3/28/22	9,903	-	-	9,903
Negotiable CDs	89114W5N1	TORONTO DOMINION BANK NY	50,000,000	0.22	0.22	3/30/21	3/28/22	9,472	-	-	9,472
Negotiable CDs	78012UK53	ROYAL BANK OF CANADA NY	50,000,000	0.23	0.23	4/6/21	4/6/22	9,903	-	-	9,903
Negotiable CDs	89114W6T7	TORONTO DOMINION BANK NY	50,000,000	0.22	0.22	4/13/21	4/11/22	9,472	-	-	9,472
Negotiable CDs	89114WHS7	TORONTO DOMINION BANK NY	50,000,000	0.16	0.16	10/12/21	4/13/22	6,889	-	-	6,889
Negotiable CDs	06367CHR1	BANK OF MONTREAL CHICAGO	100,000,000	0.17	0.17	7/6/21	5/9/22	14,639	-	-	14,639
Negotiable CDs	89114WBD6	TORONTO DOMINION BANK NY	50,000,000	0.21	0.21	5/25/21	5/25/22	9,042	-	-	9,042
Negotiable CDs	06417MTV7	BANK OF NOVA SCOTIA HOUS	100,000,000	0.30	0.30	12/2/21	6/15/22	25,000	-	-	25,000
Negotiable CDs	78012UT96	ROYAL BANK OF CANADA NY	100,000,000	0.15	0.15	9/16/21	6/17/22	12,917	-	-	12,917
Negotiable CDs	06417MTY1	BANK OF NOVA SCOTIA HOUS	100,000,000	0.31	0.31	12/6/21	6/30/22	22,389	-	-	22,389
Negotiable CDs	78012UX42	ROYAL BANK OF CANADA NY	50,000,000	0.20	0.20	10/29/21	6/30/22	8,611	-	-	8,611
Negotiable CDs	89114WMZ5	TORONTO DOMINION BANK NY	50,000,000	0.30	0.30	12/13/21	6/30/22	7,917	-	-	7,917
Negotiable CDs	06367CQB6	BANK OF MONTREAL CHICAGO	50,000,000	0.33	0.33	12/17/21	7/1/22	6,875	-	-	6,875
Negotiable CDs	89114WJ89	TORONTO DOMINION BANK NY	50,000,000	0.21	0.21	10/19/21	7/1/22	9,042	-	-	9,042
Negotiable CDs	06417MUM5	BANK OF NOVA SCOTIA HOUS	100,000,000	0.31	0.31	12/13/21	7/6/22	16,361	-	-	16,361
Negotiable CDs	06367CKG1	BANK OF MONTREAL CHICAGO	50,000,000	0.18	0.18	8/25/21	7/18/22	7,750	-	-	7,750
Negotiable CDs	06367CKN6	BANK OF MONTREAL CHICAGO	50,000,000	0.18	0.18	8/30/21	7/18/22	7,750	-	-	7,750
Negotiable CDs	06417MSJ5	BANK OF NOVA SCOTIA HOUS	50,000,000	0.24	0.24	11/2/21	8/1/22	10,333	-	-	10,333
Negotiable CDs	78012UW84	ROYAL BANK OF CANADA NY	50,000,000	0.28	0.28	10/26/21	9/26/22	12,056	-	-	12,056
Negotiable CDs	78012UW68	ROYAL BANK OF CANADA NY	50,000,000	0.30	0.30	10/25/21	10/24/22	12,917	-	-	12,917
Negotiable CDs	96130ALCO	WESTPAC BANKING CORP NY	50,000,000	0.30	0.30	10/27/21	10/24/22	12,917	-	-	12,917
Negotiable CDs	78012U2E4	ROYAL BANK OF CANADA NY	50,000,000	0.48	0.48	12/2/21	12/2/22	20,000	-	-	20,000
Negotiable CDs	89114WM36	TORONTO DOMINION BANK NY	50,000,000	0.48	0.48	12/2/21	12/2/22	20,000	-	-	20,000
Negotiable CDs	06367CPS0	BANK OF MONTREAL CHICAGO	50,000,000	0.52	0.52	12/8/21	12/7/22	17,333	-	-	17,333
Subtotals			\$ 2,495,000,000					\$ 479,367	\$ -	\$ -	\$ 479,367
Commercial Paper	89233HDT8	TOYOTA MOTOR CREDIT CORP	\$ 25,000,000	0.00	0.17	10/28/21	4/27/22	\$ -	\$ 3,660	\$ -	\$ 3,660
Commercial Paper	89233HF82	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.20	11/10/21	6/8/22	-	8,611	-	8,611
Commercial Paper	89233HFE9	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.21	10/25/21	6/14/22	-	9,042	-	9,042
Commercial Paper	89233HFF6	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.32	12/21/21	6/15/22	-	4,889	-	4,889
Commercial Paper	89233HFN9	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.27	12/6/21	6/22/22	-	9,750	-	9,750
Commercial Paper	89233HFQ2	TOYOTA MOTOR CREDIT CORP	60,000,000	0.00	0.31	12/16/21	6/24/22	-	8,267	-	8,267
Commercial Paper	89233HFW9	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.19	10/19/21	6/30/22	-	8,181	-	8,181
Commercial Paper	89233HFW9	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.24	11/1/21	6/30/22	-	10,333	-	10,333
Commercial Paper	89233HG16	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.24	11/19/21	7/1/22	-	10,333	-	10,333
Commercial Paper	89233HH15	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.25	11/4/21	8/1/22	-	10,764	-	10,764
Subtotals			\$ 485,000,000					\$ -	\$ 83,829	\$ -	\$ 83,829
Money Market Funds	09248U718	BLACKROCK LIQ INST GOV FUND	\$ 20,546,473	0.01	0.01	12/31/21	1/1/22	\$ 114	\$ -	\$ -	\$ 114
Money Market Funds	262006208	DREYFUS GOVERN CASH MGMT-I	277,725,555	0.03	0.03	12/31/21	1/1/22	11,137	-	-	11,137

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Expense		Gain/(Loss)	/Net Earnings	
Money Market Funds	31607A703	FIDELITY INST GOV FUND	16,347,943	0.01	0.01	12/31/21	1/1/22	276	-	-	276	
Money Market Funds	608919718	FEDERATED GOVERNMENT OBL-PRM	231,097,263	0.03	0.03	12/31/21	1/1/22	9,355	-	-	9,355	
Money Market Funds	61747C707	MORGAN STANLEY INST GOVT FUND	12,405,691	0.03	0.03	12/31/21	1/1/22	373	-	-	373	
Money Market Funds	85749T517	STATE ST INST US GOV MM-OPP	200,001,374	0.03	0.03	12/31/21	1/1/22	1,374	-	-	1,374	
Subtotals			\$ 758,124,300					\$ 22,630	\$ -	\$ -	\$ 22,630	
Supranationals	459058ES8	INTL BK RECON & DEVELOP	\$ 64,387,000	1.88	0.33	12/16/21	10/7/22	\$ 50,329	\$ (43,408)	\$ -	\$ 6,921	
Supranationals	459058JV6	INTL BK RECON & DEVELOP	100,000,000	0.13	0.26	4/20/21	4/20/23	10,500	8,790	-	19,290	
Supranationals	4581X0CC0	INTER-AMERICAN DEVEL BK	25,756,000	3.00	0.65	12/15/21	10/4/23	34,341	(27,948)	-	6,393	
Supranationals	459056HV2	INTL BK RECON & DEVELOP	50,000,000	1.50	0.79	11/2/21	8/28/24	62,500	(29,623)	-	32,877	
Supranationals	4581X0DZ8	INTER-AMERICAN DEVEL BK	50,000,000	0.50	0.78	11/4/21	9/23/24	20,833	11,897	-	32,730	
Supranationals	45950VQG4	INTL FINANCE CORP	10,000,000	0.44	0.72	10/22/21	9/23/24	3,667	2,362	-	6,029	
Supranationals	4581X0CM8	INTER-AMERICAN DEVEL BK	100,000,000	2.13	0.58	4/26/21	1/15/25	177,083	(129,379)	-	47,704	
Supranationals	459058JB0	INTL BK RECON & DEVELOP	40,000,000	0.63	0.56	7/23/21	4/22/25	20,867	(1,947)	-	18,919	
Supranationals	4581X0DN5	INTER-AMERICAN DEVEL BK	28,900,000	0.63	0.99	11/1/21	7/15/25	15,052	8,734	-	23,786	
Supranationals	45818WDG8	INTER-AMERICAN DEVEL BK	19,500,000	0.82	0.75	8/25/21	2/27/26	13,325	(1,071)	-	12,254	
Subtotals			\$ 488,543,000					\$ 408,498	\$ (201,594)	\$ -	\$ 206,904	
Grand Totals			\$ 14,105,042,300					\$ 7,577,281	\$ (1,495,588)	\$ -	\$ 6,081,693	

¹Yield to maturity is calculated at purchase

Investment Transactions

Pooled Fund

For month ended December 31, 2021

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Purchase	12/1/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	\$ 32,000,000	0.03	0.03	\$ 100.00	\$ -	\$ 32,000,000
Purchase	12/2/21	6/15/22	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417MTV7	100,000,000	0.30	0.30	100.00	-	100,000,000
Purchase	12/2/21	12/2/22	Negotiable CDs	ROYAL BANK OF CANADA NY	78012U2E4	50,000,000	0.48	0.48	100.00	-	50,000,000
Purchase	12/2/21	12/2/22	Negotiable CDs	TORONTO DOMINION BANK NY	89114WM36	50,000,000	0.48	0.48	100.00	-	50,000,000
Purchase	12/3/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	15,000,000	0.03	0.03	100.00	-	15,000,000
Purchase	12/3/21	11/30/26	U.S. Treasuries	US TREASURY	91282CDK4	50,000,000	1.25	1.22	100.14	5,151	50,077,417
Purchase	12/3/21	12/1/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENGF1	25,000,000	0.50	0.57	99.86	-	24,963,750
Purchase	12/3/21	12/1/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENGF1	25,000,000	0.50	0.57	99.86	-	24,963,750
Purchase	12/3/21	12/1/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENGF1	75,000,000	0.50	0.57	99.86	-	74,891,250
Purchase	12/3/21	12/6/21	Federal Agencies	FED HOME LN DISCOUNT NT	313385QD1	15,000,000	0.00	0.02	100.00	-	14,999,975
Purchase	12/3/21	12/6/21	Federal Agencies	FED HOME LN DISCOUNT NT	313385QD1	35,091,000	0.00	0.02	100.00	-	35,090,942
Purchase	12/6/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	33,000,000	0.03	0.03	100.00	-	33,000,000
Purchase	12/6/21	6/6/22	Public Time Deposits	BANK OF SAN FRANCISCO	PPES5U4Q0	10,000,000	0.13	0.13	100.00	-	10,000,000
Purchase	12/6/21	6/22/22	Commercial Paper	TOYOTA MOTOR CREDIT CORP	89233HFN9	50,000,000	0.00	0.27	99.85	-	49,925,750
Purchase	12/6/21	6/30/22	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417MTY1	100,000,000	0.31	0.31	100.00	-	100,000,000
Purchase	12/6/21	8/24/23	Federal Agencies	FREDDIE MAC	3137EAEV7	40,776,000	0.25	0.59	99.43	28,883	40,571,644
Purchase	12/7/21	6/30/25	U.S. Treasuries	US TREASURY	91282ZWW3	50,000,000	0.25	1.04	97.26	54,348	48,683,254
Purchase	12/7/21	11/30/26	U.S. Treasuries	US TREASURY	91282CDK4	50,000,000	1.25	1.20	100.23	12,019	50,129,207
Purchase	12/7/21	12/15/21	U.S. Treasuries	TREASURY BILL	912796ZX0	50,000,000	0.00	0.08	100.00	-	49,999,111
Purchase	12/7/21	12/15/21	U.S. Treasuries	TREASURY BILL	912796ZX0	50,000,000	0.00	0.08	100.00	-	49,999,111
Purchase	12/8/21	4/22/25	Federal Agencies	FANNIE MAE	3135G03U5	37,938,000	0.63	1.08	98.50	30,298	37,398,090
Purchase	12/8/21	4/22/25	Federal Agencies	FANNIE MAE	3135G03U5	50,000,000	0.63	1.08	98.49	39,931	49,283,881
Purchase	12/8/21	6/17/25	Federal Agencies	FANNIE MAE	3135G04Z3	4,655,000	0.50	1.11	97.89	11,056	4,567,695
Purchase	12/8/21	6/17/25	Federal Agencies	FANNIE MAE	3135G04Z3	10,000,000	0.50	1.11	97.90	23,750	9,813,350
Purchase	12/8/21	12/7/22	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367CPS0	50,000,000	0.52	0.52	100.00	-	50,000,000
Purchase	12/9/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	104,000,000	0.03	0.03	100.00	-	104,000,000
Purchase	12/9/21	9/12/23	Federal Agencies	FANNIE MAE	3135G0U43	29,648,000	2.88	0.66	103.86	205,992	30,999,294
Purchase	12/9/21	12/9/24	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENGQ7	50,000,000	0.92	0.93	99.97	-	49,985,000
Purchase	12/9/21	12/9/24	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENGQ7	50,000,000	0.92	0.95	99.93	-	49,963,000
Purchase	12/9/21	12/15/23	U.S. Treasuries	US TREASURY	91282CBA8	50,000,000	0.13	0.72	98.80	30,225	49,432,569
Purchase	12/10/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	100,000,000	0.03	0.03	100.00	-	100,000,000
Purchase	12/10/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	77,000,000	0.03	0.03	100.00	-	77,000,000
Purchase	12/10/21	12/8/23	Federal Agencies	FEDERAL HOME LOAN BANK	3130A3VC5	10,000,000	2.25	0.73	103.01	1,250	10,302,250
Purchase	12/10/21	12/8/23	Federal Agencies	FEDERAL HOME LOAN BANK	3130A3VC5	30,000,000	2.25	0.73	103.01	3,750	30,906,750
Purchase	12/13/21	6/30/22	Negotiable CDs	TORONTO DOMINION BANK NY	89114WMZ5	50,000,000	0.30	0.30	100.00	-	50,000,000
Purchase	12/13/21	7/6/22	Negotiable CDs	BANK OF NOVA SCOTIA HOUS	06417MUM5	100,000,000	0.31	0.31	100.00	-	100,000,000
Purchase	12/13/21	12/1/22	U.S. Treasuries	TREASURY BILL	912796P94	50,000,000	0.00	0.25	99.76	-	49,878,019
Purchase	12/14/21	6/26/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EM3S9	48,067,000	0.20	0.53	99.50	28,840	47,855,025
Purchase	12/14/21	9/8/23	Federal Agencies	FEDERAL HOME LOAN BANK	3130AJXD6	20,975,000	0.13	0.59	99.20	6,992	20,813,353
Purchase	12/15/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	64,000,000	0.03	0.03	100.00	-	64,000,000
Purchase	12/15/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	150,000,000	0.03	0.03	100.00	-	150,000,000
Purchase	12/15/21	10/4/23	Supranationals	INTER-AMERICAN DEVEL BK	4581X0CC0	25,756,000	3.00	0.65	104.20	152,390	26,990,142
Purchase	12/15/21	12/15/23	U.S. Treasuries	US TREASURY	91282CBA8	50,000,000	0.13	0.69	98.89	-	49,443,359
Purchase	12/16/21	6/24/22	Commercial Paper	TOYOTA MOTOR CREDIT CORP	89233HFQ2	60,000,000	0.00	0.31	99.84	-	59,901,833
Purchase	12/16/21	10/7/22	Supranationals	INTL BK RECON & DEVELOP	459058ES8	64,387,000	1.88	0.33	101.24	231,514	65,418,845
Purchase	12/16/21	11/16/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130AQ7L1	25,000,000	1.61	1.61	100.00	-	25,000,000
Purchase	12/16/21	11/16/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130AQ7L1	25,000,000	1.61	1.61	100.00	-	25,000,000
Purchase	12/16/21	11/16/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130AQ7L1	25,000,000	1.61	1.61	100.00	-	25,000,000
Purchase	12/16/21	11/16/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130AQ7L1	25,000,000	1.61	1.61	100.00	-	25,000,000
Purchase	12/16/21	12/16/25	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENHM5	45,000,000	1.17	1.20	99.90	-	44,954,100
Purchase	12/16/21	12/16/25	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENHM5	50,000,000	1.17	1.20	99.90	-	49,949,000
Purchase	12/17/21	1/1/22	Money Market Funds	STATE ST INST US GOV MM-	85749T517	100,000,000	0.00	0.00	100.00	-	100,000,000

Investment Transactions

Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Purchase	12/17/21	7/1/22	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367CQB6	50,000,000	0.33	0.33	100.00	-	50,000,000
Purchase	12/20/21	6/20/22	Public Time Deposits	BRIDGE BANK	PPEJ79PT6	10,000,000	0.15	0.15	100.00	-	10,000,000
Purchase	12/20/21	12/20/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENHR4	25,000,000	0.68	0.71	99.95	-	24,987,600
Purchase	12/20/21	12/20/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENHR4	25,000,000	0.68	0.70	99.95	-	24,988,000
Purchase	12/20/21	12/20/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENHR4	62,000,000	0.68	0.70	99.95	-	61,970,488
Purchase	12/21/21	6/15/22	Commercial Paper	TOYOTA MOTOR CREDIT CORP	89233HFF6	50,000,000	0.00	0.32	99.84	-	49,921,778
Purchase	12/27/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	50,000,000	0.03	0.03	100.00	-	50,000,000
Purchase	12/27/21	1/1/22	Money Market Funds	STATE ST INST US GOV MM-	85749T517	100,000,000	0.03	0.03	100.00	-	100,000,000
Purchase	12/28/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	26,000,000	0.03	0.03	100.00	-	26,000,000
Purchase	12/29/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	79,000,000	0.03	0.03	100.00	-	79,000,000
Purchase	12/31/21	1/1/22	Money Market Funds	BLACKROCK LIQ INST GOV F	09248U718	114	0.01	0.01	100.00	-	114
Purchase	12/31/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	11,137	0.03	0.03	100.00	-	11,137
Purchase	12/31/21	1/1/22	Money Market Funds	FIDELITY INST GOV FUND	31607A703	276	0.01	0.01	100.00	-	276
Purchase	12/31/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	9,355	0.03	0.03	100.00	-	9,355
Purchase	12/31/21	1/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	373	0.03	0.03	100.00	-	373
Purchase	12/31/21	1/1/22	Money Market Funds	STATE ST INST US GOV MM-	85749T517	1,374	0.03	0.03	100.00	-	1,374
Subtotals						\$3,014,315,630	0.44	0.44	\$ 99.96	\$ 866,388	\$3,014,041,210
Sale	12/3/21	1/1/22	Money Market Funds	BLACKROCK LIQ INST GOV F	09248U718	\$ 90,000,000	0.01	0.01	\$ 100.00	\$ -	\$ 90,000,000
Sale	12/6/21	1/1/22	Money Market Funds	FIDELITY INST GOV FUND	31607A703	100,000,000	0.01	0.01	100.00	-	100,000,000
Sale	12/7/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	77,000,000	0.03	0.03	100.00	-	77,000,000
Sale	12/8/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	81,000,000	0.03	0.03	100.00	-	81,000,000
Sale	12/8/21	1/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	20,000,000	0.03	0.03	100.00	-	20,000,000
Sale	12/13/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	95,000,000	0.03	0.03	100.00	-	95,000,000
Sale	12/16/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	90,000,000	0.03	0.03	100.00	-	90,000,000
Sale	12/16/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	250,000,000	0.03	0.03	100.00	-	250,000,000
Sale	12/17/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	100,000,000	0.03	0.03	100.00	-	100,000,000
Sale	12/17/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	24,000,000	0.03	0.03	100.00	-	24,000,000
Sale	12/20/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	100,000,000	0.03	0.03	100.00	-	100,000,000
Sale	12/20/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	100,000,000	0.03	0.03	100.00	-	100,000,000
Sale	12/21/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	82,000,000	0.03	0.03	100.00	-	82,000,000
Sale	12/22/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	80,000,000	0.03	0.03	100.00	-	80,000,000
Sale	12/23/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	90,000,000	0.03	0.03	100.00	-	90,000,000
Sale	12/30/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	100,000,000	0.03	0.03	100.00	-	100,000,000
Subtotals						\$1,479,000,000	0.02	0.02	\$ 100.00	\$ -	\$1,479,000,000
Maturity	12/2/21	12/2/21	U.S. Treasuries	TREASURY BILL	9127965G0	\$ 50,000,000	0.00	0.09	100.00	\$ -	\$ 50,000,000
Maturity	12/2/21	12/2/21	U.S. Treasuries	TREASURY BILL	9127965G0	100,000,000	0.00	0.11	100.00	-	100,000,000
Maturity	12/3/21	12/3/21	Federal Agencies	FED FARM CRD DISCOUNT NT	313313QA9	15,000,000	0.00	0.10	100.00	-	15,000,000
Maturity	12/6/21	12/6/21	Federal Agencies	FED HOME LN DISCOUNT NT	313385QD1	15,000,000	0.00	0.02	100.00	-	15,000,000
Maturity	12/6/21	12/6/21	Federal Agencies	FED HOME LN DISCOUNT NT	313385QD1	35,091,000	0.00	0.02	100.00	-	35,091,000
Maturity	12/6/21	12/6/21	Public Time Deposits	BANK OF SAN FRANCISCO	PPE82MH19	10,000,000	0.12	0.12	100.00	3,603	10,003,603
Maturity	12/13/21	12/13/21	Federal Agencies	FED FARM CRD DISCOUNT NT	313313QL5	50,000,000	0.00	0.11	100.00	-	50,000,000
Maturity	12/15/21	12/15/21	U.S. Treasuries	TREASURY BILL	912796ZX0	50,000,000	0.00	0.08	100.00	-	50,000,000
Maturity	12/15/21	12/15/21	U.S. Treasuries	TREASURY BILL	912796ZX0	50,000,000	0.00	0.08	100.00	-	50,000,000
Maturity	12/15/21	12/15/21	U.S. Treasuries	US TREASURY	9128285R7	50,000,000	2.63	0.12	100.00	656,250	50,656,250
Maturity	12/15/21	12/15/21	U.S. Treasuries	US TREASURY	9128285R7	50,000,000	2.63	0.11	100.00	656,250	50,656,250
Maturity	12/15/21	12/15/21	U.S. Treasuries	US TREASURY	9128285R7	50,000,000	2.63	0.11	100.00	656,250	50,656,250
Maturity	12/15/21	12/15/21	U.S. Treasuries	US TREASURY	9128285R7	50,000,000	2.63	0.11	100.00	656,250	50,656,250
Maturity	12/17/21	12/17/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJ3B3	19,000,000	2.80	0.74	100.00	266,000	19,266,000
Maturity	12/17/21	12/17/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJ3B3	25,000,000	2.80	2.84	100.00	350,000	25,350,000
Maturity	12/17/21	12/17/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJ3B3	25,000,000	2.80	2.84	100.00	350,000	25,350,000
Maturity	12/17/21	12/17/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EJ3B3	25,000,000	2.80	2.85	100.00	350,000	25,350,000

Investment Transactions

Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Maturity	12/20/21	12/20/21	Federal Agencies	FEDERAL HOME LOAN BANK	3130AHSR5	22,500,000	1.63	1.68	100.00	182,813	22,682,813
Maturity	12/20/21	12/20/21	Public Time Deposits	BRIDGE BANK	PPEE2K8C3	10,000,000	0.08	0.08	100.00	3,990	10,003,990
Maturity	12/29/21	12/29/21	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EMLW0	62,500,000	0.09	0.11	100.00	28,125	62,528,125
Maturity	12/30/21	12/30/21	U.S. Treasuries	TREASURY BILL	912796A90	50,000,000	0.00	0.09	100.00	-	50,000,000
Maturity	12/31/21	12/31/21	U.S. Treasuries	US TREASURY	912828U81	50,000,000	2.00	1.61	100.00	500,000	50,500,000
Subtotals						\$ 864,091,000	1.08	0.48	\$ -	\$ 4,659,530	\$ 868,750,530

Interest	12/2/21	3/2/22	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367CBZ9	\$ 100,000,000	0.15	0.15	0.00	0.00	\$ 37,823
Interest	12/2/21	6/2/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EHLY7	50,000,000	1.88	1.85	0.00	0.00	468,750
Interest	12/2/21	6/2/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EHLY7	50,000,000	1.88	1.88	0.00	0.00	468,750
Interest	12/2/21	6/2/23	Federal Agencies	FEDERAL HOME LOAN BANK	3130AMRY0	15,000,000	0.13	0.17	0.00	0.00	9,271
Interest	12/2/21	6/2/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EMF31	100,000,000	0.13	0.16	0.00	0.00	62,500
Interest	12/3/21	12/3/24	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELCP7	25,000,000	1.63	1.66	0.00	0.00	203,125
Interest	12/9/21	6/9/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EMF64	58,735,000	0.06	0.08	0.00	0.00	17,621
Interest	12/14/21	6/14/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EMH96	50,000,000	0.13	0.26	0.00	0.00	31,250
Interest	12/14/21	12/14/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EMS45	50,000,000	0.11	0.12	0.00	0.00	22,917
Interest	12/15/21	6/15/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELDK7	20,000,000	1.63	1.63	0.00	0.00	163,000
Interest	12/15/21	6/15/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELDK7	25,000,000	1.63	1.63	0.00	0.00	203,750
Interest	12/15/21	6/15/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELDK7	25,000,000	1.63	1.63	0.00	0.00	203,750
Interest	12/15/21	6/15/22	U.S. Treasuries	US TREASURY	9128286Y1	50,000,000	1.75	0.08	0.00	0.00	437,500
Interest	12/15/21	6/15/22	U.S. Treasuries	US TREASURY	9128286Y1	50,000,000	1.75	0.09	0.00	0.00	437,500
Interest	12/15/21	6/15/23	U.S. Treasuries	US TREASURY	912828ZU7	50,000,000	0.25	0.19	0.00	0.00	62,500
Interest	12/15/21	6/15/23	U.S. Treasuries	US TREASURY	912828ZU7	50,000,000	0.25	0.18	0.00	0.00	62,500
Interest	12/15/21	6/15/23	U.S. Treasuries	US TREASURY	912828ZU7	50,000,000	0.25	0.25	0.00	0.00	62,500
Interest	12/15/21	12/15/23	U.S. Treasuries	US TREASURY	91282CBA8	50,000,000	0.13	0.30	0.00	0.00	31,250
Interest	12/15/21	12/15/23	U.S. Treasuries	US TREASURY	91282CBA8	50,000,000	0.13	0.72	0.00	0.00	31,250
Interest	12/16/21	3/16/22	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367CCY1	50,000,000	0.17	0.17	0.00	0.00	21,233
Interest	12/17/21	6/17/25	Federal Agencies	FANNIE MAE	3135G04Z3	4,655,000	0.50	1.11	0.00	0.00	11,638
Interest	12/17/21	6/17/25	Federal Agencies	FANNIE MAE	3135G04Z3	10,000,000	0.50	1.11	0.00	0.00	25,000
Interest	12/26/21	6/26/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EM3S9	48,067,000	0.20	0.53	0.00	0.00	32,045
Interest	12/26/21	6/26/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EM3S9	50,000,000	0.20	0.22	0.00	0.00	33,333
Interest	12/29/21	2/28/22	Negotiable CDs	ROYAL BANK OF CANADA NY	78012UH57	50,000,000	0.15	0.15	0.00	0.00	19,454
Interest	12/30/21	6/30/25	Federal Agencies	FEDERAL HOME LOAN BANK	3130AN4A5	17,680,000	0.70	0.62	0.00	0.00	59,817
Interest	12/31/21	1/1/22	Money Market Funds	BLACKROCK LIQ INST GOV F	09248U718	16,546,473	0.01	0.01	0.00	0.00	114
Interest	12/31/21	1/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	186,725,555	0.03	0.03	0.00	0.00	11,137
Interest	12/31/21	1/1/22	Money Market Funds	FIDELITY INST GOV FUND	31607A703	16,347,943	0.01	0.01	0.00	0.00	276
Interest	12/31/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	86,097,263	0.03	0.03	0.00	0.00	2
Interest	12/31/21	1/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	231,097,263	0.03	0.03	0.00	0.00	9,353
Interest	12/31/21	1/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	12,405,691	0.03	0.03	0.00	0.00	373
Interest	12/31/21	1/1/22	Money Market Funds	STATE ST INST US GOV MM-	85749T517	200,001,374	0.03	0.03	0.00	0.00	1,374
Interest	12/31/21	6/30/22	U.S. Treasuries	US TREASURY	912828XW5	25,000,000	1.75	1.77	0.00	0.00	218,750
Interest	12/31/21	6/30/22	U.S. Treasuries	US TREASURY	912828ZX1	50,000,000	0.13	0.11	0.00	0.00	31,250
Interest	12/31/21	6/30/22	U.S. Treasuries	US TREASURY	912828ZX1	50,000,000	0.13	0.09	0.00	0.00	31,250
Interest	12/31/21	6/30/22	U.S. Treasuries	US TREASURY	912828ZX1	50,000,000	0.13	0.08	0.00	0.00	31,250
Interest	12/31/21	6/30/22	U.S. Treasuries	US TREASURY	912828ZX1	50,000,000	0.13	0.09	0.00	0.00	31,250
Interest	12/31/21	6/30/22	U.S. Treasuries	US TREASURY	912828ZX1	50,000,000	0.13	0.09	0.00	0.00	31,250
Interest	12/31/21	6/30/22	U.S. Treasuries	US TREASURY	912828ZX1	50,000,000	0.13	0.09	0.00	0.00	31,250
Interest	12/31/21	6/30/23	U.S. Treasuries	US TREASURY	912828S35	50,000,000	1.38	1.61	0.00	0.00	343,750
Interest	12/31/21	6/30/23	U.S. Treasuries	US TREASURY	912828S35	50,000,000	1.38	0.24	0.00	0.00	343,750
Interest	12/31/21	6/30/23	U.S. Treasuries	US TREASURY	91282CCK5	50,000,000	0.13	0.26	0.00	0.00	31,250
Interest	12/31/21	6/30/25	U.S. Treasuries	US TREASURY	912828ZW3	50,000,000	0.25	0.65	0.00	0.00	62,500
Interest	12/31/21	6/30/25	U.S. Treasuries	US TREASURY	912828ZW3	50,000,000	0.25	0.70	0.00	0.00	62,500
Interest	12/31/21	6/30/25	U.S. Treasuries	US TREASURY	912828ZW3	50,000,000	0.25	0.60	0.00	0.00	62,500

Investment Transactions Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Interest	12/31/21	6/30/25	U.S. Treasuries	US TREASURY	912828ZW3	50,000,000	0.25	0.65	0.00	0.00	62,500
Interest	12/31/21	6/30/25	U.S. Treasuries	US TREASURY	912828ZW3	50,000,000	0.25	0.62	0.00	0.00	62,500
Interest	12/31/21	6/30/25	U.S. Treasuries	US TREASURY	912828ZW3	50,000,000	0.25	0.60	0.00	0.00	62,500
Interest	12/31/21	6/30/25	U.S. Treasuries	US TREASURY	912828ZW3	50,000,000	0.25	0.51	0.00	0.00	62,500
Interest	12/31/21	6/30/25	U.S. Treasuries	US TREASURY	912828ZW3	50,000,000	0.25	0.56	0.00	0.00	62,500
Interest	12/31/21	6/30/25	U.S. Treasuries	US TREASURY	912828ZW3	50,000,000	0.25	1.04	0.00	0.00	62,500
Interest	12/31/21	6/30/26	U.S. Treasuries	US TREASURY	91282CCJ8	50,000,000	0.88	0.90	0.00	0.00	218,750
Interest	12/31/21	6/30/26	U.S. Treasuries	US TREASURY	91282CCJ8	50,000,000	0.88	0.85	0.00	0.00	218,750
Interest	12/31/21	6/30/26	U.S. Treasuries	US TREASURY	91282CCJ8	50,000,000	0.88	0.73	0.00	0.00	218,750
Interest	12/31/21	6/30/26	U.S. Treasuries	US TREASURY	91282CCJ8	50,000,000	0.88	0.74	0.00	0.00	218,750
Interest	12/31/21	6/30/26	U.S. Treasuries	US TREASURY	91282CCJ8	50,000,000	0.88	0.71	0.00	0.00	218,750
Interest	12/31/21	6/30/26	U.S. Treasuries	US TREASURY	91282CCJ8	50,000,000	0.88	0.77	0.00	0.00	218,750
Interest	12/31/21	6/30/26	U.S. Treasuries	US TREASURY	91282CCJ8	50,000,000	0.88	0.90	0.00	0.00	218,750
Interest	12/31/21	6/30/26	U.S. Treasuries	US TREASURY	91282CCJ8	50,000,000	0.88	1.05	0.00	0.00	218,750
Interest	12/31/21	12/31/24	U.S. Treasuries	US TREASURY	912828YY0	50,000,000	1.75	0.56	0.00	0.00	437,500
Interest	12/31/21	12/31/25	U.S. Treasuries	US TREASURY	91282CBC4	50,000,000	0.38	0.60	0.00	0.00	93,750
Interest	12/31/21	12/31/25	U.S. Treasuries	US TREASURY	91282CBC4	50,000,000	0.38	0.68	0.00	0.00	93,750
Subtotals						\$3,373,358,563	0.44	0.44	\$ -	\$ -	\$ 7,305,156
Grand Totals		68	Purchases								
		(16)	Sales								
		(22)	Maturities / Calls								
		30	Change in number of positions								



Memorandum

AGENDA ITEM 7

DATE: January 21, 2022
TO: Transportation Authority Board
FROM: Anna LaForte - Deputy Director for Policy and Programming
SUBJECT: 2/8/2022 Board Meeting: Adopt Fiscal Year 2022/23 Transportation Fund for Clean Air Local Expenditure Criteria

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Adopt the Fiscal Year (FY) 2022/23 Transportation Fund for Clean Air (TFCA) Local Expenditure Criteria</p> <p>SUMMARY</p> <p>The TFCA program is funded by a \$4 vehicle registration fee collected by the California Department of Motor Vehicles in the nine-county Bay Area. The Bay Area Air Quality Management District (Air District) makes 40 percent of the TFCA program revenues available to each county on a return-to-source basis to implement strategies to improve air quality by reducing motor vehicle emissions. As the County Program Manager for San Francisco, the Transportation Authority is required annually to adopt Local Expenditure Criteria to guide how projects will be prioritized for San Francisco’s share of TFCA funds. Our proposed FY 2022/23 Local Expenditure Criteria (Attachment 1) do not include any changes from last year and are consistent with the Air District’s TFCA policies for FY 2022/23. The criteria establish a prioritization methodology for applicant projects, based on project type, emission reduction benefits, program diversity, project readiness, and sponsor’s project delivery track record. Additional criteria give higher priority to projects that benefit Equity Priority Communities, demonstrate community support, and, for applicants that are not public agencies, include commensurate non-public investments. Following Board approval of the criteria, we will issue the FY 2022/23 call for projects for approximately \$765,000.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input checked="" type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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BACKGROUND

In 1991, the California Legislature authorized the Air District to impose a \$4 vehicle registration surcharge to provide grant funding to projects that address on-road motor vehicle emissions, helping the Bay Area meet state and federal air quality standards and greenhouse gas emission reduction goals. The Air District awards sixty percent of the TFCA funds through the TFCA Regional Fund, a suite of competitive grant programs for projects that reduce emissions from on-road motor vehicles. The Air District holds calls for projects for each of the project categories available (i.e. bikeways, electric vehicle charging stations, zero-emission and partial-zero-emission vehicles, and shuttle and ridesharing projects).

The Air District transfers the remaining forty percent of the TFCA funds to designated County Program Managers, such as the Transportation Authority, in each of the nine Bay Area counties to be awarded to TFCA-eligible projects. Each year the Air District adopts the County Program Manager Fund Expenditure Plan Guidance, which includes the list of eligible projects and defines policies for the expenditure of the County Program Manager Fund. The latest guidance document (enclosed) includes policies changes, such as modifying the cost-effectiveness eligibility limit (e.g. making it easier to qualify) for infrastructure improvements that support alternative transportation modes and are identified in the Air District's 2017 Clean Air Plan trip reduction and renaming shuttle project categories to "First- and Last-Mile Connections" to clarify that services aren't limited to only shuttles or buses.

As in past years, any public agency may be a project sponsor for a TFCA-funded project. Private entities may sponsor vehicles projects such as alternative-fuel vehicles and infrastructure projects, or partner with public agencies for all other project types.

DISCUSSION

Our proposed FY 2022/23 Local Expenditure Criteria (Attachment 1) do not include any changes from last year and are consistent with the Air District's TFCA policies for FY 2022/23. Our experience with previous application cycles shows that the projected TFCA revenues generally are sufficient to fund most, if not all, of the projects that satisfy TFCA eligibility requirements established by the Air District, including a requirement that each project must achieve a cost effectiveness ratio as established in the adopted TFCA County Program Manager Fund Guidance. Thus, while some counties have established a complex point system for rating potential TFCA projects across multiple local jurisdictions and project sponsors, our assessment is that over time San Francisco has been better served by not assigning a point system to evaluate applications.

Upon application, projects first undergo an eligibility screening. As in prior years, only projects that meet all of the Air District's TFCA eligibility requirements will be prioritized for funding using the Transportation Authority's Local Expenditure Criteria. The prioritization criteria include consideration of the following factors:



- Project type (e.g. highest priority to zero-emissions non-vehicle projects like bike projects)
- Cost effectiveness
- Project readiness (e.g. ability to meet TFCA timely-use-of-funds guidelines)
- Program diversity
- Community Support
- Benefits Equity Priority Communities
- Investment from Non-Public Project Sponsors or Partners
- Other factors (e.g., the project sponsor's recent delivery track-record for TFCA projects).

We continue to work with the Air District and other County Program Managers to improve the TFCA program's effectiveness at achieving air quality benefits, decrease its administrative burden, and allow the County Program Manager's more flexibility to address each county's unique air quality challenges and preferred methods of mitigating mobile source emissions.

Next Steps. Following Board approval of the Local Expenditure Criteria, we will release the TFCA call for projects, anticipated by March 4, 2022. After reviewing and evaluating project applications, we anticipate presenting a recommended TFCA FY 2022/23 program of projects to the Community Advisory Committee in May and the Board in June 2022 for approval. Attachment 2 details the proposed schedule for the FY 2022/2023 TFCA call for projects.

FINANCIAL IMPACT

There are no impacts to the Transportation Authority's adopted FY 2021/22 budget associated with the recommended action. Approval of the Local Expenditure Criteria will allow the Transportation Authority to program approximately \$765,000 in local TFCA funds to eligible San Francisco projects and to receive about \$43,000 for ongoing administration of the TFCA program. These funds will be incorporated into the FY 2022/23 budget and subsequent year budgets to reflect anticipated TFCA project cash reimbursement needs.

CAC POSITION

The CAC will consider this item at its January 26, 2022 meeting.



SUPPLEMENTAL MATERIALS

- Attachment 1 - Draft FY 2022/23 TFCA Local Expenditure Criteria
- Attachment 2 - Draft Schedule for FY 2022/23 TFCA Call for Projects
- Enclosure - County Program Manager Fund Expenditure Plan Guidance for Fiscal Year Ending 2023

Attachment 1
Fiscal Year 2022/23 Transportation Fund for Clean Air (TFCA)
DRAFT LOCAL EXPENDITURE CRITERIA

The following are the Fiscal Year 2022/23 Local Expenditure Criteria for San Francisco's TFCA County Program Manager Funds.

ELIGIBILITY SCREENING

In order for projects to be considered for funding, they must meet the eligibility requirements established by the Air District's TFCA County Program Manager Fund Policies for Fiscal Year Ending 2023. Consistent with the policies, a key factor in determining eligibility is a project's cost effectiveness (CE) ratio. The TFCA CE ratio is designed to measure the cost effectiveness of a project in reducing motor vehicle air pollutant emissions and to encourage projects that contribute funding from non-TFCA sources. TFCA funds budgeted for the project are divided by the project's estimated emissions reduction. The estimated reduction is the weighted sum of reactive organic gases (ROG), oxides of nitrogen (NOx), and particulate matter (PM) emissions that will be reduced over the effective life of the project, as defined by the Air District's guidelines.

TFCA CE is calculated by inputting information provided by the applicant into the Air District's CE worksheets. Transportation Authority staff will be available to assist project sponsors with these calculations and will work with Air District staff and the project sponsors as needed to verify reasonableness of input variables. The worksheets also calculate reductions in carbon dioxide (CO₂) emissions, which are not included in the Air District's official CE calculations, but which the Transportation Authority considers in its project prioritization process.

Consistent with the Air District's Guidelines, in order to be eligible for Fiscal Year 2022/23 TFCA funds, a project must meet the CE ratio for emissions (i.e., ROG, NOx, and PM) reductions as specified in the guidelines for each project type. Projects that do not meet the appropriate CE threshold cannot be considered for funding.

PROJECT PRIORITIZATION

Candidate projects that meet the cost effectiveness thresholds will be prioritized for funding based on the two-step process described below:

Step 1 - TFCA funds are programmed to eligible projects, as prioritized using the Transportation Authority Board-adopted Local Priorities (see next page).

Step 2 - If there are TFCA funds left unprogrammed after Step 1, the Transportation Authority will work with project sponsors to develop additional TFCA candidate projects. This may include refinement of projects that were submitted for Step 1, but were not deemed eligible, as well as new projects. This approach is in response to an Air District policy that does not allow County Program Managers to rollover any unprogrammed funds to the next year's funding cycle. If Fiscal Year 2022/23 funds are not programmed within 6 months of the Air District's approval of San Francisco's funding allocation, expected in May 2021, funds can be redirected (potentially to non-San Francisco projects) at the Air District's discretion. New candidate projects must meet all TFCA eligibility requirements and will be prioritized based on the Transportation Authority Board's adopted Local Priorities.

Local Priorities

The Transportation Authority's Local Priorities for prioritizing TFCA funds include the following factors:

1. Project Type - In order of priority:

- 1) Zero emissions non-vehicle projects including, but not limited to, bicycle and pedestrian facility improvements, transit priority projects, traffic calming projects, and transportation demand management projects;
- 2) Shuttle services that reduce vehicle miles traveled (VMT);
- 3) Alternative fuel vehicles and alternative fuel infrastructure; and
- 4) Any other eligible project.

2. Cost Effectiveness of Emissions Reduced– Priority will be given to projects that achieve high CE (i.e. a low cost per ton of emissions reduced) compared to other applicant projects. The Air District’s CE worksheet predicts the amount of reductions each project will achieve in ROG, NO_x, PM, and CO₂ emissions. However, the Air District’s calculation only includes the reductions in ROG, NO_x, and PM per TFCA dollar spent on the project. The Transportation Authority will also give priority to projects that achieve high CE for CO₂ emission reductions based on data available from the Air District’s CE worksheets. The reduction of transportation-related CO₂ emissions is consistent with the City and County of San Francisco’s 2021 *Climate Action Plan*.

3. Project Readiness – Priority will be given to projects that are ready to proceed and have a realistic implementation schedule, budget, and funding package. Projects that cannot realistically commence in calendar year 2023 or earlier (e.g. to order or accept delivery of vehicles or equipment, begin delivery of service, award a construction contract, start the first TFCA-funded phase of the project) and be completed within a two-year period will have lower priority. Project sponsors may be advised to resubmit these projects for a future TFCA programming cycle.

4. Community Support – Priority will be given to projects with demonstrated community support (e.g. recommended in a community-based transportation plan, outreach conducted to identify locations and/or interested neighborhoods, or a letter of recommendation provided by the district Supervisor).

5. Benefits Equity Priority Communities – Priority will be given to projects that directly benefit Equity Priority Communities, whether the project is directly located in an Equity Priority Community (see map) or can demonstrate benefits to disadvantaged populations.

6. Investment from Non-Public Project Sponsors or Partners – Non-public entities may apply for and directly receive TFCA grants for alternative-fuel vehicle and infrastructure projects and may partner with public agency applicants for any other project type. For projects where a non-public entity is the applicant or partner, priority will be given to projects that include an investment from the non-public entity that is commensurate with the TFCA funds requested.

7. Project Delivery Track Record – Projects that are ranked high in accordance with the above local expenditure criteria may be lowered in priority or restricted from receiving TFCA funds if either of the following conditions applies or has applied during the previous two fiscal years:

- **Monitoring and Reporting** – Project sponsor has failed to fulfill monitoring and reporting requirements for any previously funded TFCA project.
- **Implementation of Prior Project(s)** – Project sponsor has a signed Funding Agreement for a TFCA project that has not shown sufficient progress; the project sponsor has not implemented the project by the project completion date without formally receiving a time extension from the Transportation Authority; or the project sponsor has violated the terms of the funding agreement.

8. Program Diversity – Promotion of innovative TFCA projects in San Francisco has resulted in increased visibility for the program and offered a good testing ground for new approaches to reducing motor vehicle emissions. Using the project type criteria established above, the Transportation Authority will continue to develop an annual program that contains a diversity of project types and approaches and serves multiple constituencies. The Transportation Authority believes that this diversity contributes significantly to public acceptance of and support for the TFCA program.

Attachment 2
San Francisco County Transportation Authority
Fiscal Year 2022/23 Transportation Fund for Clean Air

Draft Schedule for Fiscal Year 2022/23 TFCA Call for Projects*

Wednesday, January 28, 2022	Community Advisory Committee Meeting - ACTION Local Expenditure Criteria
Tuesday, February 8, 2022	Transportation Authority Board Meeting - PRELIMINARY ACTION Local Expenditure Criteria
Tuesday, February 15, 2022	Transportation Authority Board Meeting - FINAL ACTION Local Expenditure Criteria
By Friday, March 4, 2022	Transportation Authority Issues TFCA Call for Projects
Friday, April 22, 2022	TFCA Applications Due to the Transportation Authority
Wednesday, May 25, 2022	Community Advisory Committee Meeting - ACTION TFCA staff recommendations
Tuesday, June 7, 2022	Transportation Authority Board Meeting - PRELIMINARY ACTION TFCA staff recommendations
Tuesday, June 28, 2022	Transportation Authority Board Meeting - FINAL ACTION TFCA staff recommendations
Sept 2022 (estimated)	Funds expected to be available to project sponsors

* Meeting dates are subject to change. Please check the Transportation Authority's website for the most up-to-date schedule (www.sfcta.org/agendas).

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Memorandum

AGENDA ITEM 8

DATE: January 20, 2022

TO: Transportation Authority Board

FROM: Maria Lombardo - Chief Deputy Director

SUBJECT: 2/8/21 Board Meeting: Approval of the 2022 State and Federal Legislative Program

RECOMMENDATION Information Action

Approve the 2022 State and Federal Legislative Program

SUMMARY

Every year the Transportation Authority adopts high level goals and strategies to guide legislative strategy and advocacy while still providing the necessary flexibility to respond to specific bills and policies over the course of the legislative sessions. The 2022 State and Federal Legislative Program (Attachment 1) was developed in coordination with local, regional, and statewide partners. It focuses on securing transportation funding, advancing San Francisco's priority projects, engaging in the regulation of new transportation technologies, and expanding innovative programs to support the city's equity, mobility, climate, and Vision Zero goals.

- Fund Allocation
- Fund Programming
- Policy/Legislation
- Plan/Study
- Capital Project Oversight/Delivery
- Budget/Finance
- Contract/Agreement
- Other: _____

BACKGROUND

The State and Federal Legislative Program, adopted annually by the Board, establishes a general framework to guide our legislative and funding advocacy efforts at the state and federal levels. Transportation Authority staff and our legislative advocacy consultants in Sacramento and Washington, DC, will use this program to plan strategy and communicate positions to the city's legislative delegations in addition to other transportation agencies and advocates.

The proposed 2022 State and Federal Legislative Program reflects key principles gathered from our common positions with the San Francisco Municipal Transportation Agency (SFMTA), the Mayor's Office, other city agencies, transit operators serving San Francisco, other local transportation sales tax authorities around the state, and the Metropolitan



Transportation Commission (MTC), as well as our understanding of the most pressing issues facing the city, the region, and our partner agencies. It is presented in the form of principles rather than specific bills or legislative initiatives to allow staff the necessary flexibility to respond to legislative proposals and policy concerns that may arise over the course of the session. Throughout the year we will be reporting on the status of bills that are of significance to the Transportation Authority and developing recommendations for positions as appropriate.

DISCUSSION

Our 2022 State and Federal Legislative Program continues many themes from prior years and builds on them to address new opportunities and legislation currently being discussed at the federal, state, and regional level. Highlights are below.

State Advocacy.

Transportation Funding. The biggest opportunity to secure revenues for transportation at the state level is through the unprecedented \$46 million surplus projected in the Governor's initial Fiscal Year (FY) 2022/23 budget, where he has proposed a roughly \$6 billion investment in transit, active transportation, freight, resilience projects, and rail grade crossings. We are working with SFMTA and the Mayor's Office to identify San Francisco priorities and with MTC on a regional advocacy strategy. The budget also included an additional \$6.1 billion over five years for zero emission vehicles, including funding for 100,000 new electric vehicle charging stations. While the proposal doesn't currently include funding for transit operations, we will advocate for a supplemental source of funding to address long-term transit operator structural deficits forecast as a result of the COVID-19 pandemic and continued work from home policies.

Climate Goals. In 2021 the California State Transportation Agency approved the state's first Climate Action Plan for Transportation Infrastructure (CAPTI), which establishes a state direction for reducing greenhouse gas emissions from the transportation sector. We will continue to advocate for the adjustment of state transportation investment strategies to better align with CAPTI, specifically to focus limited resources on projects that reduce vehicle miles traveled. We will also support SFMTA's and other transit operators' effort to secure state and federal funds to help transit operators transition their fleets to clean vehicles, consistent with the state's Innovative Clean Transit rule that requires public transit bus fleets to be 100% zero-emissions by 2040.

Vision Zero. This year we will continue to work with the SFMTA and other city agencies to advance San Francisco's Vision Zero goals. The successful passage of AB 43 (Friedman) in 2021 established a pathway for local jurisdictions to reduce speed limits in certain conditions. Building on that success, and 2020's findings from the state's Zero Fatalities Task Force, we will support efforts to advance additional bills to advance roadway safety, potentially including the authorization of speed safety cameras.



Emerging Mobility and Innovative Strategies. With respect to new transportation technology and innovative strategies, we expect that the rise of emerging mobility services will continue to produce legislation. We will advocate for policies that balance their benefits and impacts; ensure safety, equity, and accessibility; and secure local access to data to support local planning and regulation, where appropriate.

Bay Area Legislation - Transit Agency Coordination and Regional Revenue Measure. In 2021, the regional Blue Ribbon Transit Recovery Task Force concluded its work and MTC approved the Transformative Action Plan, which identified broad goals to improve the connectivity of Bay Area transit and actions for the region to pursue in the near-term. MTC is also developing a business case for a regional transit network management structure. There remains interest in implementing longer-term connectivity strategies, such as modifications to transit governance structures, which would likely require state legislation. We will continue to engage with our partner agencies and local and regional stakeholders to provide input into any legislative proposal.

In light of the pandemic, the effort to authorize a regional transportation revenue measure was put on hold in 2021. The region is currently doing initial work to determine whether to pursue a regional revenue measure for transportation or for a combination of housing and transportation. If MTC or another entity seeks legislation to authorize placing it on the ballot, we will advocate for it to support San Francisco's priorities such as BART and Muni Core Capacity Programs, transit state of good repair, as well as other key projects such as the Downtown Rail Extension.

Federal Advocacy.

Transportation Funding and Appropriations. The approval of the Infrastructure Investment and Jobs Act (IIJA), also known as the Bipartisan Infrastructure Law, included a five-year reauthorization of the federal transportation bill at around a 50% higher level. This year our focus will be on securing appropriations to the transportation programs at the authorized levels, ensuring the outstanding commitments to the Caltrain Modernization and BART Core Capacity projects are met, and positioning priority projects for future federal funding (e.g. the Muni Core Capacity Program, Geary Bus Rapid Transit, and the Downtown Rail Extension). We will also work with SFMTA and MTC to advocate for an additional round of COVID-19 relief and recovery funding for transit operators. Finally, we will support the inclusion of additional sustainable transportation investments such as transit vehicle electrification into future climate and social spending bills (i.e. Build Back Better), as well as programs that invest in disadvantaged communities.

Emerging Mobility and Technology. We anticipate the federal government will continue to establish its role in regulating and funding emerging mobility and technologies, including autonomous vehicles and mobility on demand (e.g. TNCs, private transit shuttles, and shared scooter and bike services). Our focus will be on advocating those regulations first set clear goals, perform data-driven research to evaluate the public benefits and impacts of these



emerging mobility services, maintain local and state regulatory roles, and mandate access to critical data for local and regional governments to ensure their safety, equity, and accessibility.

FINANCIAL IMPACT

The recommended action does not have an impact on the adopted Fiscal Year 2021/22 budget.

CAC POSITION

The CAC will consider this item at its January 25, 2022 meeting.

SUPPLEMENTAL MATERIALS

Attachment 1 - Draft 2022 State and Federal Legislative Program

Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

STATE		
Area	Goal	Strategy
1. Funding	a. Secure new revenue and financing measures for transportation	<ul style="list-style-type: none"> • Support the investment of General Fund surplus revenues toward active transportation and transit projects, with a portion suballocated to regional transportation agencies (e.g., the Metropolitan Transportation Commission (MTC) for the Bay Area). • Seek source of supplemental funding for transit operations to address long-term structural deficits forecast because of the COVID pandemic and continued work from home policies. • Maintain cap and trade funding for current transportation and affordable housing programs (e.g. transit operations, electric vehicle (EV) buses and infrastructure, transit expansion such as the Downtown Rail Extension) and seek opportunities to direct a larger share of available funding to them. • Support efforts to raise additional dedicated transportation revenue to address ongoing funding shortfalls for both capital projects and operations, including for transit state of good repair. • Support efforts to establish new transportation revenue mechanisms that local and regional entities can choose to implement to fund capital projects and operations. • Partner with local agencies and other stakeholders to advance San Francisco’s priorities in the authorization of potential regional transportation funding measures. • Continue to monitor and, as appropriate, provide input into the next phase of the California Road Charge Pilot Program.

Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

	b. Protect transportation funding	<ul style="list-style-type: none"> • Advocate that funds dedicated to transportation not be eliminated or diverted to other purposes. • Engage in any process to revise existing fund distribution formulas to ensure it does not disbenefit San Francisco.
	c. Enact new revenue and financing measures for transportation	<ul style="list-style-type: none"> • Support efforts to raise additional dedicated transportation revenue to address ongoing funding shortfalls for both capital projects and operations. • Support efforts to establish new transportation revenue mechanisms that local and regional entities can choose to implement to fund capital projects and operations. • Partner with local agencies and other stakeholders to advance San Francisco’s priorities in the development and implementation of potential regional transportation funding measures. • Continue to monitor and, as appropriate, provide input into the next phase of the California Road Charge Pilot Program.
	d. Secure cap-and-trade revenues for transportation	<ul style="list-style-type: none"> • Maintain funding for current transportation and affordable housing programs and seek opportunities to direct additional cap-and-trade funds to them. • Advocate for the dedication of a significant portion of future cap-and-trade expenditure plans to transportation and to San Francisco’s investment priorities.

Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

	e. Modify allocation formulas for state transportation funds	<ul style="list-style-type: none"> • Support efforts suballocating decision-making over the state’s formula funds from the Bipartisan Infrastructure Law (formerly known as the Infrastructure Investment and Jobs Act) to local and regional transportation agencies. • Advocate for using factors that better tie transportation funding to the true demands placed on the system, such as daytime population or transit usage. • Advocate to either broaden the state definition of disadvantaged communities to better align with San Francisco’s communities of concern or allow use of alternative definitions such as a regional transportation planning agency’s (e.g. MTC’s Equity Priority Communities) instead.
	f. Improve implementation of state grant programs (e.g. cap-and-trade, Active Transportation Program, Senate Bill 1 program)	<ul style="list-style-type: none"> • Advocate for grant application and allocation processes that are clear, streamlined, and flexible. • Advocate for a stronger role for regional and local governments in prioritizing local and regional projects for funding.
	g. Lower the 2/3 supermajority voter approval requirement for transportation taxes	<ul style="list-style-type: none"> • Support a constitutional amendment to lower the voter approval requirement for special taxes dedicated to local transportation and affordable housing projects from 66.67% to 55% or a simple majority.
2. Policy Initiatives	a. Advance San Francisco's Vision Zero goals, improving safety for all users	<ul style="list-style-type: none"> • Work with local partners to identify and secure state and federal funding for Vision Zero projects. • Advocate to implement recommendations from the state Zero Traffic Fatalities Task Force, specifically authorizing the use of automated enforcement and speed safety cameras. • Support efforts to improve safety for all road users, including supporting bills that advance complete streets and best practices in safe roadway design.

Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

	<p>b. Support the Treasure Island Mobility Management Agency's (TIMMA) work for sustainable mobility on Treasure Island</p>	<ul style="list-style-type: none"> • Support funding and authorization, as needed, for study, piloting, and implementation of innovative mobility management such as tolling infrastructure, transportation and housing affordability programs, bike and car share initiatives, and autonomous shuttle pilot.
	<p>c. Improve reliably and efficiency of San Francisco's roadway network and other transportation demand management (TDM) strategies</p>	<ul style="list-style-type: none"> • Support new legislation that promotes innovative TDM strategies such as authorizing area-wide congestion pricing pilot programs as recommended in the city's Vision Zero Action Strategy and Climate Action Plan (2021). • Support MTC's efforts to improve compliance with occupancy requirements in High Occupancy Vehicle lanes. • Support other efforts to speed up transit, such as authorizing a pilot program for bus-on-shoulder freeway operations.

Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

	<p>d. Ensure the implementation of emerging mobility innovations (e.g. Transportation Network Companies (TNCs), scooters, autonomous vehicles) is consistent with new mobility principles</p>	<ul style="list-style-type: none"> • Continue efforts to ensure they are regulated and deployed in a way that balances their benefits and impacts and ensures safety, equity, and accessibility and ensure local authority is preserved as it relates to San Francisco’s local pilot and permit programs. • Seek authorization for additional local regulation of certain aspects of emerging mobility, where appropriate (e.g. operational standards, local mitigation fees). • Advocate to require access to critical data for local and regional governments for planning and monitoring purposes. • Continue to support efforts to develop and implement requirements for TNCs’ greenhouse gas emissions and accessibility (e.g. The California Air Resources Board’s Clean Mile Standard and the California Public Utilities Commission’s TNC Access for All initiatives). • Participate in state rulemaking regarding the testing, deployment, and regulation of autonomous vehicles to ensure they improve safety, mobility, and accessibility and avoid or minimize increase congestion or greenhouse gas emissions.
	<p>e. Advance the adoption and integration of EVs in a manner consistent with other city priorities</p>	<ul style="list-style-type: none"> • Advocate for EV legislation to be equitable and consistent with San Francisco’s other mobility policies (e.g. transit-first, emerging mobility) and that addresses some of the unique challenges facing San Francisco’s deployment of EV infrastructure (e.g. installing EV chargers in multi-family dwellings). • Support funding opportunities for EV infrastructure planning, promotion, and deployment. This includes expanding eligibility of existing or new state funds to help transit operators meet the state’s Innovative Clean Transit rule that requires public transit bus fleets to be 100% zero-emission by 2040. • Support financial incentives for replacing combustion engine vehicles with EVs or non-auto modes such as ebikes, especially for low income individuals.

Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

	<p>f. Advance measures to increase production of affordable housing as well as supportive planning, infrastructure, and services</p>	<ul style="list-style-type: none"> • Support efforts to establish new, dedicated state and regional funding for affordable housing. • Support legislative efforts to incentivize and reduce barriers to the construction of new housing, in particular affordable and moderate rate housing, that are consistent with San Francisco’s growth strategy and provides necessary support for related infrastructure and transit service needs.
	<p>g. Advance legislative actions in support of other city policy goals</p>	<ul style="list-style-type: none"> • Support efforts to advance a more seamless public transit system in the Bay Area with integrated transit fares to benefit both low-income transit riders and attract new riders to the system, informed by recommendations of the Blue Ribbon Transit Recovery Task Force Transformative Action Plan, which was approved in 2021. • Work with state and local partners to affect the implementation of the California State Transit Agency’s recently approved Climate Action Plan for Transportation Infrastructure (CAPTI) that seeks to align state investments with policies to reduce greenhouse gas emissions and to provide clean transportation options. • With other County Transportation Agencies (CTAs), work to modernize Congestion Management Program regulations to support key policies and reinforce CTAs’ role in state, regional, and local transportation planning, congestion management and funding.

Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

<p>3. High-Speed Rail (HSR)</p>	<p>a. Strengthen state commitment to a blended HSR and electrified Caltrain system from San Francisco to San Jose</p>	<ul style="list-style-type: none">• Work with partner agencies to advance the HSR project, oppose redirection of existing funds, and advocate that the HSR early investment projects are implemented in a manner consistent with the northern California Memorandum of Understanding to develop a blended system, including achieving level boarding at all shared Caltrain/High Speed Rail facilities.• Advocate for the High Speed Rail Business Plan to prioritize funding for the High Speed Rail Authority’s commitment of \$550 million to the Caltrain Downtown Extension, and thereby advance the Caltrain Modernization Program.
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Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

FEDERAL		
Area	Goal	Strategy
1. Transportation Funding	a. Sustain or increase federal transportation funding	<ul style="list-style-type: none"> • Advocate for the approval of federal transportation spending at the higher levels authorized in the Bipartisan Infrastructure Law. • Support the inclusion of sustainable transportation investments, such as vehicle electrification and programs that invest in disadvantaged communities, in the climate and social spending budget reconciliation package (i.e. Build Back Better) under consideration in Congress. Secure directed funding for San Francisco's priority transportation projects. • Advocate for increasing the federal gasoline tax, and for indexing it to inflation to help close the Highway Trust Fund funding deficit. • Support the study and piloting of grant programs for innovative approaches to transportation challenges such as congestion management, implementing public transit affordability programs, technology demonstrations, and alternative project delivery methods. • Support Governor Newsom's administration and regional partners in efforts to restore and preserve transit funding currently in question due to the U.S. Department of Labor's recent interpretation of a 2010 state pension law known as PEPR.
	b. Secure additional COVID relief funding for transportation, particularly for transit operations	<ul style="list-style-type: none"> • Advocate for additional COVID relief funding for transit operators to sustain services that are critical to economic recovery and disproportionately provide mobility for low income, minority, and transit dependent persons. • Support federal funding to address the impacts of the COVID-19 pandemic on state, regional, and local governments, help backfill lost transportation revenues, and support recovery (e.g. job retention and creation).

Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

	c. Secure federal approvals for San Francisco’s Core Capacity and New and Small Starts priorities	<ul style="list-style-type: none"> • Advocate that Congress approves annual Core Capacity appropriations consistent with the Full Funding Grant Agreement for the Caltrain Modernization project and the BART Core Capacity project. • Work with local and regional partners to position San Francisco’s priority projects for these and other competitive federal funding programs, including the Muni Core Capacity Program, Geary Boulevard Bus Rapid Transit, and the Caltrain Downtown Extension.
2. Transportation Policy Initiatives	a. Advance autonomous vehicle regulations that improve safety and facilitate local evaluation of their performance	<ul style="list-style-type: none"> • Participate in federal efforts to develop a policy framework for their testing, deployment, and regulation. • Partner with state and local governments to advocate for evidence-based regulations that preserve the ability of jurisdictions to appropriately oversee their safe operation and ensure the availability of collected data.
	b. Address the impacts of shared mobility services (e.g. TNCs, private transit shuttles, scooters) and ensure their safety, equity and accessibility	<ul style="list-style-type: none"> • Contribute to the development of legislation and funding programs that balance their benefits and impacts, provide for state and local regulation, and secure access to critical data. • Support new federal funding for pilot projects that include a robust analysis of outcomes to inform future investment and regulation.
	c. Advance regulatory actions in support of other city policy goals	<ul style="list-style-type: none"> • Support policies to achieve greenhouse gas emissions reduction goals (e.g. advancing the production and adoption of electric vehicles) equitably, and to shift travel to low-carbon modes, as outlined in San Francisco’s Climate Action Plan. • Monitor other potential regulation activities (e.g. mobile applications, privacy protection) that would impact San Francisco’s range of transportation services. • Support restoring the pre-tax transportation benefits for bicycle community, including expenses for shared bicycle systems.

Attachment 1

San Francisco County Transportation Authority
Draft 2022 State and Federal Legislative Program

STATE AND FEDERAL (Project Delivery and Administration)		
Area	Goal	Strategy
1. Project Delivery	a. Expand use of innovative project delivery strategies for transportation infrastructure	<ul style="list-style-type: none"> • Advocate for additional opportunities to use alternative delivery methods to manage risk and improve implementation of transportation infrastructure projects. • Advocate for retention and expansion of financing programs such as Transportation Infrastructure Finance and Innovation Act (TIFIA), as well as additional flexibility.
	b. Seek integrated state and federal environmental impact studies and streamlined permitting	<ul style="list-style-type: none"> • Advocate for more efficient environmental processes (both CEQA and NEPA) to reduce administrative inefficiencies, expedite project delivery, and reduce costs. • Support efforts to increase the efficiency of Caltrans in reviewing and approving documents and permits.
2. General Administration	a. Ensure efficient and effective Transportation Authority operations	<ul style="list-style-type: none"> • Advocate for the streamlining of administrative requirements when multiple fund sources are used on a single project. • Oppose legislation and regulations that constrain the Transportation Authority's ability to efficiently and effectively contract for goods and services and conduct business. Support legislation and regulations that positively affect our effectiveness and limit or transfer our risk of liability.



Memorandum

AGENDA ITEM 9

DATE: January 20, 2022
TO: Transportation Authority Board
FROM: Rachel Hiatt - Deputy Director for Planning
SUBJECT: 02/08/2022 Board Meeting: Award Contracts to Ten Shortlisted Consultant Teams for a Three-Year Period, with an Option to Extend for Two Additional One-Year Periods, for a Combined Amount Not to Exceed \$3,000,000 for On-Call Transportation Planning Services, and Authorize the Executive Director to Negotiate Contract Payment Terms and Non-Material Contract Terms and Conditions

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> • Award Contracts to Ten Shortlisted Consultant Teams for a Three-Year Period, with an Option to Extend for Two Additional One-Year Periods, for a Combined Amount Not to Exceed \$3,000,000 for On-Call Transportation Planning Services • Authorize the Executive Director to Negotiate Contract Payment Terms and Non-Material Contract Terms and Conditions <p>SUMMARY</p> <p>On November 10, 2021, we issued a Request for Qualifications (RFQ) for on-call transportation planning services to support our work program over the next three years, up to a maximum of five years. The establishment of contracts with one or more consultant teams will enable us to enlist the services of a broad range of transportation planning specialists on an on-call, task order basis. By the due date of December 15, 2021, we received sixteen Statements of Qualifications (SOQs) in response to the RFQ. Interviews were held between January 11 and 12, 2022. Based on this competitive selection process, the review panel, with participation from the San Francisco Municipal Transportation Agency (SFMTA) and the Transportation Authority, recommends the award of consultant contracts to the ten top-ranked teams: Alta Planning + Design Inc., Arup North America Ltd., Fehr & Peers, Kittelson & Associates Inc., McKinsey & Company, Mott MacDonald Group, Inc., Nelson\Nygaard Consulting Associates, Inc., Parisi Transportation Consulting, Steer Group, and WSP USA, Inc.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input checked="" type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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BACKGROUND

We are seeking on-call planning services to support our work program over the next three years. The establishment of contracts with one or more consultant teams will enable us to enlist the services of a broad range of transportation planning specialists on an on-call, task order basis. The current on-call planning contracts with Arup North America Ltd., Iteris, Inc., Nelson\Nygaard Consulting Associates, Inc., Stantec Consulting Services, Inc. and WSP USA, Inc. will expire May 31, 2022.

We have long-range countywide, neighborhood-scale, and project-level planning and policy advisory capabilities that stem from our multiple roles. As the Congestion Management Agency for San Francisco County, we conduct local and regional planning studies addressing congestion management, transportation system development, and urgent policy issues to advance key Board or Expenditure Plan priorities, particularly where multi-jurisdictional conditions exist.

DISCUSSION

We are seeking transportation planning teams with expertise in multimodal transportation planning and conceptual design, outreach, and program management. General areas of expertise sought in prospective teams include:

- Transportation Planning
- Corridor and Area Planning Studies
- Travel Demand Management
- Neighborhood/Community Based Planning
- Policy Analysis and Research
- Outreach & Communications

The consultant scope of services is included in Attachment 1.

Procurement Process. We issued a Request for Qualifications (RFQ) for on-call transportation planning services on November 10, 2021. We held a pre-submittal conference on November 18, 2021, which provided opportunities for small businesses and larger firms to meet and form partnerships. Eighty-five firms registered for the conference.

We took steps to encourage participation from small and disadvantaged business enterprises, including advertising in seven local newspapers: the San Francisco Chronicle, the San Francisco Examiner, the San Francisco Bay View, Nichi Bei, the Small Business Exchange, El Reportero, and the World Journal. We also distributed the RFQ, registration list for the pre-submittal conference, and periodic updates on the RFQ to certified small, disadvantaged and local businesses, Bay Area and cultural Chambers of Commerce, and the Small Business Councils.

By the due date of December 15, 2021, we received sixteen SOQs in response to the RFQ. The selection panel evaluated the SOQs based on qualifications and other criteria identified in the RFQ, with an emphasis on bidders' management and technical capabilities and experience. In addition, the review panel evaluated each firm's strengths and weaknesses in each specialty area for which the firm sought consideration and reviewed the prime consultant's references. We held interviews with three qualified teams on January 11 and 12, 2022. Seven other qualified teams advanced without interviews due to the quality of the SOQs, prior working experience with us, and the familiarity of staff with previous work performed by these firms. Interviews were conducted by a selection panel comprised of



representatives from SFMTA and Transportation Authority staff. Based on the competitive process defined in the evaluation criteria of the RFQ document, the selection panel recommends awarding contracts to the ten highest-ranked firms: Alta Planning + Design Inc., Arup North America Ltd., Fehr & Peers, Kittelson & Associates Inc., McKinsey & Company, Mott MacDonald Group, Inc., Nelson\Nygaard Consulting Associates, Inc., Parisi Transportation Consulting, Steer Group, and WSP USA, Inc.

Given the wide range of desired proficiencies and experience, the amount and complexity of our work program, and occasional conflicts of interest or availability that arise for specific efforts, there is a need for broad and deep access to transportation planning skills in the on-call planning contract. We propose to contract with multiple consultant teams with whom we may call upon on a task order basis. Such an arrangement is currently in place through our current on-call transportation planning contracts, which has proved beneficial to the agency's work program. The recommended firms together provide us with two or more options for each requested area of expertise. Details of each firm's areas of expertise and proposed subconsultants are included in Attachment 2.

Shortlisted consultants selected for a contract will remain eligible for consideration for task order negotiation on an as-needed basis for the initial three-year term. To maintain an open and competitive process, all shortlisted consultants will be invited to submit proposals and/or participate in oral interviews as part of the task order negotiation process. While we intend to engage pre-qualified firms based on capabilities, experience and availability, no selected team is guaranteed a task order. In addition, transportation planning services tasks valued above \$450,000, in other words 15% of total contract value, will be bid under a separate procurement process.

We will receive federal financing assistance to fund a portion of this contract and will adhere to federal procurement regulations. For this contract, we established an overall Disadvantaged Business Enterprise (DBE) goal of 12%, accepting certifications by the California Unified Certification Program. SOQs from all ten teams met or exceeded the DBE goal. In addition, we will establish DBE, Small Business Enterprise, and/or Local Business Enterprise goals for each subsequent task order request, based on the project's funding sources and specific scope of work. All ten prime consultants' firms are headquartered in states not on the Banned State List, which are states with laws restricting abortion access or discriminate against LGBT individuals.

FINANCIAL IMPACT

The scope of work and first year's activities described in the RFQ are included in the Transportation Authority's adopted Fiscal Year 2021/22 work program and budget through relevant projects and studies, including the San Francisco Transportation Plan. Budget for these activities will be funded by a combination of federal Surface Transportation Planning grants, federal grants from Caltrans and the Metropolitan Transportation Commission, local contributions from City and County of San Francisco, and Prop K sales tax funds. Sufficient funds will be included in future fiscal year budgets to cover the cost of these contracts.

CAC POSITION

The Community Advisory Committee will consider this item at its January 26, 2022 meeting.



SUPPLEMENTAL MATERIALS

- Attachment 1 - On-Call Planning Services Scope of Work
- Attachment 2 - Shortlisted Respondents per Areas of Expertise
- Attachment 3 - Existing On-Call Bench Task Orders

Attachment 1

On-Call Transportation Planning Services

Scope of Work

The Transportation Authority require varying types and levels of project management and project development support in the following areas:

1. **San Francisco Transportation Plan (SFTP)/Countywide Planning:** The Transportation Authority regularly updates the long-range countywide transportation plan that serves as the city's blueprint for transportation system development and investment over 30 years. The SFTP identifies key transportation needs, through an analysis of future trends, and aligns these needs with projected available funding. The SFTP includes background papers and studies and strategic policy initiatives to support the investments in the transportation system.
2. **Congestion Management Program (CMP):** The Transportation Authority prepares biennial updates to the CMP and multimodal Level of Service (LOS) monitoring on the CMP network. This LOS Monitoring work is supported by a separate CMP Monitoring contract.
3. **Neighborhood Transportation Plan (NTIP) Planning Studies:** The Transportation Authority routinely conducts neighborhood planning efforts under the Prop K NTIP program. These efforts are prioritized by the District Supervisor to address activities that improve pedestrian and/or bicycle safety, encourage walking and/or biking, improve transit accessibility, and/or improve mobility for Equity Priority Communities (formerly known as Communities of Concern) or other underserved neighborhoods and vulnerable populations (e.g., seniors, children, and/or people with disabilities).
4. **Policy Studies:** Policy studies address a range of current transportation policy topics including parking, technology-enabled transportation, transportation demand management, and others. Each study is intended to provide recommendations to the Board on a specific issue of interest or concern and typically involves research, data collection, analysis and report writing.
5. **Corridor and Area Planning Studies:** The Transportation Authority prepares and reviews transportation planning studies. These may include planning for transit (including ferries), managed lanes, and street design to address Vision Zero goals. One or two new studies are typically undertaken each year. The Transportation Authority also leads deliverables, reviews, and provides input to other local, regional, and statewide transportation plans, such as the Transit Core Capacity Study (led by the Metropolitan Transportation Commission, or MTC) and Link 21 (led by the San Francisco Bay Area Rapid Transit District).

The Transportation Authority seeks transportation planning consultant services to support the various projects described above, and others that may arise. A list of six general areas of expertise sought in prospective teams is provided below, lettered A through F. In addition to these areas of expertise, all teams must demonstrate skills and experience in project management (scope, schedule, and budget management) and supporting technical skills that may be used across multiple areas.

- A. **Transportation Planning** - Including countywide or neighborhood planning focused on development and evaluation of transportation networks. Specific examples include:

- a. Citywide planning. Support development of future updates to the SFTP, including identifying long range needs, analyze tradeoffs across transportation projects and programs, coordinating with partner agencies, and other related tasks.
 - b. Modal Network planning. Conduct planning and design for modal networks, including pedestrian and bicycle network planning, transit network and service planning, street network planning, and similar modal studies.
 - c. Travel Market Analysis. Conduct analysis of specialized travel markets to address trips in San Francisco occur outside of the standard morning and evening peak periods or for non-commute purposes. The Transportation Authority may seek consultant assistance in developing specialized policies or service solutions to address the needs of travelers and trips, including those related to paratransit, school, trips occurring in the late night and early morning, trips by visitors and tourists, and goods/freight movement, among others.
- B. Corridor and area planning studies** - Develop studies of specific multimodal transportation investments, including potentially:
- a. Development of transportation options in a corridor
 - b. Concept design and evaluation
 - c. Preparation of Strategic, Preliminary, and Final Business Case analyses of proposed investments and supporting technical analysis and documentation
 - d. Major investment studies, alternatives analysis, project planning, and project development for major transit projects
 - e. Bus and rail operational planning, system planning, and network design
 - f. Transit facility / site planning
 - g. Transit station area planning at select locations, including demand analysis, station area planning, and similar activities
 - h. Transit and multimodal corridor planning including design options and operations
 - i. California Environmental Quality Act/National Environmental Policy Act
- C. Travel Demand Management (TDM)** - TDM policy analysis, stakeholder facilitation, program design, implementation support, and/or project evaluation services. The below is a list of potential areas of support:
- a. Development of TDM strategy at city, neighborhood, or development scale
 - b. Development conditions/approval policy
 - c. Strategies for managing existing development, including pricing and incentives
 - d. Information/marketing/education
 - e. Parking management program design
 - f. Incentives - the planning, design, and/or deployment of software in support of programs such as travel incentives and rebates, travel behavior monitoring, and user information.
 - g. Payment Technology
 - h. Coordination with local, state, and federal agencies (e.g., the MTC, the California Department of Transportation, Federal Transit Administration, or Federal Highways Administration)
 - i. Monitoring and evaluation

- D. Neighborhood/Community Based Planning** - Support Transportation Authority led community, neighborhood, and small area planning, in support of NTIP and Community-Based Transportation Plan development. Tasks may include:
- a. Neighborhood-scale modal planning to identify and evaluate strategies to advance the city's transit first/mode choice, safety, and equity goals
 - b. Small area studies that examine travel patterns and potential transportation improvements
- E. Policy Analysis and Research** - Develop and evaluate transportation policies in key areas such as:
- a. Toll and pricing policy development and evaluation
 - b. Identify and research innovative technologies and concepts
 - c. Support scoping, planning, and project development related to connected vehicles and/or automated vehicle technology
 - d. Market analysis and/or transportation business plan development
 - e. Develop governance models and assumptions
 - f. Economic impact analysis
 - g. Fiscal and financial analysis
 - h. Equity analysis
 - i. Funding strategy development for major transit projects
- F. Outreach & Communications** - Support outreach and communications for Transportation Authority planning projects. This may include support as part of a planning project in another category or communications-specific support where other project elements are not requested. Task support in this area may include:
- a. Strategic communication
 - i. Messaging development
 - ii. Communications development
 - b. Outreach
 - i. Strategy development
 - ii. Community involvement
 - iii. Facilitation
 - iv. Organize stakeholder groups
 - v. Develop and lead co-creation events
 - vi. Multi-media (electronic and non-electronic) outreach methods
 - c. Translation, interpretation
 - d. Visualization

While the Transportation Authority is seeking support for several specific topical areas, we will require a broad set of skills that would be used in any task order. Specifically:

- **Project Management** - Ability to manage project and/or program scopes, schedules, and budgets.
- **Modeling/Data Analysis** - Most planning studies will involve some level of data collection and analysis and may require modeling.
 - a. Data Collection

- b. Data analysis (e.g., of model output, or of third-party cellular or GPS data)
 - c. Multimodal micro-simulation
 - d. Mapping
- **Design and Cost Estimation** - Many planning studies, modal and corridor studies in particular, will require some level of concept design and cost estimation.
 - a. Conceptual design through 30% design engineering
 - b. Conceptual street/streetscape design
 - c. Planning level cost estimation

Attachment 2
Shortlisted Respondents
On-Call Transportation Planning Services

No.	Prime Consultant	Areas of Expertise						Subconsultants
		Transportation Planning	Corridor and Area Planning	Travel Demand Management	Neighborhood / Community Based Planning	Policy Analysis and Research	Outreach and Communications	
1	Alta Planning + Design Inc.	X	X	X	X	X	X	Civic Edge Consulting, LLC (DBE/SBE/LBE) Hexagon Transportation Consultants, Inc. Jacobs Engineering Group, Inc. Safe Streets Research and Consulting (DBE) *
2	Arup North America Ltd	X	X	X	X	X	X	Access Planning AutoCase Advisory Services CHS Consulting Group (DBE/SBE/LBE) Civic Edge Consulting, LLC (DBE/SBE/LBE) Strategic Economics (DBE/SBE)
3	Fehr & Peers	X	X	X	X	X	X	Adavant Consulting (SBE/LBE) AGS, Inc. (SBE) Civic Edge Consulting, LLC (DBE/SBE/LBE) LCW Consulting (DBE/LBE) * MSA Design & Consulting, Inc. (SBE/LBE) Safe Streets Research and Consulting (DBE) * Sertior (SBE/LBE) * Telamon Engineering Consultants, Inc. (DBE/SBE/LBE) * WILTEC (DBE)
4	Kittelson & Associates Inc.	X	X	X	X	X	X	Circlepoint (SBE) Foursquare Integrated Transportation Planning (DBE) Toole Design Safe Streets Research and Consulting (DBE) Strategic Economics, Inc.(DBE/SBE)
5	McKinsey & Company	X				X	X	Intueor Consulting, Inc. (DBE/SBE) Motive Power, Inc. (SBE)
6	Mott MacDonald Group	X	X	X	X	X	X	ACUMEN Building Enterprise, Inc. (DBE/SBE) Circlepoint (SBE) Elite Transportation Group, Inc. (DBE/SBE) GHT Capital LLC (DBE/SBE) * Leading Mobility Next Steps Marketing, Inc. (DBE/SBE/LBE) Whitlock & Weinberger Transportation (DBE/SBE) *

Abbreviations:

DBE: Disadvantaged Business Enterprise
SBE: Small Business Enterprise
LBE: Local Business Enterprise

* New DBE/SBE/LBE subconsultant firms within the last 5 years.

No.	Prime Consultant	Areas of Expertise						Subconsultants
		Transportation Planning	Corridor and Area Planning	Travel Demand Management	Neighborhood / Community Based Planning	Policy Analysis and Research	Outreach and Communications	
7	Nelson\Nygaard Consulting Associates	X	X	X	X	X	X	Access Planning Chaudhary & Associates, Inc. (DBE/SBE) Civic Edge Consulting, LLC (DBE/SBE/LBE) CivicMakers, LLC (SBE/LBE) * Ewald & Wasserman Research Consultants, LLC (SBE/LBE) * InterEthnica (SBE/LBE) Jacobs Engineering Group, Inc. JMA Civil, Inc. (SBE) * M Lee Corporation (DBE/SBE/LBE) MSA Design & Consulting Inc. (SBE/LBE) Resource Systems Group, Inc. Ross & Baruzzini Sam Schwartz Engineering DPC Silicon Transportation Consultants (DBE/SBE) Strategic Economics (DBE/SBE) Transportation Analytics (DBE/SBE) VST Engineering Inc. (DBE) *
8	Parisi Transportation Consulting	X	X	X	X	X	X	Ronny Kraft Consulting (DBE/LBE) Safe Streets Research & Consulting (DBE) *
9	Steer Group	X	X	X		X	X	ARTEMIA Communications, Inc. (SBE/LBE) * GHT Capital (DBE/SBE) *
10	WSP USA, Inc.	X	X	X	X	X	X	Civic Edge Consulting, LLC (DBE/SBE/LBE) EMC Research Jay Primus Transportation Analytics (DBE/SBE) Urban Field Studio (DBE/LBE) *
	Total Firms Shortlisted by Areas of Expertise	10	9	9	8	10	10	

Abbreviations:

DBE: Disadvantaged Business Enterprise
SBE: Small Business Enterprise
LBE: Local Business Enterprise

* New DBE/SBE/LBE subconsultant firms within the last 5 years.

**Attachment 3:
On-Call Transportation Planning Task Orders (2016-2022)**

Prime Consultant	Task Order Description	Task Order Amount	Subconsultant(s)	Amount to Subconsultants
Arup N. America, Ltd.	Downtown Extension	\$554,305	Access Planning	\$44,000
			Jacobs/CH2M Hill	\$34,874
			Strategic Economics (DBE, SBE)	\$30,000
	Geary Bus Rapid Transit Project	\$413,912	Circlepoint (SBE)	\$404,117
	TIMMA Mandatory Transit Pass Study	\$179,203	Jacobs/CH2M Hill	\$171,790
	Lombard Crooked Street Reservations and Pricing Study	\$106,679	Fall Line Analytics (LBE)	\$5,000
	San Francisco Transportation Task Force	\$10,147	Eisen/Letunic (DBE)	\$9,219
	San Francisco Transportation Plan	\$39,903		
Total Task Orders Awarded to Arup N. America, Ltd.		\$1,304,149		\$699,000
Iteris, Inc.	N/A	\$0		
Total Task Orders Awarded to Iteris, Inc.		\$0		\$0
Nelson\Nygaard Consulting Associates	ConnectSF / San Francisco Transportation Plan	\$275,000	Cambridge Systematics	\$38,438
			Civic Edge Consulting (DBE, LBE, SBE)	\$93,243
	TIMMA Travel Demand Management and Transportation Affordability Program	\$168,673	Ann Carey Consulting (DBE, LBE)	\$20,394
	Vision Zero Ramp Intersections Study Phase II Planning Services	\$106,532	Parisi Transportation Consulting (SBE)	\$92,604

Prime Consultant	Task Order Description	Task Order Amount	Subconsultant(s)	Amount to Subconsultants
Nelson\Nygaard Consulting Associates			Ronny Kraft Consulting (DBE, LBE)	\$10,500
	Golden Gate Park - JFK Drive Access Equity Study	\$100,000	Civic Edge Consulting (DBE, LBE, SBE)	\$32,722
			En2Action	\$15,000
	Octavia Improvements Study	\$100,000	Civic Edge Consulting (DBE, LBE, SBE)	\$20,051
			Parisi Transportation Consulting (SBE)	\$74,068
	Sales Tax Reauthorization Outreach	\$70,000	Civic Edge Consulting (DBE, LBE, SBE)	\$45,963
			En2Action	\$21,155
	District 10 Mobility Management Study	\$69,975		
	Lombard Crooked Street Reservations and Pricing Study Outreach Services	\$34,622	Civic Edge Consulting (DBE, LBE, SBE)	\$29,299
			InterEthnica (LBE, SBE)	\$2,700
Alemanay Interchange Improvement Study	\$33,526			
BART Travel Incentives Program	\$2,250	Elham Shirazi (DBE)	\$2,250	
Total Task Orders Awarded to Nelson\Nygaard Consulting Associates		\$959,578		\$498,388
Stantec Consulting Services, Inc.	Treasure Island Mobility Management Agency Program	\$597,744	Jay Primus	\$41,880
			CDM Smith	\$23,818
Total Task Orders Awarded to Stantec Consulting Services, Inc.		\$597,744		\$65,698
WSP USA, Inc.	Technology Enabled Transportation	\$35,414		

Prime Consultant	Task Order Description	Task Order Amount	Subconsultant(s)	Amount to Subconsultants
	Emerging Mobility Pilot Framework	\$20,707		
	Transportation Network Company Research	\$8,187	Strategic Cities	\$6,538
	Commuter Shuttles Hub Study	\$2,247		
Total Task Orders Awarded to WSP		\$66,555		\$6,538
Total Task Orders Awarded to Date		\$2,928,026		
Total Task Orders Allocated to Subconsultants (43%)				\$1,269,624
Total Task Orders Awarded to Disadvantaged Business Enterprise Firms (10%)				\$293,641
Total Task Orders Awarded Local Business Enterprise Firms (9%)				\$259,872
Total Task Orders Awarded to Small Business Enterprise Firms (28%)				\$824,767
Total Contract Amount				\$3,800,000

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Memorandum

AGENDA ITEM 10

DATE: January 20, 2022
TO: Transportation Authority Community Advisory Committee
FROM: Eric Cordoba - Deputy Director for Capital Projects
SUBJECT: 01/26/2022 Community Advisory Committee Meeting: Major Capital Project Update - Van Ness Avenue Bus Rapid Transit Project

<p>RECOMMENDATION <input checked="" type="checkbox"/> Information <input type="checkbox"/> Action</p> <p>None. This is an information item.</p> <p>SUMMARY</p> <p>This is the progress report on the San Francisco Municipal Transportation Agency's (SFMTA's) Van Ness Avenue Bus Rapid Transit (BRT) project requested by the Community Advisory Committee (CAC). The project incorporates a package of transportation improvements along a 2-mile corridor of Van Ness Avenue, between Mission and Lombard streets, including dedicated bus lanes, consolidated transit stops, and pedestrian safety enhancements. The cost of the BRT project is \$185.5 million. The BRT project is part of an overall larger Van Ness Improvement Project, totaling \$309.3 million, which combines the BRT project with several parallel infrastructure upgrade projects. The project is approximately 91.3% complete compared to 83.0% reported in September. SFMTA and Golden Gate Transit have started bus testing in the alignment. The project will reach substantial completion by late March. SFMTA anticipates starting BRT service date by Spring 2022, delayed from the original late 2019 BRT service start date (Attachment 1) due to construction difficulties. Staff from the SFMTA and Office of Economic & Workforce Development will provide a project update at the CAC meeting.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input checked="" type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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BACKGROUND

The Van Ness Avenue BRT will bring to San Francisco its first BRT system to improve transit service and address traffic congestion on Van Ness Avenue, a major north-south arterial. The Van Ness Avenue BRT is a signature project in the Prop K Expenditure Plan, a regional priority through the Metropolitan Transportation Commission's Resolution 3434, and a Federal Transit Administration Small Starts program project.

The construction of the core Van Ness Avenue BRT project, which includes pavement resurfacing, curb ramp upgrades, and sidewalk bulb outs, is combined with several parallel city-sponsored projects. These parallel projects, which have independent funding, include installing new overhead trolley contacts, street lighting, and poles replacement; SFgo traffic signal replacement; sewer and water line replacement; and storm water "green infrastructure" installation.

DISCUSSION

Status and Key Activities. The project team, between the months of October and January, focused on completing remaining above-ground work along the corridor. Bauman Landscape and Construction (Bauman) finished installing bulb-outs between California and Sutter streets, and between Ellis and Hayes streets. Bauman also completed installation of cisterns at Washington Street, Pine Street, and Golden Gate Avenue. Bauman worked on landscape treatment along the alignment including shrub planting and installing mulch in the median between Mission Street to Golden Gate Avenue, and between Jackson to Lombard streets. Bauman also completed bio-retention plantings between Grove to McAllister streets and tree planting between O'Farrell Street and Geary Boulevard. Bauman completed intersection improvements at Lombard Street.

Phoenix Electric (Phoenix) installed traction power cables between Mission and Market streets and between Vallejo Street and Broadway. Phoenix also installed pull station wiring between Union Street to Broadway and between Mission and Sutter streets. Phoenix continues to install LED lighting work, lighted handrail, and the remaining traction power cable punchlist works. Phoenix also installed a variable message sign pole.

The project team also completed remaining civil and electric work from Lombard to North Point streets. These works include installing overhead contact system, bulb-outs, curb ramps, and sidewalk flatwork.

With the center lanes completed, SFMTA and Golden Gate Transit started bus testing along the alignment in January. When the overhead contact system has been electrified, SFMTA will also test electric trolley buses. Van Ness Avenue continues to accommodate two lanes of northbound and southbound traffic along the corridor project limits. Temporary bus stop platforms have also been installed on both sides of Van Ness Avenue as needed.

Public and Business Outreach. SFMTA project staff continues to host monthly Van Ness BRT Community Advisory Committee meetings to provide project updates and address issues businesses and residents are having on Van Ness Avenue. Technical advisory services are also provided to impacted businesses by the Office of Economic and Workforce Development's



Open for Business program, including legal assistance services, financial assistance, training and technical assistance, and grant and loan programs.

Contract Modification. In October 2021, the SFMTA Board approved Contract Modification No. 14 with Walsh for direct costs related to various roadway work changes in the amount of \$717,878, for a total project contract amount not to exceed \$222,465,144, with no time extension. The various roadway changes were due to pouring of additional 10-inch thick concrete base at different locations along the alignment, performing roadway repairs, disconnecting and reconnecting the overhead contact system for Muni buses at various locations, and installing 2 additional CCTV poles, foundation, and hardware.

Project Schedule, Budget, and Funding Plan. The project will reach substantial completion by late March with BRT service date anticipated by Spring 2022, delayed from the original late 2019 BRT service start date (Attachment 1) due to construction difficulties. Walsh Construction expenditures to the end of November totaled \$199.3 million out of the \$222.5 million contract amount for the Van Ness Ave Improvement Project. Construction soft costs, which include SFMTA and Public Works staff, consultant, and bus substitution costs, total \$55.7 million as of the beginning of October 2021 out of \$77.4 million budgeted.

Current Issues and Risks. As noted above, the project is currently more than a year and a half behind schedule, primarily due to challenges securing a utility subcontractor and the extent of utility conflicts encountered in the field. Unanticipated existing water and sewer pipe conditions required design changes, such as resequencing of construction, resizing of new pipes, or slip-lining existing sewer lines instead of installing new lines. With the underground utility work, the pouring of red concrete transit lanes, and bulb-out work completed, the project team is transitioning to complete system integration work. These works include installing internet switches for CCTV and integrating new traffic signals with operations. However, recent supply chain challenges have resulted in delays in procuring certain materials. Any additional unforeseen work or significant rain over the next 2 months may cause additional contract workdays. We also believe there is a risk of a final contractor claim being submitted as part of project closeout negotiations.

FINANCIAL IMPACT

None. This is an information item.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Project Schedule



Attachment 1: Van Ness Avenue BRT Project Schedule

Activities	2013				2014				2015				2016				2017				2018				2019				2020				2021				2022							
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
1. Conceptual Engineering + Environmental Studies*																																												
2. Preliminary Engineering (CER)																																												
3. Final Design																																												
4. Construction Manager-General Contractor Process																																												
5. Construction																																												
6. Revenue Operations Begin																																												
* Conceptual Engineering and Environmental Studies began in 2007				Key:				Currently Scheduled				Late Start since last report				Late Finish since last report																												

Date: January 1, 2022

San Francisco's Climate Action Plan 2021

EXECUTIVE SUMMARY



The consequences of a changing climate are all around us. Rising seas and extreme weather are creating increased flooding and more frequent heat waves, which inflict the most harm on the city’s most vulnerable populations. Reduced snowpack in the Sierra Nevada mountains is threatening the City’s water and hydropower supplies. Ever more destructive fires are polluting the air throughout the state and overwhelming its emergency resources and ability to respond to multiple disasters.

San Francisco, like cities around the world, is faced with the threat of a climate emergency, coupled with long-standing challenges of economic inequality and racial injustice. Local skies have turned orange from wildfires, fueled by decades of unchecked carbon pollution. The American economy is more precarious for working people than it has been in decades, with inequities exacerbated by COVID-19. Demands for action are growing louder, including calls for climate justice, racial justice, disability justice, and economic justice. The most recent [Intergovernmental Panel on Climate Change \(IPCC\) report](#), an international scientific assessment of the threats presented by climate change, was released in August 2021 and indicates that the window in which to act continues to shrink. The most important thing to limit the worst impacts is to rapidly reduce greenhouse gas (GHG) emissions, especially carbon dioxide and methane. This summer, Mayor London Breed sponsored legislation to address the urgent threat of climate change and set new, ambitious goals to slash GHG emissions in San Francisco and reach net-zero emissions by 2040.

While San Francisco is proud of its record on local climate action and pursuit of environmental justice, there is an opportunity to make San Francisco a more affordable, equitable, just and sustainable city for all. The window to avoid climate catastrophe is closing, but there is still time to act. There is an urgent need – and opportunity – to not only reduce emissions, but to build equity,

resilience, and opportunity for the entire city. Bold climate action must give everyone a seat at the table to create a more just society and ensure communities can thrive by guaranteeing clean air and access to good jobs, green space, and healthy housing, and by developing and implementing a shared vision of how to live better together in the face of the growing climate crisis.

LEADING ON CLIMATE ACTION

Since its first Climate Action Plan in 2004, San Francisco has been leading the way on local climate action, environmental justice, and launching innovative community programs and outreach campaigns for residents and businesses.

For decades, San Francisco has created plans, implemented policies, and crafted engaging frameworks to reduce emissions. As of 2019, the city has achieved a 41% reduction in emissions from 1990 levels, while its economic productivity as measured by gross domestic product (GDP) has increased by 199%, and its population has grown by 22%. Its emissions reductions have been driven primarily by cleaner electricity supply, improved energy codes, and city-wide energy efficiency. This progress has not just reduced emissions, but has also come with additional important benefits, such as cutting air pollution and limiting other environmental stressors.



Cities are rapidly growing across the world. Most people live in cities and the cities, in turn, create 70% of global emissions. This means cities have great responsibility and great potential for providing solutions. Further, cities are engaged in international diplomacy on climate change and as a respected leader on the world stage, San Francisco has a vital role to play in modeling climate action for cities around the world.

CLIMATE ACTION PLAN OVERVIEW

Net-Zero Emissions means cutting the overwhelming majority of emissions to zero while relying on biological and technological solutions and offsets to balance out remaining emissions

Tackling the interwoven climate, equity, and racial justice challenges we face has been the driving force for the development of this Climate Action Plan (CAP). It provides a summary of progress through existing programs, and a detailed list of priority actions that San Francisco can take that will have the greatest potential to reduce emissions, while also having the greatest potential to provide an equitable distribution of benefits. The process of creating the CAP brought City departments, residents, community-based organizations, and businesses together to craft a plan focused on science and equity and grounded in compassion and lived experience. This data-driven, community-based plan outlines a detailed list of strategies and actions to achieve net-zero emissions by 2040, while creating solutions that serve intersectional challenges of racial and social equity, public health, economic recovery, and resilient communities (Figure 1).

SAN FRANCISCO'S CLIMATE ACTION FRAMEWORK

Net-Zero Emissions Citywide By 2040
Racial, Social & Economic Equity

SECTORS



THE PATH TO REACH NET-ZERO BY 2040

The imperative to address climate change is simple: cut emissions as quickly as possible. But achieving these goals is complex and demands an integrated approach across society. San Francisco's approach to reaching net-zero emissions is first and foremost grounded in equity. The most significant consequences of climate change will be felt by Black, Indigenous, and People of Color (BIPOC) communities, people with disabilities, and other vulnerable populations. Climate action must also prioritize a just transition, which calls for a strategic, people-focused approach to phasing out polluting industries while creating employment pathways for workers in those industries and a new generation of workers to transition to quality jobs that support economic and climate justice. Further, communities that have been and will continue to be most harmed by climate change have not historically benefited from climate solutions in the past.

To advance climate justice, the CAP makes four core commitments:

- Build greater racial and social equity
- Protect public health
- Increase community resilience
- Foster a more just economy

By integrating these four climate justice commitments, the CAP proposes two ambitious and achievable climate emission reduction targets:

- An interim target of cutting sector-based emissions 61% below 1990 levels by 2030; and
- Net-zero sector-based emissions by 2040, a 90% reduction from 1990 levels

Sector-based emission inventories track traditional emissions in categories produced within municipal boundaries such as transportation, energy use in buildings, and solid waste. The City is beginning to account for the impacts of its "upstream" emissions, which include emissions from the consumption of services and goods produced outside San Francisco. In essence, these emissions are outsourced to other communities, generating harmful climate pollution and exacerbating environmental injustice. In keeping with its commitment to equity, San Francisco is determined

to reduce the impacts of these outsourced emissions and has set two targets:

- A 40% reduction in consumption-based emissions by 2030
- An 80% reduction in consumption-based emissions by 2050
- In total, the Climate Action Plan provides an innovative framework to reach its sector-based (Figure 2) and consumption-based emission targets, while also removing carbon from the atmosphere.

ENGAGING OUR DIVERSE COMMUNITIES

Led by the San Francisco Department of the Environment (SF Environment), crafting the CAP was a highly collaborative process, which engaged expert City staff, community-based organizations, residents, businesses, and other stakeholders to identify high-impact opportunities to reduce emissions and support equity. The CAP public engagement process brought together San Francisco residents with honesty, transparency, and respect. It reached hundreds of thousands of people through social media, websites, surveys, web-based workshops and presentations, and online open houses. Over the course of four months, SF Environment hosted a kick-off webinar with Mayor London Breed, which was followed by eleven public workshops, including in-language sessions in Spanish and Chinese, and eleven additional community presentations. Further, the Department received more than 1,400 comments on the online open house platform as well as nine emailed comment letters from different stakeholder groups. This process ensured the community could identify new actions and integrate their priorities, data, and best practices into the plan.

SAN FRANCISCO'S

CLIMATE ACTION GOALS

BUILDINGS

By 2021, require zero onsite fossil fuel emissions from all new buildings; By 2035, require zero onsite fossil fuel emissions from all large existing commercial buildings and all buildings by 2040

'21

ZERO WASTE

By 2030, reduce solid waste generation by at least 15% and reduce the amount of solid waste disposed of by incineration or landfill by at least 50% below 2015 levels

TRANSPORTATION

By 2030, increase low-carbon trips to at least 80% of all trips and increase EVs to at least 25% of all private vehicles registered, and by 2040, increase EVs to 100% of all private vehicles registered

ROOTS

Sequester carbon through ecosystem restoration, including increased urban tree canopy, green infrastructure, and compost application

CLEAN ENERGY

By 2025, supply 100% renewable electricity, and by 2040, supply 100% renewable energy

HOUSING

Build at least 5,000 new housing units per year with maximum affordability, including not less than 30% affordable units, and with an emphasis on retaining and rehabilitating existing housing



PRIORITY SOLUTIONS

Through this robust engagement process the CAP identified 31 strategies (Table 1) and 159 supporting actions for San Francisco to achieve its climate and equity goals across six key areas, or sectors: Energy Supply, Building Operations, Transportation and Land Use, Housing, Responsible Production and Consumption, and Healthy Ecosystems.

Along with stakeholder input, key criteria used to inform the development of the strategies and supporting actions included their emissions reduction potential and their contribution to the four lenses of racial and social equity, public health, community resilience, and a just economy. While the CAP identifies hundreds of possible pathways needed to reach San Francisco’s slated target of achieving net-zero emissions by 2040, not all have the same impact. The most critical stand-alone or subsets of strategies and actions have been summarized in the **top ten climate solutions:**

Energy Supply: Use 100% renewable electricity and phase out all fossil fuels

Building Operations: Electrify existing buildings

Transportation and Land Use:

- Invest in public and active transportation projects
- Increase density and mixed land use near transit
- Accelerate adoption of zero emission vehicles and expansion of public charging infrastructure
- Utilize pricing levers to reduce private vehicle use and minimize congestion
- Implement and reform parking management programs

Housing: Increase compact infill housing production near transit

Responsible Production and Consumption: Reduce food waste and embrace plant-rich diets

Healthy Ecosystems: Enhance and maintain San Francisco’s urban forest and open space

Now that San Francisco has laid the foundation for a new, more inclusive climate agenda, it is time to move forward from planning to execution. New approaches will be needed to spur action across City departments and change underlying systems to embed climate considerations into municipal operations and ensure the timely delivery of projects.

TRANSPARENCY AND REPORTING

The CAP is not a “stand-alone” document. It leverages progress and momentum from complementary plans and policy initiatives, such as CleanPowerSF; building electrification code efforts; the [Housing](#) and [Transportation Element](#) updates of the General Plan; [urban forest](#) and [biodiversity plans](#); and [zero waste](#) work. These other plans and policies give the CAP a solid platform to help the city meet these pressing issues.

The CAP must and will be revisited and updated regularly, with a formal update every five years. Transparency is crucial for creating a plan that serves all San Franciscans. Further, the CAP is not just a summary of actions government will take on its own. Addressing climate change will require ongoing engagement with the entire community. Indeed, residents are parts of the implementation process too. To that end, the City will create a robust and accessible monitoring, evaluation, and reporting system to track and review the intended results and real progress of the targets, goals, strategies, and actions. This is essential to monitoring the success and effects of climate actions across the city, quantifying the benefits of the policies, and ensuring stakeholders can actively contribute to progress toward our climate goals.

TABLE 1: STRATEGIES IN 2021 CLIMATE ACTION PLAN

ENERGY SUPPLY (ES)	
ES 1	Supply 100% renewable electricity to residents and businesses.
ES 2	Invest in local renewable energy and energy resilience projects.
ES 3	Design and develop the reliable and flexible grid of the future.
ES 4	Develop workforce capacity to deliver clean energy resources.
ES 5	Plan for the equitable decommissioning of the City's natural gas system.
BUILDING OPERATIONS (BO)	
BO 1	Eliminate fossil fuel use in new construction.
BO 2	Eliminate fossil fuel use in existing buildings by tailoring solutions to different building ownership, systems, and use types.
BO 3	Expand the building decarbonization workforce, with targeted support for disadvantaged workers.
BO 4	Transition to low-global warming potential refrigerants.
TRANSPORTATION & LAND USE (TLU)	
TLU 1	Build a fast and reliable transit system that will be everyone's preferred way to get around.
TLU 2	Create a complete and connected active transportation network that shifts trips from automobiles to walking, biking, and other active transportation modes.
TLU 3	Develop pricing and financing of mobility that reflects the carbon cost and efficiency of different modes and projects, and correct for inequities of past investments and priorities.
TLU 4	Manage parking resources more efficiently.
TLU 5	Promote job growth, housing, and other development along transit corridors.
TLU 6	Strengthen and reconnect communities by increasing density, diversity of land uses, and location efficiency.
TLU 7	Where motor vehicle use or travel is necessary, accelerate the adoption of zero-emissions vehicles (ZEV's) and other electric mobility options.
HOUSING (H)	
H 1	Anchor BIPOC families and advance their return to San Francisco through robust housing and stabilization programs.
H 2	Support vulnerable populations and underserved communities through both the preservation and rehabilitation of existing housing and new housing development that serves their needs.
H 3	Advance zoning and implementation improvements that support new housing production sufficient to meet goals, especially sustainable, small, mid-sized, family, and workforce housing in lower density neighborhoods.
H 4	Expand subsidized housing production and availability for low-, moderate-, and middle-income households.
RESPONSIBLE PRODUCTION & CONSUMPTION (RPC)	
RPC 1	Achieve total carbon balance across the buildings and infrastructure sectors.
RPC 2	Reduce the carbon footprint of the food system by reducing waste, promoting climate friendly diets, and getting excess food to communities in need.
RPC 3	Promote reduction, reuse, repair, and recovery of goods and materials.
RPC 4	Lead the aviation sector by reducing emissions across the airline passenger journey.
HEALTHY ECOSYSTEMS (HE)	
HE 1	Advance citywide collaboration to continually refine nature-based climate solutions that sequester carbon, restore ecosystems and conserve biodiversity.
HE 2	Increase equitable community participation and perspectives in nature-based climate solutions, including meaningful efforts to prioritize Indigenous science and Traditional Ecological Knowledge.
HE 3	Restore and enhance parks, natural lands and large open spaces.
HE 4	Optimize management of the city's entire urban forest system.
HE 5	Maximize trees throughout the public realm.
HE 6	Maximize greening and integration of local biodiversity into the built environment.
HE 7	Conduct carbon sequestration farming pilot projects and research.

ACTION MOVING FORWARD

In addition to reducing emissions to net-zero over the next 18 years, the CAP strives to ensure all San Franciscans have the skills, knowledge, and resources to meet the challenges of climate change that lie ahead. Communication will be key to engaging businesses, residents, and communities in ongoing action and ensuring that all San Franciscans benefit from climate action. Climate change is inherently a complicated challenge: it encompasses major sectors of the economy, draws heavily on scientific research and data, merges private and public interests, and has outsized equity implications.

Funding the strategies and actions in the CAP is imperative for success. While the expected initial cost of implementing CAP strategies will be immense, research and the experience of cities already being confronted by climate change show that the financial consequences of inaction will be even worse.² In mid-2021, after strong advocacy from local residents inspired to act by the unfolding climate emergency, the City committed funding to develop high-level accounting of the cost of implementation and perform in-depth research and analysis to identify successful funding models to support implementation of the strategies included in this CAP.

The City must implement policies and creative financing mechanisms to provide ongoing and stable funding and build on support from the private sector and philanthropy, as well as federal, state, and regional agencies. It must continue to illustrate the case for climate action and secure commitments from a range of diverse stakeholders to invest in solutions, while creating incentives to support these investments. As a leader in global sustainability, San Franciscans have a chance to prove to the world that a net-zero future is achievable, advances justice, and creates a vibrant, diverse city where people can thrive.

A CALL TO ACTION

This path forward will be challenging. San Franciscans will need to be bold and courageous to achieve our vision of a city that provides adequate and healthy housing, safe transportation, green space in every community, and expansive employment opportunities. While individual action is important, including each City department, business, and resident working to reduce emissions, collective action will be vital. That includes rapidly getting off fossil fuels, understanding the science of climate change, and helping others grasp the magnitude of the threats to where we live, work, worship and play. Collective action includes listening to and learning from each other, lifting one another up to move forward together, and showing the entire world that San Francisco can lead the way in addressing the climate crisis.





Transportation and Land Use

Addressing climate change means addressing San Francisco's transportation and land use issues head on. At nearly 50% of total city emissions, the transportation system must be transformed to reduce overall reliance on cars and equitably and efficiently connect people to where they want to go by transit, walking, and biking. All remaining vehicles must steadily transition to zero emissions.

SECTOR GOALS:

By 2030, 80% of trips taken by low-carbon modes such as walking, biking, transit, and shared EVs.

By 2030, increase vehicle electrification to at least 25% of all registered private vehicles, and to 100% of all vehicles by 2040.

CONTEXT

Transportation and land use policies are an essential part of San Francisco's plan to reach net-zero emissions by 2040. Getting the city on a path to a healthier, cleaner and more equitable future will require significant investments in reducing emissions from transportation. Climate action through transportation and land use means reversing the deliberate failures of past policies that heavily prioritized automobiles over modes that are safer, healthier, less carbon intensive, and more efficient. Ensuring that these low-carbon modes are less costly and more convenient to use than higher-carbon modes is key to achieving our climate goals and creating a socially equitable and environmentally sustainable future.

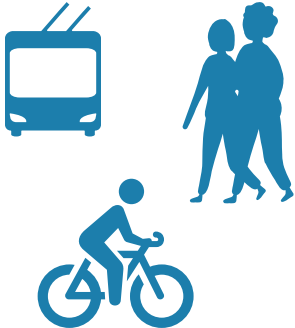
San Francisco has a goal that by 2030, 80% of trips are taken by low-carbon modes such as walking, biking, and transit.³² Strategies to help people make more trips without a car and reduce emissions include: improving transit service, expanding bicycle lanes and safe places for people to walk, increasing housing production density and development that puts people closer to destinations, and implementing pricing policies and parking management programs that better align with climate goals. While these investments will create many quality-of-life benefits for the city, they will not be enough to adequately cut emissions, so shifting remaining cars to electric vehicles that run on renewable electricity, will be necessary to meet the City's climate goals. San Francisco has set a goal that by 2030, vehicle electrification will increase to at least 25% of all registered private vehicles, and to 100% of all by 2040. Expanding access to affordable and convenient charging options will be primary way the City supports these goals.

Eliminating emissions from transportation will require a fundamental change in how people move around and how transportation and land use efforts are prioritized, funded, and implemented. Major adjustments will be required at all levels: citywide, neighborhood, and

Accomplishments

Market Street

significantly reduced traffic to enable safer use of low-carbon modes by banning private vehicles in 2019



Completed

42 total miles

of protected bike lanes in 2019, with 49 targeted by 2022

50%

low-carbon mode share goal reached, new target set for **80% by 2030**

Slow Streets

program dedicated more than

20 corridors

to active transportation, with four being made permanent so far

individual. Continuing down the same path of over-using single-occupancy private vehicles is the wrong direction, and will only exacerbate existing climate, health, equity, and transportation problems.

To meet San Francisco's climate action goals, policymakers and the public will need to evaluate significant trade-offs and then agree on and implement actions that go beyond the status quo. For example, acknowledging the total societal costs—on health, congestion, and climate—of planning cities around automobiles, and then taking strong action to prioritize people over cars. Such trade-offs may mean changing expectations about time devoted to commuting and running errands, adjusting subsidized parking and residential permits fees to create funding for new public spaces, more housing, and improved transit services.

Transportation Impacts

San Francisco faces many transportation challenges: safely and efficiently moving people around the city and region; serving the mobility needs of individuals with disabilities; managing, repairing, and expanding aging infrastructure; and responding to new mobility technologies and related regulatory issues. At the same time, people of color and low-income communities

have been underserved by existing transportation infrastructure, which has prioritized costly private cars over lower emissions alternatives such as public transit.

The transportation sector currently creates 47% of San Francisco's emissions. That share is rising due to meaningful advancements in the building and energy sectors and a comparative lack of progress in confronting automobile dependency and fossil fuels used for transport. As San Francisco prepares for rapid changes to reach net-zero emissions, it must ensure that costs and other burdens do not disproportionately fall on low-income people, people of color, and other populations that have faced a history of marginalization.

The transportation policies of the 1950s-1980s negatively impacted the wealth of BIPOC families and individuals and isolated entire communities from opportunity. Highway and transit investments scored better for federal funding when they removed "blight," defined as areas with more BIPOC communities. Policies of the time then began to promote automobile dependency and petroleum consumption, resulting in streets that made walking, biking, and taking transit more difficult. Even though these overtly racist policies have been rescinded, lower-income and BIPOC populations continue to face disproportionate harm.

Examples of these inequitable outcomes include:

- Lower income households have been forced into long commutes from auto-dependent places, greatly increasing time spent commuting.³³
- While Muni is the top carrier of low-income riders in the region and key to providing access to jobs and livelihoods for San Franciscans, bus speeds and reliability continue to be hindered by congestion from private vehicles.³⁴
- Residents living in proximity to freeways suffer disproportionately higher rates of cancer and respiratory diseases with larger racial and ethnic disparities.³⁵
- People of color are more likely to die of traffic-related crashes because streets in formerly redlined neighborhoods were built to accommodate faster car traffic, resulting in less safe conditions for non-motorists.

Past efforts to manage the City's limited street space and achieve better outcomes for travelers have led to stalemates, inaction, and the maintenance of the status-quo. Meanwhile, the costs of driving and car-dependence — including air pollution, traffic collisions, decreased mobility for low-income and communities of color, wasted time stuck in traffic — have gone unaddressed and in many instances have worsened. In most cases, these external costs are drastically underrepresented in the actual cost of owning a car, especially when compared to less harmful methods of transportation. For example, a monthly transit pass costs almost as much as what a residential parking permit costs for an entire year in San Francisco.

The City's efforts to decarbonize the transportation system must not repeat the mistakes of the past, but rather correct for past injustices and create a future that is safer, healthier, and more equitable. Transportation and land use investments that create the greatest benefits for historically marginalized people need to be prioritized, including:

- Reducing noise and air pollution in lower-income neighborhoods.
- Improving safety outcomes, especially for vulnerable populations, including travelers with disabilities.

- Expanding access to jobs, services, and education by increasing reliability of low-carbon transportation modes and reducing their financial and time cost.

The COVID-19 pandemic has exacerbated existing challenges with our transportation system and highlighted the major class and race divides in how we commute and work. It also forced agencies to quickly adapt. The City added new bike and pedestrian networks, modified transit service, added new transit-only lanes, and did more to meet the needs of essential workers and individuals who rely on transit. Many of these emergency efforts have been successful.

Even before the pandemic, San Francisco began to transform some of its streets. For instance, the downtown section of Market Street prohibits private vehicle use and speed limits were lowered in the Tenderloin to improve safety. Additionally, newly implemented transit-only lanes on Geary Boulevard, one of the busiest transit corridors in San Francisco, improved bus travel time with minimal traffic impacts to that corridor and surrounding streets.³⁶ As the City recovers from the pandemic, there is an opportunity to build on these successes to improve our non-driving travel options and enable transportation choices that address long-standing challenges, reduce emissions, and advance equity.

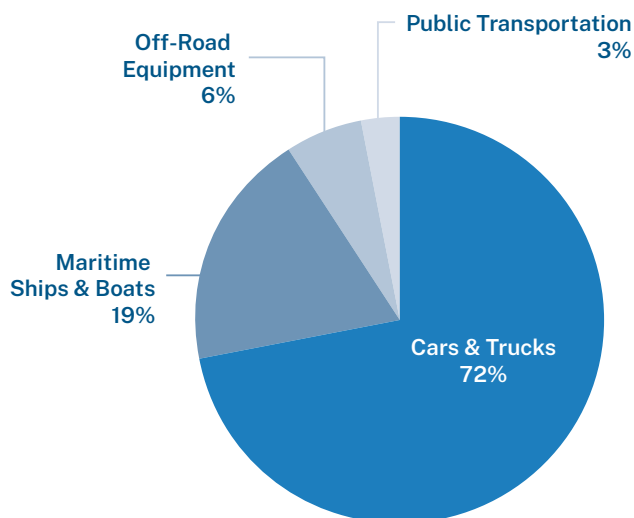


FIGURE 18: 2019 SAN FRANCISCO'S GHG INVENTORY - TRANSPORTATION SECTOR EMISSIONS³⁸

Increasing transit, biking, and walking

San Francisco has set a target of 80% of trips to, from, and within San Francisco to be made by low-carbon modes by 2030. In 2019, approximately 45% of all trips in, to and from San Francisco were made by driving.³⁷ Achieving San Francisco's climate goals for transportation will require a dramatic and sustained shift away from driving as the main travel choice. Of the 47% of total city emissions attributed to transportation in 2019, cars and trucks were responsible for the supermajority of emissions (72%), while local and regional public transportation contributed just 3% (Figure 18).

Often, people travel by car because it is their only practical option or is simply more predictable and time-efficient than the alternatives. Despite investments by the City, some transit routes can be slow and unreliable, and biking and walking are more dangerous on streets designed for motor vehicles. Successfully shifting trips to transit, walking, and biking means making these choices safe, convenient, reliable — and even fun. This can be done by redesigning streets to prioritize efficient movement of transit vehicles and reimagining streets as places for people of all ages and abilities. Examples of this include transit-only lanes, protected bikeways, HOV/carpool lanes, shared spaces, car-free roads in parks, and slow streets.

Integrating Transportation and Land Use

Land use refers to the location and intensity of “uses” such as housing, retail, open space, and commerce. Land use decisions directly affect people's travel choices, since how people get around depends on where and how far they need to go, and the effectiveness of available travel options. Cities like San Francisco that were originally built before the popularization of the automobile often have denser development patterns that are well suited to travel by foot or transit. As automobiles gained prominence, streets and buildings were increasingly redesigned to serve cars over pedestrians. In recent years, San Francisco has reversed that trend by removing parking requirements and revising density controls to enable the denser housing more reflective of older San Francisco construction. Still, much more can be done in San Francisco to further coordinate transportation and land use.

Through comprehensive area plans, improved street designs, and enhanced transit service, San Francisco is starting to shift back towards people-centered neighborhoods, with recent examples found in the Mission, Hayes Valley, and South of Market districts. There are many opportunities to create more of these amenity-filled areas and to enhance existing ones in a manner that benefits current residents and welcomes new neighbors. Neighborhoods that are further from the city core with less transit access end up experiencing higher driving rates; it is critical that new housing in the outer neighborhoods has access to additional transit service to support the use of non-driving modes.

Neighborhoods built with a mix of housing, services, and amenities close together, especially those with reduced or priced parking, encourage and allow people to walk, bike or use other zero-emissions means of travel for everyday needs. On the other hand, car-dependent neighborhoods take space from people and give it to roads and parking spaces. Suburban-style land use is hard to serve by transit, which leads to an increase in driving and climate pollution. Therefore, regional collaboration, creating new housing, and investing in regional transit continue to be major strategies for the CAP and Plan Bay Area 2050.

Housing, and where it is located, also plays a critical role in determining transit choices. As discussed in Section 5.4: Housing, substantially increasing housing near services, jobs, and other activities helps with shifting people's decisions to walk, bike, or take transit, rather than to drive.

While the San Francisco has made progress in developing more affordable housing, the production of new affordable units is not equitably distributed across neighborhoods. Affordable units tend to be concentrated in areas of the city with higher levels of environmental pollution and greater rates of poverty. Land use policies that encourage more transit use could include engaging with communities to strategically rezone high-opportunity areas to accommodate new multi-family housing, specifically in places that currently have strong economic, environmental, and educational outcomes including more parks, better air quality, and higher performing schools.^{39 40}

PURSuing SHARED GOALS

San Francisco's Transit First policy, which was added to the city charter in 1973, prioritizes land uses and street space for transit, walking, and explicitly discourages inefficient cars and parking. A vigorous, renewed commitment to implementing the Transit First policy directly supports climate action.

Vision Zero (adopted in 2014) commits resources to eliminate traffic fatalities, the vast majority of which occur due to interactions between large motorized vehicles and pedestrians and cyclists. Reducing car travel and car speeds will greatly reduce injuries and deaths on our roads.

Transit, walking and biking improve local air quality for everyone, especially people who suffer from respiratory illnesses like asthma. Similarly, low-carbon modes increase physical activity which can reduce the likelihood of health problems like diabetes and depression.

Car ownership, including loan payments, insurance, and fuel costs, creates significant financial burdens. Allowing people to meet their daily needs without having to own a personal vehicle lessens this financial burden and can give time back to families by shortening commute times and reducing car congestion.

Switching from Fossil Fuels to Renewable Electricity

Investing in transit system improvements and making land use changes will have long lead times before impacts are felt and measurable. Even with significant investments in transit and policies that encourage people to get out of their cars, reaching zero emissions by 2040 will also require an accelerated transition away from gasoline and diesel-fueled cars and trucks to zero-emission vehicles (ZEVs), primarily electric vehicles (EVs) that run on renewable electricity. By 2030, 25% of all registered private vehicles in San Francisco need to be zero emission, and by 2040, 100% of vehicles need to be zero emission.

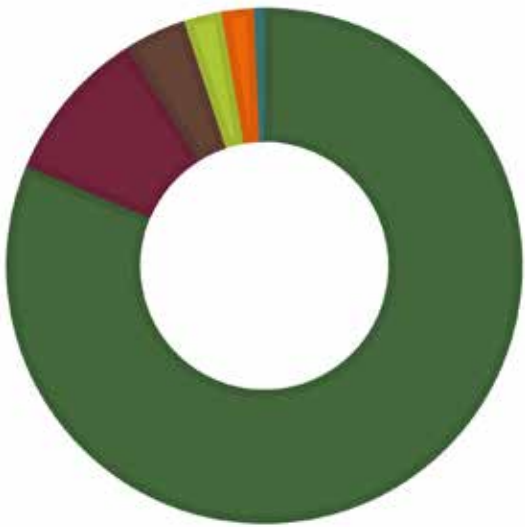
As is the case today, cars and trucks will still be needed in the future. With our current transportation infrastructure, private vehicles are often the best option for people with limited mobility such as youth or seniors, or people with disabilities. Support for transitioning to EVs should focus on these types of trips and drivers. As in any dense city, there are challenges to broad adoption of EVs in San Francisco. These include currently limited charging infrastructure, the unique challenges of multi-unit residential buildings such as limited parking, common garage meters, landlord-tenant "split incentives", as well as a general lack of off-street parking where charging is easier to install and access. These issues must be addressed for people to feel comfortable switching to EVs. San Francisco will continue to invest in expanding the network of public charging infrastructure, promote the adoption of zero emission vehicles, and make progress transitioning the City's non-revenue fleet to zero emission vehicles, among other policies.

While expanding vehicle electrification is essential to reducing emissions, there are uncertainties around the travel behavior associated with their use. For example, if EV adoption is led by those with higher incomes, it will worsen existing socio-economic disparities in the transportation sector. If not well managed and mitigated, these impacts could move San Francisco away from its long-range transportation and equity goals and result in increased congestion, unsafe roadways, and more inequity. Another specific challenge to address is that there are currently no wheelchair-accessible electric vans, which calls on San Francisco to develop solutions to this problem. Policies such as "Transit First" and principles such as "equitable access" in the "Electric Vehicle Roadmap for San Francisco" are aimed to safeguard against the potential unintended consequences of rapid electrification.

GHG Pathways for Emission Reductions and Co-Benefits

The pathways for projected emissions reductions from ground transportation are shown in Figure 19. Major changes to emissions result from actions affecting vehicle miles travel (VMT), and from the further adoption of EVs. See **Appendix C-3** for a technical

FIGURE 19: 2050 GHG REDUCTION POTENTIAL PATHWAYS (MTCO2E) BY FOCUS AREA FOR THE TRANSPORTATION AND LAND USE SECTOR⁴¹



Strategy	Focus Area	GHG Reduction (MTCO2e)
TLU 7	Clean Vehicles (EVs)	-766,726
TLU 3	Road Pricing	-92,082
TLU 4	Parking Pricing	-36,545
TLU 5/6	Land Use	-22,350
TLU 1	Transit	-19,169
TLU 2	Biking/Walking/TDM	-5,917

overview. Figure 19 shows the projected emissions impact of each individual TLU strategy compared to the 2050 baseline scenario. When all strategies are implemented simultaneously, each strategy’s individual effectiveness is impacted by others, therefore the total reduction does not equal the exact sum of all strategies. Furthermore, the City will play a major role in integrating the shift to low-carbon modes with major transit improvements and land use strategies that can create significant regional emission reductions not included in the analysis.

With cars and trucks contributing such a large portion of sector emissions, electrifying private vehicles is projected to have a significant impact on emissions reductions. However, this focus does not reflect the full range of potential benefits that could come from transforming the transportation sector. To have a holistic approach to transportation policy, a co-benefit framework is critical to understand the synergies between current local impacts along with emissions reductions. This approach encourages decision making to account for multiple benefits and may assist with

funding efforts and garnering public support. Table 7 depicts six transportation co-benefits (emissions, congestion, equity, public health, safety, and economic vitality) and the alignment with each transportation action. This co-benefits framework acknowledges the multiple indirect climate change benefits that are clearly important as additional or primary motivations for adopting or implementing many of the transportation strategies and actions. It is essential to examine Figure 18 along with Table 7 to understand the total impact of each transportation action. For example, the actions in strategy TLU 2 that support walking, biking, and transportation demand management have lower emission reduction potential, but substantially align with important co-benefits and should still be considered an important climate mitigation strategy.

TABLE 7: CO-BENEFITS OF LOW CARBON TRANSPORTATION⁴²

CO-BENEFIT	EMISSIONS	CONGESTION	EQUITY**	PUBLIC HEALTH	SAFETY	ECONOMIC VITALITY
TLU 1: Build a fast and reliable transit system that will be everyone’s preferred way to get around.						
TLU 1.1	*	*	*	*	*	*
TLU 1.2	*	*	*	*	*	*
TLU 1.3	*	*	*	*	*	*
TLU 1.4			*	*	*	
TLU 1.5	*		*	*	*	*
TLU 1.6	*	*	*	*	*	*
TLU 1.7			*			
TLU 1.8	*	*	*	*	*	*

CO-BENEFIT	EMISSIONS	CONGESTION	EQUITY**	PUBLIC HEALTH	SAFETY	ECONOMIC VITALITY
TLU 2: Create a complete and connected active transportation network that shifts trips from automobiles to walking, biking, and other active transportation modes.						
TLU 2.1	*	*	*	*	*	*
TLU 2.2	*	*	*	*	*	*
TLU 2.3	*	*	*	*	*	*
TLU 2.4	*	*	*	*	*	*
TLU 2.5	*	*	*	*	*	*
TLU 2.6	*	*	*	*	*	*
TLU 2.7	*	*		*	*	

CO-BENEFIT	EMISSIONS	CONGESTION	EQUITY**	PUBLIC HEALTH	SAFETY	ECONOMIC VITALITY
TLU 3: Develop pricing and financing of mobility that reflects the carbon cost and efficiency of different modes and projects and correct for inequities of past investments and priorities.						
TLU 3.1	*	*	*	*	*	*
TLU 3.2	*	*	*	*	*	*
TLU 3.3	*	*			*	*
TLU 3.4	*	*	*	*	*	*
TLU 3.5	*	*	*	*	*	*
TLU 3.6	*	*	*			

 = Alignment with co-benefit

CO-BENEFIT	EMISSIONS	CONGESTION	EQUITY**	PUBLIC HEALTH	SAFETY	ECONOMIC VITALITY
TLU 4: Manage parking resources more efficiently.						
TLU 4.1	*	*	*	*	*	*
TLU 4.2	*	*	*	*	*	*
TLU 4.3	*	*	*	*	*	*
TLU 4.4	*	*	*	*	*	*
TLU 4.5	*	*	*	*	*	*
TLU 4.6			*	*	*	

CO-BENEFIT	EMISSIONS	CONGESTION	EQUITY**	PUBLIC HEALTH	SAFETY	ECONOMIC VITALITY
TLU 5: Promote job growth, housing, and other development along transit corridors.						
TLU 5.1	*	*	*	*	*	*
TLU 5.2	*	*	*	*	*	*
TLU 5.3	*	*	*	*	*	*

CO-BENEFIT	EMISSIONS	CONGESTION	EQUITY**	PUBLIC HEALTH	SAFETY	ECONOMIC VITALITY
TLU 6: Strengthen and reconnect communities by increasing density, diversity of land uses, and location efficiency.						
TLU 6.1	*	*	*	*	*	*
TLU 6.2	*	*	*	*	*	*
TLU 6.3	*	*	*			*
TLU 6.4	*	*	*	*	*	*
TLU 6.5	*	*	*	*	*	*
TLU 6.6	*	*	*	*	*	*
TLU 6.7			*	*	*	

CO-BENEFIT	EMISSIONS	CONGESTION	EQUITY**	PUBLIC HEALTH	SAFETY	ECONOMIC VITALITY
TLU 7: Where motor vehicle uses or travel is necessary, accelerate the adoption of zero-emissions vehicles (ZEV's) and other electric mobility options.						
TLU 7.1	*		*			
TLU 7.2	*		*	*		*
TLU 7.3	*			*		*
TLU 7.4	*			*		
TLU 7.5	*	*		*	*	*
TLU 7.6	*			*		*
TLU 7.7	*	*	*	*		*

Strategies Overview

The seven Transportation and Land Use strategies, and their supporting actions, must be implemented together to advance San Francisco’s vision for a transformed, low carbon, healthy, and equitable city. Implementation will require public engagement and support, significant funding, and in the case of some policies, formal adoption. New concepts will require technical studies, planning, and extensive outreach.

To produce equitable outcomes, public engagement must include robust multilingual public outreach and education campaigns that help communities understand, contribute to, and navigate the transition to a low carbon system. Implementation of actions must consider and proactively strive to prevent displacement. Integral to building a robust, efficient, and safe transportation system means building one that is accessible and useful to everyone, including people with disabilities, low-income households, and marginalized communities.

Top Climate Solutions:

- Invest in public and active transportation projects
- Increase density and mixed land use near transit
- Accelerate adoption of zero emission vehicles and expansion of public charging infrastructure
- Utilize pricing levers to reduce private vehicle use and minimize congestion
- Implement and reform parking management programs



Did you know?

Co-Benefits of Climate Action:⁴³ Creating an active transportation network to shift trips from driving to walking, biking, and other low-carbon modes could result in:

VALUE OF A LIFE YEAR (VOLY) FROM INCREASED ACTIVITY

\$258 M
2030 – 2050

The mode shift toward active transport leads to significant positive health outcomes for new cyclists

REDUCED SOCIAL COSTS DUE TO REDUCED EMISSIONS

\$143,000
2030 – 2050

Fewer cars on the road means reduced air pollution and improved health outcomes.



Transportation & Land-Use

TLU.1

STRATEGY

Build a fast and reliable transit system that will be everyone's preferred way to get around.



WHAT WOULD SUCCESS LOOK LIKE?

San Francisco has a transportation system that is reliable and affordable and makes it easy to choose public transit.



GHG REDUCTION POTENTIAL BY 2030

100,000 - 250,000 mtCO2e



ESTIMATED COST BY 2030

\$\$\$\$\$: 500 million+



CLIMATE METRIC

Increase in transit mode share



EQUITY METRIC

TBD

COMMUNITY BENEFITS



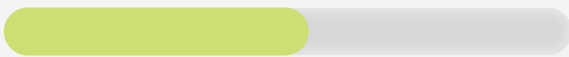
RACIAL AND SOCIAL EQUITY**



JUST TRANSITION



HEALTH



RESILIENCE

Supporting Actions

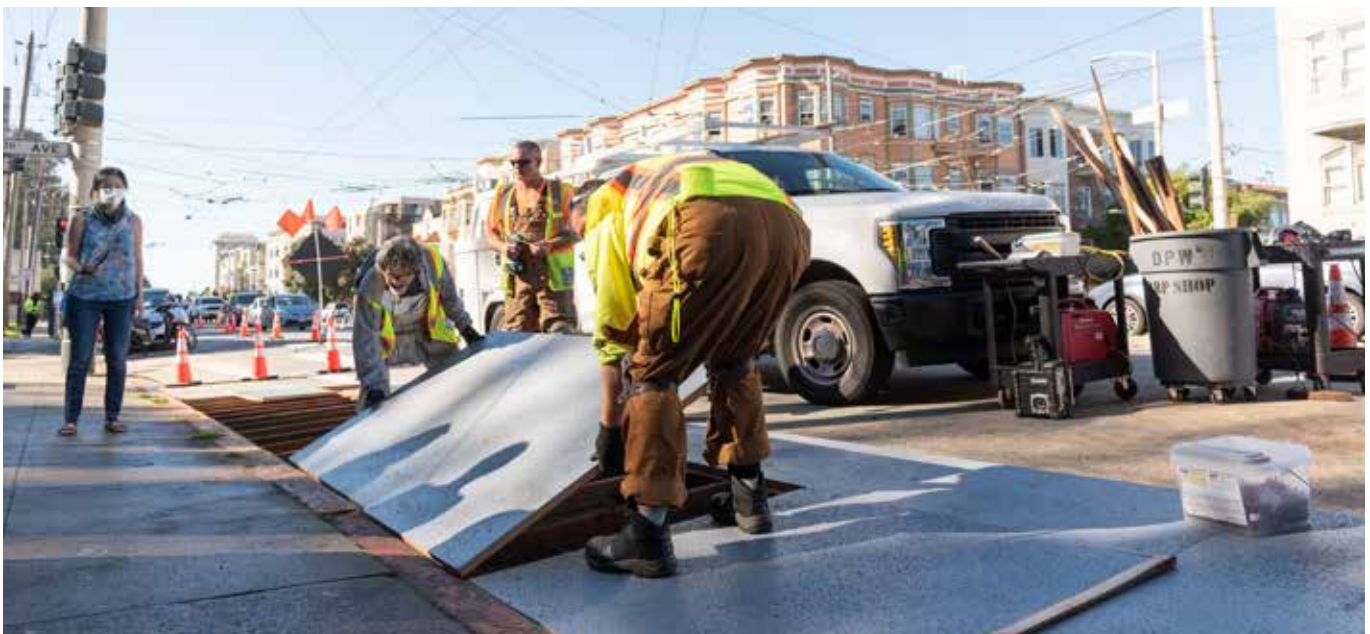
TLU.1-1 Fund and implement the recommendations of the ConnectSF Transit Corridors Study and Muni Forward Plan, including taking steps to:

- a) Identify and implement key transit corridors for service every 5 minutes or better all day long.
- b) Ensure transit on frequent corridors is not delayed by recurring congestion by investing in transit-only lanes, signal management, queue-jump lanes and other transit priority treatments.
- c) Retime traffic lights to minimize signal delay for frequent lines.
- d) Optimize stop spacing on frequent lines to maximize transit ridership.
- e) Advance major transit capital projects, including a new Westside Subway along 19th Avenue and Geary, the Caltrain Downtown Extension, Central Subway extension, and the Link21 new transbay tube.

TLU.1-2 Improve transit reliability by bringing infrastructure into a state of good repair. Adequately fund State of Good Repair with at least \$300 million annually.

TLU.1-3 Greatly improve rider comfort, safety, and experience on transit across age, gender, race, and ability to encourage more people to ride transit. Example activities include data collection, reporting, sensitivity training of fare inspectors, and expanding the Muni Transit Assistance Program.

- TLU.1-4 Implement Phase One of SFMTA's Racial Equity Action Plan to improve working conditions and initiate the development of Phase Two in 2021 and then implement Phase Two in 2022 to improve safety, access, and opportunities for the public.
- TLU.1-5 While meeting transit ridership goals, prioritize services and reduce obstacles for more vulnerable populations, neighborhoods with fewest mobility options, and populations that have faced historic disinvestment.
- TLU.1-6 By 2025, implement 50 miles of Muni Forward transit priority improvements, including 30 miles of new transit-only lanes. to increase reliability, frequency and safety for riders.
- TLU.1-7 By 2022, study the role of Muni fare programs on equity, climate, and mobility goals and adopt recommendations.
- TLU.1-8 Improve connectivity between regional and local transit service by:
- Funding targeted projects that improve physical connections and make transfers seamless between local and regional transit systems
 - Collaborating with regional partners to improve coordination between regional operators and secure funding for projects, including Caltrain Downtown Rail Extension, Caltrain Service Vision, Second Transbay Crossing, California's State Rail Plan, and ferry projects.



Fulton Bus Bulb installation. Photo Credit: SFMTA

TLU.2

STRATEGY

Create a complete and connected active transportation network that shifts trips from automobiles to walking, biking, and other active transportation modes.



WHAT WOULD SUCCESS LOOK LIKE?

San Francisco has a transportation system that is reliable and affordable and makes it easy to choose active modes like walking and biking.



GHG REDUCTION POTENTIAL BY 2030

Less than 100,000 mtCO₂e



ESTIMATED COST BY 2030

\$\$\$: 10-100 million



CLIMATE METRIC

Increase in walk and bike mode share



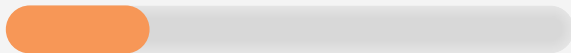
EQUITY METRIC

TBD

COMMUNITY BENEFITS



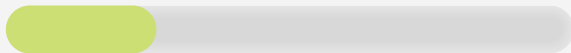
RACIAL AND SOCIAL EQUITY**



JUST TRANSITION



HEALTH



RESILIENCE

Supporting Actions

- TLU.2-1 Continue to expand programs that provide corridors that are attractive to all demographics for walking, biking, and using scooters, wheelchairs, and other small mobility devices. Connect the Slow Streets network, car-free roads in parks, and the protected bikeway network to neighborhoods in San Francisco.
- TLU.2-2 Expand community programs and partnerships to make biking more accessible, via safety and maintenance classes, community parking, and subsidies for electric bikes for low-income residents.
- TLU.2-3 By 2022, establish a modal planning framework, placing transit and active modes at the forefront, that will guide decisions about design and utilization of the City's rights-of-way.
- TLU.2-4 Expand the protected bikeway network by at least 20 miles by 2025.
- TLU.2-5 Establish and utilize design guidelines to improve connectivity and access to active transportation options at major transit stops.
- TLU.2-6 Update San Francisco's Bike Plan by 2023 to improve and expand the active transportation network with robust community input.

- TLU.2-7 Encourage employers to further reduce auto commutes through incentives such as transit benefits and universal passes, e-bike incentives, active transportation support, telework policies, and carpool programs.
- a) Continue promoting Transit First initiatives and incentives for all City employees
 - b) Integrate existing SFO Employee and Airline Employee BART Discount Programs



Photo Credit: SFMTA

TLU.3

STRATEGY

Develop pricing and financing of mobility that reflect the carbon cost and efficiency of different modes and projects and correct for inequities of past investments and priorities.



WHAT WOULD SUCCESS LOOK LIKE?

Less congested streets and a more equitable transportation system through targeted re-investment of fees, discounts, and/or incentives to help disadvantaged travelers and advance the use of low carbon modes.



GHG REDUCTION POTENTIAL BY 2030

Greater than 400,000 mtCO2e



ESTIMATED COST BY 2030

\$. 0-1 million



CLIMATE METRIC

Reduced vehicle miles traveled (VMT)



EQUITY METRIC

TBD

COMMUNITY BENEFITS



RACIAL AND SOCIAL EQUITY**



JUST TRANSITION



HEALTH



RESILIENCE

Supporting Actions

- TLU.3-1 By 2022, develop recommendations for programs and policies that will advance equity (e.g., provide discounts and exemptions for low-income individuals), reduce vehicle traffic, and increase transit service to downtown. For example, complete the Downtown San Francisco Congestion Pricing Study recommendations, and by 2026, study and implement the appropriate pricing policies.
- TLU.3-2 Advance local, regional, state, and federal opportunities to transition away from fossil fuels by increasing fees to drive.
 - a) By 2022, identify and consider pricing mechanisms that can be implemented locally (e.g. vehicle license fee).
 - b) By 2022, establish priorities to advocate for regional, state and federal legislation (e.g. increase gas tax, application of road user charges).
- TLU.3-3 By 2023, introduce new tools to manage short-term curb uses, such as flexible regulations and pricing.
- TLU.3-4 Develop and take all necessary steps to implement an integrated system of tolling for bridges and freeways and on Treasure Island to prioritize transit and higher occupancy vehicles.
- TLU.3-5 Implement the Treasure Island Mobility Management Program including new ferry service, East Bay bus service, and island tolling.
- TLU.3-6 Apply policy tools to reduce impacts on low-income and historically marginalized communities and ensure that money generated from pricing programs is invested in transportation improvements, especially for those communities.



TLU.4

STRATEGY

Manage parking resources more efficiently.



WHAT WOULD SUCCESS LOOK LIKE?

Parking resources in San Francisco are managed in a more efficient way that better reflects our climate and transit-first priorities.



GHG REDUCTION POTENTIAL BY 2030

Enabling/Accelerating (no direct reduction)



ESTIMATED COST BY 2030

\$. 0-1 million



CLIMATE METRIC

of parking spaces and amount of curbside that is actively managed
of vehicles registered in San Francisco



EQUITY METRIC

TBD

COMMUNITY BENEFITS



RACIAL AND SOCIAL EQUITY**



JUST TRANSITION



HEALTH



RESILIENCE

Supporting Actions

- TLU.4-1 Prioritize enforcement of parking and curb regulations that impact street safety and efficiency
- TLU.4-2 Expand paid parking citywide, where appropriate Set prices at a level that reduces demand for parking so that drivers can always find a parking space near their destination.
 - a) Reinvent and expand the Residential Parking Permit program.
 - b) Expand paid hourly parking to Sundays and evenings, where appropriate.
 - c) Expand demand-responsive parking meter and garage pricing.
- TLU.4-3 Steadily reduce the City’s overall parking supply in keeping with traffic reduction and emissions reduction goals, and convert underutilized public and private parking lots, parking spaces, and garages to more productive uses, such as housing and car-free roads in parks.
- TLU.4-4 Reinvent and expand the parking tax on private parking to reduce congestion, air pollution and emissions.
- TLU.4-5 While using pricing to balance parking supply and demand, develop programs to reduce impact on low-income, auto-dependent people and ensure net benefit to low-income individuals.
- TLU.4-6 Implement a program to prioritize access and parking for people-with-disability parking placards.

110 STRATEGY

Promote job growth, housing, and other development along transit corridors.

Transportation & Land-Use

TLU.5



WHAT WOULD SUCCESS LOOK LIKE?

San Franciscans have access to good jobs, housing, services within a transit-accessible corridor.



GHG REDUCTION POTENTIAL BY 2030

Enabling/Accelerating
(no direct reduction)



ESTIMATED COST BY 2030

\$\$: 1-10 million



CLIMATE METRIC

Reduced vehicle miles traveled (VMT)



EQUITY METRIC

TBD

Supporting Actions

- TLU.5-1 Expand housing capacity (for example, by increasing heights and removing restrictions on density) in areas where existing or new high-capacity transit is planned.
- TLU.5-2 Locate jobs close to existing or new high-capacity transit corridors.
- TLU.5-3 Use streamlined approval processes, such as Housing Sustainability Districts, in the 1/4-mile areas around major transit stations to build housing and mixed-use developments more quickly.

COMMUNITY BENEFITS



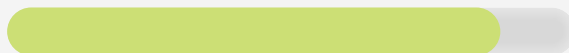
RACIAL AND SOCIAL EQUITY**



JUST TRANSITION



HEALTH



RESILIENCE

Transportation & Land-Use

TLU.6

STRATEGY

Strengthen and reconnect communities by increasing density, diversity of land uses, and location efficiency.



WHAT WOULD SUCCESS LOOK LIKE?

San Francisco neighborhoods are compact and have a variety of uses (stores, services, amenities) that residents can easily access



GHG REDUCTION POTENTIAL BY 2030

Enabling/Accelerating (no direct reduction)



ESTIMATED COST BY 2030

\$\$: 1-10 million



CLIMATE METRIC

Reduced vehicles miles traveled (VMT)



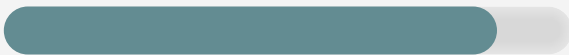
EQUITY METRIC

TBD

Supporting Actions

- TLU.6-1 Facilitate the development of neighborhoods where people live within an easy walk or roll of their daily needs. Create a working group of City agencies and residents to plan and design for such neighborhoods.
- TLU.6-2 Examine rezoning to allow for multi-family housing throughout San Francisco.
- TLU.6-3 By 2023, increase the types of home-based businesses allowed in residential districts.
- TLU.6-4 Identify and reimagine under-utilized publicly owned land and roadways that could be transformed or repurposed.
- TLU.6-5 Design public space and the transportation system (including roadways) to advance racial and social equity by co-developing plans and projects with BIPOC community members and understanding their needs before designing the space.
- TLU.6-6 Update the Transportation Element of the City's General Plan.
- TLU.6-7 Design public space and the transportation system to advance disability justice by co-developing plans and projects with diverse elements of the disability community and understanding their needs before designs are complete.

COMMUNITY BENEFITS



RACIAL AND SOCIAL EQUITY**



JUST TRANSITION



HEALTH



RESILIENCE



Transportation & Land-Use

TLU.7

STRATEGY

Where motor vehicle use or travel is necessary, accelerate the adoption of zero-emissions vehicles (ZEVs) and other electric mobility options.



WHAT WOULD SUCCESS LOOK LIKE?

100% car sales by 2030 are EV's without increasing number of vehicles in SF



GHG REDUCTION POTENTIAL BY 2030

Greater than 400,000 mtCO2e



ESTIMATED COST BY 2030

\$\$: 1-10 million



CLIMATE METRIC

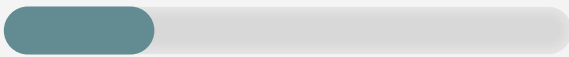
% of electric vehicles in new vehicle sales



EQUITY METRIC

community-endorsed charging infrastructure projects in communities with environmental justice burden as identified in [EJ Communities Map](#)*

COMMUNITY BENEFITS



RACIAL AND SOCIAL EQUITY**



JUST TRANSITION



HEALTH



RESILIENCE

Supporting Actions

- TLU.7-1 By 2023, launch a public awareness campaign, including messaging tailored to specific communities, with the goal of educating residents about the health, economic, and environmental benefits of transit, active transportation, and electric vehicles.
- TLU.7-2 Expand publicly available EV charging across the city that is financially and geographically accessible to low-income households and renters.
 - a) By 2022, complete an evaluation framework to develop curbside charging pilots
 - b) By 2023, expand charging to 10% of spaces in municipally owned parking lots
 - c) By 2023, expand charging to 10% of spaces within privately owned large commercial garages
 - d) By 2023, create three “fast-charging hubs” with one serving a disadvantaged community within San Francisco.
 - e) By 2025, install charging to 10% of SFO-owned parking stalls supported by load management software.
- TLU.7-3 By 2024, develop a plan to help the City’s non-revenue fleet and small and locally owned businesses build infrastructure that allows for zero emission delivery, drayage, and longer haul trucks.
- TLU.7-4 By 2023, establish a pathway to incentivize ZEVs for passenger service vehicles operating at the airport.

TLU.7-5 By 2024, launch a pilot to advance the use of ZEVs, e-bikes, and other low-carbon modes for door-to-door goods and meal delivery services.

TLU.7-6 By 2030, create incentives for the use of renewable diesel and emerging zero-emission technologies to reduce emissions from construction equipment at least 50% from 2020 levels.

TLU.7-7 Design by 2023 and launch by 2024 a pilot project to test the use of accessible bicycles, e-bicycles and e-scooters for commuting, as well as recreation.



Photo Credit: SFMTA