



## Agenda

**SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY**  
**Meeting Notice**

**DATE:** Tuesday, June 13, 2023, 10:00 a.m.  
**LOCATION:** Legislative Chamber, Room 250, City Hall  
 Watch SF Cable Channel 26 or 99  
 (depending on your provider)  
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**PUBLIC COMMENT CALL-IN:** 1-415-655-0001; Access Code: 2597 197 8021 # #

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.

**COMMISSIONERS:** Mandelman (Chair), Melgar (Vice Chair), Chan, Dorsey, Engardio, Peskin, Preston, Ronen, Safaí, Stefani, and Walton

**CLERK:** Elijah Saunders

### Remote Participation

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Members of the public may comment on the meeting during public comment periods in person or remotely. In-person public comment will be taken first; remote public comment will be taken after.

Written public comment may be submitted prior to the meeting by emailing the Clerk of the Transportation Authority at [clerk@sfcta.org](mailto: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 5 p.m. on the day before the meeting will be distributed to Board members before the meeting begins.

1. Roll Call
2. Approve the Minutes of the May 23, 2023 Meeting – **ACTION\*** **page 3**
3. Community Advisory Committee Report – **INFORMATION\*** **page 7**



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|---|------------------------|
| <p><b>4.</b> State and Federal Legislation Update – <b>ACTION*</b><br/><b>Oppose Unless Amended:</b> AB 825 (Bryan)</p> | <p><b>page 19</b></p>  |
| <p><b>5.</b> Adopt the Ocean Avenue Mobility Action Plan [NTIP Planning] – <b>ACTION*</b></p>                           | <p><b>page 23</b></p>  |
| <p><b>6.</b> Adopt the Octavia Improvements Study Final Report [NTIP Planning] – <b>ACTION*</b></p>                     | <p><b>page 89</b></p>  |
| <p><b>7.</b> Adopt the Prop L Strategic Plan Baseline – <b>ACTION*</b></p>  | <p><b>page 143</b></p> |
| <p><b>8.</b> Adopt Guidance for Development of the 2023 Prop L 5-Year Prioritization Programs – <b>ACTION*</b></p>      | <p><b>page 205</b></p> |

### **Other Items**

**9.** Introduction of New Items – **INFORMATION**

During this segment of the meeting, Commissioners may make comments on items not specifically listed above or introduce or request items for future consideration.

**10.** Public Comment

**11.** Adjournment

\*Additional Materials

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Items considered for final approval by the Board shall be noticed as such with **[Final Approval]** preceding the item title.

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If any materials related to an item on this agenda have been distributed to the Board 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.

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# DRAFT MINUTES

## **San Francisco County Transportation Authority**

Tuesday, May 23, 2023

### **1. Roll Call**

Chair Mandelman called the meeting to order at 10:01 a.m.

**Present at Roll Call:** Commissioners Chan, Dorsey, Engardio, Mandelman, Preston, Ronen, and Walton (7)

**Absent at Roll Call:** Commissioners Melgar, Peskin, Safai (entered during item 3), and Stefani (entered during Item 4) (4)

### **2. Chair's Report - INFORMATION**

Chair Mandelman discussed the Yerba Buena Southgate Road and Interchange project opening. He thanked Vice Chair Melgar and Commissioner Dorsey for joining him at the event and congratulated Transportation Authority staff including Carl Holmes for their achievement. Chair Mandelman stated that the project was completed on time and on budget and extended his congratulations to the Transportation Authority's partner agencies. Next, Chair Mandelman stated that he and Commissioner Peskin were happy to welcome members of the California Transportation Commission the previous week. They joined the Transbay Joint Powers Authority and the San Francisco Municipal Transportation Agency (SFMTA) for a tour of the future Portal project at the Salesforce Transit Center and Muni's Central Subway project. The Chair related that the Portal was a major undertaking and that the 6-party Memorandum of Agreement agencies were developing a successor governance agreement to guide implementation as the project moved closer to construction. Finally, Chair Mandelman noted that the California Public Utilities Commission (CPUC) had issued a Draft Decision to grant Autonomous Vehicles expansion permits for Cruise and Waymo earlier that month. He related that San Francisco had advocated for a more incremental approach and expressed the importance of this due to the frequency of incidents and conflicts with first responders. The Chair reported that he had asked Transportation Authority staff to collaborate with SFMTA on a response to the CPUC at the policy maker level. He thanked Commissioner Peskin for his leadership in engaging with the state regulatory agencies and wider industry on this important issue.

There was no public comment.

### **3. Executive Director's Report - INFORMATION**

Maria Lombardo, Chief Deputy Director, presented the Executive Director's Report.

During public comment, Francisco Da Costa stated that public comment was very important and emphasized how important remote public comment was for seniors and people with disabilities. He stated that the most important issues were quality of life issues and that those should be investigated and improved.



**4. Approve the Minutes of the May 9, 2023 Meeting - ACTION**

There was no public comment.

Commissioner Preston moved to approve the minutes, seconded by Commissioner Dorsey.

The Consent Agenda was approved without objection by the following vote:

Ayes: Commissioners Chan, Dorsey, Engardio, Mandelman, Preston, Ronen, Safai, Stefani, and Walton (9)

Absent: Commissioners Melgar and Peskin (2)

## Consent Agenda

**5. [Final Approval] Appoint Sean Kim as the District 1 Representative to the Community Advisory Committee -ACTION**

**6. [Final Approval] State and Federal Legislation Update – ACTION\***

**7. [Final Approval] Allocate \$4,270,000 in Traffic Congestion Mitigation Tax Funds, with Conditions, to the San Francisco Municipal Transportation Agency for the FY24 & FY25 Application-Based Residential Traffic Calming Program – ACTION\***

**8. [Final Approval] Approve Programming Priorities for Up to \$5,640,041 in San Francisco’s Estimated Fiscal Year 2023/24 State Transit Assistance County Block Grant Funds – ACTION\***

**9. [Final Approval] Adopt the School Access Plan Final Report - ACTION\***

There was no public comment.

Commissioner Walton moved to approve the Consent Agenda, seconded by Commissioner Chan.

The Consent Agenda was approved without objection by the following vote:

Ayes: Commissioners Chan, Dorsey, Engardio, Mandelman, Preston, Ronen, Safai, Stefani, and Walton (9)

Absent: Commissioners Melgar and Peskin (2)

## Items from the Personnel Committee

**10. Adopt Three Revised Job Classifications and a Revised Organization Chart – ACTION\***

There was no public comment.

The item was approved without objection by the following vote:

Ayes: Commissioners Chan, Dorsey, Engardio, Mandelman, Preston, Ronen, Safai, Stefani, and Walton (9)

Absent: Commissioners Melgar and Peskin (2)

## Other Items



**11. Introduction of New Items - INFORMATION**

There were no new items introduced.

**12. Public Comment**

There was no public comment.

**13. Adjournment**

The meeting was adjourned at 10:25 a.m.

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# DRAFT MINUTES

## **Community Advisory Committee**

Wednesday, May 24, 2023

### **1. Committee Meeting Call to Order**

Chair Ortiz called the meeting to order at 6:02 p.m.

CAC members present at Roll: Sara Barz, Rosa Chen, Najuwanda Daniels, Mariko Davidson, Sean Kim, Jerry Levine, Rachael Ortega, Kevin Ortiz, Eric Rozell, and Kat Siegal (10)

CAC Member Absent at Roll: Calvin Ho (1)

### **2. Chair's Report - INFORMATION**

Chair Ortiz reported that outreach was conducted for the District 1 Multimodal Transportation Study through June and that a multilingual survey was available on the project website. Next, Chair Ortiz announced that the Transportation Authority was conducting outreach for Prop L implementation and project prioritization, noting that there was a multilingual survey available online until June 30<sup>th</sup> and a virtual Town Hall on June 20<sup>th</sup>. Finally, Chair Ortiz welcomed Sean Kim to the CAC as the new District 1 representative.

Member Kim introduced himself, stating that he was a small business owner, originally from South Korea, who used multiple modes of transportation to get his family around the Richmond district and the city at large.

There was no public comment.

## **Consent Agenda**

### **3. Approve the Minutes of the April 26, 2023 Meeting - ACTION**

### **4. Internal Accounting Report, Investment Report, and Debt Expenditure Report for the Nine Months Ending March 31, 2023 - INFORMATION\***

### **5. State and Federal Legislation Update - INFORMATION\***

There was no public comment on the Consent Agenda.

Member Levine moved to approve the Consent Agenda, seconded by Member Rozell.

The Consent Agenda was approved by the following vote:

Ayes: CAC Members Barz, Chen, Daniels, Davidson, Kim, Levine, Ortega, Ortiz, Rozell and Siegal (10)

Absent: CAC Member Ho (1)



## End of Consent Agenda

### 6. **Adopt a Motion of Support to Adopt the Ocean Avenue Mobility Action Plan [NTIP Planning] – ACTION\***

Aliza Paz, Principal Transportation Planner, presented the item per the staff memorandum.

Member Barz stated that she was a member of the task force and supported the plans but wished that the infrastructure recommendations would have gone farther.

Member Davidson stated that she and her family used the corridor frequently and it was great to see improvements. She echoed Member Barz's comments about there being a need for more robust infrastructure and stated that as a cyclist she wanted to see more protected bike lanes, especially on arterial roads.

Member Rozell stated that he would like more information on why the plan proposes the sharrows and asked what wayfinding was incorporated in the project. He stated that the mix of lane styles could be confusing so there needed to be very visible wayfinding.

Mx. Paz responded that way finding would be a part of the next phase of detailed design.

Member Rozell stated that he liked the idea of mountable curbs but that he believed that wayfinding should be included in the first phase.

Vice Chair Siegal echoed the comments of the other members and asked if daylighting was recommended for all the project intersections.

Mx. Paz responded that the plan appendix lists which recommendations were made for each intersection and that daylighting was recommended for most of the intersections.

Vice Chair Siegal asked why daylighting was not recommended for all the intersections.

Mx. Paz responded that there were certain intersections limited by design concerns.

Member Ortega asked if the study had considered removing cars from the K train lane.

Michael Rhodes, San Francisco Municipal Transportation Agency (SFMTA), responded that they had evaluated that possibility, but it was not ultimately recommended.

During public comment, Paula Katz stated that train stops should not be removed along the K-line. She stated that it would create a hardship for seniors, riders with disabilities, and other mobility issues. She pointed out that the SFMTA surveys only asked if the respondent was ok with stop removals, not if they were ok with making seniors and those with mobility challenges walk further.

Alyssa Chung stated that she was supportive of the recommendations but was concerned about the lack of protected bike lanes and inadequate traffic calming. She stated that her family bikes down Holloway Avenue frequently and she has had a few close calls. She stated that there needed to be more robust infrastructure improvements to protect cyclists and pedestrians.





Justin stated that he bikes down Holloway but did not often see other bikers. He supported better bike infrastructure and hoped that it would lead to more people feeling comfortable biking.

Chair Ortiz asked how many bus stops would be removed.

Michael Rhodes stated that they recommended removing one at the intersection of Westgate and Cerritos because the island was shorter than the train car and because the street was curved, the island could not be lengthened.

Chair Ortiz asked how close the next nearest train stop was.

Mr. Rhodes stated that it was at Aptos Middle School, a short block away.

Chair Ortiz asked if it would be possible to move the Westgate stop up one block.

Mr. Rhodes responded that they could look into that and they would need to consider the geometry. He stated that SFMTA would be doing community outreach as a part of the final stop removal proposal and that those results would be shared with senior leadership.

Member Barz asked what was the limitation on dedicated bike lanes on Holloway.

Mx. Paz stated that some blocks of Holloway had many driveways that make protected bikeways difficult to install. They also explained that some blocks of Holloway have existing curb extensions / rain gardens which would need to be removed in order to add bi-directional separated bike lanes.

Member Barz asked about whether traffic calming could still be considered, such as whether Holloway could become a neighborway in the future.

Mx. Paz stated that this was correct.

Member Barz asked whether this recommendation could be added to the report.

Rachel Hiatt, Deputy Director for Planning, responded that SFMTA could describe how new neighborways would be designated. She added that in order to change the recommendations in the report, the Task Force should weigh in, to respect the process of the Task Force making the study recommendations.

Member Barz moved to approve the item, seconded by Member Davidson.

The item was approved by the following vote:

Ayes: CAC Members Barz, Chen, Davidson, Kim, Levine, Ortega, Ortiz, Rozell and Siegal (10)

Abstain: CAC Member Daniels (1)

Absent: CAC Member Ho (1)

## **7. TNCs 2020: A Profile of Ride Hailing in California – INFORMATION\***

Joe Castiglione, Deputy Director for Technology, Data, and Analysis, presented the item per the staff memorandum.

Member Rozell stated that he was concerned with the accuracy of the reported data and asked how the TNCs could be held accountable.



Mr. Castiglione responded that the report was meant to shine a light on the data and that the lack of integrity of the data was surprising. He added that one of the ways the Transportation Authority could do that was by engaging with the California Public Utilities Commission (CPUC) and that both the Transportation Authority and SFMTA had flagged these issues for the CPUC over a year ago.

Member Levine echoed Member Rozell's comments and stated that the data was unacceptable and not very useful. He stated that he was especially concerned with the public safety data and that data needed to be consistent and accurate.

Chair Ortiz asked about Prop D tax revenue.

Mr. Castiglione responded that using the data to understand Prop D revenue posed some challenges because a lot of the information that was reported by the CPUC had been redacted and that made it hard to audit tax revenue collection.

Deputy Director LaForte added that Prop D was a per trip tax and that data was extremely limited as far as who paid what. She emphasized that this was one reason why this report was so important.

Member Levine asked when the next report would be.

Director Castiglione stated when unreacted data becomes available, the Transportation Authority would provide an update.

Chair Ortiz asked whether San Francisco had joined with Los Angeles and San Diego to advocate against TNCs to the CPUC.

Director Castiglione responded that the Transportation Authority worked mostly with SFMTA and the Mayor's office to coordinate on TNC issues. He stated that while other cities have not been as active as San Francisco, they are involved.

Member Davidson asked if there was any talk of penalizing companies for withholding data. She asked if there was any standardized reporting or definitions.

Mr. Castiglione replied that there have been discussions about potential actions regarding potential penalties, but that ultimately that was the discretion of the Commissioners.

During public comment, Edward Mason stated that this was a result of the culture of convenience and that TNCs were having a negative economic and climatic effect.

**8. Adopt a Motion of Support to Adopt the Proposed Fiscal Year 2023/24 Budget and Work Program – ACTION\***

Lily Yu, Principal Management Analyst, presented the item per the staff memorandum.

There was no public comment.

Member Barz moved to approve the item, seconded by Vice Chair Siegal.

The item was approved by the following vote:

Ayes: CAC Members Barz, Chen, Daniels, Davidson, Kim, Levine, Ortega, Ortiz, Rozell and Siegal (10)

Absent: CAC Member Ho (1)



**9. Adopt a Motion of Support to Adopt the Octavia Improvements Study Final Report [NTIP Planning] - ACTION\***

Rachel Hiatt, Deputy Director for Planning, presented the item per staff memorandum.

Vice Chair Siegal stated that she was generally supportive of the report recommendations but would like to see more robust infrastructure improvements including pedestrian bulb outs at every intersection along Oak and Fell Streets. She also stated that she wanted more aggressive intersection treatments to meter traffic. She asked why raised sidewalks were generally limited to side streets and not on the Boulevard.

Case Hildreth, SFMTA, responded that they would get pushback both internally and from the San Francisco Fire Department as raised sidewalks created a challenge for them on multi-lane streets with high volumes of vehicles. He said SFMTA planned to pilot raised sidewalks in the Tenderloin and would evaluate the results.

Vice Chair Siegal asked why the signals cannot be timed to allow pedestrians to fully cross Octavia Street.

Casey Hildreth responded that it was tricky because it would lead vehicles to get backed up and have to wait longer. It was assumed that this would cause driver frustration leading to increased bad driving behavior. He stated that the intersection of Market and Octavia was the bottleneck and any changes to signal timing would require a ripple effect of needed signal changes stretching all the way to downtown.

Vice Chair Siegal expressed support for the recommendation to study a dedicated HOV/transit lane on Oak, and asked why the lane would end at the Wiggle and whether it could be extended further along Oak.

Deputy Director Hiatt responded that SFMTA was installing a Quickbuild project on Oak Street west of the Wiggle that would mirror the protected bike lane on Fell Street.

Member Ortega supported the proposed regional transit hub at Civic Center as she believed the city needed more transit centers outside of the Downtown.

Member Kim stated that he had a different view from some of the members. He explained that small businesses owners need to drive to locations like the south bay and produce market or have vendors from the south bay travel to businesses, and that they use Octavia Boulevard for these trips, along with other cross town routes such as 19<sup>th</sup> Avenue. He stated that the traffic calming recommendation for the Octavia side streets is a better balance between the needs of safety and the need for traffic flow.

Member Barz asked for clarification about the regional bus network recommendation.

Deputy Director Hiatt responded that SamTrans conducted an Express Bus Feasibility Study pre pandemic which recommended routes serving the west side of San Francisco, but those routes were not being implemented because of the financial impacts of the pandemic on transit. Ms. Hiatt explained that the recommendation for regional express bus planning would include revising that study for post pandemic conditions.

There was no public comment.



The item was approved by the following vote:

Ayes: CAC Members Barz, Chen, Daniels, Davidson, Kim, Levine, Ortega, Ortiz, Rozell and Siegal (10)

Absent: CAC Member Ho (1)

**10. Adopt a Motion of Support to Adopt the Prop L Strategic Plan Baseline - ACTION\***

Anna LaForte, Deputy Director for Policy and Programming, and Amelia Walley, Program Analyst, presented the item per the staff memorandum.

Member Kim expressed that as a new member, he was unsure of what specifically to ask and requested a general explanation for a beginner.

Ms. LaForte acknowledged that the item was complicated and went on to explain that Prop L passed in November and superseded Prop K. She stated that the last of the Prop K allocations were allocated in March and that the Transportation Authority was developing the Strategic Plan and 5-Year Prioritization Programs (5YPPs) in order to implement Prop L. She remarked that these documents were how the Transportation Authority manages the program on a financial basis and provides transparency to the Board and the public. She also noted that agencies would still need to request allocation of funds from the Board later on, but that programming status was very important.

Vice Chair Siegal commented that she would like to see the Strategic Plan specifically call out and prioritize Vision Zero projects given the number of fatalities last year and the upcoming deadline.

Member Barz asked if each Prop L programs' share of revenue was set in the ballot measure.

Ms. LaForte confirmed that was correct.

Member Barz asked how the new project delivery oversight guidelines were taking shape.

Ms. LaForte responded that the Transportation Authority has had project delivery oversight guidelines on a [major capital] projects on a project basis and anticipated basing the new guidelines on what the Transportation Authority has been doing in order to oversee that a given project is advancing according to scope, schedule, budget, and funding plan.

Member Barz commented that the new guidelines sound like an evolution of existing guidelines and asked if the intent was to avoid projects taking a long time and ballooning in cost.

Ms. LaForte replied that those were things that the Transportation Authority hoped to achieve with these guidelines. She continued that the Transportation Authority felt that if it was funding projects, it should be engaged in oversight and even if pitfalls could not be avoided, they could at least be assessed, risk could be managed, and the CAC and Board could be kept aware.



Member Rozell echoed Vice Chair Siegal's earlier comment and emphasized a desire to expedite the Vision Zero mission.

Chair Ortiz asked for further detail on the BART Core Capacity rail car replacement contract.

Ms. LaForte replied that the contract was for expansion vehicles and that the Transportation Authority was working closely with funding partners as part of a larger conversation.

Chair Ortiz opined that BART district counties should identify warehouse space so that BART could assemble and manufacture its own cars to save time and resources.

During public comment, Edward Mason remarked that given the context of multiple store closures recently, it would be a challenge to maintain revenue. He expressed concern about the instruments used to generate investment income considering interest rates and pointed to Silicon Valley Bank as an example. He referenced the Central Subway project's change orders and cost overruns and wondered if there was a need for an Auditor General, or if that was something the Transportation Authority could take on, similar to the Valley Transportation Authority.

Roland Lebrun commented that BART cars were being manufactured in the East Bay already. He said he thought it would be great if the CAC would advocate for the manufacture of high-speed trains at the same factory. He stated that as far as mega-projects go, he believed Central Subway went well. He said that the Valley Transportation Authority was being audited by the State of California and that results were scheduled to be published in October. He said the Federal government would be next.

Vice Chair Siegal moved to approve the item, seconded by Member Chen.

The item was approved by the following vote:

Ayes: CAC Members Barz, Chen, Daniels, Kim, Levine, Ortega, Ortiz, Rozell and Siegal (9)

Absent: CAC Members Davidson and Ho (2)

**11. Adopt a Motion of Support to Adopt Guidance for Development of the 2023 Prop L 5-Year Prioritization Programs - ACITON\***

Mike Pickford, Senior Transportation Planner, presented the item per the staff memorandum.

Member Ortega asked how major projects like Central Subway were funded.

Mr. Pickford replied that larger projects tended to have more complex funding plans and that locally controlled funding sources like the Prop L sales tax were helpful for matching outside funding sources including state and federal grants. He said that funding large projects was often a process of packaging multiple funding sources together.

Member Kim asked about the status of the District 1 Mobility Study and the 19th Avenue Subway Study and whether those projects would be included in 5YPPs.



Mr. Pickford replied that the District 1 Mobility Study was funded through the Prop K Neighborhood Program. He said that Prop L Expenditure Plan included a dedicated program for the Neighborhood Transportation Program and that staff expected to recommend \$700,000 in funding for each district in that program over the coming five years, which would be the same as the prior five years. Mr. Pickford said that this item was outlining the process through which individual projects would be selected to be included in 5YPPs, adding that the item before the CAC did not identify individual projects yet.

Anna LaForte replied that recommendations coming out of neighborhood plans, such as the District 1 Mobility Study or the District 5 or District 7 studies that were considered earlier in the meeting would potentially be eligible for Prop L funding. She said that Prop L Neighborhood Transportation Program funds were intended to help with early phases of these projects, such as planning and design, to help them compete for larger grant sources and that Prop L could provide matching funds.

Ms. LaForte said other programs such as Muni Metro Core Capacity would help projects advance to compete for big money at the federal level. She said that the Portal/Downtown Rail Extension (DTX) project was competing for funds from the Federal Capital Investment Grant Program. She said it was important to put local funds on DTX to demonstrate local commitment and qualify the project for \$3.3 billion from the federal government.

Chair Ortiz expressed concern that the Neighborhood Transportation Program and Equity Priority Transportation Program were toward the bottom of the list of 28 programs in Prop L and that that did not demonstrate a commitment to those programs. He said that focusing on the neighborhoods and interconnecting them with transportation would really help bring back a lot of trust.

Chair Ortiz also recommended conducting some in-person town halls, in addition to the planned virtual town hall. He suggested working and partnering with community-based organizations in equity priority communities, especially Chinatown, the Mission, and Bayview. He suggested working with partners who had previously been involved in community-based transportation plans and that had a preexisting network to plug into.

Chair Ortiz also said that it was a problem that BART was outsourcing developing and manufacturing rail cars rather than doing that work in house. He said he would like to prioritize potentially looking at a project to manufacture rail cars.

Mr. Pickford replied that the Expenditure Plan programs were not in priority order and that the Expenditure Plan established the proportion of funds for each program, so they do not compete with one another.

Mr. Pickford said that staff were available to present on Prop L to community-based organizations at their meetings. He asked if CAC members had suggestions for organizations with upcoming meetings that may be interested in receiving a presentation.

Ms. LaForte said that the Transportation Authority sent out an email to community-based organizations regarding rescheduling the town hall to June 20<sup>th</sup> from 6pm to 7pm and notifying them that the online survey had been extended through the end of June.



During public comment, Roland Lebrun said that BART cars would be maintained at the Hayward facility. He said that there would be a massive maintenance facility just north of Diridon Station. He said that he wanted to echo Ms. LaForte's comments about the importance of local match funding for DTX. He said regarding the Development Oriented Transportation program that there would need to be more of that type of investment. He said that intermodal planning was important for areas like the boundary between San Francisco and San Mateo counties near Candlestick Point. He said that this area would have 20,000 jobs and 10,000 housing units and that we need to make transportation work with this development. He said that developers would pay for most of the infrastructure.

Vice Chair Siegal moved to approve the item, seconded by Member Kim.

The item was approved by the following vote:

Ayes: CAC Members Barz, Chen, Kim, Levine, Ortega, Ortiz, Rozell and Siegal  
(8)

Absent: CAC Members Daniels, Davidson, and Ho (3)

## **12. San Francisco Municipal Transportation Agency Commuter Shuttle Bus Program - INFORMATION\***

Phillip Cranna, SFMTA Enforcement and Legal Affairs Manager, and Danny Yeung, Permits and Administration Acting Manager, presented the item per the staff memorandum.

Member Levine stated that he was worried about the large number of unlicensed or unpermitted vehicles on the streets. He stated that the information that was publicly reported did not seem to go anywhere. He stated that enforcement of these violations needed to be stepped up, especially as commuter bus ridership plummeted but the buses still blocked traffic.

Mr. Cranna responded that SFMTA had a staffing shortage but had explored shifting taxi investigators over to monitor commuter shuttle buses.

Mr. Yeung stated that there was a wide range and variety of shuttle buses, so it was not accurate to think of the commuter shuttle bus operators as all the same.

Member Levine stated that based on the feedback that the CAC had heard from members of the public, there needed to be more enforcement.

Mr. Yeung stated that the program was voluntary and not all commuter shuttle bus companies participated, for example casino and tour buses. He stated that SFMTA only controlled the local shuttle stops.

Member Rozell expressed similar concerns about the number of unpermitted buses that have been reported. He stated that he would like forced participation in the program. He asked if there was any relationship between the number of commuter buses on a street and it being included in the high injury network.

Vice Chair Siegal questioned if the program was limited to cost recovery or if it could generate revenue.



Mr. Yeung responded that a state mandate limited the program to cost recovery, including staff time, but ultimately did not give them much power.

Vice Chair Siegal asked what the basis for the state mandate was.

Mr. Cranna stated that it was Proposition 26 that limited the program to cost recovery.

Mr. Yeung elaborated that the law stated that agencies cannot impose or raise a tax without voter approval.

Chair Ortiz asked for clarification about the difference between a parking violation and an administrative violation of the program permit terms.

Mr. Cranna stated that as a requirement of companies getting a permit is that they abide by the program rules and if they violate those rules their permit can be revoked.

Chair Ortiz followed up and asked if SFMTA could set its own fines amount.

Mr. Cranna stated that the maximum amount was \$1,000.

Chair Ortiz asked if we could enforce the \$1,000 fine for every double-parking violation.

Mr. Cranna stated that there was a matrix which guided how SFMTA set fine amounts and often it was hard to tell exactly what the violation was.

Mr. Yeung stated that most of the participants in the program abided by the rules.

Chair Ortiz stated that there needed to be more deterrence of bad commuter shuttle bus behavior.

Mr Cranna stated that SFMTA had done what it could with its resources but unfortunately moving violations required the police to catch buses in the act.

Member Rozell stated that scooters had technology that indicated when they were being ridden on the sidewalk and concluded that buses could have a similar set up.

During public comment Edward Mason stated that commuter shuttle buses began to appear around 20 years ago and there was no environmental impact report. He stated that Parking Control Officers enforcement was down in recent years.

Paula Katz stated that the commuter shuttle bus companies should be assessed a tax to operate in the city. She stated that the buses did not help most people and that they symbolized the culture of convenience.

Kevin Wallace stated that technology companies came in the city 10 years ago as carpet bagger who just wanted to make money. He stated that he observed the rules broken every day and that there needed to be more enforcement.

Chair Ortiz asked why commuter shuttle buses were not regulated similar to taxis.

Mr. Cranna responded that the commuter shuttle buses fell under the CPUC's jurisdiction, so SFMTA did not have the authority to regulate and that was why the program was voluntary.

Member Levine stated that the City should develop more control over the commuter shuttle buses.





## **Other Items**

### **13. Introduction of New Business - INFORMATION**

Member Barz stated that the San Francisco Chronicle published a story about SFMTA's lack of traffic enforcement. She asked what was SFMTA's strategy for traffic enforcement, how they prioritized for safety, and how they chose their routes.

Member Rozell echoed Member Barz's comments and specified that there should be a focus on enforcement of the five most deadly traffic violations. He then reiterated his previous request for information on the requirements of sub-contractors to meet ADA compliance. He stated anecdotally that he had seen multiple instances of ADA ramps being out of compliance.

Vice Chair Siegal asked for a breakdown of how much SFMTA and SFPD spent on traffic enforcement and how they worked together.

Chair Ortiz asked for a report on how many crosswalks had been daylighted in equity priority communities. He requested representative from Assemblymember Ting's and Senator Wiener's offices present to the CAC about what their offices were doing about traffic enforcement and the transit fiscal cliff.

Member Rozell requested a presentation from SFMTA and more information on the plans to extend the hours of parking meters.

Member Ortega echoed Member Rozell's comments and asked what the reasoning behind the expansion was.

Vice Chair Siegal requested a data report on the speed reductions in the Tenderloin.

Member Kim requested information on SFMTA's future plans for parking enforcement.

Member Barz asked for information on how transit would be funded if there was no state bailout. She stated that while the decision was still pending, Assemblymember Ting's advocacy was not adequate and the Assembly needed to pass a new budget that included more funding for transit.

Member Rozell requested information about traffic enforcement in relation to the High Injury Network.

Chair Ortiz requested that Assemblymember Ting and Senator Weiner appear before the Transportation Authority Board to discuss the transit fiscal cliff.

During public comment, Roland Lebrun stated that it may be appropriate to start having two CAC meetings a month.

### **14. Public Comment**

During public comment, Ed Mason stated that commuter shuttle buses had clogged streets and damaged the environment but the fees the companies paid did not cover those costs. He stated that SFMTA was losing potential revenue and that the cost were passed on to the taxpayers. He closed by saying that ridership was down and commuter bus companies should be assessed a taxi medallion fee of \$250,000 to operate.

Paula Katz stated that she appreciated the timer that showed how much time callers



had remaining to make their comment.

Roland Lebrun requested that Clerk Saunders show a video about the 22<sup>nd</sup> Street Caltrain station and its lack of intermodal connections to other transit operators.

**15. Adjournment**

The meeting was adjourned at 9:36 p.m.

San Francisco County Transportation Authority  
Agenda Item 4

**State Legislation - June 2023**

(Updated June 6, 2023)

To view documents associated with the bill, click the bill number link.

Staff is recommending a new oppose unless amended position on Assembly Bill (AB) 825 (Bryan) as shown in **Table 1**.

**Table 2** shows the status of active bills on which the Board has already taken a position, or that staff has been monitoring as part of the watch list.

**Table 1. Recommended New Positions**

Recommended Positions	Bill # Author	Title and Summary
Oppose Unless Amended	<a href="#">AB 825</a> <a href="#">Bryan D</a>	<p><b>Vehicles: bicycles on sidewalks.</b></p> <p>Existing law authorizes a local authority to adopt rules and regulations regarding the operation of bicycles on public sidewalks. San Francisco has chosen to implement a prohibition of bicycles on sidewalks except for riders under 13 years of age, primarily due to safety concerns given the city's narrow sidewalks and high concentration of pedestrians. AB 825 would authorize the operation of bicycles on sidewalks statewide, unless the adjacent street has a striped or otherwise separated bicycle lane or trail. It would also require cyclists to yield to pedestrians and not exceed 10 miles per hour. It would remove the existing option for local jurisdictions to adopt alternate rules and regulations about bicycle use on sidewalks that are reflective of local conditions.</p> <p>We are recommending an oppose unless amended position, as the bill would introduce significant new dangers for pedestrians, in particular seniors, people with disabilities. Further, the proposed 10 miles per hour speed limit is too high and would be, in practicality, unenforceable.</p> <p>SFMTA has submitted a letter to the author detailing their concerns and hopes to work with him on amendments that would retain discretion for San Francisco and other jurisdictions to determine whether and where to authorize sidewalk riding. We understand that one of the author's major objectives for introducing the legislation is to address the social harms created by policing public spaces, which disproportionately impact Black, Latin American, and low income people. We will support SFMTA in advancing an alternative way to accomplish this, such as the approach of Assemblymember Ting's bill last year (AB 2147) which prohibited enforcement of jaywalking laws statewide.</p>

San Francisco County Transportation Authority  
Agenda Item 4

**Table 3. Bill Status for Positions Taken in the 2023-24 Session**

Below are updates for the two-year bills for which the Transportation Authority have taken a position or identified as a bill to watch. Updates to bills since the Board's last state legislative update are italicized.

Adopted Positions / Monitoring Status	Bill # Author	Bill Title	Update to Bill Status <sup>1</sup> (as of 06/08/2023)
Support	<a href="#">ACA 1</a> <a href="#">Aguiar-Curry</a> D Haney D  Principal Coauthor: <a href="#">Wiener</a> D	<b>Local government financing: affordable housing and public infrastructure: voter approval.</b>  Reduces the voter threshold from two-thirds to 55% for a city, county, or special district to approve a bond measure that funds the construction, reconstruction, rehabilitation, or replacement of public infrastructure, affordable housing, or permanent supportive housing.	<i>Assembly Local Government</i>
	<a href="#">AB 251</a> <a href="#">Ward</a> D	<b>California Transportation Commission: vehicle weight safety study.</b>  Requires the formation of a task force to study the relationship between vehicle weight and injuries to vulnerable road users and the costs and benefits of a passenger vehicle weight fee.	<i>Senate Transportation</i>
	<a href="#">AB 361</a> <a href="#">Ward</a> D	<b>Vehicles: video imaging of bicycle lane parking violations.</b>  Authorizes the use of automated forward-facing cameras on parking enforcement vehicles for the purpose of citing parking violations in bicycle lanes.	<i>Senate Transportation</i>
	<a href="#">AB 645</a> <a href="#">Friedman</a> D	<b>Vehicles: speed safety system pilot program.</b>  Establish a pilot safety program, including limited authorization of speed safety cameras.	<i>Senate Desk</i>
Watch	<a href="#">AB 6</a> <a href="#">Friedman</a> D	<b>Transportation planning: regional transportation plans: Solutions for Congested Corridors Program: reduction of greenhouse gas emissions.</b>  Increases state involvement in regional Sustainable Communities Strategy development and requires projects nominated to receive SCCP funds to demonstrate how it would contribute to achieving the state's greenhouse gas emission reduction targets.	<i>Senate Desk</i>

San Francisco County Transportation Authority  
**Agenda Item 4**

	<a href="#">AB 7 Friedman</a> D	<p><b>Transportation: planning: project selection processes.</b></p> <p>Requires state transportation agencies to incorporate a wide range of principles into their project identification processes (including vision zero, resiliency, ZEV infrastructure, not increasing passenger VMT) and requires the next update to the California Transportation Plan include a financial element.</p>	<p><i>Senate Desk</i></p>
	<a href="#">AB 761 Friedman</a> D	<p><b>Transit Transformation Task Force.</b></p> <p>Establishes a task force to develop policies to grow transit ridership and improve the transit experience, requiring a report to the Legislature by January 1, 2025.</p>	<p><i>Senate Transportation</i></p>

<sup>1</sup>Under this column, "Chaptered" means the bill is now law, "Dead" means the bill is no longer viable this session, and "Enrolled" means it has passed both Houses of the Legislature. Bill status at a House's "Desk" means it is pending referral to a Committee.



**San Francisco  
County Transportation  
Authority**

BD061323

RESOLUTION NO. 23-XX

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RESOLUTION ADOPTING AN OPPOSE UNLESS AMENDED POSITION ON  
ASSEMBLY BILL 825 (BRYAN)

WHEREAS, The Transportation Authority approves a set of legislative principles to guide transportation policy advocacy in the sessions of the Federal and State Legislatures; and

WHEREAS, With the assistance of the Transportation Authority's legislative advocate in Sacramento, staff has reviewed pending legislation for the current Legislative Session and analyzed it for consistency with the Transportation Authority's adopted legislative principles and for impacts on transportation funding and program implementation in San Francisco and recommended adopting a new oppose unless amended position on Assembly Bill (AB) 825 (Bryan) as shown in Attachment 1; and

WHEREAS, At its June 13, 2023 meeting, the Board reviewed and discussed AB 825 (Bryan); now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts a new oppose unless amended position on AB 825 (Bryan); and be it further

RESOLVED, That the Executive Director is directed to communicate this position to all relevant parties.

Attachment:

1. State Legislation - June 2023



## Memorandum

### AGENDA ITEM 7

**DATE:** May 25, 2023  
**TO:** Transportation Authority Board  
**FROM:** Rachel Hiatt - Deputy Director for Planning  
**SUBJECT:** 6/13/2023 Board Meeting: Adopt the Ocean Avenue Mobility Action Plan [NTIP Planning]

**RECOMMENDATION**  Information  Action

Adopt the Ocean Avenue Mobility Action Plan [NTIP Planning]

**SUMMARY**

Transportation Authority Board Member Myrna Melgar requested the Ocean Avenue Mobility Action Plan to identify a set of up to three small or medium and two large projects to prioritize for advancement to improve safety and connectivity; transit efficiency, reliability, and access; manage congestion; and improve livability on the Ocean Avenue corridor, between San Jose Avenue and Junipero Serra. The project included a 14-member Task Force that was tasked with providing feedback on project outreach and determining the priority projects to advance through the Plan. The attached draft final plan identifies five priority concepts including pedestrian safety, speed management, bike connectivity, creating a shared pedestrian and bike path with the removal of the pedestrian bridge, and K Ingleside Muni Forward improvements. The Plan, which was funded with District 7 Neighborhood Transportation Improvement Program (NTIP) funds, includes a funding and implementation strategy.

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



## BACKGROUND

Transportation Authority Board Member Myrna Melgar requested and the Board approved Neighborhood Transportation Improvement Program (NTIP) planning funds for Transportation Authority staff, in coordination with the San Francisco Municipal Transportation Agency (SFMTA), to conduct the Ocean Avenue Mobility Action Plan. Working with the District 7 office, we convened a 14-member project Task Force made up of residents, businesses, institutions, and local community groups. The Task Force identified priority projects for advancement, with consideration for technical analysis and community outreach. The study first considered recommendations from plans completed within the past ten years and, through the Task Force, identified which projects to bring forward for consideration in this study. The Task Force also identified new concepts.

## DISCUSSION

**Task Force.** The Task Force's role was to liaise with the community, share and promote outreach, and determine the set of project recommendations, with consideration for outreach findings and technical analysis conducted by the project team. The project Task Force met five times over the study period. Meeting one included an overview of the project scope and Task Force member roles, defined the study area, established a study name, and discussed corridor needs. Meeting two included a review of past plan recommendations, confirmation of project goals, and identification of new projects to consider in the planning process. Meeting three included a review of the first round of community outreach findings and narrowed down the list of projects for further development and technical work. Meeting four included a review of the second round of community outreach findings and initial selections of projects for advancement in the Mobility Action Plan. Meeting five finalized three small projects and two large projects for advancement.

**Outreach.** The project included two primary rounds of outreach. For each round, we worked closely with the District 7 Office and Task Force to promote outreach surveys in newsletters and on social media. The project team also gave presentations to community-based organizations and attended Sunday Slow Streets and community events to understand priorities around study goals and project concepts. A third round of outreach included collecting written feedback on the study recommendations, which we posted to the project website.





**Concept Refinement and Selection Process.** We collected transportation recommendations from studies and plans on the Ocean Avenue corridor completed within the past ten years. These recommendations served as a starting point for consideration. The Task Force voted on which projects to bring to public outreach and further develop in the study. The Task Force also identified new concepts in this process. Based on findings from the first round of outreach, the Task Force narrowed down the list of projects for staff to further develop by developing design toolkits, technical analysis, and cost and impact considerations. The Task Force ultimately identified a short list of project concepts to advance in the Mobility Action Plan and provided guidance on design and implementation considerations for future phases of outreach. We compiled all Task Force recommendations along with a summary of public comments, technical considerations, cost considerations, and funding strategies for each recommended project. The final set of project recommendations include:

1. Pedestrian safety improvements on Ocean Ave, which includes flashing crosswalk signs, ADA ramp upgrades, and bulbouts/ painted safety zones. This is a small-medium project.
2. Speed management improvements on Ocean Ave, which includes signal improvements, speed feedback signs, and hardened centerlines to prevent unpermitted and wide left turns. This is a small-medium project.
3. Bike connectivity improvements via Holloway, which establishes an alternate east-west bike connection between the Balboa Park BART Station and Junipero Serra. This is a small-medium project.
4. K Ingleside Muni Forward, which includes a package of improvements to improve capacity, reduce travel times, increase reliability, and enhance traffic safety. This is a large project.
5. Creating a shared pedestrian and bike path and removing the pedestrian bridge on Ocean Avenue fronting City College by moving the existing retaining wall to create a separated path between I-280 and the Frida Kahlo/ Ocean / Geneva intersection. This is a large project.

The final report includes a funding and implementation strategy that outlines cost estimates, potential funding opportunities, and leads agencies for each recommendation. On March 21, 2023, the Board allocated \$237,000 in Prop K NTIP funds to the San Francisco Municipal Transportation Agency (SFMTA) to complete design and implementation of select small - medium concept recommendations;



though additional funding will be necessary to complete the full set of recommendations. The priority for this funding is for the low-cost pedestrian safety improvements including crosswalk warning signs, painted safety zones, and daylighting. Transportation Authority and SFMTA staff, working with the District 7 office will seek additional funding sources to advance the Plan's recommendations.

### **FINANCIAL IMPACT**

The recommended action would not have an impact on the adopted Fiscal Year 2022/23 budget or proposed Fiscal Year 2023/24 budget.

### **CAC POSITION**

The CAC considered this item at their May 24, 2023 meeting and adopted a motion of support for the staff recommendation.

### **SUPPLEMENTAL MATERIALS**

- Attachment 1 - Ocean Avenue Mobility Action Plan (Draft Final Report)
- Attachment 2 - Resolution



# Ocean Avenue Mobility Action Plan



San Francisco County Transportation Authority  
**Neighborhood**  
program

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Draft Report: May 2023

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## Acknowledgments

The Ocean Ave Mobility Action Plan was funded through the San Francisco County Transportation Authority's Neighborhood Program at the request of Commissioner Melgar. The Neighborhood Program was established to fund community-based efforts in San Francisco neighborhoods, especially in underserved neighborhoods and areas with vulnerable populations (e.g., seniors, children, and/or people with disabilities). The Neighborhood Program is made possible with San Francisco's half-cent sales tax for transportation funds.

### PROJECT TEAM

#### San Francisco County Transportation Authority

**Rachel Hiatt**, Deputy Director of Planning

**Aliza Paz**, Principal Planner

**Brittany Chan**, Communications

#### San Francisco Municipal Transportation Agency

**Michael Rhodes**, Transit Priority Team Lead

**Anna Harkman**, Transit Planning

**Larson Holt**, Transit Planning

**Mark Dreger**, Livable Streets

**Casey Hildreth**, Livable Streets



1455 Market Street, 22nd Floor,  
San Francisco, CA 94103

**TEL** 415-522-4800

**EMAIL** [info@sfcta.org](mailto:info@sfcta.org) **WEB** [www.sfcta.org](http://www.sfcta.org)

## Table of Contents

<b>PROJECT OVERVIEW</b>	<b>5</b>
<b>PAST STUDIES AND PLANS</b>	<b>7</b>
<b>COMMUNITY ENGAGEMENT</b>	<b>10</b>
<b>CONCEPT REFINEMENT AND EVALUATION</b>	<b>21</b>
<b>RECOMMENDATIONS AND IMPLEMENTATION</b>	<b>28</b>
<b>IMPLEMENTATION FUNDING</b>	<b>40</b>

## Appendices

Appendix A: Ocean Avenue Task Force	42
Appendix B: Task Force Meeting 4 Project Concept Sheets	47
Appendix C: Task Force Meeting 5 Project Concept Sheets	56

## Tables

<b>Table 1.</b> Overview of Past Plans and Studies and Recommendations	9
<b>Table 2.</b> Survey Response for “Please rate your transportation priorities for the neighborhood”	13
<b>Table 3.</b> Survey 1 Responses to identifying important projects	14
<b>Table 4.</b> Survey 2 Responses for preferred long-term concept for advancement.	19
<b>Table 5.</b> Survey 2 Responses for top to preferred near-term projects for advancement	19
<b>Table 6.</b> Evaluation Framework for Project Development Process	28
<b>Table 7.</b> Ocean Ave Pedestrian Safety Concept Project Cost Estimate	30
<b>Table 8.</b> Ocean Ave Speed Management Concept Project Cost Estimate	31
<b>Table 9.</b> Bike Connectivity via Holloway Concept Project Cost Estimate	35
<b>Table 10.</b> Shared Pedestrian and Bike Path, with Removal of the Pedestrian Bridge Concept Project Cost Estimate	38
<b>Table 11.</b> Evaluation of the Recommended Concepts	39
<b>Table 12.</b> Concept Recommendations with Cost, Funding, Strategy, and Implementing Agency	40

## Figures

<b>Figure 1.</b> Ocean Avenue Mobility Action Plan Study Area	6
<b>Figure 2.</b> Home Zip Codes of Survey 1 Respondents	11
<b>Figure 3.</b> Race and Ethnicity of Survey 1 Respondents	12
<b>Figure 4.</b> Annual Household Income of Survey 1 Respondents	12
<b>Figure 5.</b> Zip codes classified as “near study area”	16
<b>Figure 6.</b> Home Zip Codes of Survey 2 Respondents	17
<b>Figure 7.</b> Race and Ethnicity of Survey 2 Respondents with Bay Area and Blank Zip Codes compared to Survey 1 Responses and District 7 Overall	18
<b>Figure 8.</b> Household Income of Survey 2 Respondents with Bay Area and Blank Zip Codes compared to Survey 1 Responses and District 7 Overall	18
<b>Figure 9.</b> Bike Crossing Improvement Locations and Existing Bike Network Map	23
<b>Figure 10.</b> Geneva Transit, Pedestrian, and Bike Improvement Cross Section	25
<b>Figure 11.</b> Shared Pedestrian and Bike Path and Pedestrian Bridge Removal Concept Design	27
<b>Figure 12.</b> Ocean Ave Pedestrian Safety Concept Map	30
<b>Figure 13.</b> Ocean Ave Speed Management Concept Map	31
<b>Figure 14.</b> Bike Connectivity via Holloway Concept Map	32
<b>Figure 15.</b> Bike Connectivity via Holloway Concept Design, by Segment	34
<b>Figure 16.</b> K Ingleside Muni Forward Concept	36
<b>Figure 17.</b> Shared Pedestrian and Bike Path, with Removal of the Pedestrian Bridge Concept	37

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## Project Overview

The Ocean Avenue Mobility Action Plan was developed at the request of Transportation Authority Board Member Myrna Melgar (District 7). Over the past decade, many studies have been conducted for the Ocean Avenue corridor and a range of recommendations have been put forward through these efforts. The Ocean Avenue Mobility Action Plan reviewed past plans and studies for the Ocean Avenue corridor to identify needs, goals, and past recommendations. The Action Plan was guided by a Project Task Force of residents, businesses, and community representatives, assembled specifically for this study to determine study recommendations. Each of these recommendations was considered, along with potential new concepts identified by the project Task Force. Through community engagement, technical analysis, and working closely with the project Task Force, the Mobility Action identifies three small projects and two large projects to be prioritized for advancement.

Each of the recommended concepts has been further developed to include location specific improvements, implementation details, costs, and funding opportunities. Considerations gathered through the community engagement process are also documented to guide future studies, detailed design, and implementation.

### PROJECT TASK FORCE

Working with the District 7 Office, the Transportation Authority convened a 14-member Task Force of residents, businesses, and community representatives to support and provide input to the Ocean Avenue Mobility Action Plan development and outreach efforts. The Task Force's role included prioritizing existing transportation concepts, identifying new concepts to improve transportation along Ocean Avenue, and selecting the final project recommendations to advance in the Mobility Action Plan. The Task Force met over five meetings to ultimately develop consensus around project recommendations. The meeting objectives included:<sup>1</sup>

- **Meeting 1 (October 2021):** Included an overview of the project scope and Task Force member roles, defined the study area, established a study name, and discussed corridor needs
- **Meeting 2 (February 2022):** Task Force members reviewed past plan recommendations, agreed on project goals, and identified new projects to consider in the planning process
- **Meeting 3 (July 2022):** Task Force members reviewed the first round of community outreach findings and narrowed down the list of projects for further development and technical work

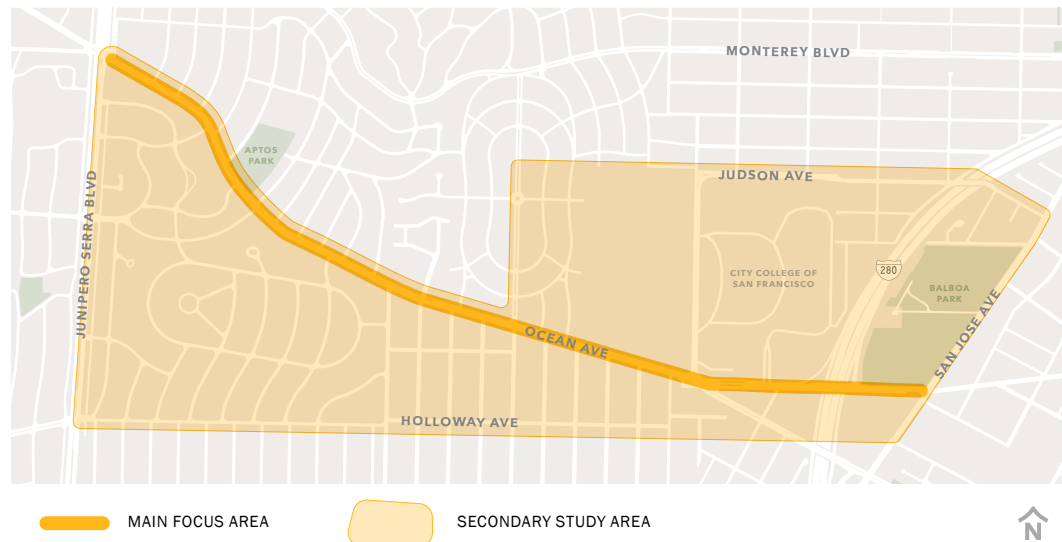
<sup>1</sup> See Appendix A for a list of Task Force members and meeting summaries

- **Meeting 4 (November 2022):** Task Force members reviewed the second round of community outreach findings and began to select projects for advancement in the Mobility Action Plan
- **Meeting 5 (February 2023):** Task Force members finalized three small projects and two large projects for advancement in the Mobility Action Plan

## STUDY AREA

The project study area is centered on Ocean Avenue between San Jose Avenue and Junipero Serra Boulevard. With input from the Task Force, the secondary study area was defined to Judson Avenue to the north between San Jose Avenue and Miramar and Holloway to the south along the full length of the corridor. Figure 1 shows the study focus area and secondary study area.

**Figure 1. Ocean Avenue Mobility Action Plan Study Area**



## STUDY GOALS

Study goals were developed based on reviewing past plans and studies for the study area and with input from the Task Force. Goals from previous plans in the study area included:

- Improve safety for people walking and bicycling
- Prioritize non-auto connections between new residential development and neighborhood destinations



- Improve the connectivity and accessibility of the Ocean Avenue Commercial Corridor and Balboa Park Station for travelers across all modes
- Support efficient and reliable transit operations
- Reduce impacts of freeway-bound automobile traffic on the local community
- Minimize traffic delays to vehicles traveling to/from I-280
- Reduce auto trips and vehicle miles traveled (VMT)
- Create a more visually appealing streetscape and public realm

These goals were consolidated into four overarching goals for the Mobility Action Plan, shown below. The outreach process asked participants to prioritize the goals. The goals are listed in order of priority.



Improve transit efficiency, reliability and accessibility



Improve safety and connectivity for pedestrians, bicyclists



Improve livability to support economic vitality and quality of life



Manage congestion on streets, particularly at freeways

## Past Studies and Plans

Many planning efforts have focused on the Ocean Avenue Corridor over the past decade, each with different recommendations. Despite transportation improvements to the corridor, recommendations from past planning efforts have not advanced or been prioritized. The past planning efforts are summarized below, and Table 1 has a summary of recommendations. At the second Task Force meeting, the Task Force prioritized nine of these projects to advance in the study process. Projects not recommended for

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advancement can be understood as lower priority, but could be further developed or advanced at a future date.

- **The Ocean and Geneva Corridor Design Plan**, led by the San Francisco Planning Department in 2015,<sup>1</sup> identified multiple improvements focused on pedestrian and bike safety, circulation, and the streetscape and public realm.
- **The Balboa Park Circulation Improvement Study**, led by the San Francisco County Transportation Authority (SFCTA) in 2014,<sup>2</sup> aimed to reduce conflicts among different types of travelers around the BART station, improve pedestrian and bicycle conditions, and balance vehicle operational needs.
- **Frida Kahlo / Ocean / Geneva (F.O.G) Study**, led by the San Francisco Municipal Transportation Agency (SFMTA) in 2021<sup>3</sup>, reviewed existing issues at the F.O.G intersection and developed design concepts, based on recommendations for the Ocean and Geneva Corridor Design Plan, to improve safety, accessibility, and comfort for all travelers.
- **Balboa Park Transportation Demand Management Framework**, led by the San Francisco Planning Department in 2017<sup>4</sup>, recommends measures to better manage the current and future transportation needs of commuters, families, seniors, employees, visitors, and students of all ages, means, and schedules in the neighborhood.
- **Muni Forward**, led by SFMTA, addresses transit delay, improves reliability, and increases the safety and comfort of riders along the most heavily used routes through transit priority projects.<sup>5</sup> Muni Forward improvements have been made or are currently being planned to many transit lines across the city, with 80 miles of corridor improvements built to date. Ocean Avenue is identified as a future Muni Forward improvement corridor.

1 <https://sfplanning.org/project/ocean-ave-corridor-design>

2 <https://www.sfcta.org/projects/balboa-park>

3 <https://www.sfmta.com/projects/frida-kahlo-ocean-geneva-fog-study>

4 <https://sfplanning.org/balboa-area-transportation-demand-management-plan>

5 <https://www.sfmta.com/muniforward>

**Table 1. Overview of Past Plans and Studies and Recommendations**

PROJECT RECOMMENDATIONS FROM PAST PLANS/ STUDIES	PLAN/STUDY	ADVANCED THROUGH TASK FORCE PROCESS	ADDITIONAL DETAILS
Improve or remove the pedestrian bridge between Geneva and City College	Ocean and Geneva Corridor Design Plan, F.O.G Study	Yes	<p>The study included three options:</p> <ol style="list-style-type: none"> <li>1) Demolish the bridge, pedestrians would use existing at grade crossings</li> <li>2) Remove the stairs to the bridge on Ocean Ave, pedestrians from Ocean Ave would use existing at grade crossings. Bridge would still connect CCSF to Geneva, but would be inaccessible from Ocean Ave</li> <li>3) Upgrade bridge – add pedestrian lighting, upgrade railing and stairs, improve accessibility</li> </ol> <p>The Task Force advanced the bridge removal concept because it allows for a shared pedestrian and bike path to be constructed along Ocean Avenue (see line below).</p>
Construct east-west bikeway (and wider sidewalk) on Ocean (City College campus edge)	Ocean and Geneva Corridor Design Plan, F.O.G Study	Yes	The Task Force advanced this project in the form of a shared pedestrian and bike path on Ocean Avenue.
Construct east-west bike lanes on Geneva	Ocean and Geneva Corridor Design Plan	Yes	The Task Force modified this project to combine it with the pedestrian improvements on Geneva (see below) and expand it to include transit improvements.
Improve pedestrian safety on Geneva	Ocean and Geneva Corridor Design Plan	Yes	The Task Force modified this project to combine it with the projects to create east-west bike lanes on Geneva (see above) and expand it to include transit improvements.
Improve access to I-280	Ocean and Geneva Corridor Design Plan	No	This project would add a right turn pocket on eastbound Geneva at I-280 to accommodate vehicles entering the freeway. The Task Force did not advance this project in their selection of priority projects.
Construct a new transit plaza at Ocean and Geneva	Ocean and Geneva Corridor Design Plan	No	The project would design and construct plaza on the south side of Ocean Ave, west of Frida Kahlo Avenue including drought tolerant landscaping, seating, bus shelters, and pedestrian scale lighting. The Task Force did not advance this project.
Improve the entrance to Balboa Park and Balboa Park Skate Park	Ocean and Geneva Corridor Design Plan	No	<p>This project would create an ADA accessible entrance to Balboa Park at the corner of Ocean Avenue and the I-280 on ramp including a new bus shelter and landscaping to limit views of freeway. At the skate park, the project would add a bus shelter, specialty paving, seating, landscaping, custom signage, and pedestrian-scale lighting.</p> <p>The Task Force did not advance this project.</p>
Improve the streetscape around the Balboa Park BART station	Ocean and Geneva Corridor Design Plan	No	The project would add street and pedestrian lighting, widen the sidewalk, add bulbouts, and add landscaping. The Task Force did not advance this project.
Realign the I-280 southbound ramp at Ocean Avenue	Balboa Park Station Area Circulation Improvement Study	No	This project would reconfigure the I-280 southbound off-ramp to Ocean Ave from a high-speed merge to a signalized intersection. This project is being led by the Transportation Authority and entered the design phase during the study period. The Task Force did not advance this project.
Add or repaint continental or decorative crosswalks	Balboa Park Transportation Demand Management Framework	No	This concept would create and/or refresh high-visibility crosswalks. The identified specific locations for consideration. The Task Force did not advance this project.
Improve pedestrian and bicycle safety at the F.O.G intersection	Ocean and Geneva Corridor Design Plan, F.O.G Study	No	This project includes a near-term design and a long-term design. The near-term quick-build design is currently being considered by SFMTA along with Muni Forward improvements on Ocean Avenue and could reconfigure the intersection to improve transit, pedestrian, and bicycle access and safety. The long-term design includes additional capital-intensive improvements to the intersection. The Task Force did not advance the long-term project.
Improve transit reliability and capacity for the K Ingleside	Muni Forward	Yes	This project would improve transit reliability, access, and capacity through boarding platform upgrades, traffic signal priority, transit stop spacing improvements, pedestrian improvements, and other enhancements. The Task Force advanced this concept.

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In the second Task Force meeting, the Task Force prioritized nine projects to advance for further development and into the outreach process. The list of project, outlined below, are a combination of past project recommendations and new concepts or adjustments to past projects.

Small projects include:

- Pedestrian safety improvements on Ocean Avenue (e.g. decorative crosswalks, pedestrian scale lighting, and bulb-outs at intersections)
- Geneva transit, pedestrian, and bike improvements
- Ocean Avenue corridor traffic safety and speed management improvements
- Streetscape improvements (e.g. landscaping and tree planting)
- Bike lanes on Geneva
- Bike safety improvements on Ocean Avenue and connectivity improvements
- Accessibility improvements to Balboa Park (e.g. new ADA entrances)

Large projects include:

- Muni Forward improvements for K Ingleside
- Remove the Ocean Avenue pedestrian bridge, move the retaining wall, and construct a shared pedestrian and bike path.

## Community Engagement

Two rounds of public outreach helped the Task Force refine the list of projects to recommend as priority projects. Each community outreach round included a town hall, a multi-language survey, and popups at community events. The Task Force and the District 7 Office helped promote both surveys and town hall events. The project team also shared the outreach information with local community-based organizations.

The outreach rounds included:

- **Round 1:** Presented Action Plan goals, prior projects identified in previous plans, and new projects identified by the Task Force. This round aimed to understand what projects the community would prioritize from the list of nine advanced by the Task Force, described in Table 1.
- **Round 2:** Presented a refined list of projects determined by the Task Force based on findings from the first round of outreach. This round asked the community to pick their preferred projects from a list of 7 identified by the Task Force.

## COMMUNITY ENGAGEMENT ROUND 1

The first round of outreach asked community members for input on the Action Plan’s goals and projects for consideration. Outreach activities included a virtual town hall, community presentations, and a survey.

The Transportation Authority and the District 7 Transportation Authority Board Member Myrna Melgar convened a virtual town hall meeting on June 15, 2022. Approximately 50 people attended the event. Project staff presented the goals of the project and gave an overview of completed projects, projects in progress, and projects for consideration in the Action Plan. Through polling, participants were asked to consider the Action Plan’s goals and the projects that were presented, and to select which were most important to them. Participants also shared input on the projects for consideration, as well as any new project ideas. Feedback included the need to improve transit access, pedestrian safety, and traffic management along Ocean Avenue.

In addition to the town hall event, staff also presented to the San Francisco Youth Commission, San Francisco Transit Riders – Transit Planning Working Group, and the Westwood Park Homeowners Association. Staff also attended Excelsior Sunday Streets on June 12, 2022 to provide project information and distribute surveys to community members.

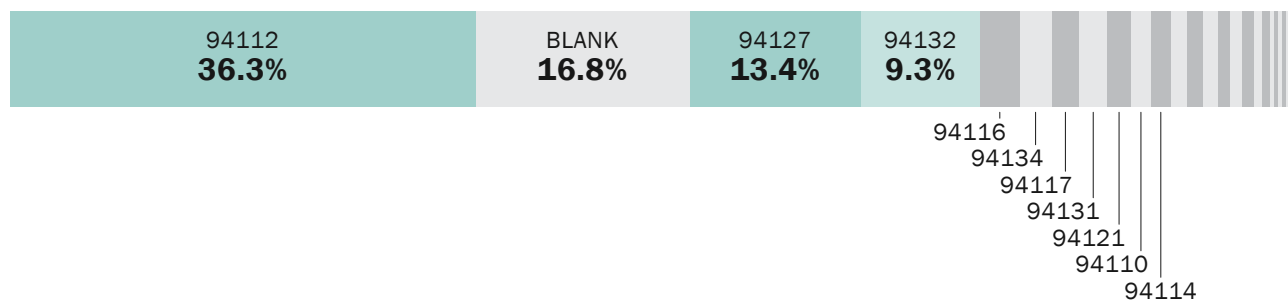
### Survey

A survey was conducted between May to June 2022 in English, Spanish, and Chinese. The survey aimed to understand community priorities related to the study goals and projects for consideration. The survey asked respondents to share their transportation priorities in the neighborhood, to prioritize study goals, small projects, large projects, and to give suggestions for new project ideas. The survey received 329 responses.

### Demographics of Respondents

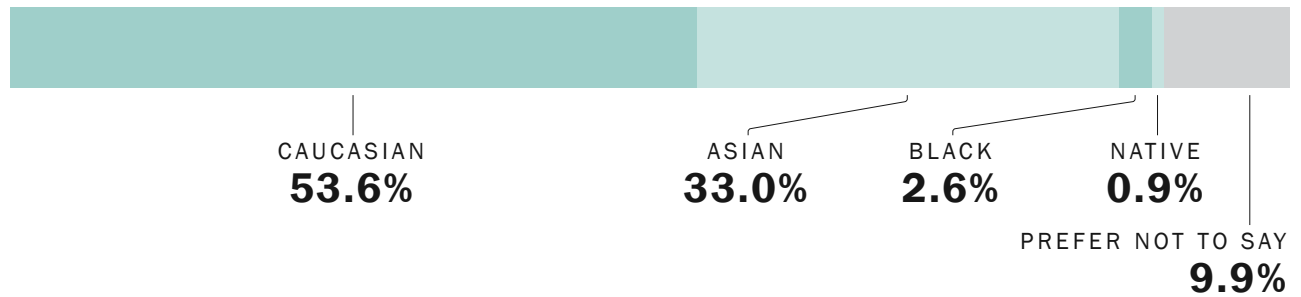
Many respondents provided a home zip code. Over half of the zip codes provided are nearby the Ocean Avenue corridor – Ingleside-Excelsior/Crocker-Amazon (94112, 36%), St. Francis Wood/Miraloma/West Portal (94127, 13%), Lake Merced (94132, 9%). A small portion of responses are from other parts of the city (see Figure 2).

Figure 2. Home Zip Codes of Survey 1 Respondents

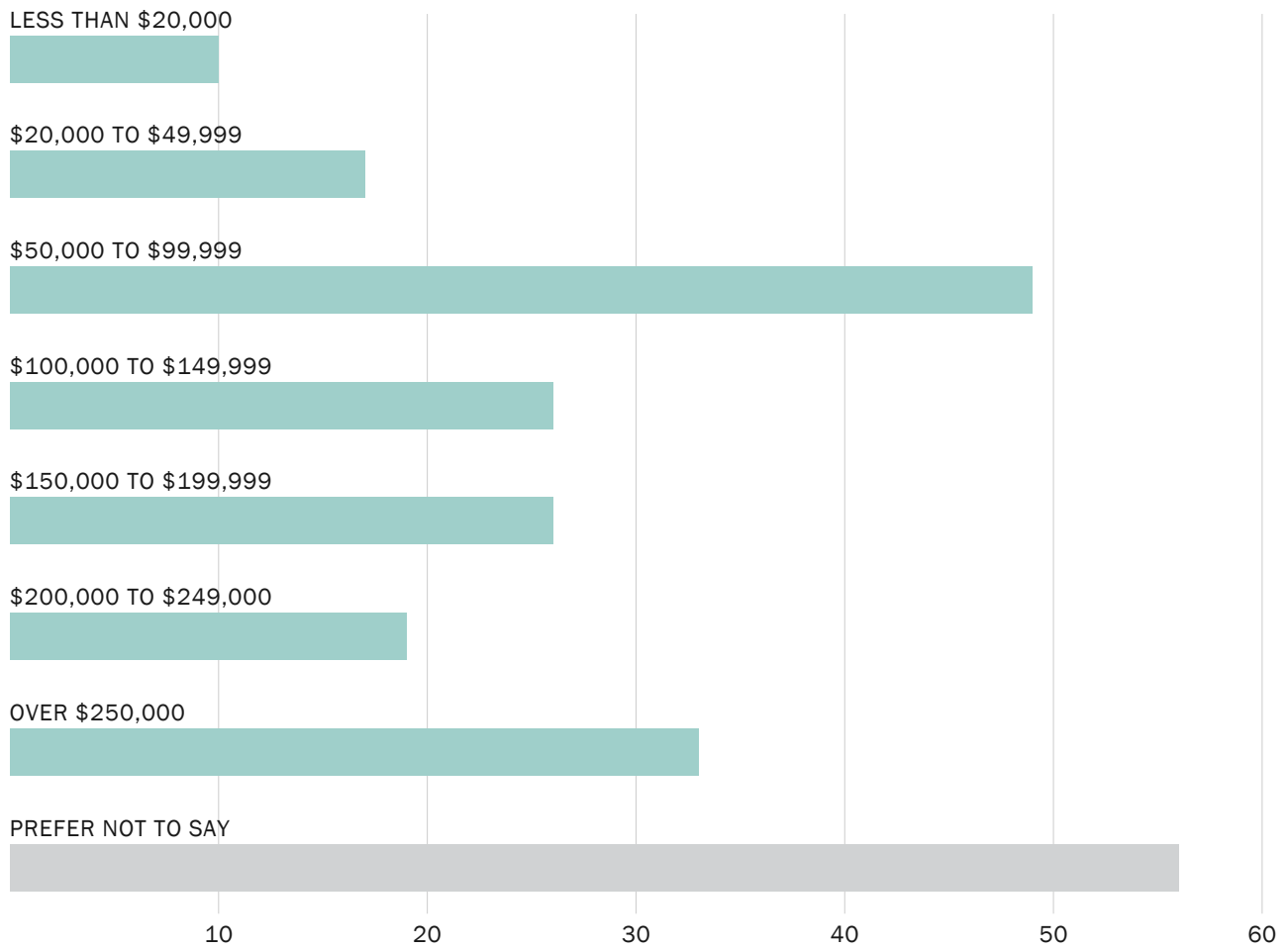


Many respondents did not answer questions related to demographics. Based on the responses received, about 50% identify as White, 30% as Asian, and 3% as Black or Native American (see Figure 3). About 8% of respondents identified as Hispanic, Latino, or Latinx. The majority of respondents have a household income under \$150,000 and, on average, household incomes support 2 people (see Figure 4)

**Figure 3. Race and Ethnicity of Survey 1 Respondents**



**Figure 4. Annual Household Income of Survey 1 Respondents**



**What we Heard**

Survey respondents were asked to rate the relative importance of the four study goals – transit efficiency, reliability, and accessibility; pedestrian and bike safety; improve livability, economic vitality, and quality of life; and manage congestion. Table 2 below shows how each goal was ranked on a low to high scale. Transit efficiency, reliability, and accessibility was ranked as a high importance most often (68%) and managing congestion was ranked as a high priority least often (38%).

**Table 2.** Survey Response for “Please rate your transportation priorities for the neighborhood”

<b>TRANSPORTATION PRIORITIES FOR THE NEIGHBORHOOD</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>	<b>PERCENT OF HIGH RESPONSES</b>
<b>Transit efficiency, reliability and accessibility</b>	22	82	221	68%
<b>Pedestrian and bike safety</b>	38	86	200	62%
<b>Improve livability, economic vitality and quality of life</b>	26	103	189	59%
<b>Manage congestion</b>	88	109	123	38%

Survey respondents also identified the relative importance of large and small projects for consideration (see Table 3). For the large projects, the K Ingleside Muni Forward project was selected as important more often than the concept to create a shared pedestrian and bike path on Ocean Avenue between Frida Kahlo Way and I-280. For small projects, the pedestrian safety concept was selected as important most often and bike improvements on Ocean Avenue and accessibility improvements to Balboa Park were selected as important least often. The remaining project concepts were selected as important at similar frequency.

**Table 3. Survey 1 Responses to identifying important projects**

LARGE PROJECT	NUMBER OF RESPONDENTS THAT SELECTED AS IMPORTANT
K Ingleside Muni Forward improvements	177
Remove the Ocean Avenue pedestrian bridge, move the City College retaining wall, and construct a shared bike and pedestrian path	142
SMALL PROJECTS	NUMBER OF RESPONDENTS THAT SELECTED AS IMPORTANT
Pedestrian safety improvements (e.g., decorative crosswalks, pedestrian-scale lighting, and bulb-outs at intersections)	172
Geneva Avenue transit, pedestrian, and bike improvements	122
Ocean Avenue corridor traffic safety and speed management improvements	108
Streetscape improvements (e.g., landscaping, tree planting)	105
Bike lanes on Geneva Avenue	100
Bike safety improvements on Ocean Ave (FOG intersection and Bart) and connectivity improvements (Holloway)	87
Accessibility improvements (e.g., new ADA entrances to Balboa Park)	73

### Task Force Takeaways

Following the first round of community engagement, the Task Force reviewed the findings from the outreach process and narrowed down the list of projects to advance for further refinement. The Task Force emphasized the need to understand the details, benefits, and tradeoffs of each project. This detail was developed during the refinement process (see Appendix B). The information developed through the project refinement process supported the second round of community engagement to understand community priorities and identify project recommendations.

The Task Force identified the following projects to be refined and advance for further consideration in the second round of community engagement:

### Small Project Concepts

- **Ocean Avenue pedestrian safety improvements** to improve accessibility and reduce intermodal conflicts
- **Geneva Avenue pedestrian, transit, and bike improvements** to improve sight distance, support transit reliability, and reduce intermodal conflicts



- 
- **Ocean Avenue speed management improvements** to reduce high speeds and discourage unpermitted turns
  - **Streetscape improvements** to increase landscaping and improve lighting
  - **Bike safety improvements** to reduce intermodal conflicts when crossing and traveling along Ocean Avenue
  - **Bike connectivity improvements** that consider a combination of Ocean Avenue and Holloway to create an alternate east-west bike connection

### Large Project Concepts

- **K Ingleside Muni Forward improvements** to improve transit reliability, improve access for riders, and increase train capacity on Ocean Ave
- **A shared pedestrian and bike path** on Ocean Ave, creating space by removing the pedestrian bridge and moving the City College retaining wall to widen the existing sidewalk into a path

## COMMUNITY ENGAGEMENT ROUND 2

The second round of outreach asked community members to prioritize the narrowed down list of projects that were identified in the first round of outreach, considering additional project details developed in the project refinement process. Outreach activities included a virtual town hall, survey, and a community tabling event.

The Transportation Authority and the District 7 Transportation Authority Board Member Myrna Melgar convened a virtual town hall meeting on October 13, 2022. Approximately 20 people attended the event. Project staff presented findings from the first round of outreach and gave an overview of the small and large projects for consideration. Through polling, participants were asked to select their top two small projects and top large project for advancement in the Action Plan. Participants shared input on the projects for consideration. Feedback included suggestions for additional streets and intersections to consider, and the need for pedestrian safety improvements and traffic calming along Ocean Avenue.

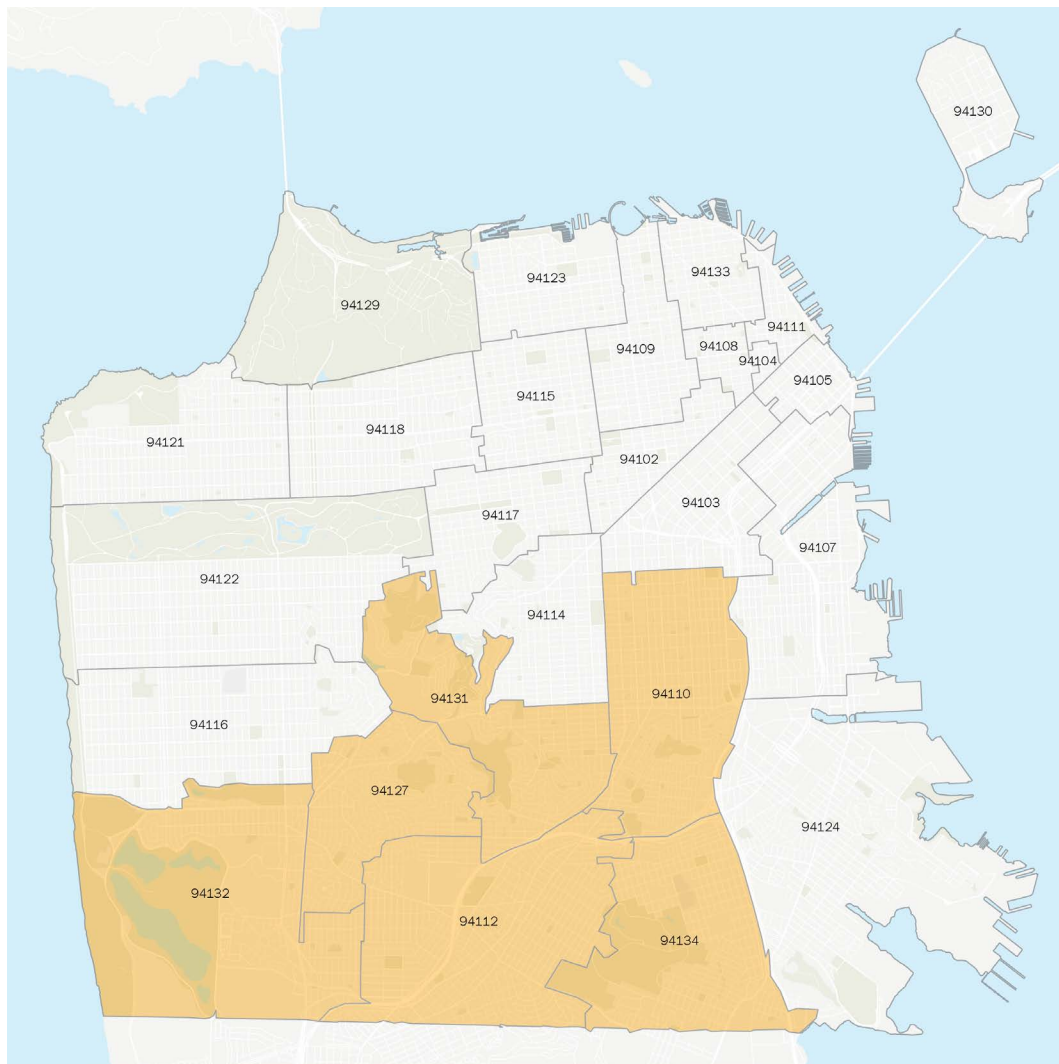
Transportation Authority staff also attended a neighborhood community event along Darien Way on October 23, 2022 to provide project information and distribute surveys to community members living in the corridor.

### Survey

A survey was conducted in October 2022 in English, Spanish, and Chinese. The survey aimed to understand the priorities for small and large projects to advance. The survey asked respondents to select two small projects to prioritize and one large project to prioritize for advancement. The survey received 1,429 responses. However, through

the data validation process, staff concluded that many survey respondents reported living outside of the region and state. The survey data was cleaned to determine the total responses with zip codes in the region including blank responses (585 total responses) and total responses with zip codes in the study area shown in Figure 5 (71 total responses). The survey analysis presented in this section uses responses with zip codes in the Bay Area including blank responses because the City College of San Francisco Balboa Park Campus draws students and staff from across the region. Project preferences and priorities include findings for responses from zip codes nearby the study corridor for comparative purposes.

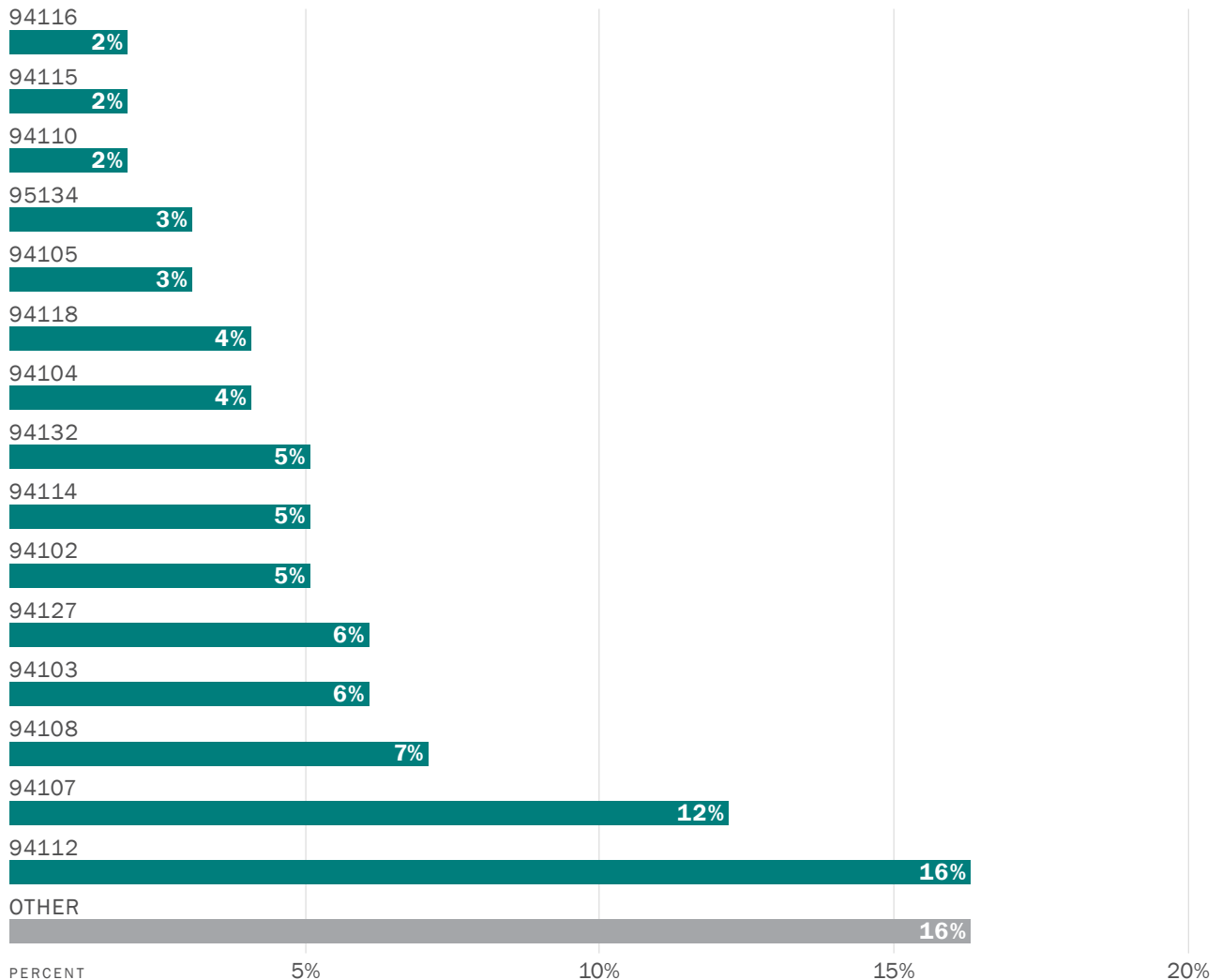
**Figure 5.** Zip codes classified as “near study area”



### Demographics of Respondents

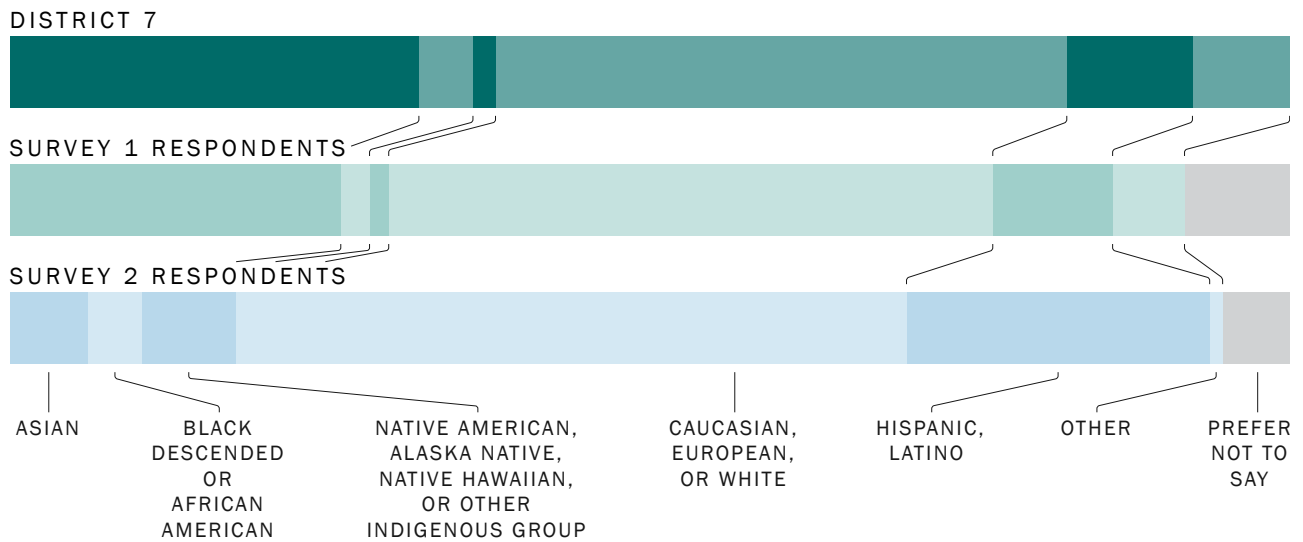
Survey respondents indicated home zip codes within San Francisco and outside of the city. About 27% of survey respondents indicated home zip codes located within the study corridor, which is lower than survey responses in the first survey. Ingleside-Excelsior/Crocker-Amazon (94112, 16%) , St. Francis Wood/Miraloma/West Portal (94127, 6%), Lake Merced (94132, 5%).

**Figure 6. Home Zip Codes of Survey 2 Respondents**

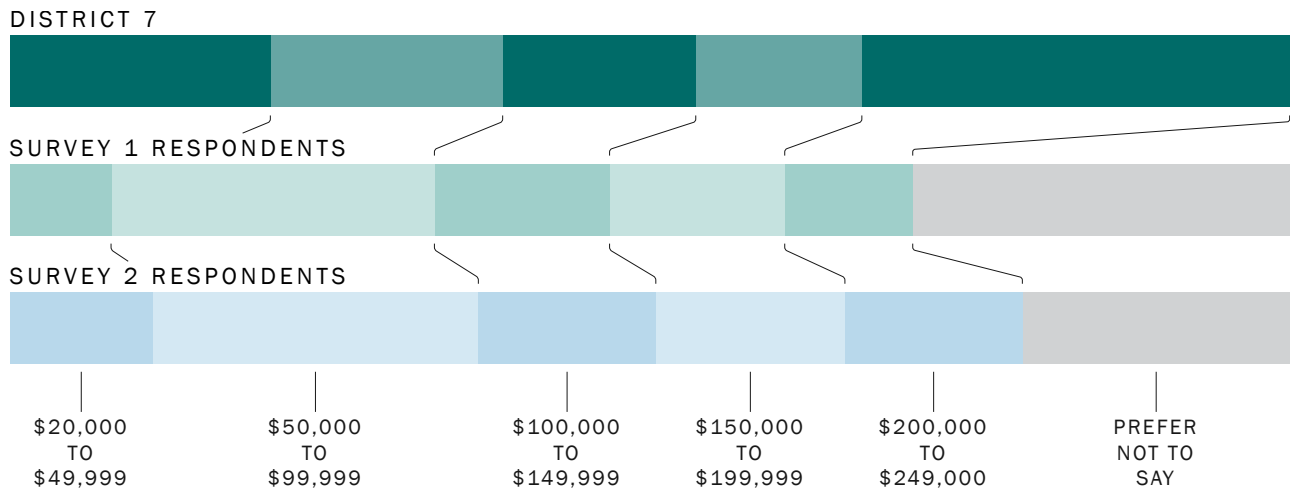


Compared to the first survey, the second survey had a higher portion of respondents that identify as Black and Native American or other Indigenous and a smaller portion of respondents that identify as Asian. Figure 7 shows the demographics of survey respondents for each survey response and the district overall. The majority of respondents have a household income under \$150,000. Figure 8 shows the household income of survey respondents for each survey response and the district overall.

**Figure 7. Race and Ethnicity of Survey 2 Respondents with Bay Area and Blank Zip Codes compared to Survey 1 Responses and District 7 Overall**



**Figure 8. Household Income of Survey 2 Respondents with Bay Area and Blank Zip Codes compared to Survey 1 Responses and District 7 Overall**



**What We Heard**

Survey respondents were asked to select one large project and two small projects for advancement. The preference for large projects was split, enforcing the strong priority for both large projects. The responses from people throughout the Bay Area showed a slight preference for a shared pedestrian and bike path compared to responses from nearby the study area, which showed a slight preference for K Ingleside Muni Forward improvements.

**Table 4. Survey 2 Responses for preferred long-term concept for advancement.**

<b>LARGE PROJECT CONCEPTS</b>	<b>NUMBER OF SELECTED RESPONSES – BAY AREA ZIP CODES AND BLANKS (585)</b>	<b>CORRIDOR FOCUSED ZIP CODES (71)</b>
Construct a shared pedestrian and bike path by removing the Ocean Avenue pedestrian bridge and moving the City College retaining wall	312 (53%)	34 (47%)
Muni Forward improvements	240 (41%)	36 (50%)

In the small project list, the Ocean Ave Pedestrian Safety and Ocean Ave Speed Management projects were identified as high priorities for advancement in both sets of survey responses. The remaining projects did not have consistent priorities between the two groups, though the Geneva Transit, Pedestrian, and Bike, Bike Safety Improvements, and Bike Connectivity Improvements ranked the third through fifth highest priorities in both sets of responses. Survey respondents noted the need for added landscaping in all projects, concern about removing the pedestrian bridge over Ocean Ave, and preference for separated bike space.

**Table 5. Survey 2 Responses for top to preferred near-term projects for advancement**

<b>SMALL PROJECT CONCEPTS</b>	<b>NUMBER OF SELECTED RESPONSES – BAY AREA ZIP CODES AND BLANKS (585)</b>	<b>CORRIDOR FOCUSED ZIP CODES (71)</b>
Pedestrian safety improvements along Ocean (e.g. decorative crosswalks, pedestrian-scale lighting, and bulb-outs at intersections)	298 (49%)	43 (60%)
Speed Management and Safety on Ocean Ave.	247 (42%)	27 (38%)
Geneva transit, pedestrian, and bike improvements	198 (34%)	19 (27%)
Bike safety improvements on Ocean Ave (e.g. FOG intersection and BART)	178 (30%)	24 (34%)
Bike connectivity improvements (Holloway)	159 (27%)	16 (22%)
Streetscape improvements (e.g. landscaping, tree planting)	87 (15%)	13 (18%)

### Task Force Takeaways

Following the second round of community engagement, the Task Force reviewed the findings from the outreach process and reviewed detailed project information to determine the two large projects and three small projects to advance. The Task Force determined that the two large projects – K Ingleside Muni Forward and a shared pedestrian and bike path with removal of the pedestrian bridge – and two small projects – pedestrian safety and speed management on Ocean Ave – would advance.

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The Task Force had split opinions for the third small project and requested additional alternatives be prepared for the bike safety, bike connectivity, and Geneva Avenue projects. Transportation Authority Staff conducted further design and technical work (see Appendix C) to create additional alternatives based on feedback from the Task Force. The additional project alternatives include:

- A combined concept that includes bike safety and bike connectivity improvements to establish a complete bike connection from the Balboa Park BART Station to Lee Ave. to Holloway.
- Additional variations of the Geneva transit, pedestrian, and bike improvement project to better understand tradeoffs. These alternatives include:
  - » Geneva transit only lanes and pedestrian improvements; this alternative removed the bike improvements to maximize the pedestrian safety benefits (i.e., pedestrian bulb-outs preclude continuous protected bike lanes)
  - » Geneva protected bike lanes and select pedestrian improvements that do not include bulb-outs
  - » Geneva protected bike lanes, transit only lanes, and modest pedestrian improvements that do not include bulb-outs

### COMMUNITY ENGAGEMENT ROUND 3

Following the Task Force determining recommendations for the study, the project team conducted a third round of outreach to gather input on the detailed concept recommendations. The project website included an overview of each recommendation and comments were collected via email. Project staff worked with the Task Force, local community groups, and media to promote this round of outreach; information was also promoted via social media. Seventeen comments were received and included:

- Support for pedestrian, bike, and street safety improvements along Ocean Avenue, particularly at Frida Kahlo
- Support for improvements to the K Ingleside, particularly for transit signal priority. There was concern about left turn restrictions and transit only lanes punishing traffic on to adjacent streets
- Support for traffic calming on Holloway, with concerns with parking removal
- Some expressed concerns with removing the pedestrian bridge because it currently provides a crossing that does not have vehicle conflicts
- Not related to specific concepts, comments also included the need for traffic enforcement along Ocean Avenue, to address flooding impacts, and reduce noise

## Concept Refinement and Evaluation

The project refinement effort, completed between round one and round two of community engagement, defined details for each of the projects selected to advance by the Task Force following the first round of outreach. The additional details for each project includes benefits, potential treatments and locations, and project tradeoffs. The concepts selected to advance through this milestone in the prioritization process are outlined below and detailed concept sheets are included in Appendix B.

An additional round of refinements was conducted for the final set of projects that the Task Force recommended for advancement.

### SMALL - MEDIUM PROJECTS

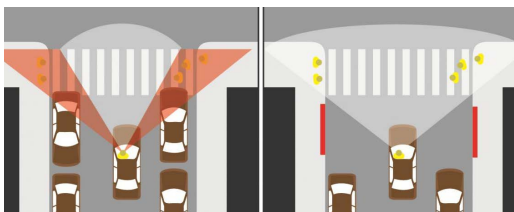
The small to medium projects include treatments like traffic striping, traffic signage, above-ground signal modifications, and minor pavement resurfacing (e.g., slurry seal). These projects can be done without major capital investments and can be implemented without major construction efforts like rerouting Muni or detouring vehicle traffic.

#### Ocean Ave Pedestrian Safety

The Task Force elevated a new concept to improve pedestrian safety along the corridor. This proposes interventions along Ocean Ave. to address conflicts and challenges. The concept would enhance the visibility of pedestrians by upgrading curb ramps to Americans with Disabilities Act (ADA) compliance, extending some corner curb areas with bulb-outs, keeping curbs near intersection clear (“daylighting”), and adding crosswalk warning signs. Left-turn restrictions would reduce conflicts along Ocean Ave., though the project refinement process did not determine specific locations as this would need to be coordinated with Muni Forward planning.



Crosswalk warning signs with flashing lights to increase pedestrian visibility by alerting drivers to yield to people crossing the street.



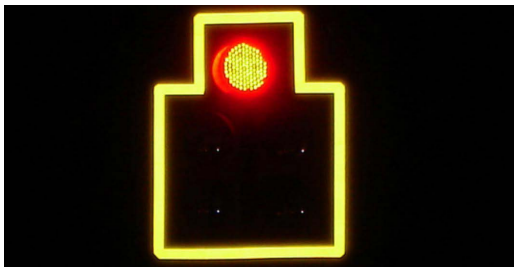
Curb daylighting, which converts the space immediately before the crosswalk into red zones to increase the visibility of pedestrians and oncoming traffic.



Upgraded ADA compliant curb ramps to provide an accessible path of travel on and off of public sidewalks. Curb ramp improvements could be paired with sidewalk extensions at certain locations to make pedestrian crossing distances shorter.

### Ocean Ave Speed Management

The Task Force elevated a new concept to manage speeds along the corridor. This concept proposes safety interventions along Ocean Ave. to address high vehicle speeds. The concept would improve traffic signals to make them more visible to nearby drivers and reduce speeding along the corridor, add digital speed feedback signs, and discourage illegal left turns with raised barriers also known as “hardened” center lines and lane restriping.



Signal and lighting improvements to replace existing traffic lights with more visible signal heads. New traffic lights could also include reflective backing to make traffic signals more visible.



Hardened centerlines, which are raised bumps along the centerline, to improve safety by creating a physical barrier that makes it difficult to make u-turns and wide left turns.



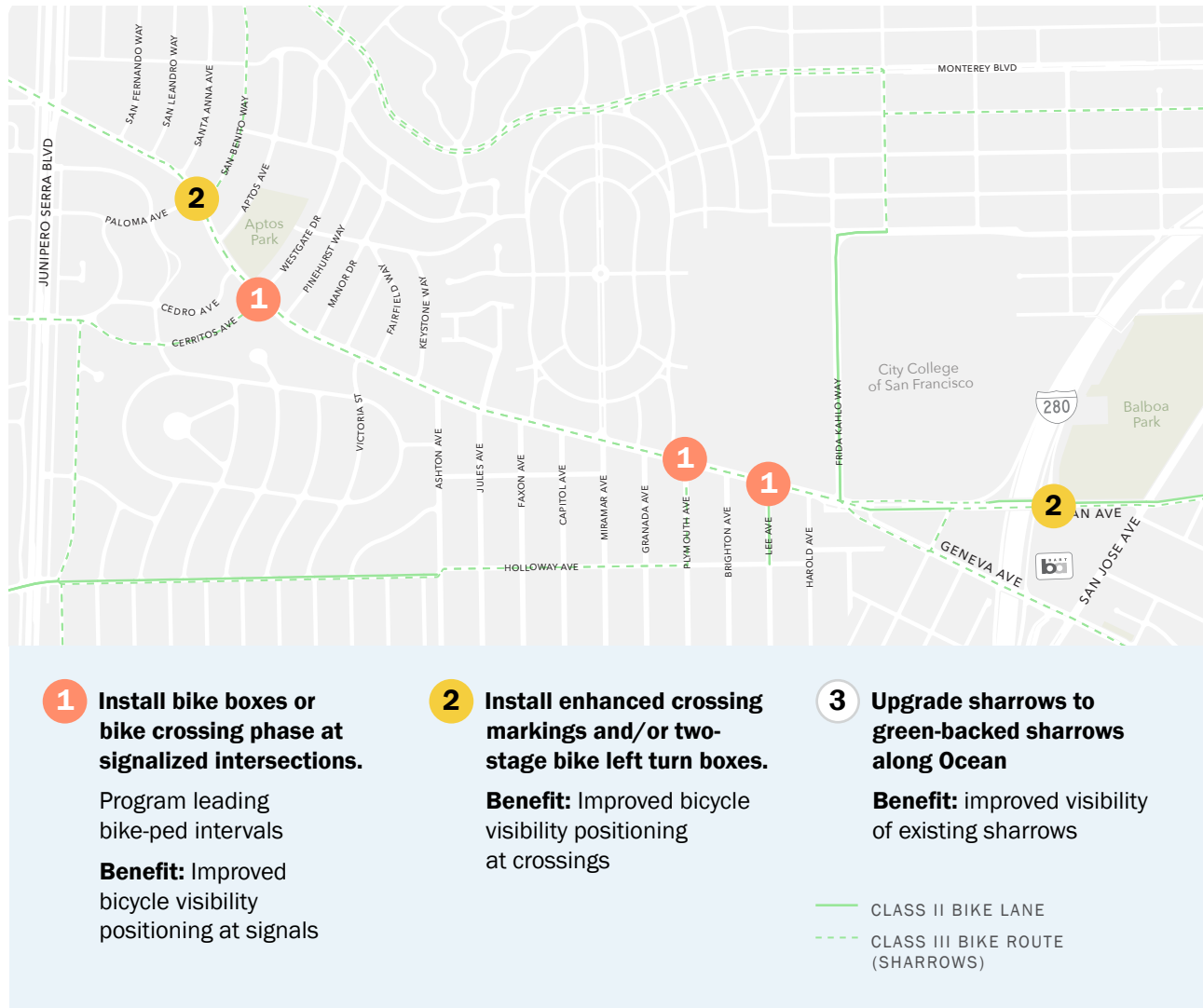
Vehicle feedback signs alert drivers of their actual driving speeds.



### Ocean Ave Bike Crossing and Spot Improvements

Areas where bike connections are particularly challenging on Ocean Ave. were identified through the Task Force and by the project team. This concept would address these specific challenges with a two-stage left turn with new bike ramps and markings from the Balboa Park BART Station onto westbound Ocean Ave., marked queuing areas to improve bicycle visibility and positioning at designated bike route connections, and improved access to major destinations. Challenging crossings identified by the Task Force and the project planning process are shown in Figure 9 below.

**Figure 9. Bike Crossing Improvement Locations and Existing Bike Network Map**



### Bike Connectivity Improvements via Holloway

The competing priorities (transit, driving, parking, bike lanes) along Ocean Ave. make it difficult to create a consistent bicycle lane. This concept focuses on creating an alternative east-west bike connection along Holloway. The improvements would maintain a shared travel lane, with additional traffic calming, street safety, and wayfinding improvements. Improvements could also be added along key north-south connections to Ocean Ave. to establish connections to key destinations and slow speeds. Dedicated bike lanes could also be considered in one or both directions on Holloway between Lee Ave and Junipero Serra, though this would require removing all on-street parking on Holloway Avenue between Junipero Serra and Ashton Avenue.



Traffic circles help to reduce vehicle speeds at unsignalized intersection



Sharrows allow for increased visibility of shared bike and vehicle spaces



Bike lanes create a designated bike space

### Geneva Transit, Pedestrian, and Bike Improvements

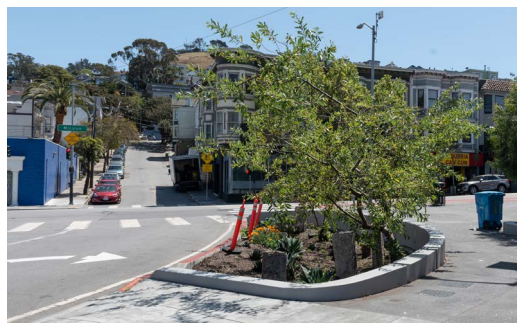
Previous plans identified pedestrian safety improvements on Geneva, between San Jose Ave. and Ocean Ave. The Task Force adjusted this concept to include multimodal improvements (transit, pedestrian, and bicycle). This concept creates a designated lane for transit and bikes, separate from the vehicle travel lane, and uses bulb-outs and crosswalk improvements improve pedestrian visibility. This design accounts for competing demands along Geneva, particularly maximizing pedestrian safety, which was a stated priority by the Task Force.

Figure 10. Geneva Transit, Pedestrian, and Bike Improvement Cross Section



### Ocean Ave Streetscape Improvements

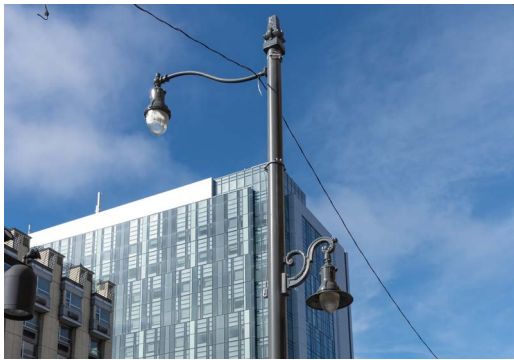
The Ocean Ave. Streetscape Improvement Project was completed in 2016 and added street trees, sidewalk improvements, and pavers from Frida Kahlo Way to Manor Drive. This concept would expand the streetscape improvements west to Junipero Serra Blvd. This concept would add/improve street and pedestrian lighting, increase sidewalk width and add bulb-outs, and add landscape greening and street trees.



Sidewalk extensions allow for additional green space along the corridor



Street furnishings increase seating and landscaping along the corridor



Lighting improvements can increase visibility and personal security along the corridor, particularly in evening hours.

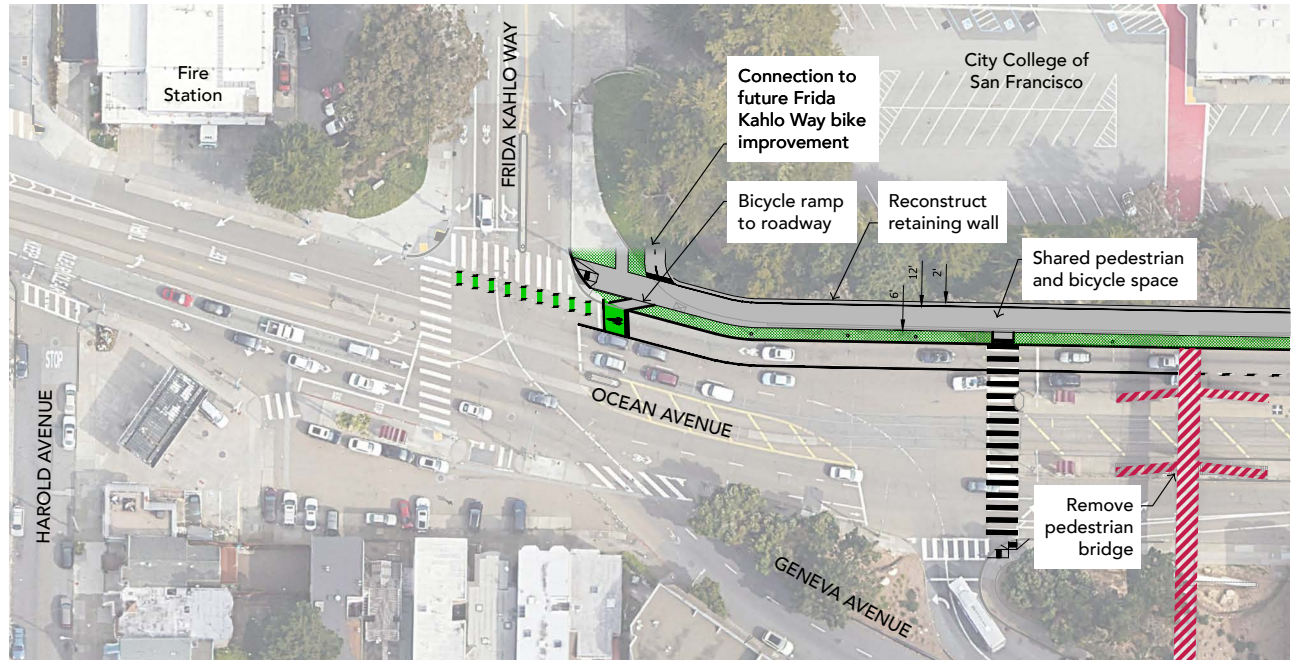
## LARGE PROJECTS

The large projects require significant planning, technical analysis, and infrastructure work to implement. These projects are also considered long-term improvements as they would take multiple years to fully implement.

### Shared Pedestrian and Bike Path, with Removal of the Pedestrian Bridge

The project would widen the existing walkway on the north side of Ocean Ave's right-of-way by removing the existing pedestrian bridge and reconstructing the retaining wall adjacent to City College; this would provide more space for people walking and biking between Frida Kahlo Way (and the forthcoming Balboa Reservoir Development) and Balboa Park BART Station. The existing sidewalk would be widened to accommodate a new walking/bicycling path (the specifics of any separation between pedestrians and people bicycling is to be determined). New trees and landscaping would be used to create a buffer between the widened path and vehicle traffic. The existing pedestrian bridge is not ADA accessible and based on preliminary studies, work to remove the pedestrian bridge and move the retaining wall would likely need to be done together.

Figure 11. Shared Pedestrian and Bike Path and Pedestrian Bridge Removal Concept Design



### K Ingle side Muni Forward

This project would implement a set of transit reliability, pedestrian safety, and rider access upgrades along the K Ingle side line. This project would double train capacity with transit stop upgrades to enable two-car trains on Ocean Avenue, reduce transit travel time, and improve reliability on the corridor with transit lanes, turn restrictions at some locations, stop consolidation, and signal changes. The project would also include rider access, safety, and comfort improvements at stops.



Example of new transit boarding island with access improvements.

## PRELIMINARY EVALUATION

Through the Task Force process, the project team developed high level evaluation criteria. The evaluation criteria align to each goal area to understand how each project supports the study goals (See Table 6). The evaluation for each project is included in the concept sheets in Appendix B.

**Table 6.** Evaluation Framework for Project Development Process

 <b>Improve transit efficiency, reliability and accessibility</b>	 <b>Improve safety and connectivity for pedestrians, bicyclists</b>	 <b>Improve streetscape to support economic vitality and quality of life</b>	 <b>Reduce congestion on streets particularly at freeway</b>
Potential to... <ul style="list-style-type: none"> <li>• Decrease transit travel time</li> <li>• Improve transit reliability</li> <li>• Improve access to transit stops</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in number of conflict points</li> </ul>	<ul style="list-style-type: none"> <li>• Improve sidewalk space</li> <li>• Improve visibility</li> <li>• Remove gaps in pedestrian network</li> </ul>	Potential to... <ul style="list-style-type: none"> <li>• Reduce vehicle conflicts</li> <li>• Decrease intersection delay</li> </ul>

## Recommendations and Implementation

The Task Force determined a total of five projects (three small, two large) to advance into recommendations for the Ocean Avenue Mobility Action Plan; these are discussed in more detail below. Each of the recommended concepts reflects priority treatments and interventions determined by the Task Force, and determined feasible by the SFCTA. Each concept would need to go through additional technical, design, and outreach prior to implementation. Recommendations serve as initial concepts and are paired with considerations identified by the project team and Task Force (as applicable) for future phases of work.

Project cost estimates are also presented with each concept recommendation. The cost estimates are for planning purposes and would be refined as more detailed planning and design phases advance. Costs assume a 15% construction contingency and costs for plan, specification and estimate (PS&E) approval at 20%.

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## RECOMMENDED CONCEPTS

### Pedestrian Safety Improvements on Ocean Avenue (small project)

This concept aims to improve street safety along Ocean Avenue, particularly for people walking and biking. Ocean Avenue has many competing priorities, and the many curves and inclines on the corridor can limit the visibility of road users. This concept includes:

- Crosswalk warning signs at the intersections of Paloma Ave and San Benito Way to alert drivers of pedestrian activity
- Daylighting at intersections to improve the visibility of people crossing the street
- ADA-compliant curb ramps to improve access
- Bulb-outs at select locations to shorten pedestrian crossing distance and slow vehicle turning speeds

Left-turn restrictions are also recommended in this concept as restricted turns would help reduce conflicts along Ocean Ave. Specific locations have not been determined and would require more detailed traffic analysis. Left-turn restrictions are also being considered as part of the K Ingleside Muni Forward Concept (see page 35).

Figure 12. Ocean Ave Pedestrian Safety Concept Map

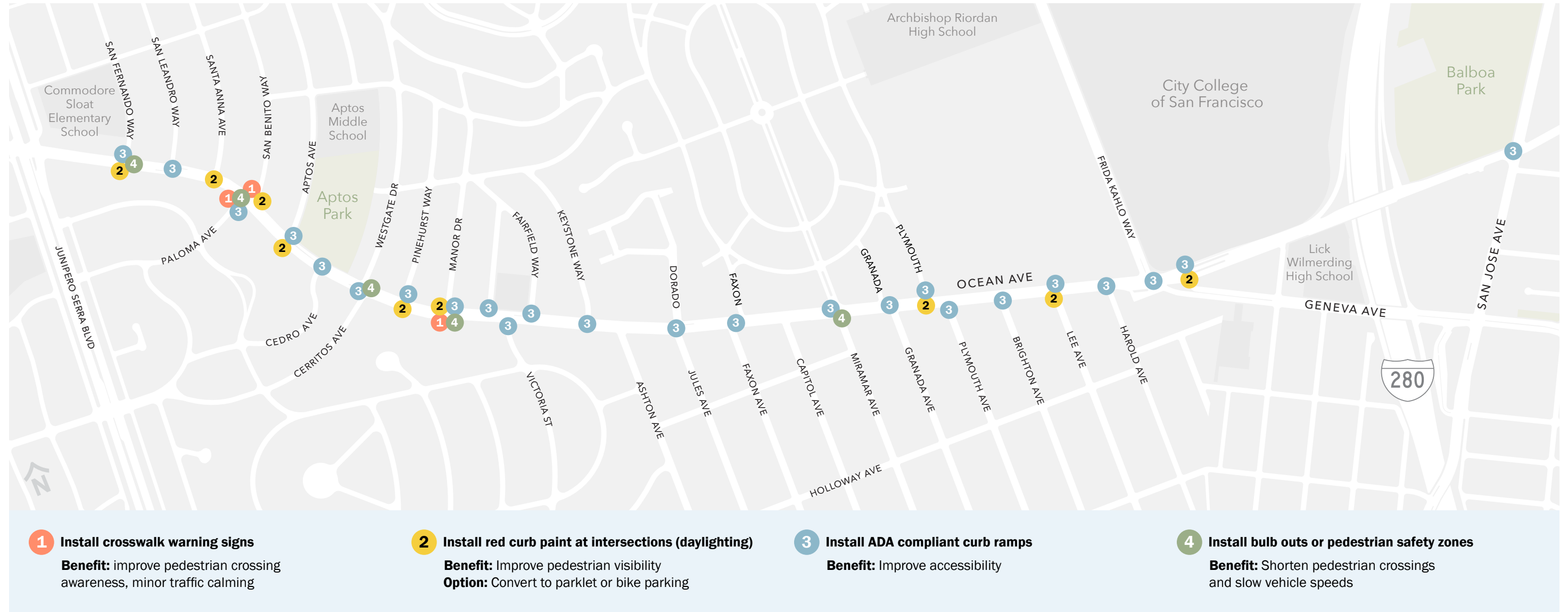


Table 7. Ocean Ave Pedestrian Safety Concept Project Cost Estimate

ITEM DESCRIPTION	TOTAL ESTIMATED COST
• Crosswalk warning signs at 3 locations	
• Daylighting at 9 locations	
• ADA curb ramp upgrades at 79 locations	\$2,548,500
• Bulb out at 6 locations	



### Speed Management Improvements on Ocean Avenue (small project)

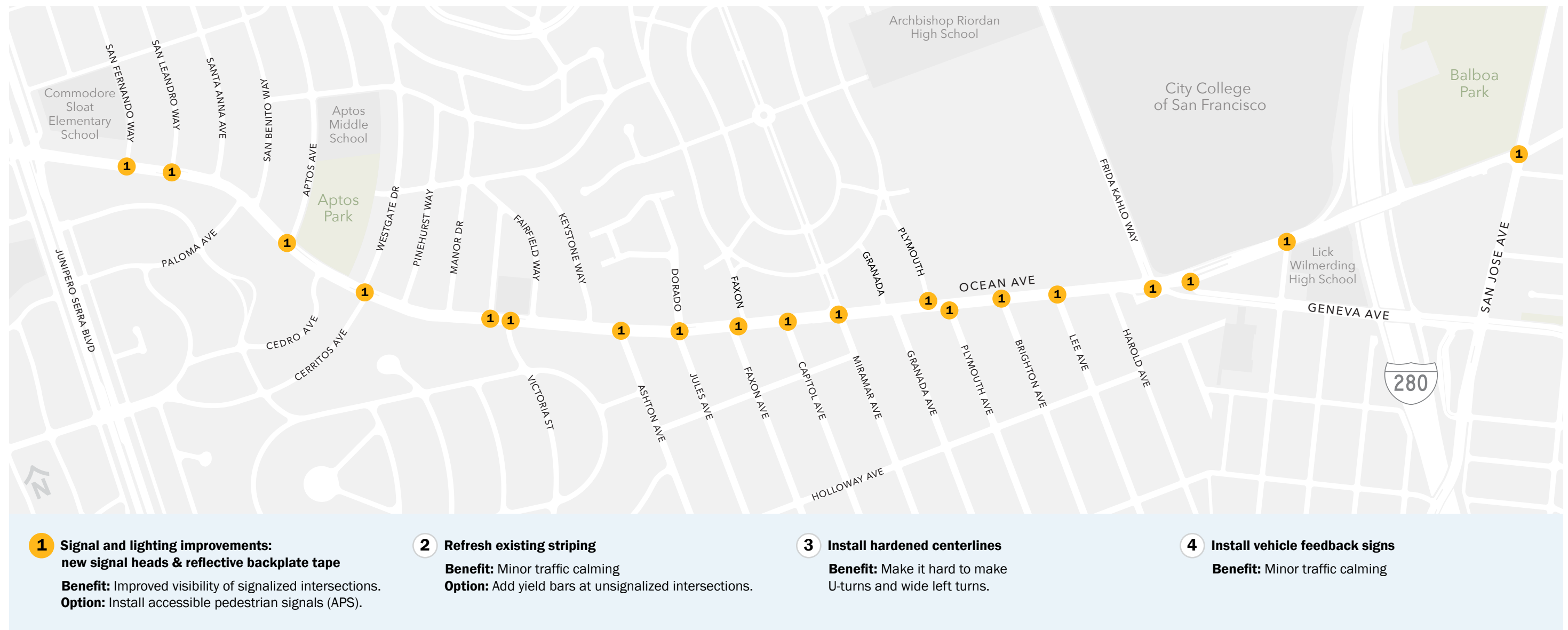
This concept aims to slow speeds along Ocean Ave., complementing the recently implemented speed limit reduction (to 20 mph) on the eastern segment of the corridor. The concept includes:

- Signal improvements (i.e., reflective backplate tape and upsized signal heads) to make signals more visible at intersections, traffic signal head visors to limit the visibility of signals down the corridor (seeing downstream green phases), and install accessible pedestrian signals.
- Refresh existing lane striping
- Vehicle feedback signs to raise awareness of actual driving speeds and support slower driving
- Hardened center lines to prevent unpermitted U-turns and wide left turns. Hardened centerlines should be mountable to allow emergency access.

Table 8. Ocean Ave Speed Management Concept Project Cost Estimate

ITEM DESCRIPTION	TOTAL ESTIMATED COST
• Signal improvements to improve visibility of signal heads at 16 locations	\$2,925,000
• Accessible pedestrian signals at 26 locations	
• Refresh striping on full corridor	
• Hardened center lines	
• Vehicle speed feedback signs at 8 locations	

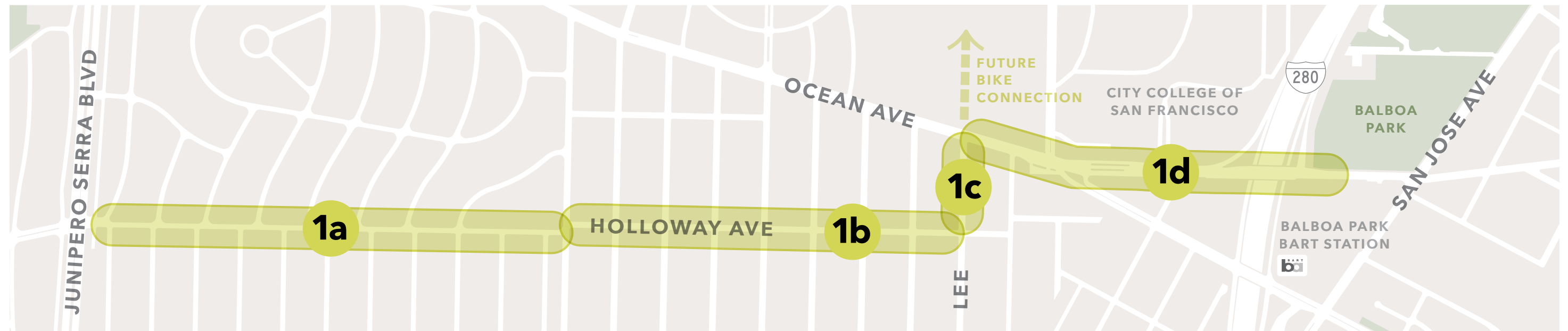
Figure 13. Ocean Ave Speed Management Concept Map



### Bike Connectivity via Holloway (small project)

This concept creates an alternative east-west between the Balboa Park BART station and Junipero Serra and reflects feedback from the Task Force. The concept maintains the bike connectivity improvements via Holloway and includes specific bike crossing improvements from the previous Ocean Ave. Bike Crossing and Spot Improvements concept. The concept considered four unique segments of the route between Junipero Serra and the Ocean Avenue BART station (see Figure 14, below) and includes guidance on how to design each of the segments to establish a continuous east-west bike connection in the study area.

Figure 14. Bike Connectivity via Holloway Concept Map



For each segment, a specific set of tools were developed based on the street context and to create a continuous bike connection. Each segment is described below and a concept design for each segment is shown in Figure 15. The concept would require additional technical design and outreach to determine the exact circulation and parking impacts.

- **Segment 1a: Junipero Serra to Ashton** has wide intersections, curbside bike lanes on uphill segments, and parking and sharrow markings on downhill segments. The segment of Holloway also has few curb cuts/driveways and has intermittent speed humps. Within this segment, proposed improvements include:

- » Pedestrian safety zones (e.g., paint and post corner bulb-outs) to reduce the crossing widths at intersections and slow speeds of vehicles making right turns
- » Green bike lanes in both directions, created with the removal of about 60 - 80 remaining parking spaces on Holloway Avenue
- » Traffic circles to slow speeds along the corridor

- **Segment 1b: Ashton to Lee Ave.** has concrete bulb outs at intersections, parking mid block, and sharrow markings to designate a shared space. This segment has many curb cuts/ driveways and the existing bulb-outs do not allow for a bike lane to be implemented. Within this segment, proposed improvements include:

- » Green-back sharrow markings to improve the visibility of the existing sharrow markings in both directions
- » Traffic circles to slow speeds along the corridor
- » Traffic diverter(s) to prevent vehicles from using Holloway as a cut through street to bypass traffic signals and congestion on Ocean Ave

- **Segment 1c: Lee Ave.** is a one block segment that connects the route to Ocean Ave. and will connect to the forthcoming Balboa Reservoir bike network north of Ocean Ave. This segment has on-street parking along both sides of the street, a southbound bike lane, and a shared vehicle-bike lane marked by sharrow markings in the northbound direction. Within this segment improvements include:

- 
- » Shifting the angled parking from 60-degree to 30-degree parking spaces to extend the bike lane to start at Ocean Ave; reconfiguring the parking spaces will result in a loss of between four and five parking spaces
  - » Speed hump(s) to slow vehicle speeds
  - » Green bike box treatments at Ocean Ave to create a two-stage left turn for bikes making a westbound to southbound left turn from Ocean Ave and position bikes ahead of cars when traveling north on Lee Ave. or connecting to Ocean Ave.
  - » A green northbound bike lane on the east side of the Lee Avenue between Holloway Ave. and Ocean Ave., created with the removal of approximately 10 parking spaces
  - **Segment 1d: Ocean Ave.** at Balboa BART Station is a challenging crossing for bikes exiting the BART station and turning left onto westbound Ocean Ave. The concept aims to improve the bike connection for this left turn movement and could include various treatments to create a two-stage left turn or other crossing improvements. The segment of Ocean Ave. between the BART station and the Frida Kahlo/ Ocean/ Geneva intersection includes a long-term improvement to create a shared pedestrian and bike path (see page 37 below). The SFCTA is conducting a separate study to redesign the southbound I-280 ramp to remove the channelized right turn on to Ocean Avenue.<sup>1</sup> Within this segment improvements could include:
    - » Striping to mark the travel path for a bike connection
    - » A two-stage left turn or bike box to connect onto westbound Ocean Avenue
    - » Green bike lane markings on westbound Ocean Ave. across the I-280 overpass to improve the visibility of the bike space
    - » Green backed sharrow markings on eastbound Ocean Avenue and dashed green intersection markings to improve the visibility of the current markings in both directions

<sup>1</sup> <https://www.sfcta.org/blogs/improving-safety-and-circulation-i-280-ocean-avenue-and-geneva-avenue-ramp-projects-move>



**Table 9. Bike Connectivity via Holloway Concept Project Cost Estimate**

ITEM DESCRIPTION	TOTAL ESTIMATED COST
• Bike lane striping on Lee Avenue	
• Painted curb extensions at 14 locations	
• Shared lane markings (green sharrows)	\$342,000
• Traffic diverters at 9 locations	
• Traffic circles at 5 locations	

**K Ingleside Muni Forward (large project)**

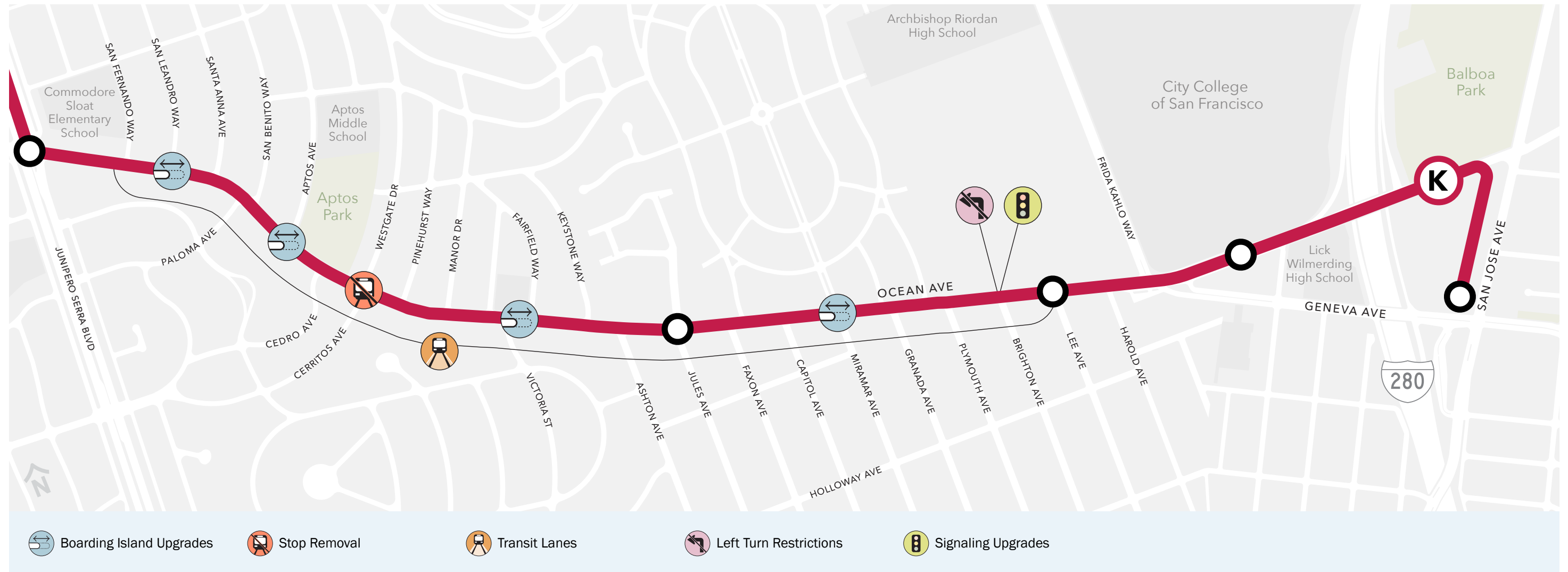
This concept would bring Muni Forward improvements to Ocean Ave to improve reliability, increase capacity, and improve access to the K Ingleside. Muni Forward is a program of transit priority improvements on the busiest transit lines across the city.<sup>1</sup> Currently, the K Ingleside operates as a one-car train along Ocean Ave because many of the existing boarding islands cannot accommodate two-car trains. This concept would double the train capacity on the corridor by lengthening and widening transit stop to enable two-car trains on Ocean Ave and reduce transit travel time and improve reliability on the corridor with additional improvements such as transit lanes, turn restrictions, stop consolidation, and signal changes.

As shown in Figure 16, this concept would extend transit platforms to accommodate two car trains at four stops that are currently too short (San Leandro, Aptos, Victoria/Fairfield and Miramar). About 35 - 40 parking spaces would be removed to provide space to extend transit platforms. There are currently approximately 315 spaces on the Ocean Avenue corridor and 1,600 spaces within 1 block of the corridor. The project would evaluate opportunities to add new parking spaces on side streets to offset this removal. The concept also proposes to remove the transit stop at Cerritos and Westgate, which would reduce travel time and may enable new parking spaces; riders would use the nearby stops at Aptos or Victoria/Fairfield. Transit lanes, turn restrictions, and signal upgrades are also being considered to improve transit travel times and reliability. The final project configuration would be determined through additional planning and public outreach led by SFMTA.

The project Task Force noted the importance of safety at transit stops, particularly because of the high amount of youth using the line for school trips. Specific suggestions included safety improvements to access the transit boarding islands and decorative railings on boarding islands to prevent overflow passengers from standing in the street.

<sup>1</sup> <https://www.sfmta.com/projects/muni-forward>

Figure 16. K Ingleside Muni Forward Concept



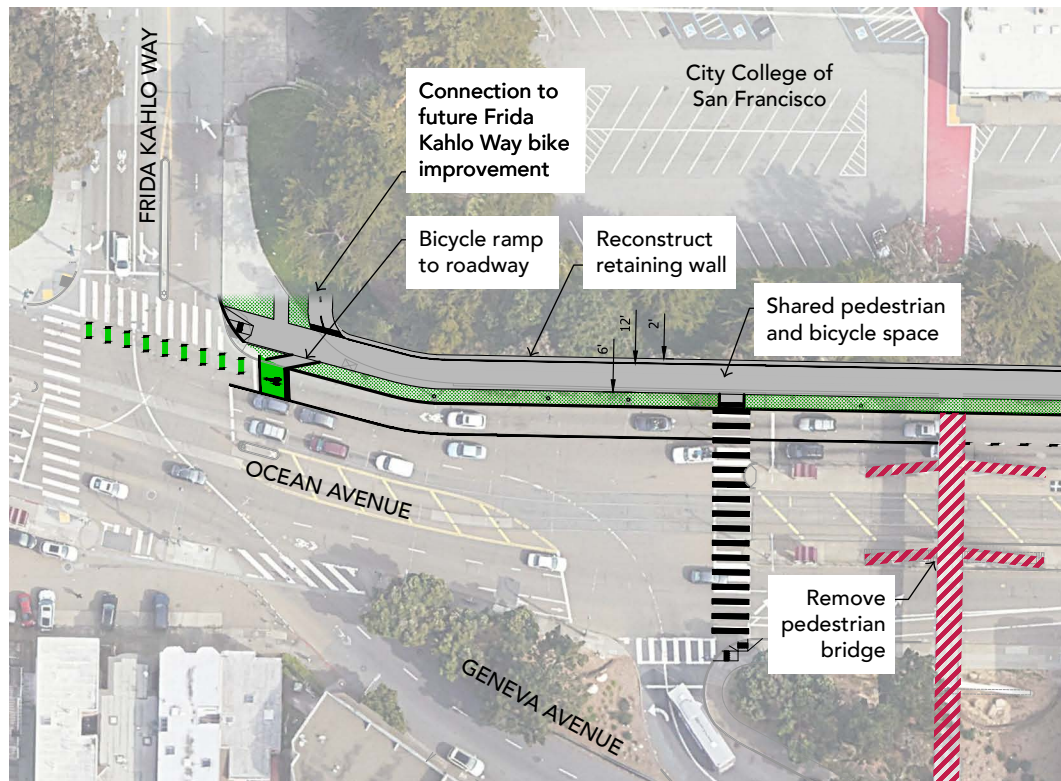
The K Ingleside Muni Forward has an anticipated cost of \$34,070,000 across all project phases, including planning and preliminary engineering, detailed design, and construction. To date, \$32,683,177 in funding has been identified for K Ingleside Muni Forward improvements from multiple funding sources, including local Prop K, Prop B, and Low Carbon Fuel Sales funds as well as an award of \$25,000,000 for construction of Muni Forward improvements on Ocean Avenue by the California State Transportation Agency’s Transit and Intercity Rail Capital Program. This project has a remaining funding need of \$1,386,823.

### Shared Pedestrian and Bike Path, with Removal of the Pedestrian Bridge (large project)

This concept builds on the near-term improvements for the Frida / Ocean / Geneva (F.O.G) intersection to improve pedestrian and bike safety at the intersection.<sup>1</sup> The concept proposes changes at the intersection that include: removing the pedestrian bridge, reconstructing and shifting the retaining wall that fronts City College, and creating a shared pedestrian and bike path on the westbound side of Ocean Ave (see Figure 17).

The Task Force determined not to include transit improvements as part of this concept. However, more extensive design alternatives have been initially studied by SFMTA. To support transit priority, it is recommended that these studies continue to advance alongside this concept, including options that create a continuous transit-only lane to accommodate buses on the corridor.

**Figure 17.** Shared Pedestrian and Bike Path, with Removal of the Pedestrian Bridge Concept



<sup>1</sup> <https://www.sfmta.com/projects/frida-kahlo-ocean-geneva-fog-study>

**Table 10.** Shared Pedestrian and Bike Path, with Removal of the Pedestrian Bridge Concept  
Project Cost Estimate

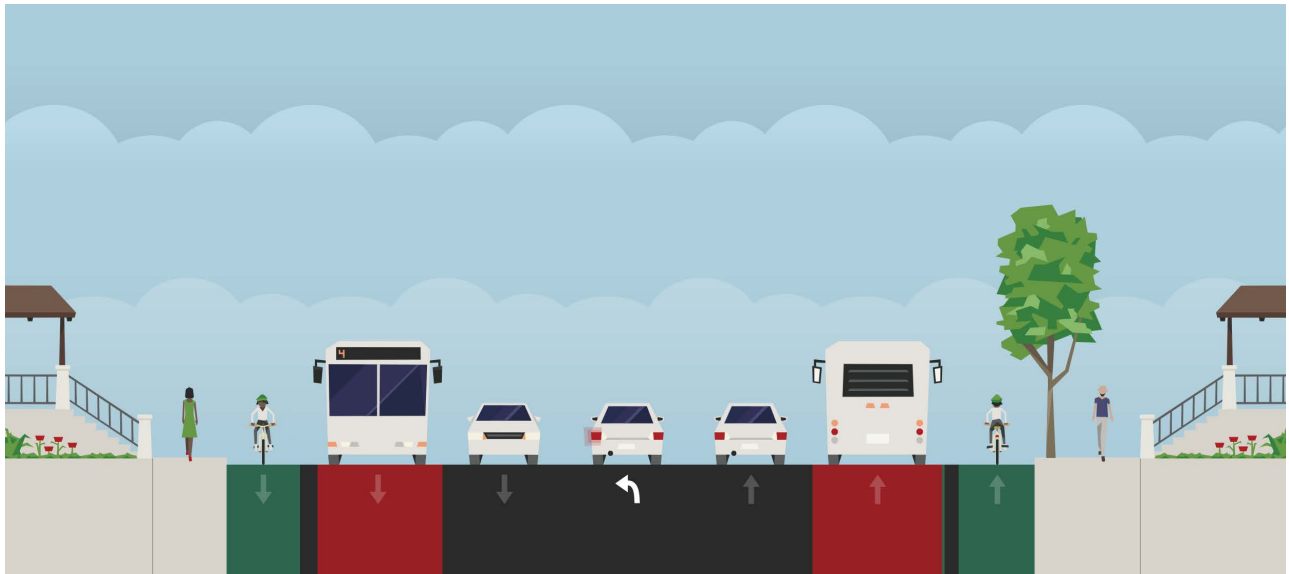
ITEM DESCRIPTION	TOTAL ESTIMATED COST
• Geotechnical study <sup>1</sup>	
• Roadway repaving	
• Remove pedestrian bridge	\$8,369,000
• Adjust retaining wall	
• Construct multiuse path	

**RUNNER UP PROJECT**

**Geneva Multimodal Improvements (small project)**

Though ultimately not prioritized into the five recommendations, the Geneva Multimodal Improvement concept was supported by many members of the Task Force in the final voting activities. This concept includes transit, pedestrian, and bike improvements on Geneva Ave. between I-280 and Ocean Ave. (See Figure 18).

**Figure 18.** Geneva Multimodal Improvements Concept



Pedestrian improvements include corner safety zones and daylighting to improve visibility of people at intersections. Transit improvements include converting a general traffic lane in each direction to a transit-only lane for the Muni 8 Bayshore,

<sup>1</sup> The geotechnical study has a critical role in defining cost estimates for all construction for this concept concept, and costs may vary after this work is complete.







8BX Bayshore B Express, 43 Masonic, 54 Felton, and 91 3rd Street/ 19th Ave Owl. The concept also includes removing parking to create protected bike lanes. The Task Force expressed interest in considering bike lanes on uphill segments only, where the difference in speeds between bikes and vehicles is higher. Focusing on uphill segments would have a smaller parking impact, resulting in the removal of approximately 50 parking spaces.

**RECOMMENDED CONCEPT EVALUATION**

Table 11 below shows the evaluation of the recommended concepts against the evaluation criteria for the four study goals. Combined, the projects advance each of the goal areas.

**Table 11. Evaluation of the Recommended Concepts**

CRITERIA	PEDESTRIAN SAFETY IMPROVEMENTS ON OCEAN AVENUE	SPEED MANAGEMENT IMPROVEMENTS ON OCEAN AVENUE	BIKE CONNECTIVITY VIA HOLLOWAY	K INGLESIDE MUNI FORWARD	SHARED PEDESTRIAN AND BIKE PATH, WITH REMOVAL OF THE PEDESTRIAN BRIDGE
 <b>Transit Reliability and Efficiency</b>					
Decrease Transit Travel Time	○	○	○	+	○
Improve Transit Reliability	○	○	○	+	○
Improve Access to Transit Stops	+	○	○	+	○
 <b>Safety &amp; Connectivity</b>					
Decrease Number of Conflict Points	+	+	+	+	+
 <b>Improve Streetscape</b>					
Improve Sidewalk Space	+	○	○	○	+
Improve Visibility	+	+	+	+	+
Remove Gaps in Pedestrian Network	+	○	○	○	○
 <b>Manage Congestion</b>					
Reduce Vehicle Conflicts	+	+	+	+	+
Decrease Intersection Delay	○	○	○	+	○

Source: Parisi Transportation Consulting, Sept. 2022

## Implementation Funding

### FUNDING STRATEGY





The recommendations of this study include a range of capital improvements and will require additional technical study, design, and outreach. On March 21, 2023, the SFMTA received approval for \$237,000 in Prop K Neighborhood Transportation Improvement Funding to complete design and implementation of select small - medium concept recommendations; though additional funding will be necessary to complete the full set of recommendations. The priority for this funding is for the low cost pedestrian safety improvements including crosswalk warning signs, painted safety zones, and daylighting. The SFCTA and SFMTA, working with SFCTA Board Member Myrna Melgar, will seek additional funding sources to advance study recommendations. Table 12 Provides an overview of the estimated costs, funding strategy, and implementing agency for each concept recommendation.

**Table 12. Concept Recommendations with Cost, Funding, Strategy, and Implementing Agency**

CONCEPT RECOMMENDATION	ESTIMATED COST <sup>1</sup>	FUNDING STRATEGY	IMPLEMENTING AGENCY
Ocean Avenue Pedestrian Safety	\$2,548,500	<ul style="list-style-type: none"> <li>• Proposition L funds</li> <li>• Safe Streets 4 All</li> <li>• Proposition AA</li> </ul>	SFMTA
Ocean Avenue Speed Management	\$2,925,000	<ul style="list-style-type: none"> <li>• Local funds such as Proposition L funds</li> <li>• Safe Streets 4 All</li> </ul>	SFMTA
Bike Connectivity via Holloway	\$342,000	<ul style="list-style-type: none"> <li>• Caltrans Sustainable Transportation Grant Program</li> <li>• Proposition L funds</li> <li>• Safe Routes to Bart</li> <li>• Proposition D TNC Tax</li> </ul>	SFMTA
K Ingleside Muni Forward	Total cost of \$34,070,000, with \$32,683,177 already identified. The Remaining funding need is \$1,386,823.	<ul style="list-style-type: none"> <li>• Local funds such as Proposition L, Proposition AA, General funds, etc.</li> <li>• Other regional or state funding sources may be available</li> </ul>	SFMTA
Shared Pedestrian and Bike Path, with Removal of the Pedestrian Bridge	\$8,400,000 <sup>2</sup>	<p>Conceptual planning funding could include:</p> <ul style="list-style-type: none"> <li>• Caltrans Sustainable Transportation Grant Program</li> <li>• Proposition L funds</li> </ul> <p>Implementation funding could include:</p> <ul style="list-style-type: none"> <li>• One Bay Area Grant (OBAG)</li> <li>• Raise Grant</li> <li>• State and Regional Active Transportation Program</li> <li>• Proposition L</li> </ul>	TBD (SFMTA, SFCTA, SFDPW)

<sup>1</sup> Cost estimates will be refined through future design and technical analysis phases.

<sup>2</sup> Cost represents an order of magnitude estimate. Future phases of work may impact estimate.

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1455 Market Street, 22nd Floor,  
San Francisco, CA 94103

**TEL** 415-522-4800

**EMAIL** [info@sfcta.org](mailto:info@sfcta.org)

**WEB** [www.sfcta.org](http://www.sfcta.org)



San Francisco County Transportation Authority  
**Neighborhood**  
program

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APPENDIX A

# Ocean Avenue Task Force

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The Ocean Avenue Mobility Action Plan formed a 14 member Task Force to support and provide input to the Ocean Avenue Mobility Action Plan development and outreach efforts. Task Force members were selected by Transportation Authority Board Members Myrna Melgar (District 7) and Ahsha Safai (District 11) and represent a variety of residents, businesses, and community members active in the corridor. Task Force members and their affiliations are:

Alice Guidry	Sunnyside Neighborhood Association
Simon Chiu	Archbishop Riordan High School
Alissa Buckley	Faculty, City College of San Francisco
Jon Winston	Former Chair of Balboa Reservoir CAC, Sunnyside resident
Emily Nguyen	District 11 Youth Commissioner, SF Transit Riders member, Lick Wilmerding student
Dexter Washington	Aptos Middle School
Simon Timothy	Advocates 11 (formerly Ingleside Senior Safety Advocates)
Sabine Taliaferro	Ingleside Merchants Association
Zack Deutsch-Gross	SF Transit Riders, District 11 resident
Sara Barz	KidSafeSF, Sunnyside resident
Heather Brandt	Associate Student Council Ocean
Maurice Rivers	OMI Cultural Participation Project
Yi Luo	District 11, Ocean resident, youth
Pauline Jue	Westwood Park Association

There were five Task Force meetings between October 2021 and January 2023. Meetings were facilitated by a community facilitator, Alfredo Vergara-Lobo. Meeting dates and discussion topics are outlined below.

## Task Force meeting 1

During the October 13, 2021 Task Force Meeting 1: Transportation Authority staff gave a presentation of the Ocean Avenue Mobility Action Plan scope, objectives, Task Force roles throughout the project, and reviewed previous plans and studies conducted in the corridor. Staff asked for Task Force feedback on the project study area, initial thoughts for community engagement and feedback resulted in an adjustment to the study area to include the southeast portion of Westwood Park neighborhood (Miramar Avenue

to Wildwood Way), a discussion of key needs in the corridor, and guidance for the upcoming community engagement plan. Staff concluded with next steps for the project.

## Task Force meeting 2

During the February 16, 2022 Task Force Meeting 2: Transportation Authority staff gave a presentation that covered goals and projects from prior planning efforts and studies in the Ocean Avenue Mobility Action Plan study area.

Staff presented proposed project goals and received full support from the Task Force members; the project goals are:

- Improve safety and connectivity for pedestrians, bicyclists
- Improve transit efficiency, reliability, and accessibility
- Manage congestion on streets, particularly at freeways
- Improve livability to support economic vitality and quality of life

Staff presented projects that had been proposed or identified in prior plans but had not been implemented and asked the Task Force for initial perspectives about these projects. After reviewing past projects, Task Force members shared new project ideas that are related to traffic calming, bike and pedestrian safety improvements, and reducing transit delay. These ideas were documented for future phases of the Ocean Avenue Mobility Action Plan. Staff concluded with an overview of upcoming public outreach, which will take place in Spring/Summer 2022.

## Task Force meeting 3

- Round 1 outreach recap
- Identify 5 - 7 projects to advance for evaluation
- Proposed evaluation framework
- Refining projects

During the July 13, 2022 Task Force Meeting 3: Transportation Authority staff gave a presentation on outreach findings, how outreach findings shape the list of projects to advance, and the evaluation framework. While reviewing outreach findings, staff asked Task Force members to share feedback about how to expand the fall round of outreach with suggestions for new groups to speak with and for other ways to provide support.

The Task Force agreed to advance a list of seven project concepts for further development and evaluation. For each of the seven concepts, Task Force members

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discussed concepts in more detail to provide staff with additional considerations for the concept refinement process. The list of identified projects for advancement are:

- Pedestrian safety improvements (e.g. decorative crosswalks, pedestrian-scale lighting, and bulb-outs at intersections)
- Geneva pedestrian, transit, bike improvements
- Ocean Avenue corridor safety and speed management improvements
- Streetscape improvements (e.g. landscaping, tree planting)
- Bike safety improvements on Ocean Ave and connectivity improvements
- Muni Forward improvements
- Remove the Ocean Avenue pedestrian bridge, move the City College retaining wall, and construct a shared bike and pedestrian path

The meeting concluded with next steps, which include refining and evaluating project concepts to support upcoming outreach in the fall. The fall outreach will help further narrow the list of priority projects to advance in the Ocean Avenue Mobility Action Plan. The plan is expected to be complete by early 2023.

## Task Force meeting 4

During the November 16, 2022 Task Force Meeting 4, Transportation Authority staff gave a presentation recapping Task Force activities so far, outreach findings from the second round of public engagement, and the small and large projects to be considered for advancement. While reviewing the small and large projects, staff asked Task Force members to share clarifying questions to help inform a vote to determine two large projects and three small projects to be advanced. Task Force members were polled on the small and large projects.

For the large projects, the Task Force voted for the following two projects to be advanced:

- Shared pedestrian and bike path improvements
- K Ingleside Muni Forward

For the small projects, the Task Force voted for two projects to be advanced. A third project is expected to be determined at the next Task Force meeting in early 2023.

- Ocean Avenue pedestrian safety improvements
- Ocean Avenue speed management improvements

Further technical analysis and refinement of the small projects will be developed over the coming months. Transportation Authority staff will present this additional information on small projects during the next Task Force meeting for Task Force members to consider and come to a consensus on the third large project for advancement in the Mobility Action Plan.

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## Task Force meeting 5

During the February 23, 2023 Task Force Meeting 5, Transportation Authority staff presented alternative concepts for the Bike Connectivity and Geneva Multimodal Improvements concepts, developed based on feedback from Task Force Meeting 4. The first concept featured bike connectivity improvements along Ocean Avenue which would create a complete east-west connection between the Balboa Park BART Station and Junipero Serra, via Holloway Avenue and Lee Avenue. The second concept presented varying levels of transit, pedestrian, and bike improvements.

Staff presented various configurations for both concepts and asked Task Force members to share clarifying questions and comments to inform a vote on their preferred configuration option for each concept. After Task Force members voted on their preferred configuration options for both of the concepts, members voted on the concept to advance for the Mobility Action Plan. Task Force members voted to advance the concept that features bike connectivity improvements via Holloway Avenue as the final small project for the Mobility Action Plan.

The full list of projects selected by the Task Force to be advanced for the Mobility Action Plan include:

Large projects:

- Shared pedestrian and bike path improvements, with removal of the Ocean Avenue Pedestrian Bridge
- K Ingleside Muni Forward improvements

Small projects:

- Ocean Avenue pedestrian safety improvements
- Ocean Avenue speed management improvements
- Bike connectivity improvements via Holloway Avenue

The projects selected to advance will be subject to additional design and outreach before being implemented. Transportation Authority staff concluded with next steps for the project, which include finalizing concept recommendations, developing cost estimates, and developing a final report by Spring 2023.



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APPENDIX B

# Task Force Meeting 4 Project Concept Sheets

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# Ocean Avenue Pedestrian Safety Improvements



## Overview

The Task Force elevated a new concept to improve pedestrian safety along the corridor. This concept proposes multiple safety interventions at specific locations along Ocean Ave. to address known conflicts and challenges.

The concept would:

- Enhance pedestrian crossing visibility
- Add/upgrade signs

Left turn restrictions would help reduce conflicts along Ocean Ave. Specific locations have not been determined and would require more detailed traffic analysis. Left-turn restrictions are also being considered as part of the K Ingleside Muni Forward Concept.

## Tradeoffs & Costs:

The treatments have varying levels of cost.

- 1 **Lower cost;** would increase ongoing maintenance
- 2 **Low cost;** would result in a loss of 1 - 2 spaces per corner (10 - 20 spaces total)
- 3 **Medium cost;** may trigger additional stormwater drainage and utility improvements

## Goals Supported

- Improve transit efficiency, reliability, and accessibility.
- Improve safety and connectivity for pedestrians and bicyclists.
- Improve streetscape to support vitality and quality of life.

## Status/Other Info:

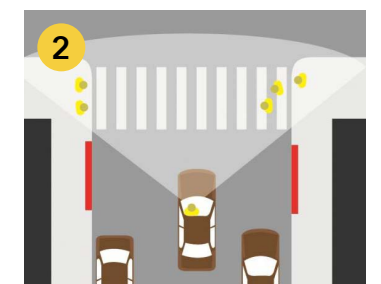
Costs are per treatment, planning level cost estimates:

- Low cost:** Less than \$5K per intersection
- Medium cost:** \$5 - 50K per intersection
- High cost:** More than \$50K per intersection

Any pedestrian bulb outs would need to be reviewed for conflicts with transit boarding island improvements included in the K Ingleside Muni Forward concept. If there is a preference from the Task Force to pursue bulbouts at these locations, these would be pursued in coordination with Muni Forward planning to reduce parking impacts.

CRITERIA	CONCEPT EVALUATION
<b>Transit Reliability and Efficiency</b>	
Decrease Transit Travel Time	○
Improve Transit Reliability	○
Improve Access to Transit Stops	○
<b>Safety &amp; Connectivity</b>	
Decrease Number of Conflict Points	+
<b>Improve Streetscape</b>	
Improve Sidewalk Space	○
Improve Visibility	+
Remove Gaps in Pedestrian Network	○
<b>Manage Congestion</b>	
Reduce Vehicle Conflicts	○
Decrease Intersection Delay	○

Source: Parisi Transportation Consulting, Sept. 2022



All proposals subject to SFMTA and Regulatory review and approval.

# Ocean Avenue Speed Management



## Overview

The Task Force elevated a new concept to manage speeds along the corridor. This concept proposes multiple safety interventions along Ocean Ave. to address high speeds and would complement other ongoing efforts and potential concept.

The concept would:

- Enhance pedestrian crossing visibility
- Add/upgrade signs & signals
- Contribute to speed enforcement
- Restrict illegal left turns

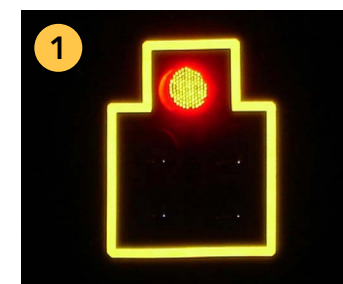
## Tradeoffs & Costs

The treatments have varying levels of cost.

- 1 Medium cost;** may trigger additional signal upgrades, system compatibility.
- 2 Medium cost;** may require repaving the corridor.
- 3 Medium cost;** may lead to increased maintenance; rail clearance requirements may limit the treatment options.
- 4 Low cost;** would increase ongoing maintenance.

## Goals Supported

- Improve transit efficiency, reliability, and accessibility.
- Improve safety and connectivity for pedestrians and bicyclists.
- Improve streetscape to support vitality and quality of life.



CRITERIA	CONCEPT EVALUATION
<b>Transit Reliability and Efficiency</b>	
Decrease Transit Travel Time	○
Improve Transit Reliability	○
Improve Access to Transit Stops	○
<b>Safety &amp; Connectivity</b>	
Decrease Number of Conflict Points	+
<b>Improve Streetscape</b>	
Improve Sidewalk Space	○
Improve Visibility	+
Remove Gaps in Pedestrian Network	○
<b>Manage Congestion</b>	
Reduce Vehicle Conflicts	+
Decrease Intersection Delay	○

Source: Parisi Transportation Consulting, Sept. 2022

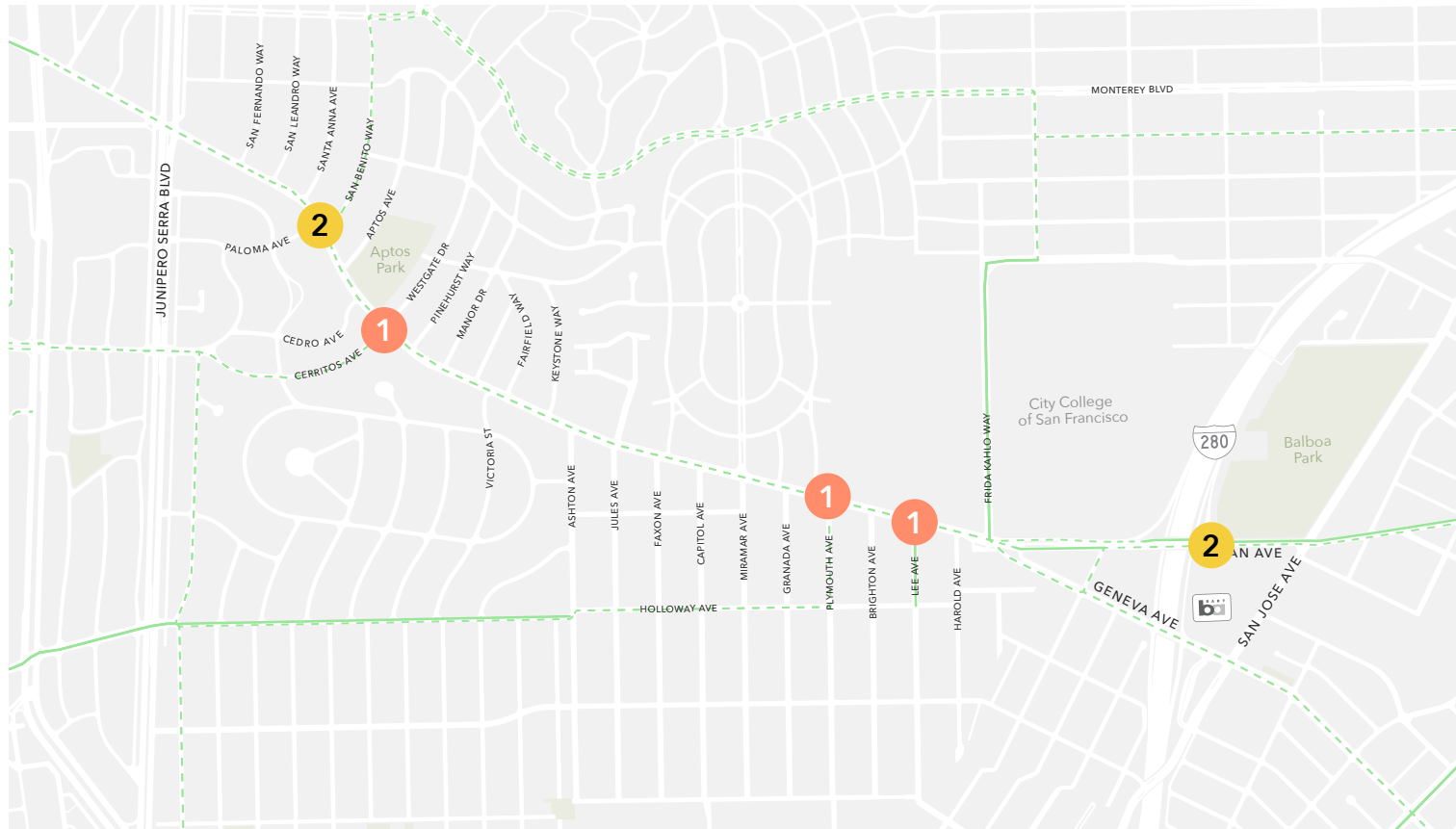
## Status/Other Info

**Low cost:** Less than \$5K per intersection  
**Medium cost:** \$5 - 50K per intersection  
**High cost:** More than \$50K per intersection

Hardening the centerline would require buy-in from the California Public Utilities Commission (CPUC), who regulates our rail operations, as well as our operational and maintenance groups. The improvement (3) would require regulatory/technical review.

**All proposals subject to SFMTA and Regulatory review and approval.**

# Ocean Avenue Bike Crossing & Spot Improvement



- 1 Install bike boxes or bike crossing phase at signalized intersections. (\$\$)**  
Program leading bike-ped intervals  
**Benefit:** Improved bicycle visibility positioning at signals
  - 2 Install enhanced crossing markings and/or two-stage bike left turn boxes. (\$\$)**  
**Benefit:** Improved bicycle visibility positioning at crossings
  - 3 Upgrade sharrows to green-backed sharrows along Ocean**  
**Benefit:** improved visibility of existing sharrows
- Class II Bike Lane  
- - - Class III Bike Route (Sharrows)

## Overview

Areas where bike connections are particularly challenging on Ocean Ave. were identified through the Task Force and by the project team. This concept would address these specific challenges through the following infrastructure improvements:

- Provide a two-stage left turn from the Balboa Park BART Station onto westbound Ocean Ave.
- Improve bicycle visibility/positioning for designated bike route connections along the study area.
- Improve access to major destinations.

Solutions and specific locations for improvements would be identified through more robust outreach process.

**Note:** FOG intersection improvements addressed by a current SFMTA project (Ocean Avenue Safety Project)

## Tradeoffs

- 1 Medium cost;** up to 4 parking spaces lost per approach
- 2 Low cost;** 2 - 4 parking spaces lost per approach

10 - 15 parking spaces may be removed for this concept

## Goals Supported

- Improve safety and connectivity for pedestrians and bicyclists.

## Status/Other Info

Bike improvements are being developed by SFMTA on Frida Kahlo Way between Ocean Ave and Judson.

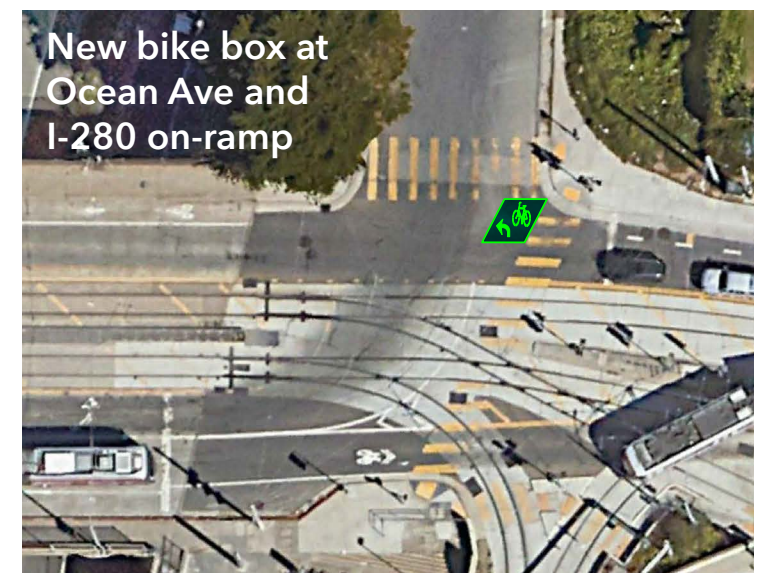
Costs are per treatment, planning level cost estimates:

- Low cost:** Less than \$5K per intersection
- Medium cost:** \$5 - 50K per intersection
- High cost:** More than \$50K per intersection

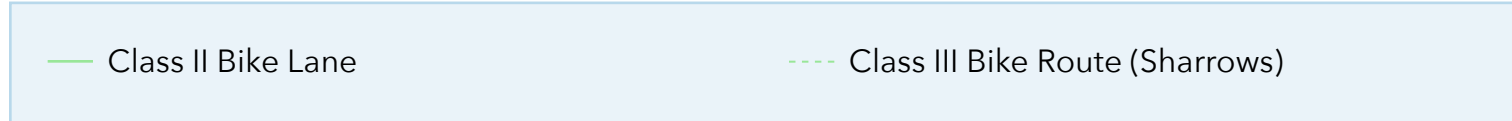
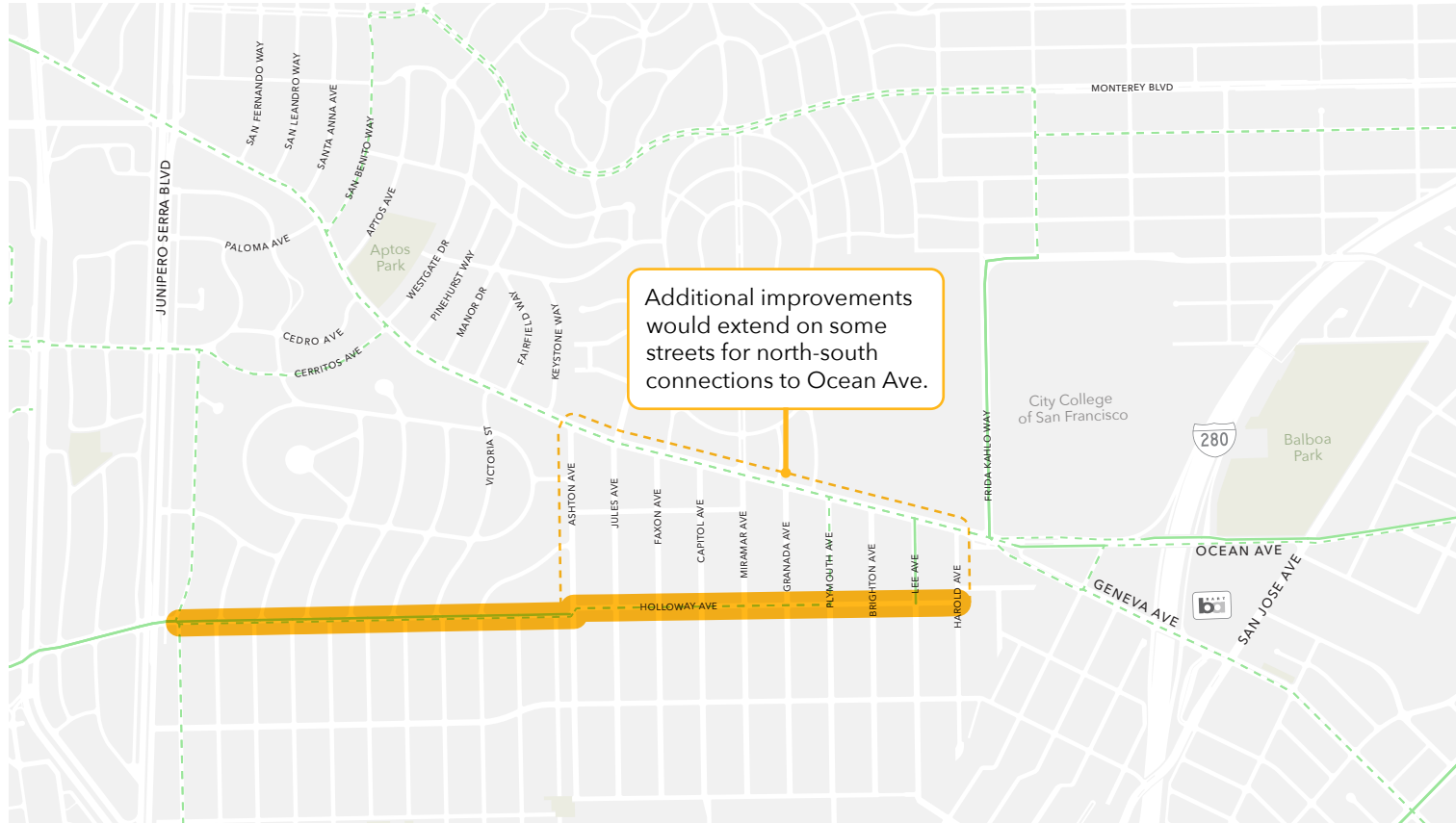
**All proposals subject to SFMTA and Regulatory review and approval.**

CRITERIA	CONCEPT EVALUATION
<b>Transit Reliability and Efficiency</b>	
Decrease Transit Travel Time	o
Improve Transit Reliability	o
Improve Access to Transit Stops	o
<b>Safety &amp; Connectivity</b>	
Decrease Number of Conflict Points	+
<b>Improve Streetscape</b>	
Improve Sidewalk Space	o
Improve Visibility	+
Remove Gaps in Pedestrian Network	o
<b>Manage Congestion</b>	
Reduce Vehicle Conflicts	+
Decrease Intersection Delay	?

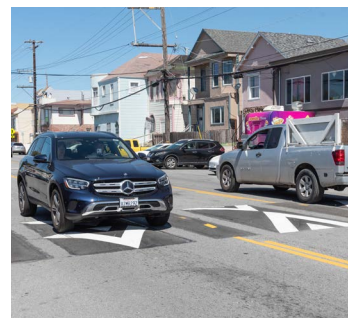
Source: Parisi Transportation Consulting, Sept. 2022



# Ocean Avenue Bike Connectivity Improvement – Holloway Avenue Bikeway Improvements



Sharrow



Speed Hump/  
Cushion



Traffic Circle



Bike lane

## Overview

The competing priorities (transit, driving, parking, bike lanes) along Ocean Ave. make it difficult to create a consistent bicycle lane. This concept focuses on creating an alternative east-west bike connection along Holloway. The concept proposed maintains a shared travel lane, with additional traffic calming, street safety, and wayfinding improvements.

Improvements could also be added along key north-south connections to Ocean Ave. to establish connections to key destinations and slow speeds.

**Note:** A dedicated bikeway (bike lanes or separated bikeway) on Ocean Avenue would require significant work to widen the road and narrow sidewalks at pinch points (e.g. transit boarding islands).

## Tradeoffs

- Holloway gets farther from Ocean Ave. when traveling westbound; similar treatments would be needed along Lunado and select north-south streets between Lee and Ashton.
- Bike lanes on Holloway could be considered. This would require removing about 100 - 200 spaces, depending on extent of new bike lanes added.
- Monterey continues to be the route north of Ocean Ave; it has steeper hills and there are less direct routes to connect to destinations along Ocean Ave.

## Goals Supported:

- Improve safety and connectivity for pedestrians and bicyclists

CRITERIA	CONCEPT EVALUATION
<b>Transit Reliability and Efficiency</b>	
Decrease Transit Travel Time	○
Improve Transit Reliability	○
Improve Access to Transit Stops	○
<b>Safety &amp; Connectivity</b>	
Decrease Number of Conflict Points	+
<b>Improve Streetscape</b>	
Improve Sidewalk Space	○
Improve Visibility	+
Remove Gaps in Pedestrian Network	○
<b>Manage Congestion</b>	
Reduce Vehicle Conflicts	○
Decrease Intersection Delay	○

Source: Parisi Transportation Consulting, Sept. 2022

## Status/Other Info:

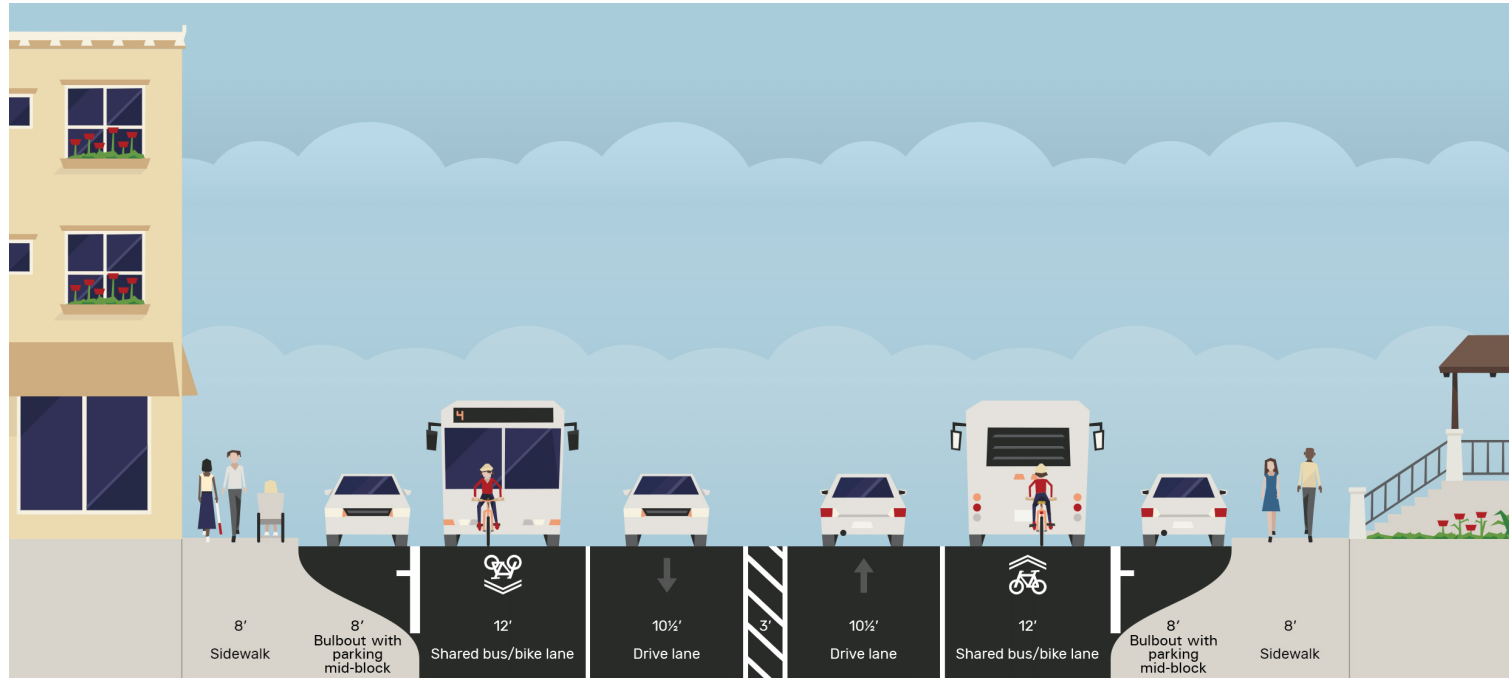
Potential countermeasures on Holloway:

- Greenback sharrows
- Raised crosswalk
- Roundabout
- Traffic diversion

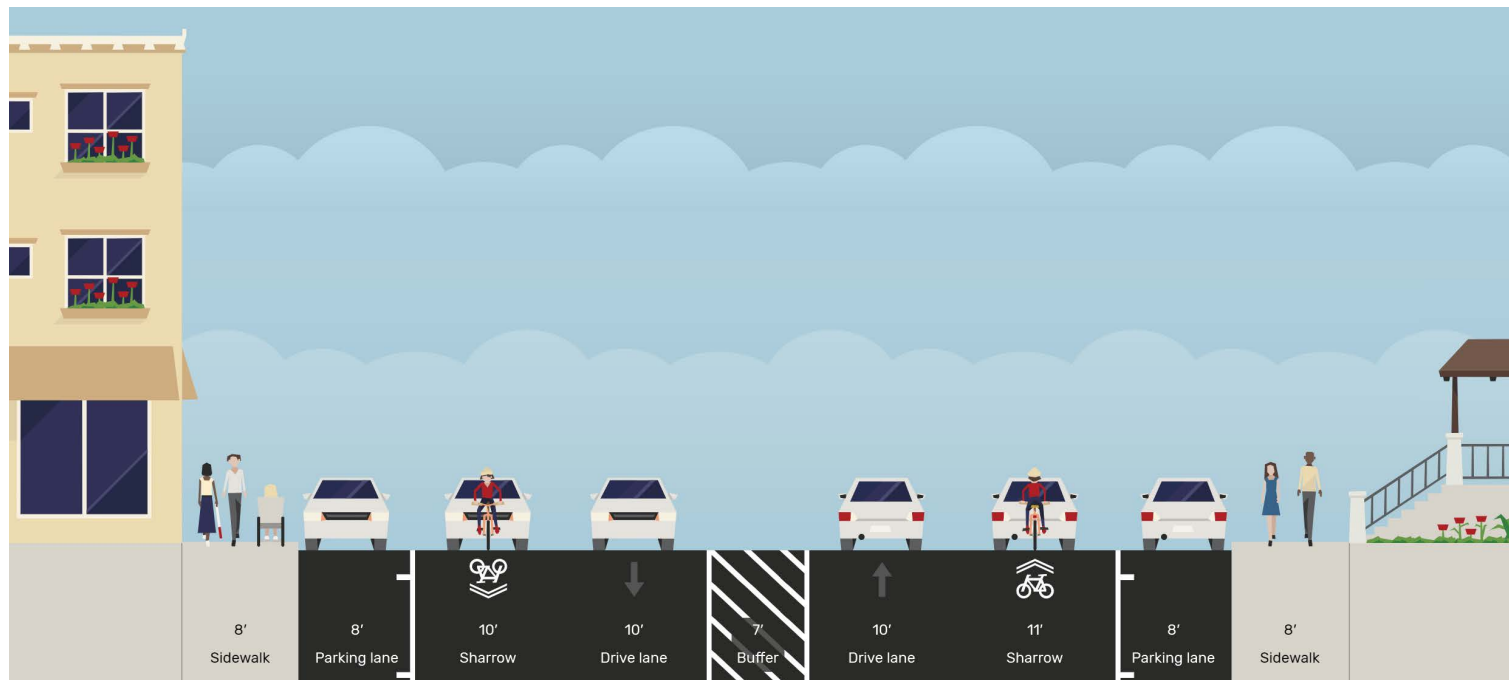
Any improvements would need to be coordinated with the 29 Sunset route.

**All proposals subject to SFMTA and Regulatory review and approval.**

# Geneva Avenue Pedestrian, Transit, & Bike Improvements



**Shared Transit-Bike Lane (Parking Retained)**



**Existing Street Configuration**

## Overview

Previous plans identified pedestrian safety improvements on Geneva, between San Jose Ave. and Ocean Ave. The Task Force adjusted this concept to include multimodal improvements (transit, pedestrian, and bicycle). This concept would:

- Improve transit and bike conditions by converting a general travel lane to a designated lane for transit and bikes, separate from the vehicle travel lane.
- Improve pedestrian visibility with bulb outs.

## Tradeoffs

- Slightly longer travel times for motor vehicles.
- Bulbouts may lead to 1 - 2 parking removals at each corner.
- Buses and bikes will still share space (no fully dedicated bike lane)

## Goals Supported

- Improve transit efficiency, reliability, and accessibility.
- Improve safety and connectivity for pedestrians and bicyclists.

## Status/Other Info

SFMTA does not typically use shared bus/bike facilities. Additional review would be needed to understand bike volumes.

On steep portions of the corridor, bike lanes could be explored in future phases.

**All proposals subject to SFMTA and Regulatory review and approval.**

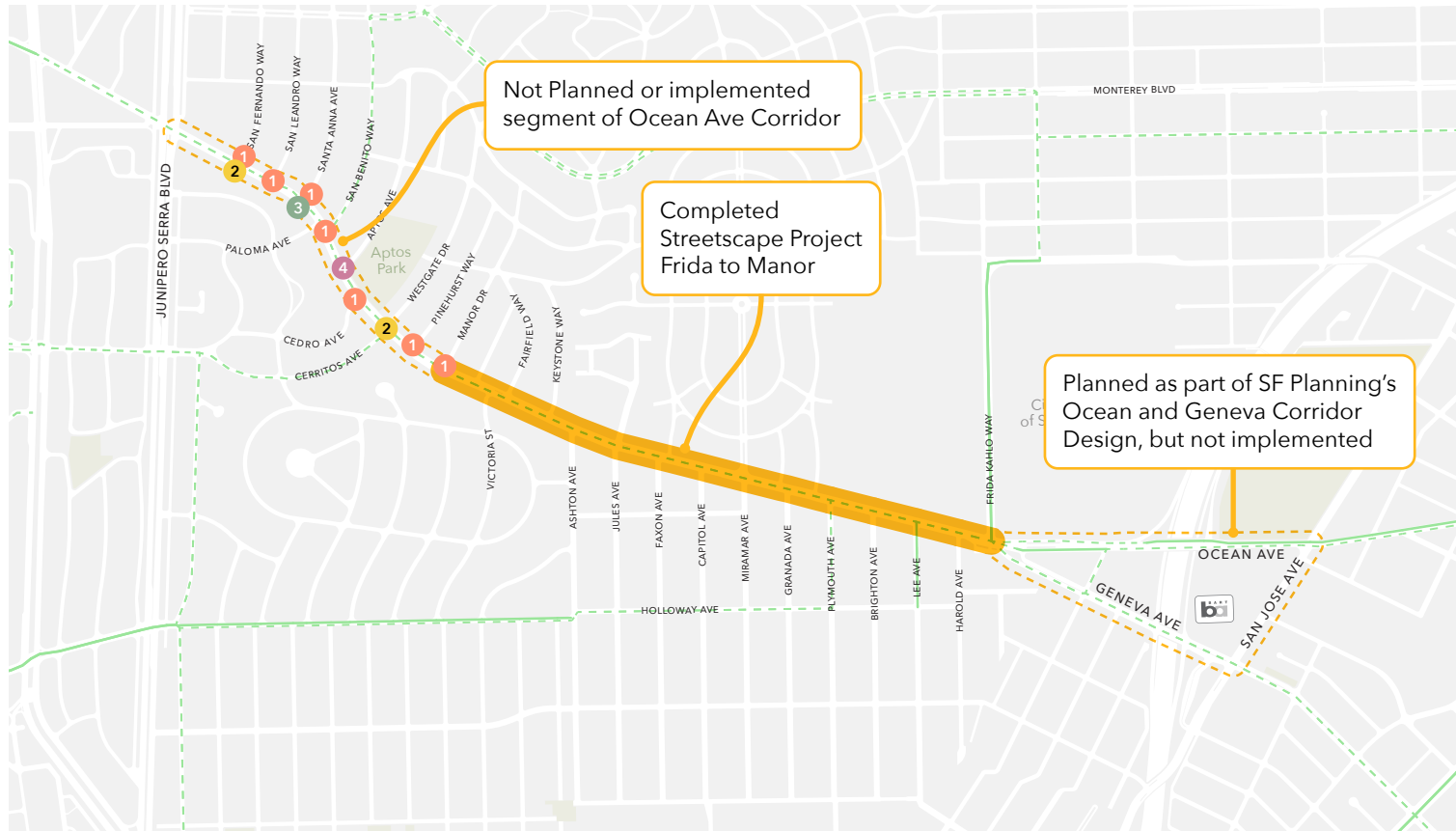
CRITERIA	CONCEPT EVALUATION
<b>Transit Reliability and Efficiency</b>	
Decrease Transit Travel Time	+
Improve Transit Reliability	+
Improve Access to Transit Stops	o
<b>Safety &amp; Connectivity</b>	
Decrease Number of Conflict Points	+
<b>Improve Streetscape</b>	
Improve Sidewalk Space	o
Improve Visibility	+
Remove Gaps in Pedestrian Network	o
<b>Manage Congestion</b>	
Reduce Vehicle Conflicts	o
Decrease Intersection Delay	-

Source: Parisi Transportation Consulting, Sept. 2022



**Shared bike and bus lane on Bosworth Street**

# Ocean Avenue Streetscape Improvements



Source: SFMTA 2021 Recommended Bike Routes

- 1 Add bulb-out or extend sidewalk**  
Extend curblineline and sidewalk space to shorten intersection crossing distances, improve visibility of pedestrians, slow vehicle turning speeds, and/or make space for more greenery, furnishings, or water capture
- 2 Add streetlights**  
Typical modifications include upgrading high pressure sodium lights to energy efficient and brighter LEDs, solar lights, and pedestrian-scale poles
- 3 Plant street trees**  
Street trees and ground landscaping
- 4 Add street furnishing**  
Pedestrian amenities, including: benches and seating, bicycle racks, bollards, flowerstands, kiosks, newsracks, public art, trashcans, and wayfinding signage

## Overview

The Ocean Ave. Streetscape Improvement Project was completed in 2016 and added street trees, sidewalk improvements, and pavers. This concept would expand the streetscape improvements west to Junipero Serra Blvd. This concept would:

- Add/improve street & pedestrian lighting.
- Increase sidewalk width and add bulb-outs.
- Add landscape greening and street trees.

The improvements proposed in this concept are from the SF Better Streets Plan Streetscape Toolkit.

## Tradeoffs

- 1** Sidewalk extensions / bulbouts may conflict with loading zones and would reduce curb-to-curb width at some locations. Loss of 1 - 2 parking spots per corner (15 - 20 parking spaces total)

## Goals Supported

- Improve Safety and connectivity for pedestrians and bicyclists.
- Improve streetscape to support vitality and quality of life.

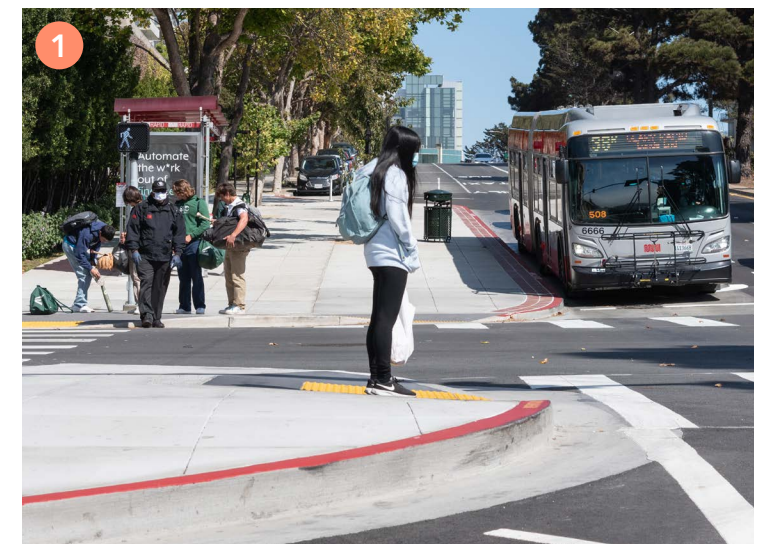
## Status/Other Info

- Streetscape project has been completed from Frida Kahlo Way to Manor Dr (Ocean Avenue Streetscape Improvement Plan).
- Streetscape has been planned, but not implemented, from San Jose Ave to Frida Kahlo Way (Ocean and Geneva Corridor Design).
- No streetscape project planning west of Manor Dr.
- Any pedestrian bulb outs would need to be reviewed for conflicts with transit boarding islands. If there is a preference from the Task Force on this additional element, these would be pursued later on to reduce parking impacts.

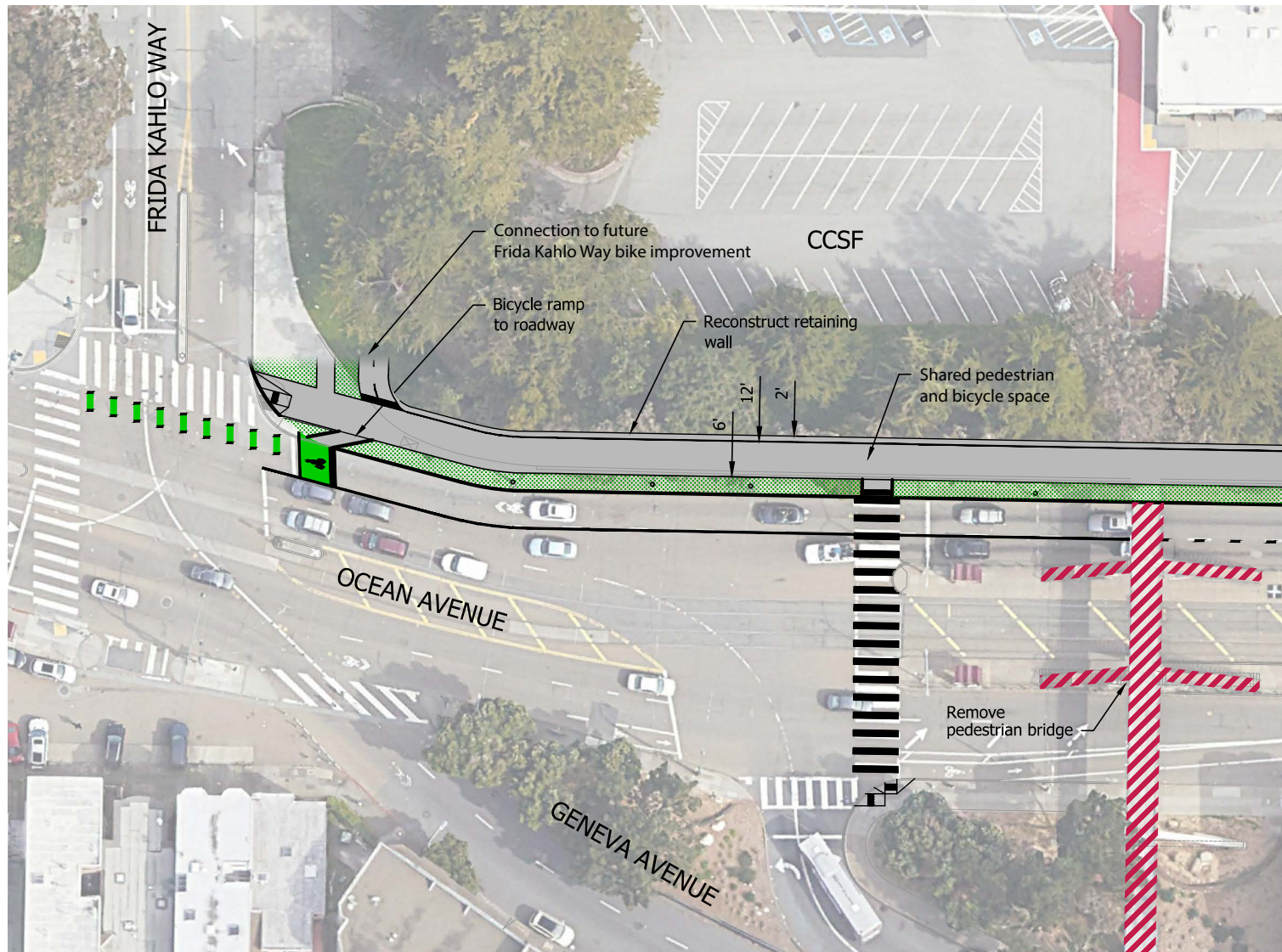
**All proposals subject to SFMTA and Regulatory review and approval.**

CRITERIA	CONCEPT EVALUATION
<b>Transit Reliability and Efficiency</b>	
Decrease Transit Travel Time	○
Improve Transit Reliability	○
Improve Access to Transit Stops	○
<b>Safety &amp; Connectivity</b>	
Decrease Number of Conflict Points	+
<b>Improve Streetscape</b>	
Improve Sidewalk Space	+
Improve Visibility	+
Remove Gaps in Pedestrian Network	+
<b>Manage Congestion</b>	
Reduce Vehicle Conflicts	○
Decrease Intersection Delay	○

Source: Parisi Transportation Consulting, Sept. 2022



# Create a Shared Bike and Pedestrian Path by Removing the Pedestrian Bridge and Shifting the Retaining Wall



## Overview

The concept would widen right of way by removing pedestrian bridge and moving the retaining wall adjacent to City College to allocate more space for people walking and biking between City College and BART. New trees and landscaping would be used to create a buffer between vehicle traffic.

This concept would:

- Create a shared pedestrian and bike path
- Create a street-level pedestrian crossing along Ocean at Geneva
- Remove the pedestrian bridge
- Shift the retaining wall

## Tradeoffs

- Increased pedestrian traffic crossing Ocean Ave at street level

## Goals Supported

- Improve safety and connectivity for pedestrians and people biking
- Improve streetscape to support vitality and quality of life

## Status/Other Info

The existing pedestrian bridge is not accessible; there are only stairs to the bridge and Muni platforms below.

Based on preliminary studies, work to remove the pedestrian bridge and move the retaining wall would likely need to be done together.

This concept could support the long-term plan to redesign the Frida/ Ocean/ Geneva intersection and bring additional transit and bike improvements.

CRITERIA	CONCEPT EVALUATION
<b>Transit Reliability and Efficiency</b>	
Decrease Transit Travel Time	○
Improve Transit Reliability	○
Improve Access to Transit Stops	○
<b>Safety &amp; Connectivity</b>	
Decrease Number of Conflict Points	+
<b>Improve Streetscape</b>	
Improve Sidewalk Space	+
Improve Visibility	+
Remove Gaps in Pedestrian Network	○
<b>Manage Congestion</b>	
Reduce Vehicle Conflicts	○
Decrease Intersection Delay	○

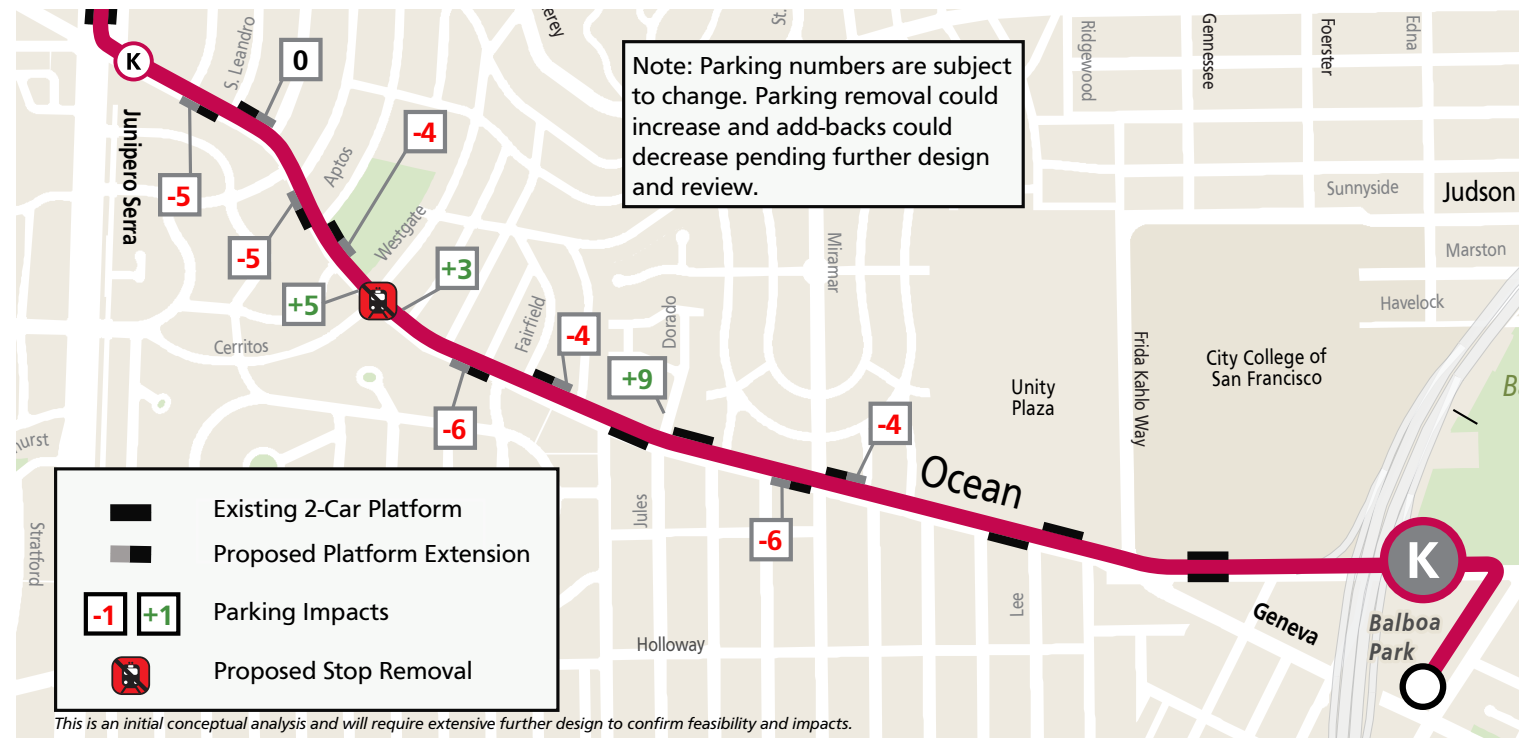
Source: Parisi Transportation Consulting, Sept. 2022

City agencies are coordinating to assess options for this concept. An initial feasibility assessment has been done, but more detailed planning and technical studies are needed. Funding for further design work has not yet been identified.

**All proposals subject to SFMTA and Regulatory review and approval.**



# K Ingleside Muni Forward Improvements



## Overview

This project would implement a series of transit reliability, pedestrian safety, and accessibility upgrades along the K Ingleside line:

- Double the train capacity on the corridor with transit stop upgrades to enable two-car trains on Ocean Ave. Currently the second car of the K line is locked out when trains are on the surface.
- Reduce transit travel time and improve reliability on the corridor with transit lanes, turn restrictions, stop consolidation, and signal changes.

Benefits include:

- Double capacity on the K line and reduce crowding.
- Reduced transit travel time and improved reliability.
- Improve accessibility, safety, and comfort at stops.
- Transit lanes and boarding islands also help to reduce vehicle speeds.

## Tradeoffs

- There are about 315 parking spaces on Ocean Ave within the study area and about 1,600 spaces within 1 block of the corridor. To provide space for extended train platforms, parking would be removed at some stops. This would be partially offset by adding angled parking on Ocean Ave and some side streets. The total parking removal would be 35 - 40 spaces, with a possibility of adding back some spaces on nearby side streets, pending further review.
- The proposal would remove the stop at Cerritos/Westgate. Passengers would use stops at Aptos or Victoria/Fairfield instead. This would reduce travel time along the K line, while also enabling new parking to be created.
- Transit lanes and turn restrictions may impact private vehicle travel time. Exact locations are still to be determined.

CRITERIA	CONCEPT EVALUATION
<b>Transit Reliability and Efficiency</b>	
Decrease Transit Travel Time	+
Improve Transit Reliability	+
Improve Access to Transit Stops	+
<b>Safety &amp; Connectivity</b>	
Decrease Number of Conflict Points	+
<b>Improve Streetscape</b>	
Improve Sidewalk Space	o
Improve Visibility	o
Remove Gaps in Pedestrian Network	o
<b>Manage Congestion</b>	
Reduce Vehicle Conflicts	o
Decrease Intersection Delay	o

Source: Parisi Transportation Consulting, Sept. 2022

## Goals Supported

- Improve transit efficiency, reliability, and accessibility.
- Improve Safety and connectivity for pedestrians and bicyclists.

## Status/Other Info

Project is funded through state TIRCP grant and full outreach would start in 2023.

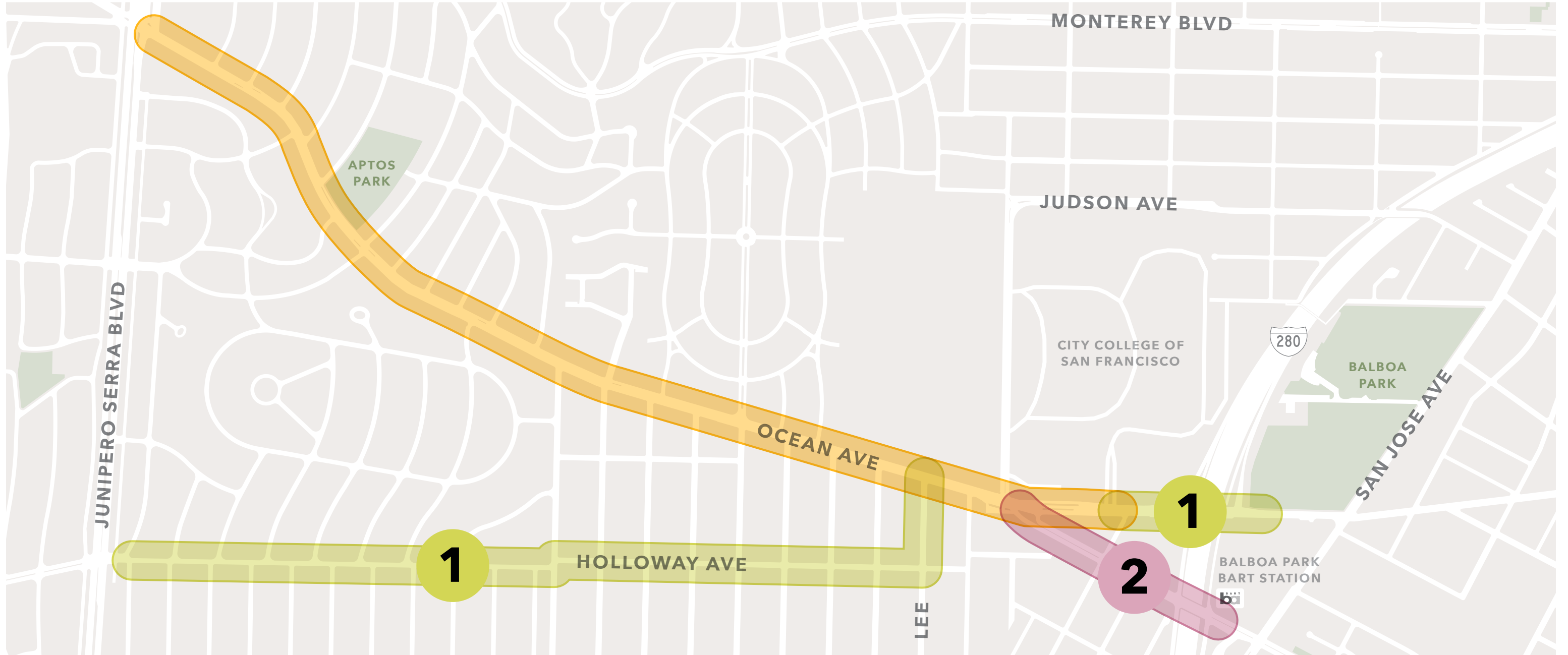
**All proposals subject to SFMTA and Regulatory review and approval.**

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APPENDIX C

# Task Force Meeting 5 Project Concept Sheets

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### Projects Advanced by the Task Force

The projects below were determined to advance in the previous task force meeting. These projects span the Ocean Ave corridor.

- Pedestrian Safety on Ocean to improve visibility of pedestrians (small project)
- Speed Management on Ocean to slow speeds and reduce illegal left turns and u-turns (small project)
- K Ingleside Muni Forward to improve transit reliability, capacity, and access (large project)
- Shared pedestrian and Bike path with the removal of the pedestrian bridge (large project)

### Projects for Consideration

- 1 Bike connectivity improvements via Holloway
- 2 Geneva Multimodal Improvements

# Bike Connectivity Improvements via Holloway

Would provide an alternative east-west connection between Balboa BART station and Junipero Serra. There are 4 distinct components to the corridor:

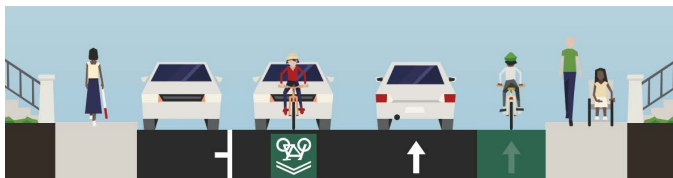
## 1a West Holloway (Ashton - Junipero Serra)

The western portion of Holloway has a striped bike lane (no parking) on one side of the street and a parking lane with sharrows on the other side of the street. Many of the intersections are asymmetrical and have wide curb radii, enabling faster turns onto/off of Holloway.

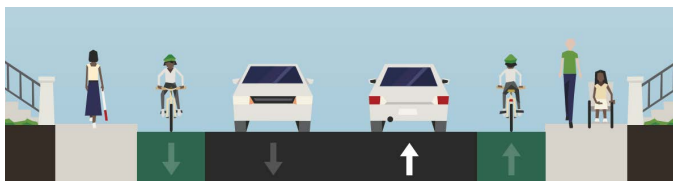
### Project elements:

- Traffic circles to slow speeds at intersections
- Traffic diverters to prevent drivers from using Holloway as a cut-through street and to reduce vehicle volumes on Holloway
- Pedestrian Safety Zones / sidewalk extensions to shorten crossing distances and slow speeds of turning vehicles
- Added crosswalks to alert drivers of pedestrian activity and help slow speeds
- There are two options for bike treatments:

1. Street configuration can **stay as is** with added green treatments to have a green bike lane (no parking) in one direction and green sharrows in the other.



2. Parking could be removed to create bike lanes in both directions. About 60 - 80 parking spaces would be removed.



The width of the road does not allow for protected bike lanes.



## 1b East Holloway (Lee - Ashton)

The eastern portion of Holloway has sharrows and curb extensions at most intersections, with parking mid-block. The curb extensions do not allow for bike lanes.

### Project Elements:

- Green sharrows to improve visibility
- Traffic circles to slow speeds at intersections
- Traffic diverters to prevent drivers from using Holloway as a cut-through street and to reduce vehicle volumes on Holloway

## 1c Lee Ave

Lee Ave is the first opportunity to make a left from Ocean and connect to Holloway. In the future, Lee Ave will connect to the bike network north of Ocean, being developed as part of the Balboa Reservoir project.

### Project Elements:

- Green bike lane, sharrows, and /or bike boxes between Ocean and Holloway to create a high-quality connection to Holloway
- Two-stage left turn from Ocean onto Lee

### Tradeoffs:

- Angled parking on southbound Lee would be restriped to accommodate a bike lane and would result in a reduction of ~5 spaces
- A bike lane on northbound Lee would result in a reduction of ~20 spaces; this curb space may be frequently blocked due to curb access needs.

## 1d The Balboa BART Station and Ocean Ave to Lee

This is a challenging crossing and key connection from the Bart station to City College, Businesses, and residential areas. Many bicyclists do not make this crossing and instead travel in the wrong direction on the wrong side of the street to travel westbound on Ocean.

Improvements to this section would align with the planned quickbuild improvements to the FOG intersection and long-term projects to create a shared pedestrian and Bike path adjacent to City College.

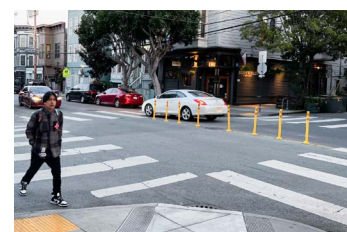
### Project element:

- Facilitated left turn with bike markings and a green bike line across the overpass
- Green sharrows between I-280 and Lee Ave., in both directions

Pedestrian safety zone



Traffic diverter



Green sharrow



Traffic circle



Bike lane

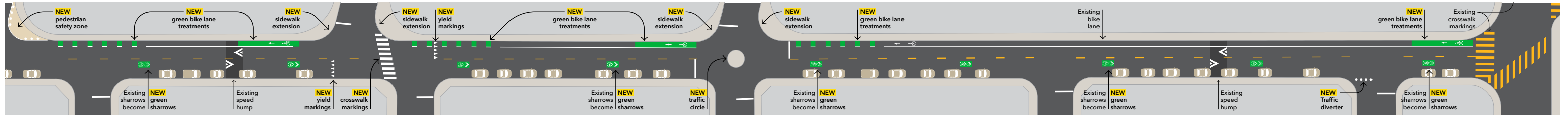


Two-stage left turn

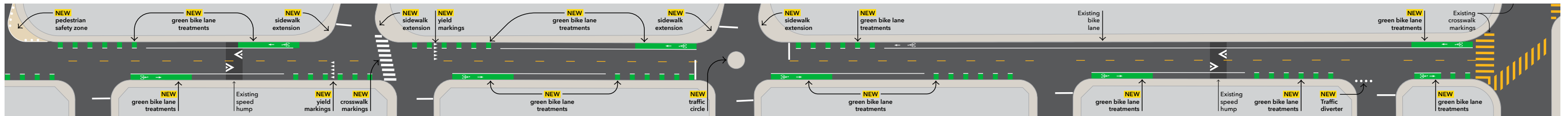


# Bike Connectivity Improvements via Holloway – Sample Street Designs

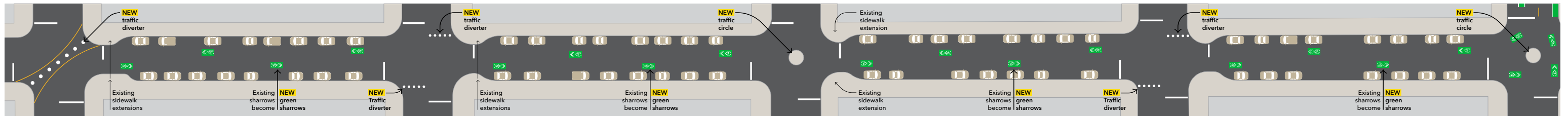
## 1a West Holloway (Ashton - Junipero Serra) Maintain bike lane in one direction



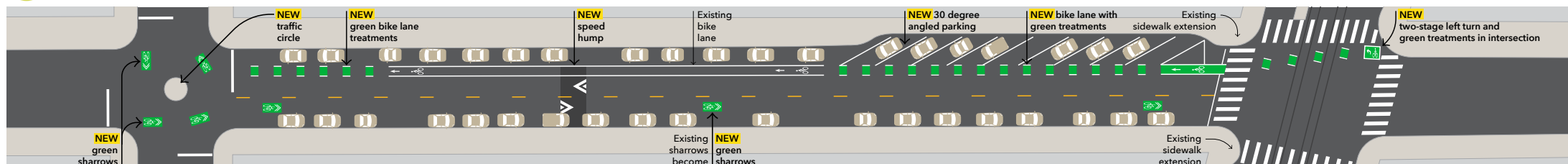
### Create bike lanes in both directions



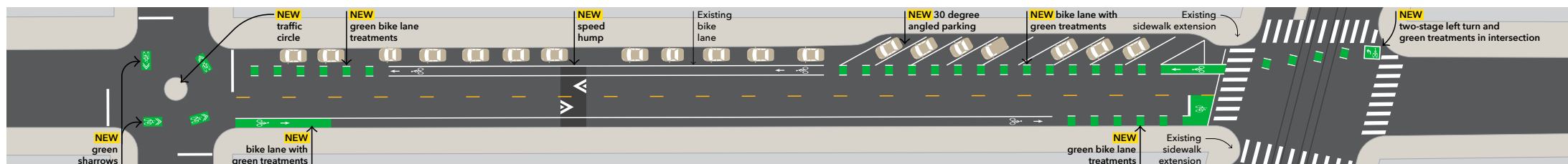
## 1b East Holloway (Lee - Ashton) Traffic calming improvements



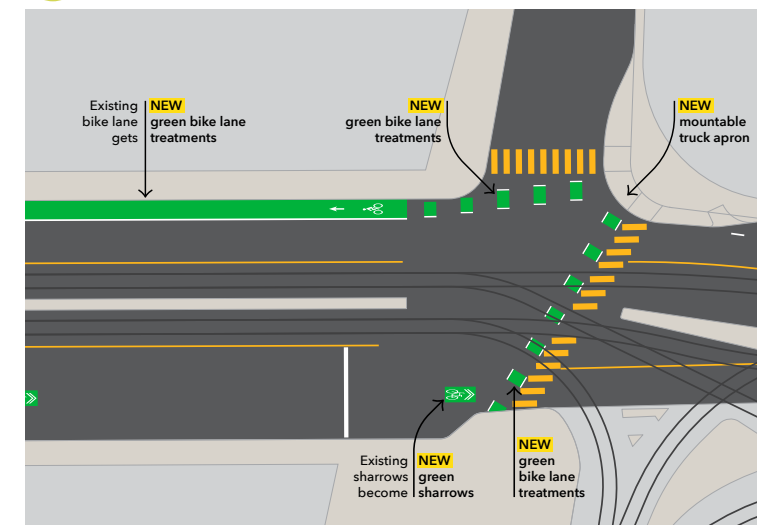
## 1c Lee Ave Extend bike lane in one direction



### Create bike lane in both directions



## 1d BART - Ocean Ave Connection

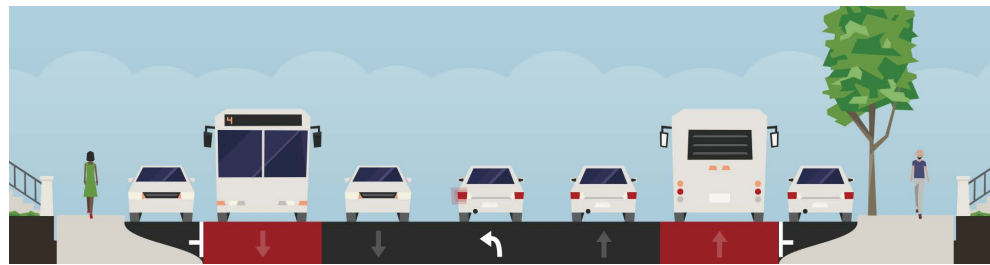


## Geneva Multimodal Improvements

The options for this project vary to include a combination of pedestrian, transit priority, and bike improvements. Geneva accommodates the 8, 8BX, 43, and 91 (Owl) Muni routes.



### Option 1: Transit and Pedestrian Improvements

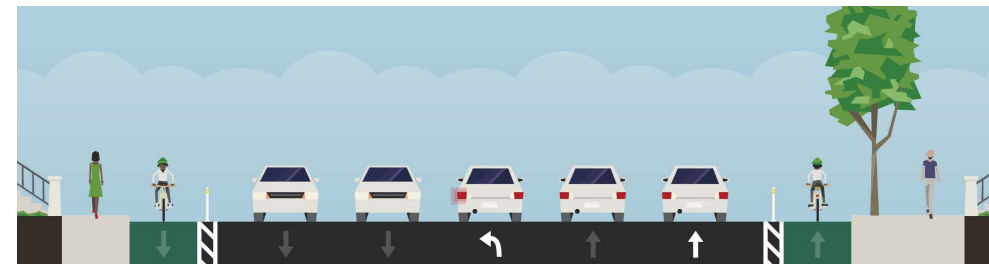


GOAL	GOAL ALIGNMENT
Transit efficiency, reliability and accessibility	<b>high</b>
Pedestrian and bike safety	<b>high (ped)</b>
Improve livability, economic vitality and quality of life	<b>low</b>
Manage congestion	<b>unknown</b>

#### Project Elements:

- Transit only lane, which would be made by converting a general travel lane
- Pedestrian Safety Zones / sidewalk extensions to shorten crossing distances and slow speeds of turning vehicles
- Daylighting at intersection on Geneva and cross streets to improve visibility of pedestrians

### Options 2: Bike and Pedestrian Improvements

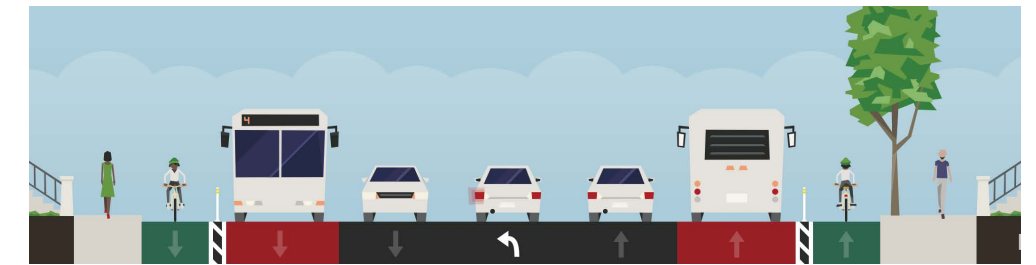


GOAL	GOAL ALIGNMENT
Transit efficiency, reliability and accessibility	<b>no change</b>
Pedestrian and bike safety	<b>high (bike), low (ped)</b>
Improve livability, economic vitality and quality of life	<b>low</b>
Manage congestion	<b>no change</b>

#### Project Elements:

- Protected Bike lane on full corridor or uphill segments. Adding bike lanes would result in a parking loss of 50 - 100 parking spaces depending on the length of the lanes. The school loading for Seventh Day Adventist Elementary School may need to be relocated.
- Daylighting at intersections on Geneva and cross streets to improve visibility of pedestrians
- Travel lanes remain unchanged with 2 vehicle lanes in each direction; there is no transit lane.

### Options 3: Transit, Bike, and Pedestrian Improvements



GOAL	GOAL ALIGNMENT
Transit efficiency, reliability and accessibility	<b>high</b>
Pedestrian and bike safety	<b>high (bike), low (ped)</b>
Improve livability, economic vitality and quality of life	<b>low</b>
Manage congestion	<b>unknown</b>

#### Project Elements:

- Transit only lane, which would be made by converting a general travel lane
- Protected Bike lane on full corridor or uphill segments. Adding bike lanes would result in a parking loss of 50 - 100 parking spaces depending on the length of the lanes. The school loading for Seventh Day Adventist Elementary School may need to be relocated.
- Daylighting at intersection on Geneva and cross streets to improve visibility of pedestrians

Transit only lane



Sidewalk extension



Pedestrian safety zone



Daylighting at intersection



Protected bike lane





RESOLUTION ADOPTING THE OCEAN AVENUE MOBILITY ACTION PLAN REPORT [NTIP]

WHEREAS, In December 2021, the Transportation Authority appropriated \$275,000 in Prop K half-cent sales tax funds from the Neighborhood Program (NTIP) for the Ocean Avenue Mobility Action Plan at the request of Commissioner Myrna Melgar; and

WHEREAS, The Ocean Avenue Mobility Action Plan established a project Task Force with the objective of identifying three small and two large projects for advancement by considering public outreach findings and technical analysis and design work from the project team; and

WHEREAS, The Ocean Avenue Mobility Action Plan sought to conduct public outreach and identify transportation project concepts that would improve transit reliability and accessibility, improve pedestrian and bike safety, improve livability and economic vitality, and manage congestion along the Ocean Avenue Corridor; and

WHEREAS, The plan was led by the Transportation Authority in partnership with Commissioner Melgar's office and the San Francisco Municipal Transportation Agency (SFMTA); and

WHEREAS, The plan built on recommendations from plans and studies on the Ocean Avenue Corridor that completed within the past ten years; and

WHEREAS, Transportation Authority staff conducted technical analysis and public outreach to inform the Task Force in the decision making process; and

WHEREAS, All proposed solutions described in the enclosed Ocean Avenue Mobility Action Plan support the plan's goals and outreach findings; and

WHEREAS, The final report identifies potential funding sources to advance the plan's near- and long-term recommendations towards implementation; and

WHEREAS, The CAC was briefed on the final report at its May 24, 2023 meeting and adopted a motion of support for its adoption; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the enclosed Ocean Avenue Mobility Action Plan; and be it further

RESOLVED, That the Executive Director is hereby authorized to prepare the Ocean Avenue Mobility Action Plan document for final publication and distribute the document to all relevant agencies and interested parties.



Attachment:

1. Ocean Avenue Mobility Action Plan





## Memorandum

### AGENDA ITEM 6

**DATE:** May 25, 2023  
**TO:** Transportation Authority Board  
**FROM:** Rachel Hiatt - Deputy Director for Planning  
**SUBJECT:** 06/13/23 Board Meeting: Adopt the Octavia Improvements Study Final Report [NTIP Planning]

<p><b>RECOMMENDATION</b>   <input type="checkbox"/> Information   <input checked="" type="checkbox"/> Action</p> <p>Adopt the Octavia Improvements Study Final Report [NTIP Planning].</p> <p><b>SUMMARY</b>          Requested by former District 5 Supervisor Vallie Brown, the Octavia Improvements Study recommends near-term local safety and connectivity improvements, as well as longer-term regional congestion management strategies, to support the safety and efficiency of Octavia Boulevard and surrounding streets. Informed by technical analysis and community outreach, the Study identifies a set of local safety and connectivity improvements to be funded by revenues in the Market and Octavia Special Revenue Fund. The Study also recommends potential funding sources to advance the regional congestion management strategies to the next stage of planning and technical analysis. We led this study in partnership with the San Francisco Municipal Transportation Agency and undertook two major rounds of community outreach, including special collaboration with the Market and Octavia Community Advisory Committee. We have reviewed the Study findings and recommendations with District 5 Board member Dean Preston’s office and they have expressed their support.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fund Allocation</li> <li><input type="checkbox"/> Fund Programming</li> <li><input type="checkbox"/> Policy/Legislation</li> <li><input checked="" type="checkbox"/> Plan/Study</li> <li><input type="checkbox"/> Capital Project Oversight/Delivery</li> <li><input type="checkbox"/> Budget/Finance</li> <li><input type="checkbox"/> Contract/Agreement</li> <li><input type="checkbox"/> Other: _____</li> </ul>
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## BACKGROUND

In 2012, through Resolution 13-10, the Transportation Authority adopted the Central Freeway and Octavia Boulevard Circulation Study. This 2012 Study evaluated the performance of the transportation system in the Market-Octavia area and recommended changes for improving travel options and traffic management. This Study identified a decade's worth of improvements to be funded by the Market and Octavia Special Revenue funds pursuant to the Planning Department's 2008 Market/Octavia Plan.

Since that time, the City has implemented all of the recommendations of the 2012 Study. In 2019, former District 5 Commissioner Vallie Brown requested an Octavia Boulevard Circulation and Accessibility Study Update, known as the Octavia Improvements Study (Study).

## DISCUSSION

In partnership with SFMTA, the Octavia Improvements Study evaluates the accessibility, safety, and circulation of Octavia Boulevard leading to the Central Freeway. During peak hours, there is significant traffic congestion on Octavia and streets leading to/from the Boulevard that causes queuing and conflicts in the area. The Study's analyses include an evaluation of the overall travel demand pattern on Octavia Boulevard with a view to identifying short (local area), medium (crosstown), and long-distance (regional) trip markets.

Based on these trip markets, the Study makes recommendations in two categories - Local Safety and Connectivity concepts and Regional Congestion Management strategies - based on outreach and technical analyses.

**Outreach:** Study outreach included two major rounds and involved special collaboration with the Market and Octavia Community Advisory Committee (CAC). The first round sought input to confirm Study goals and both local and regional traffic management and safety needs. The second round of outreach included an online survey publicized to local and regional travelers of all modes, asking respondents to prioritize the potential local safety and connectivity improvements, and to indicate level of interest in the potential regional congestion management strategies. Both outreach rounds involved presentations to area community groups, including the Market and Octavia CAC.

**Local Safety and Connectivity Improvements:** The Local Safety & Connectivity concept recommendations include:



- Bulbouts on Oak and Fell streets at Buchanan and Webster streets;
- Red light camera enforcement (or a similar strategy to reduce red light running and associated conflicts) on Market Street at Gough Street; and
- Traffic calming on Octavia Street, such as raised crosswalks, signal timing adjustments, and/or speed humps.

Some of the recommended concepts can be designed or delivered as part of related projects led by SFMTA, such as the SFMTA's Better Market Street 2023 Hub Quickbuild project or Upper Market Safety Improvements.

**Regional Congestion Management Strategies:** The Study recommends the following regional Congestion Management Strategies to advance to the next stage of planning and technical analysis:

- **Transit and High Occupancy Vehicle Lane on Oak Street:** Study and conduct stakeholder outreach to develop High Occupancy Vehicle (HOV) and transit lanes on Oak Street. This HOV / transit lane would connect the existing and planned managed lane and freeway network on US 101. This recommended next phase of planning work should include further technical analysis and outreach regarding retiming the Oak Street signals to meter traffic along Oak, upstream of the Oak and Octavia intersection. This upstream traffic metering is a prerequisite to allow for a lane of mixed traffic on Oak Street to be converted into the HOV and transit lane. As part of this concept development, integrate regional wayfinding signage for circulation and access to guide vehicles towards the most time-competitive freeway access routes, such as potential new HOV lanes on 9<sup>th</sup> and 10<sup>th</sup> streets.
- **Regional Express Transit Hub:** Plan for regional and local express transit service to connect San Francisco with Peninsula cities, and study establishing a regional transit hub in the Civic Center area to enable closer connections from western neighborhoods to regional transit service.

Each of these strategies requires further planning, concept development, and stakeholder outreach.

**Funding and Implementation:** The funding source for the Local Safety and Connectivity Improvement recommendations is the Market and Octavia Special Revenue fund. The Regional Congestion Management Strategies all require further planning and community engagement funding sources as a next step. In addition to the Special Revenue fund, these could include Caltrans Sustainable Planning Grants,



regional Priority Development Area planning grants, regional Mobility Hub planning grants, and more as described in the attached final report.

### **FINANCIAL IMPACT**

The recommended action would not have an impact on the adopted Fiscal Year 2022/23 budget or proposed Fiscal Year 2023/24 budget.

### **CAC POSITION**

The CAC considered this item at its May 21, 2023 meeting and unanimously adopted a motion of support for the staff recommendation.

### **SUPPLEMENTAL MATERIALS**

- Attachment 1 - Octavia Improvements Study Final Report
- Attachment 2 - Resolution



# Octavia Improvements Study



San Francisco County Transportation Authority  
**Neighborhood**  
program

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Draft Report: May 2023

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## Acknowledgments

Prepared by the San Francisco County Transportation Authority

Funded by the San Francisco County Transportation Authority through the Neighborhood Transportation Improvement Program (NTIP). The Neighborhood Program was developed to build community awareness of, and capacity to provide input to, the transportation planning process and to advance delivery of community supported neighborhood-scale projects.

### PROJECT TEAM

#### San Francisco County Transportation Authority

**Rachel Hiatt**, Deputy Director for Planning

**Hugh Louch**, Former Deputy Director for Planning

**Priyoti Ahmed**, Transportation Planner

**Drew Cooper**, Senior Transportation Planner

**Jacky Gil**, Intern

#### San Francisco Municipal Transportation Agency

**Casey Hildreth**, SFMTA Livable Streets Project Manager



San Francisco County Transportation Authority

**Neighborhood**  
program

1455 Market Street, 22nd Floor,  
San Francisco, CA 94103

**TEL** 415-522-4800

**EMAIL** [info@sfcta.org](mailto:info@sfcta.org) **WEB** [www.sfcta.org](http://www.sfcta.org)

## Table of Contents

<b>1. BACKGROUND</b>	<b>5</b>
<b>2. STRATEGY DEVELOPMENT</b>	<b>29</b>
<b>3. OUTREACH</b>	<b>36</b>
<b>4. FINDINGS AND RECOMMENDATIONS</b>	<b>44</b>

## Tables

<b>Table 1.</b> Select Link Analysis – Weekday Trips Starting, Ending, & % Pass-Through Octavia	17
<b>Table 2.</b> Transit Ridership Summary	22
<b>Table 3.</b> Transportation Priorities	41
<b>Table 4.</b> Priorities for Local Safety & Connectivity Projects	42
<b>Table 5.</b> Interest in Regional Congestion Management Concepts	42
<b>Table 6.</b> Overview of Local Safety & Connectivity Concept Recommendations and Planning Level Cost Estimates	44

## Figures

<b>Figure 1.</b> Map of Core and Secondary Study Area	7
<b>Figure 2.</b> Current City Projects in Core Study Area	10
<b>Figure 3.</b> Western Market Mode Share	11
<b>Figure 4.</b> Number of Trips Originating in Western Market	12
<b>Figure 5.</b> AM Peak Period Trip Markets	13
<b>Figure 6.</b> PM Peak Period Trip Markets	14
<b>Figure 7.</b> AM Peak Period Mode Share by Street Approaching Octavia	15
<b>Figure 8.</b> PM Mode Share by Street Approaching Octavia	16

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<b>Figure 9.</b> Daily Drive Alone Trips Passing Through Octavia Blvd.	17
<b>Figure 10.</b> Daily Drive Alone Trips Starting or Ending in Study Area Using Octavia Blvd.	18
<b>Figure 11.</b> Octavia Blvd AM Peak Hour Vehicle Levels	19
<b>Figure 12.</b> Octavia Blvd PM Peak Hour Vehicle Levels	19
<b>Figure 13.</b> Congestion Distribution – Weekday AM Peak	20
<b>Figure 14.</b> Congestion – Weekday PM Peak	21
<b>Figure 15.</b> Muni 6 Haight/Parnassus Crowding – AM Peak Period (top) and PM Peak Period (bottom)	23
<b>Figure 16.</b> Muni 7 Haight/Noriega Crowding – AM Peak Period (top) and PM Peak Period (bottom)	24
<b>Figure 17.</b> AM Pedestrian Volumes	25
<b>Figure 18.</b> PM Pedestrian Volumes	25
<b>Figure 19.</b> AM Bicycle Volumes	26
<b>Figure 20.</b> PM Bicycle Volumes	26
<b>Figure 21.</b> Crashes with Injuries	27
<b>Figure 22.</b> Project Concept Ranking by Objectives and Time Frame	29
<b>Figure 23.</b> Local Safety & Connectivity Concept Sites	30
<b>Figure 24.</b> Round 1 Outreach Feedback Map	37
<b>Figure 25.</b> Round 2 Outreach Survey Areas	40

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## 1. Background

The Octavia Improvement Study was completed at the request of the District 5 Commissioner Vallie Brown and Dean Preston and made possible through the San Francisco County Transportation Authority's (SFCTA) Neighborhood Transportation Improvement Program (NTIP), funded by Prop K sales tax revenue. The NTIP was established to fund community-based efforts in San Francisco neighborhoods, particularly underserved neighborhoods and areas with vulnerable populations such as seniors, children, or people with disabilities.

The Octavia Improvements Study team analyzed travel patterns, traffic-related collisions, vehicular congestion and transit, bike, and pedestrian usage in the study area. The team also solicited feedback from the community about their travel experiences and potential improvement areas. Project initiation and outreach began in Spring 2020 and was completed in Summer 2022. Staff reviewed past studies and projects that have addressed the Octavia area's transportation needs and goals, particularly the 2012 Central Freeway and Octavia Blvd. Circulation Study. Most of the streets in the study area are the focus of a current or past city initiatives, including the Octavia Blvd. Enhancement Program, Better Market St., the Market/Octavia Living Alleys Project, and more.

### INTRODUCTION AND PURPOSE

Octavia Boulevard (Octavia) connects the US-101 Central Freeway terminus at Market St. to Fell St. at Hayes Valley. Octavia is the only street that can be used to access US-101 South and has persistent congestion. Octavia serves as a major connection point for the surrounding neighborhoods of Upper Market, Western Addition, Hayes Valley, and the Lower Haight area to Downtown San Francisco and the East Bay. Octavia Street is an adjacent frontage road that provides local access to houses and retail along Octavia and is a designated bike route, separated from Octavia Boulevard by landscaped medians. The prevalence of collisions on Octavia have classified the boulevard as a high injury street in San Francisco's Vision Zero program. The Octavia and Haight St. intersection is identified as a Pedestrian High Injury Intersection.<sup>1</sup>

The Octavia Improvements Study ("The Study") objectives are to improve road safety for vulnerable users, strengthen the integration of transportation alternatives and land uses, enhance circulation and accessibility on Octavia for all modes, increase transportation options to reduce driving trips, and help achieve the city's climate action goals.<sup>2</sup> In 2012, the SFCTA completed the Central Freeway and Octavia Boulevard Circulation Study

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<sup>1</sup> The SF Vision Zero High Injury Network is the network of streets on which of the majority of severe and fatal traffic injuries occurring in San Francisco. Vision Zero High Injury Network Map: <https://www.visionzerosf.org/maps-data/>

<sup>2</sup> SF Climate Action Plan 2021: [https://sfenvironment.org/sites/default/files/events/cap\\_fulldocument\\_wappendix\\_web\\_220124.pdf](https://sfenvironment.org/sites/default/files/events/cap_fulldocument_wappendix_web_220124.pdf)

to identify ways to improve the corridors accessibility and functionality.<sup>1</sup> The study recommended a list of projects that include additional crosswalks, curb bulb-outs, lane reconfiguration, signal timing changes, and other short- to medium-term improvements. These recommendations made up the first generation of projects to be financed by the Special Fund revenues; this current study is the second generation of improvements, following the Central Freeway and Octavia Circulation Study recommendations, which have mostly been implemented by the San Francisco Municipal Transportation Authority (SFMTA).

Since the 2012 study, new mixed-use housing and retail developments have been completed. Between 2015 to 2019, 1,900 housing units were built in the Market Octavia Plan Area,<sup>2</sup> which is more than twice the amount of housing units added in the previous five years combined. New developments included ground-floor commercial space for local retail and commercial square footage doubled. Commercial employment increased by over 20% during this time. To address this new growth, new near- to long-term strategies are needed to further improve the safety and accessibility of the area.

Transportation Authority Board Members Vallie Brown and Dean Preston requested that the SFCTA conduct the Octavia Improvements Study to explore ways to reduce congestion and improve circulation, accessibility, and pedestrian and bike safety in the Market and Octavia area. This study identifies the next generation of near- and long-term improvements, determined through technical analysis and community engagement, to address transportation needs and prioritize and recommend projects to be financed by Market and Octavia Special Revenue funds.<sup>3</sup> The SFCTA collaborated with SFMTA and Parisi Transportation Consulting to complete the study.

## STUDY AREA

The Study included a Core and secondary study area because of the importance of Octavia as a key arterial in the city (see Figure 1). The core study area is situated in the Western Market area near the Lower Haight and Hayes Valley neighborhoods. The area encompasses Octavia and adjacent blocks from Fell St. to the north, Market St. to the south, Laguna St. to the west, and Gough St. to the east. The secondary study area was included to analyze impacts and travel patterns from key corridors that connect to Octavia Blvd. and are used to access downtown and the Central Freeway. The secondary study area includes Haight St., Page St., Oak St., and Fell St. between Stanyan St. and Laguna St. Areas north of Fell Street were not included in the secondary study area because of a lack of connectivity with Octavia Boulevard

1 Central Freeway & Octavia Circulation Study: <https://www.sfcta.org/sites/default/files/2019-03/Final%20Report%20ENCLOSURE.pdf>

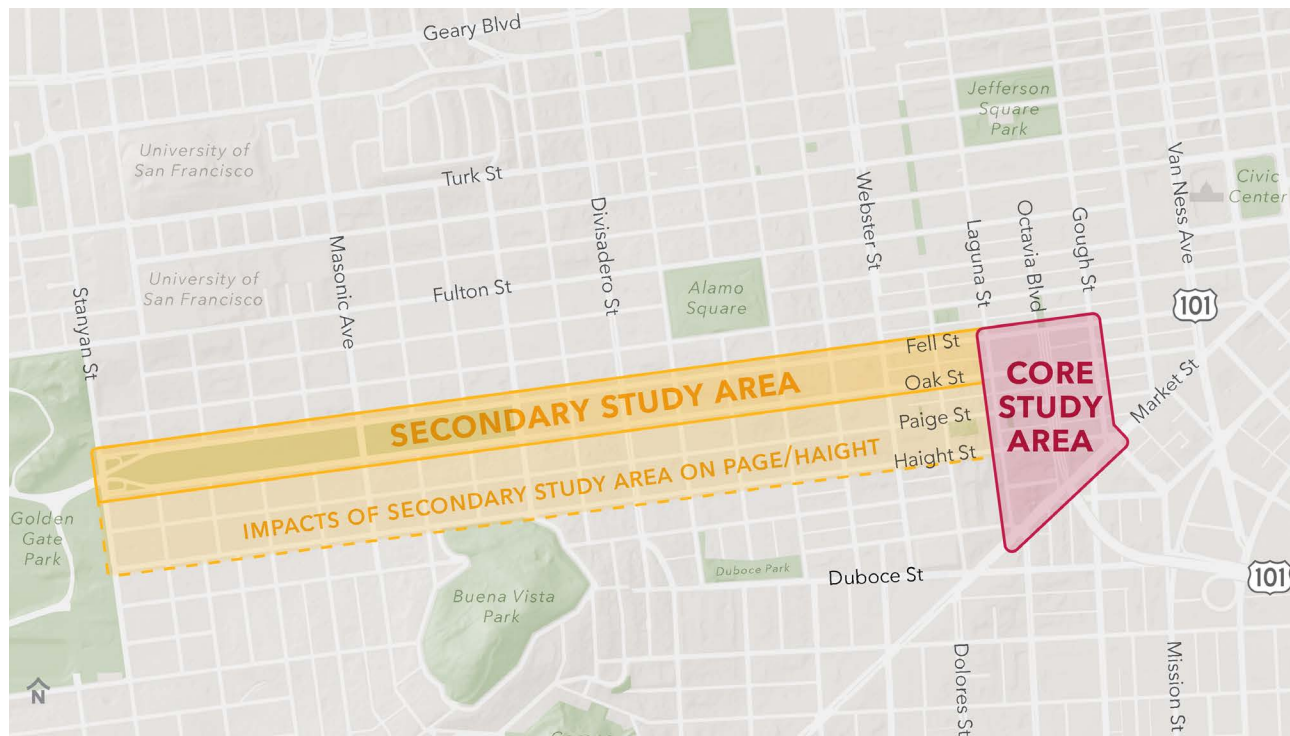
2 2015 - 2019 Market Octavia Monitoring Report – Key Trends & Takeaways: [https://sfplanning.org/sites/default/files/documents/cac/MOCAC\\_Presentation02-20200817.pdf](https://sfplanning.org/sites/default/files/documents/cac/MOCAC_Presentation02-20200817.pdf)

3 SF Controller's Office Summary of Special Revenue Funds: <https://sfcontroller.org/ftp/uploadedfiles/controller/cafr/oo/cafr00-29.pdf>

and the recent completion of the Western Addition Community-Based Transportation Plan (led by SFMTA).

The study area was split to capture the local and regional accessibility of Octavia Blvd. The core study area was analyzed to determine local or neighborhood specific issues such as pedestrian and bicycle safety, traffic congestion, and transit crowding. The secondary study area was analyzed to determine the number of trips generated from other districts that use Octavia to get to the Central Freeway or other destinations in the city. The study team also analyzed regional travel demand. The travel patterns and trends for the Core and secondary study areas were used to develop recommendations to achieve the project objectives.

**Figure 1. Map of Core and Secondary Study Area**



## CURRENT PROJECTS IN STUDY AREA

The SFMTA has many recently completed and ongoing projects that are anticipated to be completed in the coming years. This study builds on past planning efforts and incorporates ongoing projects into the baseline conditions to ensure recommendations are consistent with, and not duplicative of, ongoing or planned improvements. The goals of these projects are to improve safety and accessibility for vulnerable road users, enhance integration of transportation mode alternatives such as walking, biking, and

riding public transit to achieve the city's climate goals, and manage vehicle circulation in and around Octavia.

Previous studies and related projects are outlined below and shown in Figure 2:

- **The Octavia Blvd. Enhancement Program<sup>1</sup>** is a series of capital projects to improve safety, support active transportation, and better balance competing demands along and around the boulevard. Recently completed projects include Octavia Open Street at Patricia's Green and sidewalk/streetscape improvements along Oak St. and Fell St. A potential streetscape and traffic calming project along the Octavia northbound local lane was put on hold due to lack of funding / parcel development.
- **Page Slow Street<sup>2</sup>** includes traffic circulation changes and streetscape upgrades from Stanyan to Octavia streets. Formerly known as a 'neighborway,' the city is currently completing construction of sidewalk extensions, rain gardens, and a raised intersection along Page St. between Buchanan St. and Gough St. This project will be completed in spring 2023.
- **Upper Market Safety Project<sup>3</sup>** is a multi-phased effort to improve the safety and comfort of Market St. between Octavia Blvd. and Castro St. for all road users. The project recommendations include engineering recommendations for the corridor's complex six-legged intersections, dedicated bike lane upgrades, and public realm improvements to enhance safety and comfort for people walking, driving, and bicycling. The project's final construction phase should be substantially completed in March 2023.
- **Western Addition Community Safe Streets Project** is a robust community-focused planning effort, completed in 2018, led to identify near-term traffic safety fixes and longer-term safety needs, including traffic signal upgrades. In 2022, the city was awarded a major federal grant (Safe Streets and Roads for All) to complete signal upgrades at 16 locations within the Western Addition community.

1 Octavia Boulevard Enhancement Program: <https://www.sfmta.com/projects/octavia-boulevard-enhancement-program>

2 Page Slow Street: <https://www.sfmta.com/projects/page-slow-street>

3 Upper Market Street Safety Project: <https://www.sfmta.com/projects/upper-market-street-safety-project>

**Better Market Street Project**<sup>1</sup> is a project to revitalize Market St. from Octavia Blvd. to Steuart Street. As part of this project, sections of Market St. from 10th St. to Main St. eastbound and Steuart St. to Van Ness Ave. westbound were designated car-free in January 2020. Phase One improvements, located between 5th St. and 8th St., is starting construction in early 2023. As part of a related quick-build project, additional car-free designated areas are expected along Market from 10th St. to 12th St.

**Market Octavia Living Alleys Project**<sup>2</sup> identified three alleys in the study area – Rose St., Lily St., and Hickory St – for conversion to living alleys. The project transforms underutilized alleys to create a secondary pedestrian network in the study area that is separate from heavily trafficked streets. A Living Alley is a narrow, low-volume traffic street that is designed to focus on livability, instead of parking and traffic. A living alley on Ivy, between Laguna and Octavia is slated to begin construction in early 2024.

**Upper Haight Transit Improvement & Pedestrian Project**<sup>3</sup> spans half a mile on Haight St. from Stryan to Central Ave. in the secondary study area. The project includes Muni Forward transit and pedestrian safety improvements, streetscape enhancements, pedestrian scale lighting, tree planting, curb ramps and bulb-outs, bus bulbs, traffic signal installation/replacement, and street repaving. This effort was completed in 2021.

**Buchanan St. Mall Renovation Project**<sup>4</sup> began in 2015 as a partnership between The Trust for Public Land, Green Streets, The Exploratorium, Citizen Film, San Francisco Public Works, and the San Francisco Department of Recreation and Parks to redesign Buchanan St. from Eddy St. to Fulton St. Among the project's goals are to improve safety, lighting, and street beautification, create an engaging public space for multigeneration recreation and social interaction, create skills training and job opportunities, and tell the story of the neighborhood. Key features of the redesign include a Memory Walk, picnic tables, gardens, a playground, a stage, a senior fitness area, and a micro-enterprise kiosk. Phase 1 is expected to begin construction in April 2023 and open to the public by June 2024.

**Fell St. Panhandle Social Distancing & Safety Project**<sup>5</sup> was an emergency response planning initiative during the COVID-19 Pandemic that implemented a parking-protected bikeway on the south side of Fell St. between Baker St. and Shrader St. to provide relief to crowding and support social distancing on the Panhandle Path. The project was completed in 2020.

1 Better Market Street: <https://sfpublicworks.org/bettermarketstreet>

2 SF Planning – Market Octavia Living Alleys: <https://sfplanning.org/market-octavia-living-alleys>

3 Upper Haight Transit & Pedestrian Improvement Project: <https://www.sfmta.com/projects/upper-haight-transit-improvement-pedestrian-realm-project>

4 Buchanan Street Mall Renovation Project: <https://sfrecpark.org/1134/Buchanan-Street-Mall-Renovation-Project>

5 Panhandle Social Distancing & Street Safety Project: <https://www.sfmta.com/projects/panhandle-social-distancing-and-safety-project>

Figure 2. Current City Projects in Core Study Area



**EXISTING TRANSPORTATION CONDITIONS**

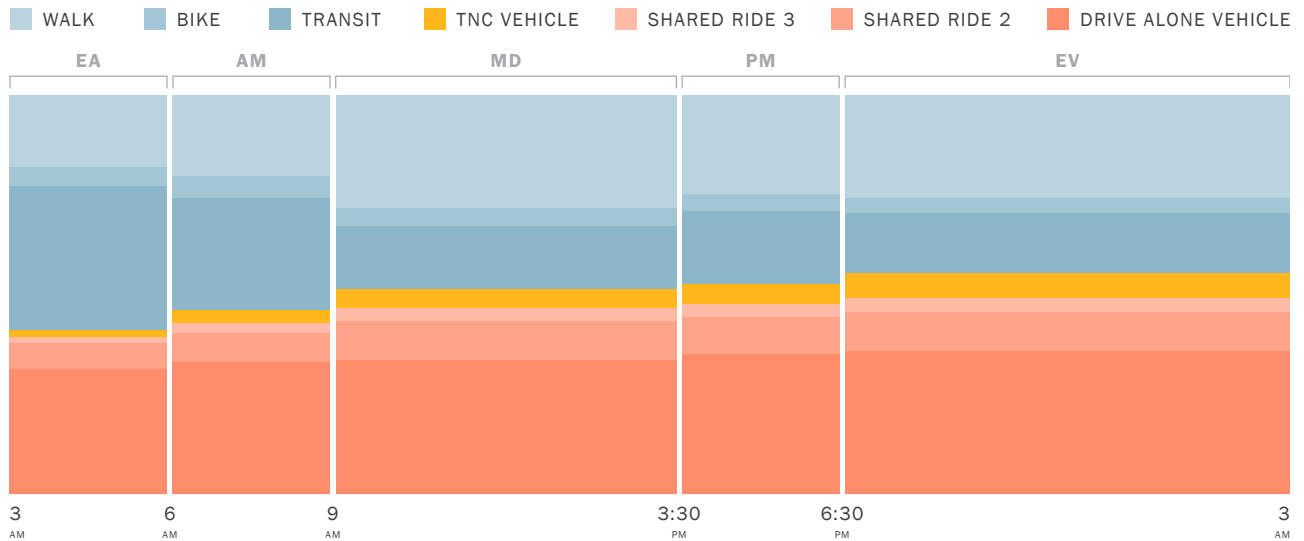
The project team used technical analysis to understand transportation patterns, travel markets, and existing needs in the Market and Octavia study area. This information was used in combination with outreach findings to develop strategies to advance the study goals. Findings from this effort are discussed in the following sections. This analysis was conducted prior to the COVID-19 Pandemic and does not reflect the changes in citywide trip patterns, which became more focused on neighborhood trips compared to Downtown. Additionally, the Van Ness BRT project opened in April 2022, after the completion of the existing conditions analysis. Therefore, findings about transportation patterns are not reflective of this transit service.

## Travel Mode Share

### Western Market Neighborhood Trip Patterns

The project team used the SFCTA's travel demand model known as the San Francisco Chained Activity Modeling Process (SF-CHAMP) to understand the mode share of all trips to, from, and within the Western Market neighborhood, congestion, and major trip markets.<sup>1</sup> For all trips to, from, and within the area throughout the day, about 50% of all trips are made by driving (including drive alone, carpool, and ride hail). In the PM peak and late-night periods, there are slightly more trips. Most of these are drive alone trips. The early morning and AM peak periods have the highest share of non-driving trips, with most trips made by transit and walking. Figure 3 illustrates Western Market's overall mode share throughout a typical weekday.

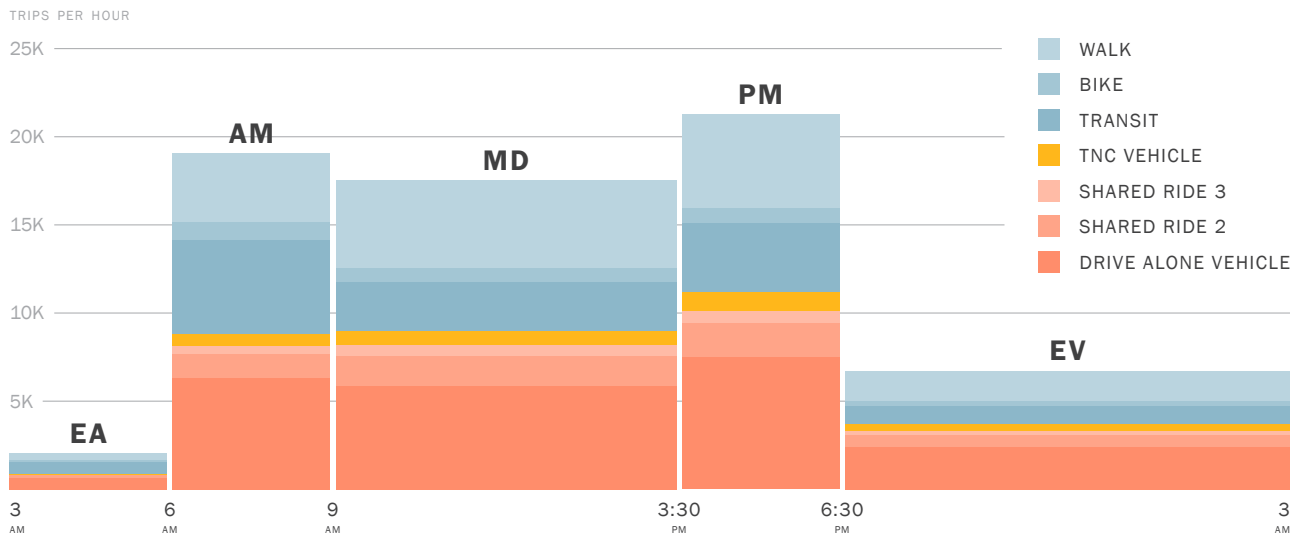
Figure 3. Western Market Mode Share



On a typical weekday there are about 300,000 trips that start within the Western Market neighborhood. The PM period has the highest number of trips (about 22,000), followed closely by the AM period (about 19,000), see Figure 4. Trips using transit and active transport modes (walking and biking) are highest during the AM and PM commute peaks. Drive alone trips make up the vast majority of driving trips originating in Western Market.

<sup>1</sup> CHAMP estimations were made using 2019 pre-COVID-19 Pandemic travel data.

**Figure 4. Number of Trips Originating in Western Market**



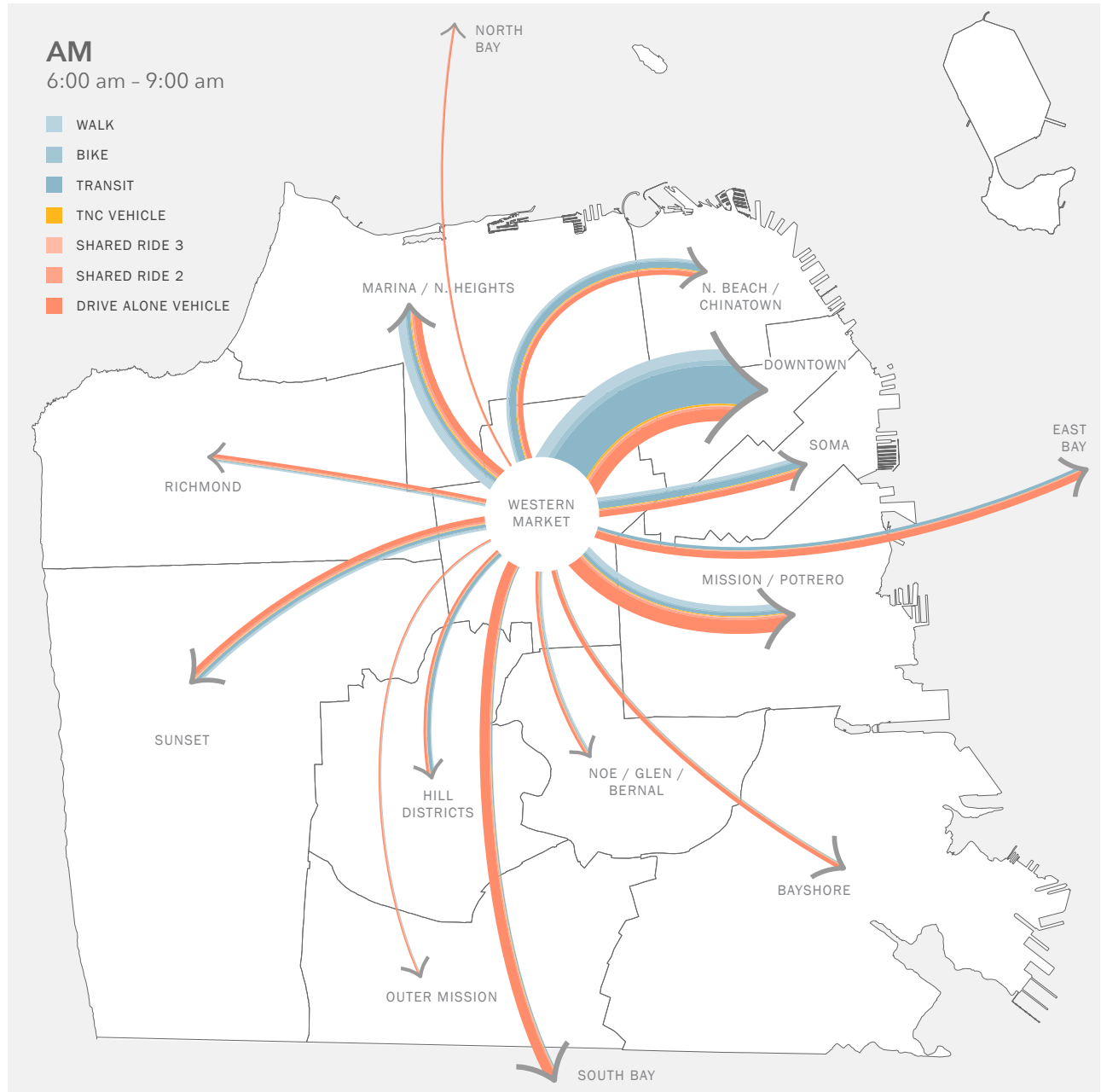
**Western Market Neighborhood Travel Markets**

A travel market analysis was done at the neighborhood level to fully capture travel patterns and trends. Travel markets show that trips from the Western Market area to other parts of San Francisco vary by time of day and by travel mode. Figure 5 and Figure 6 demonstrate where trips originating in the Western Market area end and how people travel in the AM and PM peak periods. Not represented in the graphic are trips made within the neighborhood itself. Western Market has the highest number of walk trips compared to other destinations, but it also shows a high level of drive alone vehicle trips. About half of all walking trips originating in Western Market end within the neighborhood, and 23% of drive alone trips that start in the Western Market also end within the neighborhood.

The largest portion of trips in the AM period are to Downtown San Francisco, made by transit (53%), with a roughly equal portion of travelers driving alone as walking. The Mission/Potrero area and Marina are the next highest travel markets. There are more trips made to the Mission/Potrero area by driving than transit and walk and bike trips. Trips to the Marina have a more evenly distributed mix of modes. Though there are fewer trips made to other neighborhoods within San Francisco and the broader Bay Area, these trips are primarily made by car.



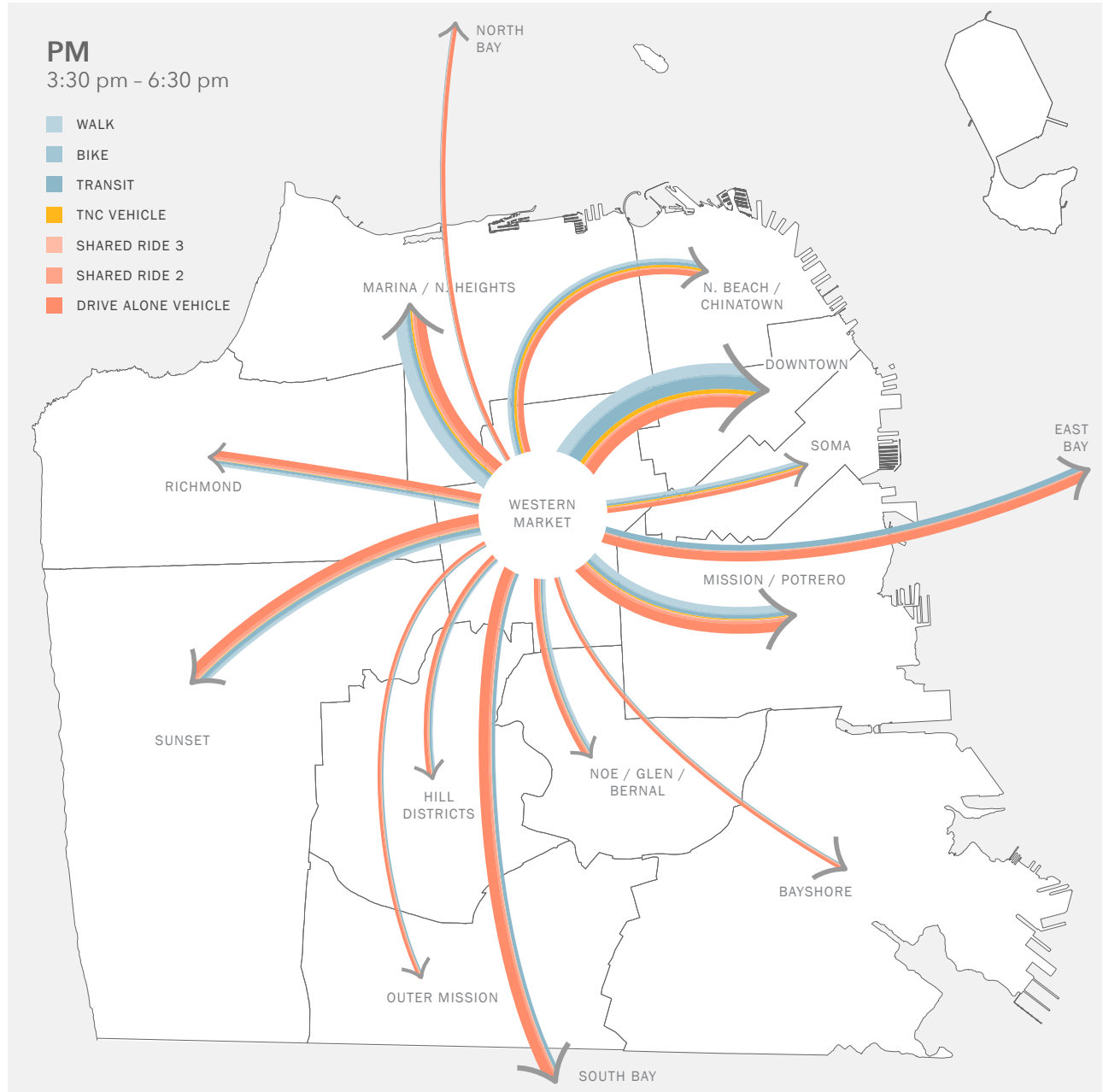
Figure 5. AM Peak Period Trip Markets



Similar to the AM peak period, in the PM period the most common trip destinations are to Downtown San Francisco, the Mission/Potrero, and the Marina. Trips downtown are made primarily by transit and active transportation, while trips to Mission/Potrero and the Marina have larger portions of trips made by driving and fewer transit trips. Bayshore and the Outer Mission areas have the highest number of drive alone trips.

As with the morning peak period, most of the trips headed to other neighborhoods and regions within the Bay Area are made by car, with 60% of trips to South Bay being made by driving alone.

Figure 6. PM Peak Period Trip Markets

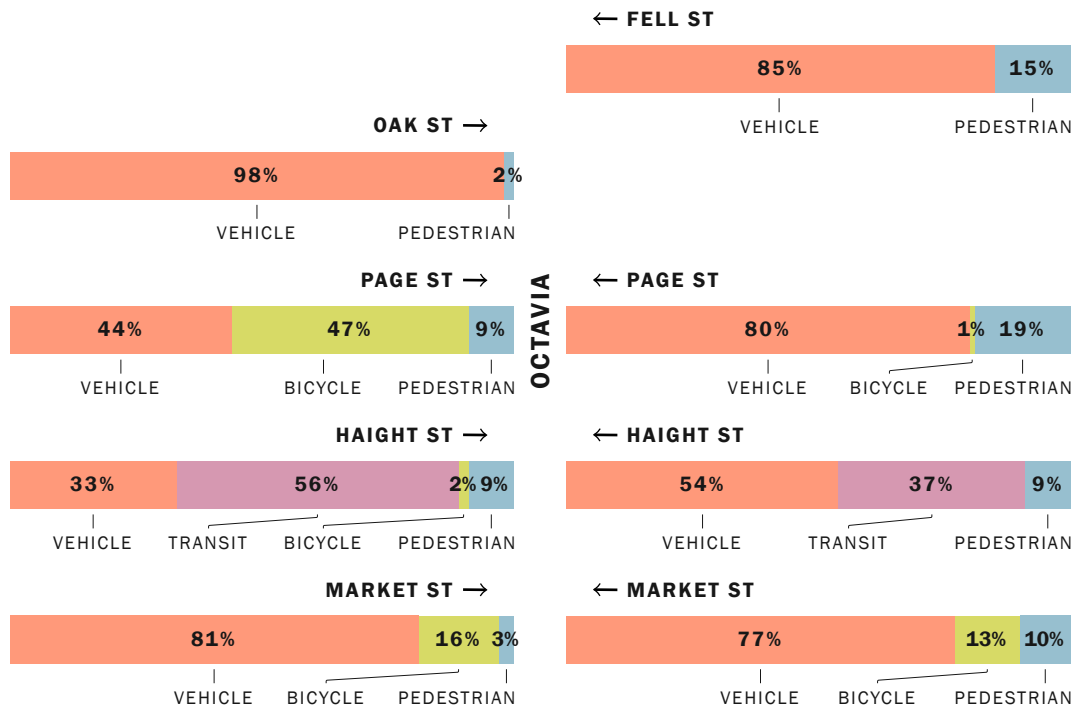


### Street-level Travel Mode Share

Travel in the Market and Octavia neighborhood is multimodal, with large numbers of drivers, pedestrians, and cyclists traveling in and through the study area. The study team collected information to understand how people travel on each street in the core study area in the morning and evening peak periods. Each street that crosses Octavia has a unique mix of modes and, for many streets, the mix is different on the east and west side of Octavia. The street level mode shares during the AM and PM peak periods are illustrated in Figure 7 and Figure 8.

In the AM peak periods most corridors have a vehicle mode share over 50% and many exceed 75%, with the exception of the eastern portion of Haight St. and Page St. There is a low share of pedestrian travel, with most streets under 10%. The eastern end of Page St. and Fell St. have the highest share of pedestrian use at 19% and 15%, respectively. Bike use is concentrated to a few streets in the study area, primarily Page St. (47%) and Market St. (16% to the west and 13% to the east), which are major bike connections. This is higher than the citywide bicycle mode share, at around 1%. Haight St. is the only street with transit use and the mode share is higher on the eastern side of Octavia.

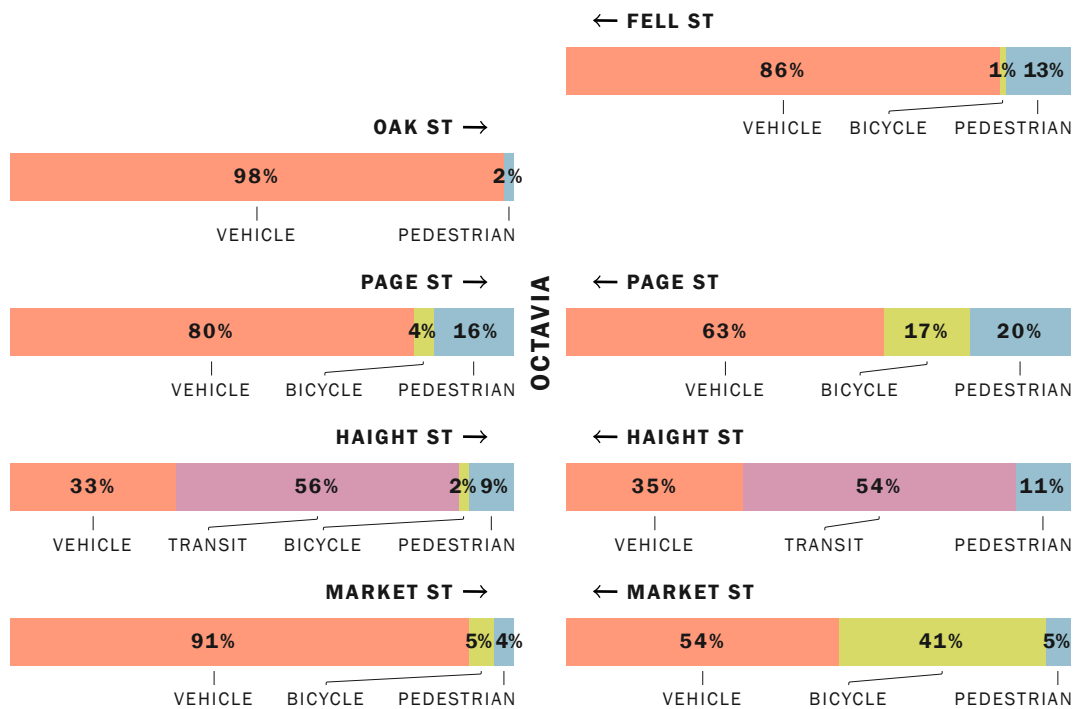
Figure 7. AM Peak Period Mode Share by Street Approaching Octavia



Note: Market Street mode share data does not include Muni Metro and F-Line ridership data

In the PM peak period, most corridors also have a vehicle mode share of over 50%. Haight St. sees a higher share of transit trips in both directions (about 55%), meanwhile about one third of travelers on Haight St. are in personal vehicles. Page St. becomes more car-dominated, and pedestrian and bicycle shifts from primarily east bound travel to westbound travel. Bicycle use on Page St. declines in the PM peak period down to 17% mode share, but Market St. sees a higher share of cyclists eastbound (41%). Fell St. and Oak St. are characterized predominantly by vehicle traffic during both the AM and PM peak period. Overall, personal vehicles make up the largest share of travel modes.

**Figure 8. PM Mode Share by Street Approaching Octavia**



**Note:** Market Street mode share data does not include Muni Metro and F-Line ridership data

### Vehicle Travel Patterns

#### Octavia Boulevard Travel Analysis

Given the importance of Octavia for access to the freeway network and citywide connectivity, the project team conducted an analysis of where trips that specifically

use Octavia end. The number of weekday trips starting and ending or passing through Octavia in the surrounding area was analyzed by time of day (see Table 1).

**Table 1. Select Link Analysis – Weekday Trips Starting, Ending, & % Pass-Through Octavia**

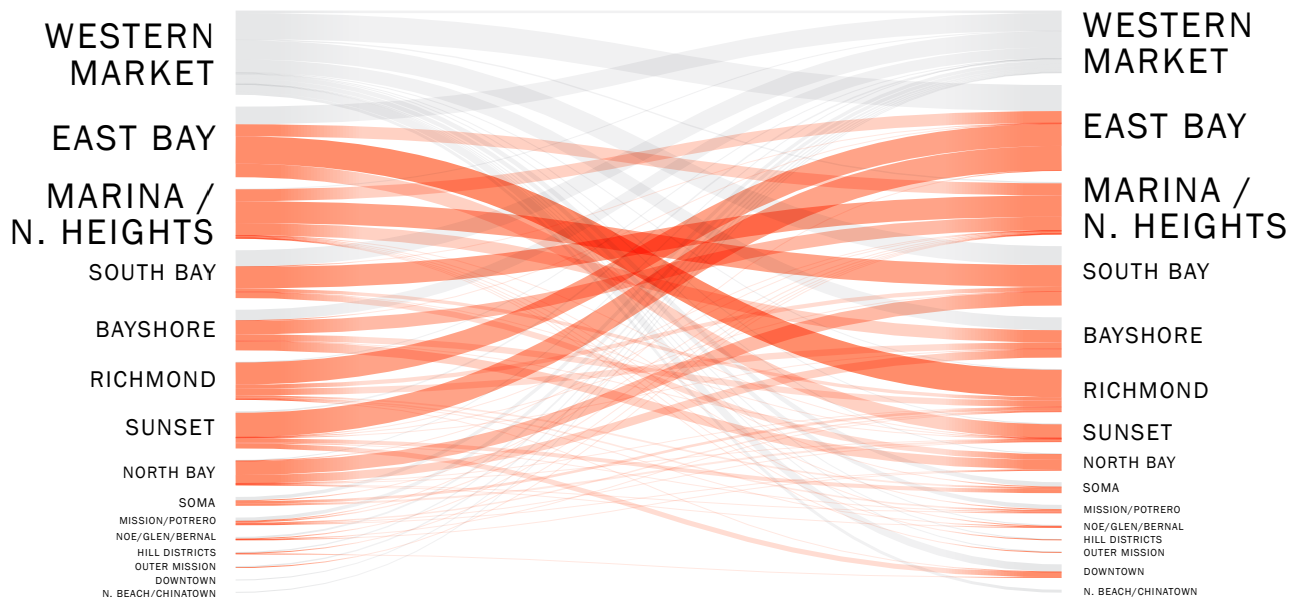
NUMBER OF TRIPS	ALL TRIPS	STARTING & ENDING IN THE HAYES VALLEY SURROUNDING AREA	% OF TRIPS THAT ARE PASSING THROUGH
Daily	81,285	30,210	63%
AM Peak	15,365	5,140	67%
Midday	29,080	12,035	59%
PM Peak	14,935	4,890	67%
Early Morning & Evening	21,915	8,145	63%

While the morning and afternoon peak periods are made up predominantly by commute trips, midday trips have a more balanced mix of commute to non-commute trips. Octavia has particularly high volumes of both local and regional traffic due to its connection to the Central Freeway. The top origin within San Francisco and regional destination pairs using Octavia include:

- East Bay and Richmond District
- Western Market and East Bay
- Sunset and East Bay
- Marina / N. Heights and South Bay
- Western Market and South Bay

Approximately 80% of drive alone trips that use Octavia are pass-through trips (see Figure 9 below).

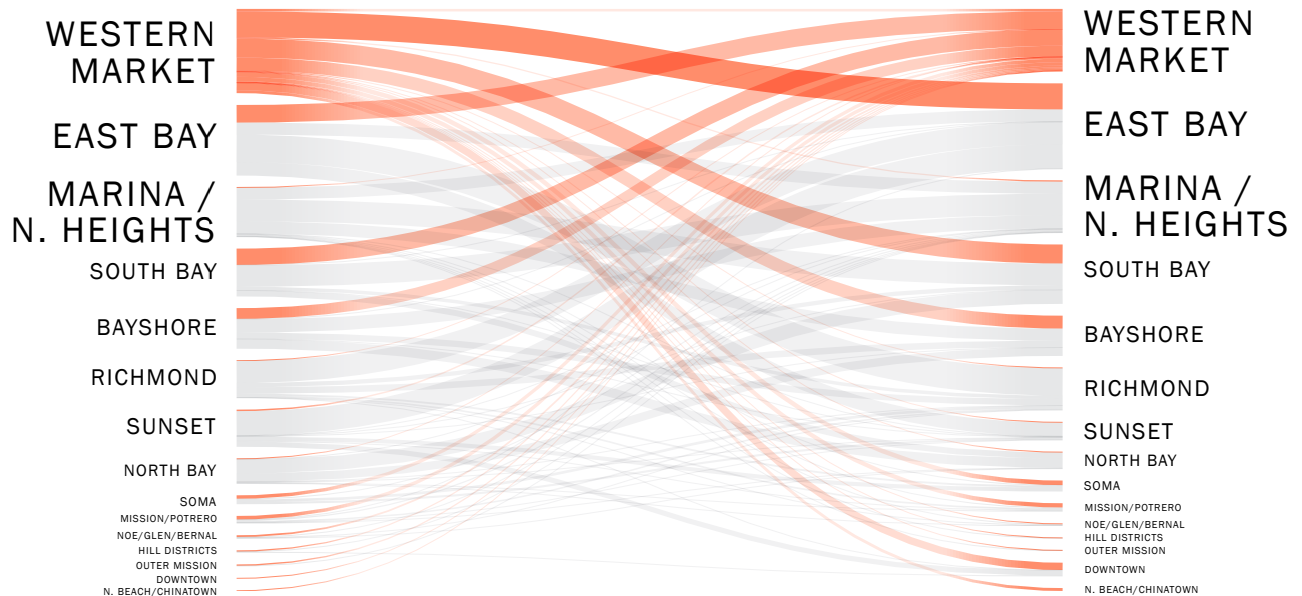
**Figure 9. Daily Drive Alone Trips Passing Through Octavia Blvd.**



The remaining 20% of daily drive alone trips on Octavia Blvd. begin or end in the Western Market region (see Figure 10 below). Top daily drive alone destinations and origins for this portion of trips include:

- East Bay
- South Bay
- Bayshore
- Downtown

**Figure 10.** Daily Drive Alone Trips Starting or Ending in Study Area Using Octavia Blvd.



### Octavia Boulevard Traffic Counts

This section presents traffic counts at intersections in the core study area and documents community feedback on traffic congestion and circulation in the overall study area.

Drivers use Octavia to access the local and regional freeway system. Octavia connects the Central Freeway exit ramp from U.S. 101 North to the entrance ramp for the U.S. 101 South, I-80 West, and I-280 North/South. The local and arterial streets surrounding Octavia are organized in a grid used for both local and regional traffic. Octavia has a posted speed limit of 25 mph and the local Octavia St. on either side of Octavia has a speed limit of 15 mph.

The study team reviewed traffic count data provided by SFMTA to analyze traffic levels in the morning peak hour (7:30 a.m. to 8:30 a.m.) and evening peak hour (4:30 p.m. to 5:30 p.m.). The counts reflect data collected on May 8, 2019. This data showed roughly equal volumes on Octavia in the evenings (3,400) and the mornings (3,300).

Figure 11 shows traffic volumes in the AM peak hour along Octavia and connecting streets. Traffic volumes are higher in the southbound direction, towards the Central Freeway, than in the northbound direction.

Figure 11. Octavia Blvd AM Peak Hour Vehicle Levels

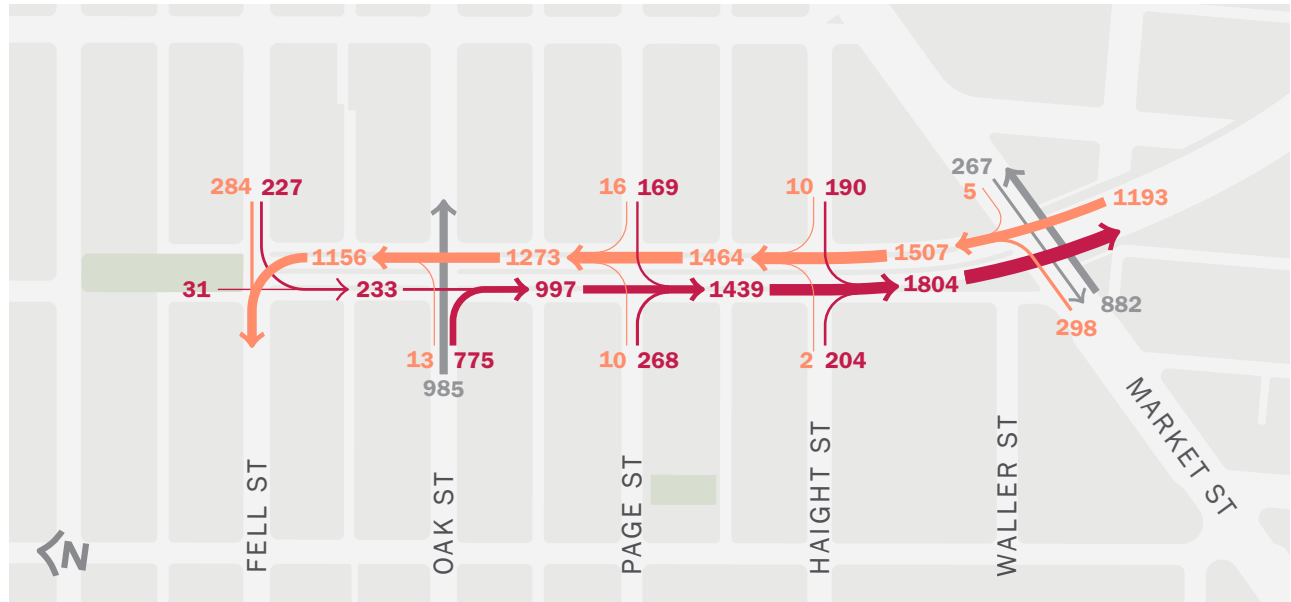
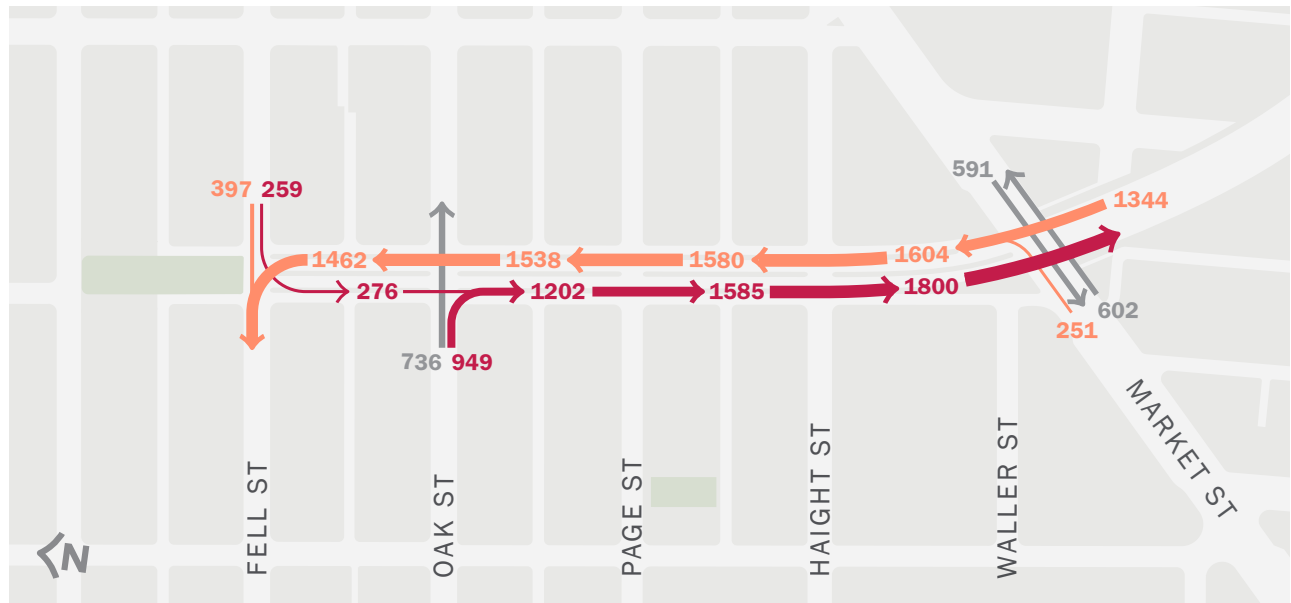


Figure 12 shows traffic volumes in the PM peak hour along Octavia and connecting streets. As in the morning, traffic on Octavia has higher volumes in the southbound direction.

Figure 12. Octavia Blvd PM Peak Hour Vehicle Levels



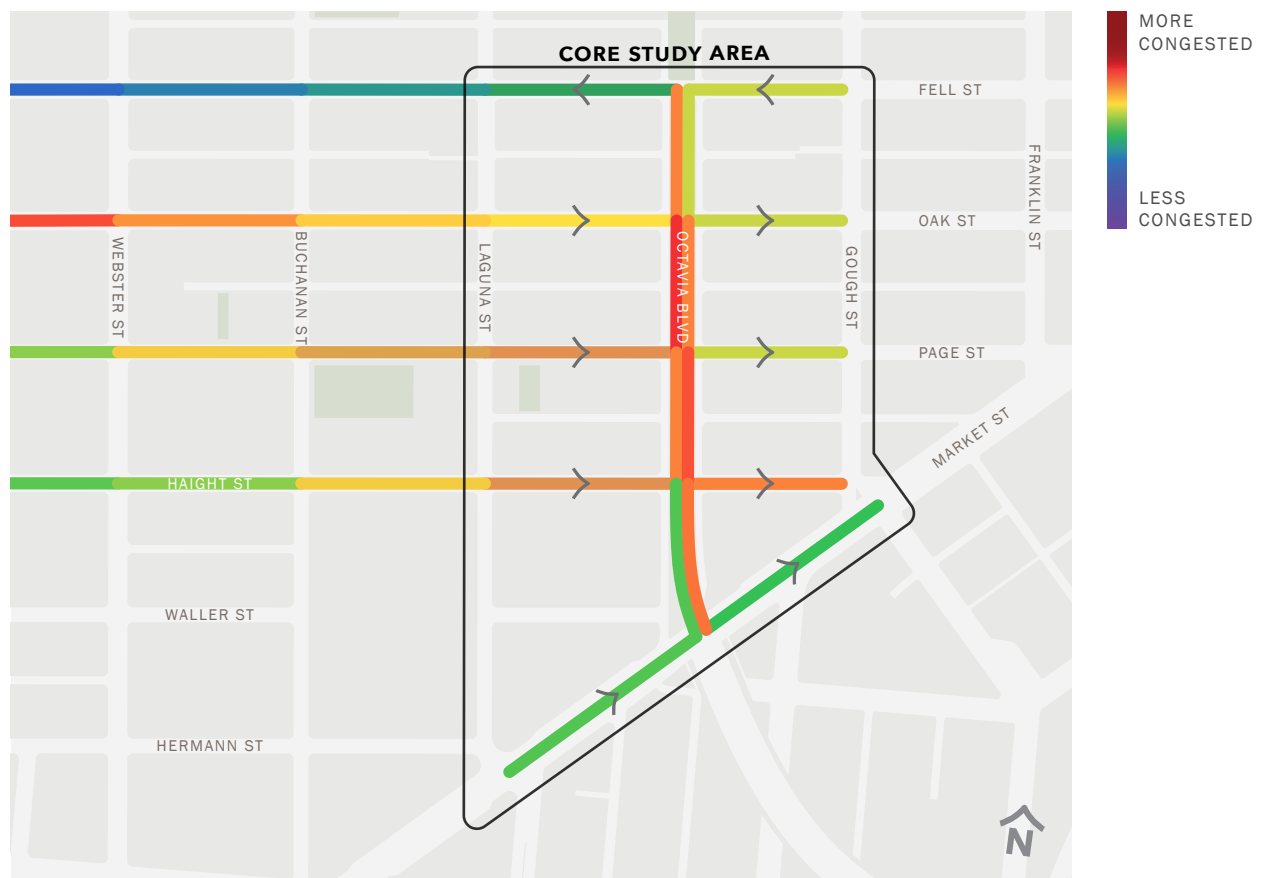
### Congestion Speed Distribution

Using INRIX data from October 2019, the study team mapped congestion in the study area (see Figure 13 and Figure 14). INRIX data uses congestion percent as its metric, which is the percent of the free-flow speed that vehicles are moving on a given segment. It does not represent traffic counts.

In the AM peak period (8 a.m. – 9 a.m.), congestion is heaviest on eastbound Oak St. to Webster St. and on southbound Octavia between Oak St. and Page St. (see Figure 13). Congestion increases on Page St. and Haight St. at the approach to Octavia – this may partly be due to some drivers diverting off Oak St. to avoid congestion on Octavia. On southbound Octavia, congestion alleviates at the approach to the Central Freeway. Northbound Octavia between Haight St. and Page St. also experiences relatively high congestion levels, as vehicles exit the Central Freeway onto surface streets.

The green segment along the Market/Octavia intersection shows lower congestion in terms of speeds but observed traffic count data shows the segment has the highest volume of traffic in the corridor.

**Figure 13. Congestion Distribution – Weekday AM Peak**

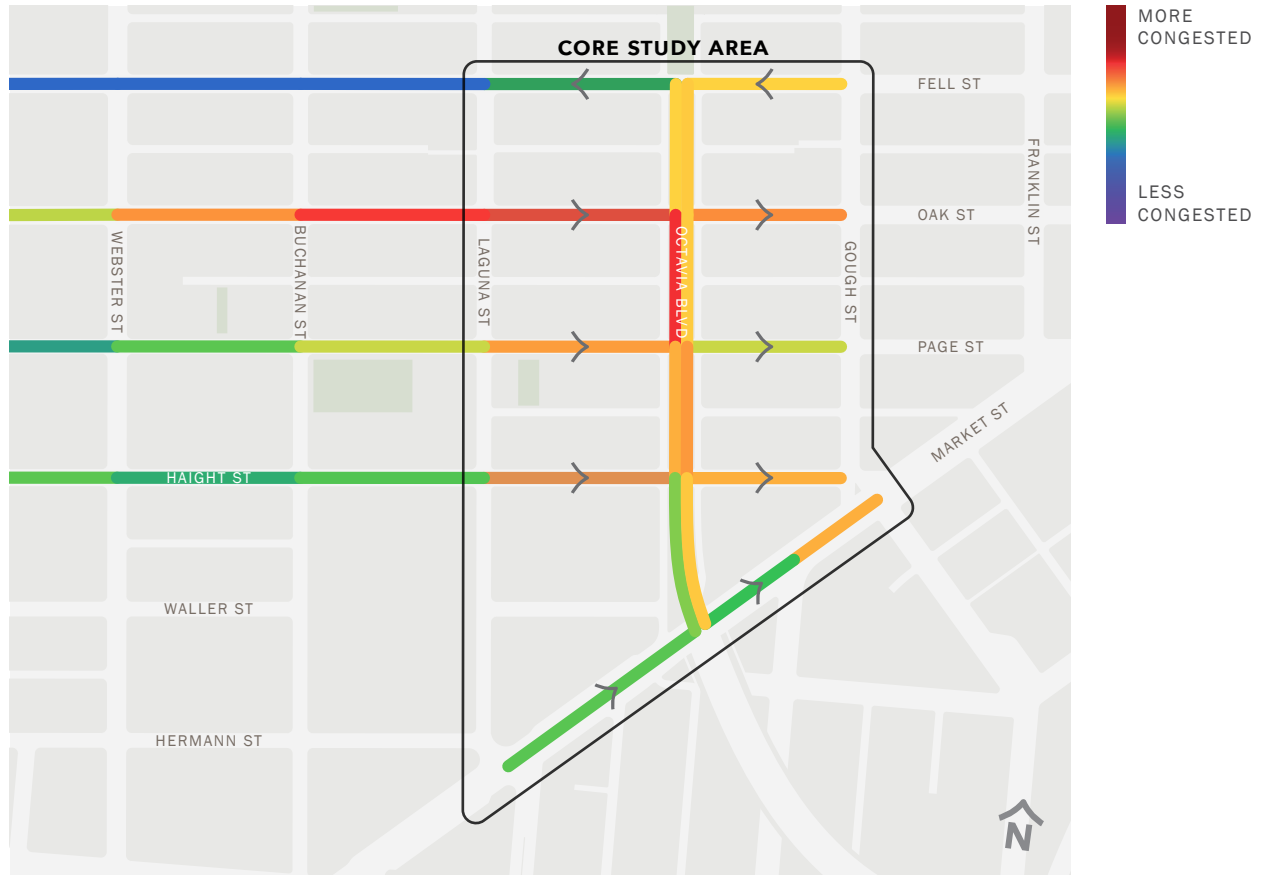


Source: INRIX, October 2019



Congestion patterns in the PM peak period (5 p.m. – 6 p.m.) are similar to the morning period (See Figure 14). On eastbound Oak St. congestion is heavy between Buchanan St. to Octavia, continuing southbound along Octavia to Page St. Congestion along westbound Fell St. is generally moderate in comparison. Large numbers of vehicles turning onto southbound Octavia from Fell St. and vehicles from Oak St. exacerbate congestion on Octavia at Page St. and Haight St.

Figure 14. Congestion – Weekday PM Peak



Source: INRIX, October 2019

### Transit Conditions

Two Muni routes pass through the study area: 6 Haight/Parnassus and 7 Haight/Noriega. The 6 Haight/Parnassus route connects downtown, and the Inner Sunset and the 7 Haight/Noriega route connects downtown and Ocean Beach. Both bus lines have three stops within the study area located at:

- Haight St. / Buchanan St.
- Haight St. / Gough St.
- Market St. / South Van Ness St.

The 6 Haight/Parnassus has a frequency of 10 to 20 minutes and runs between the hours of 5 a.m. and 10 p.m. daily.

The 7 Haight/Noriega has a frequency of 10 minutes or less and runs between the hours of 5 a.m. and 10 p.m. daily.

### Transit Ridership

Transit ridership data was summarized using the SF-CHAMP model data, using pre-COVID-19 Pandemic data. This data was validated with pre-COVID observed data provided by SFMTA. Table 2 shows transit ridership for the 6 Haight/Parnassus and 7 Haight/Noriega in the morning and evening peak periods. Both bus routes take riders into downtown to connect with BART and Muni Metro stops along Market St., so crowdedness during the peak commute times is not abnormal.

**Table 2. Transit Ridership Summary**

TRANSIT ROUTES	PEAK PERIOD	RIDERSHIP
Muni route 6	AM Peak	1,750
	PM Peak	2,210
	<b>Daily</b>	<b>9,650</b>
Muni route 7	AM Peak	2,080
	PM Peak	2,690
	<b>Daily</b>	<b>12,890</b>

Figure 15 and Figure 16 show crowding on both bus lines. The symbols of the legend are defined as:

**Uncrowded:** the bus is not full.

**Crowded:** the bus is almost at capacity and can add a few new passengers.

**Packed:** the bus is completely full and is unable to board new passengers.

Figure 15 shows how many passengers are traveling during the AM and PM peak period inbound (to downtown) and outbound (to the Inner Sunset). In the AM peak periods, the 6 Haight/Parnassus is packed with passengers before approaching the core study area; residents are unable to get on the bus in the inbound direction. In the outbound direction, the bus is not crowded, reflecting the strong directionality of travel on this route. In the PM peak period, outbound ridership is packed to Octavia and then reduced to crowded conditions.

Figure 15. Muni 6 Haight/Parnassus Crowding – AM Peak Period (top) and PM Peak Period (bottom)

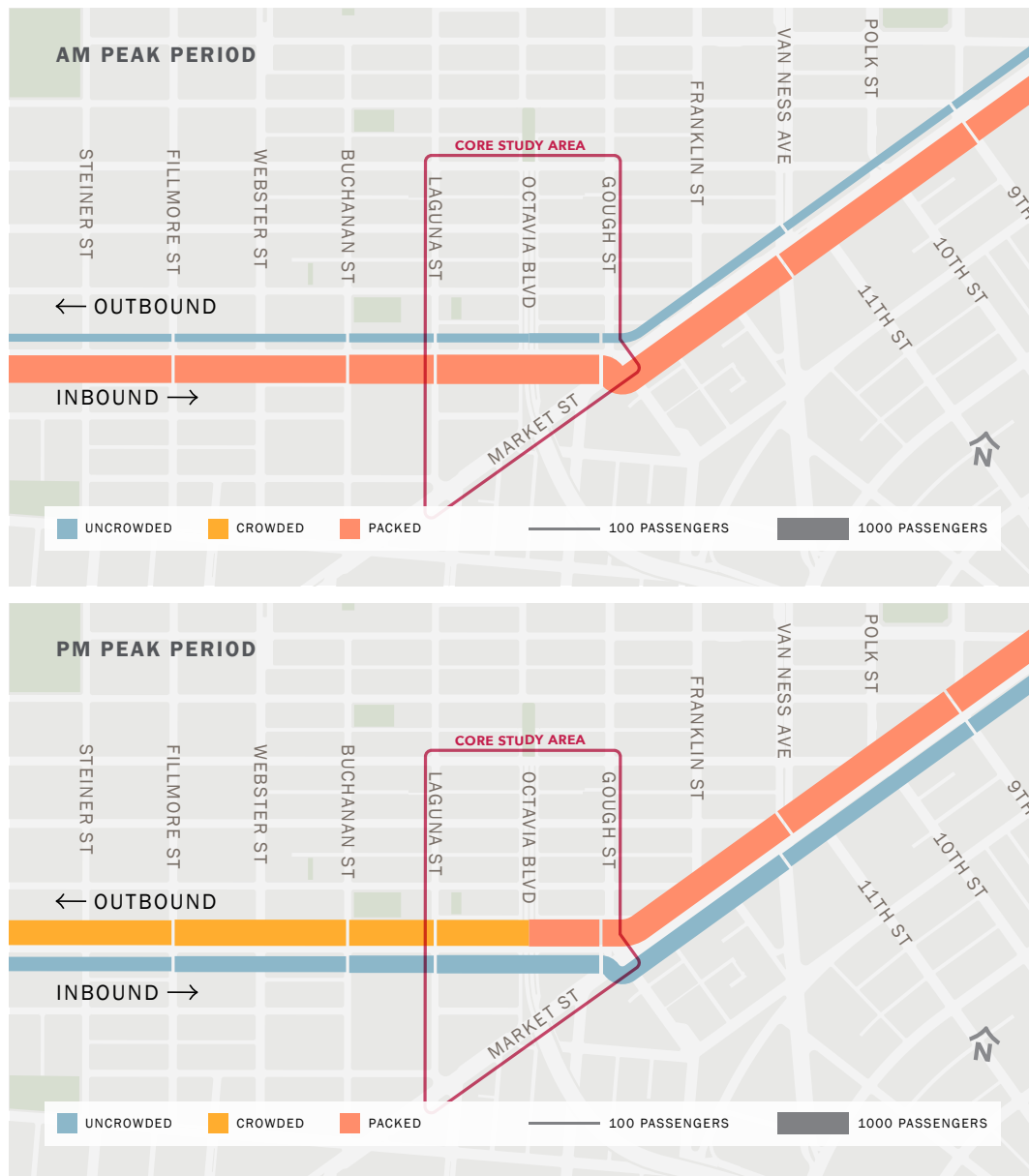
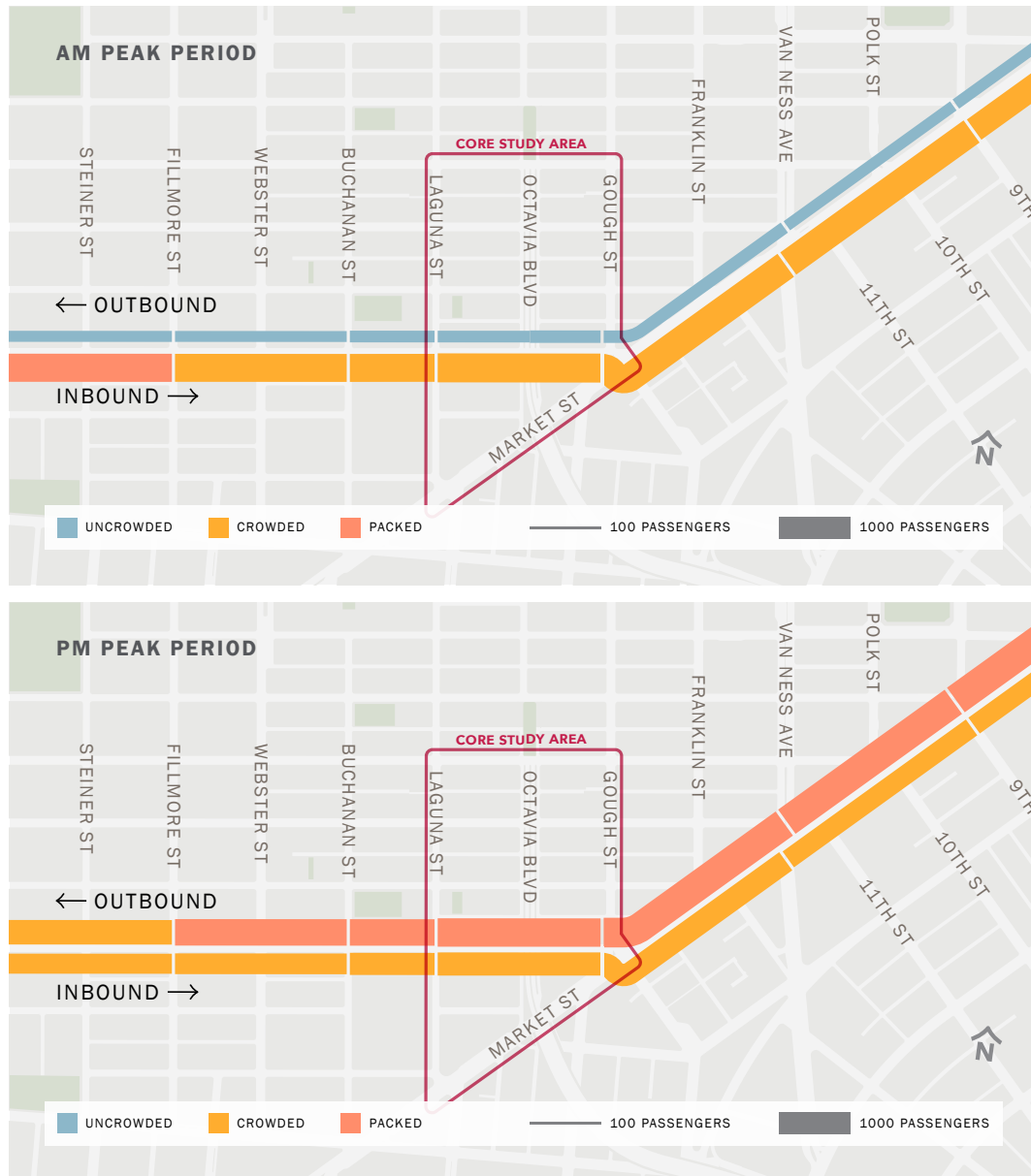


Figure 16 shows the 7 Haight/Noriega ridership in the AM and PM peak period. The 7 Haight/Noriega follows a similar route to the 6 Haight/Parnassus but continues to Ocean Beach. In the AM peak period, the Inbound 7 Haight/Noriega packed until the Haight / Fillmore St. stop; east of this point the bus conditions are crowded. During the PM peak period travel in both directions is crowded. In the outbound direction, the bus is packed through the core study area until it reaches the Haight St. / Fillmore St. stop. In the inbound direction, the bus is crowded for most of its route headed to downtown.

Figure 16. Muni 7 Haight/Noriega Crowding – AM Peak Period (top) and PM Peak Period (bottom)



### Active Transportation Conditions and Pedestrian Circulation

Figure 17 and Figure 18 highlight pedestrian travel on or crossing Octavia in the AM and PM peak periods. This information reflects data collected on May 8, 2019 during the peak hours of 7:30 a.m. to 8:30 a.m. and evening peak hour of 4:30 p.m. to 5:30 p.m. Overall, the Octavia / Fell St. and Octavia / Central Freeway / Market St. / Waller St. intersections see higher pedestrian activity than the other three intersections with 615 pedestrians crossing in the morning and 784 pedestrians crossing in the evening, respectively.

Figure 17. AM Pedestrian Volumes

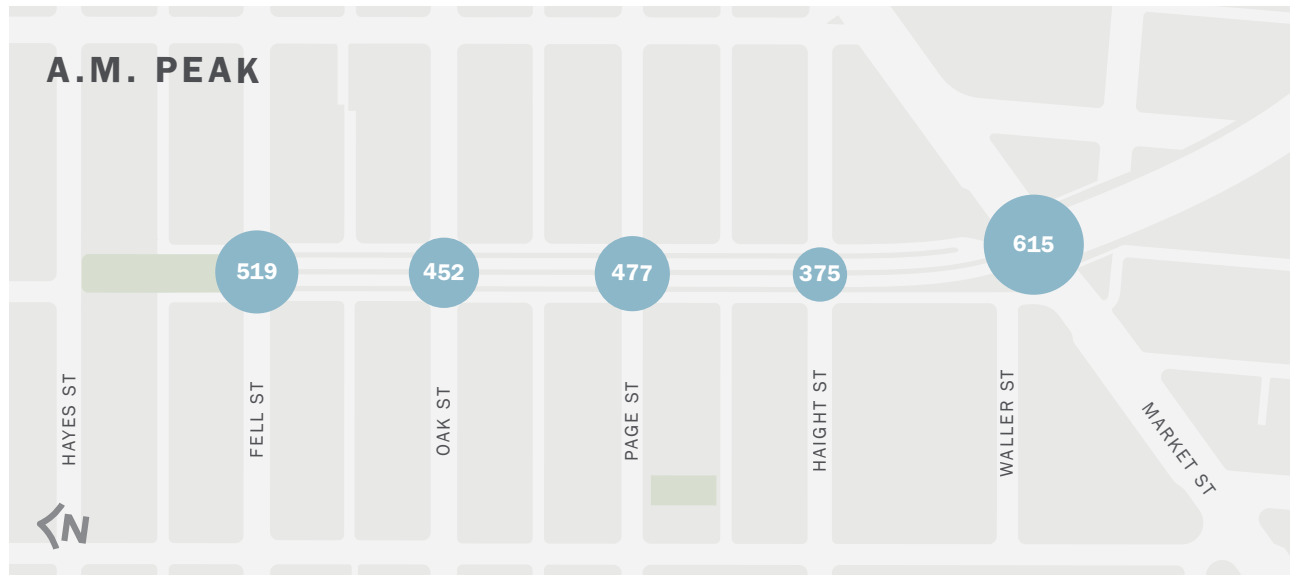
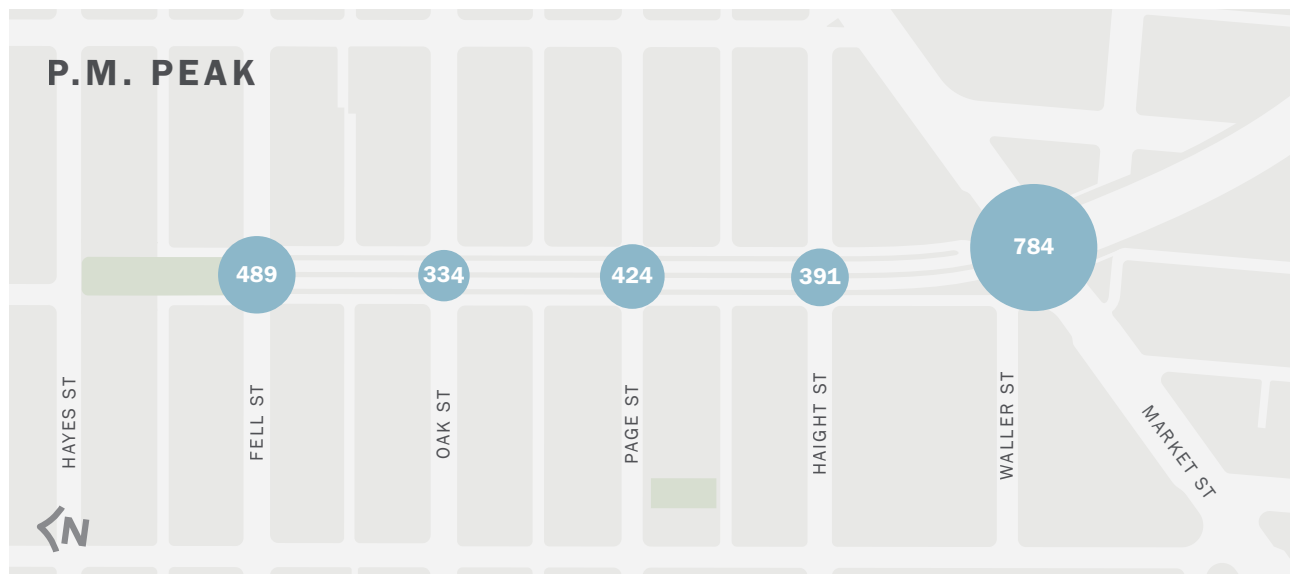


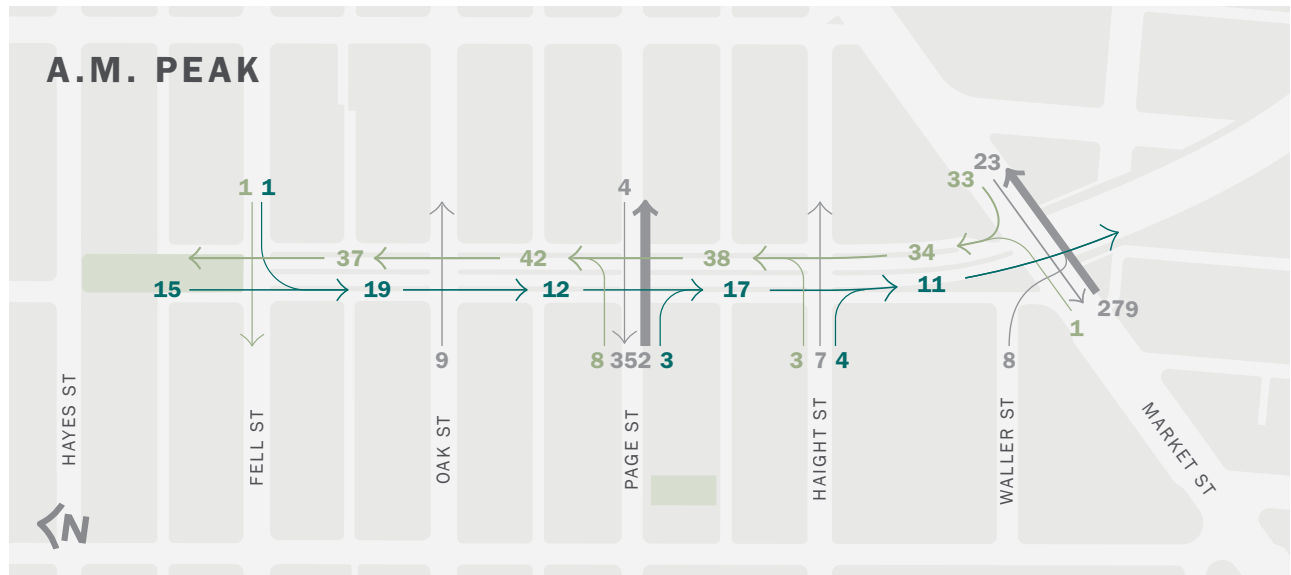
Figure 18. PM Pedestrian Volumes



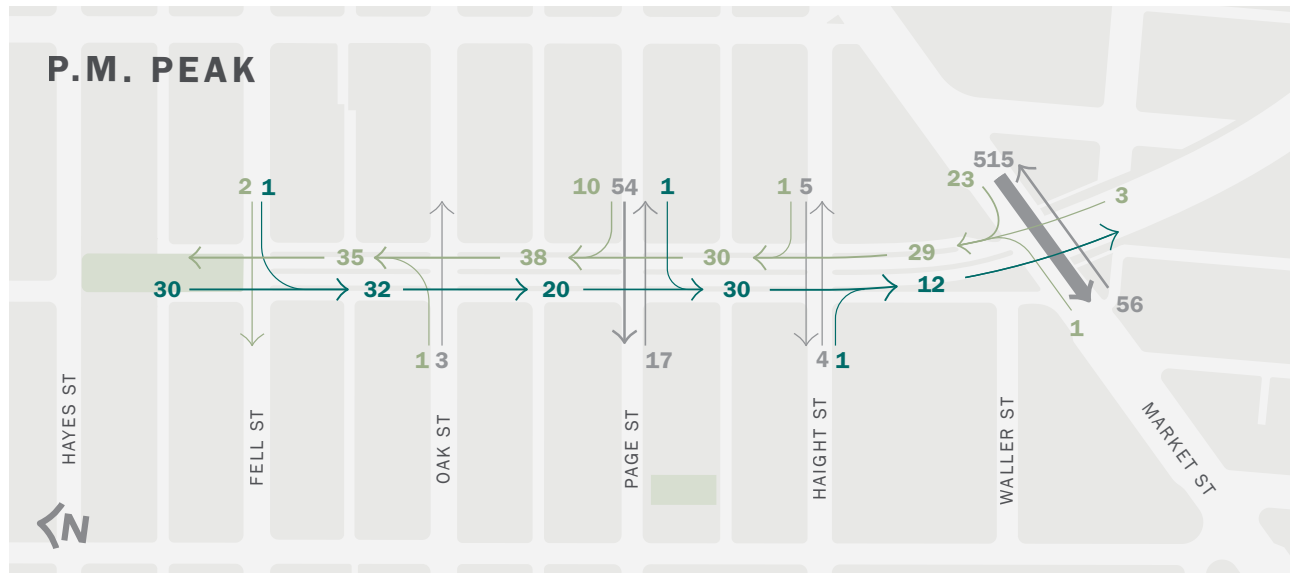
**Bicycle Circulation**

Figure 19 and Figure 20 summarize the AM and PM peak hour travel patterns of bicyclists in the core study area, respectively. The bicycle counts reflect data collected by SFMTA on May 8, 2019, between the morning peak hour of 7:30 a.m. to 8:30 a.m. and evening peak hour of 4:30 p.m. to 5:30 p.m. In the AM period, there are higher levels of bicyclists traveling eastbound on Page St. and Market St. compared to other intersections. In the PM peak hour, westbound bicycle travel primarily uses Market St.

**Figure 19. AM Bicycle Volumes**



**Figure 20. PM Bicycle Volumes**

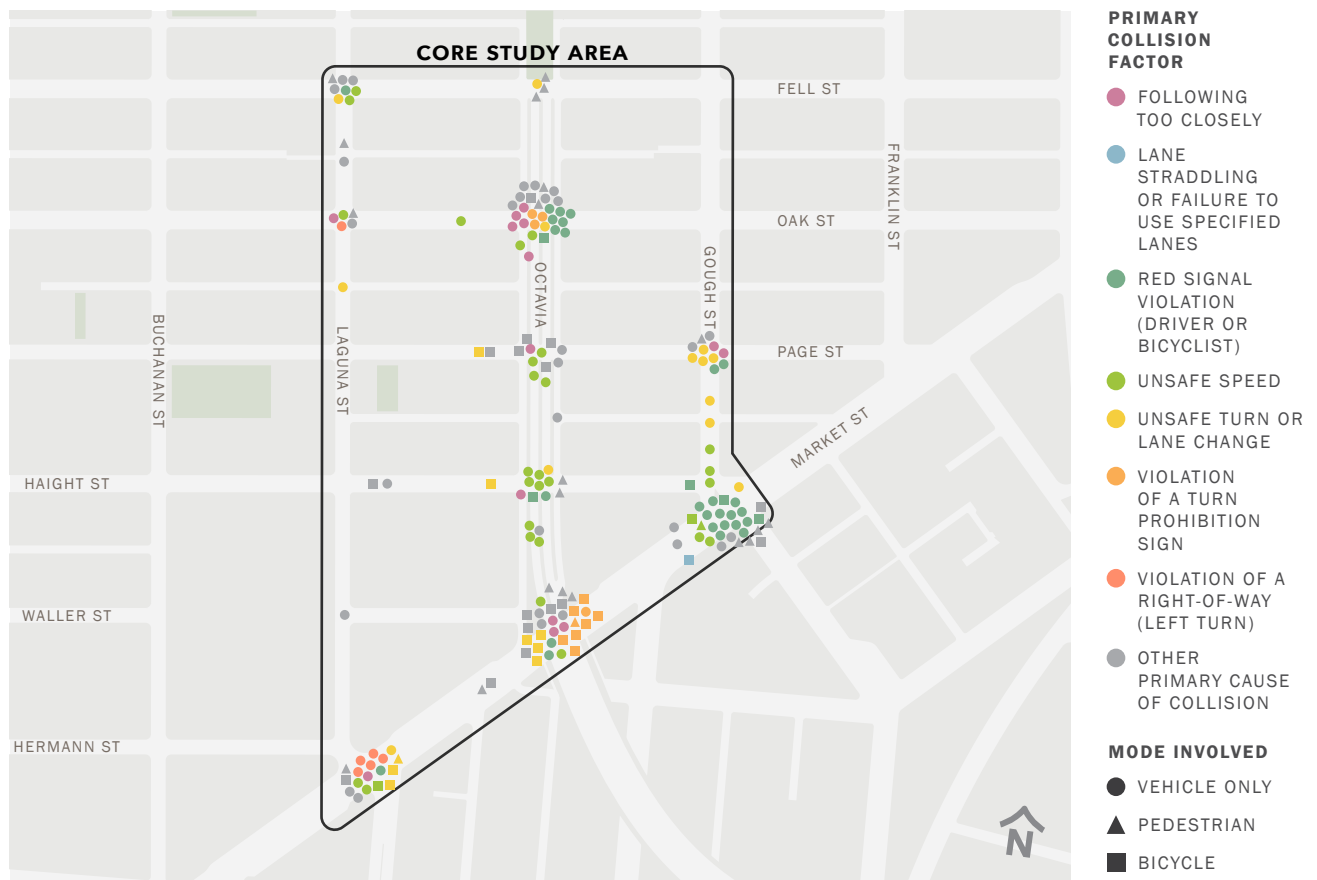


**Safety analysis**

Octavia is on San Francisco’s High Injury Network.<sup>1</sup> The study team assessed the total number and distribution of collisions and the number of bicycle and pedestrian collisions with vehicles within the study area using Statewide Integrated Traffic Records System (SWITRS) data, from 2014 to 2018. Figure 21 illustrates the most common primary causes of collisions along the core study area. Based on this data, most of these collisions along Page St., Market St. and Octavia St. resulted from red light signal violations.

The biggest crash clusters in the area are at the intersections of Octavia and Market St., Gough at Market, and Octavia at Oak St.; other notable clusters of crashes are at the intersections of Market / Laguna St. and Page St. / Gough St.

**Figure 21.** Crashes with Injuries



Source: SWITRS 2014 – 2018

<sup>1</sup> <https://www.visionzerosf.org/maps-data/>

The highest overall density of crashes resulting in injury are at Octavia / Market St., with many of them attributable to unsafe turns or prohibited lane changes, turn prohibition sign violations, and red-light violations. A large portion of these crashes at the intersection of Market St. and Octavia involve injuries of cyclists specifically.

Locations with a high number of crashes involving cyclists include Haight St. / Gough St. at Market, Octavia at Page St., and Market St. at Guerrero St. / Laguna St. Almost half of these crashes were caused by driver failure to yield at crosswalks. Octavia has the highest number of crashes involving pedestrians.

Meanwhile, the highest density of vehicle-only crashes is at Octavia / Oak St. The collision factors of crashes at that intersection are primarily red-light violations, unsafe speeds, and following too closely. The intersection of Gough St. / Haight St. and Market St. also has a disproportionately large cluster of red signal violations, mainly involving personal vehicles.



## 2. Strategy Development

Using the existing conditions analysis and feedback from the first round of public outreach, (see Chapter 3), the study team developed potential strategies to advance the study goals. Strategies were then qualitatively assessed by their ability to address project goals for improving safety, accessibility, and circulation. Strategy benefits were ranked from Low to High based on the performance of similar projects implemented in the past. These project concept rankings are illustrated in Figure 22, organized by each strategy’s ability to meet citywide objectives and by the estimated amount of time the strategy would take to implement. Once defined, concepts were categorized as either Local Safety and Connectivity Concepts or Regional Congestion Management Strategies based on their purpose, geographic scope, and level of agency coordination required. The study team presented the final list of seven local and six regional strategies in the second-round outreach survey to ascertain residents’ interests and priorities for each proposed strategy.

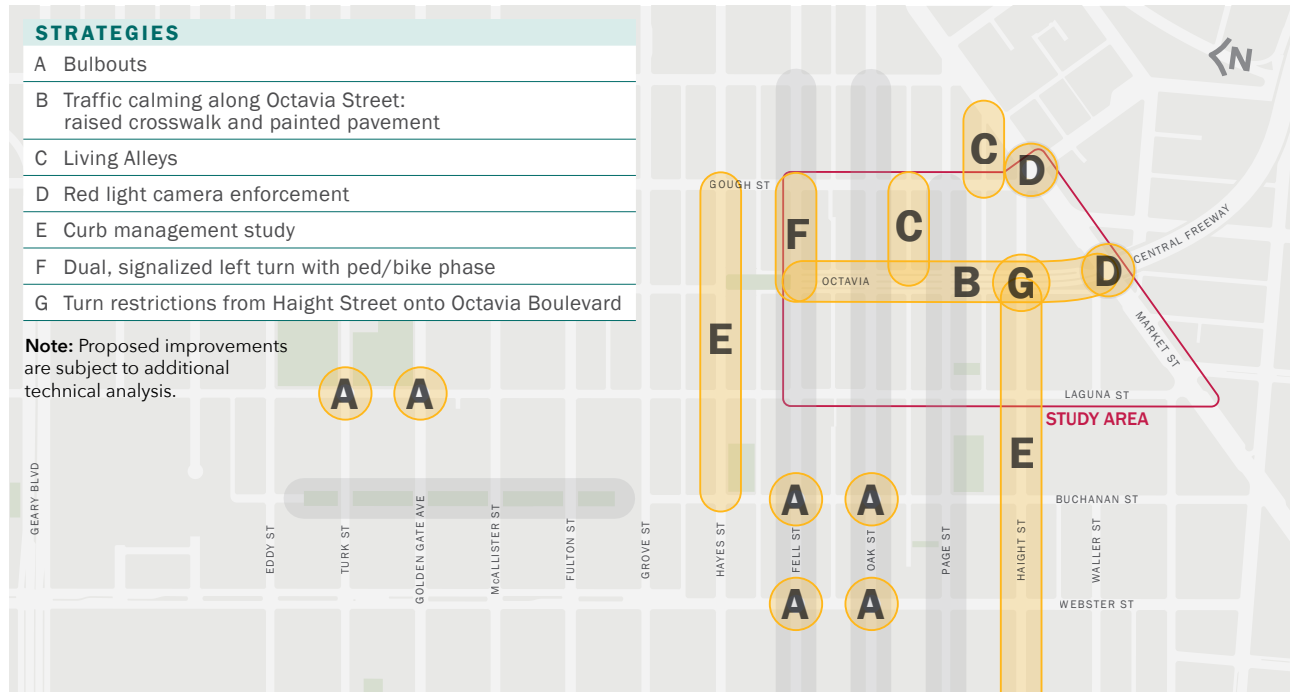
**Figure 22. Project Concept Ranking by Objectives and Time Frame**

		Time Frame		
		Short-Term	Mid-Term	Long-Term
Meets Project Objectives	High	<ul style="list-style-type: none"> <li>• Turn Restrictions from EB Haight to SB Octavia for vehicles</li> <li>• Repurpose fourth travel lane on Oak</li> <li>• Explore other potential signal improvements for safer crossings across Octavia</li> <li>• Page Street Bikeway Pilot Project implementation</li> <li>• Page Street slow street</li> </ul>	<ul style="list-style-type: none"> <li>• Increase transit capacity</li> <li>• Living Alley program</li> <li>• Transit lane on Haight Street</li> <li>• Permanent Fell Street Panhandle Bikeway</li> </ul>	<ul style="list-style-type: none"> <li>• Woonerf concept</li> </ul>
	Medium	<ul style="list-style-type: none"> <li>• Bicycle signal installation</li> <li>• Red light camera installation</li> <li>• Curb management study</li> <li>• Ensure that crossing time reflects new SFMTA standards</li> </ul>	<ul style="list-style-type: none"> <li>• Bulb-outs</li> <li>• Broad wayfinding/signage program</li> <li>• New local shuttle service to Civic Center BART and/or Caltrain</li> <li>• Coordinate with SFMTA to BART transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Explore traffic metering concept</li> <li>• Permanent Fell Street Panhandle bikeway</li> </ul>
	Low	<ul style="list-style-type: none"> <li>• Reverse direction of alleys to restrict driver access to Octavia Blvd.</li> <li>• Signage describing Octavia turn restrictions</li> </ul>		<ul style="list-style-type: none"> <li>• Coordinate with GG for transfer to Caltrain</li> <li>• Coordinate with AC Transit for Express transbay connection</li> <li>• Coordinate or organize carpool or carshare program</li> <li>• Congestion pricing impacts</li> </ul>

### LOCAL SAFETY & CONNECTIVITY CONCEPTS

The local safety and connectivity concepts aim to reduce conflicts between vehicles and people walking and biking, improve visibility of people at intersections, and close gaps in the pedestrian network to support neighborhood travel. Each of the concepts are outlined below and mapped in Figure 23.

Figure 23. Local Safety & Connectivity Concept Sites



**A. Bulbouts or Curb Extensions** are raised curbs that narrow the travel lane at intersections or midblock locations to effectively shorten the crossing distance and slow speeds for vehicles making right turns. This concept identified 6 potential locations in the secondary study area, including the intersections of Fell / Buchanan St., Fell / Webster St., Laguna / Turk St., Laguna / Golden Gate Ave., Oak / Buchanan St. and Oak / Webster St.



Curb Bulbout with newly painted crosswalks

**B. Traffic Calming along Octavia St (local lanes)** in the north and south directions could include sidewalk/median widening, raised crosswalks, speed humps, and signal adjustments for cross east-west cross traffic. Shorter pedestrian crossings through median and sidewalk widening would help address persistent community concerns about too little time to cross the multi-way boulevard. Raised crosswalks increase pedestrian visibility by elevating the crosswalk to sidewalk level.



Raised Crosswalk

**C. Living Alleys** are a narrow, low-volume traffic street that is designed to focus on livability, instead of parking and traffic, by implementing design features for pedestrians and bicyclists as well as space for social uses. This strategy considered adding living alley treatments to Lily St. and Rose St.



Living Alley

**D. Red light camera enforcement** uses automated cameras to enforce illegal red-light running and illegal right turns. This strategy considers using this technology at the Market / Gough St. intersection. This intersection was selected based on feedback collected via a map-based activity during the first round of outreach; the Market/Octavia intersection was also identified by the community as an area for improved signal compliance. Improving signal compliance could be further supported through additional street design improvements that prevent vehicles blocking the intersection.



Red light Camera

**E. Curb Management Strategy** to reallocate curb space to different uses to reduce unsafe or unallowed movements at the curb that disrupt traffic and transit flow and impede pedestrian right of way. A Curb Management Strategy is recommended for the segments of Hayes St. and Haight St., based on feedback during the first round of outreach.



White curb space for passenger loading

**F. Fell and Octavia Intersection signal improvements to prioritize pedestrian safety:**

The intersection of Fell St. at Octavia Blvd. was identified as a concern through outreach and the existing conditions analysis. This location carries high volumes of vehicles seeking to turn left from Fell onto freeway-bound Octavia Blvd. and left from Octavia Blvd. onto Fell St., creating high exposure risks for pedestrians and cyclists. Improvements to reduce congestion and improve pedestrian safety could include reducing the number of northbound Octavia turn lanes at Fell St., further restricting vehicle access on the northbound Octavia local lane to reduce cut through traffic, and adding an additional turn lane on Fell St. to connect to Octavia Blvd.

This improvement concept would have to be coordinated with other recommended traffic calming changes for Octavia Street local lane(s).

- G. Turn restrictions from Haight St. onto Octavia Blvd** to restrict eastbound right turns from Haight St. onto Octavia would reduce the number of potential collision points between vehicle traffic and pedestrians and help people cross and walk along Octavia safely. The SFMTA Board adopted the addition of Page St. (parallel to the north of Haight St.) into the ongoing Slow Streets Program in January 2023, which included a formal adoption of left turn restrictions on Page at Divisadero St., so this concept would be in line with ongoing efforts to enhance pedestrian safety and access in the study area.



Turn Restrictions

## REGIONAL CONGESTION MANAGEMENT STRATEGIES

The Existing Conditions analysis showed that a great deal of the vehicle traffic on Oak St., Fell St., and Octavia is regional through-traffic coming to or going from the South and East Bay and the Richmond or Inner Sunset districts of San Francisco's west side. While the Local Safety and Connectivity Strategies presented in the prior section will help reduce exposure and conflicts between pedestrians, cyclists, and vehicles in the core study area, they will not necessarily reduce the overall volume of vehicles.

For this reason, the study team also developed strategies intended to reduce the overall volumes of through-traffic and congestion. These Regional Congestion Management Strategies are more complex and have a longer-term implementation timeframe relative to the Local Safety and Connectivity projects in the previous section. Further concept development and technical analysis is needed for each of the regional congestion management strategies. These strategies seek to shift single-occupant

vehicle traffic to high-occupancy modes by making transit more reliable and travel times more competitive with driving and giving street priority to high-occupancy vehicles such as transit buses and carpool vehicles.

Through Round 2 outreach, the study team sought out people's interest level in these regional strategies for further development.

**Regional Transit Hub at Civic Center** would create a centralized location for connections to regional transit for people coming from western San Francisco, including facilities to support local transit, walking, and bike trips, would address gaps in regional transit service in San Francisco's west side neighborhoods. Currently, there are no regional transit services on the westside and travelers to the East Bay and South Bay have to go to downtown to connect to BART or Caltrain. The purpose of this strategy is to create access to regional express transit that is more time-competitive for west side travelers. This hub could also host future SamTrans routes (see following strategy), AC Transit Transbay routes, Golden Gate Transit, and connect to the proposed surface high occupancy vehicle (HOV) lane network for transit priority access to the freeway network.



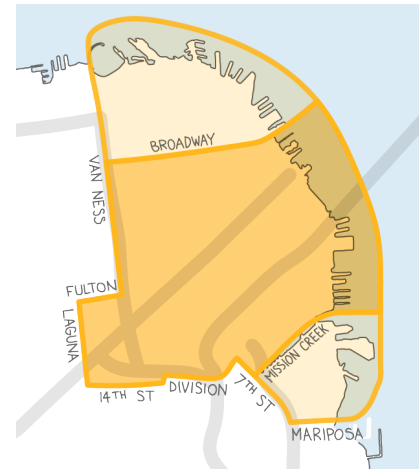
Bus stop at a Transit Hub

**Designated Transit and Carpool Lanes** would install red painted lanes for buses, taxis, and carpooling vehicles to enhance transit speed and improve connections to US 101 and I-80. Possible connections to the freeway network are 9th St. and 10th St., though other east west connections in SOMA could be explored to maximize connections and travel time savings. These lanes could connect upstream to the Oak St. HOV / transit lane (described below), and downstream to a future potential managed lane network on the I-280 and US 101 as described in the Streets and Freeways Strategy. The purposes of this strategy are varied. One role would be to provide transit priority treatment for regional transit services such as SamTrans and AC Transit that could use the proposed Civic Center Transit Hub to access the freeway. Additionally, this strategy would deliver a second, more time-competitive freeway access route for HOVs and carpools that could help shift HOVs away from Octavia, thereby reducing queues. The 6 and 7 Muni bus routes had express service prior to the COVID-19 Pandemic. If these are restored an extension of HOV lanes into the west side may also be considered to extend benefits on these lines.



Transit & Carpool Priority Lanes

**Congestion Pricing Study** would charge drivers a fee to drive into congested areas of northeast San Francisco during rush hours, a strategy called congestion pricing, would reduce vehicle demand for Octavia Boulevard and the Central Freeway. The best practice is to combine the congestion fee with discounts and incentives to make the system fair and encourage the use of public transit, walking, and biking. Congestion Pricing program revenue would be used to improve transit service and street maintenance. The Downtown Congestion Pricing Study will use public feedback and technical analysis to shape a fair and effective congestion pricing recommendation for San Francisco. The Transportation Authority has paused the Downtown Congestion Pricing Study in light of the changing and fluid conditions surrounding traffic conditions and transit use. Since the study's timeline was extended, congestion pricing policy recommendations will be completed following the resumption of public outreach activities at a future date. Following completion of the study, if the Transportation Authority Board wishes to proceed, it would take at least 5 years to implement a congestion pricing system.



Congestion Pricing Zone  
Concept Map

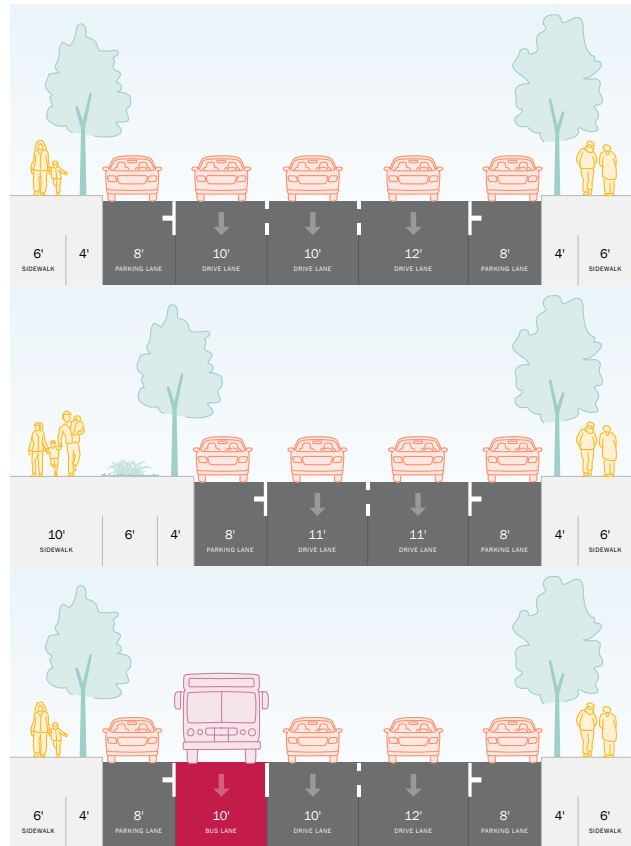
**Regional Express Bus Study** would develop, in coordination with neighboring transportation authorities, a regional express bus network linking job centers and residential along the San Francisco Peninsula. These services would create north-south connections to the westside and connection to downtown could be accessed at the proposed Civic Center Regional Hub and take advantage of the proposed HOV priority. Further study is needed to identify specific express bus routes, but the conceptual map was developed as part of the Reimagine SamTrans process and serves to illustrate promising express bus routes that could serve western San Francisco and connect to hubs in South Bay. These routes showed promise but are not in line for implementation at this time due to the transit operations funding impacts of the COVID-19 Pandemic.



Concept Regional SamTrans Express Bus Routes

**Oak St. Signal Retiming and Lane Conversion**

concept aims to reduce the concentration of vehicles at the intersection of Oak St. and Octavia. A capacity reduction analysis was conducted for Oak St. by re-allocating 10%, 20%, and 30% of green light time from Oak to side streets, vis either Masonic or Divisadero. Estimates of congestion per block along Oak St. were sourced from INRIX using an average of data from the entire 2019 calendar. Adjustments to the signal timing along Oak St. would redistribute the queuing to be more evenly spread out along the corridor and some vehicles would move to streets or blocks that currently have more available capacity. This adjustment would ultimately allow for the conversion or removal of a travel lane. Ultimately, reduced capacity on the western section of Oak St. would meter the amount of traffic on Oak at Octavia and reduce queuing at this intersection and along Octavia. The removed travel lane would free up street space to be repurposed to a dedicated high occupancy vehicle lane, transit only lane, protected bike lane, or additional sidewalk space.



Conceptual Roadway Reconfiguration Alternatives for Oak St.

**Wayfinding Signage** would install dynamic wayfinding signage to assist drivers and pedestrians navigate through the area. Dynamic messaging would support drivers on the corridor by providing real-time wayfinding, estimated times to destinations, and information related to traffic safety . For instance, this strategy would help guide HOVs from the west side to alternative, more time-competitive freeway access routes such as future HOV / transit-only lanes.

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### 3. Outreach

Outreach for the Octavia Improvements Study was conducted in two rounds. Round one focused on understanding transportation needs and round two focused on understanding preferences and priorities for concepts.

- **Round 1** was conducted in Winter 2020-21. This round focused on collecting site-specific feedback and understanding transportation challenges and preferences for the area. Engagement methods included a virtual town hall, a digital map-based survey, social media outreach and community presentations.
- **Round 2** was conducted from Spring - Summer 2022. The final outreach round goals were to further refine proposed improvements and determine preferred interventions, building on feedback from Round 1. Engagement methods involved a second virtual townhall and digital survey, social media outreach and community presentations.

Due to the COVID-19 Pandemic, the study team was limited to virtual engagement methods to solicit community input. The outreach process included two virtual town halls, a map-based questionnaire, and a digital survey of residents. Both surveys were promoted in social media and conducted in English, Spanish, and Chinese. The District 5 Supervisor's Office helped promote the surveys in their newsletters and through social media. The project team also gave presentations to community-based organizations to get additional input on needs, priorities, and proposed study recommendations; these organizations helped to promote the survey efforts. Community based organizations that participated in the outreach efforts include:

- North of Panhandle Neighborhood Association
- SF Bicycle Coalition
- WalkSF
- SF Transit Riders
- Hayes Valley Neighborhood Association
- Market and Octavia CAC
- Lower Haight Neighborhood and Merchant Association

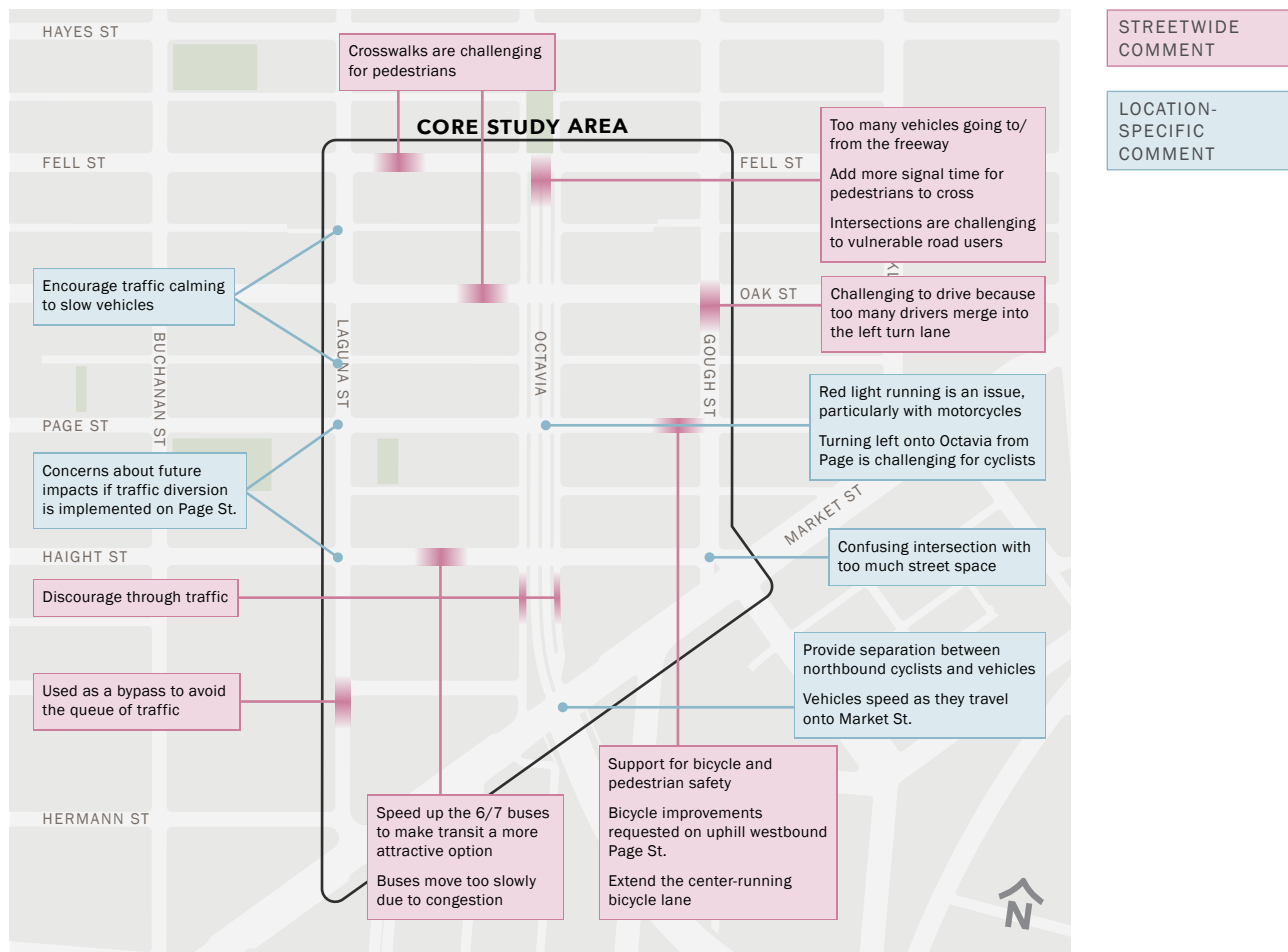


### ROUND 1 OUTREACH

The first round of outreach included a virtual town hall and online survey. The town hall meeting was held in November 2020 and was an opportunity for the project team to hear transportation needs and challenges from participants.

The round 1 survey conducted in Fall 2020 collected 749 responses through a map-based questionnaire that asked respondents to identify needs and challenges of particular locations within the core study area on a map. The purpose of the survey was to understand priorities for the area and identify areas of concern to guide interventions and recommendations. Feedback from the outreach process was consolidated to location-specific feedback and street-wide themes, shown in Figure 24. Some themes include high speeds and safety issues on Oak St.; congestion blocking pedestrian crosswalks; cut-through vehicles traffic on streets parallel to Oak St.; and turn restrictions and red-light cameras suggested as mitigation measures.

Figure 24. Round 1 Outreach Feedback Map



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Of the 749 survey responses, 132 responses were from the study area ZIP code 94102. Respondents were asked to identify issues for their respective primary travel mode and their preferred improvements to address them. Survey findings were divided into an Issue Analysis and an Improvement Analysis, summarized below.

### **Issue Analysis:**

Respondents were asked to express their agreement on various transportation issues. These issues were categorized by four travel modes – transit, driving, walking, and biking. An accessibility category was included to document transportation accessibility issues.

#### **Transit Issues:**

While only 3% of all respondents cited transit as their main mode of travel through the study area, many survey respondents did identify the need for improving this mode. The top issues for transit riders highlighted a need for more transit services in the study area (31 responses) and problems with vehicles blocking bus lanes (24 responses).

#### **Driving Issues:**

Drivers made up 34% of respondents, and only 2.5% of respondents used rideshare apps or taxis to travel through the study area. A majority of all respondents (including non-drivers), about 61%, cited traffic delays and congestion as an issue for the area. Almost 16% of respondents also cited unsafe traffic speeds as a driving issue.

#### **Active Transportation Issues:**

About 19% of respondents use a bike or scooter as their main mode of travel through the study area, and about 36.5% walk – meaning 55.5% of respondents use active transport as the primary mode of travel. For walking and biking issues, the distribution of responses was generally the same across income categories. The largest pedestrian safety issue cited was unsafe traffic speeds, with over 42% of respondents (316 out of 749 total respondents), followed closely by vehicles running red lights at nearly 37% of respondents. For top cycling issues, 30% of respondents cited lack of protective bike infrastructure, followed by unsafe traffic speeds at 25%.

#### **Accessibility Issues:**

The most highly cited accessibility issues were unsafe speeds, vehicles running red lights, and long crossing wait times.

### **Improvements Analysis:**

Survey respondents were asked to provide feedback on potential improvements to address issues, categorized by four travel mode improvements, accessibility improvements, and pickup & delivery improvements.

**Transit Improvements:**

Roughly equal numbers of respondents cited improving travel times (34 responses), reliability (31 responses), and adding more service (28 responses) as their suggested improvements, with a further 22 respondents suggesting adding more amenities.

**Drive Improvements:**

The most popular suggested improvement for driving was to reduce traffic congestion, at nearly 35%, followed by improving signal timing at about 26% and improving lane configurations at almost 22%.

**Walk Improvements:**

Better pedestrian signal timing was the most popular improvement concept for pedestrians, with almost 29% of respondents in favor, followed closely by adding and improving crosswalks and improving pedestrian visibility at about 22% each.

**Bike Improvements:**

Over 26% of respondents suggested adding or improving bike lanes, with another 18% in favor of adding or improving bike signals.

**Accessibility Improvements:**

About the same number of respondents suggested improving pedestrian timing, clearing walkways, and enhancing crosswalks and curb ramps.

**Pickup/delivery improvements:**

There were 23 respondents suggested improvements for pickup and delivery services – 16 approved of adding curb space for pickup and deliveries, and 7 approved of adding curb space signage.

**Respondent Demographics:****Race/Ethnicity:**

Of the 407 respondents who provided their racial identity, 36% of them were White (255), compared to the citywide 51%.

**Gender:**

There were 460 out of the total 749 respondents that preferred not to specify their gender identity, but among the 289 who did, 200 were men, 82 were women, and 7 identified as non-binary.

**Individual Income:**

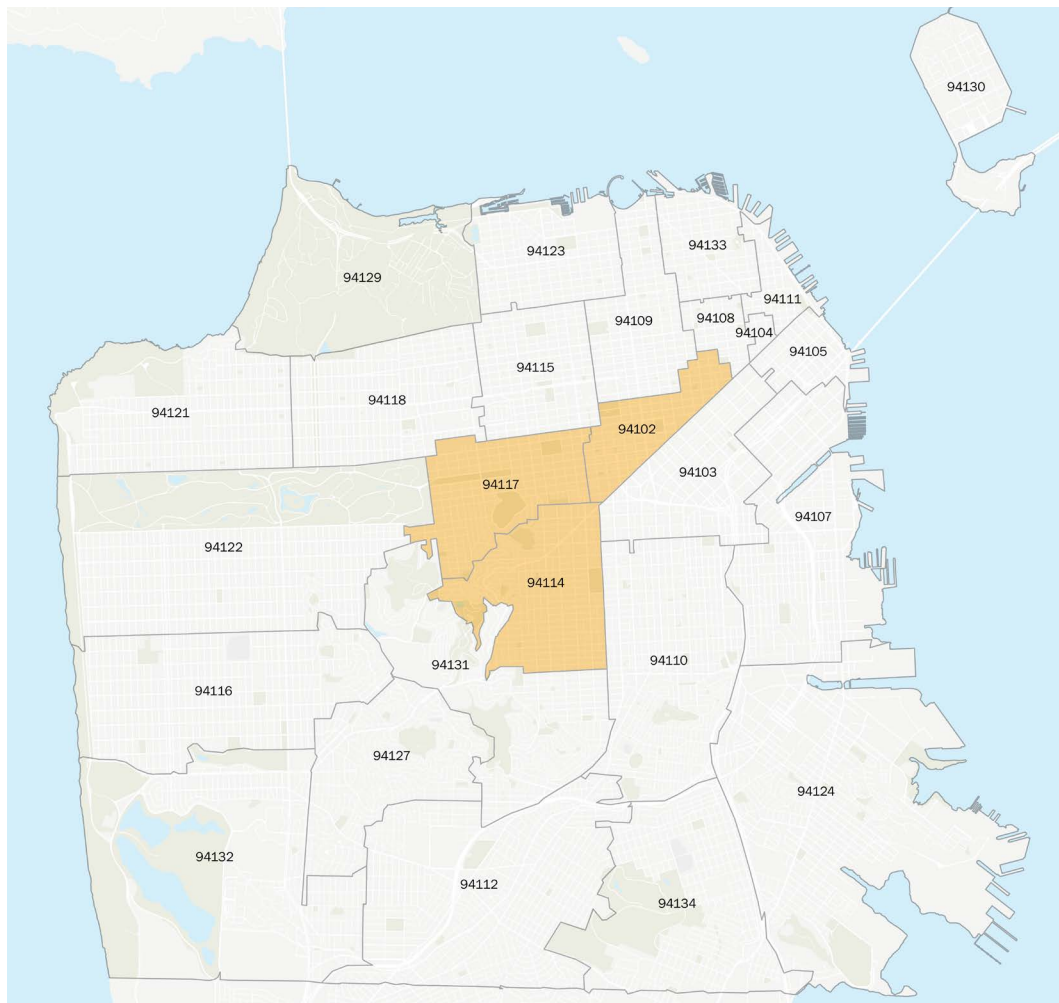
of the 382 respondents who provided their income, nearly 39% (148) make less than \$100,000 a year – including 7% (28) who make under \$20,000 annually. Among the 61% (234) who earn more than \$100,000, about 14% (55) earn more than \$250,000 a year.

## ROUND 2 OUTREACH

The second round of outreach presented local and regional strategies to improve transportation, based on feedback heard in the first round of public outreach. The second round of outreach included a virtual townhall and online survey. The town hall was held in May 2022.

The online survey asked respondents to rank a list of seven local improvement strategies and rate their interest in six long-term regional transportation improvement concepts. The survey received a total of 1,091 responses; 967 respondents provided a home ZIP code. Responses were categorized into two groups – near and far – to understand how preferences varied by the proximity of respondents' home zip code to the study area. Figure 25 shows the zip codes that were included in the "near" category (94117, 94102, 94103). The "near" category includes 595 survey responses (61.5%); the "Far" category includes 372 survey responses (38.5%).

**Figure 25. Round 2 Outreach Survey Areas**



### Transportation Priorities

Respondents were asked to rank the following three transportation priorities on a low to high scale: Pedestrian and Bike Safety, Livability and Quality of Life, and Parking and Vehicle Access. Overall, survey respondents from both Near and Far considered Pedestrian and Bike Safety (74%) as well as Livability and Quality of Life (77%) to be high priorities for the area. Parking and Vehicles access were generally assigned a low priority, at 55% for all respondents (see Table 3). Respondents Near the study area ranked livability and quality of life as the most important, with pedestrian and bike safety ranked a close second. The reverse is true for respondents Far from the study area, with pedestrian and bike safety ranked the highest priority and livability and quality of life a close second.

**Table 3. Transportation Priorities**

PRIORITY		LOW	MEDIUM	HIGH
	<b>Overall</b>	11%	16%	74%
<b>Pedestrian and Bike Safety</b>	<b>Near</b>	8%	16%	76%
	<b>Far</b>	14%	16%	70%
	<b>Overall</b>	5%	18%	77%
<b>Livability and Quality of Life</b>	<b>Near</b>	3%	14%	84%
	<b>Far</b>	8%	25%	68%
	<b>Overall</b>	55%	21%	24%
<b>Parking and Vehicle Access</b>	<b>Near</b>	56%	24%	21%
	<b>Far</b>	55%	18%	28%

### Priorities for Local Safety and Connectivity Projects

Respondents were asked to rank the seven proposed local street design interventions from lowest to highest priority in order to address safety and connectivity issues along Octavia. Results from the survey showed strongest support for traffic calming through raised crosswalks and painted pavement along Octavia St., at over 68% support from respondents both Near and Far from the study area, while turn restrictions from Haight St. onto Octavia and curb management studies along Hayes St. and Haight St. were generally considered lowest priority (see Table 4). Red light camera enforcement at two Market St. intersections had an even split in prioritization for both groups. There appears to be a strong consistency between how projects were ranked for each group, with not much difference in prioritization between respondents Near and Far from the study area.

**Table 4. Priorities for Local Safety & Connectivity Projects**

LOCAL SAFETY AND CONNECTIVITY PRIORITIES	HIGH		LOW	
	NEAR	FAR	NEAR	FAR
Traffic Calming along Octavia St; raised crosswalk & painted pavement	69%	68%	31%	32%
Bulb Outs at 6 Locations	54%	58%	47%	42%
Red light camera enforcement at 2 Market St. intersections (Gough St. & Octavia Blvd.)	50%	51%	50%	49%
Living Alleys: Lily St. & Rose St.	41%	35%	59%	65%
Dual left turn w/ ped & bike phase on Fell at Octavia Blvd.	38%	40%	62%	60%
Curb management study along Hayes & Haight St.	27%	22%	73%	78%
Turn restrictions from Haight St. onto Octavia Blvd.	23%	29%	77%	71%

### Interest in Regional Congestion Management Concepts:

The survey also gauged respondents' interest in six regional congestion management strategies. While a majority of respondents indicated interest in all six proposals, installing wayfinding signage had the greatest interest at 68% of those Near and 64% of those Far from the study area (see Table 7). The Congestion Pricing Study elicited the smallest share of interest at 51% of Near respondents and 53% of Far respondents. Nearby respondents expressed greater interest in Oak St. signal retiming and lane conversions than respondents further away, at 68% and 53%, respectively. Designated lanes for transit and carpooling received slightly higher support from Far respondents (58%) than Near respondents (53%). Besides these small differences, interest in these concepts didn't differ very strongly between each survey group.

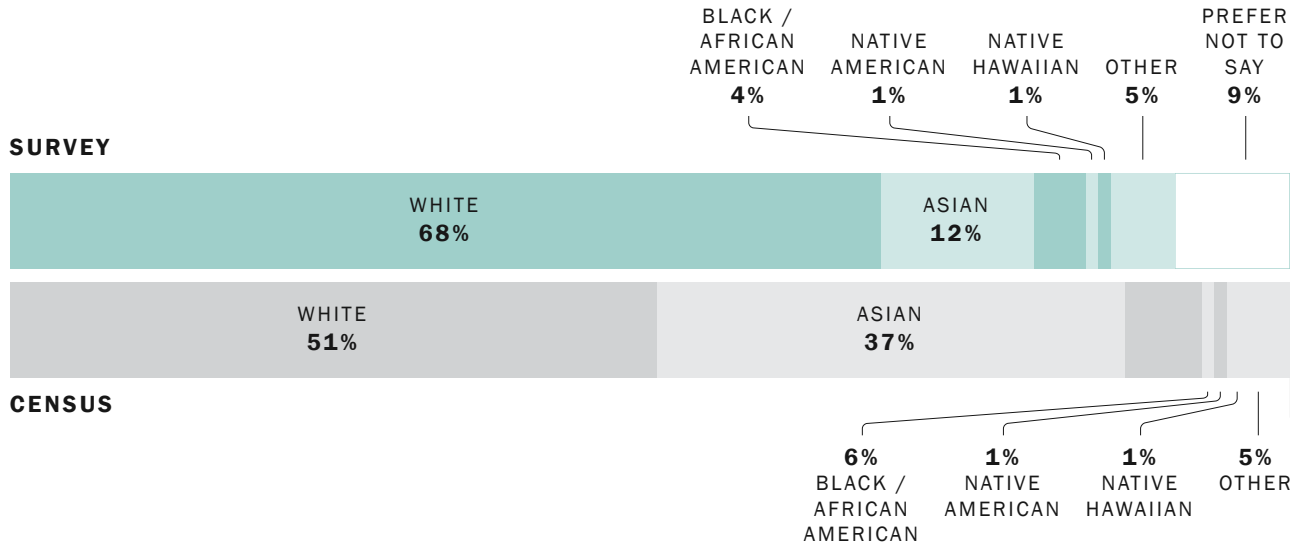
**Table 5. Interest in Regional Congestion Management Concepts**

REGIONAL CONGESTION MANAGEMENT CONCEPTS	INTERESTED		NEUTRAL		NOT INTERESTED	
	NEAR	FAR	NEAR	FAR	NEAR	FAR
Wayfinding Signage	68%	64%	16%	17%	16%	19%
Oak St. signal retiming & lane conversion	68%	53%	31%	29%	15%	27%
Regional Transit Hub at Civic Center	58%	56%	29%	30%	13%	14%
Regional Express Bus Study	54%	53%	31%	29%	15%	17%
Designated lanes for transit & carpool	53%	58%	28%	20%	19%	22%
Congestion Pricing Study	51%	53%	21%	19%	28%	30%

**Respondent Demographics:**

**Race/Ethnicity:**

more respondents identified as White compared to the citywide population (68% vs. 51%). About 9% of respondents identified as Hispanic/Latinx.



**Gender:**

277 respondents identified as women (36%) and 488 identified as men (64%).

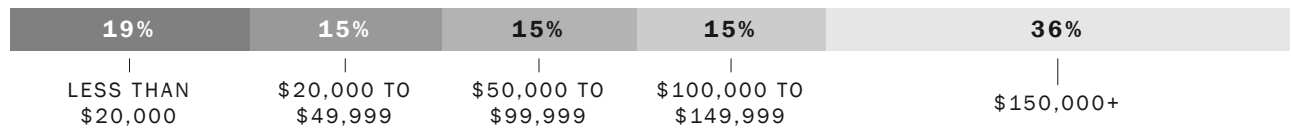
**Household Income:**

48% of all respondents earned below \$150,000 a year, 52% earned above.

**NEARBY SURVEY RESPONDENTS**



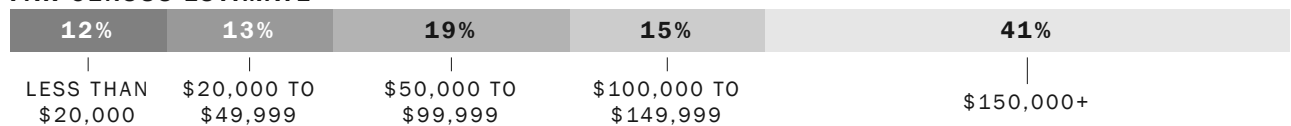
**NEARBY CENSUS ESTIMATE**



**FAR SURVEY RESPONDENTS**



**FAR CENSUS ESTIMATE**



## 4. Findings and Recommendations

The study team prioritized the Local Safety and Connectivity concepts and Regional Congestion Management strategies based on outreach survey findings and technical work.

We recommend the Local Safety & Connectivity concepts ranked as a high priority by at least 50% of survey respondents. The Local Safety and Connectivity concepts that did not reach this threshold may still be implemented – the Study outreach revealed an interest in these recommendations – but would be advanced as a lower priority and pending funding availability.

A majority – 50% or more – of survey respondents indicated interest in further developing all of the Regional Congestion Management strategies.

The following sections provide a summary of each recommendation, its costs, implementation and funding strategy, and lead agency.

### LOCAL SAFETY & CONNECTIVITY CONCEPT RECOMMENDATIONS

The Local safety & Connectivity concept recommendations are shown in Table 6 below and include bulbouts on Oak and Fell Streets at Buchanan and Webster; red light camera enforcement (or a similar strategy to reduce red light running and associated conflicts) on Market Street at Gough Street; and traffic calming on Octavia Street. Some of the recommended concepts can be designed or delivered as part of related projects led by SFMTA; these are noted under the “Implementation Strategy” column. Planning level cost estimates are provided for each recommendation and additional expected costs (e.g. contingency) are shown at a package level in Table 6. The funding source for these recommendations are the Market and Octavia Special Revenue funds.

**Table 6.** Overview of Local Safety & Connectivity Concept Recommendations and Planning Level Cost Estimates

RECOMMENDATION	DESCRIPTION	IMPLEMENTATION STRATEGY	TOTAL COST
Bulbouts (page 30)	Six bulbouts spread across four intersections of Oak and Fell at Buchanan and Webster	Design in coordination with SFMTA's signal retiming for Oak Street	\$1,850,000
Red Light Cameras (or similar strategies) (page 31)	Install at Gough St. / Market St.	Better Market Street 2023 Hub Quick Build	\$600,000
Octavia St. Traffic Calming (page 31)	Sidewalk/median changes, raised crosswalks, signal improvements, speed humps	New Project	\$3,575,000
Contingency	30% of construction items		\$1,807,000
<b>Total Cost</b>			<b>\$7,832,500</b>



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## REGIONAL CONGESTION MANAGEMENT STRATEGY RECOMMENDATIONS

We recommend all but one<sup>1</sup> of the strategies for regional Congestion Managements to advance to the next stage of planning and technical analysis. Some of these strategies are best studied together, as described below:

- **Transit and High Occupancy Vehicle Lane on Oak Street:** Study and advance High Occupancy Vehicle (HOV) and transit lanes on Oak St. to connect the existing and planned managed lane and freeway network, including signal retiming and a lane conversion (page 35). This study would include further analysis and outreach to retime Oak St. signals to meter traffic to allow for street reconfigurations. As part of this concept design, integrate regional wayfinding signage for circulation and access to guide vehicles towards the most time-competitive freeway access routes, such as potential new HOV lanes on 9th and 10th.
- **Regional Express Transit Hub:** Plan for regional and local express transit service to connect San Francisco with Peninsula cities, and study a regional transit hub at the Civic Center to enable closer connections from western neighborhoods to regional transit service.

## COST, FUNDING, & IMPLEMENTATION

The Local Safety and Connectivity recommendations can be implemented with the \$7 million available in Market and Octavia Special funds.





The Regional Congestion Management strategies require funding for the next phase of conceptual design, technical analysis, and community engagement. In addition to the Special Fund, potential funding sources for these activities include:

- **Caltrans Sustainable Transportation Planning Grants:**
  - » **Sustainable Communities Grants:** encourage local planning that supports state goals, implements Regional Transportation Plans and Sustainable Communities Strategies, and ultimately achieve California's greenhouse gas emissions reduction target of 40 and 80 percent below 1990 levels by 2030 and 2050, respectively.

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<sup>1</sup> Downtown Congestion Pricing: The SFCTA's Downtown Congestion Pricing Study is currently paused. The SFCTA will continue monitoring commute patterns, transit provision/usage, and economic recovery data to evaluate status of the paused Downtown Congestion Pricing Study.

- » **Strategic Partnerships Grants:** identify and address statewide, interregional, or regional transportation deficiencies on the State highway system in partnership with Caltrans. A sub-category funds transit-focused planning projects that address multimodal transportation deficiencies.
- **MTC Mobility Hub Grants** could provide funding to plan, design, and implement mobility hubs.
- **MTC Priority Development Area Regional Planning Grants** provide funding for land use and transportation plans that support Priority Development Areas such as the Market-Octavia Plan area.
- **Prop L:** local sales tax revenues to be used as a local match for larger planning grant programs and to fund local planning and implementation.
- **Federal SS4A:** A federal grant program that began in 2022 to fund planning and implementation of street safety projects.

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1455 Market Street, 22nd Floor,  
San Francisco, CA 94103

**TEL** 415-522-4800

**EMAIL** [info@sfcta.org](mailto:info@sfcta.org)

**WEB** [www.sfcta.org](http://www.sfcta.org)



San Francisco County Transportation Authority

**Neighborhood**  
program



RESOLUTION ADOPTING THE OCTAVIA IMPROVEMENTS STUDY FINAL REPORT [NTIP]

WHEREAS, the Transportation Authority appropriated \$100,000 in Prop K half-cent sales tax funds from the Neighborhood Program (NTIP) for the Octavia Boulevard Circulation and Accessibility Study (Study) Update at the request of former Commissioner Vallie Brown; and

WHEREAS, the City and County of San Francisco allocated \$200,000 in Market and Octavia Special Revenue Funds, also known as Central Freeway Parcel Revenues, to the Study, for a total project budget of \$300,000; and

WHEREAS, The Study objective was to identify near-term local safety and connectivity improvements, as well as longer-term regional congestion management strategies, to support the safety and efficiency of Octavia Boulevard and surrounding streets; and

WHEREAS, The Study conducted public outreach including frequent consultation of the Market and Octavia Community Advisory Committee (CAC); and

WHEREAS, The study recommends top priority concepts for local safety and connectivity to be implemented using Market and Octavia Special Revenue Funds; and

WHEREAS, The Study recommends several regional Congestion Management Strategies to advance to the next stage of planning and technical analysis; and

WHEREAS, All proposed solutions described in the attached Final Report support the Study goals and outreach findings; and

WHEREAS, The Market and Octavia CAC was briefed on the recommendations and expressed support for their advancement; and

WHEREAS, The Transportation Authority Community Advisory Committee was briefed on the final report at its May 24, 2023 meeting and unanimously adopted a motion of support for its adoption; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the attached Octavia Improvements Study Final Report; and be it further

RESOLVED, That the Executive Director is hereby authorized to prepare the Octavia Improvements Study Final Report document for final publication and distribute the document to all relevant agencies and interested parties.



**San Francisco  
County Transportation  
Authority**

BD061323

RESOLUTION NO. 23-XX

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Attachment: Octavia Improvements Study Final Report

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## Memorandum

### AGENDA ITEM 7

**DATE:** May 25, 2023

**TO:** Transportation Authority Board

**FROM:** Anna LaForte - Deputy Director for Policy and Programming

**SUBJECT:** 6/13/2023 Board Meeting: Adopt the 2023 Prop L Strategic Plan Baseline

**RECOMMENDATION**  Information  Action

Adopt the 2023 Prop L Strategic Plan Baseline.

### SUMMARY

The Prop L Expenditure Plan requires that the Transportation Authority adopt a 30-year Strategic Plan that establishes policies for Prop L administration, forecasts sales tax revenues, and forecast expenditures, including setting programming and cash flow by fiscal year for each of the 28 Expenditure Plan programs, and estimating debt needs to advance project delivery faster than pay-as-you go would allow. While the Strategic Plan is the long-range financial planning tool for the program, it is developed in concert with 5-Year Prioritization Programs (5YPPs) that are used to identify the specific projects to be funded in the next five years. Adoption of these documents is a prerequisite for allocation of funds from Prop L. The first step in developing the Strategic Plan and the 5YPPs is establishing the Strategic Plan Baseline. In addition to providing guidance about program implementation to staff and sponsors through the policies, the Baseline sets the amount of pay-go funding available to each program, by fiscal year, through the end of the Expenditure Plan (2053). This provides the starting budget for project sponsors. We worked with a consultant to update the sales tax revenue forecast since it was last set in June 2021 as part of Prop L development. The new projection reflects the last two years of actual data and a slow pandemic recovery in the city. As a result, the forecast is about \$400 million (15%) lower than the 2021 Expenditure Plan optimistic forecast (Priority 1+2)(Baseline Attachment C). We think it is prudent to adjust the forecast to err on the conservative side for budgeting and hope when we revisit the forecast with the next update that we can adjust it upward. On the expenditure side, the Baseline proposes to continue 7.9% off the top for operating

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



costs and program administration (same as Prop K). For Prop K carryforward obligations, we include remaining debt service on the 2017 revenue bond (\$234.7 million) and over \$400 million in grant balances with expenditures in the next five years. For 23 of the 28 Prop L programs, we have assigned their share of annual revenues based on their proportional share of funds available. For 5 of the biggest Prop L programs, we are proposing accelerating funds in the Baseline, driven primarily by the near-term funding needs for The Portal (DTX)(to meet an August 2023 funding milestone for a \$3+ billion Capital Investment Grant it is seeking) and BART Core Capacity (seeking to exercise an option and lock in a lower price on railcar procurement). We also propose advancing funds for Muni Maintenance, Paratransit, and Caltrain Maintenance which we know will be seeking to advance funds and because we want to get a more realistic estimate of debt costs than advancing one program alone would produce. The impact of the front-loaded Prop K carryforward obligations and the significant advancement of funds in five of the largest Prop L programs results in the need for \$843.6 million in revenue bonds over the 30-year program with \$639 million in financing costs (including \$40.5 million from the 2017 bonds). The Baseline is an interim step and when we add the proposed 5YPP projects, these numbers will change. Past experience shows that the Strategic Plan has higher debt need estimates than what actually happens. We reconcile with actuals and updated needs with each update, and if debt needs are reduced, the delta goes back to projects. We expect to present the final 2023 Prop L Strategic Plan to the Board in November/December, following Board adoption of the 28 5YPPs.

## **BACKGROUND**

The Strategic Plan provides transparency and accountability about how we administer the sales tax and serves as a key financial planning tool for the measure. The Strategic Plan has three main elements - policies, revenues, and expenditures - that establish the amount of Prop L funds available on an annual basis over the 30-year program, with the next five-year period reflecting the funding needs for projects recommended from the 5YPPs. The Strategic Plan is how we ensure that projected sales tax revenues are sufficient to cover all program-related expenditures and gives us a sense of how much debt the program can support if agencies seek to advance funds. It also supports project delivery and leveraging of other funds by ensuring that Prop L funds are available when needed. Developing the Strategic Plan is an iterative process closely linked with development of the 5YPPs. Adoption of the 2023 Prop L





Strategic Plan Baseline is the first step in the Strategic Plan and 5YPP development process.

## **DISCUSSION**

**Policies.** The Prop L Strategic Plan Policies, included as Baseline Attachment B, provide guidance to Transportation Authority staff and project sponsors for program administration. The policies are based on three core principles: optimize leveraging of sales tax funds, support timely and cost-effective project delivery, and maximize the cost-effectiveness of financing. The proposed policies are essentially the same as the policies we had for Prop K, which we have been refining over many years, with minor modifications for clarity and to reflect specific details of the Prop L Expenditure Plan. Examples of key policies include project readiness requirements for allocation of funds, establishing that Prop L is a reimbursement-based program, requiring proportional spending of Prop L and non-Prop L funds, and setting a policy that only programs that advance funds faster than pay-as-you-go will need to proportionately cover their share of financing costs within the funding caps. This policy, carried forward from Prop K, protects the smaller ongoing programs from being impacted by the debt costs resulting from major capital projects/programs choosing to significantly advance funds. The aforementioned policies are critical cash management tools that we use to minimize financing costs for the overall program while seeking to have funds ready when sponsors need them to support project delivery.

One notable new Prop L policy references the Expenditure Plan requirement that the Transportation Authority develop project delivery oversight guidelines. We anticipate presenting these to the Board for approval by the end of the calendar year, if not sooner.

The policies are included with track changes to show differences from the 2021 Prop K Strategic Plan policies.

**Revenues.** In June 2021 we developed the two forecasts for sales tax revenues in the Expenditure Plan - the Priority 1 conservative forecast of \$2.378 billion (2020\$s) and the Priority 2 optimistic forecast of \$2.598 billion (2020\$s). These revenue forecasts are net of \$550 million for Prop K carryforward obligations assumed in the Prop L Expenditure Plan, including existing grant balances, remaining payments for the 2017 bonds (\$235 million), and other Prop K financial obligations (e.g. maintain the revolving line of credit).

To update the revenue forecast for the Baseline, we worked with Muni Services, our economic consultants, to assist with revenue forecasting. Revenue forecasts from April 2023 reflect a lower projection of \$2.194 billion (2020\$s) (net of the \$550 million Prop K carryforward) which is 15% lower than Priority 2 levels and 7.7% lower



than Priority 1 revenues in the Expenditure Plan. This new projection is grounded in the latest data and considers actual revenues in the last two fiscal years as well as the current economic picture showing a slow pandemic recovery in San Francisco. We think it's prudent to adjust our forecast for the Strategic Plan and to err on the side of conservatism for budgeting and programming purposes because we want to make sure we have enough revenues to meet our commitments to projects and debt. We also recognize that this is year 1 of a 30-year plan, and we hope that when we update the Strategic Plan in a few years, revenues will have outperformed expectations.

Baseline Attachment C compares the revenue forecast in the Expenditure Plan to the current revenue forecast that we are recommending for the Strategic Plan Baseline. Forecasts are shown both in 2020 dollars, which we use to ensure we comply with Expenditure Plan funding caps for each program, and in Year of Expenditure dollars which we use when we program and allocate funds to projects.

**Expenditures.** The Strategic Plan Baseline includes four elements of expenditures - operating expenditures, capital reserve, project costs, and debt costs. We recommend setting operating costs at 6.9% (same as Prop K), tapering off the last 5 years of the Expenditure Plan) for planning, programming, project delivery support, and oversight for Expenditure Plan projects. We recommend 1% for program administration (same as Prop K) as allowed by statute. All other funds are available for project expenses and project related financing.

We recommend a *capital reserve*, that holds the last 1.75 years of revenue in a reserve (Fiscal Years 2051/52 - 2052/53) to protect against risk that actual revenues are lower than projected, helping ensure that we have enough funds to cover obligations. We will evaluate the capital reserve with each Strategic Plan update and rightsize it and/or release excess funds as appropriate for programming to projects.

Prop K Carry Forward Prop L superseded Prop K which required us to carryforward the Prop K financial obligations into this measure. These obligations include \$234.7 million in remaining debt service for the 2017 revenue bond in even payments of about \$21 million through FY 2033/34 and about \$400 million in grant balances from about 400 open grants. Slide 15 in the attached presentation lists the projects with the largest outstanding balances - nearly a quarter of which is attributed to SFMTA's Light Rail Vehicle Procurement (\$97.6 million). Also, as shown in Slide 15, the approved cash flow reimbursement schedules for these Prop K projects primarily happen in the first 2-3 years of the Expenditure Plan, which is creating a high cash demand over the next few years even before we program any funds to Prop L projects. We are already seeing reimbursement requests coming in slower than the approved maximum for Fiscal Year 2022/23, so we have updated the Strategic Plan financial model to better reflect current expenditures and lowered the cash needs from \$200 million to \$120 million to match the amended agency budget. The delta in



cash needs is now reflected in Fiscal Year 2025/26, providing a more realistic schedule for these expenditures.

**Prop L in the Baseline.** For 23 of the 28 Prop L programs, the Strategic Plan Baseline reflects their share of annual pay-go revenues over the 30-year period. Through the 5YPP process, sponsors can request acceleration of Prop L funds to support project delivery faster than pay-go revenues would allow but will need to cover a proportional share of finance costs within their program caps.

For 5 of the 28 programs, we are proposing advancing funds in the Baseline, driven by the near-term funding needs for two major transit projects:

- The Portal/Caltrain Downtown Rail Extension (DTX) is seeking the \$300 million Prop L programming commitment needed to meet a Federal Transit Administration Capital Investment Grants funding milestone in August 2023. The project is seeking a \$3+ billion CIG grant.
- BART Core Capacity is seeking \$100 million in the first 10 years of the Expenditure Plan, including a partial allocation this fall to exercise an option on its railcar replacement contract.

To give a more realistic picture of financing costs for these projects, while ensuring we can meet other programs' requests for advancing funds, we are also including accelerating programming and cash flow schedules in the Baseline for three other programs that we know are seeking to advance funds. Together these are among the biggest Prop L programs.

- Muni Maintenance has programming placeholders through Fiscal Year 2047/48 in anticipation of advancing funds for this program, which is more than double the size of any other program, resulting in an outsized impact on financing costs. We look forward to working with SFMTA to identify which projects should be prioritized for funding during the 5YPP process. If a less aggressive cash flow is needed to support the recommended projects, we would push out the cash flow in the final Strategic Plan, which would reduce debt costs.
- Paratransit includes \$13 million per year with an annual inflationary increase through Fiscal Year 2037/38 to provide funding stability for this critical program for seniors and persons with disabilities.
- Caltrain Maintenance has placeholders of \$5 million per year through Fiscal Year 2045/46 to support Caltrain budgeting and corresponding commitments from funding partners in the three Peninsula Joint Powers Board counties.

While these numbers will change as we refine the above programs that have placeholders and with the addition of 5YPP projects, advancing these large



programs in the Baseline give us confidence that we can recommend the advanced programming and cash flow to support The Portal and BART Core Capacity near-term needs, in particular.

**Debt Assumptions in the Financial Model.** We use conservative assumptions for the cost of financing to ensure we can cover all debt costs over the 30-year program. Baseline Attachment D provides the key assumptions in the Prop L Strategic Plan financial model. When expenditures exceed the available revenues, the model first pulls down on a \$125 million in revolver loan at an interest rate of 3%. Once the revolver amount is fully drawn, the model assumes that the revolver debt plus any additional financing needed is rolled over into a bond at an interest rate of 5%. All assumed bonds mature in 2050. The Strategic Plan Baseline reflects \$639 million in financing costs attributed to the existing 2017 revenue bond (\$40.5 million), and future debt triggered by the Prop K carryforward grant balances and the 5 Prop L programs that are advancing funds in the Baseline. These figures will change as we work with sponsors to recommend 5-year projects lists for all of the programs. As we bring the various rounds of 5YPPs to the Board for approval, we will provide updated Strategic Plan debt assumptions. Once all of the 5YPPs are adopted, we will incorporate their project programming and cash flow into the Final Strategic Plan.

**Next Steps.** Following adoption of the Strategic Plan Baseline, sponsors will have the amount of funds available for each of the Expenditure Plan programs and can use this information when identifying the projects they wish to propose for sales tax funding in the next five years. For those programs where sponsors are seeking to advance funds faster than pay-go, we will evaluate their requests and if they seem reasonable, we will add them to the Strategic Plan model to ensure we can accommodate the request within the financial envelope of the 30-year program and to get an estimate of financing costs which would come out of the advancing programs' funding caps. Our schedule anticipates continuing to work with sponsors through the summer and into the fall and bringing the bulk of the 5YPPs to the Board for approval in October/November, with adopted of the final Strategic Plan in November/December following adoption of all 28 5YPPs.

## **FINANCIAL IMPACT**

Approval of the Prop L Strategic Plan Baseline includes the approval of the continuation of 7.9% off the top of the sales tax program for operating costs and program administration. This is the same level as for Prop K, including 6.9%, (tapering off the last 5 years of the Expenditure Plan) for planning, programming, project delivery support, and oversight for Expenditure Plan projects and 1% for program administration (same as Prop K) as allowed by statute. This amount is reflected in the proposed FY 2023/24 budget and work program that the Board will consider for approval in June. There are no impacts to the Transportation Authority's



amended Fiscal Year 2022/23 budget or proposed Fiscal Year 2023/24 budget associated with the recommendation action. The Prop L Strategic Plan is an important long-range financial planning tool for the Transportation Authority as it forecasts sales tax revenues and establishes maximum annual reimbursements for each of the Expenditure Plan programs, and estimates debt needs to advance funds to support project delivery. However, allocation of funds and issuance of any debt are subject to separate approval actions by the Board.

### **CAC POSITION**

The Community Advisory Committee considered this item at its May 24, 2023 meeting and unanimously adopted a motion of support for the staff position.

### **SUPPLEMENTAL MATERIALS**

- Attachment 1 - presentation
- Attachment 2 - 2023 Prop L Strategic Plan Baseline
  - Attachment A - 2022 Expenditure Plan Summary
  - Attachment B - Strategic Plan Policies
  - Attachment C - Draft Prop L Sales Tax Revenue Forecast
  - Attachment D - Key Financial Model Assumptions
  - Attachment E - Priority 1 Funding and Funds Available (2020 \$s)
  - Attachment F - Cash Flow and Finance Costs by Expenditure Plan Program (YOE \$s)
- Attachment 3 - Resolution

# Adopt the Prop L Strategic Plan Baseline



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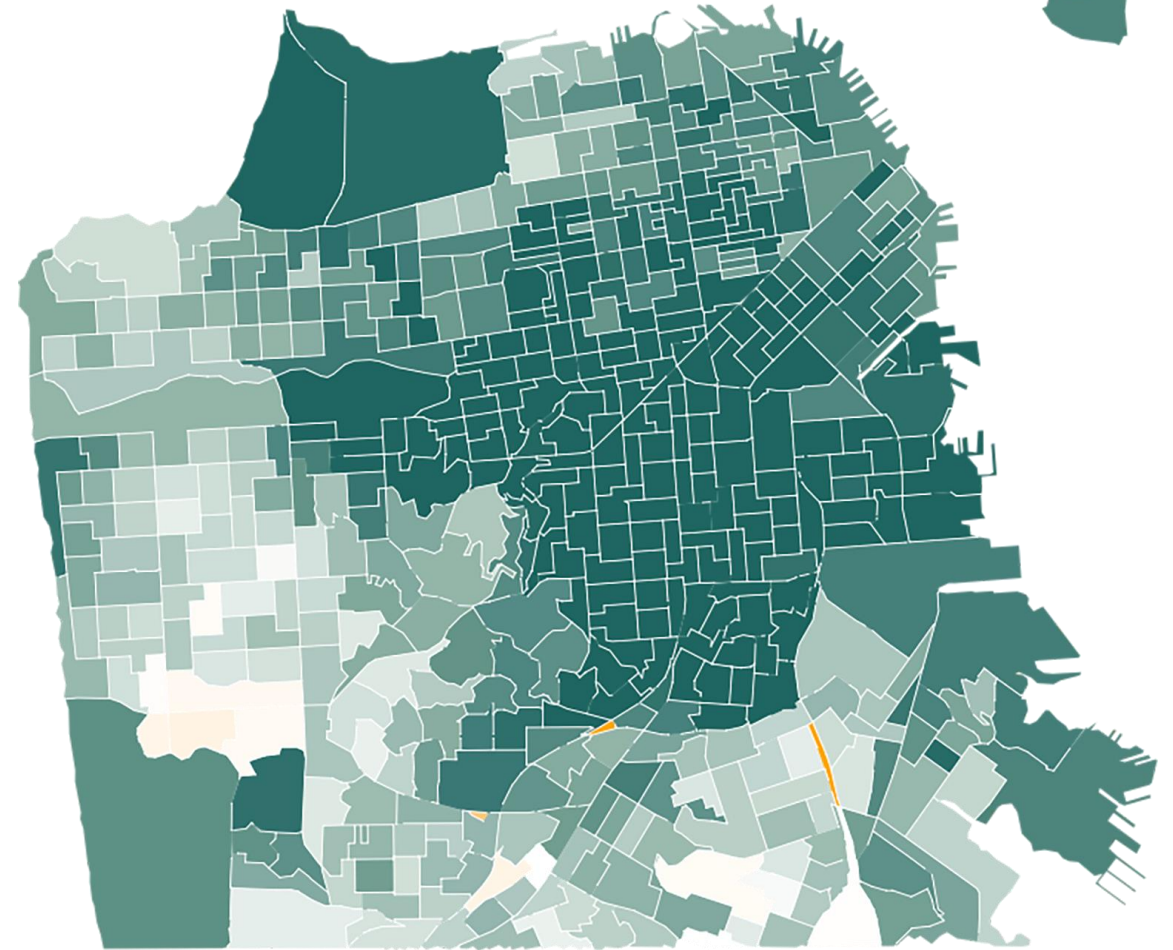
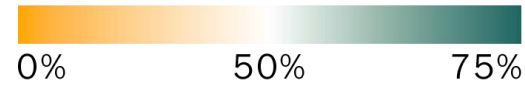
SFCTA Board — Agenda Item 7  
June 13, 2023

# Prop L

## Approved by 71.8% of San Francisco voters

- Extends the ½ cent local transportation sales tax through 2053
- Establishes a new 30-year Expenditure Plan superseding Prop K
- Effective date: April 1, 2023

% YES VOTES



# Proposition L Expenditure Plan

Up to \$2.6 billion (2020 \$s) in sales tax revenues over 30 years\*

## TRANSIT MAINTENANCE & ENHANCEMENTS

41.2%

Muni, BART, Caltrain, Ferry  
 Maintenance, rehabilitation and replacement  
 Station/Access improvements  
 Next generation transit planning

## MAJOR TRANSIT PROJECTS

22.6%

Muni Bus/Train Reliability & Efficiency Improvements  
 Muni and BART Core Capacity  
 Caltrain Downtown Extension

## TRANSPORTATION SYSTEM DEVELOPMENT & MANAGEMENT

5.9%

Transportation demand management  
 Neighborhood and equity-focused  
 planning and implementation

## PARATRANSIT

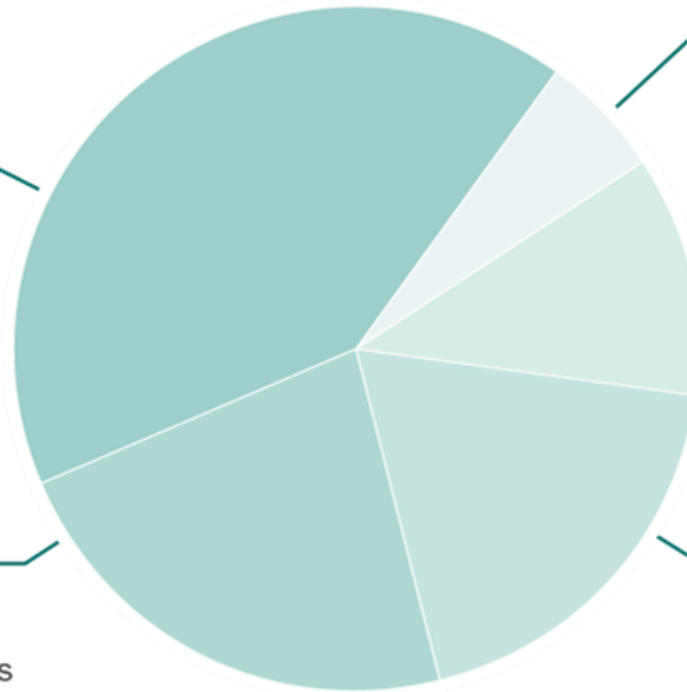
11.4%

Transit services for seniors and  
 people with disabilities

## STREETS & FREEWAYS

18.9%

Pedestrian and bicycle improvements  
 Signals and traffic calming  
 Street repaving  
 Major street and freeway redesign planning



\* Includes both Priority 1 (conservative forecast) and Priority 2 (more optimistic) revenues.



# Prop L Expenditure Plan

- Determines eligibility of projects and sponsor agencies through 28 programs
- Sets funding caps for each program over 30 years
- Allows for financing to accelerate project delivery
- Includes requirements such as a Board-approved **Strategic Plan** and **5-Year Prioritization Programs (5YPPs)**, as a prerequisite for allocation



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Photo: Sergio Ruiz, [flic.kr/p/2if22hk](https://www.flickr.com/photos/2if22hk/)

## 2022 Transportation Expenditure Plan

2022 Transportation Expenditure Plan will help deliver safer, smoother streets, more reliable transit, reduce congestion, and more.

# What is in the Strategic Plan?

- Establishes **policies** for Prop L administration
- Forecasts sales tax **revenues** over 30 years
- Forecasts **expenditures** by fiscal year
  - Sets programming and cash flow by fiscal year for each program
  - Estimates debt needs



Photo by Sergio Ruiz flic.kr/p/2oAvRWu

# Why is the Strategic Plan important?

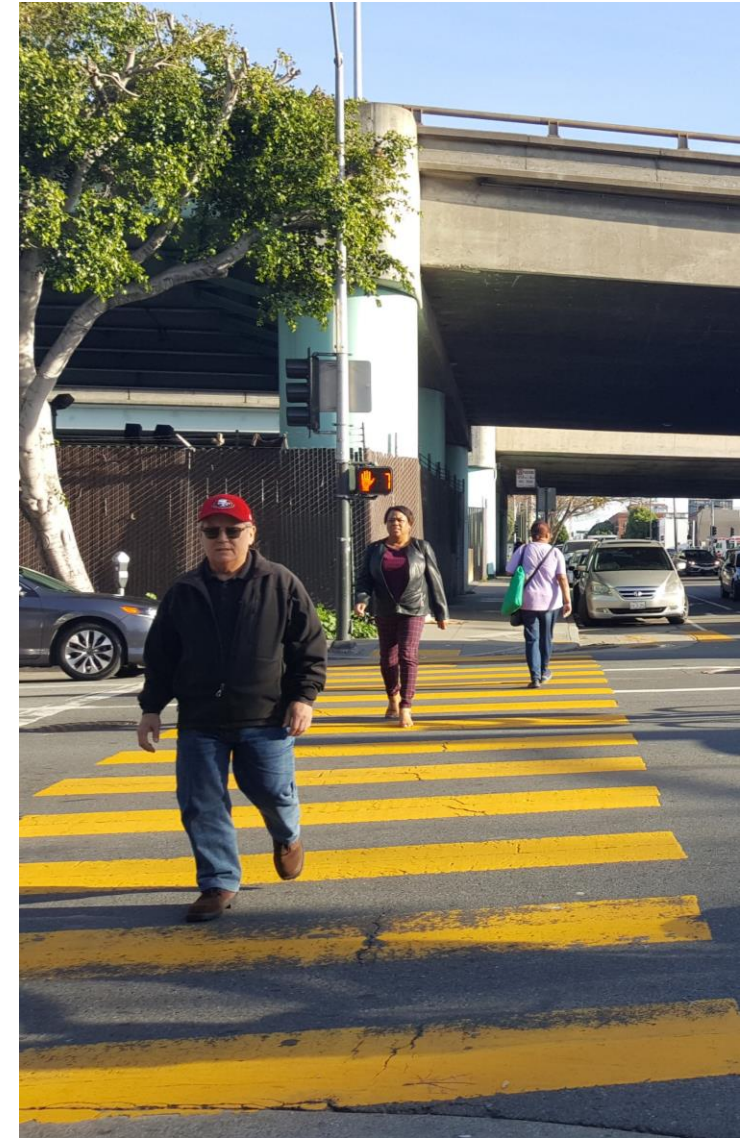
- Supports project delivery and leveraging of other funds by ensuring Prop L funds are available when needed
- Informs debt strategy
- Supports transparency and accountability in how sales tax funds are used





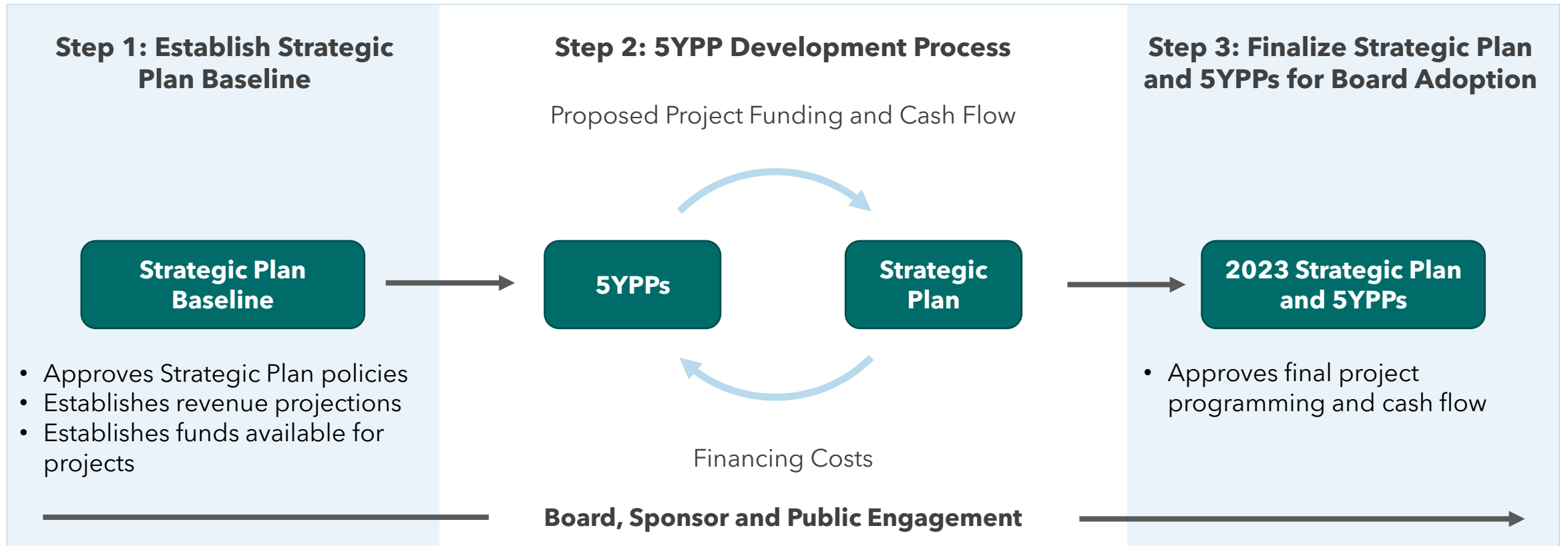
# What are the 5-Year Prioritization Plans (5YPPs)?

- 5-year lists of projects for each program in the Expenditure Plan (28 total)
  - Includes scope, schedule, cost, and funding plan (plus leveraging) for each project
- Programs Prop L funds to each project, with a cash flow reimbursement schedule
- Provides transparency for how projects are prioritized
- Provides certainty to project sponsors with committed funds for projects



# Strategic Plan / 5YPPs Development

Development of the Strategic Plan and 5YPPs is an iterative process.



# Strategic Plan Components

**Policies**

**Revenues**

Sales Tax Revenue  
Forecast

Investment Income  
Forecast

**Expenditures**

Operating Expenditures

Capital Reserve

Project Costs

Financing Costs

# Strategic Plan Policies

- Provide guidance to Transportation Authority staff and project sponsors for program administration
- Are substantively the same as Prop K policies, which have served us well over the last 20 years
- Retain Prop K Strategic Plan Guiding Principles:
  - Optimize leveraging of sales tax funds
  - Support timely and cost-effective project delivery
  - Maximize cost effectiveness of financing

New Prop L requirement for Board to adopt **project delivery oversight guidelines** for major capital projects to support timely and cost-effective project delivery.



# Strategic Plan Revenues

- Revenue projections are down 15% compared to Summer 2021 forecast
- We will revisit revenue projections with each Strategic Plan update

30-YEAR FORECAST	\$2020 TOTAL (MILLIONS)
Prop L Expenditure Plan Revenues (Priority 1 + 2) from Summer 2021	\$2,598
Prop L Strategic Plan Revenues from Spring 2023	\$2,194
<b>Difference</b>	<b>(\$404)</b>

# Strategic Plan Baseline Expenditures

## Operating Costs and Program Administration

- Recommend 6.9% (same as Prop K), tapering off FYs 2048/49 - 2052/53 for planning, programming, project delivery support, and oversight for Expenditure Plan projects
- Recommend 1% (same as Prop K) as allowed by statute for program administration

## Capital Reserve

- Protects against risk that actual revenues are lower than projected
- Holding last 1.75 years of revenue (\$334M \$YOE) in reserve

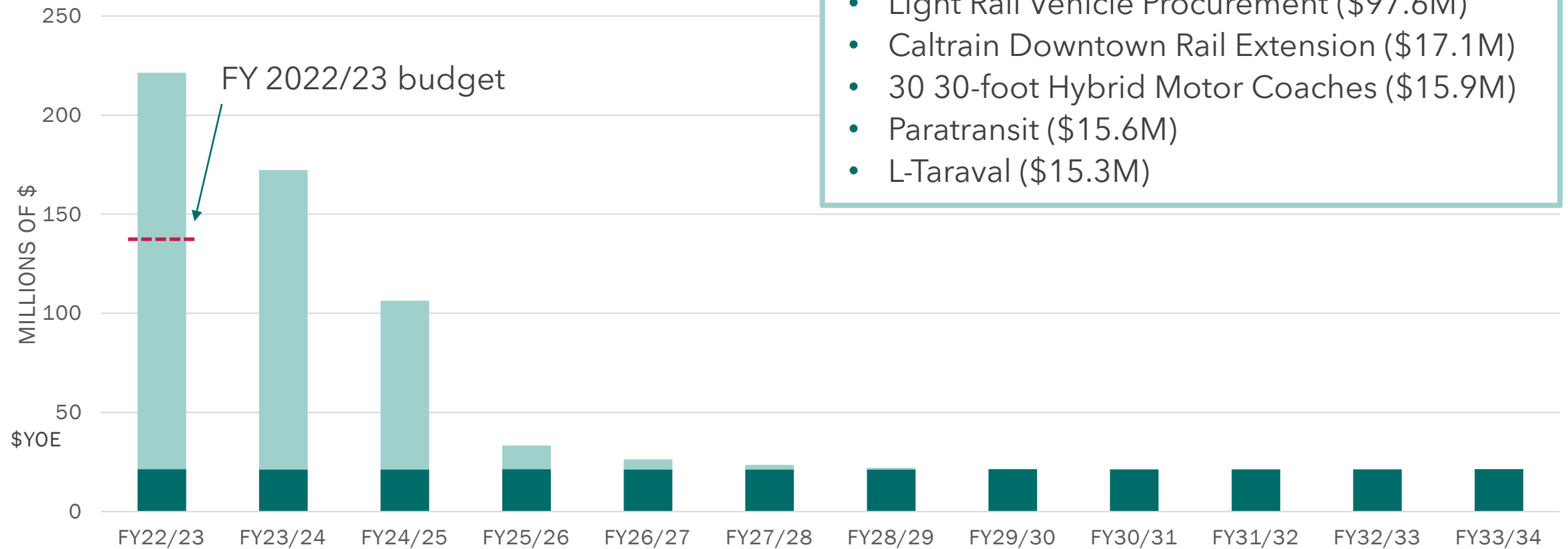
# Strategic Plan Baseline Expenditures

## Prop K Carryforward Obligations

- Prop K 2017 Bond Debt Costs
  - \$234.7M in remaining debt service for 2017 Bond
  - ~\$21.3M annually through FY 2033/34
- Project Costs (remaining grant balances)
  - \$400.3M (\$YOE) grant balances from 400 open grants
  - Cash flow reimbursement schedules cover FYs 2022/23 – 2026/27

# Strategic Plan Baseline Expenditures

## Prop K Carryforward



- Projects with the largest outstanding balances:
- Light Rail Vehicle Procurement (\$97.6M)
  - Caltrain Downtown Rail Extension (\$17.1M)
  - 30 30-foot Hybrid Motor Coaches (\$15.9M)
  - Paratransit (\$15.6M)
  - L-Taraval (\$15.3M)

# Strategic Plan Baseline Expenditures

## Prop L in the Baseline

- For 23 of 28 programs, we have assigned their share of annual revenues based on their proportional share of funds available
  - Through the 5YPP process, project sponsors can seek to advance funds, subject to debt costs
  - **If a program advances, it is assigned a proportional share of debt costs.**
- For 5 of the 28 programs, we propose advancing funds in the Baseline, driven by the near-term funding needs for two projects:
  - The Portal/Caltrain Downtown Rail Extension (DTX)
  - BART Core Capacity

# Strategic Plan Baseline Expenditures

## Programs Recommended to Advance Funds in the Baseline

- 1. The Portal/DTX:** \$300 M programming commitment needed to meet federal Capital Improvement Grant funding milestone in August 2023
- 2. BART Core Capacity:** seeking \$100 M in first 10 years, including a partial allocation this fall to exercise an option on its railcar replacement contract
- 3. Muni Maintenance:** Programming placeholders in anticipation of advancing funds for this program, which is more than double the size of any other program, resulting in an outsized impact on financing costs
- 4. Paratransit:** ~\$13M/year + annual inflationary increase, one of the largest programs
- 5. Caltrain Maintenance:** Programming \$5M/year to support budgeting and corresponding commitments from funding partners

# Strategic Plan Baseline

## Key Assumptions for Future Debt

- We use conservative assumptions for the cost of financing to ensure we can cover all debt costs over the 30-year program
  - Actual debt when issued, if lower, gets reflected in the next Strategic Plan update and is made available to projects.
- The Strategic Plan model uses a combination of short-term debt (revolver) and long-term debt (bonds)
- To ensure a fair distribution of debt costs between Prop K and Prop L projects, in FYs 2023/24-2027/28, the pay-go fund allowance for Prop K and Prop L are each capped at \$50 M annually.

# Sources and Uses

SOURCES	(YOES)
Sales Tax Revenue	\$4,668.4 M
Investment Income	\$2.9 M
Long Term Bond Proceeds	\$843.6 M
Loans - Yerba Buena Island Capital Projects	\$126.8 M
<b>TOTAL</b>	<b>\$5,641.6 M</b>

USES	(YOES)
Funds Available for Projects	\$3,086.3 M
Long Term Bond Principal	\$1,051.9 M
Financing Costs	\$638.9 M
Capital Reserve	\$439.8 M
Program Administration and Operating Costs	\$304.6 M
Loans - Yerba Buena Island Capital Projects	\$120.2 M
<b>TOTAL</b>	<b>\$5,641.6 M</b>



# Strategic Plan / 5YPP Development

## Proposed Action and Next Steps

**June 2023:** Adopt the 2023 Prop L Strategic Plan Baseline (this item) and guidelines for the development of 5YPPs (separate agenda item)

**July - November 2023:** Approve 5YPPs, likely in 3 groups; can start approving allocations for programs with approved 5YPPs

**November/December 2023:** Approve the 2023 Prop L Strategic Plan

# For More Information

[sfcta.org/ExpenditurePlan](https://sfcta.org/ExpenditurePlan)

[PropL@sfcta.org](mailto:PropL@sfcta.org)



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[sfcta.org/stay-connected](https://sfcta.org/stay-connected)

Attachment 2

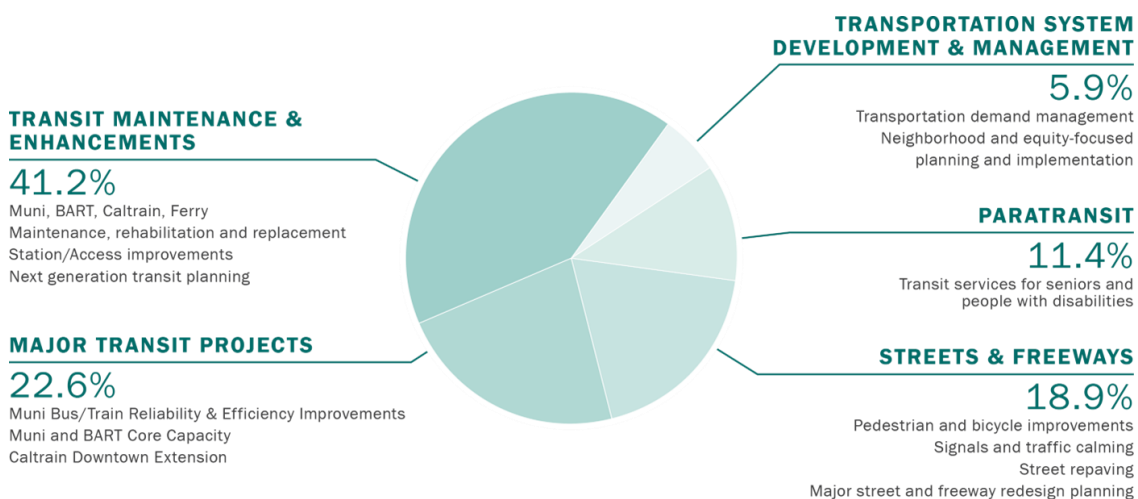
Draft 2023 Prop L Strategic Plan Baseline

The Prop L Strategic Plan provides transparency and accountability about how we administer the sales tax and serves as a key financial planning tool for the measure. The Strategic Plan has three main elements - policies, revenues, and expenditures. The Strategic Plan guides day-to-day administration of the measure through its policies. Further, through its financial model, the Strategic Plan is the tool we use to ensure that projected sales tax revenues are sufficient to cover all program-related expenditures and it gives us a sense of how much debt the program can support if agencies seek to advance funds. Importantly, the Strategic Plan supports project delivery and leveraging of other funds by ensuring that Prop L funds are available when needed.

Developing the Strategic Plan is an iterative process closely linked with development of the 5-Year Prioritization Programs or 5YPPs which identify the specific projects to be funded in each Expenditure Plan program over the next five years. Adoption of the 2023 Prop L Strategic Plan Baseline is the first step in the Strategic Plan and 5YPP development process. *The Baseline sets the amount of pay-go funding available to each program, by fiscal year, through the end of the Expenditure Plan (2053). This provides the starting budget for project sponsors as the work to propose projects to fund in the next five year period. Following adoption of all 28 5YPPs, we will bring the final Strategic Plan, incorporating the programming and cash flow needs of the 5YPP projects, to the Board for adoption.*

**Background**

San Francisco voters in November 2022 approved Proposition L, the Sales Tax for Transportation Projects measure that will direct up to \$2.6 billion (2020 \$s) in half-cent sales tax funds over 30 years to help deliver safer, smoother streets, more reliable transit, continue paratransit services for seniors and persons with disabilities, reduce congestion, and improve air quality.



The 30-year Expenditure Plan for Prop L was developed with extensive outreach with the public and an Advisory Committee, composed of 27 members from neighborhoods, community groups, advocacy organizations, and business and civic groups. The Expenditure Plan defines 28

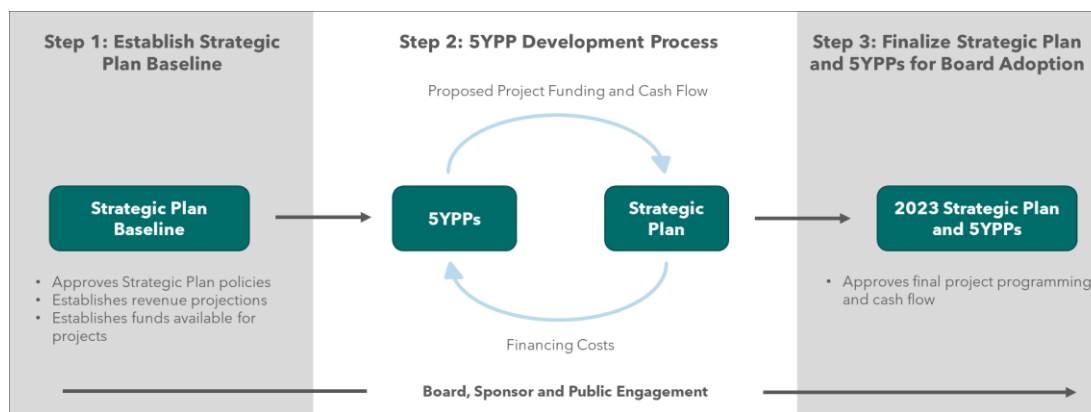
## Attachment 2

### Draft 2023 Prop L Strategic Plan Baseline

programs, organized in five major categories as shown above and listed in Attachment A. The Expenditure Plan is a primary tool that we use to help implement the San Francisco Transportation Plan.

### Strategic Plan Development Process

While the Strategic Plan is the long-range financial planning tool for the program, it is developed in concert with 5YPPs that identify the specific projects to be funded in the next 5 years. This iterative process is illustrated in the diagram below. Adoption of the Strategic Plan and 5YPP documents is a prerequisite for allocation of funds from Prop L.



The first step in developing the Strategic Plan and the 5YPPs is establishing the Strategic Plan Baseline. In addition to providing guidance about program implementation to staff and sponsors through the policies, the Baseline sets the amount of pay-go funding available to each program, by fiscal year, through the end of the Expenditure Plan (2053). This provides the starting budget for project sponsors as they identify the projects they wish to fund over the next five years.

### Policies

The Prop L Strategic Plan Policies, included as Attachment B, are based on three core principles: optimize leveraging of sales tax funds, support timely and cost-effective project delivery, and maximize the cost-effectiveness of financing. The proposed policies are essentially the same as the policies we had for Prop K, which we have been refining over many years, with minor modifications for clarity and to reflect specific details of the Prop L Expenditure Plan. Examples of key policies include project readiness requirements for allocation of funds, establishing that Prop L is a reimbursement-based program, requiring proportional spending of Prop L and non-Prop L funds, and setting a policy that only programs that advance funds faster than pay-as-you-go will need to proportionately cover their share of financing costs within the funding caps. This policy, carried forward from Prop K, protects the smaller ongoing programs from being impacted by the debt costs resulting from major capital projects/programs choosing to significantly advance funds. The aforementioned policies are critical cash management tools that we use to minimize financing

## Attachment 2

### Draft 2023 Prop L Strategic Plan Baseline

costs for the overall program while seeking to have funds ready when sponsors need them to support project delivery.

One notable new Prop L policy references the Expenditure Plan requirement that the Transportation Authority develop project delivery oversight guidelines. We anticipate presenting these to the Board for approval by the end of the calendar year, if not sooner.

The policies are included with track changes to show differences from the 2021 Prop K Strategic Plan policies.

## Revenues

In June 2021 we developed the two forecasts for sales tax revenues in the Expenditure Plan - the Priority 1 conservative forecast of \$2.378 billion (2020\$s) and the Priority 2 optimistic forecast of \$2.598 billion (2020\$s). These revenue forecasts are net of \$550 million for Prop K carryforward obligations assumed in the Prop L Expenditure Plan, including existing grant balances, remaining payments for the 2017 bonds (\$235 million), and other Prop K financial obligations (e.g., maintain the revolving line of credit).

To update the revenue forecast for the Baseline, we worked with Muni Services, our economic consultants, to assist with revenue forecasting. Revenue forecasts from April 2023 reflect a lower projection of \$2.194 billion (2020\$s) (net of the \$550 million Prop K carryforward) which is 15% lower than Priority 2 levels and 7.7% lower than Priority 1 revenues in the Expenditure Plan. This new projection is grounded in the latest data and considers actual revenues in the last two fiscal years as well as the current economic picture showing a slow pandemic recovery in San Francisco. We think it's prudent to adjust our forecast for the Strategic Plan and to err on the side of conservatism for budgeting and programming purposes because we want to make sure we have enough revenues to meet our commitments to projects and debt. We also recognize that this is year 1 of a 30-year plan, and we hope that when we update the Strategic Plan in a few years, revenues will have outperformed expectations.

Attachment C compares the revenue forecast in the Expenditure Plan to the current revenue forecast that we are recommending for the Strategic Plan Baseline. Forecasts are shown both in 2020 dollars, which we use to ensure we comply with Expenditure Plan funding caps for each program, and in Year of Expenditure dollars which we use when we program and allocate funds to projects.

## Expenditures

The Strategic Plan Baseline includes four elements of expenditures - operating expenditures, capital reserve, project costs, and debt costs.

**Operating Costs and Program Administration.** The Baseline includes the continuation of 7.9% off the top of the sales tax program for operating costs and program administration. This is the same level as for Prop K, including 6.9%, (tapering off the last 5 years of the Expenditure Plan) for planning, programming, project delivery support, and oversight for Expenditure Plan projects and

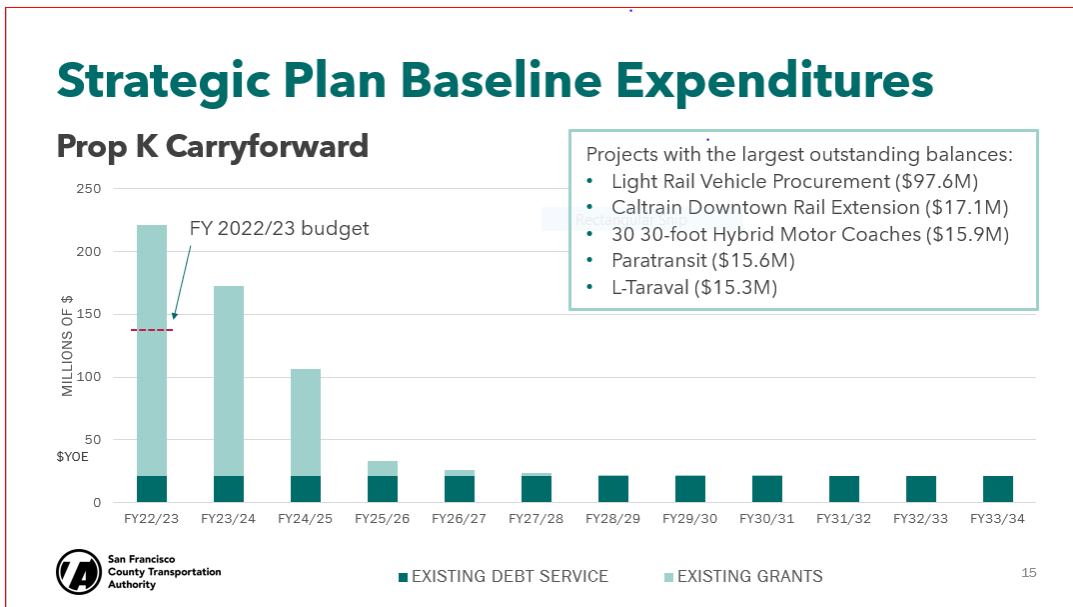
Attachment 2

Draft 2023 Prop L Strategic Plan Baseline

1% for program administration (same as Prop K) as allowed by statute. All other funds are available for project expenses and project related financing.

**Capital Reserve.** The Baseline includes a capital reserve, that holds the last 1.75 years of revenue in a reserve (Fiscal Years 2051/52 – 2052/53) to protect against risk that actual revenues are lower than projected, helping ensure that we have enough funds to cover obligations. We will evaluate the capital reserve with each Strategic Plan update and rightsize it and/or release excess funds as appropriate for programming to projects.

**Prop K Carry Forward.** Prop L superseded Prop K which required us to carryforward the Prop K financial obligations into this measure. These obligations include \$234.7 million in remaining debt service for the 2017 revenue bond in even payments of about \$21 million through FY 2033/34 and about \$400 million in grant balances from about 400 open grants. The chart below lists the projects with the largest outstanding balances - nearly a quarter of which is attributed to the SFMTA’s Light Rail Vehicle Procurement (\$97.6 million).



The approved cash flow reimbursement schedules for these Prop K grants primarily happen in the first 2-3 years of the Expenditure Plan, which is creating a high cash demand over the next few years even before we program any funds to Prop L projects. We are already seeing reimbursement requests coming in slower than the approved maximum for Fiscal Year 2022/23, so we have updated the Strategic Plan financial model to better reflect current expenditures and lowered the cash needs from \$200 million to \$120 million to match the amended agency budget. The delta in cash needs is now reflected in Fiscal Year 2025/26, providing a more realistic schedule for these expenditures. Once the Prop K carryforward grants have been reimbursed, starting in Fiscal Year 2028/29, there is nearly double the amount of pay-go funds available for new Prop L projects.

**Prop L in the Baseline.** For 23 of the 28 Prop L programs, the Strategic Plan Baseline reflects their share of annual pay-go revenues over the 30-year period. Through the 5YPP process, sponsors can

## Attachment 2

### Draft 2023 Prop L Strategic Plan Baseline

request acceleration of Prop L funds to support project delivery faster than pay-go revenues would allow, but will need to cover a proportional share of finance costs within their program caps.

For 5 of the 28 programs, we are advancing funds in the Baseline, driven by the near-term funding needs for two major transit projects:

- The Portal/Caltrain Downtown Rail Extension (DTX) is seeking the \$300 million Prop L programming commitment needed to meet a Federal Transit Administration Capital Investment Grants (CIG) funding milestone in August 2023. The project is seeking a \$3+ billion CIG grant.
- BART Core Capacity is seeking \$100 million in the first 10 years of the Expenditure Plan, including a partial allocation this fall to exercise an option on its railcar replacement contract.

To give a more realistic picture of financing costs for these projects, while ensuring we can meet other programs' requests for advancing funds, we are also including accelerating programming and cash flow schedules in the Baseline for three other programs that we know are seeking to advance funds. Together these are among the biggest Prop L programs.

- Muni Maintenance has programming placeholders through Fiscal Year 2047/48 in anticipation of advancing funds for this program, which is more than double the size of any other program, resulting in an outsized impact on financing costs. We look forward to working with SFMTA to identify which projects should be prioritized for funding during the 5YPP process. If a less aggressive cash flow is needed to support the recommended projects, we would push out the cash flow in the final Strategic Plan, which would reduce debt costs.
- Paratransit includes \$13 million per year with an annual inflationary increase through Fiscal Year 2037/38 to provide funding stability for this critical program for seniors and persons with disabilities.
- Caltrain Maintenance has placeholders of \$5 million per year through Fiscal Year 2045/46 to support Caltrain budgeting and corresponding commitments from funding partners in the three Peninsula Joint Powers Board counties.

While these numbers will change as we refine the above programs that have placeholders and with the addition of 5YPP projects, advancing these large programs in the Baseline give us confidence that we can recommend the advanced programming and cash flow to support The Portal and BART Core Capacity near-term needs, in particular.

### **Debt Assumptions in the Financial Model**

We use conservative assumption for the cost of financing to ensure we can cover all debt costs over the 30-year program. Attachment D provides the key assumptions in the Prop L Strategic Plan financial model. When expenditures exceed the available revenues, the model first pulls down on a \$125 million in revolver loan at an interest rate of 3%. Once the revolver amount is fully drawn, the model assumes that the revolver debt plus any additional financing needed is rolled over into a bond at an interest rate of 5%. All assumed bonds mature in 2050. The Strategic Plan Baseline reflects \$639 million in financing costs attributed to the existing 2017 revenue bond (\$40.5 million), and future debt triggered by the Prop K carryforward grant balances and the 5 Prop L

## Attachment 2

### Draft 2023 Prop L Strategic Plan Baseline

programs that are advancing funds in the Baseline. These figures will change as we work with sponsors to recommend 5-year projects lists for all of the programs. As we bring the various rounds of 5YPPs to the Board for approval, we will provide updated Strategic Plan debt assumptions. Once all of the 5YPPs are adopted, we will incorporate their project programming and cash flow into the Final Strategic Plan.

### Next Steps

Following adoption of the Strategic Plan Baseline, sponsors will have the amount of funds available for each of the Expenditure Plan programs and can use this information when identifying the projects they wish to propose for sales tax funding in the next five years. For those programs where sponsors are seeking to advance funds faster than pay-go, we will evaluate their requests and if they seem reasonable, we will add them to the Strategic Plan model to ensure we can accommodate the request within the financial envelope of the 30-year program and to get an estimate of financing costs which would come out of the advancing programs' funding caps. Our schedule anticipates continuing to work with sponsors through the summer and into the fall and bringing the bulk of the 5YPPs to the Board for approval in October/November, with adopted of the final Strategic Plan in November/December following adoption of all 28 5YPPs.

### Attachments

- Attachment A - 2022 Expenditure Plan Summary
- Attachment B - Strategic Plan Policies
- Attachment C - Draft Prop L Sales Tax Revenue Forecast
- Attachment D - Key Financial Model Assumptions
- Attachment E - Priority 1 Funding and Priority 1 Funding Levels (2020 \$s)
- Attachment F - Cash Flow and Finance Costs by Expenditure Plan Program (YOE \$s)





## 2022 Half-Cent Sales Tax Transportation Expenditure Plan

2020 \$MILLIONS	TOTAL EXPECTED FUNDING <sup>1</sup>	TOTAL SALES TAX FUNDING <sup>2</sup>	% OF SALES TAX FUNDING <sup>3</sup>
<b>A. MAJOR TRANSIT PROJECTS</b>	<b>\$ 10,354.7</b>	<b>\$ 587.0</b>	<b>22.6%</b>
i. Muni Reliability and Efficiency Improvements	\$ 1,088.3	\$ 110.0	-
ii. Muni Rail Core Capacity	\$ 720.0	\$ 57.0	-
iii. BART Core Capacity	\$ 3,536.4	\$ 100.0	-
iv. Caltrain Service Vision: Capital System Capacity Investments	\$ 10.0	\$ 10.0	-
v. Caltrain Downtown Rail Extension and Pennsylvania Alignment	\$ 5,000.0	\$ 310.0	-
<b>B. TRANSIT MAINTENANCE AND ENHANCEMENTS</b>	<b>\$ 10,065.3</b>	<b>\$ 1,070.0</b>	<b>41.2%</b>
i. Transit Maintenance, Rehabilitation, and Replacement	\$ 9,047.1	\$ 975.0	-
1. Muni	\$ 7,934.8	\$ 825.0	-
2. BART	\$ 547.7	\$ 45.0	-
3. Caltrain	\$ 550.3	\$ 100.0	-
4. Ferry	\$ 14.3	\$ 5.0	-
ii. Transit Enhancements	\$ 1,018.2	\$ 95.0	-
1. Transit Enhancements	\$ 777.4	\$ 36.0	-
2. Bayview Caltrain Station	\$ 100.0	\$ 27.0	-
3. Mission Bay Ferry Landing	\$ 53.8	\$ 5.0	-
4. Next Generation Transit Investments	\$ 87.0	\$ 27.0	-
<b>C. PARATRANSIT<sup>4</sup></b>	<b>\$ 1,270.0</b>	<b>\$ 297.0</b>	<b>11.4%</b>
<b>D. STREETS AND FREEWAYS</b>	<b>\$ 3,767.1</b>	<b>\$ 492.0</b>	<b>18.9%</b>
i. Maintenance, Rehabilitation, and Replacement	\$ 2,194.7	\$ 214.0	-
1. Street Resurfacing, Rehabilitation, and Maintenance	\$ 1,984.0	\$ 105.0	-
2. Pedestrian and Bicycle Facilities Maintenance	\$ 84.6	\$ 19.0	-
3. Traffic Signs and Signals Maintenance	\$ 126.1	\$ 90.0	-
ii. Safe and Complete Streets	\$ 1,114.8	\$ 240.0	-
1. Safer and Complete Streets	\$ 918.8	\$ 187.0	-
2. Curb Ramps	\$ 143.0	\$ 29.0	-
3. Tree Planting	\$ 53.0	\$ 24.0	-
iii. Freeway Safety and Operational Improvements	\$ 457.6	\$ 38.0	-
1. Vision Zero Ramps	\$ 27.5	\$ 8.0	-
2. Managed Lanes and Express Bus	\$ 206.0	\$ 10.0	-
3. Transformative Freeway and Major Street Projects	\$ 224.1	\$ 20.0	-
<b>E. TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>	<b>\$ 824.8</b>	<b>\$ 152.0</b>	<b>5.9%</b>
i. Transportation Demand Management	\$ 146.5	\$ 23.0	-
ii. Transportation, Land Use, and Community Coordination	\$ 678.3	\$ 129.0	-
1. Neighborhood Transportation Program	\$ 191.2	\$ 46.0	-
2. Equity Priority Transportation Program	\$ 192.2	\$ 47.0	-
3. Development Oriented Transportation	\$ 263.7	\$ 26.0	-
4. Citywide/Modal Planning	\$ 31.2	\$ 10.0	-
<b>TOTAL</b>	<b>\$ 26,281.9</b>	<b>\$ 2,598.0</b>	<b>100.0%</b>
Total Sales Tax Priority 1	-	\$ 2,378.0	
Total Sales Tax Priority 1 + 2	-	\$ 2,598.0	

### Notes

1 Total Expected Funding represents project costs or implementable phases of multi-phase projects and programs based on a 30-year forecast of expected revenues from existing federal, state, regional, and local sources, plus \$2.598 billion in Proposition \_ revenues. The amounts in this column are provided in fulfillment of Sections 131051(a)(1), (b) and (c) of the Public Utilities Code.

2 The "Total Sales Tax" fulfills the requirements in Section 131051(d) of the Public Utilities Code.

3 Percentages are based on Proposition \_ Priority 1 and 2 forecasts of \$2.598 billion. The forecast is net of existing obligations of the predecessor Proposition K program.

4 With very limited exceptions, the funds included in the 30-year forecast of expected revenues are for capital projects rather than operations. Paratransit is the primary exception, providing door-to-door vans and others transportation services for seniors and persons with disabilities who cannot use regular fixed route transit. Total Expected Funding for Paratransit reflects Proposition \_ revenues, federal Section 5307 funds, and other sources of operating funds included in SFMTA's annual operating budget over the next 30 years.

## 2023 Prop L Strategic Plan Policies

The Strategic Plan policies provide guidance to both Transportation Authority staff and project sponsors on the various aspects of managing a program as large and complex as Prop L. The policies address the programming, allocation, and expenditure of funds, in the policy context of the Transportation Authority's overall Prop L debt management strategy, as well as clarifying the Transportation Authority's expectations of sponsors to deliver their projects in fulfillment of the voter approved Expenditure Plan.

These policies are substantively the same as the policies for the Prop K program, drawing on three decades of experience administering the local half-cent sales tax program. We have proposed minor revisions to the policies reflecting unique requirements of Prop L, refinements drawing from lessons learned over the past five years since the Board last approved revisions to the Prop K policies, and minor revisions for clarity. Proposed revisions are shown using track changes.

### GUIDING PRINCIPLES

To help structure our efforts, we used three guiding principles that are fundamental ~~in to~~ ~~ensuring~~ implementation of the Expenditure Plan as approved by the voters:

- Optimize leveraging of sales tax funds
- Support timely and cost-effective project delivery
- Maximize cost effectiveness of financing

The full set of policies guiding the Transportation Authority and project sponsors are detailed below.

### 1. Optimizing the Leveraging of Sales tax Funds

#### 1.1. No Substitution

Prop ~~KL~~ funds will not substitute for another local fund source that has been previously programmed or allocated to a project or program.

#### 1.2. Certification of Committed Funds

Prop ~~KL~~ funds will be programmed and allocated to phases of projects emphasizing the leveraging of other fund sources. At the time of a Prop ~~KL~~ allocation request, the project sponsor will provide certification that all complementary fund sources required to fully fund the requested phase or phases are committed to the project. Funding is considered committed if it is included specifically in a programming document adopted by the governing board or council responsible for the administration of the funding and

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

recognized by the Transportation Authority as available for the phase at the time the funds are needed.

### **1.3. Required Match Consideration**

In establishing priorities in the Strategic Plan ~~updates~~, 5-Year Prioritization Programs (5YPP) ~~updates~~, and ~~annual~~ allocation actions, the Transportation Authority will take into consideration the need for ~~Prop K~~ Prop L funds to be available for matching federal, state, or regional fund sources for ~~the projects or program requesting the allocations sales tax funds or for other projects in the Expenditure Plan.~~

### **1.4. Priority for Projects Leveraging Funds with Timely Use of Funds Requirements**

Projects with complementary funds from other sources will be given priority for allocation if there are timely use of funds requirements outside of the Transportation Authority's jurisdiction applied to the other fund sources.

### **1.5. Regional Transportation Plan and San Francisco Transportation Plan Consistency**

Projects shall be consistent with the Regional Transportation Plan (RTP) and the San Francisco Transportation Plan (SFTP).

## **2. Support Timely and Cost-Effective Project Delivery**

### **2.1. 5-Year Prioritization Program ~~Or 5-Year Project Delivery Plan~~ Approval**

Transportation Authority Board approval of a 5-Year Prioritization Program (5YPP) is a prerequisite for allocation of funds from ~~the 21 programmatic (i.e., non-project specific) each program in the Expenditure Plan categories (See Section XX, Table XX).~~ The 5YPPs are developed by the lead agency for the programmatic categories, working in close collaboration with other eligible sponsors for the relevant category and Transportation Authority staff. The 5YPP must include clearly defined budgets, scopes and schedules for individual projects within the program as well as other requirements specified in the Expenditure Plan and 5YPP guidance issued by Transportation Authority staff.

For non-programmatic categories such as a named major capital project, Transportation Authority Board approval of a 5-year project delivery plan which includes a clearly defined budget, scope and schedule is a prerequisite for allocation of funds. These plans, which are developed by the project sponsor in concert with Transportation Authority staff, are incorporated into the Strategic Plan (See Appendix X). The Transportation Authority will prepare, in close coordination with all other affected planning and implementation agencies, a 5YPP including clearly defined budgets,

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

scopes and schedules as well as other requirements specified in the Expenditure Plan and 5YPP guidance issued by Transportation Authority staff.

Allocations may be made simultaneous to approval of the 5YPP ~~or 5-year project delivery plan~~, contingent on consistency with the Strategic Plan.

## **2.2. Allocation by Phase**

~~Prop K~~Prop L funds will be allocated one project phase at a time, except for smaller, less complex projects, where the Transportation Authority may consider exceptions to approve multi-phase allocations. The Transportation Authority will also consider multi-phase exceptions for a project using ~~Prop K~~Prop L as a local match for certain federal funds, where the administering agency combines planning, environmental, and design work into a one-phase allocation. Phases eligible for an allocation are as follows:

- Planning/Conceptual Engineering
- Preliminary Engineering/ Environmental Studies (PA&ED)
- Design Engineering (PS&E)
- Right of Way Support/Acquisition
- Construction (includes procurement)
- ~~• Incremental Operating and Maintenance~~
- Operations (i.e.g., paratransit operating support)

## **2.3. Operations and Maintenance**

~~Prop K funds may be allocated for operations and maintenance only as provided in the Expenditure Plan. The amount of funding for incremental operating and maintenance costs for eligible facilities and services will decrease linearly from 100% for the first year of operation to 0% for the tenth year. The first-year amount of Prop K funds for incremental operation and maintenance costs for facilities and services that received Prop B funding will be equal to the Prop B amount shown in the 2003 Strategic Plan Update for Fiscal Year 2003/04. Prop L funds shall be spent on capital projects rather than to fund operations and maintenance of existing transportation services, unless explicitly specified in Section 4. Description of Programs in the expenditure Plan.~~

Prop L funds shall be spent on capital projects rather than to fund operations and maintenance of existing transportation services, unless explicitly specified in Section 4. Description of Programs in the Expenditure Plan.

### **2.3.2.4. Prerequisite Milestones for Allocation**

Allocations of ~~Prop K~~Prop L funds for specific project phases will be contingent on the prerequisite milestones shown in Table 1. Exceptions will be considered on a case-by-

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

case basis. Allocation requests will be made prior to advertising for services which will utilize ~~Prop K~~Prop L funds.

**TABLE 1. PREREQUISITE MILESTONES FOR ALLOCATION**

<u>PHASE</u>	<u>PREREQUISITE MILESTONE(S) FOR ALLOCATION</u>
<u>Planning/Conceptual Engineering</u>	<ul style="list-style-type: none"> <li>● <u>5YPP</u></li> </ul>
<u>Environmental Studies (PA&amp;ED)</u>	<ul style="list-style-type: none"> <li>● <u>5YPP</u></li> </ul>
<u>Design Engineering (PS&amp;E)</u>	<ul style="list-style-type: none"> <li>● <u>5YPP</u></li> <li>● <u>Approved environmental document</u></li> <li>● <u>Capital construction funding in adopted plan, including RTP and Countywide Transportation Plan</u></li> </ul>
<u>Right of Way Support/Acquisition</u>	<ul style="list-style-type: none"> <li>● <u>5YPP</u></li> <li>● <u>Approved environmental document</u></li> <li>● <u>Capital construction phase committed in programming document</u></li> </ul>
<u>Construction (includes procurement)</u>	<ul style="list-style-type: none"> <li>● <u>5YPP</u></li> <li>● <u>Approved environmental document</u></li> <li>● <u>Right of way certification</u></li> <li>● <u>95% PS&amp;E</u></li> <li>● <u>All applicable permits</u></li> </ul>
<u>Operations (e.g., paratransit operations)</u>	<ul style="list-style-type: none"> <li>● <u>5YPP</u></li> <li>● <u>Proof that all other fund sources are identified and committed for operating the facility or service</u></li> <li>● <u>For pilot projects, demonstration of potential for ongoing funding</u></li> </ul>

~~1.~~ Prop L allocations for right-of-way and construction will be contingent on a completed environmental document. Consideration will be given to right-of-way acquisition prior to environmental document completion to respond to owner hardship, or to avoid significant cost increases due to impending development of the site. Allocations in these situations may be granted if the risk associated with the exception can be mitigated to an acceptable level and the exception is consistent with a cost-effective approach to delivering the project or program as required in the Expenditure Plan.

~~2.~~ Prop K funds will be allocated for right of way capital and support only if the project has identified and committed construction capital funds. The Transportation Authority

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

will consider exceptions whereupon investment in right of way can be recovered if the project does not go forward.

**2.4.2.5. Project Readiness**

~~Prop K~~Prop L funds will be allocated to phases of a project ~~or to a program~~ based on demonstrated readiness to begin the work and ability to complete the product. Any impediments to completing the project phase or program will be taken into consideration, including any pending or threatened litigation. The Transportation Authority will take into consideration any incomplete aspects of the previous phase of work prior to ~~allocating~~allocating to the next phase.

**2.5.2.6. Work Products and Deliverables**

Project phases for which Prop ~~K~~L funds ~~will be~~are allocated will be expected to result in a complete work product or deliverable. The expected work product for each phase is described in Table 2 below. Requests for allocations that are expected to result in a work product/deliverable other than that shown in Table 2 for a specific phase shall include a description of the expected work product/deliverable. Prior to approval of a request for allocation that is expected to result in a work product/deliverable other than that shown in Table 2 for the specific phase, the Transportation Authority shall make a determination that the expected work product is consistent with a cost-effective approach to delivering the project as required in the Expenditure Plan. The Transportation Authority may require additional deliverables for a specific allocation that will be reflected in the allocation request form approved by the Transportation Authority Board.

Table 2 located in the following section lists the products expected to accompany allocations. ~~Prop K~~Prop L funds will be allocated prior to the advertising for any equipment or services necessitating the expenditure of ~~Prop K~~Prop L funds.

**TABLE 2. EXPECTED WORK PRODUCTS/DELIVERABLES BY PHASE**

<b>PHASE</b>	<b>EXPECTED WORK PRODUCT/DELIVERABLE <sup>1</sup></b>
<u>Planning/Conceptual Engineering</u>	• <u>5YPP</u>
<u>Planning/Conceptual Engineering</u>	• <u>Planning document approved by sponsoring agency</u>
<u>Environmental Studies (PA&amp;ED)</u>	• <u>Final approved environmental decision/project approval documentation</u>
<u>Design Engineering (PS&amp;E)</u>	• <u>Final design package including contract documents</u>

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

<u>PHASE</u>	<u>EXPECTED WORK PRODUCT/DELIVERABLE</u> <sup>1</sup>
<u>Right of Way Support/Acquisition</u>	<ul style="list-style-type: none"> <li>• <u>Title to property/easements/rights of entry/order of possession or relocated utility(ies)</u></li> </ul>
<u>Construction (includes procurement)</u>	<ul style="list-style-type: none"> <li>• <u>Constructed improvement or minimum operating segment, or equipment in service</u></li> </ul>
<u>Operations (e.g., paratransit operations)</u>	<ul style="list-style-type: none"> <li>• <u>Continual regular service or operation (e.g. for paratransit)</u></li> <li>• <u>For pilot projects, operation of the pilot and final report or memo evaluating the pilot</u></li> </ul>

<sup>1</sup> The Transportation Authority will specify required deliverables for an allocation in the Allocation Request Form, typically requiring evidence of completion of the above work products/deliverables such as a copy of the signed certifications page as evidence of completion of PS&E or digital photos of a completed construction project.

### **2.6.2.7. Allocation Request Package**

Allocations of ~~Prop K~~Prop L funds will be based on an application package prepared and submitted by an eligible project sponsor. The package will be in accordance with application guidelines and formats as outlined in the Transportation Authority's allocation request procedures. The final application submittal must include sufficient detail and supporting documentation to facilitate a determination that the applicable Strategic Plan policies have been satisfied. The allocation request procedures are located on the Transportation Authority's website at [www.sfcta.org](http://www.sfcta.org).

### **2.7.2.8. Retroactive Reimbursements Not Allowed**

Retroactive expenses are ineligible. No expenses will be reimbursed that are incurred prior to Board approval of the sales tax allocation for a particular project ~~or program~~. The Transportation Authority will not reimburse expenses incurred prior to fully executing a Standard Grant Agreement. Exceptions to this policy may be granted under the following conditions:

- Where the Transportation Authority has previously approved the scope of a project and that scope has incurred increased costs; and
- Capital costs of a multi-year project to which the Transportation Authority has made a formal commitment in a resolution for out-year costs, although the funds have not been allocated.

While these costs shall be eligible for reimbursement in the situations cited above, the timing and amount of reimbursement will be subject to a Transportation Authority

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

allocation, based on available revenues, other anticipated project requests, and ~~project category and subcategory~~program limits established in the Expenditure Plan.

### **2-8.2.9. Indirect Expenses Not Allowed**

Indirect expenses are ineligible. Reimbursable expenses will include only those expenses directly attributable to the delivery of the products for that phase of the project or program receiving a ~~Prop L~~Prop L allocation.

### **2-9.2.10. Contract Award and Encumbrance**

~~Prop L~~Prop L allocations for construction capital and equipment purchase shall be encumbered by the award of a contract within 12 months of the date of allocation. At the end of the project, ~~Prop L~~Prop L allocations for the construction, construction engineering and equipment purchase phases shall be drawn down within 12 months of the date of contract acceptance.

### **2.10. Remaining Balance REquired to Same Project for Future Phases**

~~Unexpended portions of allocated amounts remaining after final reimbursement for that phase may be returned to the project's programmed balance if the project is not yet completed (e.g. future phases remain):~~

### **2.11. Remaining Balance Returned to Same CategoryPprogram**

Upon completion of the project, including any expected work product shown in Table 2, the Transportation Authority will deem that any remaining programmed or unspent balance for the project is available for programming to another project within the same Expenditure Plan ~~line item~~program.

### **2.12. Communication**

It is imperative to the success of the ~~Prop L~~Prop L program that project sponsors of ~~Prop L~~Prop L-funded projects work with Transportation Authority representatives in a cooperative process. It is the project sponsor's responsibility to keep the Transportation Authority apprised of significant issues affecting project delivery and costs. Ongoing communication resolves issues, facilitates compliance with Transportation Authority policies and contributes greatly toward ensuring that adequate funds will be available when they are needed to support project delivery.

### **2.13. Project Delivery Oversight**

The Transportation Authority may increase oversight of a given project due to many factors, including but not limited to project size or complexity, issues with scope, schedule, or budget, higher than expected bids, difficulties in the environmental or right-of-way phases, project stakeholders with competing interests, changes in project



Attachment B  
Draft 2023 Prop L Strategic Plan Policies

leadership or key staff, or issues with sponsor capacity in delivering the project. As required by the Expenditure Plan, the Transportation Authority Board shall adopt project delivery oversight guidelines for major capital projects in support of the cost-effective and timely delivery of Prop L-funded projects. These guidelines will be developed by Transportation Authority staff in consultation with affected project sponsors and will be implemented in collaboration with project sponsors. The guidelines may include, but are not limited to, more frequent reporting periods, direct Transportation Authority (or Transportation Authority authorized agent) involvement in project meetings, field visits, audits, establishment of or participation in a project oversight group, or reports/investigations into the project by the Transportation Authority. Transportation Authority staff shall report at least annually to the Transportation Authority Board on the status of major capital projects that are funded by Prop L.

### **3. Maximize the Cost-Effectiveness of Financing**

#### **3.1. Cash Flow Distribution Schedules**

Under the approved Transportation Authority Fiscal Policy, Cash Flow Distribution Schedules consistent with project schedule are adopted simultaneous to the allocation action. The allocation resolution will spell out the maximum reimbursement level per year, and only the reimbursement amount authorized in the year of allocation will count against the Capital Expenditures line item for that budget year. The Capital Expenditures line item for subsequent year annual budgets will reflect the maximum reimbursement schedule amounts committed through the original and any subsequent allocation actions. The Transportation Authority will not guarantee reimbursement levels higher than those adopted in the original allocation or any subsequent amendments.

#### **3.2. Timely-Use-Of-Funds Requirements**

Timely use of funds requirements will be applied to all ~~Prop K~~Prop L allocations to help avoid situations where ~~Prop K~~Prop L funds sit unused for prolonged periods of time, especially when the Transportation Authority is issuing debt in order to make those allocations. Annual allocations that are unspent may be deducted from the following year's allocation to avoid the unnecessary accumulation of unspent revenue and the untimely delivery of a product to the public. Alternatively, the Transportation Authority may choose not to advance an allocation for the next year's activity until the prior allocation is substantially expended. On the occasion of each Strategic Plan update or major amendment, envisioned no less frequently than every five years, the ability of sponsors to deliver their committed projects ~~and programs~~ will be taken into consideration when updating the programming of funds.

#### **3.3. Proportional Spending**

Other fund sources committed to the project ~~or program~~ will be used in conjunction with ~~Prop K~~Prop L funds. To the maximum extent practicable, other fund sources ~~will~~should be spent down prior to ~~Prop K~~Prop L funds. Otherwise, ~~Prop K~~Prop L funds will be spent

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

down at a rate proportional to the ~~Prop K~~Prop L share of the total funds programmed to the project phase ~~or program~~.

### **3.4. Priority 1 vs. Priority 2 Funding Levels**

Allocations of ~~Prop K~~Prop L funds ~~for capital projects or annual activities~~ will not exceed the total amount for the given program or project established in the Expenditure Plan as Priority 1 until such time as the latest ~~Prop K~~Prop L Strategic Plan update cash flow analysis includes revenue forecasts that exceed the Priority 1 levels. Projects carried forward from the Prop K Expenditure Plan as legacy project shall be eligible to receive Priority 1 funds from the designated programs, not to exceed the unallocated amount programmed in the Prop K Strategic Plan as of March 31, 2023. At such time as the revenue forecasts exceed the Priority 1 levels, the Transportation Authority may allocate Priority 2 revenues within a given subcategory ~~subcategory~~ up to the lesser amount of either the category percentage cap, or the program ~~or project~~ program dollar amount caps established in the Expenditure Plan for Priority 2. If after programming all Priority 1 funds to every program in a subcategory, the latest Strategic Plan forecasts available revenues in excess of Priority 1 levels, the Transportation Authority Board may allow programing of Priority 2 funds with the subcategory, subject to the program dollar amount caps for Priority 2 in the Expenditure Plan.

#### **3.4.1 Legacy Projects**

**3.5. Projects carried forward from the Prop K Expenditure Plan as legacy project shall be eligible to receive Priority 1 funds from the designated programs, not to exceed the unallocated amount programmed in the Prop K Strategic Plan as of March 31, 2023.**

#### **3.5. Pro-Rata Share**

The baseline of funding that any Expenditure Plan program ~~or project~~ can expect from ~~Prop K~~Prop L cannot exceed the pro-rata share of that ~~project or program's~~ amount relative to the total amount of ~~Prop K~~Prop L revenue in any given year. If the project sponsor wants more funding earlier than the corresponding pro-rata share, then debt financing must be agreed to by the Transportation Authority, and the costs of debt financing for that project or ~~program~~ projects must be borne by the Expenditure Plan ~~line item~~ program from which the funds are allocated. See also policies 3.6 and 3.7.

### **3.6. Advancing Funds**

The amount of funds that can be advanced is finite, reflecting the Transportation Authority's limited borrowing capacity. The Transportation Authority must optimize debt service burden through effective planning and project cash management, in

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

coordination with Transportation Authority project sponsors, and preserve the highest practical credit ratings in order to minimize the cost of borrowing.

**3.7. Financing Assigned By CategoryProgram**

Debt issuance and service costs will be allocated to individual Expenditure Plan ~~line items~~programs in proportion to the amount of debt issuance they trigger. The interest assigned to ~~the line item~~a program will be considered a cost to that ~~line item~~program. Total cost, including programming and interest, will not exceed the Priority 1 funding caps as outlined in the Expenditure Plan.

~~Projects grandfathered projects from the Prop B K Expenditure Plan shall be exempt from this policy and any associated financing costs for those projects will be covered by the capital program as a whole:~~

**Prequisite Milestones for Allocation**

~~Allocations of Prop K funds for specific project phases will be contingent on the prerequisite milestones shown in Table 1 below. Exceptions will be considered on a case-by-case basis. Allocation requests will be made prior to advertising for services which will utilize Prop K funds:~~

**TABLE 1. PREREQUISITE MILESTONES FOR ALLOCATION**

Phase	Prerequisite Milestone(s) for Allocation
Planning/Conceptual Engineering	<del>• 5YPP or 5-year project delivery plan</del>
Environmental Studies (PA&ED)	<del>• 5YPP or 5-year project delivery plan</del>
Design Engineering (PS&E)	<del>• 5YPP or 5-year project delivery plan • Approved environmental document • Capital construction funding in adopted plan, including RTP and Countywide Transportation Plan</del>
Right of Way Support/Acquisition	<del>• 5YPP or 5-year project delivery plan • Approved environmental document • Capital construction phase committed in programming document</del>

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

Construction (includes procurement)	<ul style="list-style-type: none"> <li>• <del>5YPP or 5-year project delivery plan</del></li> <li>• <del>Approved environmental document</del></li> <li>• <del>Right of way certification</del></li> <li>• <del>100% PS&amp;E</del></li> <li>• <del>All applicable permits</del></li> </ul>
Incremental Operating and Maintenance	<p>4.1. <del>5-year project delivery plan</del></p> <p>4.2. <del>Documentation confirming costs are for new transportation services or an eligible grandfathered project per Expenditure Plan</del></p> <ul style="list-style-type: none"> <li>• <del>Proof that all other fund sources are identified and committed for operating the facility or service</del></li> </ul>
Operations (i.e. paratransit operations)	<p>4.3. <del>5-year project delivery plan</del></p> <p>4.4. <del>Proof that all other fund sources are identified and committed for operating the facility or service</del></p>

**4. ~~Expected Work Products/Deliverables by Phase~~**

Project phases for which Prop K funds are allocated will be expected to result in a complete work product or deliverable. The expected work product for each phase is described in Table 2 below. Requests for allocations that are expected to result in a work product/deliverable other than that shown in Table 2 for a specific phase shall include a description of the expected work product/deliverable. Prior to approval of a request for allocation that is expected to result in a work product/deliverable other than that shown in Table 2 for the specific phase, the Transportation Authority shall make a determination that the expected work product is consistent with a cost-effective approach to delivering the project or program as required in the Expenditure Plan.

**TABLE 2. ~~EXPECTED WORK PRODUCTS/DELIVERABLES BY PHASE~~**

<b>Phase</b>	<b>Expected Work Product/Deliverable<sup>†</sup></b>
Planning/Conceptual Engineering	Planning document approved by sponsoring agency
Environmental Studies (PA&ED)	Final approved environmental decision/project approval documentation

Attachment B  
Draft 2023 Prop L Strategic Plan Policies

Design Engineering (PS&E)	Final design package including contract documents
Right of Way Support/Acquisition	Title to property/easements/rights of entry/order of possession or relocated utility(ies)
Construction (includes procurement)	Constructed improvement or minimum operating segment, or equipment in service.
Incremental Operating and Maintenance	Continual regular service or operation
Operations (e.g. paratransit operating support)	Continual regular service or operation

†—————The Transportation Authority will specify required deliverables for an allocation in the Allocation Request Form; typically requiring evidence of completion of the above work products/deliverables such as a copy of the signed certifications page as evidence of completion of PS&E or digital photos of a completed construction project.

Attachment C: Prop L Sales Tax Revenue Forecast Comparison

Fiscal Year	Prop L 2021 Forecast (Priority 1 and 2) Summer 2021			Prop L 2021 Forecast (Priority 1 Only) Summer 2021			2023 Strategic Plan Baseline Spring 2023		
	Revenue Forecast YOES	% change <sup>5</sup>	Revenue Forecast in 2020\$ <sup>3</sup>	Revenue Forecast YOES	% change <sup>5</sup>	Revenue Forecast in 2020\$ <sup>3</sup>	Revenue Forecast YOES	% change <sup>5</sup>	Revenue Forecast in 2020\$ <sup>3</sup>
FY2022/23 <sup>1</sup>	\$ 27,055,500		\$ 25,502,404	\$ 27,055,500		\$ 25,502,404	\$ 27,803,000		\$ 26,206,994
FY2023/24	\$ 117,299,000	N/A	\$ 107,345,202	\$ 117,299,000	N/A	\$ 107,345,202	\$ 112,357,000	N/A	\$ 102,822,571
FY2024/25	\$ 125,051,000	6.6%	\$ 111,106,194	\$ 125,051,000	6.6%	\$ 111,106,194	\$ 116,920,000	4.1%	\$ 103,881,906
FY2025/26	\$ 130,890,000	4.7%	\$ 112,906,864	\$ 130,890,000	4.7%	\$ 112,906,864	\$ 121,382,000	3.8%	\$ 104,705,179
FY2026/27	\$ 134,044,449	2.4%	\$ 112,260,116	\$ 133,221,645	1.8%	\$ 111,571,031	\$ 125,595,000	3.5%	\$ 105,183,835
FY2027/28	\$ 137,274,920	2.4%	\$ 111,617,072	\$ 135,594,826	1.8%	\$ 110,251,002	\$ 129,577,000	3.2%	\$ 105,357,959
FY2028/29	\$ 140,583,246	2.4%	\$ 110,977,712	\$ 138,010,282	1.8%	\$ 108,946,591	\$ 131,650,232	1.6%	\$ 103,925,909
FY2029/30	\$ 143,971,302	2.4%	\$ 110,342,015	\$ 140,468,767	1.8%	\$ 107,657,613	\$ 133,756,636	1.6%	\$ 102,513,324
FY2030/31	\$ 147,441,010	2.4%	\$ 109,709,959	\$ 142,971,046	1.8%	\$ 106,383,885	\$ 135,896,742	1.6%	\$ 101,119,939
FY2031/32	\$ 150,994,339	2.4%	\$ 109,081,523	\$ 145,517,900	1.8%	\$ 105,125,227	\$ 138,071,090	1.6%	\$ 99,745,493
FY2032/33	\$ 154,633,302	2.4%	\$ 108,456,687	\$ 148,110,124	1.8%	\$ 103,881,461	\$ 140,280,227	1.6%	\$ 98,389,729
FY2033/34	\$ 158,359,965	2.4%	\$ 107,835,430	\$ 150,748,525	1.8%	\$ 102,652,410	\$ 142,524,711	1.6%	\$ 97,052,393
FY2034/35	\$ 162,176,440	2.4%	\$ 107,217,732	\$ 153,433,925	1.8%	\$ 101,437,900	\$ 144,805,106	1.6%	\$ 95,733,234
FY2035/36	\$ 166,084,892	2.4%	\$ 106,603,572	\$ 156,167,163	1.8%	\$ 100,237,760	\$ 147,121,988	1.6%	\$ 94,432,006
FY2036/37	\$ 170,087,538	2.4%	\$ 105,992,931	\$ 158,949,090	1.8%	\$ 99,051,818	\$ 149,475,940	1.6%	\$ 93,148,464
FY2037/38	\$ 174,186,648	2.4%	\$ 105,385,787	\$ 161,780,574	1.8%	\$ 97,879,908	\$ 151,867,555	1.6%	\$ 91,882,368
FY2038/39	\$ 178,384,546	2.4%	\$ 104,782,120	\$ 164,662,497	1.8%	\$ 96,721,863	\$ 154,297,436	1.6%	\$ 90,633,482
FY2039/40	\$ 182,683,614	2.4%	\$ 104,181,912	\$ 167,595,758	1.8%	\$ 95,577,519	\$ 156,766,195	1.6%	\$ 89,401,570
FY2040/41	\$ 187,086,289	2.4%	\$ 103,585,142	\$ 170,581,272	1.8%	\$ 94,446,714	\$ 159,274,454	1.6%	\$ 88,186,403
FY2041/42	\$ 191,595,068	2.4%	\$ 102,991,790	\$ 173,619,969	1.8%	\$ 93,329,289	\$ 161,822,845	1.6%	\$ 86,987,753
FY2042/43	\$ 196,212,509	2.4%	\$ 102,401,837	\$ 176,712,796	1.8%	\$ 92,225,083	\$ 164,412,010	1.6%	\$ 85,805,395
FY2043/44	\$ 200,941,231	2.4%	\$ 101,815,264	\$ 179,860,719	1.8%	\$ 91,133,942	\$ 167,042,603	1.6%	\$ 84,639,108
FY2044/45	\$ 205,783,915	2.4%	\$ 101,232,050	\$ 183,064,718	1.8%	\$ 90,055,711	\$ 169,715,284	1.6%	\$ 83,488,674
FY2045/46	\$ 210,743,307	2.4%	\$ 100,652,177	\$ 186,325,792	1.8%	\$ 88,990,236	\$ 172,430,729	1.6%	\$ 82,353,876
FY2046/47	\$ 215,822,221	2.4%	\$ 100,075,626	\$ 189,644,958	1.8%	\$ 87,937,367	\$ 175,189,620	1.6%	\$ 81,234,503
FY2047/48	\$ 221,023,536	2.4%	\$ 99,502,377	\$ 193,023,251	1.8%	\$ 86,896,955	\$ 177,992,654	1.6%	\$ 80,130,345
FY2048/49	\$ 226,350,203	2.4%	\$ 98,932,412	\$ 196,461,724	1.8%	\$ 85,868,853	\$ 180,840,537	1.6%	\$ 79,041,195
FY2049/50	\$ 231,805,243	2.4%	\$ 98,365,712	\$ 199,961,450	1.8%	\$ 84,852,914	\$ 183,733,985	1.6%	\$ 77,966,848
FY2050/51	\$ 237,391,750	2.4%	\$ 97,802,258	\$ 203,523,519	1.8%	\$ 83,848,995	\$ 186,673,729	1.6%	\$ 76,907,105
FY2051/52	\$ 243,112,891	2.4%	\$ 97,242,031	\$ 207,149,041	1.8%	\$ 82,856,954	\$ 189,660,509	1.6%	\$ 75,861,766
FY2052/53 <sup>2</sup>	\$ 186,728,934		\$ 72,513,760	\$ 158,129,361		\$ 61,407,487	\$ 144,521,308		\$ 56,122,976
<b>Total</b>	<b>\$ 5,355,798,807</b>		<b>\$ 3,148,417,667</b>	<b>\$ 4,915,586,196</b>		<b>\$ 2,928,087,151</b>	<b>\$ 4,593,458,124</b>		<b>\$ 2,744,862,302</b>
<b>Prop K Carryforward Commitments<sup>4</sup></b>			<b>\$ (550,000,000)</b>			<b>\$ (550,000,000)</b>			<b>\$ (550,000,000)</b>
<b>Total Revenue Forecast for the Prop L:</b>			<b>\$ 2,598,417,667</b>			<b>\$ 2,378,087,151</b>			<b>\$ 2,194,862,302</b>

<sup>1</sup>Prop L took effect 4/1/2023. FY23 includes revenues only from April through June.

<sup>2</sup>Prop L covers 30 years ending 3/31/2053, so this fiscal year has only three quarters of revenues.

<sup>3</sup>Uses 3% inflation to de-escalate to 2020\$.

<sup>4</sup>Prop K Carryforward Commitments include: repayment of existing 2017 series bond; remaining grant balances; and other Prop K financial obligations such as new debt issued (there was none) incurred before April 1, 2023.

<sup>5</sup>Annual average growth rate for the Prop L 2021 Forecast (Priority 1 and 2) was 2.6%. Annual average growth rate for the Prop L 2021 Forecast (Priority 1 only) was 2.1%. Annual average growth rate for the 2023 Strategic Plan Baseline Forecast is 1.9%.

## Attachment D

## Prop L Strategic Plan Baseline – Key Financial Model Assumptions

The purpose of this document is to provide the key assumptions in the Prop L Strategic Plan Baseline financial model. The key assumptions are as follows:

- **Program Administration and Operating Costs**
  - **Operating Costs** - Recommend 6.9% (same as Prop K), tapering off FY 2048/49 - FY 2052/53 (last five years of the Expenditure Plan) for planning, programming, project delivery support, and oversight for Expenditure Plan projects.
  - **Program Administration** - Recommend 1% (same as Prop K) as allowed by statute.
  
- **Prop K Carryforward Obligations**
  - **Prop K 2017 Bond Repayment** - ~\$21M/year through FY 2033/34 totaling \$235 M. See Table 1 for the payment schedule.
  - **Prop K Grants - Cash Flow Reimbursement Schedule** – Remaining grant balances for 399 open grants total \$400 M. Assumed cash flow for FY 2022/23 matches our FY 2022/23 amended agency budget (\$120M) rather than the approved cash flow reimbursement schedule (\$200M) which is not likely to occur given the number of grants and based on historic trends for invoicing. We shifted the remaining \$80M of cash flow into FY 2025/26 to reflect a more realistic cash flow in the model.
  
- **Prop K Allowance of Pay-Go Funds** - \$50M/year for FY 2023/24 – FY 2027/28. We used a simplified assumption to give the model a number it was “allowed” to spend on Prop K needs before incurring financing costs to the Prop K program. We set the Prop K and the Prop L pay-go allowances to be equal for the first five years when Prop K cash flows are anticipated, to fairly distribute financing costs among the Prop K grants and Prop L programs that request advancement of funds.
  
- **Prop L Allowance of Pay-Go Funds** - \$50M/year for FY 2023/24 – FY 2027/28; then programming up to 90% of funds available through the end of the program. Capping the amount of funds programmed is necessary to comply with debt service coverage ratio constraints to maintain a favorable credit rating.
  
- **Capital Reserve** – Last 1.75 years of revenue, or \$334M (\$YOE). These funds are not spent and provide a contingency in case revenues are lower than expected.
  
- **Escalation/De-escalation Percentage for Prop L Funds** – 3%. There is an inflation-based escalation/de-escalation factor of 3% in order to convert from Year of Expenditure dollars to 2020 dollars and back. The Expenditure Plan amounts are in 2020 dollars.

## Attachment D

## Prop L Strategic Plan Baseline – Key Financial Model Assumptions

**Future Debt Assumptions**

- **Revolver Loan Interest Rate** – 3%. The actual rate varies with the market, but based on historical rate averages, 3% is appropriately conservative.
- **Revolver Loan Size** - \$125 million. Maintain revolver at current size.
- **Bonding Instrument** – Fixed single-rate.
- **Bond Interest Rate** – Fixed single-rate of 5%.
- **Debt Service Coverage Constraint** – 1.75x. This is the ratio that refers to the amount of cash flow available to meet annual interest and principal payments on debt.
- **Bond Structure** – Backloaded level schedule.
- **Term of Debt** – All assumed bonds mature in 2050. Any outstanding revolver loan beyond 2050 is assumed to be paid with cash on hand from the capital reserve.



## Attachment D

## Prop L Strategic Plan Baseline – Key Financial Model Assumptions

**Table 1: Remaining Debt Service on 2017 Series (\$M)**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Annual Debt Service</b>
<b>FY 2023/24</b>	\$14.55	\$6.79	\$21.34
<b>FY 2024/25</b>	\$15.13	\$6.21	\$21.33
<b>FY 2025/26</b>	\$15.74	\$5.60	\$21.34
<b>FY 2026/27</b>	\$16.36	\$4.97	\$21.33
<b>FY 2027/28</b>	\$17.02	\$4.32	\$21.33
<b>FY 2028/29</b>	\$17.70	\$3.64	\$21.33
<b>FY 2029/30</b>	\$18.41	\$2.93	\$21.34
<b>FY 2030/31</b>	\$18.96	\$2.38	\$21.33
<b>FY 2031/32</b>	\$19.53	\$1.81	\$21.34
<b>FY 2032/33</b>	\$20.11	\$1.22	\$21.33
<b>FY 2033/34</b>	\$20.72	\$0.62	\$21.34
<b>Total Remaining</b>	<b>\$194.19</b>	<b>\$40.50</b>	<b>\$234.69</b>



2023 Prop L Strategic Plan Baseline

Attachment E: Available Funds and Priority 1 Funding Levels (2020\$'s)

EP No.	Expenditure Plan Programs	Priority 1 Funding Cap <sup>1</sup>	Priority 1 Pro - Rata Share <sup>2</sup>	Available Funds <sup>3</sup>	% of Priority 1 <sup>4</sup>
<b>A. MAJOR CAPITAL PROJECTS</b>					
<b>I. Muni</b>					
201	Muni Reliability and Efficiency Improvements	\$ 110,000,000	4.63%	\$ 101,620,547	92.4%
202	Muni Rail Core Capacity	\$ 50,000,000	2.10%	\$ 46,191,158	92.4%
<b>II. BART</b>					
203	BART Core Capacity	\$ 100,000,000	4.21%	\$ 92,382,315	92.4%
<b>III. Caltrain</b>					
204	Caltrain Service Vision: Capital System Capacity Investments	\$ -	-	\$ -	-
205	Caltrain Downtown Rail Extension and Pennsylvania Alignment	\$ 300,000,000	12.62%	\$ 277,146,946	92.4%
<b>TOTAL MAJOR CAPITAL PROJECTS</b>		<b>\$ 560,000,000</b>	<b>23.55%</b>	<b>\$ 517,340,966</b>	<b>92.4%</b>
<b>B. TRANSIT MAINTENANCE AND ENHANCEMENTS</b>					
<b>I. Transit Maintenance, Rehabilitation, and Replacement</b>					
206	Muni Maintenance	\$ 784,000,000	32.97%	\$ 724,277,352	92.4%
207	BART Maintenance	\$ 35,000,000	1.47%	\$ 32,333,810	92.4%
208	Caltrain Maintenance	\$ 100,000,000	4.21%	\$ 92,382,315	92.4%
209	Ferry Maintenance	\$ 5,000,000	0.21%	\$ 4,619,116	92.4%
<b>II. Transit Enhancements</b>					
210	Transit Enhancements	\$ 29,000,000	1.22%	\$ 26,790,871	92.4%
211	Bayview Caltrain Station	\$ 27,000,000	1.14%	\$ 24,943,225	92.4%
212	Mission Bay Ferry Landing	\$ 5,000,000	0.21%	\$ 4,619,116	92.4%
213	Next Generation Transit Investments	\$ 22,000,000	0.93%	\$ 20,324,109	92.4%
<b>TOTAL TRANSIT MAINTENANCE AND ENHANCEMENTS</b>		<b>\$ 1,007,000,000</b>	<b>42.35%</b>	<b>\$ 930,289,916</b>	<b>92.4%</b>
<b>C. PARATRANSIT</b>					
214	Paratransit	\$ 227,000,000	9.55%	\$ 209,707,856	92.4%
<b>D. STREETS AND FREEWAYS</b>					
<b>I. Maintenance, Rehabilitation, and Replacement</b>					
215	Street Resurfacing, Rehabilitation and Maintenance	\$ 105,000,000	4.42%	\$ 97,001,431	92.4%
216	Pedestrian and Bicycle Facilities Maintenance	\$ 19,000,000	0.80%	\$ 17,552,640	92.4%
217	Traffic Signs & Signals Maintenance	\$ 90,000,000	3.78%	\$ 83,144,084	92.4%
<b>II. Safer and Complete Streets</b>					
218	Safer and Complete Streets	\$ 152,000,000	6.39%	\$ 140,421,119	92.4%
219	Curb Ramps	\$ 29,000,000	1.22%	\$ 26,790,871	92.4%
220	Tree Planting	\$ 20,000,000	0.84%	\$ 18,476,463	92.4%

**2023 Prop L Strategic Plan Baseline**  
**Attachment E: Available Funds and Priority 1 Funding Levels (2020\$'s)**

EP No.	Expenditure Plan Programs	Priority 1 Funding Cap <sup>1</sup>	Priority 1 Pro - Rata Share <sup>2</sup>	Available Funds <sup>3</sup>	% of Priority 1 <sup>4</sup>
<b>III. Freeway Safety and Operational Improvements</b>					
221	Vision Zero Ramps	\$ 8,000,000	0.34%	\$ 7,390,585	92.4%
222	Managed Lanes and Express Bus	\$ 10,000,000	0.42%	\$ 9,238,232	92.4%
223	Transformative Freeway and Major Street Projects	\$ 20,000,000	0.84%	\$ 18,476,463	92.4%
<b>TOTAL STREETS AND FREEWAYS</b>		<b>\$ 453,000,000</b>	<b>19.05%</b>	<b>\$ 418,491,889</b>	<b>92.4%</b>

<b>E. TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>					
<b>I. Transportation Demand Management</b>					
224	Transportation Demand Management	\$ 18,000,000	0.76%	\$ 16,628,817	92.4%
<b>II. Transportation Demand Management</b>					
225	Neighborhood Transportation Program	\$ 41,000,000	1.72%	\$ 37,876,749	92.4%
226	Equity Priority Transportation Program	\$ 42,000,000	1.77%	\$ 38,800,572	92.4%
227	Development-Oriented Transportation	\$ 20,000,000	0.84%	\$ 18,476,463	92.4%
228	Citywide / Modal Planning	\$ 10,000,000	0.42%	\$ 9,238,232	92.4%
<b>TOTAL TRANSPORTATION SYSTEM DEVELOPMENT AND MANAGEMENT</b>		<b>\$ 131,000,000</b>	<b>5.51%</b>	<b>\$ 121,020,833</b>	<b>92.4%</b>

<b>TOTAL PROP L STRATEGIC PLAN</b>		<b>\$ 2,378,000,000</b>	<b>100%</b>	<b>\$ 2,196,851,459</b>	<b>92.4%</b>
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## Notes:

<sup>1</sup> Each program in Prop L has a Priority 1 funding cap based on Priority 1 funding levels (conservative forecast) in the Expenditure Plan. For some programs, the Expenditure Plan also establishes a Priority 2 funding cap that will come into play if the Strategic Plan forecasts available revenues in excess of Priority 1 levels.

<sup>2</sup> The pro-rata share represents each Expenditure Plan program's proportion of Priority 1 funds, as established in the Expenditure Plan.

<sup>3</sup> The total amount available to each Expenditure Plan program based on its pro-rata share of the 2023 Strategic Plan Baseline revenue forecast. Funds are presented in 2020\$'s to allow consistent comparison to the Priority 1 funding caps set by the Expenditure Plan.

<sup>4</sup> 2023 forecast of available funds (2020\$'s) as a portion of Priority 1 funds (2020\$'s).

**2023 Prop L Strategic Plan Baseline  
Attachment F: Cash Flow and Finance Costs By Expenditure Plan Program (YOE \$'s)**

EP Program No.	EP Program	Total Available Funds	Percent of Available Funds Spent on Financing	Total Programming & Interest Costs	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2034/35	FY2035/36	FY2036/37	FY2037/38	FY2038/39			
<b>MAJOR CAPITAL PROJECTS</b>																								
201	Muni Reliability and Efficiency Improvements	\$ 152,068,905	0.00%	Programming	\$ 151,869,315	\$ -	\$ 1,156,434	\$ 2,312,868	\$ 2,312,868	\$ 2,312,868	\$ 2,312,868	\$ 5,077,443	\$ 5,158,682	\$ 5,241,220	\$ 5,322,316	\$ 5,410,280	\$ 5,496,844	\$ 5,584,793	\$ 5,674,149	\$ 5,764,935	\$ 5,857,174	\$ 5,950,888		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				Total	\$ 151,869,315	\$ -	\$ 1,156,434	\$ 2,312,868	\$ 2,312,868	\$ 2,312,868	\$ 2,312,868	\$ 2,312,868	\$ 5,077,443	\$ 5,158,682	\$ 5,241,220	\$ 5,322,316	\$ 5,410,280	\$ 5,496,844	\$ 5,584,793	\$ 5,674,149	\$ 5,764,935	\$ 5,857,174	\$ 5,950,888	
202	Muni Rail Core Capacity	\$ 69,122,229	0.00%	Programming	\$ 69,031,507	\$ -	\$ 525,652	\$ 1,051,304	\$ 1,051,304	\$ 1,051,304	\$ 1,051,304	\$ 2,307,929	\$ 2,344,855	\$ 2,382,373	\$ 2,419,234	\$ 2,459,218	\$ 2,498,565	\$ 2,538,542	\$ 2,579,159	\$ 2,620,425	\$ 2,662,352	\$ 2,704,949		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				Total	\$ 69,031,507	\$ -	\$ 525,652	\$ 1,051,304	\$ 1,051,304	\$ 1,051,304	\$ 1,051,304	\$ 1,051,304	\$ 2,307,929	\$ 2,344,855	\$ 2,382,373	\$ 2,419,234	\$ 2,459,218	\$ 2,498,565	\$ 2,538,542	\$ 2,579,159	\$ 2,620,425	\$ 2,662,352	\$ 2,704,949	
203	BART Core Capacity	\$ 138,244,459	29.10%	Programming	\$ 90,350,000	\$ -	\$ 6,100,000	\$ 3,250,000	\$ 26,000,000	\$ -	\$ -	\$ -	\$ 55,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
				Interest Costs	\$ 40,224,284	\$ -	\$ 141,296	\$ 162,807	\$ 1,395,744	\$ 1,133,111	\$ 994,463	\$ 916,441	\$ 2,462,396	\$ 2,324,005	\$ 2,926,425	\$ 2,769,248	\$ 2,587,666	\$ 2,976,168	\$ 2,608,879	\$ 2,416,142	\$ 2,228,068	\$ 2,041,314		
				Total	\$ 130,574,284	\$ -	\$ 6,241,296	\$ 3,412,807	\$ 27,395,744	\$ 1,133,111	\$ 994,463	\$ 916,441	\$ 57,462,396	\$ 2,324,005	\$ 2,926,425	\$ 2,769,248	\$ 2,587,666	\$ 2,976,168	\$ 2,608,879	\$ 2,416,142	\$ 2,228,068	\$ 2,041,314		
204	Caltrain Service Vision: Capital System Capacity Investments	\$ -	-	Programming	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
205	Caltrain Downtown Rail Extension and Pennsylvania Alignment	\$ 414,733,376	27.07%	Programming	\$ 300,000,000	\$ -	\$ -	\$ 10,000,000	\$ 15,000,000	\$ 25,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 25,000,000	\$ -	\$ -	\$ 25,000,000	\$ -	\$ -	\$ -		
				Interest Costs	\$ 112,257,630	\$ -	\$ -	\$ -	\$ 289,007	\$ 991,402	\$ 2,147,115	\$ 3,354,382	\$ 3,840,511	\$ 4,680,090	\$ 7,355,297	\$ 7,873,327	\$ 7,326,697	\$ 8,387,092	\$ 8,368,115	\$ 7,794,044	\$ 7,234,646	\$ 6,679,264		
				Total	\$ 412,257,630	\$ -	\$ -	\$ 10,000,000	\$ 15,289,007	\$ 25,991,402	\$ 42,147,115	\$ 43,354,382	\$ 43,840,511	\$ 44,680,090	\$ 47,355,297	\$ 32,873,327	\$ 7,326,697	\$ 8,387,092	\$ 33,368,115	\$ 7,794,044	\$ 7,234,646	\$ 6,679,264		
<b>TOTAL MAJOR CAPITAL PROJECTS</b>		<b>\$ 774,168,969</b>	<b>19.70%</b>	Programming	\$ 611,250,821	\$ -	\$ 7,782,086	\$ 16,614,172	\$ 44,364,172	\$ 28,364,172	\$ 43,364,172	\$ 47,385,371	\$ 102,503,537	\$ 47,623,593	\$ 47,741,550	\$ 32,869,498	\$ 7,995,410	\$ 8,123,336	\$ 33,253,308	\$ 8,385,361	\$ 8,519,526	\$ 8,655,838		
				Interest Costs	\$ 152,481,914	\$ -	\$ 141,296	\$ 162,807	\$ 1,684,752	\$ 2,124,514	\$ 3,141,577	\$ 4,270,822	\$ 6,302,906	\$ 7,004,095	\$ 10,281,722	\$ 10,642,575	\$ 9,914,363	\$ 11,363,260	\$ 10,976,994	\$ 10,210,186	\$ 9,462,714	\$ 8,720,579		
				Total	\$ 763,732,735	\$ -	\$ 7,923,382	\$ 16,776,979	\$ 46,048,923	\$ 30,488,685	\$ 46,505,749	\$ 51,656,194	\$ 108,806,443	\$ 54,627,688	\$ 58,023,272	\$ 43,512,073	\$ 17,909,773	\$ 19,486,596	\$ 44,230,303	\$ 18,595,547	\$ 17,982,240	\$ 17,376,416		
<b>TRANSIT MAINTENANCE AND ENHANCEMENTS</b>																								
206	Muni Maintenance	\$ 1,083,836,557	2.56%	Programming	\$ 784,000,000	\$ -	\$ 15,000,000	\$ 27,000,000	\$ 27,000,000	\$ 30,000,000	\$ 30,000,000	\$ 32,000,000	\$ 35,000,000	\$ 35,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 35,000,000	\$ 35,000,000	\$ 32,000,000	\$ 30,000,000		
				Interest Costs	\$ 27,736,938	\$ -	\$ -	\$ 278,151	\$ 942,893	\$ 1,356,409	\$ 1,766,650	\$ 1,786,954	\$ 1,542,170	\$ 1,481,857	\$ 2,088,118	\$ 2,183,967	\$ 2,234,374	\$ 2,792,570	\$ 2,431,310	\$ 2,211,143	\$ 1,854,733	\$ 1,404,033		
				Total	\$ 811,736,938	\$ -	\$ 15,000,000	\$ 27,278,151	\$ 27,942,893	\$ 31,356,409	\$ 31,766,650	\$ 33,786,954	\$ 36,542,170	\$ 36,481,857	\$ 42,088,118	\$ 42,183,967	\$ 42,234,374	\$ 42,792,570	\$ 37,431,310	\$ 37,211,143	\$ 33,854,733	\$ 31,404,033		
207	BART Maintenance	\$ 48,385,561	0.00%	Programming	\$ 48,322,055	\$ -	\$ 367,956	\$ 735,913	\$ 735,913	\$ 735,913	\$ 735,913	\$ 1,615,550	\$ 1,641,399	\$ 1,667,661	\$ 1,693,464	\$ 1,721,453	\$ 1,748,996	\$ 1,776,980	\$ 1,805,411	\$ 1,834,298	\$ 1,863,646	\$ 1,893,464		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
				Total	\$ 48,322,055	\$ -	\$ 367,956	\$ 735,913	\$ 735,913	\$ 735,913	\$ 735,913	\$ 1,615,550	\$ 1,641,399	\$ 1,667,661	\$ 1,693,464	\$ 1,721,453	\$ 1,748,996	\$ 1,776,980	\$ 1,805,411	\$ 1,834,298	\$ 1,863,646	\$ 1,893,464		
208	Caltrain Maintenance	\$ 138,244,459	13.09%	Programming	\$ 115,000,000	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000		
				Interest Costs	\$ 18,099,216	\$ -	\$ 102,414	\$ 181,629	\$ 426,920	\$ 486,668	\$ 563,708	\$ 634,144	\$ 576,330	\$ 587,576	\$ 798,196	\$ 813,608	\$ 818,382	\$ 1,013,334	\$ 956,580	\$ 955,305	\$ 952,132	\$ 946,044		
				Total	\$ 133,099,216	\$ -	\$ 5,102,414	\$ 5,181,629	\$ 5,426,920	\$ 5,486,668	\$ 5,563,708	\$ 5,634,144	\$ 5,576,330	\$ 5,587,576	\$ 5,798,196	\$ 5,813,608	\$ 5,818,382	\$ 6,013,334	\$ 5,956,580	\$ 5,955,305	\$ 5,952,132	\$ 5,946,044		
209	Ferry Maintenance	\$ 6,912,223	0.00%	Programming	\$ 6,903,151	\$ -	\$ 52,565	\$ 105,130	\$ 105,130	\$ 105,130	\$ 105,130	\$ 230,793	\$ 234,486	\$ 238,237	\$ 241,923	\$ 245,922	\$ 249,857	\$ 253,854	\$ 257,916	\$ 262,043	\$ 266,235	\$ 270,495		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
				Total	\$ 6,903,151	\$ -	\$ 52,565	\$ 105,130	\$ 105,130	\$ 105,130	\$ 105,130	\$ 230,793	\$ 234,486	\$ 238,237	\$ 241,923	\$ 245,922	\$ 249,857	\$ 253,854	\$ 257,916	\$ 262,043	\$ 266,235	\$ 270,495		
210	Transit Enhancements	\$ 40,090,893	0.00%	Programming	\$ 40,038,274	\$ -	\$ 304,878	\$ 609,756	\$ 609,756	\$ 609,756	\$ 609,756	\$ 1,338,599	\$ 1,360,016	\$ 1,381,776	\$ 1,403,156	\$ 1,426,347	\$ 1,449,168	\$ 1,472,355	\$ 1,495,912	\$ 1,519,847	\$ 1,544,164	\$ 1,568,871		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
				Total	\$ 40,038,274	\$ -	\$ 304,878	\$ 609,756	\$ 609,756	\$ 609,756	\$ 609,756	\$ 1,338,599	\$ 1,360,016	\$ 1,381,776	\$ 1,403,156	\$ 1,426,347	\$ 1,449,168	\$ 1,472,355	\$ 1,495,912	\$ 1,519,847	\$ 1,544,164	\$ 1,568,871		
211	Bayview Caltrain Station	\$ 37,326,004	0.00%	Programming	\$ 37,277,014	\$ -	\$ 283,852	\$ 567,704	\$ 567,704	\$ 567,704	\$ 567,704	\$ 1,246,281	\$ 1,266,222	\$ 1,286,481	\$ 1,306,387	\$ 1,327,978	\$ 1,349,225	\$ 1,370,813	\$ 1,392,746	\$ 1,415,030	\$ 1,437,670	\$ 1,460,673		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
				Total	\$ 37,277,014	\$ -	\$ 283,852	\$ 567,704	\$ 567,704	\$ 567,704	\$ 567,704	\$ 1,246,281	\$ 1,266,222	\$ 1,286,481	\$ 1,306,387	\$ 1,327,978	\$ 1,349,225	\$ 1,370,813	\$ 1,392,746	\$ 1,415,030	\$ 1,437,670	\$ 1,460,673		
212	Mission Bay Ferry Landing	\$ 6,912,223	0.00%	Programming	\$ 6,903,151	\$ -	\$ 52,565	\$ 105,130	\$ 105,130	\$ 105,130	\$ 105,130	\$ 230,793	\$ 234,486	\$ 238,237	\$ 241,923	\$ 245,922	\$ 249,857	\$ 253,854	\$ 257,916	\$ 262,043	\$ 266,235	\$ 270,495		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
				Total	\$ 6,903,151	\$ -	\$ 52,565	\$ 105,130	\$ 105,130	\$ 105,130	\$ 105,130	\$ 230,793	\$ 234,486	\$ 238,237	\$ 241,923	\$ 245,922	\$ 249,857	\$ 253,854	\$ 257,916	\$ 262,043	\$ 266,235	\$ 270,495		
213	Next Generation Transit Investments	\$ 30,413,781	0.00%	Programming	\$ 30,373,863	\$ -	\$ 231,287	\$ 462,574	\$ 462,574	\$ 462,574	\$ 462,574	\$ 1,015,489	\$ 1,031,736	\$ 1,048,244	\$ 1,064,463	\$ 1,082,056	\$ 1,099,369	\$ 1,116,959	\$ 1,134,830	\$ 1,152,987	\$ 1,171,435	\$ 1,190,178		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
				Total	\$ 30,373,863	\$ -	\$ 231,287	\$ 462,574	\$ 462,574	\$ 462,574	\$ 462,574	\$ 1,015,489	\$ 1,031,736	\$ 1,048,244	\$ 1,064,463	\$ 1,082,056	\$ 1,099,369	\$ 1,116,959	\$ 1,134,830	\$ 1,152,987	\$ 1,171,435	\$ 1,190,178		
<b>TOTAL TRANSIT MAINTENANCE AND ENHANCEMENTS</b>		<b>\$ 1,392,121,700</b>	<b>3.29%</b>	Programming	\$ 1,068,817,506	\$ -	\$ 21,293,103	\$ 34,586,207	\$ 34,586,207	\$ 37,586,207	\$ 37,586,207	\$ 42,677,504	\$ 45,768,344	\$ 45,860,637	\$ 50,951,317	\$ 51,049,677	\$ 51,146,471	\$ 51,244,814	\$ 46,344,731	\$ 46,446,246	\$ 43,549,386	\$ 41,654,175		
				Interest Costs	\$ 45,836,153	\$ -	\$ 102,414	\$ 459,780	\$ 1,369,813	\$ 1,843,077	\$ 2,330,357	\$ 2,421,098	\$ 2,118,501	\$ 2,069,433	\$ 2,886,314	\$ 2,997,575	\$ 3,052,755	\$ 3,805,904	\$ 3,387,889	\$ 3,166,448	\$ 2,806,865	\$ 2,350,077		
		</																						

**2023 Prop L Strategic Plan Baseline  
Attachment F: Cash Flow and Finance Costs By Expenditure Plan Program (YOE \$'s)**

EP Program No.	EP Program	Total Available Funds	Percent of Available Funds Spent on Financing	Total Programming & Interest Costs	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2034/35	FY2035/36	FY2036/37	FY2037/38	FY2038/39				
217	Traffic Signs & Signals Maintenance	\$ 124,420,013	0.00%	Programming	\$ 124,256,712	\$ -	\$ 946,173	\$ 1,892,347	\$ 1,892,347	\$ 1,892,347	\$ 1,892,347	\$ 1,892,347	\$ 4,154,271	\$ 4,220,739	\$ 4,288,271	\$ 4,354,622	\$ 4,426,593	\$ 4,497,418	\$ 4,569,376	\$ 4,642,486	\$ 4,716,765	\$ 4,792,233	\$ 4,868,909		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				Total	\$ 124,256,712	\$ -	\$ 946,173	\$ 1,892,347	\$ 1,892,347	\$ 1,892,347	\$ 1,892,347	\$ 1,892,347	\$ 1,892,347	\$ 4,154,271	\$ 4,220,739	\$ 4,288,271	\$ 4,354,622	\$ 4,426,593	\$ 4,497,418	\$ 4,569,376	\$ 4,642,486	\$ 4,716,765	\$ 4,792,233	\$ 4,868,909	
218	Safer and Complete Streets	\$ 210,131,577	0.00%	Programming	\$ 208,637,942	\$ -	\$ 1,597,981	\$ 3,195,963	\$ 3,195,963	\$ 3,195,963	\$ 3,195,963	\$ 3,195,963	\$ 6,975,253	\$ 7,086,858	\$ 7,200,248	\$ 7,311,169	\$ 7,432,501	\$ 7,551,421	\$ 7,672,245	\$ 7,795,002	\$ 7,919,722	\$ 8,046,439	\$ 8,175,182		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				Total	\$ 208,637,942	\$ -	\$ 1,597,981	\$ 3,195,963	\$ 3,195,963	\$ 3,195,963	\$ 3,195,963	\$ 3,195,963	\$ 3,195,963	\$ 6,975,253	\$ 7,086,858	\$ 7,200,248	\$ 7,311,169	\$ 7,432,501	\$ 7,551,421	\$ 7,672,245	\$ 7,795,002	\$ 7,919,722	\$ 8,046,439	\$ 8,175,182	
219	Curb Ramps	\$ 40,090,893	0.00%	Programming	\$ 40,038,274	\$ -	\$ 304,878	\$ 609,756	\$ 609,756	\$ 609,756	\$ 609,756	\$ 609,756	\$ 1,338,599	\$ 1,360,016	\$ 1,381,776	\$ 1,403,156	\$ 1,426,347	\$ 1,449,168	\$ 1,472,355	\$ 1,495,912	\$ 1,519,847	\$ 1,544,164	\$ 1,568,871		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				Total	\$ 40,038,274	\$ -	\$ 304,878	\$ 609,756	\$ 609,756	\$ 609,756	\$ 609,756	\$ 609,756	\$ 609,756	\$ 1,338,599	\$ 1,360,016	\$ 1,381,776	\$ 1,403,156	\$ 1,426,347	\$ 1,449,168	\$ 1,472,355	\$ 1,495,912	\$ 1,519,847	\$ 1,544,164	\$ 1,568,871	
220	Tree Planting	\$ 27,648,892	0.00%	Programming	\$ 27,612,603	\$ -	\$ 210,261	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 923,171	\$ 937,942	\$ 952,949	\$ 967,694	\$ 983,687	\$ 999,426	\$ 1,015,417	\$ 1,031,664	\$ 1,048,170	\$ 1,064,941	\$ 1,081,980		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				Total	\$ 27,612,603	\$ -	\$ 210,261	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 923,171	\$ 937,942	\$ 952,949	\$ 967,694	\$ 983,687	\$ 999,426	\$ 1,015,417	\$ 1,031,664	\$ 1,048,170	\$ 1,064,941	\$ 1,081,980	
221	Vision Zero Ramps	\$ 11,059,557	0.00%	Programming	\$ 11,045,041	\$ -	\$ 84,104	\$ 168,209	\$ 168,209	\$ 168,209	\$ 168,209	\$ 168,209	\$ 369,269	\$ 375,177	\$ 381,180	\$ 387,078	\$ 393,475	\$ 399,770	\$ 406,167	\$ 412,665	\$ 419,268	\$ 425,976	\$ 432,792		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				Total	\$ 11,045,041	\$ -	\$ 84,104	\$ 168,209	\$ 168,209	\$ 168,209	\$ 168,209	\$ 168,209	\$ 168,209	\$ 369,269	\$ 375,177	\$ 381,180	\$ 387,078	\$ 393,475	\$ 399,770	\$ 406,167	\$ 412,665	\$ 419,268	\$ 425,976	\$ 432,792	
222	Managed Lanes and Express Bus	\$ 13,824,446	0.00%	Programming	\$ 13,806,301	\$ -	\$ 105,130	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 461,586	\$ 468,971	\$ 476,475	\$ 483,847	\$ 491,844	\$ 499,713	\$ 507,708	\$ 515,832	\$ 524,085	\$ 532,470	\$ 540,990		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				Total	\$ 13,806,301	\$ -	\$ 105,130	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 461,586	\$ 468,971	\$ 476,475	\$ 483,847	\$ 491,844	\$ 499,713	\$ 507,708	\$ 515,832	\$ 524,085	\$ 532,470	\$ 540,990	
223	Transformative Freeway and Major Street Projects	\$ 27,648,892	0.00%	Programming	\$ 27,612,603	\$ -	\$ 210,261	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 923,171	\$ 937,942	\$ 952,949	\$ 967,694	\$ 983,687	\$ 999,426	\$ 1,015,417	\$ 1,031,664	\$ 1,048,170	\$ 1,064,941	\$ 1,081,980		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				Total	\$ 27,612,603	\$ -	\$ 210,261	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 923,171	\$ 937,942	\$ 952,949	\$ 967,694	\$ 983,687	\$ 999,426	\$ 1,015,417	\$ 1,031,664	\$ 1,048,170	\$ 1,064,941	\$ 1,081,980	
<b>TOTAL STREETS AND FREEWAYS</b>		<b>\$ 626,247,398</b>	<b>0.00%</b>	Programming	\$ 624,207,612	\$ -	\$ 4,762,405	\$ 9,524,811	\$ 9,524,811	\$ 9,524,811	\$ 9,524,811	\$ 20,868,983	\$ 21,202,886	\$ 21,542,132	\$ 21,874,960	\$ 22,236,995	\$ 22,592,786	\$ 22,954,270	\$ 23,321,538	\$ 23,694,682	\$ 24,073,797	\$ 24,458,977			
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
				Total	\$ 624,207,612	\$ -	\$ 4,762,405	\$ 9,524,811	\$ 9,524,811	\$ 9,524,811	\$ 9,524,811	\$ 20,868,983	\$ 21,202,886	\$ 21,542,132	\$ 21,874,960	\$ 22,236,995	\$ 22,592,786	\$ 22,954,270	\$ 23,321,538	\$ 23,694,682	\$ 24,073,797	\$ 24,458,977			
<b>TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES</b>																									
224	Transportation Demand Management	\$ 24,884,003	0.00%	Programming	\$ 24,851,342	\$ -	\$ 189,235	\$ 378,469	\$ 378,469	\$ 378,469	\$ 378,469	\$ 378,469	\$ 830,854	\$ 844,148	\$ 857,654	\$ 870,924	\$ 885,319	\$ 899,484	\$ 913,875	\$ 928,497	\$ 943,353	\$ 958,447	\$ 973,782		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				Total	\$ 24,851,342	\$ -	\$ 189,235	\$ 378,469	\$ 378,469	\$ 378,469	\$ 378,469	\$ 378,469	\$ 378,469	\$ 830,854	\$ 844,148	\$ 857,654	\$ 870,924	\$ 885,319	\$ 899,484	\$ 913,875	\$ 928,497	\$ 943,353	\$ 958,447	\$ 973,782	
225	Neighborhood Transportation Program	\$ 56,680,228	0.00%	Programming	\$ 56,605,836	\$ -	\$ 431,034	\$ 862,069	\$ 862,069	\$ 862,069	\$ 862,069	\$ 862,069	\$ 1,892,501	\$ 1,922,781	\$ 1,953,546	\$ 1,983,772	\$ 2,016,559	\$ 2,048,824	\$ 2,081,605	\$ 2,114,910	\$ 2,148,749	\$ 2,183,129	\$ 2,218,058		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				Total	\$ 56,605,836	\$ -	\$ 431,034	\$ 862,069	\$ 862,069	\$ 862,069	\$ 862,069	\$ 862,069	\$ 862,069	\$ 1,892,501	\$ 1,922,781	\$ 1,953,546	\$ 1,983,772	\$ 2,016,559	\$ 2,048,824	\$ 2,081,605	\$ 2,114,910	\$ 2,148,749	\$ 2,183,129	\$ 2,218,058	
226	Equity Priority Transportation Program	\$ 58,062,673	0.00%	Programming	\$ 57,986,466	\$ -	\$ 441,548	\$ 883,095	\$ 883,095	\$ 883,095	\$ 883,095	\$ 883,095	\$ 1,938,660	\$ 1,969,678	\$ 2,001,193	\$ 2,032,157	\$ 2,065,743	\$ 2,098,795	\$ 2,132,376	\$ 2,166,493	\$ 2,201,157	\$ 2,236,376	\$ 2,272,157		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				Total	\$ 57,986,466	\$ -	\$ 441,548	\$ 883,095	\$ 883,095	\$ 883,095	\$ 883,095	\$ 883,095	\$ 883,095	\$ 1,938,660	\$ 1,969,678	\$ 2,001,193	\$ 2,032,157	\$ 2,065,743	\$ 2,098,795	\$ 2,132,376	\$ 2,166,493	\$ 2,201,157	\$ 2,236,376	\$ 2,272,157	
227	Development-Oriented Transportation	\$ 27,648,892	0.00%	Programming	\$ 27,612,603	\$ -	\$ 210,261	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 923,171	\$ 937,942	\$ 952,949	\$ 967,694	\$ 983,687	\$ 999,426	\$ 1,015,417	\$ 1,031,664	\$ 1,048,170	\$ 1,064,941	\$ 1,081,980		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				Total	\$ 27,612,603	\$ -	\$ 210,261	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 420,521	\$ 923,171	\$ 937,942	\$ 952,949	\$ 967,694	\$ 983,687	\$ 999,426	\$ 1,015,417	\$ 1,031,664	\$ 1,048,170	\$ 1,064,941	\$ 1,081,980	
228	Citywide / Modal Planning	\$ 13,824,446	0.00%	Programming	\$ 13,806,301	\$ -	\$ 105,130	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 461,586	\$ 468,971	\$ 476,475	\$ 483,847	\$ 491,844	\$ 499,713	\$ 507,708	\$ 515,832	\$ 524,085	\$ 532,470	\$ 540,990		
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				Total	\$ 13,806,301	\$ -	\$ 105,130	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 210,261	\$ 461,586	\$ 468,971	\$ 476,475	\$ 483,847	\$ 491,844	\$ 499,713	\$ 507,708	\$ 515,832	\$ 524,085	\$ 532,470	\$ 540,990	
<b>TOTAL TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES</b>		<b>\$ 181,100,241</b>	<b>0.00%</b>	Programming	\$ 180,862,548	\$ -	\$ 1,377,208	\$ 2,754,415	\$ 2,754,415	\$ 2,754,415	\$ 2,754,415	\$ 6,046,773	\$ 6,143,521	\$ 6,241,817	\$ 6,338,394	\$ 6,443,152	\$ 6,546,242	\$ 6,650,981	\$ 6,757,396	\$ 6,865,514	\$ 6,975,362	\$ 7,086,967			
				Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
				Total	\$ 180,862,548	\$ -	\$ 1,377,208	\$ 2,754,415	\$ 2,754,415	\$ 2,754,415	\$ 2,754,415	\$ 6,046,773	\$ 6,143,521	\$ 6,241,817	\$ 6,338,394	\$ 6,443,152	\$ 6,546,242	\$ 6,650,981	\$ 6,757,396	\$ 6,865,514	\$ 6,975,362	\$ 7,086,967			
<b>TOTAL STRATEGIC PLAN (PROP. L)</b>		<b>\$ 3,287,453,229</b>	<b>8.30%</b>	Programming	\$ 2,719,186,741	\$ -	\$ 48,327,526	\$ 76,985,710	\$ 105,140,894	\$ 92,558,232	\$ 107,988,091	\$ 132,179,873	\$ 191,275,566	\$ 137,395,175	\$ 143,517,027	\$ 129,708,452	\$ 105,903,312	\$ 107,124,477	\$ 128,372,582	\$ 104,648,280	\$ 93,118,070	\$ 81,855,957			
				Interest Costs	\$ 272,938,183	\$ -	\$ 538,498	\$ 1,157,500	\$ 4,34																

**2023 Prop L Strategic Plan Baseline**  
**Attachment F: Cash Flow and Finance Costs By Expenditure Plan Program (YOE \$'s)**

EP Program No.	EP Program	FY2039/40	FY2040/41	FY2041/42	FY2042/43	FY2043/44	FY2044/45	FY2045/46	FY2046/47	FY2047/48	FY2048/49	FY2049/50	FY2050/51	FY2051/52	FY2052/53	
<b>MAJOR CAPITAL PROJECTS</b>																
201	Muni Reliability and Efficiency Improvements	\$ 6,046,102	\$ 6,142,839	\$ 6,241,124	\$ 6,340,980	\$ 6,443,785	\$ 6,549,600	\$ 6,657,420	\$ 6,767,276	\$ 6,879,205	\$ 7,402,169	\$ 7,655,058	\$ 7,797,124	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 6,046,102	\$ 6,142,839	\$ 6,241,124	\$ 6,340,980	\$ 6,443,785	\$ 6,549,600	\$ 6,657,420	\$ 6,767,276	\$ 6,879,205	\$ 7,402,169	\$ 7,655,058	\$ 7,797,124	\$ -	\$ -	
202	Muni Rail Core Capacity	\$ 2,748,228	\$ 2,792,200	\$ 2,836,875	\$ 2,882,264	\$ 2,928,993	\$ 2,977,091	\$ 3,026,100	\$ 3,076,035	\$ 3,126,911	\$ 3,364,622	\$ 3,479,572	\$ 3,544,147	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 2,748,228	\$ 2,792,200	\$ 2,836,875	\$ 2,882,264	\$ 2,928,993	\$ 2,977,091	\$ 3,026,100	\$ 3,076,035	\$ 3,126,911	\$ 3,364,622	\$ 3,479,572	\$ 3,544,147	\$ -	\$ -	
203	BART Core Capacity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,848,793	\$ 1,643,467	\$ 1,745,247	\$ 1,389,185	\$ 1,138,923	\$ 896,161	\$ 665,334	\$ 448,100	\$ 256,630	\$ 108,271	\$ -	\$ -	\$ -	\$ -	
		\$ 1,848,793	\$ 1,643,467	\$ 1,745,247	\$ 1,389,185	\$ 1,138,923	\$ 896,161	\$ 665,334	\$ 448,100	\$ 256,630	\$ 108,271	\$ -	\$ -	\$ -	\$ -	
204	Caltrain Service Vision: Capital System Capacity Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
205	Caltrain Downtown Rail Extension and Pennsylvania Alignment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 6,104,577	\$ 5,486,444	\$ 5,905,441	\$ 4,780,900	\$ 4,006,703	\$ 3,247,869	\$ 2,516,486	\$ 1,811,882	\$ 1,170,230	\$ 677,957	\$ 228,152	\$ -	\$ -	\$ -	
		\$ 6,104,577	\$ 5,486,444	\$ 5,905,441	\$ 4,780,900	\$ 4,006,703	\$ 3,247,869	\$ 2,516,486	\$ 1,811,882	\$ 1,170,230	\$ 677,957	\$ 228,152	\$ -	\$ -	\$ -	
<b>TOTAL MAJOR CAPITAL PROJECTS</b>		\$ 8,794,331	\$ 8,935,039	\$ 9,077,999	\$ 9,223,244	\$ 9,372,778	\$ 9,526,691	\$ 9,683,519	\$ 9,843,311	\$ 10,006,116	\$ 10,766,792	\$ 11,134,630	\$ 11,341,272	\$ -	\$ -	
		\$ 7,953,369	\$ 7,129,912	\$ 7,650,688	\$ 6,170,085	\$ 5,145,626	\$ 4,144,031	\$ 3,181,820	\$ 2,259,982	\$ 1,426,860	\$ 786,228	\$ 228,152	\$ -	\$ -	\$ -	
		\$ 16,747,700	\$ 16,064,951	\$ 16,728,687	\$ 15,393,328	\$ 14,518,404	\$ 13,670,722	\$ 12,865,339	\$ 12,103,293	\$ 11,432,976	\$ 11,553,020	\$ 11,362,782	\$ 11,341,272	\$ -	\$ -	
<b>TRANSIT MAINTENANCE AND ENHANCEMENTS</b>																
206	Muni Maintenance	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 26,000,000	\$ 25,000,000	\$ -	\$ -	\$ -	\$ -	
		\$ 934,037	\$ 447,570	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 30,934,037	\$ 30,447,570	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 26,000,000	\$ 25,000,000	\$ -	\$ -	\$ -	\$ -	
207	BART Maintenance	\$ 1,923,760	\$ 1,954,540	\$ 1,985,812	\$ 2,017,585	\$ 2,050,295	\$ 2,083,964	\$ 2,118,270	\$ 2,153,224	\$ 2,188,838	\$ 2,355,236	\$ 2,435,700	\$ 2,480,903	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,923,760	\$ 1,954,540	\$ 1,985,812	\$ 2,017,585	\$ 2,050,295	\$ 2,083,964	\$ 2,118,270	\$ 2,153,224	\$ 2,188,838	\$ 2,355,236	\$ 2,435,700	\$ 2,480,903	\$ -	\$ -	
208	Caltrain Maintenance	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 933,685	\$ 910,379	\$ 1,069,871	\$ 953,159	\$ 888,909	\$ 814,429	\$ 729,464	\$ 505,712	\$ 305,957	\$ 151,783	\$ 22,898	\$ -	\$ -		
		\$ 5,933,685	\$ 5,910,379	\$ 6,069,871	\$ 5,953,159	\$ 5,888,909	\$ 5,814,429	\$ 5,729,464	\$ 5,055,712	\$ 305,957	\$ 151,783	\$ 22,898	\$ -	\$ -		
209	Ferry Maintenance	\$ 274,823	\$ 279,220	\$ 283,687	\$ 288,226	\$ 292,899	\$ 297,709	\$ 302,610	\$ 307,603	\$ 312,691	\$ 336,462	\$ 347,957	\$ 354,415	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 274,823	\$ 279,220	\$ 283,687	\$ 288,226	\$ 292,899	\$ 297,709	\$ 302,610	\$ 307,603	\$ 312,691	\$ 336,462	\$ 347,957	\$ 354,415	\$ -	\$ -	
210	Transit Enhancements	\$ 1,593,972	\$ 1,619,476	\$ 1,645,387	\$ 1,671,713	\$ 1,698,816	\$ 1,726,713	\$ 1,755,138	\$ 1,784,100	\$ 1,813,609	\$ 1,951,481	\$ 2,018,152	\$ 2,055,606	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,593,972	\$ 1,619,476	\$ 1,645,387	\$ 1,671,713	\$ 1,698,816	\$ 1,726,713	\$ 1,755,138	\$ 1,784,100	\$ 1,813,609	\$ 1,951,481	\$ 2,018,152	\$ 2,055,606	\$ -	\$ -	
211	Bayview Caltrain Station	\$ 1,484,043	\$ 1,507,788	\$ 1,531,912	\$ 1,556,422	\$ 1,581,656	\$ 1,607,629	\$ 1,634,094	\$ 1,661,059	\$ 1,688,532	\$ 1,816,896	\$ 1,878,969	\$ 1,913,840	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,484,043	\$ 1,507,788	\$ 1,531,912	\$ 1,556,422	\$ 1,581,656	\$ 1,607,629	\$ 1,634,094	\$ 1,661,059	\$ 1,688,532	\$ 1,816,896	\$ 1,878,969	\$ 1,913,840	\$ -	\$ -	
212	Mission Bay Ferry Landing	\$ 274,823	\$ 279,220	\$ 283,687	\$ 288,226	\$ 292,899	\$ 297,709	\$ 302,610	\$ 307,603	\$ 312,691	\$ 336,462	\$ 347,957	\$ 354,415	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 274,823	\$ 279,220	\$ 283,687	\$ 288,226	\$ 292,899	\$ 297,709	\$ 302,610	\$ 307,603	\$ 312,691	\$ 336,462	\$ 347,957	\$ 354,415	\$ -	\$ -	
213	Next Generation Transit Investments	\$ 1,209,220	\$ 1,228,568	\$ 1,248,225	\$ 1,268,196	\$ 1,288,757	\$ 1,309,920	\$ 1,331,484	\$ 1,353,455	\$ 1,375,841	\$ 1,480,434	\$ 1,531,012	\$ 1,559,425	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,209,220	\$ 1,228,568	\$ 1,248,225	\$ 1,268,196	\$ 1,288,757	\$ 1,309,920	\$ 1,331,484	\$ 1,353,455	\$ 1,375,841	\$ 1,480,434	\$ 1,531,012	\$ 1,559,425	\$ -	\$ -	
<b>TOTAL TRANSIT MAINTENANCE AND ENHANCEMENTS</b>		\$ 41,760,642	\$ 41,868,811	\$ 41,978,712	\$ 42,090,369	\$ 42,205,323	\$ 42,323,644	\$ 42,444,205	\$ 42,567,045	\$ 42,692,202	\$ 45,276,971	\$ 45,559,747	\$ 45,818,603	\$ -	\$ -	
		\$ 1,867,722	\$ 1,357,949	\$ 1,069,871	\$ 953,159	\$ 888,909	\$ 814,429	\$ 729,464	\$ 505,712	\$ 305,957	\$ 151,783	\$ 22,898	\$ -	\$ -		
		\$ 43,628,363	\$ 43,226,761	\$ 43,048,583	\$ 43,043,528	\$ 43,094,233	\$ 43,138,073	\$ 43,173,670	\$ 43,072,757	\$ 42,998,159	\$ 45,428,754	\$ 45,582,645	\$ 45,818,603	\$ -	\$ -	
<b>PARATRANSIT</b>																
214	Paratransit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 4,530,260	\$ 4,062,884	\$ 4,361,829	\$ 3,519,898	\$ 2,937,817	\$ 2,368,496	\$ 1,821,276	\$ 1,296,548	\$ 821,737	\$ 456,765	\$ 132,361	\$ -	\$ -		
		\$ 4,530,260	\$ 4,062,884	\$ 4,361,829	\$ 3,519,898	\$ 2,937,817	\$ 2,368,496	\$ 1,821,276	\$ 1,296,548	\$ 821,737	\$ 456,765	\$ 132,361	\$ -	\$ -		
<b>TOTAL PARATRANSIT</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 4,530,260	\$ 4,062,884	\$ 4,361,829	\$ 3,519,898	\$ 2,937,817	\$ 2,368,496	\$ 1,821,276	\$ 1,296,548	\$ 821,737	\$ 456,765	\$ 132,361	\$ -	\$ -		
		\$ 4,530,260	\$ 4,062,884	\$ 4,361,829	\$ 3,519,898	\$ 2,937,817	\$ 2,368,496	\$ 1,821,276	\$ 1,296,548	\$ 821,737	\$ 456,765	\$ 132,361	\$ -	\$ -		
<b>STREETS AND FREEWAYS</b>																
215	Street Resurfacing, Rehabilitation and Maintenance	\$ 5,771,279	\$ 5,863,619	\$ 5,957,437	\$ 6,052,754	\$ 6,150,886	\$ 6,251,891	\$ 6,354,810	\$ 6,459,673	\$ 6,566,514	\$ 7,065,707	\$ 7,307,101	\$ 7,442,710	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 5,771,279	\$ 5,863,619	\$ 5,957,437	\$ 6,052,754	\$ 6,150,886	\$ 6,251,891	\$ 6,354,810	\$ 6,459,673	\$ 6,566,514	\$ 7,065,707	\$ 7,307,101	\$ 7,442,710	\$ -	\$ -	
216	Pedestrian and Bicycle Facilities Maintenance	\$ 1,044,327	\$ 1,061,036	\$ 1,078,012	\$ 1,095,260	\$ 1,113,017	\$ 1,131,295	\$ 1,149,918	\$ 1,168,893	\$ 1,188,226	\$ 1,278,557	\$ 1,322,237	\$ 1,346,776	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,044,327	\$ 1,061,036	\$ 1,078,012	\$ 1,095,260	\$ 1,113,017	\$ 1,131,295	\$ 1,149,918	\$ 1,168,893	\$ 1,188,226	\$ 1,278,557	\$ 1,322,237	\$ 1,346,776	\$ -	\$ -	

**2023 Prop L Strategic Plan Baseline**  
**Attachment F: Cash Flow and Finance Costs By Expenditure Plan Program (YOE \$'s)**

EP Program No.	EP Program	FY2039/40	FY2040/41	FY2041/42	FY2042/43	FY2043/44	FY2044/45	FY2045/46	FY2046/47	FY2047/48	FY2048/49	FY2049/50	FY2050/51	FY2051/52	FY2052/53	
217	Traffic Signs & Signals Maintenance	\$ 4,946,811	\$ 5,025,960	\$ 5,106,375	\$ 5,188,075	\$ 5,272,188	\$ 5,358,764	\$ 5,446,980	\$ 5,536,862	\$ 5,628,441	\$ 6,056,320	\$ 6,263,230	\$ 6,379,465	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 4,946,811	\$ 5,025,960	\$ 5,106,375	\$ 5,188,075	\$ 5,272,188	\$ 5,358,764	\$ 5,446,980	\$ 5,536,862	\$ 5,628,441	\$ 6,056,320	\$ 6,263,230	\$ 6,379,465	\$ -	\$ -	
218	Safer and Complete Streets	\$ 8,305,936	\$ 8,438,822	\$ 8,573,843	\$ 8,711,025	\$ 8,850,919	\$ 8,994,990	\$ 9,141,848	\$ 9,291,541	\$ 9,444,116	\$ 10,161,397	\$ 10,496,413	\$ 10,679,218	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 8,305,936	\$ 8,438,822	\$ 8,573,843	\$ 8,711,025	\$ 8,850,919	\$ 8,994,990	\$ 9,141,848	\$ 9,291,541	\$ 9,444,116	\$ 10,161,397	\$ 10,496,413	\$ 10,679,218	\$ -	\$ -	
219	Curb Ramps	\$ 1,593,972	\$ 1,619,476	\$ 1,645,387	\$ 1,671,713	\$ 1,698,816	\$ 1,726,713	\$ 1,755,138	\$ 1,784,100	\$ 1,813,609	\$ 1,951,481	\$ 2,018,152	\$ 2,055,606	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,593,972	\$ 1,619,476	\$ 1,645,387	\$ 1,671,713	\$ 1,698,816	\$ 1,726,713	\$ 1,755,138	\$ 1,784,100	\$ 1,813,609	\$ 1,951,481	\$ 2,018,152	\$ 2,055,606	\$ -	\$ -	
220	Tree Planting	\$ 1,099,291	\$ 1,116,880	\$ 1,134,750	\$ 1,152,905	\$ 1,171,597	\$ 1,190,836	\$ 1,210,440	\$ 1,230,414	\$ 1,250,765	\$ 1,345,849	\$ 1,391,829	\$ 1,417,659	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,099,291	\$ 1,116,880	\$ 1,134,750	\$ 1,152,905	\$ 1,171,597	\$ 1,190,836	\$ 1,210,440	\$ 1,230,414	\$ 1,250,765	\$ 1,345,849	\$ 1,391,829	\$ 1,417,659	\$ -	\$ -	
221	Vision Zero Ramps	\$ 439,717	\$ 446,752	\$ 453,900	\$ 461,162	\$ 468,639	\$ 476,335	\$ 484,176	\$ 492,166	\$ 500,306	\$ 538,340	\$ 556,732	\$ 567,064	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 439,717	\$ 446,752	\$ 453,900	\$ 461,162	\$ 468,639	\$ 476,335	\$ 484,176	\$ 492,166	\$ 500,306	\$ 538,340	\$ 556,732	\$ 567,064	\$ -	\$ -	
222	Managed Lanes and Express Bus	\$ 549,646	\$ 558,440	\$ 567,375	\$ 576,453	\$ 585,799	\$ 595,418	\$ 605,220	\$ 615,207	\$ 625,382	\$ 672,924	\$ 695,914	\$ 708,829	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 549,646	\$ 558,440	\$ 567,375	\$ 576,453	\$ 585,799	\$ 595,418	\$ 605,220	\$ 615,207	\$ 625,382	\$ 672,924	\$ 695,914	\$ 708,829	\$ -	\$ -	
223	Transformative Freeway and Major Street Projects	\$ 1,099,291	\$ 1,116,880	\$ 1,134,750	\$ 1,152,905	\$ 1,171,597	\$ 1,190,836	\$ 1,210,440	\$ 1,230,414	\$ 1,250,765	\$ 1,345,849	\$ 1,391,829	\$ 1,417,659	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 1,099,291	\$ 1,116,880	\$ 1,134,750	\$ 1,152,905	\$ 1,171,597	\$ 1,190,836	\$ 1,210,440	\$ 1,230,414	\$ 1,250,765	\$ 1,345,849	\$ 1,391,829	\$ 1,417,659	\$ -	\$ -	
<b>TOTAL STREETS AND FREEWAYS</b>		\$ 24,850,270	\$ 25,247,865	\$ 25,651,829	\$ 26,062,252	\$ 26,483,459	\$ 26,917,077	\$ 27,358,969	\$ 27,809,270	\$ 28,268,122	\$ 30,416,423	\$ 31,443,436	\$ 32,014,986	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 24,850,270	\$ 25,247,865	\$ 25,651,829	\$ 26,062,252	\$ 26,483,459	\$ 26,917,077	\$ 27,358,969	\$ 27,809,270	\$ 28,268,122	\$ 30,416,423	\$ 31,443,436	\$ 32,014,986	\$ -	\$ -	
<b>TRANSPORTATION SYSTEMS MANAGEMENT/STRATEI</b>																
224	Transportation Demand Management	\$ 989,362	\$ 1,005,192	\$ 1,021,275	\$ 1,037,615	\$ 1,054,438	\$ 1,071,753	\$ 1,089,396	\$ 1,107,372	\$ 1,125,688	\$ 1,211,264	\$ 1,252,646	\$ 1,275,893	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 989,362	\$ 1,005,192	\$ 1,021,275	\$ 1,037,615	\$ 1,054,438	\$ 1,071,753	\$ 1,089,396	\$ 1,107,372	\$ 1,125,688	\$ 1,211,264	\$ 1,252,646	\$ 1,275,893	\$ -	\$ -	
225	Neighborhood Transportation Program	\$ 2,253,547	\$ 2,289,604	\$ 2,326,237	\$ 2,363,456	\$ 2,401,774	\$ 2,441,215	\$ 2,481,402	\$ 2,522,348	\$ 2,564,067	\$ 2,758,990	\$ 2,853,249	\$ 2,906,201	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 2,253,547	\$ 2,289,604	\$ 2,326,237	\$ 2,363,456	\$ 2,401,774	\$ 2,441,215	\$ 2,481,402	\$ 2,522,348	\$ 2,564,067	\$ 2,758,990	\$ 2,853,249	\$ 2,906,201	\$ -	\$ -	
226	Equity Priority Transportation Program	\$ 2,308,512	\$ 2,345,448	\$ 2,382,975	\$ 2,421,101	\$ 2,460,354	\$ 2,500,756	\$ 2,541,924	\$ 2,583,869	\$ 2,626,606	\$ 2,826,283	\$ 2,922,840	\$ 2,977,084	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 2,308,512	\$ 2,345,448	\$ 2,382,975	\$ 2,421,101	\$ 2,460,354	\$ 2,500,756	\$ 2,541,924	\$ 2,583,869	\$ 2,626,606	\$ 2,826,283	\$ 2,922,840	\$ 2,977,084	\$ -	\$ -	
227	Development-Oriented Transportation	\$ 1,099,291	\$ 1,116,880	\$ 1,134,750	\$ 1,152,905	\$ 1,171,597	\$ 1,190,836	\$ 1,210,440	\$ 1,230,414	\$ 1,250,765	\$ 1,345,849	\$ 1,391,829	\$ 1,417,659	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 1,099,291	\$ 1,116,880	\$ 1,134,750	\$ 1,152,905	\$ 1,171,597	\$ 1,190,836	\$ 1,210,440	\$ 1,230,414	\$ 1,250,765	\$ 1,345,849	\$ 1,391,829	\$ 1,417,659	\$ -	\$ -	
228	Citywide / Modal Planning	\$ 549,646	\$ 558,440	\$ 567,375	\$ 576,453	\$ 585,799	\$ 595,418	\$ 605,220	\$ 615,207	\$ 625,382	\$ 672,924	\$ 695,914	\$ 708,829	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 549,646	\$ 558,440	\$ 567,375	\$ 576,453	\$ 585,799	\$ 595,418	\$ 605,220	\$ 615,207	\$ 625,382	\$ 672,924	\$ 695,914	\$ 708,829	\$ -	\$ -	
<b>TOTAL TRANSPORTATION SYSTEMS MANAGEMENT/STRATEGIC INITIATIVES</b>		\$ 7,200,358	\$ 7,315,563	\$ 7,432,612	\$ 7,551,531	\$ 7,673,962	\$ 7,799,978	\$ 7,928,381	\$ 8,059,211	\$ 8,192,508	\$ 8,815,311	\$ 9,116,479	\$ 9,285,666	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 7,200,358	\$ 7,315,563	\$ 7,432,612	\$ 7,551,531	\$ 7,673,962	\$ 7,799,978	\$ 7,928,381	\$ 8,059,211	\$ 8,192,508	\$ 8,815,311	\$ 9,116,479	\$ 9,285,666	\$ -	\$ -	
<b>TOTAL STRATEGIC PLAN (PROP. L)</b>		\$ 82,605,600	\$ 83,367,279	\$ 84,141,153	\$ 84,927,395	\$ 85,735,523	\$ 86,567,390	\$ 87,415,075	\$ 88,278,838	\$ 89,158,949	\$ 95,275,497	\$ 96,254,292	\$ 97,252,926	\$ -	\$ -	
		\$ 14,351,351	\$ 12,550,745	\$ 13,082,388	\$ 10,643,142	\$ 8,972,352	\$ 7,326,956	\$ 5,732,560	\$ 4,062,242	\$ 2,554,554	\$ 1,394,776	\$ 383,410	\$ -	\$ -		
		\$ 96,956,952	\$ 95,918,023	\$ 97,223,540	\$ 95,570,537	\$ 94,707,875	\$ 93,894,347	\$ 93,147,635	\$ 93,341,080	\$ 91,713,502	\$ 96,670,273	\$ 96,637,702	\$ 98,536,526	\$ -	\$ -	
<b>Prop. K Cashflow</b>																
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 15,879,582	\$ 15,818,255	\$ 19,051,612	\$ 17,448,415	\$ 16,782,368	\$ 15,913,355	\$ 14,806,715	\$ 13,301,723	\$ 11,388,840	\$ 10,046,189	\$ 7,196,305	\$ 1,175,072	\$ -	\$ -	
		\$ 15,879,582	\$ 15,818,255	\$ 19,051,612	\$ 17,448,415	\$ 16,782,368	\$ 15,913,355	\$ 14,806,715	\$ 13,301,723	\$ 11,388,840	\$ 10,046,189	\$ 7,196,305	\$ 1,175,072	\$ -	\$ -	



RESOLUTION ADOPTING THE 2023 PROP L STRATEGIC PLAN BASELINE

WHEREAS, In November 2022, San Francisco voters approved Prop L, extending the existing half-cent local transportation sales tax and adopting a new 30-year Expenditure Plan summarized in Attachment 1.A. that superseded Prop K; and

WHEREAS, The Prop L Expenditure Plan requires that the Transportation Authority adopt a 30-year Strategic Plan that establishes policies for Prop L administration, forecasts sales tax revenues, and forecast expenditures, including setting programming and cash flow by fiscal year for each of the 28 Expenditure Plan programs, and estimating debt needs to advance project delivery faster than pay-go would allow; and

WHEREAS, The Strategic Plan is developed in concert with the 5-Year Prioritization Programs (5YPPs) that are used to identify the specific projects to be funded in the next five years for each Expenditure Plan program; and

WHEREAS, Adoption of the Strategic Plan and 5YPPs is a prerequisite for allocation of funds from Prop L; and

WHEREAS, The first step in developing the Strategic Plan and the 5YPPs is establishing the Strategic Plan Baseline which sets the amount of pay-go funding available to each program, by fiscal year, through the end of the Expenditure Plan (2053); and

WHEREAS, The Strategic Plan Baseline (Baseline) includes policies (Attachment 1.B.), which provide guidance to Transportation Authority staff and project sponsors for implementing the program guided by three core principles: optimize leveraging of sales tax funds, support timely and cost-effective project delivery, and maximize the cost-effectiveness of financing; and

WHEREAS, Transportation Authority staff worked with MuniServices to update the sales tax revenue forecast since it was last set in June 2021 as part of Prop L





development, with the new projection reflecting the last two years of actual data and a slow pandemic recovery in the city; and

WHEREAS, The revenue forecast is \$2.194 billion (2020\$s) which is 15% lower than Priority 2 (optimistic) and 7.7% lower than Priority 1 (conservative) revenues in the Prop L Expenditure Plan, as shown in Attachment 1.C.; and

WHEREAS, Proposed Baseline expenditures include operating expenditures, capital reserve, project costs, and debt costs; and

WHEREAS, Consistent with the Prop K program, Transportation Authority staff recommend including 1% for program administration as allowed by statute and setting operating costs at 6.9% tapering off the last 5 years of the Expenditure Plan for planning, programming, project delivery support and oversight for Expenditure Plan projects; and

WHEREAS, The proposed Baseline includes a capital reserve, that holds the last 1.75 years of revenue in reserve (Fiscal Years 2051/52 - 2052/53) to protect against risk that actual revenues are lower than projected and helping ensure that there are sufficient funds to cover obligations over the 30-year program; and

WHEREAS, The proposed Prop L Strategic Plan Baseline incorporates carryforward of Prop K financial obligations, including \$234.7 million in remaining debt service for the 2017 revenue bond to be paid down in even payments of about \$21 million through FY 2033/34 and about \$400 million in grant balances which have approved cash flow reimbursement schedules primarily in the first three years of the Expenditure Plan, both which of which contribute to high cash demand over the first few years of Prop L; and

WHEREAS, For 23 of the 28 Prop L programs, the Baseline reflects their share of annual pay-go revenues based on their proportional share of funds available; and

WHEREAS, Through the 5YPP process, sponsors can request acceleration of Prop L funds to support project delivery faster than pay-go revenues would allow, but



will need to cover a proportional share of finance costs within their program caps;  
and

WHEREAS, For 5 of the largest Prop L programs, staff has proposed accelerating funds in the Baseline, driven primarily by the near-term funding needs for two major transit projects: The Portal (DTX), which needs to meet an August 2023 funding milestone for a \$3+ billion federal Capital Investment Grant it is seeking, and BART Core Capacity, which is seeking to exercise an option and lock in a lower price on railcar procurement); and

WHEREAS, To provide a more realistic picture of debt costs for the aforementioned projects, while ensuring that Prop L can meet other programs' requests for advancing funds, the proposed Baseline also accelerates cash flow schedules for three other large programs that are seeking to advance funds: Muni Maintenance, Paratransit, and Caltrain Maintenance; and

WHEREAS, The proposed Baseline incorporates conservative assumptions (Attachment 1.D.) for the cost of financing to ensure coverage of all program expenditures, including debt costs, over the 30-year program; and

WHEREAS, The proposed Baseline reflects \$639 million in financing costs attributed to the existing 2017 revenue bond, and future debt triggered by the Prop K carryforward grant balances and the 5 Prop L programs with accelerated cash flow in the Baseline; and

WHEREAS, Attachment 1.F. shows the cash flow and finance costs in year-of-expenditure dollars for each Prop L program as assumed in the proposed Baseline; and

WHEREAS, The proposed Baseline is an interim step and after the Board adopts the 5YPPs with specific project programming and cash flow needs identified for the first five years of the Expenditure Plan, staff will incorporate this information into the Baseline and bring a draft Final Strategic Plan to the Board for adoption (anticipated end of calendar year 2023); and



WHEREAS, At its May 24, 2023 meeting, the Community Advisory Committee was briefed on the proposed 2023 Prop L Strategic Plan Baseline and unanimously adopted a motion of support for the staff recommendation; and

WHEREAS, At its June 13, 2023 meeting, the Board reviewed was briefed on the proposed 2023 Prop L Strategic Plan Baseline; now, therefore be it

RESOLVED, That the Transportation Authority hereby adopts the 2023 Prop L Strategic Plan Baseline.

Attachment:

1. 2023 Prop L Strategic Plan Baseline
  - A. 2022 Expenditure Plan Summary
  - B. Strategic Plan Policies
  - C. Draft Prop L Sales Tax Revenue Forecast
  - D. Key Financial Model Assumptions
  - E. Priority 1 Funding and Funds Available (2020 \$s)
  - F. Cash Flow and Finance Costs by Expenditure Plan Program (YOE \$s)

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## Memorandum

### AGENDA ITEM 8

**DATE:** May 25, 2023

**TO:** Transportation Authority Board

**FROM:** Anna LaForte - Deputy Director for Policy and Programming

**SUBJECT:** 6/13/2023 Board Meeting: Adopt Guidance for Development of the 2023 Prop L 5-Year Prioritization Programs

**RECOMMENDATION**  Information  Action

Adopt guidance for development of the 2023 Prop L 5-Year Prioritization Programs (5YPPs).

### SUMMARY

The Prop L Expenditure Plan requires development of 5YPPs for each program of the 28 programs to identify which specific projects will be funded over the next five years. The inaugural Prop L 5YPPs will cover Fiscal Years (FYs) 2023/24 - 2027/28. We anticipate presenting the 5YPPs to the Board in three groups. The first group, which we plan to present in July, will include just a few programs where sponsors have indicated that they may have time sensitive needs for funding, such as Paratransit; Pedestrian and Bicycle Facility Maintenance; Street Resurfacing, Rehabilitation, and Maintenance; and the Neighborhood Transportation Program. Given limitations on project sponsor and our staff resources to develop 28 5YPPs and recognizing that some 5YPPs may take a bit longer to develop given new or substantially revised programs compared to Prop K, our schedule allows for this effort to extend into the fall when we have planned for two additional rounds of 5YPP approvals. We anticipate adoption of the final Strategic Plan following approval of the last 5YPPs in November 2023. Attachment 1 includes the guidance to project sponsors for developing the 5YPPs, including the anticipated schedule for approvals, prioritization criteria for ranking projects, and Project Information Forms that when completed by sponsors will include scope, schedule, cost, funding, and supplemental information to support project evaluation and the proposed programming request.

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



## **BACKGROUND**

The Prop L Expenditure Plan describes the types of projects that are eligible for funds in the 28 Expenditure Plan programs listed in Attachment 2. It also establishes limits on sales tax funding by Expenditure Plan program and sets expectations for leveraging of sales tax funds with other federal, state and local dollars to fund the Expenditure Plan programs. However, the Expenditure Plan does not specify how much sales tax funds any given program would receive by year. Instead, the Expenditure Plan calls for development and periodic update of a 30-year Strategic Plan to determine annual funding levels for each program and to guide the day-to-day implementation of the Prop L program through the adoption of Strategic Plan policies. The Expenditure Plan also requires the development of 5YPPs for each program to identify which specific projects will be funded over the next five years. Board adoption of the Strategic Plan and a 5YPP for a given Prop L program is a prerequisite for allocation of funds from that program.

Developing the Strategic Plan is an iterative process closely linked with development of the 5YPPs and it starts with the development of the Strategic Plan Baseline (see separate agenda item for approval of the Prop L Strategic Plan Baseline). The Baseline establishes the amount of sales tax revenues that will be available on an annual basis to each of the 28 programs, by fiscal year, through 2053 based on their proportional share of available revenues established in the Expenditure Plan. This sets the pay-as-you-go annual funding levels for each program. Project sponsors can then use this information when identifying their proposed lists of projects to fund in the next five years as part of 5YPP development. Through the 5YPP process, project sponsors can make requests to advance sales tax funds for specific projects, as needed to support project delivery.

## **DISCUSSION**

The 5YPPs provide transparency about how Prop L projects are prioritized. As established in the Prop L Expenditure Plan, each 5YPP is developed by the Transportation Authority working in close collaboration with project sponsors eligible for Prop L funds from that program, as well as any other interested agencies. Input from the Board, sponsors, and the public inform the 5YPP process.

The 5YPPs result in multi-year project lists with associated sales tax programming commitments that support a steady project pipeline, enabling project sponsors to plan ahead, facilitating their ability to secure other funding sources to leverage Prop L and fully fund projects and to line up staff resources to deliver projects. The 5-year look ahead also enables coordination between projects. When a project is ready to advance, the project sponsor can request allocation of funds from the Board based on the programming commitment in the relevant 5YPP.

The 2023 Prop L 5YPPs will cover the 5-year period starting July 1, 2023. In accordance with Expenditure Plan requirements, each 5YPP will include: a prioritization methodology to rank projects; a 5-year program or list of projects; information on scope, schedule, cost and funding (including leveraging of other fund sources); and performance measures to inform future 5YPP updates.



The draft 5YPP guidance to project sponsors, included as Attachment 1, describes the components of the 5YPP document and how the materials will be prepared. The main elements of the 5YPP include:

- **5-Year Project List (Program of Projects).** This table provides a summary of the proposed projects with programming and cash flow (i.e. proposed Prop L reimbursement schedule) by fiscal year for the relevant Expenditure Plan program.
- **Project Information Forms.** A Project Information Form is required for each proposed project. It includes information on the scope, schedule, cost, and funding plan, in addition to supplemental information to allow project evaluation using the proposed criteria.
- **Project Delivery Report.** The intent of this section is to provide a snapshot of project delivery for projects funded through the sales tax program that can be considered when we evaluate proposed new projects and associated programming requests. Transportation Authority staff will prepare a list of previously funded projects and their status (e.g., completed or underway). This section provides project sponsors an opportunity to outline what agencies are doing to address program-specific project delivery challenges. In the 2023 5YPPs, the information will reflect the status of Prop K projects. In future 5YPP updates, this section will include the status of projects funded by Prop L.
- **Summary of public feedback.** Transportation Authority staff will draft this section of the 5YPP. It will include a description of the public outreach and engagement that we conducted to inform the development of the 5YPPs, a summary of feedback heard, and how that feedback was integrated, as appropriate, into the documents.
- **Performance measures.** The Expenditure Plan requires that each program identifies performance measures informed by the Congestion Management Program, such as increased system connectivity, increased transit ridership (net new riders), reductions in travel time for existing riders, system safety, vehicle miles traveled, and increased use of alternatives to the single-occupant automobile, along with a timeline for assessing the performance measures to inform the next 5YPP updates. Performance measures will be developed through collaboration between agencies and Transportation Authority staff.
- **Project Prioritization Methodology.** The intent of establishing and documenting a methodology to rank proposed projects is to provide the Transportation Authority Board, the public, and project sponsors with a clear understanding of how projects are prioritized for funding within an Expenditure Plan program. As described in Attachment 2 to the proposed 5YPP Guidelines, we have proposed a set of Prop L wide prioritization criteria that will be used to rank projects in every program, and program-specific prioritization criteria. The Prop L program-wide criteria include required Expenditure Plan criteria as well as criteria that we always consider: relative level of need or urgency, cost-effectiveness, a fair geographic distribution across the needs of our neighborhoods, level and diversity of community support, benefits to disadvantaged community, safety, leveraging other funds, and project readiness.



Most programs have additional criteria to inform priorities, such as improving transit reliability and travel time, or replacing assets at the end of their useful lives. We have reviewed all of the criteria and definitions with project sponsors and have integrated their feedback, as appropriate. The 5YPP document will include Prioritization Criteria Scoring Tables that will indicate how each project performs against the criteria. Project sponsors will self-score and then Transportation Authority will review the scores and vet with sponsors, as needed, to ensure consistency within programs, particularly where multiple project sponsors have submitted proposal projects.

Transportation Authority staff will review the materials submitted by project sponsors for reasonableness and consistency with Prop L requirements. We reserve the right to not consider programming funds to projects if sponsors do not provide sufficient detail to support the request. As we are developing the 5YPPs, we make corresponding updates to the Strategic Plan to reflect proposed cash flow schedules to ensure there are sufficient revenues to support the planned expenditures, including an recommended advancement of sales tax funds to support project delivery.

**Schedule.** Attachment 1 to the 5YPP Guidance includes a schedule of major milestones in the 2023 Prop L Strategic Plan and 5YPPs development process. Schedule adherence relies on both Transportation Authority staff and project sponsors completing their work in a timely fashion. We will work with sponsors to prepare and present the 5YPPs in three groups starting with just a small group of time sensitive requests in July and the majority coming to the Board in the fall. We may adjust some of the interim schedule milestones in consultation with sponsors, but still anticipate bringing the remaining 5YPPs and the proposed final Prop L Strategic Plan to the Board for approval in November 2023.

**Public Outreach and Engagement.** We are actively seeking input from the public about how San Francisco residents would like to see Prop L transportation sales tax funds spent over the next 5 years. In April, we participated in roundtables for representatives from business and community/neighborhood groups. On May 4, we hosted a meeting for interested members of the former Expenditure Plan Advisory Committee who helped develop Prop L and representatives of equity-focused community-based organizations. Upcoming opportunities to provide input include:

- May 25, 6 pm: Public Town Hall (virtual)
- Throughout May and June: online multi-lingual survey available at: [sfcta.org/ExpenditurePlan](https://sfcta.org/ExpenditurePlan)
- Presentations to community groups, as requested
- Presentation to the Board and Community Advisory Committee and Board through the fall, until adoption of the final Strategic Plan and 5YPPs

The feedback that we receive will be shared with project sponsors, the Community Advisory Committee, and Board, and integrated, as appropriate, into the 5YPPs. We will also post outreach summaries on our website and in Board materials.





## **FINANCIAL IMPACT**

There is no impact to the Transportation Authority's amended FY 2022/23 budget or proposed FY 2023/24 budget associated with the recommended action. Allocations of Prop L funds are subject to future approvals by the Board.

## **CAC POSITION**

The Community Advisory Committee considered this item at its May 24, 2023 meeting and unanimously adopted a motion of support for the staff position.

## **SUPPLEMENTAL MATERIALS**

- Attachment 1 - Guidance for Development of the 2023 Prop L 5-Year Prioritization Programs
  - Guidance Attachment 1 - Schedule
  - Guidance Attachment 2 - Prioritization Criteria
  - Guidance Attachment 3 - Program of Projects Template
  - Guidance Attachment 4 - Project Information Form Template
- Attachment 2 - List of the 28 Programs in the Prop L Expenditure Plan
- Attachment 3 - Resolution



**San Francisco  
County Transportation  
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

## Memorandum

**DATE:** 04.28.2023  
**TO:** Prop L Project Sponsors  
**FROM:** Anna LaForte, Deputy Director for Policy and Programming  
**SUBJECT: DRAFT** Guidance for Development of the 2023 Prop L 5-Year Prioritization Programs

This memo describes the process for developing the first Prop L 5-Year Prioritization Programs (5YPPs) and provides guidance to project sponsors on the materials that they are required to prepare. The inaugural 5YPPs will cover Fiscal Years (FYs) 2023/24 to 2027/28. The memo is organized into the following sections:

- Purpose of 5YPPs
- Overview of the 2023 5YPP Development Process
- Required Elements of the 5YPP Document
- Schedule
- Resources

### PURPOSE OF 5YPPS

Development of the 5YPPs is the process by which the Transportation Authority Board identifies the projects to be funded with Prop L funds over the next 5-year period. The 5YPPs provide transparency about how the projects are selected and they give the Board and the public an opportunity to provide input early in the project development process. When the Board adopts the 5YPPs, it creates programming commitments for the specific projects to be funded over the next five years. These multi-year project lists enable project sponsors to plan ahead and facilitate their ability to secure other funding sources to fully fund projects and line up staff and other resources to support project delivery. Transportation Authority Board approval of a Strategic Plan (described in next section) and the relevant 5YPP is a prerequisite for allocation of funds from any Expenditure Plan (EP) program.

### OVERVIEW OF THE 2023 5YPP DEVELOPMENT PROCESS

As established in the Prop L EP, each 5YPP is developed by the Transportation Authority working in close collaboration with project sponsors eligible for Prop L funds in each EP program, as well as any other interested agencies. Input from the Board, sponsors, and the public inform the 5YPP process. Overall, the 5YPP development process for Prop L is very similar to that for its predecessor, Prop K. Key differences include integrating several new or



revised criteria into the project prioritization process, such as project benefits to disadvantaged communities, and requiring the Transportation Authority to report at least once every five years on the citywide geographic distribution of sales tax allocations, and the distribution of projects located in Equity Priority Communities and/or benefiting disadvantaged populations. Sponsors should consider this as they develop the 5-year list of projects.

**Prop L Strategic Plan Baseline.** The first step in establishing the 5YPPs is establishing the Strategic Plan Baseline. The Strategic Plan is the main tool used for the day-to-day implementation of the EP. It provides transparency and accountability about how we administer the sales tax, and it serves as a key financial planning tool for the sales tax program. There are three main components to the Strategic Plan. First it establishes **policies** for the administration of the measure. We don't expect any significant changes to the Prop K policies, including core policies such as allocating funds to one phase at a time, functioning as a reimbursement-based program, assigning financing costs to the programs advancing funds, and requiring proportional spending of Prop L and non-Prop L funds, to the extent possible. These policies directly inform project sponsor proposed programming and cash flow in the 5YPPs and are critical cash management tools that we use to minimize financing costs for the overall program while seeking to have funds ready when sponsors need them to support project delivery. Second, it establishes the **sales tax revenue forecast** for the 30 years of the measure. The revenue estimates in the Strategic Plan reflect the best available data to capture current economic conditions and expectations for growth of the sales tax. Given the changes in economic conditions since the revenue projections for the EP were established in July 2021, we will be lowering projected revenues in the 2023 Strategic Plan. And finally, it includes **expenditures** such as the cost to administer the program, and funding for projects, including any debt that may be needed to advance project delivery faster than pay-as-you-go would support.

In the Strategic Plan Baseline, we use the Strategic Plan financial model to establish the amount of sales tax revenues that will be available on an annual basis to each of the Prop L programs based on their proportional share of available revenues established in the Expenditure Plan. This sets the baseline, pay-as-you-go annual funding levels for each program. Project sponsors can then use this information when identifying their proposed lists of projects to fund in the next five years as part of 5YPP development. Through the 5YPP process, project sponsors can make requests to advance sales tax funds for specific projects, as needed to support project delivery. Financing costs will be assigned proportionately to the Prop L program or programs advancing funds which will reduce the funds available for direct project costs in the relevant program(s).

There are five exceptions to the pay-as-you-go programming approach in the Strategic Plan Baseline where we are proposing to advance programming from the get-go. This is driven



by time sensitive programming needs for two of the Prop L Major Transit Projects: the Transbay Joint Powers Authority (TJPA) Caltrain Downtown Extension Project (\$300 M in 2020\$s) and BART's Core Capacity project (\$100 M in 2020\$s). TJPA and BART are requesting advancement of the maximum amount of sales tax funds for their respective projects to the first 8 years of the 30-year period. In order to provide a more realistic financing cost scenario for these projects, while ensuring we can meet other programs' requests for advancement of funds, we are also including accelerated programming and cash flow schedules in the Strategic Plan Baseline for three other programs. The 5 programs which will have accelerated programming and expenditure of sales tax funds are listed below along with a brief explanation:

- **Caltrain Downtown Rail Extension (DTX):** By August 2023, TJPA needs to demonstrate a commitment of 50% of non-Capital Investment Grant (CIG) funds for the project to meet the next Federal Transit Administration's (FTA) CIG program milestone. TJPA needs to have a firm programming commitment, but not allocation of funds by this time. The project is seeking more than \$3.3 billion in Federal CIG funds.
- **BART Core Capacity:** BART is requesting a programming commitment of the maximum amount of Prop L funds available (\$100 M in 2020\$s) in order to request allocation of funds as soon as September 2023 to enable it to exercise an option on its railcar replacement contract. Exercising the option in October 2023 is needed to avoid a break in the production line and lock in the current contract price.
- **Paratransit:** As contemplated during the EP development process, SFMTA has expressed an interest in advancing paratransit funding with an annual inflationary increase until funding runs out to provide stability for this key program.
- **Muni Maintenance:** This program is more than double the size of any other Prop L program so it has an outsized impact on program-wide cash needs. Given that and since SFMTA has indicated it will seek advancement of funds in this program, we are proposing to include placeholders for advanced programming and expenditures of sales tax funds in the Strategic Plan Baseline.
- **Caltrain Maintenance:** Caltrain has requested a relatively modest advancement of funds in order to support development of multi-year budgets and corresponding commitments from funding partners. With \$100 M in 2020\$s in the EP, it is one of the larger programs.

**3 Rounds of 5YPP Adoption.** While the Strategic Plan presents the overall 30-year revenues and expenditures picture, the 5YPPs focus on the specific projects to be funded over the next five years in each EP program. As we work with sponsors to develop draft 5YPPs that identify projects along with the Prop L cash flows, we will make corresponding changes to the Strategic Plan expenditures and financing assumptions, ensuring that programs remain



within their EP caps or maximum amounts. This is necessarily an iterative process where we work closely with project sponsors as the timing of cash flow needs in each of the EP programs has an impact on the amount of financing needed.

The schedule (Attachment 1) for 5YPP for adoption allows for 3 rounds of Board approvals recognizing that some 5YPPs may take a bit longer to develop (e.g., for new and substantially revised programs) and that there are limitations on sponsor resources. Round 1, which we will present to the CAC in June and Board in July, prioritizes approval of 5YPPs for a small group of programs where sponsors have indicated they have an urgent need for Prop L allocations at the beginning of the fiscal year. These programs include Street Resurfacing, Rehabilitation, and Maintenance (street cleaning equipment portion); Pedestrian and Bicycle Facility Maintenance (SFPW sidewalk maintenance); and the Neighborhood Transportation Program (program administration for a new cycle of funding available starting July 1, 2023). We are also prioritizing the Paratransit 5YPP for July Board action to provide stability for this annual program (starting July 1, 2023), as discussed above.

For Round 2, which we will present to the CAC in September and Board in October, we will take as many 5YPPs as are submitted timely and are complete. We anticipate that Round 3 would go to the Board for adoption in November. We anticipate adoption of the Final Strategic Plan in November 2023 after Board adoption of all 5YPPs. See the attached schedule for more detailed milestones and deadlines.

**Public Outreach and Engagement.** Transportation Authority staff will be conducting outreach to get specific input about which projects should be prioritized for Prop L funding over the next five years. We will gather feedback from the Board, CAC, public, and sponsors throughout the process to inform the Strategic Plan and 5YPPs. This outreach includes the following opportunities:

- May 4, 6 pm: Meeting for interested members of the former Expenditure Plan Advisory Committee who helped develop Prop L and representatives of equity-focused community-based organizations (virtual)
- May 25, 6 pm: Public Town Hall (virtual)
- Throughout May: online multi-lingual survey (we plan to share the link by May 5)
- Presentations at community group meetings, as requested
- CAC and Board meetings through the fall. See [www.sfcta.org/events](http://www.sfcta.org/events) for the most up to date meeting schedules.

Sponsors are strongly encouraged to attend CAC and Board meetings where 5YPPs will be presented. Sponsors are welcome, but not required, to attend other outreach and public engagement meetings. The feedback that we receive will be shared with project sponsors



and integrated, as appropriate, into the 5YPPs. We will also post outreach summaries on our website and in Board materials.

## **REQUIRED ELEMENTS OF THE 5YPP**

The 2023 5YPPs will cover FYs 2023/24 to 2027/28. In compliance with EP requirements, each 5YPP will include: a prioritization methodology that ranks projects within an EP program; a 5-year Program of Projects (or project list); Project Information Forms with information on scope, schedule, cost and funding (including non-Prop L funding); and performance measures. Project sponsors will be required to prepare and submit these materials to the Transportation Authority according to the schedule in Attachment 1. The 5YPP documents will also include a review of project delivery for previously funded sales tax projects to help inform funding decisions, and a summary of public outreach and engagement.

**Project Delivery Report.** The intent of this section is to provide transparency about the history of project delivery for projects funded through the sales tax program. Transportation Authority staff will prepare a list of projects and their status (e.g., completed or underway). This section provides project sponsors an opportunity to outline what agencies are doing to address program-specific challenges. In the 2023 5YPPs, the information will reflect the status of Prop K projects. In future 5YPP updates, this section will include the status of projects funded by Prop L.

**Summary of public feedback.** Transportation Authority staff will draft this section of the 5YPP. It will include a description of the public outreach and engagement that we conducted to inform the development of the 5YPPs, a summary of feedback heard, and how that feedback was integrated, as appropriate, into the documents.

**Performance measures.** The EP requires that each program identifies performance measures informed by the Congestion Management Program, such as increased system connectivity, increased transit ridership (net new riders), reductions in travel time for existing riders, system safety, vehicle miles traveled, and increased use of alternatives to the single-occupant automobile, along with a timeline for assessing the performance measures to inform the next 5YPP updates. Performance measures will be developed through collaboration between agencies and Transportation Authority staff.

**Project Prioritization Methodology.** The intent of establishing and documenting prioritization criteria and methodology is to provide the Transportation Authority Board, the public, and project sponsors with a clear understanding of how projects are prioritized for funding within an EP program. The prioritization criteria, included in Attachment 2, include the voter-approved EP required criteria - relative level of need or urgency (e.g. timely-use-of-



funds requirement for matching funds), cost-effectiveness, benefits to disadvantaged populations, level and diversity of community support – plus others that reflect key policies throughout the EP and which we use for many other sources we administer, such as project readiness, leveraging of additional sources of funding, and safety. Most programs also have additional criteria to inform priorities, such as improving transit reliability and travel time, or replacing assets at the end of their useful lives. We have shared the draft prioritization criteria and definitions with project sponsor staff and have integrated your feedback as appropriate.

Project sponsors will propose scores for their own projects by filling out the **Prioritization Criteria Scoring Tables**. Transportation Authority staff will review and adjust scores as needed to ensure consistency within a given program/sub-program and across all programs as applicable. We will look to the information provided in the Project Information Forms to support the scores.

**5-Year Project List (Program of Projects).** Project sponsors are responsible for submitting a 5-Year Program of Projects (Attachment 3) with the list of proposed Prop L projects over the 2023 5YPP period (FY 2023/24 - 2027/28) by EP program. The Program of Projects table will provide a summary of the proposed Prop L programming and cash flow needs by fiscal year for the relevant EP program. If sponsors wish to advance funds from later years of Prop L, we will first evaluate if advancing is warranted and then determine the financing costs associated with advancing the funds. Sponsors should consult the Strategic Plan Baseline to see how much funding is available through the end of the EP period in FY 2052/53.

**Project Information Forms.** Project sponsors shall provide a Project Information Form (Attachment 4) for each project to be included in the 5YPP. It should include detailed information on each project, including scope, schedule, cost estimates, and funding plan. Funding requests should be rounded to the nearest thousand. The Project Information Form needs to provide the back-up information to support the project scoring and any requests to advance funds. Transportation Authority staff will review the proposed Programs of Projects and PIFs for reasonableness and consistency with Prop L requirements. We reserve the right to not consider programming funds to projects if sponsors do not provide sufficient detail in the PIFs.

## **SCHEDULE**

Attachment 1 shows the timeline for the Strategic Plan and 5YPP development process. We will convene meetings with relevant sponsors and interested parties to help develop guidelines for some of the new programs. We will also convene meetings for discretionary programs where multiple agencies are eligible for funds. As noted above, allocations may happen concurrently with or following adoption of the 5YPP for the relevant program.



## **RESOURCES**

For more information or assistance with this process, please email [PropL@sfcta.org](mailto:PropL@sfcta.org) or contact Suany Chough at 415.522.4830 or via email at [suany.chough@sfcta.org](mailto:suany.chough@sfcta.org) or Mike Pickford at 415-522-4822 or via email at [mike.pickford@sfcta.org](mailto:mike.pickford@sfcta.org). Please let Transportation Authority staff know immediately if you have any issues accessing the resources or completing the application.

Please visit the websites listed below for reference materials and templates.

1. [Prop L Transportation Sales Tax](https://www.sfcta.org/ExpenditurePlan) - general information about Prop L  
<https://www.sfcta.org/ExpenditurePlan>
2. [Prop L Expenditure Plan](https://www.sfcta.org/sites/default/files/2023-04/2022_Expenditure_Plan_Clean.pdf) - detailed text of Prop L  
[https://www.sfcta.org/sites/default/files/2023-04/2022\\_Expenditure\\_Plan\\_Clean.pdf](https://www.sfcta.org/sites/default/files/2023-04/2022_Expenditure_Plan_Clean.pdf)
3. [2023 5YPP Guidance and Templates](https://www.sfcta.org/2023-prop-l-5ypp-guidance-and-templates) - documents referenced in this memo  
<https://www.sfcta.org/2023-prop-l-5ypp-guidance-and-templates>

### Attachments

- Attachment 1: Schedule
- Attachment 2: Prioritization Criteria
- Attachment 3: Program of Projects Template
- Attachment 4: Project Information Form Template



**2023 Prop L Strategic Plan/5-Year Prioritization Programs (5YPPs)  
Draft Schedule\***

April 28, 2023	SFCTA releases draft Guidance for Development of the 2023 Prop L 5YPPs
May 2023	Transportation Authority conducts online survey, presentations to community groups as requested
May 4, 2023 6:00 pm	Meeting for interested members of the former Expenditure Plan Advisory Committee and representatives of equity-focused, community based organizations (virtual)
May 24, 2023	CAC Meeting - ACTION <ul style="list-style-type: none"> <li>• Strategic Plan Baseline</li> <li>• Guidance for Development of the 2023 Prop L 5YPPs</li> </ul>
May 26, 2023	Round 1 5YPPs: sponsors submit draft Project Information Forms, 5-Year Program of Projects, Prioritization Criteria Scoring Tables, and performance measures
June 12, 2023	Round 1 PIFs posted on SFCTA website
June 13 and 27, 2023	Transportation Authority Board Meeting - PRELIMINARY/FINAL APPROVAL <ul style="list-style-type: none"> <li>• Strategic Plan Baseline</li> <li>• Guidance for Development of the 2023 Prop L 5YPPs</li> </ul>
June 20, 2023 6:00 - 7:00 pm	Prop L Town Hall (virtual)
June 28, 2023	CAC Meeting - ACTION <ul style="list-style-type: none"> <li>• Round 1 5YPPs</li> </ul>
July 11 and 25, 2023	Transportation Authority Board Meeting - PRELIMINARY/FINAL APPROVAL <ul style="list-style-type: none"> <li>• Round 1 5YPPs</li> </ul>
July 14, 2023	Round 2 5YPPs: draft materials due to Transportation Authority staff
August 15, 2023	Round 3 5YPPs: draft materials due to Transportation Authority staff

September 8, 2023	Round 2 PIFs posted on SFCTA website
September 27, 2023	CAC Meeting - ACTION <ul style="list-style-type: none"> <li>• Round 2 5YPPs</li> </ul>
September 29, 2023	Round 3 PIFs posted on SFCTA website
October 17 and 24, 2023	Transportation Authority Board Meetings - PRELIMINARY/FINAL APPROVAL <ul style="list-style-type: none"> <li>• Round 2 5YPPs</li> </ul>
October 25, 2023	CAC Meeting - ACTION <ul style="list-style-type: none"> <li>• Round 3 5YPPs</li> <li>• 2023 Final Strategic Plan</li> </ul>
November 14 and 28, 2023	Transportation Authority Board Meetings - PRELIMINARY/FINAL APPROVAL <ul style="list-style-type: none"> <li>• Round 3 5YPPs</li> <li>• 2023 Final Strategic Plan</li> </ul>

\* CAC and Board meeting dates are subject to change. Please check the Transportation Authority's website for the most up-to-date schedule ([www.sfcta.org/agendas](http://www.sfcta.org/agendas)). 5YPP and SP development schedule is also subject to change. Please check the Transportation Authority's website for the most up-to-date schedule ([www.sfcta.org/2023-prop-l-5ypp-guidance-and-templates](http://www.sfcta.org/2023-prop-l-5ypp-guidance-and-templates)).



Attachment 2.  
DRAFT Prop L Prioritization Criteria and Definitions

	DRAFT Criteria	DRAFT Definition
<p><b>Prop L-Wide Criteria</b> (Note: Every program also has a safety criterion, but the definition varies by program and is found under the respective programs.)</p>	<p><b>Project Readiness</b></p>	<p>Priority shall be given to projects likely to need funding in the fiscal year proposed. Factors to be considered include adequacy of scope, schedule, budget and funding plan relative to current project status (e.g. expect more detail and certainty for a project about to enter construction than design); whether prior project phases are completed or expected to be completed before beginning the next phase; and whether litigation, community opposition or other factors may significantly delay project.</p>
	<p><b>Relative Level of Need or Urgency (time sensitive)</b></p>	<p>Project needs to proceed in proposed timeframe to enable construction coordination with another project (e.g. minimize costs and construction impacts), to support another funded or proposed project (e.g. signal conduit installation coordination with a street resurfacing project) or to meet timely use of funds deadlines associated with matching funds.</p>
	<p><b>Benefits to Disadvantaged Populations</b></p>	<p>Priority will be given to projects that directly benefit disadvantaged populations, including communities historically harmed by displacement, transportation policies, and projects that utilized eminent domain, whether the project is directly located in an Equity Priority Community or can demonstrate benefits to disadvantaged populations.</p> <p>[Benefits will be evaluated by assessing the direct impact on accessing transportation (e.g. new or enhanced infrastructure, new service or improved service, improving safety, etc.) Projects that can clearly demonstrate benefits to disadvantaged populations will rank more highly.]</p>
	<p><b>Level and Diversity of Community Support</b></p>	<p>Project has demonstrated public support from communities disproportionately impacted by past discriminatory practices, including redlining, racial covenants, urban renewal, and highway construction that divided low-income and communities of color and/or disadvantaged communities. Priority shall be given to projects with clear and diverse community support, including from disadvantaged populations and/or identified through a community-based planning process. An example of a community-based plan is a neighborhood transportation plan, corridor improvement study or station area plan that is community driven. If a project was not identified in a community-based planning process, projects with evidence of support from neighborhood stakeholders and groups <u>plus</u> citywide groups will be given priority over projects with evidence of support from either neighborhood stakeholders or citywide groups.</p>



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	<b>Leveraging</b>	Project leverages non-Prop L funds.
<b>Prop L-Wide Criteria</b> (Note: Not part of criteria table/scoring.)	<b>Geographic Distribution</b>	Priority shall be given to projects that advance the goal of achieving a fair geographic distribution of funding that takes into account the various needs of San Francisco's neighborhoods.
	<b>Cost-Effectiveness</b>	Priority shall be given to projects that are relatively cost-effective, e.g. project can demonstrate cost savings from coordination with other projects, project has gone through a value engineering effort, proposed scope efficiently and effectively addresses identified needs.



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A. Major Transit Projects

Program	DRAFT Criteria	DRAFT Definition
Major Transit Projects (all programs) Criteria	Safety	Project addresses documented safety issue(s), reduces potential conflicts between modes, and/or increases security. Additional priority for projects benefiting users of multiple modes (e.g. transit passenger, pedestrian, cyclist, motorist, transit employee).
Muni Reliability and Efficiency Improvements	Improves Reliability	Project results in improved reliability, including less variable travel times and better headway adherence.
	Improves Travel Time	Project results in trip time reduction.
	Accessibility and Connectivity	Project increases transit accessibility and/or connectivity (e.g. stop improvements, travel information improvements, wayfinding, crosswalks, bulbouts, bicycle parking, and improved connections to regional transit).
Muni Rail Core Capacity	Increases Capacity	Project increases passenger capacity by supporting longer and more frequent trains. Projects that meet the FTA's Core Capacity minimum threshold of a 10% capacity increase will score higher.
	Improves Reliability	Project results in improved rail service reliability, including less variable travel times and better headway adherence. Projects that install next generation communications-based train control systems will be given high priority.
BART Core Capacity	Increases Capacity	Project increases passenger capacity through the existing Transbay Tube.
	Improves Reliability	Project improves rail service schedule adherence.
	Commensurate Alameda/Contra Costa County Contribution	Alameda and Contra Costa Counties have contributed or committed to a commensurate amount.
Caltrain Downtown Rail Extension and Pennsylvania Alignment	N/A	Prop L-wide criteria applied only (Project Readiness, Relative Level of Need or Urgency, Benefits to Disadvantaged Populations, Level and Diversity of Community Support, Leveraging, Safety).



**B. Transit Maintenance & Enhancements**

<b>Program</b>	<b>DRAFT Criteria</b>	<b>DRAFT Definition</b>
<b>Transit Maintenance &amp; Enhancements (all programs) Criteria</b>	<b>Safety</b>	Project improves safety for passengers, operators and/or employees. Projects that address a documented safety issue should score more highly.
<b>Muni Maintenance: Vehicles (sub-program)</b>	<b>Need (Asset Useful Life)</b>	Replaces asset at end of useful life or for transit vehicles address best practices for mid-life overhauls so that assets operate safety and reliably through the end of their useful life.
	<b>Improves Efficiency of Transit Operations</b>	Project supports reliable transportation services and improved efficiency.
<b>Muni Maintenance : Facilities and Guideways (sub-program)</b>	<b>Need (Asset Useful Life)</b>	Replaces asset at end of useful life.
	<b>Improves Efficiency of Transit Operations</b>	Project supports reliable transportation services and improved efficiency.
<b>BART Maintenance</b>	<b>Need (Asset Useful Life)</b>	Replace asset at end of useful life or overhaul/modernize mid-life to either extend useful life or so that assets operate safely and reliably through the end of their useful life.
	<b>Improves Efficiency of Transit Operations</b>	Project supports reliable transportation services and improved efficiency.
<b>Caltrain Maintenance</b>	<b>Need (Asset Useful Life)</b>	Replaces asset at end of useful life or for transit vehicles address best practices for mid-life overhauls so that assets operate safety and reliably through the end of their useful life.
	<b>Improves Efficiency of Transit Operations</b>	Project supports reliable transportation services and improved efficiency.
<b>Ferry Maintenance</b>	<b>Need (Asset Useful Life)</b>	Replaces asset at end of useful life
	<b>Increases Capacity</b>	Project supports increased capacity at ferry terminals to accommodate increases in ferry ridership.



**Attachment 2.  
DRAFT Prop L Prioritization Criteria and Definitions**

<b>Transit Enhancements</b>	<b>System Access &amp; Connectivity</b>	Project improves customer access (e.g. pedestrian access improvements, additional elevators or escalators, bike storage, etc.) and/or transit connections.
	<b>Improves Customer Experience</b>	Project improves the customer experience such as bus stop improvements (with priority for those serving disadvantaged communities), wayfinding, shelters, and real time travel information.
	<b>Increases Capacity</b>	Project increases transit capacity, such as purchase and rehab of historic streetcars, purchase of additional motor coaches, and paratransit expansion vehicles.
<b>Bayview Caltrain Station</b>	<b>N/A</b>	Prop L-wide criteria applied only (Project Readiness, Relative Level of Need or Urgency, Benefits to Disadvantaged Populations, Level and Diversity of Community Support, Leveraging, Safety).
<b>Mission Bay Ferry Landing</b>	<b>N/A</b>	Prop L-wide criteria applied only (Project Readiness, Relative Level of Need or Urgency, Benefits to Disadvantaged Populations, Level and Diversity of Community Support, Leveraging, Safety).
<b>Next Generation Transit Investments</b>	<b>TBD</b>	



C. Paratransit

Program	DRAFT Criteria	DRAFT Definition
Paratransit (operations & capital projects)	Safety	Project improves safety and/or improves security. Projects that address documented safety issues and/or improve safety for multiple parties (e.g. passengers, operators/paratransit staff, pedestrians, and other street users) will be given additional priority.
Paratransit: Capital Projects	Improves Customer Experience	Project improves customer experience (e.g. provides more user friendly options for payment).
Paratransit: Capital Projects	Replaces Asset at End of Useful Life	Project replaces vehicle or assets (e.g. debit card systems) at end of useful life. Vehicle projects should support electrification of the paratransit fleet, as appropriate.





**Attachment 2.  
DRAFT Prop L Prioritization Criteria and Definitions**

**D. Streets and Freeways**

Program	DRAFT Criteria	DRAFT Definition
<b>Streets and Freeways (all programs) Criteria</b>	N/A	
<b>Street Resurfacing, Rehabilitation, and Maintenance:</b> Repaving and Reconstruction of City Streets (sub-program)	<b>Safety</b>	Project includes streets on the High Injury Network.
	<b>Pavement Condition Index</b>	Project includes streets with identified maintenance requirements based on the Pavement Condition Index. Streets are categorized as requiring pavement preservation (PCI 60-80), resurfacing (PCI 50-60), or paving with base repair/reconstruction (PCI 0-50). Projects with a PCI score of 60 or below will receive higher priority.
	<b>Multi-Modal Benefits</b>	Streets that are transit routes and/or bicycle routes will receive higher priority.
<b>Street Resurfacing, Rehabilitation, and Maintenance:</b> Replacement of Street Repair and Cleaning Equipment (sub-program)	<b>Safety</b>	Improves or mitigates a documented unsafe condition for employees.
	<b>Need</b>	Projects that are replacing assets at the end of their useful life will be prioritized. Clean fuel vehicles shall be considered if feasible.
<b>Pedestrian and Bicycle Facilities Maintenance:</b> Sidewalk Repair (sub-program)	<b>Safety</b>	Priority will be given to locations with reports of trip-and-fall accidents and locations with the highest likelihood of generating claims against the City and County of San Francisco.
	<b>Proximity to Key Resources</b>	Priority will be given to locations in proximity to community assets serving vulnerable populations (senior centers, hospitals), bus stops, and areas with high pedestrian volumes.
<b>Pedestrian and Bicycle Facilities Maintenance:</b> Bicycle and Pedestrian Facilities (sub-program)	<b>Safety - High Injury Network</b>	Project is on the High Injury Network.
	<b>Need</b>	Project replaces asset at end of its useful life or repairs or replaces damaged/worn assets.
<b>Traffic Signs and Signals Maintenance</b>	<b>Need (Asset Useful Life)</b>	Project replaces asset that has reached the end of useful life per industry-accepted levels.
	<b>Safety</b>	Project addresses documented safety issue(s) and/or reduces potential conflict between modes. Additional priority for projects benefiting multiple users of multiple modes (e.g. transit passenger, pedestrian, cyclist, motorist, transit employee), or located on the High Injury Network.

Attachment 2.  
 DRAFT Prop L Prioritization Criteria and Definitions

	<b>Signal Priority for Transit and/or Emergency Vehicles</b>	Projects which reduce delays and improve reliability for transit and/or emergency vehicles.
<b>Safer and Complete Streets:</b> Capital Projects (sub-program)	<b>Safety</b>	Project addresses documented safety issue(s) and/or reduces potential conflict between modes or is located on the High Injury Network.
	<b>Benefits Multi-Modal Users</b>	Project directly benefits multiple system users (e.g. pedestrians, cyclists, transit passengers, motorists).
	<b>Proximity to Key Resources</b>	Priority will be given to locations in proximity to community assets serving vulnerable populations (schools, senior centers, hospitals), bus stops, and areas with high pedestrian volumes.
	<b>Complete Streets Elements</b>	Priority will be given to projects that include complete streets elements. Specifically, priority will be given to projects that include at least a minimal level of enhancement over previous conditions. Enhancements include complete streets elements for pedestrians, cyclists, and/or transit passengers that are improvements above and beyond those triggered by the street repair and reconstruction work (e.g. ADA compliant curb ramps required because of the street repair and reconstruction work).
<b>Safer and Complete Streets:</b> Outreach & Education Programs (sub-program)	<b>Safety</b>	Project addresses documented safety issue(s).
<b>Safer and Complete Streets:</b> New Traffic Signals (sub-program)	<b>Safety</b>	Project addresses documented safety issue(s) and/or reduces potential conflicts between modes. Higher priority for projects benefiting multiple types of users (e.g. pedestrians, cyclists, motorists).
	<b>Supports Transit First</b>	Project improves transit service and reduces delay for transit vehicles at intersections controlled by traffic signals.
<b>Curb Ramps</b>	<b>Disability Status of Requester</b>	Requests from a person with a disability are given the highest initial priority.
	<b>Condition of Existing Curb Ramps</b>	Intersections with at least one corner with curb ramps in poor condition are given the highest initial priority.



**Attachment 2.  
DRAFT Prop L Prioritization Criteria and Definitions**

	<b>Proximity to Key Resources</b>	Proximity to government offices and facilities, transportation, places of public accommodation, healthcare facilities, and schools.
	<b>Proximity to Other Construction Project Locations</b>	Projects reflect consideration of proximity to other construction and/or curb ramp project locations (for construction efficiency purposes).
	<b>Safety</b>	Intersection located on High Injury Network.
<b>Tree Planting</b>	<b>Canopy Coverage</b>	Priority will be given to tree planting in neighborhoods or areas with relatively low canopy coverage.
	<b>Empty Basins</b>	Priority will be given to tree planting in existing empty tree basins where trees are missing.
<b>Vision Zero Ramps</b>	<b>Safety</b>	Project addresses documented safety issue(s) and/or reduces potential conflict between modes. Additional priority for projects benefiting users of multiple modes (e.g. passenger, pedestrian, cyclist, transit) and projects located on the High Injury Network.
<b>Managed Lanes and Express Bus</b>	<b>Safety</b>	Project addresses documented safety issue(s) and/or reduces potential conflicts between modes.
	<b>Improves Reliability</b>	Project improves transit service reliability, and if applicable, improves reliability for carpools.
	<b>Improves Travel Time</b>	Project results in trip time reduction for transit and, if applicable, carpools.
<b>Transformative Freeway and Major Street Projects</b>	<b>TBD</b>	Criteria and/or program guidelines will be informed by the community engagement process, discussions with project sponsors and stakeholders as well as findings from the San Francisco Transportation Plan (2050) and Streets and Freeways Study.

E. Transportation System Development & Management

Program	DRAFT Criteria	DRAFT Definition
Transportation System Development & Management (all programs) Criteria	Leveraging	For pilot programs, must identify potential source for ongoing funding should the program prove successful.
Transportation Demand Management	Safety	Project addresses documented safety and/or security issue.
	Mode Shift and/or Time Shift	Project will lead to a shift in single-occupancy vehicle trips to more sustainable modes such as transit, biking and walking, and/or shifts trips to less congested times. Additional priority given with evidence that benefits of program continue after program completion.
	Cost-Effectiveness	Cost effectiveness can be demonstrated by status as Plan Bay Area high-performer, cost per single-occupancy vehicle trip reduced, or cost-effectively increasing person throughput.
Neighborhood Transportation Program	Safety	Project addresses documented safety issue(s); and/or reduces potential conflicts between modes. Projects that benefit users of multiple modes, e.g. walking, cycling, driving, etc. will be given additional priority.
Equity Priority Transportation Program	Safety	Project addresses documented safety issue(s), reduces potential conflict between modes, and/or increases security.
	Supports Equitable Access	Plans or capital projects that help reduce disparities and gaps in equitable access (physical, geographic, affordability) to jobs and key services such as schools, senior centers, and other community sites. Full points for projects that provide broad geographic benefits and/or significantly improve access in an EPC or for a disadvantaged population. Partial points for projects that provide benefits with limited geographic distribution and/or moderate access improvements in an EPC or for a disadvantaged population.
	Geographic Distribution	For plans and studies, priority will be given to EPCs that have not had a recent community-based transportation planning process.
	Limited Other Funding Options	For project development and implementation, priority will be given to projects/project phases that have limited other funding options (in Prop L or otherwise).
	Supports Increased Housing Density in	Through community-based planning, project identifies and/or enables project development and implementation of transportation improvements that support increased housing density in



Attachment 2.  
DRAFT Prop L Prioritization Criteria and Definitions

Development-Oriented Transportation	Low-Density Neighborhoods	existing, primarily low-density neighborhoods. Transportation Authority staff will consult with the Planning Department to develop a definition of "low-density" neighborhoods for the purpose of applying this criterion.
	Priority Development Areas (PDAs)	Projects supporting development in adopted Priority Development Areas will be prioritized.
Citywide/Modal Planning	Safety	Project addresses documented safety issue(s), reduces potential conflict between modes, and/or increases security.





**Attachment 4. Prop L Sales Tax Program  
Project Information Form (PIF) Template**



Project Name and Sponsor			
<b>Project Name:</b>			
<b>Implementing Agency:</b>			
Prop L Expenditure Plan Information			
<b>Prop L Program:</b>			
<b>Prop L Sub-Program (if applicable):</b>			
<b>Other Prop L Programs (if applicable):</b>			
Project Information			
<b>Brief Project Description for MyStreetSF (80 words max):</b>			
<b>Project Location and Limits:</b>			
<b>Supervisorial District(s):</b>			
<b>Is the project located on the 2022 Vision Zero High Injury Network ?</b>		<b>Is the project located in an Equity Priority Community (EPC)?</b>	
<b>Which EPC(s) is the project located in?</b>			
<b>Detailed Scope (may attach Word document):</b> Please describe in detail the project scope, any planned community engagement, benefits, considerations for climate adaptation and resilience (if relevant), and coordination with other projects in the area (e.g. paving, Vision Zero).			
maps, drawings, photos of current conditions, etc. to support understanding of the project.			
<b>Type of Environmental Clearance Required:</b>			
<b>Coordinating Agencies:</b> Please list partner agencies and identify a staff contact at each agency.			



**Attachment 4. Prop L Sales Tax Program  
Project Information Form (PIF) Template**

Project Delivery Milestones	Status	Work	Start Date		End Date	
			Quarter	Fiscal Year (starts July 1)	Quarter	Fiscal Year (starts July 1)
Phase	% Complete	In-house - Contracted - Both				
Planning/Conceptual Engineering						
Environmental Studies (PA&ED)						
Right of Way						
Design Engineering (PS&E)						
Advertise Construction						
Start Construction (e.g. Award Contract)						
Operations (i.e. paratransit)						
Open for Use						
Project Completion (means last eligible expenditure)						
<b>Notes</b>						

**Attachment 4. Prop L Sales Tax Program  
Project Information Form (PIF) Template**



<b>Project Name:</b>	0			
<b>Project Cost Estimate</b>				
	<b>Funding Source</b>			
<b>Phase</b>	<b>Cost</b>	<b>Prop L</b>	<b>Other</b>	<b>Source of Cost Estimate</b>
Planning/Conceptual Engineering	\$ -	\$ -	\$ -	
Environmental Studies (PA&ED)	\$ -	\$ -	\$ -	
Right of Way	\$ -	\$ -	\$ -	
Design Engineering (PS&E)	\$ -	\$ -	\$ -	
Construction	\$ -	\$ -	\$ -	
Operations (i.e. paratransit)	\$ -	\$ -	\$ -	
<b>Total Project Cost</b>	\$ -	\$ -	\$ -	
<b>Percent of Total</b>				

<b>Funding Plan - All Phases - All Sources</b>						<b>Cash Flow for Prop L Only (i.e. Fiscal Year of Reimbursement)</b>				
<b>Fund Source</b>	<b>Prop L Program</b>	<b>Phase</b>	<b>Fund Source Status</b>	<b>Fiscal Year of Allocation (Programming Year)</b>	<b>Total Funding</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>Total By Fiscal Year</b>					<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Notes**

**Prop L Sales Tax Program  
Project Information Form (PIF) Template**

Prop L Supplemental Information Please fill out each question listed below (rows 2-8) for all projects.		Additional Instructions
<b>Project Name</b>	0	
<b>Relative Level of Need or Urgency (time sensitive)</b>		Describe time sensitivity of the project, e.g. it needs to proceed in proposed timeframe to enable construction coordination or to meet timely use of funds deadlines associated with matching funds.
<b>Prior Community Engagement/Level and Diversity of Community Support (may attach Word document):</b>		Does the project have demonstrated public support from communities disproportionately impacted by past discriminatory practices? Describe any community outreach that has occurred and whether the project is included in a community-based plan (e.g. Community Based Transportation Plan, Participatory Budgeting process, neighborhood transportation plan, corridor improvement study, or station area plan that is community driven). If not in a community-based plan, provide evidence of support from neighborhood stakeholders and citywide groups.
<b>Benefits to Disadvantaged Populations and Equity Priority Communities</b>		Describe how the project directly benefits disadvantaged populations, whether the project is located in an Equity Priority Community or not. Benefits will be evaluated by assessing the direct impact on accessing transportation (e.g. new or enhanced infrastructure, improving safety, etc).
<b>Compatibility with Land Use, Design Standards, and Planned Growth</b>		Is the project compatible with existing and planned land uses, with adopted standards for urban design and for the provision of pedestrian amenities, and supportive of planned growth in transit-friendly housing, employment, and services?
<b><a href="#">San Francisco Transportation Plan Alignment (SFTP)</a></b>		Select all goals that apply from the drop-down list to the left.
		Describe how the project advances the selected SFTP goal(s).
The next section includes criteria that are specific to each Expenditure Plan program. The questions that are required to be filled out for each program will auto-populate once the Prop L program is selected on the Scope & Schedule tab.		<b>Additional Instructions</b>
The Prop L Expenditure Plan program selected in the Scope & Schedule tab will display here.		

<b>EP 1 Muni Reliability and Efficiency Improvements</b> Please fill out all questions in this section for projects that fall under the Muni Reliability and Efficiency Improvements program in the Prop L Expenditure Plan.		
<b>Safety</b>		Describe how the project addresses documented safety issue(s), reduces potential conflict between modes, and/or increases security. Indicate if the project benefits users of multiple modes (e.g. transit passenger, pedestrian, cyclist, motorist, transit employee). Define and provide data to support the safety issue(s) that is being addressed by the project. If the project is located on the High Injury Network, please list the locations.
<b>Improves Reliability</b>		Describe how the project improves reliability, including less variable travel times and better headway adherence.
<b>Improves Travel Time</b>		Describe how the project results in trip time reduction.
<b>Accessibility and Connectivity</b>		Describe how the project increases transit accessibility and/or connectivity.
<b>EP 2 Muni Rail Core Capacity</b> Please fill out all questions in this section for projects that fall under the Muni Rail Core Capacity program in the Prop L Expenditure Plan.		
<b>Safety</b>		Describe how the project addresses documented safety issue(s), reduces potential conflict between modes, and/or increases security. Indicate if the project benefits users of multiple modes (e.g. transit passenger, pedestrian, cyclist, motorist, transit employee). Define and provide data to support the safety issue(s) that is being addressed by the project. If the project is located on the High Injury Network, please list the locations.
<b>Increases Capacity</b>		Describe how the project increases passenger capacity. Does the project meet FTA's Core Capacity minimum threshold of a 10% capacity increase?
<b>Improves Reliability</b>		Describe how the project improves rail service reliability, including less variable travel times and better headway adherence.

**Prop L Sales Tax Program  
Project Information Form (PIF) Template**

<b>EP 3 BART Core Capacity</b> Please fill out all questions in this section for projects that fall under the BART Core Capacity program in the Prop L Expenditure Plan.		
<b>Safety</b>		Describe how the project addresses documented safety issue(s), reduces potential conflict between modes, and/or increases security. Indicate if the project benefits users of multiple modes (e.g. transit passenger, pedestrian, cyclist, motorist, transit employee). Define and provide data to support the safety issue(s) that is being addressed by the project. If the project is located on the High Injury Network, please list the locations.
<b>Increases Capacity</b>		Describe how the project increases passenger capacity through the existing Transbay Tube.
<b>Improves Reliability</b>		Describe how the project improves transit service schedule adherence.
<b>Commensurate Alameda/Contra Costa County Contribution</b>		Have Alameda and Contra Costa Counties contributed or committed to a commensurate amount of funding?
<b>EP 5 Caltrain Downtown Rail Extension and Pennsylvania Alignment</b> Please fill out all questions in this section for projects that fall under the Caltrain Downtown Rail Extension and Pennsylvania Alignment program in the Prop L Expenditure Plan.		
<b>Safety</b>		Describe how the project addresses documented safety issue(s), reduces potential conflict between modes, and/or increases security. Indicate if the project benefits users of multiple modes (e.g. transit passenger, pedestrian, cyclist, motorist, transit employee). Define and provide data to support the safety issue(s) that is being addressed by the project. If the project is located on the High Injury Network, please list the locations.

<p align="center"><b>EP 6 Muni Maintenance</b></p> <p>Please fill out all questions in this section for projects that fall under the Muni Maintenance program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe how the project improves safety for passengers, operators and/or employees, and how the project addresses a documented safety issue.
<b>Need (Asset Useful Life) (Vehicles Sub-program)</b>		Describe if the project replaces an asset at the end of its useful life or for transit vehicles addresses best practices for mid-life overhauls so that assets operate safely and reliably through the end of their useful life.
<b>Improves Efficiency of Transit Operations (Vehicles Sub-program)</b>		Describe how the project supports reliable transportation services and improved efficiency.
<b>Need (Asset Useful Life) (Facilities and Guideways Sub-program)</b>		Describe if the project replaces an asset at the end of its useful life.
<b>Improves Efficiency of Transit Operations (Facilities and Guideways Sub-program)</b>		Describe how the project supports reliable transportation services and improved efficiency.
<p align="center"><b>EP 7 BART Maintenance</b></p> <p>Please fill out all questions in this section for projects that fall under the BART Maintenance program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe how the project improves safety for passengers, operators and/or employees, and how the project addresses a documented safety issue.
<b>Need (Asset Useful Life)</b>		Describe if the project replaces an asset at the end of its useful life or overhauls/modernizes mid-life to either extend the useful life or so that assets operate safely and reliably through the end of their useful life.
<b>Improves Efficiency of Transit Operations</b>		Describe how the project supports reliable transportation services and improved efficiency.

**Prop L Sales Tax Program  
Project Information Form (PIF) Template**

<b>EP 8 Caltrain Maintenance</b>		
Please fill out all questions in this section for projects that fall under the Caltrain Maintenance program in the Prop L Expenditure Plan.		
<b>Safety</b>		Describe how the project improves safety for passengers, operators and/or employees, and how the project addresses a documented safety issue.
<b>Need (Asset Useful Life)</b>		Describe if the project replaces an asset at the end of its useful life or for transit vehicles addresses best practices for mid-life overhauls so that assets operate safely and reliably through the end of their useful life.
<b>Improves Efficiency of Transit Operations</b>		Describe how the project supports reliable transportation services and improved efficiency.
<b>EP 9 Ferry Maintenance</b>		
Please fill out all questions in this section for projects that fall under the Ferry Maintenance program in the Prop L Expenditure Plan.		
<b>Safety</b>		Describe how the project improves safety for passengers, operators and/or employees, and how the project addresses a documented safety issue.
<b>Need (Asset Useful Life)</b>		Describe if the project replaces an asset at the end of its useful life.
<b>Increases Capacity</b>		Describe how the project supports increased capacity at ferry terminals to accommodate increases in ferry ridership.

<p align="center"><b>EP 10 Transit Enhancements</b></p> <p>Please fill out all questions in this section for projects that fall under the Transit Enhancements program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe how the project improves safety for passengers, operators and/or employees, and how the project addresses a documented safety issue.
<b>System Access &amp; Connectivity</b>		Describe how the project improves customer access and/or transit connections.
<b>Improves Customer Experience</b>		Describe how the project improves or enhances the customer experience, particularly for disadvantaged communities.
<b>Increases Capacity</b>		Describe how the project increases transit capacity, such as purchase and rehab of historic streetcars, purchase of additional motor coaches, and paratransit vehicle expansion.
<p align="center"><b>EP 11 Bayview Caltrain Station</b></p> <p>Please fill out all questions in this section for projects that fall under the Bayview Caltrain Station program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe how the project improves safety for passengers, operators and/or employees, and how the project addresses a documented safety issue.
<p align="center"><b>EP 12 Mission Bay Ferry Landing</b></p> <p>Please fill out all questions in this section for projects that fall under the Mission Bay Ferry Landing program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe how the project improves safety for passengers, operators and/or employees, and how the project addresses a documented safety issue.
<p align="center"><b>EP 13 Next Generation Transit Investments</b></p> <p>Please fill out all questions in this section for projects that fall under the Next Generation Transit Investments program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe how the project improves safety for passengers, operators and/or employees, and how the project addresses a documented safety issue.
<b>TBD</b>		Criteria will be informed by discussions with project sponsors, and recommendations from the San Francisco Transportation Plan, Connect SF Transit Investment Strategy and other plans.



**Prop L Sales Tax Program  
Project Information Form (PIF) Template**

<b>EP 14 Paratransit</b>		
Please fill out all questions in this section for projects that fall under the Paratransit program in the Prop L Expenditure Plan.		
<b>Safety (Operations and Capital Projects)</b>		Describe how the project improves safety and/or improves security. Describe if the project addresses documented safety issues and/or improves safety for multiple parties (e.g., passengers, operators/paratransit staff, pedestrians, and other street users).
<b>Improves Customer Experience (Capital Projects)</b>		Describe how the project improves the customer experience (e.g. provides more friendly options for payment).
<b>Replaces Asset at End of Useful Life (Capital Projects)</b>		Describe how project replaces vehicle or assets (e.g. debit card systems) at end of useful life. Vehicle projects should support electrification of the paratransit fleet, as appropriate.
<b>EP 15 Street Resurfacing, Rehabilitation, and Maintenance</b>		
Please fill out all questions in this section for projects that fall under the Street Resurfacing, Rehabilitation, and Maintenance program in the Prop L Expenditure Plan.		
<b>Safety (Repaving and Reconstruction of City Streets - Sub-program)</b>		If the project is located on the High Injury Network, please list the locations.
<b>Pavement Condition Index (Repaving and Reconstruction of City Streets - Sub-program)</b>		Specify if the project includes streets with identified maintenance requirements based on the Pavement Condition Index. Streets are categorized as requiring pavement preservation (PCI 60-80), resurfacing (PCI 50-60), or paving with base repair/reconstruction (PCI 0-50).
<b>Multi-modal Benefits (Repaving and Reconstruction of City Streets - Sub-program)</b>		List the streets in the project that are on transit routes and/or bicycle routes.
<b>Safety (Replacement of Street Repair and Cleaning Equipment - Sub-program)</b>		Describe how the project improves or mitigates a documented unsafe condition for employees.
<b>Need (Replacement of Street Repair and Cleaning Equipment - Sub-program)</b>		Is this project replacing assets at the end of their useful life? Has the department considered replacing the asset with clean fuel vehicles? If not, why not.

<p align="center"><b>EP 16 Pedestrian and Bicycle Facilities Maintenance</b></p> <p align="center">Please fill out all questions in this section for projects that fall under the Pedestrian and Bicycle Facilities Maintenance program in the Prop L Expenditure Plan.</p>		
<b>Safety (Sidewalk Repair - Sub-program)</b>		Does the project include locations with reports of trip-and-fall accidents and locations with the highest likelihood of generating claims against the City and County of San Francisco?
<b>Proximity to Key Resources (Sidewalk Repair - Sub-program)</b>		Describe if the project includes locations in proximity to community assets serving vulnerable populations, bus stops, and areas with high pedestrian volumes.
<b>Safety (Bicycle and Pedestrian Facilities - Sub-program)</b>		If the project is located on the High Injury Network, please list the locations.
<b>Need (Bicycle and Pedestrian Facilities - Sub-program)</b>		Describe if the project replaces asset at end of its useful life or repairs or replaces damaged/work assets.
<p align="center"><b>EP 17 Traffic Signs and Signals Maintenance</b></p> <p align="center">Please fill out all questions in this section for projects that fall under the Traffic Signs and Signals Maintenance program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe and provide data showing how the project addresses documented safety issue(s) and/or reduces potential conflict between modes. Indicate if the project benefits multiple users of multiple modes (e.g. transit passenger, pedestrian, cyclist, motorist, transit employee). Indicate if project is located on the High Injury Network and provide location.
<b>Need (Asset Useful Life)</b>		State if the project is replacing an asset that has reached the end of useful life per industry-accepted levels.
<b>Signal Priority for Transit and/or Emergency Vehicles</b>		Describe how project reduces delays and improves reliability for transit and/or emergency vehicles.

**Prop L Sales Tax Program  
Project Information Form (PIF) Template**

<p align="center"><b>EP 18 Safer and Complete Streets</b></p> <p>Please fill out all questions in this section for projects that fall under the Safer and Complete Streets program in the Prop L Expenditure Plan.</p>	
<b>Safety (Capital Projects - Sub-program)</b>	<p>Define and provide data to support the safety issue(s) that is being addressed by the project. Describe how the project addresses documented safety issue(s) and/or reduces potential conflict between modes. If project is on the High Injury Network indicate that and provide location.</p>
<b>Benefits Multi-Modal Users (Capital Projects - Sub-program)</b>	<p>Describe how the project directly benefits multiple system users (e.g. pedestrians, cyclists, transit passengers, motorists).</p>
<b>Proximity to Key Resources (Capital Projects - Sub-program)</b>	<p>Describe if the project includes locations in proximity to community assets serving vulnerable populations, bus stops, and areas with high pedestrian volumes.</p>
<b>Complete Streets Elements (Capital Projects - Sub-program)</b>	<p>Describe the complete streets elements that are included in the project, calling out those improvements that provide enhancement over the previous condition and that go above and beyond improvements triggered by street repair or construction work such as providing ADA compliant curb ramps.</p>
<b>Safety (Outreach and Education Programs - Sub-program)</b>	<p>Describe how the project addresses documented safety issue(s) and provide data or research demonstrated effectiveness, as relevant.</p>
<b>Safety (New Traffic Signals - Sub-program)</b>	<p>Describe how the project addresses documented safety issue(s) and/or reduces potential conflict between modes. Provide data or research demonstrated effectiveness, as relevant.</p>
<b>Supports Transit First (New Traffic Signals - Sub-program)</b>	<p>Discuss how the project improves transit service and reduces delay for transit vehicles at intersections controlled by traffic signals.</p>

<p align="center"><b>EP 19 Curb Ramps</b></p> <p>Please fill out all questions in this section for projects that fall under the Curb Ramps program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		If the project is located on the High Injury Network, please list the locations.
<b>Other Curb Ramp Prioritization: Disability Status of Requester, Condition of Existing Curb Ramps, Proximity to Key Resources, Proximity to Other Construction Project Locations</b>		Given the high volume of curb ramps locations anticipated in an annual allocation request, SFPW will describe how the curb ramps are prioritized, including disability status of requester, condition of existing curb ramps, proximity to key resources, proximity to other construction project locations, and location on the High Injury Network. At time of allocation, SFPW will need to confirm that it has prioritized locations consistent with the 5YPP criteria. If requested, SFPW shall provide SFCTA access to the data for the purposes of confirming that the prioritization criteria are applied as described.
<p align="center"><b>EP 20 Tree Planting</b></p> <p>Please fill out all questions in this section for projects that fall under the Tree Planting program in the Prop L Expenditure Plan.</p>		
<b>Canopy Coverage</b>		Priority will be given to tree planting in neighborhoods or areas with relatively low canopy coverage. Given the high volume of tree planting locations anticipated in an annual allocation request, SFPW will describe how the planting locations are prioritized, including canopy coverage and empty basins. At time of allocation, SFPW will need to confirm that it has prioritized locations consistent with the 5YPP criteria. If requested, SFPW shall provide SFCTA access to the data for the purposes of confirming that the prioritization criteria are applied as described.
<b>Empty Basins</b>		Priority will be given to tree planting in existing empty tree basins where trees are missing. Given the high volume of tree planting locations anticipated in an annual allocation request, SFPW will describe how the planting locations are prioritized, including canopy coverage and empty basins. At time of allocations, SFPW will need to confirm that it has prioritized locations consistent with the 5YPP criteria. If requested, SFPW shall provide SFCTA access to the data for the purposes of confirming that the prioritization criteria are applied as described.
<p align="center"><b>EP 21 Vision Zero Ramps</b></p> <p>Please fill out all questions in this section for projects that fall under the Vision Zero Ramps program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe how the project addresses documented safety issue(s), and/or reduces potential conflict between modes. Indicate if the project benefits users of multiple modes (e.g. pedestrian, cyclist, motorist, transit). Provide data to support the safety issue(s) that is being addressed by the project. If the project is located on the High Injury Network, please list the locations.

**Prop L Sales Tax Program  
Project Information Form (PIF) Template**

<p align="center"><b>EP 22 Managed Lanes and Express Bus</b></p> <p>Please fill out all questions in this section for projects that fall under the Managed Lanes and Express Bus program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe how the project addresses documented safety issue(s) and/or reduces potential conflict between modes.
<b>Improves Reliability</b>		Describe how the project improves transit service reliability, and if applicable, improves reliability for carpools.
<b>Improves Travel Time</b>		Describe how the project results in trip time reduction for transit and, if applicable, carpools.
<p align="center"><b>EP 23 Transformative Freeway and Major Street Projects</b></p> <p>Please fill out all questions in this section for projects that fall under the Transformative Freeway and Major Street Projects program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Describe how the project addresses documented safety issue(s) and/or reduces potential conflict between modes.
<b>TBD</b>		Criteria and/or program guidelines will be informed by the community engagement process, discussions with project sponsors, and recommendations from the San Francisco Transportation Plan, Connect SF Streets and Freeways Study and other plans.
<p align="center"><b>EP 24 Transportation Demand Management</b></p> <p>Please fill out all questions in this section for projects that fall under the Transportation Demand Management program in the Prop L Expenditure Plan.</p>		
<b>Safety</b>		Define and provide data to support the safety and/or security issue(s) that is being addressed by the project. Describe how the project addresses the documented issue(s).
<b>Mode Shift and/or Time Shift</b>		Describe how the project will lead to a shift in single-occupancy vehicle trips to more sustainable modes. Provide any evidence of effectiveness, including whether benefits of program continue after program completion.
<b>Cost-Effectiveness</b>		Discuss if project demonstrated cost-effectiveness as demonstrated by status as a Plan Bay Area high-performer, cost per single-occupancy vehicle trip reduced, or cost-effectively increasing person throughput, as applicable.

<b>Pilot Program Funding Plan</b>		For pilot programs, identify an ongoing funding plan should the program prove successful. Note the Transportation Authority will develop guidelines for pilots eligible to be funded by Prop L from this and other Prop L programs.
<b>EP 25 Neighborhood Transportation Program</b> Please fill out all questions in this section for projects that fall under the Neighborhood Transportation program in the Prop L Expenditure Plan.		
<b>Safety</b>		Describe how the project addresses documented safety issue(s) and/or reduces potential conflict between modes. Indicate if the project benefits users of multiple modes (e.g. transit passenger, pedestrian, cyclist, motorist, transit employee). Define and provide data to support the safety issue(s) that is being addressed by the project.
<b>Pilot Program Funding Plan</b>		For pilot programs, identify an ongoing funding plan should the program prove successful. Note the Transportation Authority will develop guidelines for pilots eligible to be funded by Prop L from this and other Prop L programs.
<b>EP 26 Equity Priority Transportation Program</b> Please fill out all questions in this section for projects that fall under the Equity Priority Transportation program in the Prop L Expenditure Plan.		
<b>Safety</b>		Describe how the project addresses the documented safety issue(s), reduces potential conflict between modes, and/or increases security. Define and provide data to support the safety issue(s) that is being addressed by the project. If the project is located on the High Injury Network, please list the locations.
<b>Supports Equitable Access</b>		Describe how the project reduces disparities and gaps in equitable access to jobs and key services.
<b>Geographic Distribution</b>		Does this project include a plan or study in an Equity Priority Community that has not had a recent community-based transportation planning process?
<b>Limited Other Funding Options</b>		Does this project have other funding options (in Prop L or otherwise).
<b>Pilot Program Funding Plan</b>		For pilot programs, identify an ongoing funding plan should the program prove successful. Note the Transportation Authority will develop guidelines for pilots eligible to be funded by Prop L from this and other Prop L programs.

**Prop L Sales Tax Program  
Project Information Form (PIF) Template**

<p align="center"><b>EP 27 Development-Oriented Transportation</b></p> <p>Please fill out all questions in this section for projects that fall under the Development-Oriented Transportation program in the Prop L Expenditure Plan.</p>		
<p><b>Supports Increased Housing Density in Low-Density Neighborhoods</b></p>		Describe how the project will identify and/or enable project development and implementation of transportation improvements that support increased housing density in existing, primarily low-density neighborhoods. Transportation Authority staff will consult with the Planning Department to develop a definition of "low-density" neighborhoods for the purpose of applying this criterion.
<p><b>Priority Development Areas (PDAs)</b></p>		Does this project support development in adopted Priority Development Areas?
<p align="center"><b>EP 28 Citywide/Modal Planning</b></p> <p>Please fill out all questions in this section for projects that fall under the Citywide/Modal Planning program in the Prop L Expenditure Plan.</p>		
<p><b>Safety</b></p>		Define and provide data to support the safety issue(s) that is being addressed by the project. Describe how the project addresses the documented safety issue(s), reduces potential conflict between modes, and/or increases security. If the project is located on the High Injury Network, please list the locations.

**Attachment 2.**  
**Programs in the Prop L Expenditure Plan**

Board approval of a 5-Year Prioritization Program or 5YPP is a prerequisite for allocation of Prop L funds from that program. As part of the 5YPP development process, for some of the 28 programs, we have created sub-programs to help track minimum funding amounts established in the Expenditure Plan for certain projects types (e.g. Safe Routes to School education and outreach), to group like projects together to facilitate project ranking, and/or to help ensure funding is set aside for key priorities (e.g. transit vehicle replacement and capital maintenance).

1. Muni Reliability and Efficiency Improvements
2. Muni Rail Core Capacity
3. BART Core Capacity
4. Caltrain Service Vision: Capital System Capacity Investments
5. Caltrain Downtown Rail Extension and Pennsylvania Alignment
6. Muni Maintenance
  - Vehicles (sub-program)
  - Facilities and Guideways (sub-program)
7. BART Maintenance
8. Caltrain Maintenance
9. Ferry Maintenance
10. Transit Enhancements
11. Bayview Caltrain Station
12. Mission Bay Ferry Landing
13. Next Generation Transit Investments
14. Paratransit
15. Street Resurfacing, Rehabilitation and Maintenance
  - Repaving and Reconstruction of City Streets (sub-program)
  - Replacement of Street Repair and Cleaning Equipment (sub-program)
16. Pedestrian and Bicycle Facilities Maintenance
  - Sidewalk Repair (sub-program)
  - Bicycle and Pedestrian Facilities (sub-program)
17. Traffic Signs and Signals Maintenance
18. Safer and Complete Streets
  - Capital Projects (sub-program)
  - Outreach & Education Programs (sub-program)
  - New Traffic Signals (sub-program)
19. Curb Ramps
20. Tree Planting
21. Vision Zero Ramps
22. Managed Lanes and Express Bus
23. Transformative Freeway and Major Streets Projects
24. Transportation Demand Management
25. Neighborhood Transportation Program



**Attachment 2.**  
**Programs in the Prop L Expenditure Plan**

26. Equity Priority Transportation Program
27. Development Oriented Transportation
28. Citywide/Modal Planning



RESOLUTION ADOPTING GUIDANCE FOR DEVELOPMENT OF THE 2023 PROP L  
5-YEAR PRIORITIZATION PROGRAMS

WHEREAS, In November 2022, San Francisco voters approved Proposition L (Prop L), extending the existing half-cent local transportation sales tax and adopting a new 30-year Expenditure Plan; and

WHEREAS, The Prop L Expenditure Plan describes the types of projects that are eligible for funds in the 28 Expenditure Plan programs, establishes limits on sales tax funding by Expenditure Plan program, and sets expectations for leveraging of sales tax funds, but does not specify how much sales tax funds any given program would receive by year, nor does it identify specific projects for funding in programs; and

WHEREAS, The Expenditure Plan requires development of a 5-Year Prioritization Program (5YPP) for each of the 28 programs (see Attachment 1), identifying which specific projects will be funded over the next five years, as a prerequisite for allocation of funds; and

WHEREAS, The 5YPPs provide transparency about how Prop L projects are prioritized and the resulting 5-year project lists and associated sales tax programming commitments support a steady project development pipeline, enabling project sponsors to plan ahead, facilitating their ability to secure other funding sources to leverage Prop L and fully fund projects, to line up staff resources, and to coordinate with other planned projects; and

WHEREAS, In accordance with Expenditure Plan requirements, each 5YPP will include: a prioritization methodology to rank projects; a 5-year program or list of projects; information on scope, schedule, cost and funding (including leveraging of other fund sources); and performance measures to inform future 5YPP updates; and

WHEREAS, The 2023 5YPPs will cover Fiscal Years 2023/24 through 2027/28; and



WHEREAS, Outreach and engagement for the development of the 5YPPs is ongoing, including an online multi-lingual survey and a Public Town Hall, which is scheduled for June 20, 2023; and

WHEREAS, Attachment 2 includes the draft guidance to project sponsors for developing the 5YPPs, including the anticipated schedule, prioritization criteria for ranking projects, and Project Information Forms that when completed by sponsors will include scope, schedule, cost, funding, and supplemental information to support project evaluation and the proposed programming request; and

WHEREAS, Staff anticipate presenting the 5YPPs to the Board for adoption in three groups, with the first group limited to time sensitive requests in July and the remaining groups in fall 2023; and

WHEREAS, At its May 24, 2023 meeting, the Community Advisory Committee was briefed on the subject request and unanimously adopted a motion of support for the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the Guidance for Development of the 2023 Prop L 5-Year Prioritization Programs; and be it further

RESOLVED, That the Executive Director shall communicate this information to the appropriate parties.

Attachments:

1. List of the 28 Programs in the Prop L Expenditure Plan
2. Guidance for Development of the 2023 Prop L 5-Year Prioritization Programs
  - Guidance Attachment 1 - Schedule
  - Guidance Attachment 2 - Prioritization Criteria
  - Guidance Attachment 3 - Program of Projects Template
  - Guidance Attachment 4 - Project Information Form Template