20 Year Capital Plan

- Adopted September 15, 2015
- FY 15-34
- Identifies $21.4 billion in capital needs
- 14 Capital Programs
- Informs the 5 year Capital Improvement Program
Planning Process Overview

### SFMTA 20 Year Capital Plan
- **Timeframe**: 20+ Years
- **Organization / Specificity**: 15 Capital Programs / Projects within Programs
- **Fiscal Constraints**: None
- **Project Funding Level**: Not committed
- **Update Cycle**: Every 2 years, fall

### Capital Improvement Program (CIP)
- **Timeframe**: 5 Years
- **Organization / Specificity**: 15 Capital Programs / Projects by Phase
- **Fiscal Constraints**: Revenue Forecast
- **Project Funding Level**: At least 90% identified
- **Update Cycle**: Every 2 years, spring
Capital Plan Process Overview

Review Prioritization Criteria
DOT Team

Update Projects
SP&P, Project Sponsors, Capital Program Managers

Review / Finalize Projects
SP&P

Prioritize Projects by Capital Programs
Capital Program Sub-Committees

Develop Document and Receive Approvals
SP&P
Example of Capital Prioritization Criteria

**GOAL 1: CREATE A SAFER TRANSPORTATION EXPERIENCE FOR EVERYONE**

1. Safety
2. Security

**GOAL 2: MAKE TRANSIT, WALKING, BICYCLING, TAXI, AND CARSHARING THE PREFERRED MEANS OF TRAVEL**

3. System Reliability
4. System Access
5. System Quality
6. Travel Time Savings

**GOAL 3: IMPROVE THE ENVIRONMENT AND QUALITY OF LIFE IN SAN FRANCISCO**

7. Efficiency & Financial Sustainability
8. Resource Conservation & Other Environmental Impacts

**GOAL 4: CREATE A WORKPLACE THAT DELIVERS OUTSTANDING SERVICE**

9. Transparent Communications
10. Regulatory Compliance & Risk Management
11. Workplace Quality
Changes from 2013 Capital Plan

### 2013-2032 SFMTA Capital Needs (millions)

<table>
<thead>
<tr>
<th>Capital Program</th>
<th>Capital Need</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessible Services</td>
<td>$73</td>
<td>0.46%</td>
</tr>
<tr>
<td>Bicycle</td>
<td>$582</td>
<td>3.70%</td>
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<tr>
<td>Communications and IT</td>
<td>$88</td>
<td>0.56%</td>
</tr>
<tr>
<td>Facility</td>
<td>$1,759</td>
<td>11.17%</td>
</tr>
<tr>
<td>Fixed Guideway</td>
<td>$1,994</td>
<td>12.66%</td>
</tr>
<tr>
<td>Fleet</td>
<td>$4,104</td>
<td>26.06%</td>
</tr>
<tr>
<td>Parking</td>
<td>$468</td>
<td>2.97%</td>
</tr>
<tr>
<td>Pedestrian</td>
<td>$372</td>
<td>2.36%</td>
</tr>
<tr>
<td>Safety</td>
<td>$52</td>
<td>0.33%</td>
</tr>
<tr>
<td>Security</td>
<td>$57</td>
<td>0.36%</td>
</tr>
<tr>
<td>Taxi</td>
<td>$3</td>
<td>0.02%</td>
</tr>
<tr>
<td>Traffic Calming</td>
<td>$344</td>
<td>2.18%</td>
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<tr>
<td>Traffic Signals and Signs</td>
<td>$464</td>
<td>2.95%</td>
</tr>
<tr>
<td>Transit Optimization and Expansion</td>
<td>$5,389</td>
<td>34.22%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$15,749</strong></td>
<td></td>
</tr>
</tbody>
</table>

### 2015-2034 SFMTA Capital Needs (millions)

<table>
<thead>
<tr>
<th>Capital Program</th>
<th>Capital Need</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility</td>
<td>$416</td>
<td>1.94%</td>
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<tr>
<td>Bicycle</td>
<td>$936</td>
<td>4.37%</td>
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<tr>
<td>Communications and IT</td>
<td>$167</td>
<td>0.78%</td>
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<tr>
<td>Facility</td>
<td>$2,769</td>
<td>12.92%</td>
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<tr>
<td>Fixed Guideway</td>
<td>$2,648</td>
<td>12.36%</td>
</tr>
<tr>
<td>Fleet</td>
<td>$4,334</td>
<td>20.22%</td>
</tr>
<tr>
<td>Parking</td>
<td>$994</td>
<td>4.64%</td>
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<tr>
<td>Pedestrian</td>
<td>$762</td>
<td>3.56%</td>
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<tr>
<td>School</td>
<td>$162</td>
<td>0.76%</td>
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<tr>
<td>Security</td>
<td>$67</td>
<td>0.31%</td>
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<tr>
<td>Taxi</td>
<td>$90</td>
<td>0.42%</td>
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<tr>
<td>Traffic Calming</td>
<td>$210</td>
<td>0.98%</td>
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<tr>
<td>Traffic Signals and Signs</td>
<td>$771</td>
<td>3.60%</td>
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<tr>
<td>Transit Optimization and Expansion</td>
<td>$7,103</td>
<td>33.15%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$21,429</strong></td>
<td></td>
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</table>

### Investment Type 2013 % Total Cost 2015 % Total Cost

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>2013 % Total Cost</th>
<th>2015 % Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restore</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>Enhance</td>
<td>20%</td>
<td>23%</td>
</tr>
<tr>
<td>Expand</td>
<td>28%</td>
<td>29%</td>
</tr>
</tbody>
</table>
Changes from 2013 Capital Plan

STATE OF GOOD REPAIR

» Facility Program added $1.0 billion in needs

» Transit Fixed Guideway Program added $652 million in needs

» Parking Program added $495 million in needs
Changes from 2013 Capital Plan

TRANSIT OPTIMIZATION AND EXPANSION

» $3.5 billion in needs added
  » 19th Avenue / Oceanview Subway
  » T Third Phase 3 to Fisherman’s Wharf
» Rail Capacity Strategy
Addressing Deferred Needs

- Annual State of Good Repair Report
- Agency commitment to $250 million annually for State of Good Repair investments
- Analysis uses SFMTA Inventory and TERM Lite evaluation tool
- Deferred needs are represented as SGR backlog
Addressing Deferred Needs

Age-Based Condition Score - Overview

Category:
- All Assets
- Transit Service Critical
- Other SGR

Score:
- 3.24
- 3.33
- 3.32
- 3.53
- 3.13
- 3.04

Color Legend:
- Excellent
- Good
- Adequate
- Marginal
- Poor

2014 vs. 2015
Proposed FY 2017-2021 Capital Improvement Program (CIP)

March 28, 2016
Capital Planning Committee
What is the Capital Improvement Program (CIP)?

1. A fiscally constrained 5-year program of capital projects
2. An implementation plan for regional, citywide, and agency-wide strategies and policy goals
3. The Capital Budget is the first two years of the Capital Improvement Program (CIP)
CIP Development Process

1. **Capital Need** identified by stakeholders & SFMTA staff

2. **SFMTA’s Long-Range Planning group** reviews need, including description & costs. Offers recommendation to TCC

3. **Transportation Capital Committee** reviews recommendation for inclusion in Capital Plan

4. **SFMTA Board Approves**
   - **20-Year Capital Plan** financially unconstrained plan of all needs
   - **5-Year Capital Improvement Program (CIP)** financially constrained program of projects. First 2 years of CIP = Capital Budget

5. **Capital Funding Request (CFR)** scope, schedule & budget of prioritized project in Capital Plan submitted to CFPA

6. **SFMTA’s Capital Financial Planning & Analysis (CFPA) group** reviews request, matches appropriate funds, & offers recommendation to TCC
Guiding Principles of the CIP

- Consistency with existing agency goals
  - Vision Zero
  - Transit First
  - State of Good Repair
- Safety
- Investing in projects with strong community support
- Focus on communities of concern
Implementing the Muni Equity Strategy

- Muni Service Equity Policy adopted in May 2014 by SFMTA Board
- In collaboration with community advocates, SFMTA staff identified seven equity strategy neighborhoods based on a number of demographic factors
- The FY 2017 & 2018 budget includes Citywide and neighborhood-specific recommendations that will lead to measurable improvements on routes in the focus neighborhoods
Capital Improvement Program Revenue Overview

Preliminary FY17-21 CIP ($B)

- Current: $3.3B
- Proposed: $3.4B

- Central Subway: +18%
- Safer Streets
- Transit Optimization/Expansion
- State of Good Repair

Fleet

Current Proposed
$3.4B – From over 30 Different Sources

**Federal**
- State of Good Repair Formula Funds
- New Starts/Small Starts Grants
- Active Transportation Program (ATP)

**Local**
- Proposition K Sales Tax
- SFMTA Revenue Bonds
- General Obligation Bond
- Developer Impact Fees

**State**
- Infrastructure Bonds (I-Bonds)
- Competitive programs
## Capital Improvement Program Overview

### Preliminary FY17-21 CIP by Capital Program ($M)

<table>
<thead>
<tr>
<th>CAPITAL PROGRAM</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
<th>2-Year Total</th>
<th>5-Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Subway</td>
<td>$154.0</td>
<td>$150.0</td>
<td>$98.5</td>
<td>$-</td>
<td>$-</td>
<td>$304.0</td>
<td>$402.5</td>
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<tr>
<td>Communications/IT</td>
<td>$8.8</td>
<td>$0.4</td>
<td>$0.7</td>
<td>$0.7</td>
<td>$0.7</td>
<td>$9.1</td>
<td>$11.2</td>
</tr>
<tr>
<td>Facility</td>
<td>$105.9</td>
<td>$29.6</td>
<td>$38.9</td>
<td>$10.5</td>
<td>$50.5</td>
<td>$135.5</td>
<td>$235.4</td>
</tr>
<tr>
<td>Fleet</td>
<td>$504.6</td>
<td>$352.2</td>
<td>$158.9</td>
<td>$101.3</td>
<td>$73.2</td>
<td>$856.8</td>
<td>$1,190.2</td>
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<tr>
<td>Parking</td>
<td>$1.2</td>
<td>$5.0</td>
<td>$10.0</td>
<td>$-</td>
<td>$-</td>
<td>$6.2</td>
<td>$16.2</td>
</tr>
<tr>
<td>Security</td>
<td>$5.6</td>
<td>$10.1</td>
<td>$3.0</td>
<td>$3.0</td>
<td>$3.0</td>
<td>$15.7</td>
<td>$24.7</td>
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<tr>
<td>Streets</td>
<td>$36.4</td>
<td>$46.8</td>
<td>$75.3</td>
<td>$43.0</td>
<td>$49.7</td>
<td>$83.2</td>
<td>$251.2</td>
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<td>Taxi</td>
<td>$0.4</td>
<td>$0.4</td>
<td>$0.4</td>
<td>$0.4</td>
<td>$0.4</td>
<td>$0.8</td>
<td>$2.0</td>
</tr>
<tr>
<td>Traffic/Signals</td>
<td>$23.1</td>
<td>$13.6</td>
<td>$13.8</td>
<td>$8.0</td>
<td>$12.8</td>
<td>$36.7</td>
<td>$71.4</td>
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<tr>
<td>Transit Fixed Guideway</td>
<td>$43.7</td>
<td>$62.9</td>
<td>$86.7</td>
<td>$40.3</td>
<td>$57.7</td>
<td>$106.6</td>
<td>$291.2</td>
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<tr>
<td>Transit Optimization/Expansion</td>
<td>$196.5</td>
<td>$184.4</td>
<td>$241.7</td>
<td>$167.4</td>
<td>$90.4</td>
<td>$380.9</td>
<td>$880.5</td>
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<tr>
<td>Other</td>
<td>$3.7</td>
<td>$4.7</td>
<td>$0.7</td>
<td>$0.8</td>
<td>$0.2</td>
<td>$8.4</td>
<td>$10.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,083.9</td>
<td>$860.0</td>
<td>$728.5</td>
<td>$375.3</td>
<td>$338.7</td>
<td>$1,943.8</td>
<td>$3,386.4</td>
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</tbody>
</table>
The Proposed CIP Includes Revenue from Potential November 2016 and 2018 Ballot Measures

- New revenue sources currently under consideration are needed to fill critical gaps in the agency’s capital program.
- Seeking to advance new revenue measures in 2016 and 2018, consistent with Mayor’s 2013 Transportation Task Force recommendations

$10 BILLION TRANSPORTATION FUNDING NEED THRU 2030

$3.7 BILLION IN EXISTING FUNDING
$3 BILLION IN TTF RECOMMENDATIONS
$3.3 BILLION UNFUNDED

- 1st GO Bond: $500M
- VLF: $1B
- Sales Tax: $1B
- 2nd GO Bond: $500m
The CIP Currently Assumes $45M to $65M per Year from New Revenue Sources Passed in 2016 and 2018

- New revenue is assumed to begin in FY18
- Range is assumed given the uncertainties of the measures and expenditure plans
- Initial allocation is driven by current funding gaps for high priority programs
  - Focus on transit investments, such as fleet, that are difficult to fund with other sources
  - Advance critical state of good repair, enhancement and safety needs
  - Future years will have a greater emphasis on streets, which receive significant funding from G.O. Bond and Prop B over the CIP period

**Transit (FY 18-21)**
- $45M per year (FY18 & FY19)
- $55M per year (FY20 & FY21)
  - Fleet Expansion (Motor Coach and Light Rail Vehicles)
  - Facilities (Upgrades and Enhancements)
  - Transit Optimization (Muni Forward, Major Corridor and Rail Capacity Strategy Projects)

**Streets (FY 20-21)**
- $10M per year for FY 20 & FY 21 to support Vision Zero:
  - WalkFirst
  - Bicycle Strategy
  - Streetscape Projects
  - Signals
Key Capital Projects

Central Subway
• Project to be completed in 2019

Transit Fixed Guideway
• Muni Metro Twin Peaks Tunnel Track Replacement Project
• Rail Signal Safety Upgrades at Priority Locations
• Key projects addressing train control throughout the Muni Metro
• Subway Reliability Improvements
• Overhead Line Repair at Priority Locations
• Replacement of Surface Trackwork and Rail
• Substation Upgrades at several locations

Transit Optimization & Expansion
• Continued rollout of Muni Forward transit priority projects (e.g. 14 Mission, 22 Fillmore, 28 19th Avenue, 30 Stockton)
• Geary Bus Rapid Transit – Near Term Improvements
• Rail and Bus Transit Signal Priority
• Near-term Rail Capacity Strategy projects
• Construction of Van Ness BRT
• Design for the Better Market Street Project
• Muni Metro Subway Station Enhancements
• Muni Equity Strategy capital investments
Key Capital Projects

Facility
• Implementation of employee life and safety projects including fall protection systems, hoist safety upgrades and fire detection system upgrades
• Installation of a new Castro Station Elevator
• Support for a Facility Management Team to direct strategic planning for vehicle storage and maintenance solutions
• Upgrades to the Burke Facility
• Completion of the Islais Creek Facility Project to store new vehicles

Fleet
• Continued support for fleet replacement:
  • Motor Coaches to be replaced by beginning of 2018
  • Trolley Coaches to be replaced by end of 2019
  • First of new LRVs to arrive in 2016
• Replacement of 1,200+ fare boxes for entire fleet
• Paratransit fleet will be replaced in 2017-18 and expanded during these same years
• Targeted overhaul of motor coaches and LRVs
Key Capital Projects

Complete Streets

- Initial phases of Major Corridor projects including Taylor Street, Folsom-Howard, 6th Street, 7th and 8th Street
- Vision Zero improvements coordinated with Muni Forward project implementation
- Bicycle Strategy Corridors
- Bike safety and connectivity spot improvements
- WalkFirst Quick & Effective Projects
- Upper Market Street Pedestrian Improvements (Construction)
- Permanent Painted Safety Zone Conversion
- Masonic Complete Streets Project Construction

Traffic & Signals

- Walkfirst Pedestrian Signal Countdowns
- NoMa/SoMa Signal Retiming & Upgrades
- 19th Avenue Signal Upgrades Phase III
- Gough Street Traffic Signals Upgrades
- Webster Street Pedestrian Signals Upgrades
- Transit Signal Priority Expansion
Key Capital Projects

Communications & IT
- Implementation of agency-wide Wifi Infrastructure and VoIP/Lync Telephony
- Continued support for Enterprise Asset Management System (EAMS)
- Procurement of Paratransit Scheduling Software

Taxi
- Continued incentive programs for “green” taxi technology, such as rebates for alternative fuel taxis
- Planning for potential taxi capital projects such as taxi driver restrooms or taxi stand expansion and renovation

Security
- Emergency preparedness and threat mitigation projects

Parking
- Ellis/O’Farrell Garage Seismic Upgrade
- Lighting System Upgrades – Multiple Garages
Thank You!

We’re keeping the Future in Focus.