



RESOLUTION ADOPTING THE PROPOSED FISCAL YEAR 2022/23 BUDGET AND  
WORK PROGRAM

WHEREAS, Pursuant to State statutes (California Public Utilities Code, Sections 131000 et seq.), the Transportation Authority must adopt an annual budget by June 30 of each year; and as called for in the Fiscal Policy (Resolution 21-57) and Administrative Code (Ordinance 21-01), the Board shall set the overall budget parameters for administrative and capital expenditures, and the spending limits on certain line items, and adopt the budget prior to June 30 of each year; and

WHEREAS, The proposed Fiscal Year (FY) 2022/23 Work Program described in Attachment 1 includes activities in four major functional areas: 1) Plan, 2) Fund, 3) Deliver, and 4) Transparency and Accountability; and

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

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

WHEREAS, Total revenues are projected to be \$132.8 million and sales tax revenues, net of interest earnings, are projected to be \$101.7 million, or 76.5% of FY 2022/23 revenues; and

WHEREAS, Total expenditures are projected to be about \$204.0 million, and of this amount, capital project costs are \$166.8 million, or 81.7% of total projected



**San Francisco  
County Transportation  
Authority**

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RESOLUTION NO. 22-60

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expenditures, with 6.2% of expenditures budgeted for administrative operating costs, and 12.1% for debt service and interest costs; and

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

WHEREAS, At its May 25, 2022 meeting, the Community Advisory Committee was briefed on the proposed FY 2022/23 Budget and Work Program and unanimously adopted a motion of support for the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the proposed FY 2022/23 Budget and Work Program.

Attachments:

1. Proposed Work Program for FY 2022/23
2. Proposed Budget for FY 2022/23



**San Francisco  
County Transportation  
Authority**

BD060722

RESOLUTION NO. 22-60

The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 28th day of June 2022, by the following votes:

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

**Nays:** (0)

**Absent:** Commissioner Safai (1)

DocuSigned by:  
*Rafael Mandelman* 7/18/2022  
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Rafael Mandelman Date  
Chair

ATTEST: DocuSigned by:  
*Tilly Chang* 7/21/2022  
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Tilly Chang Date  
Executive Director

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

The Transportation Authority's Fiscal Year (FY) 2022/23 Work Program includes activities in five divisions overseen by the Executive Director: 1) Policy and Programming, 2) Capital Projects, 3) Planning, 4) Technology, Data, and Analysis, and 5) Finance and Administration. The Executive Director is responsible for directing the agency in keeping with the annual Board-adopted goals, for the development of the annual budget and work program, and for the efficient and effective management of staff and other resources. Further, the Executive Director is responsible for regular and effective communications with the Board, the Mayor's Office, San Francisco's elected representatives at the state and federal levels and the public, as well as for coordination and partnering with other city, regional, state, and federal agencies.

The agency's work program activities address the Transportation Authority's designated mandates and functional roles. These include: 1) serving as the Prop K transportation sales tax administrator; 2) serving as the Congestion Management Agency (CMA) for San Francisco; 3) acting as the Local Program Manager for the Transportation Fund for Clean Air (TFCA) program; 4) administering the \$10 Prop AA vehicle registration fee; and 5) administering the Prop D Traffic Congestion Mitigation Tax (TNC Tax) program. The Transportation Authority is also operating as the Treasure Island Mobility Management Agency (TIMMA). The TIMMA FY 2022/23 Work Program will be presented to the TIMMA Board as a separate item and highlights are included below.

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

## PLAN

Long-range, countywide transportation planning and CMA-related policy, planning, and coordination are at the core of the agency's planning functions. In FY 2022/23, we will continue to implement recommendations from the existing San Francisco Transportation Plan (SFTP, 2017), while completing the next update (SFTP 2050, 2022) through the San Francisco Long-range Transportation Planning Program, also known as ConnectSF, our multi-agency partnership with the San Francisco Municipal Transportation Agency (SFMTA), the San Francisco Planning Department (SF Planning), and others. This year, we will complete a major update of the SFTP, to set a future transportation policy and investment blueprint for the city that coordinates with regional plans such as Plan Bay Area (PBA) 2050 and positions San Francisco's priorities for new state and federal funds. We will also continue to further corridor, neighborhood, and community-based transportation plans under our lead, while supporting efforts led by partner agencies. We will undertake new planning efforts meant to inform and respond to emerging trends and policy areas. This strategic area of focus for our planning work includes research and active congestion management as the economy continues to recover and evolve and we gain a better understanding of the permanency and impacts of pandemic-induced changes such as the increased prevalence of remote work. Most of the FY 2022/23 activities listed below are multi-divisional efforts, often led by the Planning or Capital Projects divisions in close coordination with the Technology, Data, and Analysis and the Policy and Programming divisions. Proposed activities include:

### Active Congestion Management

- **COVID-Era Congestion Tracker and COVID-19 Recovery Scenario Analysis.** Despite the widespread availability of vaccines, easing of travel and other restrictions, and increased

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

economic activity, transit ridership continues to be at historically low levels, with daily Muni boardings approximately one-half and BART boardings approximately one-third of pre-pandemic boardings. Traffic congestion, on the other hand, is almost at pre-pandemic levels and has been since November 2021. The Transportation Authority has continued with frequent updates to the COVID-Era Congestion Tracker (<https://covid-congestion.sfcta.org/>), an interactive map of critical roadways in San Francisco that provides decision-makers with the ability to monitor weekly changes in roadway congestion in order to identify emerging congestion "hot spots" and identify appropriate management strategies. The Congestion Tracker also allows partner agencies like the SFMTA and other users to view speed data for the city overall, or for particular segments, and to compare current speeds to pre-COVID conditions. This year we will seek to incorporate new 'Big Data' sources into our planning studies, publish real time Congestion Management Program system performance metrics and analyze key trip markets from our Household Travel Survey to inform mobility, climate and equity strategies. We will also continue to use the Transportation Authority's San Francisco Chained Activity Modeling Process (known as SF-CHAMP) activity-based travel demand model to analyze a wide range of recovery scenarios that look at the impacts of telecommuting, transit service provision, public willingness to ride transit, and other factors on travel demand and system performance.

- **Treasure Island Mobility Management Program and Autonomous Shuttle Pilot project.** The Transportation Authority Board also sits as the TIMMA Board. This year, we expect to bring the Base Toll and Discount Program before both the TIMMA and Transportation Authority Boards for adoption. In parallel, we are co-leading the District 6 Neighborhood Transportation Improvement Plan (NTIP) Planning Project, the Supplemental Transportation Study, with One Treasure Island to identify new services to meet on-off Island travel needs of low income residents and workers. One supplemental transportation service will launch this year as a pilot funded by a pair of federal and regional grants: an autonomous shuttle which will circulate on-Island. This pilot will involve local partnerships to incorporate workforce development in autonomous vehicle technology. Lastly, we will advance the operating plans for both the new, TIMMA-sponsored ferry and new east bay bus transit services scheduled to launch with the rest of the multimodal program in 2025.

#### **SFTP Implementation and Board Support**

- **NTIP Cycle 2 (Fiscal Years 2019/20-2023/24).** We will identify and advance new projects through Cycle 2 of the sales tax-funded NTIP and monitor implementation of previously funded NTIP projects. Funds for Cycle 2 include \$100,000 in planning funds for each district and \$600,000 in local match funds for each district to advance NTIP projects toward implementation. Scoping of new NTIP planning and capital efforts, including advancing recommendations from recently completed plans, will be done in coordination with Transportation Authority Board members and SFMTA's NTIP Coordinator. We will continue to lead NTIP projects in three City supervisorial districts: District 5 (Octavia Improvement Study), District 6 (Treasure Island Supplemental Transportation Study), and District 7 (Ocean Avenue Task Force), and we anticipate supporting District 1 NTIP work on neighborhood commercial core traffic calming and connectivity; E-bike access; and developing a vision for regional transit connectivity, as well as District 4 Mobility Study NTIP implementation strategies.

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

- **San Francisco School Access Plan.** Caltrans awarded a Caltrans Sustainable Planning Grant to the Transportation Authority to develop a School Access Plan. Building on our prior work on the Child Transportation Study, this plan will develop near and medium-term school transportation solutions for medium- to long-distance K-5 school trips, focusing on improving equity for vulnerable students and families, including students with Individualized Education Plans, students experiencing homelessness, foster youth, and low-income youth. We anticipate completing this study in FY 2022/23, in parallel and in partnership with the San Francisco Unified School District, which is expected to issue a reworked school assignment policy in the same timeframe.

#### Long Range, Countywide, and Inter-Jurisdictional Planning

- **SFTP 2050 and ConnectSF.** The SFTP will result in a fiscally constrained transportation investment and policy blueprint for San Francisco through the year 2050, helping San Francisco advance towards our ambitious equity, greenhouse gas, safety, and other goals. We plan to present the SFTP 2050 to the Board for approval by the end of calendar year 2022, building on the Streets and Freeways Study, the Transit Corridors Study, and other ConnectSF work, as well as other plans and studies led by the Transportation Authority and others. We are conducting outreach this spring to hear input on potential tradeoffs among major investments and policy choices. The SFTP will detail two investment scenarios: one based on anticipated revenues through 2050 and a vision scenario which includes potential new revenue sources. Both the 2017 SFTP and the SFTP update have informed San Francisco's input into PBA 2050 which was adopted in October 2021. The SFTP was also central in shaping the 2022 Expenditure Plan for the half-cent transportation sales tax, which was approved by the Board in March 2022 and is under consideration to be placed on the November 2022 ballot.
- **Geary/19th Ave Subway Strategic Case.** The ConnectSF Transit Investment Strategy identifies a rail subway along the Geary and 19th Avenue corridors as a long-term transit expansion priority for San Francisco and the region. Planning and development of the Geary/19th Avenue Subway will be a multi-phase process, occurring over a period of years. This effort comprises the first phase of work, known as the Strategic Case. The purpose of the Strategic Case phase is to establish the worthiness of the project and help identify key strategy considerations and project risks that will need to be explored in further phases. The Transportation Authority will lead this effort in coordination with the SFMTA and SF Planning. It will be funded by a sales tax appropriation that has received initial approval by the Board in April 2022.
- **Bayview Caltrain Station Location Study.** We continue to work with SF Planning as they complete a feasibility assessment of San Francisco Caltrain station locations, including for a new station location in Bayview. We expect the project to forward two potential locations, at Evans Avenue and Oakdale Avenue, for further consideration. Subject to Board approval of a sales tax appropriation, we will launch a 12-month pre-environmental effort to identify a single preferred station location, in collaboration with the Bayview community. The station location study will include a Working Group, broad public outreach, and technical analyses as needed to support a final recommendation. We are also continuing to coordinate with the SF Planning and Caltrain to scope the environmental phase of work.
- **Managed Lane and Express Bus System Planning and Policy Support.** We continue to work on planning and regional coordination for the San Francisco freeway system, at pace with other

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

regional and county agencies' activities on this front, as we continue advancement of concepts leading to environmental approvals for the northbound I-280 carpool lanes between 18th and 3rd streets (Phase 1) as well as preliminary engineering and traffic analysis for the southbound lanes on I-280 and US 101 to the San Mateo County line (described below under Deliver). Phase 1 completed Caltrans scoping steps this year. We anticipate completing the outreach and environmental processes for Phase 1 this upcoming fiscal year. Building on the Streets and Freeways Study recommendations, we will also continue to develop the US 101/I-280 corridor. The equity study of the US 101/I-280 corridor will include outreach on improvement concepts identified in prior studies and will identify a full program to address congestion in this corridor, including transit service, local improvements, and potential lane striping changes to the freeway system. We are also continuing to coordinate with regional agencies and advocate for San Francisco's priorities on the Metropolitan Transportation Commission (MTC) Express Lane Strategic Plan; the MTC's Next Generation Freeway Study; the Bay Area Infrastructure Financing Authority's I-880 Express Lanes START pilot; Caltrans District 4's Transit Priority Study; and US 101 corridor managed lanes plans with San Mateo and Santa Clara counties, given the need to address growing congestion in the freeway corridors serving San Francisco and to help prioritize Muni and regional bus service.

- **Brotherhood Way Active Transportation and Open Space Plan.** With support from a new Caltrans Sustainable Transportation Planning grant, this community-driven planning process will develop concepts and conceptual designs for active transportation improvements that connect new recreational opportunities and housing near Lake Merced to the City's core active transportation network and nearby regional transit along Brotherhood Way in southwest San Francisco. The Brotherhood Way Active Transportation and Open Space Plan is a recommendation from the Streets and Freeways Study. Concepts will reduce modal conflicts in an area with demonstrated safety challenges, maximize the usefulness of developer-funded bicycle and pedestrian improvements west of the study area, and encourage mode shift by improving sustainable transportation options. The study will also engage community stakeholders to consider road realignment options which could create an opportunity for the creative re-use of up to seven acres of land within an equity priority community with a documented deficiency of neighborhood open space.
- **Support Statewide and Regional Policy and Planning Efforts.** We will continue to support studies and planning efforts at the state and regional levels, including the California High-Speed Rail Authority's (CHSHRA) Business Plan and Environmental Impact Report; Caltrain and High-Speed Rail Business Plan coordination; California Transportation Commission (CTC)/California Air Resources Board (CARB) joint efforts on climate policy; State of California Public Utilities Commission (CPUC) data rulemaking and regulations for Autonomous Vehicles and Transportation Network Companies (TNC, like Uber and Lyft) (including Senate Bill 1376 Access for All regulations); and MTC's efforts to implement the Blue Ribbon Transit Recovery Task Force's Transit Transformation Action Plan. We will also continue to coordinate with Bay Area Rapid Transit (BART) and other partner agencies to advance Link21, the study of a potential second Transbay rail crossing, and associated connection to the west side.
- **SFTP Modal Planning Follow-on Studies.** Looking ahead, we anticipate working in collaboration with Board members, partners agencies and the community on the following,

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

which will also be dependent upon securing funding through future appropriations or discretionary grants:

- Community outreach and technical evaluation to adopt a preferred configuration for a near-term multimodal Candlestick Undercrossing, one of the near-term priorities of the 2013 Bi-County Study;
- A District 4 Microtransit Business Plan, a recommendation from the 2020 District 4 Mobility Study;
- A Vision Plan and funding strategy for local waterfront ferry service, in partnership with the Water Emergency Transit Agency (WETA) and Bayshore development areas; (Districts 10, 6, 3, 2);
- Vision Zero Ramps Phase 3, a recommendation from the Streets and Freeways Study, which would focus on safety at I-280 and US-101 on and off-ramps in the south and southeast parts of the city; and
- The Bayview Truck Safety and Circulation Plan, which would identify strategies to shift truck access to industrial areas in the southeast away from Third Street and other active transportation routes (District 10).

### Transportation Forecasting, Data and Analysis

- **Travel Forecasting and Analysis for Transportation Authority Studies.** We will provide modeling and data analysis to support efforts such as SFTP and ConnectSF; Downtown Rail Extension; US 101/280 Managed Lanes and Express Bus Study; Treasure Island Mobility Management Program; Bayview Caltrain Station Location Study; and the Brotherhood Way Active Transportation and Open Space Plan. We will continuously improve and update SF-CHAMP (version 7), now a cloud-based application, and also share more analyses from our comprehensive Household Travel Demand survey that was completed in collaboration with MTC in 2020 and serves as the basis for our travel demand estimates work.
- **Congestion Management Program Update.** Every two years, we prepare an update to the San Francisco Congestion Management Program (CMP), which documents changes in multi-modal transportation system performance including average roadway speeds and reliability, transit reliability, and bicycle and pedestrian counts. We will support the evaluation of several initiatives including Van Ness Bus Rapid Transit (BRT) and High-Occupancy Vehicle (HOV) lanes on Park Presidio (Highway 1). We will lead CMP data collection efforts in spring 2023, and the CMP update will be completed in fall 2023. For the first time, the 2023 CMP update will include a fully interactive online version.
- **Modeling Service Bureau.** We provide modeling, data analysis, and technical advice to City agencies and consultants in support of many projects and studies. Expected service bureau support this year for partner agencies and external parties is to be determined.



## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

- **Transportation Sustainability Program Evaluation Study.** We will advance research to quantify the effectiveness of the TDM strategies included in San Francisco's Transportation Sustainability Program (TSP) in reducing vehicle miles traveled (VMT) and single-occupancy vehicle trips.
- **New Mobility Rulemaking.** We will continue to work with SFMTA to provide San Francisco's input to state and federal rulemaking opportunities, particularly related to the CPUC's regulation of TNCs including data sharing; CPUC implementation of the TNC "Access for All" legislation; and CARB implementation of the TNC "Clean Miles" legislation. We will also continue to work on state and federal autonomous vehicle policies through monitoring of local deployments, providing input on guidelines development and other legislative efforts.
- **Model Enhancements.** We will release the latest version of the SF-CHAMP travel demand forecast model, which has been updated to incorporate the latest travel behavior survey data, including the availability of new mobility options such as TNCs. The updated model also includes new roadway network assignment assumptions that leverage our CMP roadway volume and speed data collection.

## FUND

The Transportation Authority was initially established to administer the Prop B half-cent transportation sales tax (superseded by the Prop K transportation sales tax in 2003). This remains one of the agency's core functions, which has been complemented and expanded upon by several other roles including acting as the administrator for Prop AA, the TNC Tax program, the TFCA county program, and serving as CMA for San Francisco. We serve as a funding and financing strategist for San Francisco projects; advocate for discretionary funds and legislative changes to advance San Francisco priorities; provide support to enable sponsor agencies to comply with timely-use-of-funds and other grant requirements; and seek to secure new revenues for transportation-related projects and programs. The work program activities highlighted below are typically led by the Policy and Programming Division with support from all agency divisions. Notable efforts planned for FY 2022/23 include:

**Fund Programming and Allocations.** We will continue to administer the Prop K sales tax, Prop AA vehicle registration fee, TFCA, and TNC Tax programs through which the agency directly allocates and prioritizes projects for grant funding; and monitor and provide project delivery support and oversight for the Lifeline Transportation Program, One Bay Area Grant, and State Transportation Improvement Program in our role as CMA. We will continue to provide technical, strategic, and advocacy support for a host of other fund programs, such as revenues distributed under Senate Bill 1 (see below), California's Cap-and-Trade and Active Transportation Programs, and federal competitive grant programs. Notable efforts for FY 2022/23 include recommending to MTC programming of One Bay Area Grant Cycle 3 funds covering FY 2022/23 through FY 2025/26 for San Francisco's priority projects (anticipating Board approval in September); and allocating the third year of TNC Tax funds for the SFMTA's Quick-Build Program and updating the TNC Tax program guidelines to program future funds.

**Senate Bill 1 (SB 1).** This coming fiscal year, we will work internally, with San Francisco project sponsors and MTC to identify strong candidates for the next funding cycles of SB 1 programs including the Local Partnership Program (LPP) Competitive and Formula programs and Solutions for Congested Corridors. After seeking Board approval of project priorities for the Transportation

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

Authority's share of LPP formula funds (anticipated spring 2023), we will seek approval from the CTC and support allocation requests for projects recommended to receive FY 2023/24 programming. Applications for SB 1 competitive programs are due to CTC by late November 2022. We will provide input to CTC on revisions to program guidelines, and engage our Board and MTC Commissioners, including seeking guidance on prioritizing funds (e.g. through the MTC's Major Projects Advancement Policy for larger, regionally significant projects).

**Plan Bay Area (PBA) 2050 Implementation.** With the approval of PBA 2050 in October 2021, MTC and Association of Bay Area Governments (ABAG) are now focused on implementing the plan, supporting transportation project funding and delivery and seeking to advance the plan's transportation and housing policies and strategies. As CMA, we will coordinate San Francisco's input to efforts such as the Major Projects Advancement Policy and guidelines development for the county and regional programs in the One Bay Area Grant Cycle 3 program, as well as provide input to numerous regional efforts from MTC's piloting of more equitable toll policies, development of the Transit Oriented Communities policy, the Rail Partnership and Governance Assessment, the Next Generation Bay Area Freeways Study, and implementation of the Transit Transformation Plan. These efforts involve close coordination with San Francisco agencies, the Mayor's office, our representatives on ABAG and MTC, and with Bay Area County Transportation Agencies (CTAs), regional transit agencies, and other community stakeholders.

**New Revenue Options.** We continue to track Regional Measure 3 status (in litigation) and are coordinating with SFMTA on needs and opportunities for potential local transportation measures in upcoming election cycles, and are tracking and, as appropriate, participating in discussions regarding a potential regional transportation measure or measures exploring 2024. See below for reauthorization of the Prop K sales tax.

**Sales Tax Reauthorization - Transition Planning for the 2022 Transportation Expenditure Plan.** If approved by at least a  $\frac{2}{3}$  majority of San Francisco voters in the November 2022 election, the new sales tax expenditure plan would take effect April 1, 2023. We are working on a transition plan to help guide the implementation of the new measure including developing the schedule and approach to the first Strategic Plan and 5-Year Prioritization Programs, guidelines for new expenditure plan programs such as Equity Priority Transportation and Development Oriented Transportation programs, improved public engagement methodologies, and taking a lessons learned approach to help identify improvements to program administration so that we can hit the ground running if the new measure is approved.

**Legislative Advocacy.** We will continue to monitor and take positions on state legislation affecting San Francisco's transportation programs and develop strategies for advancing legislative initiatives beneficial to San Francisco's interests and concerns at the state and federal level. Our advocacy builds off the agency's adopted legislative program, and is done in coordination with the Mayor's Office, the Self-Help Counties Coalition, and other city and regional agencies. This year, our efforts will include advocacy and coordination on transportation spending in the state budget and implementation of the Biden Administration's Infrastructure Investment and Jobs Act, as well as other state and federal policies that support San Francisco transportation projects, policies, and strategies (e.g. Vision Zero; greenhouse gas reduction including via electrification of Muni's fleet and related maintenance facility changes; improving major capital project delivery, securing additional revenues for San Francisco priorities, and emerging technology regulations).

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

**Funding and Financing Strategy Opportunities.** We will continue to provide funding and financing strategy support for Prop K signature projects, many of which are also included in MTC's Regional Transit Expansion Agreement and are proposed for inclusion in the Major Projects Advancement Policy (MAP) that is under development. Examples include: Caltrain Electrification, Downtown Rail Extension (DTX), and Better Market Street. We will help position San Francisco's projects and programs to receive funding from the federal Infrastructure Investment and Jobs Act, and any additional federal COVID relief funds. We serve as a funding resource for all San Francisco project sponsors (e.g. brokering fund exchanges). At the regional level, in spring 2022, MTC will be kicking off the program development for the regional programs under the One Bay Area Grant framework to distribute future federal Surface Transportation Program and Congestion Mitigation and Air Quality Improvement funding. In our role as a CMA and advisors to our MTC and ABAG representatives, we will provide input to regional program guidelines development and prioritization processes, to support equitable distribution of funds across the region, including for San Francisco local and regional priorities included in PBA 2050.

**Capital Financing Program Management.** Led by the Finance and Administration Division in close collaboration with the Policy and Programming Division, and with the support of our financial advisors, we will continue to provide effective and efficient management of our debt program, including the outstanding sales tax revenues bonds, as well as the revolving credit loan agreement. Our goals are to enable accelerated delivery of sales tax-funded capital projects compared to what is supportable on a pay-go basis, while minimizing financing costs so more funds remain available for projects. We will closely track cash balances and proactively work with project sponsors to identify upcoming reimbursements so that we can better forecast when we may need to drawdown on the \$125 million revolving credit loan agreement. We will come to the Board for approval to drawdown revolving credit loan funds when they are needed.

**Customer Service and Efficiency Improvements.** This ongoing multi-division initiative will continue to improve our processes to make them more user-friendly and efficient for both internal and external customers, while maintaining a high level of transparency and accountability appropriate for administration of voter-approved revenue measures (Prop K, Prop AA, and the TNC Tax). The initiative includes maintaining and enhancing [mystreetsf.sfcta.org](http://mystreetsf.sfcta.org), our interactive project map, and the Portal, our web-based grants management database used by our staff and project sponsors. Our key areas of focus will be making refinements to the Allocation Request Form and enhancements to grant administration functionality in the Portal including incorporating cash flow reimbursement schedules and amendments thereof and identifying grants ripe for closeout.

## DELIVER

Supporting the timely and cost-effective delivery of Transportation Authority-funded transportation projects and programs requires a multi-divisional effort, led primarily by the Capital Projects Division with support from other divisions. As in past years, the agency focuses on providing engineering support and oversight of Prop K sales tax major capital investments, such as SFMTA's Central Subway, Van Ness BRT, and facility upgrade projects; DTX; and Caltrain Modernization, including electrification as well as railyards planning coordination and oversight. We also serve as the lead agency for the delivery of certain capital projects, such as the I-80/Yerba Buena Island (YBI) Interchange Improvement

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

Project, which typically are multi-jurisdictional in nature and often involve significant coordination with Caltrans. Key activities supporting project delivery for FY 2022/23 include the following:

#### Transportation Authority - Lead Construction:

- **I-80/YBI East Bound Off Ramp/Southgate Road Realignment Project.** We will continue working with Caltrans, the Bay Area Toll Authority (BATA), Treasure Island Development Authority (TIDA), and the U.S. Coast Guard to advance construction of the new facility. The project broke ground in June 2020 and is on schedule and within budget for substantial completion in summer of 2022. Work on building mitigation efforts will continue through 2023.
- **YBI West Side Bridges.** We recently submitted the project for inclusion in MTC's Major-Capital Project Advancement Policy as part of efforts securing full funding, executing funding agreements, and completing final engineering in preparation for the award of the construction contract. The project is experiencing a six-month delay due to the challenges of securing remaining Caltrans funding and need to re-scope the project. We anticipate resuming the project by the end of FY 2021/22. We are also coordinating with bicycle/pedestrian path plans adjacent to the West Side Bridges project. See YBI Multi-Use Path below.

#### Transportation Authority - Lead Project Development:

- **Pennsylvania Avenue Extension (PAX).** Subject to approval by the Board of a planned sales tax allocation, we will initiate a Bridging Study in FY 2022/23 to further develop the Pennsylvania Avenue rail alignment. Building on our design concept study, the Bridging Study will prepare the project to be advanced into environmental review, and will include further technical comparison of project alternatives, development of operational analysis working with Caltrain and the California High Speed Rail Authority (CHSRA), and public and stakeholder engagement.
- **US 101/I-280 Managed Lanes and Express Bus Project.** We will continue advancement of environmental approvals for the northbound I-280 carpool lanes between 18th and 3rd Street (Phase 1) as well as preliminary engineering and traffic analysis for the southbound lanes on I-280 and US 101 to the San Mateo County line. The companion equity study and related regional express lane policy work is described above under the Plan section above.
- **I-280/Ocean Avenue South Bound Off-Ramp Realignment and Geneva Avenue North Bound Ramp Optimization.** We will continue to advance I-280 Interchange modifications at Balboa Park including furthering design work for the southbound off-ramp at Ocean Avenue and early planning for northbound off-ramp and signal timing improvements at Geneva Avenue. We will also finalize our Geneva Avenue North Bound Ramp Study and work on follow-ups with Caltrans, SFMTA and community groups, as guided by the Board.
- **YBI Multi-Use Path.** We will keep working with our partners, BATA, TIDA, SFMTA, and interested stakeholders (San Francisco and East Bay bicycle coalitions) to fund and advance preliminary engineering and environmental phase work for the YBI multi-use path segment connecting the western side of the island from the San Francisco-Oakland Bay Bridge (SFOBB) East Span YBI viewing area down to the future Treasure Island Ferry Terminal and providing an

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

ultimate connection point to the planned BATA-led SFOBB West Span Skyway Path. A key element of this effort will be to conduct outreach and develop the Comprehensive Multimodal Corridor Plan required for the Solutions for Congested Corridors grant application. MTC will submit this application as well as applications for Active Transportation Program (ATP) and LPP-Competitive grants, with the Transportation Authority and TIMMA's support.

- **Hillcrest Road Re-Design.** We will begin the design phase for the roadway widening project between Forest Road and the I-80 Portal crossing on the west side of YBI. The project will widen the narrow Hillcrest Road, which lacks sidewalks and bike paths, up to San Francisco Public Works (SFPW) standards and install safety features. The project will be closely coordinated with the adjacent YBI Multi-Use Path and connected West Side Bridges (see prior entries for both of these projects). The project is funded by a \$30 million Infill Infrastructure Grant awarded to TIDA.
- **Quint Street.** We will continue to work with SFPW and the Office of Real Estate to acquire the right of way for the re-aligned Quint Street, if not already achieved by the end of June 2022. This acquisition will allow us to begin the design phase of the project, subject to funding availability.
- **Presidio Parkway.** We will complete an informational case study showcasing the Public Private Partnership delivery of Phase 2 in comparison to traditional Design Bid Build delivery of Phase 1. The study explores the unique situation of a single project being delivered using two methods of procurement.

#### Transportation Authority - Project Delivery Support:

- **California High-Speed Rail Program and Peninsula Corridor Investment Program.** We coordinate with the CHSRA and City agencies on high-speed rail issues affecting the City, and work with Caltrain, MTC, the Mayor's Office, and Peninsula and regional stakeholders to monitor and support delivery of investments in the Peninsula Rail corridor, including the Caltrain electrification project. This year we will continue to work closely with aforementioned stakeholders to support delivery of the blended Caltrain/High Speed Rail system in the Peninsula corridor that will extend to the new Salesforce Transit Center, including leading critical Configuration Management Board efforts. We also continued to support policy discussions as requested for Caltrain funding and governance.
- **Caltrain Downtown Rail Extension (DTX) and Salesforce Transit Center.** We will continue moving forward with DTX project development efforts as part of the Executive Steering Committee (ESC), inclusive of regional partners per the SF Peninsula Rail Program Memorandum of Understanding (MOU). This includes the Executive Director serving on the ESC and on the Transbay Joint Powers Authority (TJPA) Board as an alternate. We will work closely with our MOU partners to meet the requirements of the Federal Transit Administration (FTA) Project Development phase and the MOU work plan, including our work to lead or co-lead the project's funding plan, delivery strategy, governance review, demand forecasting, and benefits analysis. We will also provide program oversight as TJPA advances the project's preliminary design, capital cost estimate, and risk assessment.

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

- **4th and King Railyards and 22<sup>nd</sup> Street ADA Access Study.** We will continue to support planning and project development for the Caltrain northern terminus railyards site at 4<sup>th</sup> and King streets through our participation in the Railyards MOU Working Group and the Preliminary Business Case process for the site being led by Caltrain and the site owner. We also will work with Caltrain to advance further work on accessibility improvements at the existing 22<sup>nd</sup> Street Caltrain Station, building on the findings of Caltrain's 22<sup>nd</sup> Street ADA Access Study.
- **Muni Metro Program Development.** We will provide enhanced oversight and planning/program development support to SFMTA in advancing its program of needed investments in the Muni Metro system, including state-of-good-repair and capacity expansion improvements. This includes the SFMTA-led Muni Metro Core Capacity Study, which will develop a program of investment to be put forward for FTA Core Capacity grant funds. We will also support development of the Muni Metro train control upgrade and the broader 10-year subway renewal program.
- **Geary and Van Ness Avenue Bus Rapid Transits (BRT).** We will continue to oversee SFMTA construction efforts including environmental compliance for Geary Phase I and Van Ness BRT projects. We will also keep working closely with SFMTA to review Geary BRT Phase II project plans and coordination with Transit Corridor Study recommendations for the Geary/19th Ave subway.
- **Better Market Street.** We will conduct oversight on City agencies' project delivery plans to minimize disruption to businesses during construction and reduce cost, as well as transit and cycling. We will also make further efforts to strengthen the project's funding plans both for the near-term improvements as well as the long-term vision for the corridor.
- **Central Subway.** We will continue to provide project management oversight and support to management of project scope, schedule, and budget. We will work closely with SFMTA and other partners as the project moves from construction and commissioning into revenue service.
- **Capital Projects Delivery Reform.** Advance project delivery reform best practices (lessons learned) analysis, including ongoing coordination with City stakeholders and industry experts. We anticipate bringing forward recommendations for this to the Board in early FY 2022/23.

## TRANSPARENCY AND ACCOUNTABILITY

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

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

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

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

- Instagram: Grow following by 50%
- LinkedIn: Grow following by 10%
- Website: Increase unique website hits by 10%
- Facebook: Grow following by 5%
- Twitter: Grow following by 4%
- Messenger: Grow subscriber list by 3%

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

- Refine outreach and communications techniques by incorporating the latest engagement techniques for the general public, with a focus on racial equity and seeking to engage Equity Priority Communities.
- Rollout agency Outreach Guidelines to agency staff to codify best practices when preparing for and executing agency outreach.
- Support agency experts in thought leadership roles and speaking engagements
- Support project delivery events (groundbreakings, ribbon cuttings), including the anticipated Southgate Road Realignment opening and Central Subway opening

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

**Budget, Reports, and Financial Statements.** Develop and administer agency budget funds, including performance monitoring, internal program, and project tracking. Monitor internal controls and prepare reports and financial statements. We will also analyze results of our planned salary survey and long-term personnel and office lease costs, to inform and prepare for administration and budget needs in the coming years.

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

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

**Systems Integration.** Enhance and maintain the enterprise resource planning system (business management and accounting software), and other financial systems to improve accounting functions, automate processes, general ledger reconciliations, and financial reporting, as well as enabling improved data sharing with the Portal.

## Attachment 1

### Proposed Fiscal Year 2022/2023 Annual Work Program

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

**Racial Equity Action Plan.** Continue to work through the Racial Equity Working Group to advance the Racial Equity Action Plan created in the prior fiscal year. The current phase of the plan identifies over 80 actions for implementation over a 3-year period. This year, the Racial Equity Working Group is focused on completing elements of its Racial Equity Action Plan related to retention and promotion. This work involves gathering data and identifying solutions to address any disparities by race/ethnicity and salaries. The Racial Equity Working Group will also be focused on elements related to professional development and formalizing staff policies.

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

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

**Human Resources.** Administer recruitment, personnel, and benefits management and office procedures. We conduct or provide training for staff. We advance agency workplace excellence initiatives through staff working groups, training, and other means. This year, we will complete the recruitments for the Deputy Director for Capital Projects, Senior Communications Manager, Program Analyst, and Transportation Planner.

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

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

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





**San Francisco  
County Transportation  
Authority**

**Attachment 2  
Proposed Fiscal Year 2022/23 Budget Annual**

	<b>Proposed Budget Annual by Fund</b>						<b>Budget Annual Fiscal Year 2022/23</b>
	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund for Clean Air Program	Vehicle Registration Fee for Transportation Improvements Program	Treasure Island Mobility Management Agency Program	Traffic Congestion Mitigation Tax Program	
<b>Revenues:</b>							
Sales Tax Revenues	\$ 101,701,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,701,000
Vehicle Registration Fee	-	-	-	4,834,049	-	-	4,834,049
Traffic Congestion Mitigation Tax	-	-	-	-	-	7,815,500	7,815,500
Interest Income	302,006	-	774	760	-	71,030	374,570
Program Revenues	-	6,582,268	690,700	-	10,765,798	-	18,038,766
Other Revenues	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>102,003,006</b>	<b>6,582,268</b>	<b>691,474</b>	<b>4,834,809</b>	<b>10,765,798</b>	<b>7,886,530</b>	<b>132,763,885</b>
<b>Expenditures</b>							
Capital Project Costs	137,816,845	7,616,109	760,852	7,859,747	9,315,408	3,405,686	166,774,647
Administrative Operating Costs	6,868,213	3,584,630	43,384	246,117	1,701,071	137,825	12,581,240
Debt Service Costs	24,629,505	-	-	-	-	-	24,629,505
<b>Total Expenditures</b>	<b>169,314,563</b>	<b>11,200,739</b>	<b>804,236</b>	<b>8,105,864</b>	<b>11,016,479</b>	<b>3,543,511</b>	<b>203,985,392</b>
<b>Other Financing Sources (Uses):</b>	<b>70,130,848</b>	<b>4,618,471</b>	<b>-</b>	<b>-</b>	<b>250,681</b>	<b>-</b>	<b>75,000,000</b>
<b>Net change in Fund Balance</b>	<b>\$ 2,819,291</b>	<b>\$ -</b>	<b>\$ (112,762)</b>	<b>\$ (3,271,055)</b>	<b>\$ -</b>	<b>\$ 4,343,019</b>	<b>\$ 3,778,493</b>
Budgetary Fund Balance, as of July 1	\$ 26,004,031	\$ -	\$ 348,184	\$ 10,474,442	\$ -	\$ 9,408,371	\$ 46,235,028
Budgetary Fund Balance, as of June 30	<u>\$ 28,823,322</u>	<u>\$ -</u>	<u>\$ 235,422</u>	<u>\$ 7,203,387</u>	<u>\$ -</u>	<u>\$ 13,751,390</u>	<u>\$ 50,013,521</u>