SFMTA

Capital Plan FY 2026 - 2035

Transportation

Capital Planning Committee
February 10, 2024

Accomplishments

CENTRAL SUBWAY

L TARAVAL IMPROVEMENTS

MUNI FORWARD - 100 MILES

The SFMTA is investing in infrastructure that improves the speed, safety, and reliability of San Francisco's transportation system, improving the experience for those who ride transit, walk, bike and roll.

FLEET ELECTRIFICATION

TUNNEL & RAIL INFRASTRUCURE

STREET SAFETY

State of Good Repair

Total Assets

$19.6 B

Increased by $2.7B primarily the Central Subway

Condition Score

3.02

Decreased from 3.05

Backlog

$5.2 B

Increased by $1.6B

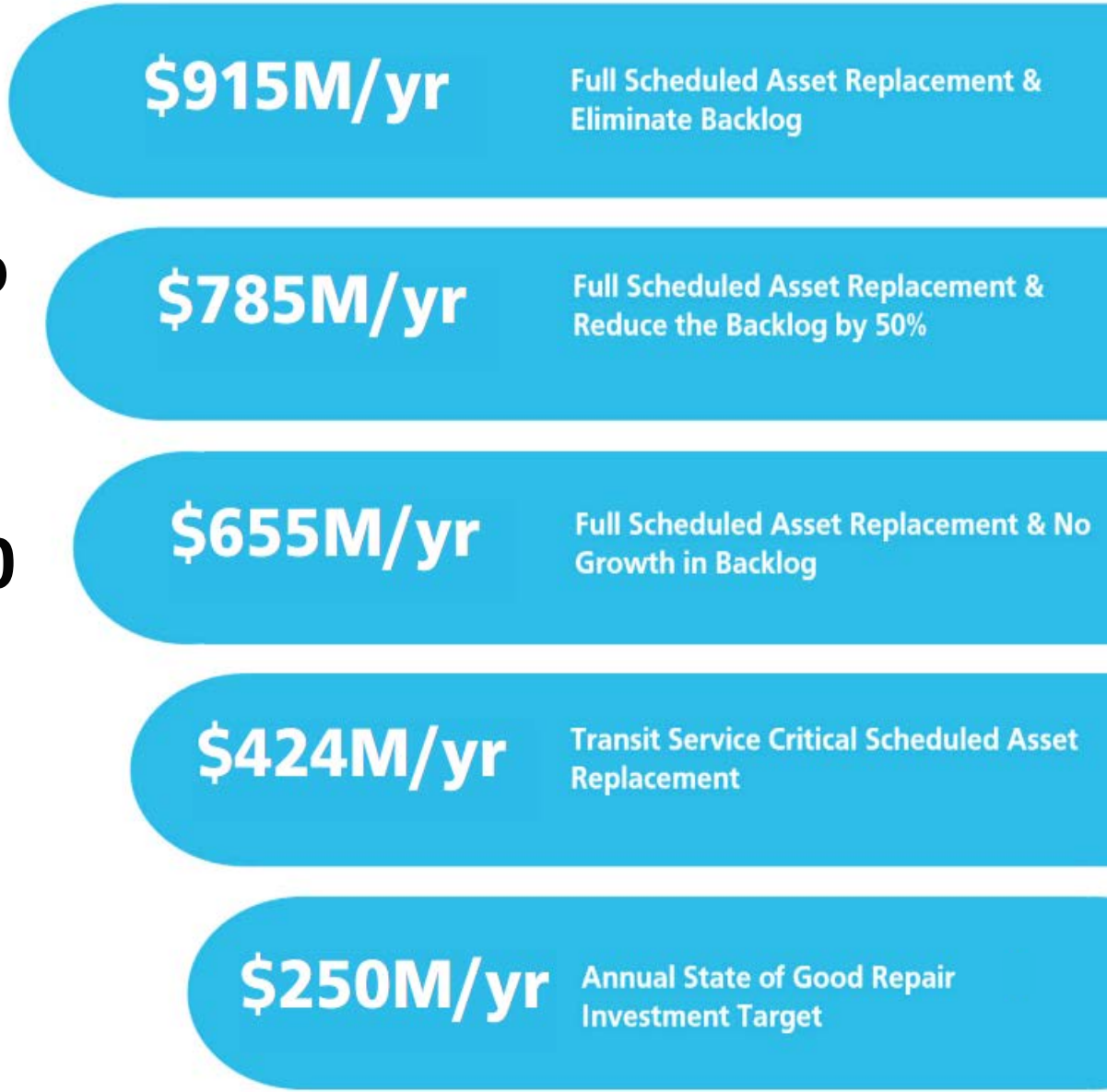
Source:
2023 State of Good Repair Report

SFMTA's capital planning, guided by its **Asset Management Program**, ensures the maintenance, rehabilitation, and replacement of its $19.6 billion asset portfolio

This includes lifecycle management of its fleet, improvements to the Muni Metro subway, and rehabilitation of its yards and facilities, as well as major capital projects like the Building Progress Program and the Subway Renewal program.

The annual infrastructure investment needed to eliminate the current deferred backlog and replace assets on time is **now over $900 million per year**.

The annual need just to replace the most critical assets is $424 million per year.



Project Delivery

The Agency's transition to an organization that delivers complete curb-to-curb improvements requires various project delivery disciplines to work in concert.

This matrixed delivery organization requires a clear and consistent management structure, effective tools and processes and a governance structure so problems can be resolved, and critical path decisions made. Weaknesses in these areas can lead to project delays, cost increases or project objectives not being achieved.

SFMTA Project Delivery Framework
August 2016

Major Initiatives By Year:

2017 Defining Roles and Responsibilities

2017 Project Contingencies

2017 Project Reporting

2018 Joint-Department Service Agreements

2018 Construction Mitigation/Small Business

2018 Cost Estimating

2019 Outreach and Engagement

2023 Monitoring Project Change Orders

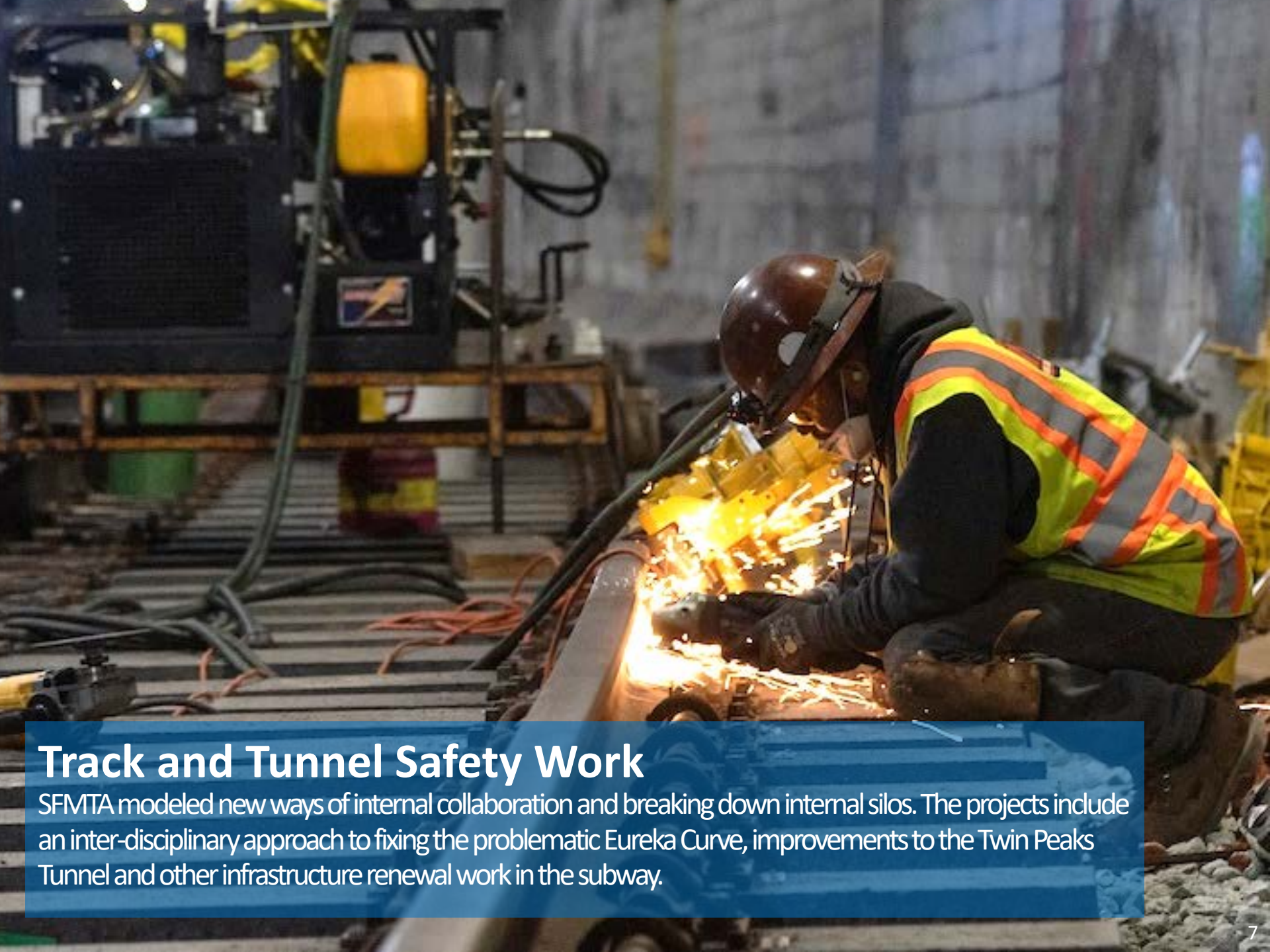
Since a 2016 internal assessment, the **SFMTA has prioritized project delivery improvements.**

- Established a centralized Project Management Office (2017)
- Implemented reforms based on its Project Delivery Framework, resulting in successes
- Vision Zero *quick-builds*
- *Renewal projects* in the subway such as Twin Peaks Tunnel
- *Large projects* such as the Potrero Yard Modernization Project and Train Control Project.

Geary Rapid Project

Capital Cost = $36 million + $30 million coordinated infrastructure upgrades

Delivering this complex complete street project on time and on budget including upgraded traffic signals and streetlights, sidewalk extensions at bus stops and intersection corners, improved median refuges and roadway repaving.



Track and Tunnel Safety Work

SFMTA modeled new ways of internal collaboration and breaking down internal silos. The projects include an inter-disciplinary approach to fixing the problematic Eureka Curve, improvements to the Twin Peaks Tunnel and other infrastructure renewal work in the subway.

Vision Zero Quick Build Projects

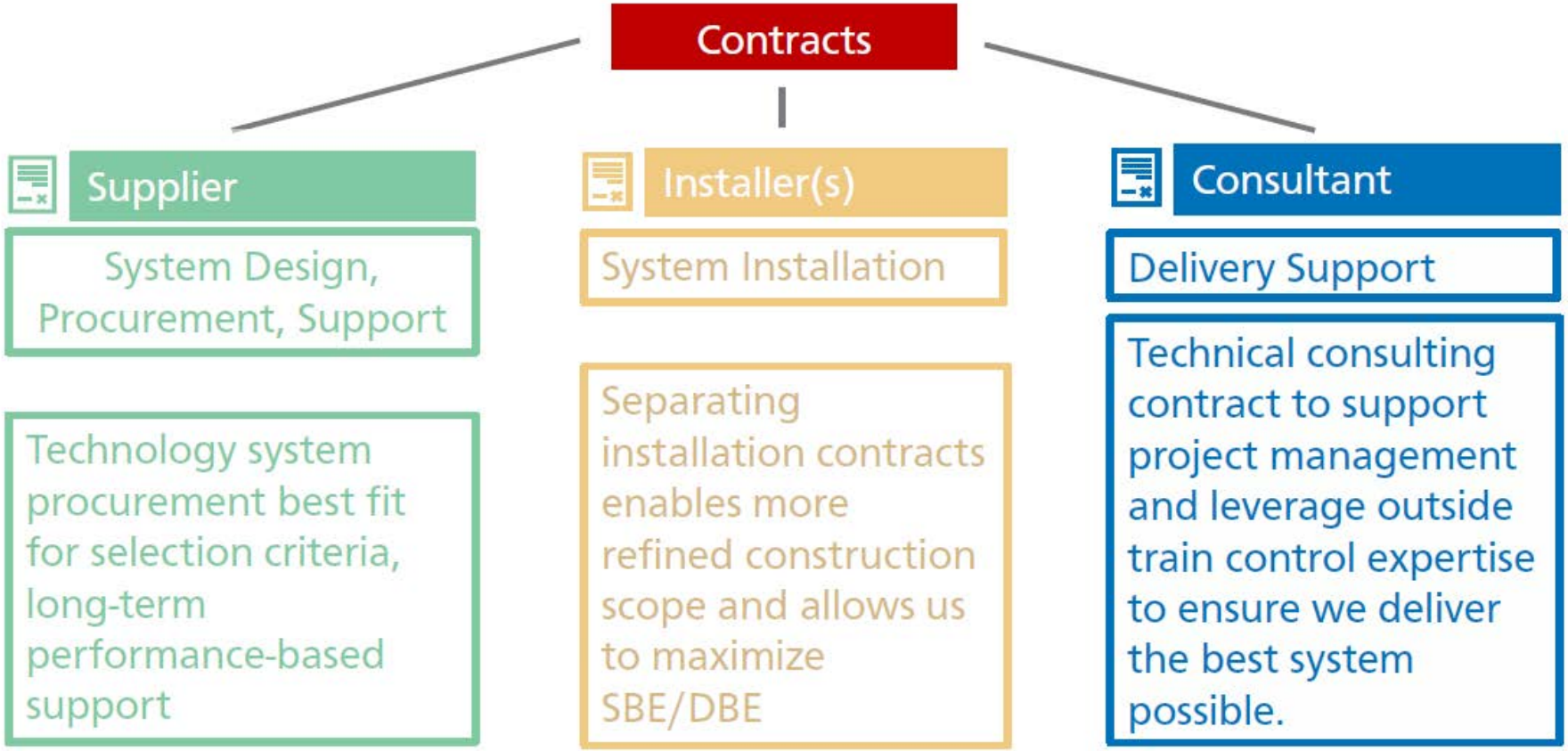
The SFMTA has quick-built over 50 miles of our most dangerous streets since 2019. These projects are designed to swiftly improve street safety by using low-cost, reversible traffic engineering tools and employing our own in-house designers and skilled trades.

Train Control Upgrade Project

Capital Cost = $700M

Replace the outdated Automatic Train Control System to prevent critical failures and keep Muni Metro running. Applying lessons learned from multi-faceted projects including establishing a negotiated procurement process with separate contracts for the supplier and installers and proactive risk management.

The Computer Based Train Control (CBTC) project took a risk mitigation based approach focused on a **performance based model for delivery**.



Potrero Yard Modernization Project

Capital Cost = $600M

This is a major renewal project advancing the lessons learned from numerous other projects including contract management, outreach and environmental review. The Board of Supervisors approved special legislation in March 2021 supporting the first of its kind joint-development process as an alternate delivery method.

The Potrero Yard Modernization Project is being developed and constructed using an innovative a Public-Private Partnership (P3) as a **Design-Build-Finance-Operate-Maintain (DBFOM) project**.

Design-Build

- Complete design and construction on a fixed-price basis
- Date-certain completion by Nov. 30, 2029
- Includes deductions for nonperformance
- Provides certainty and reduces risk for the city

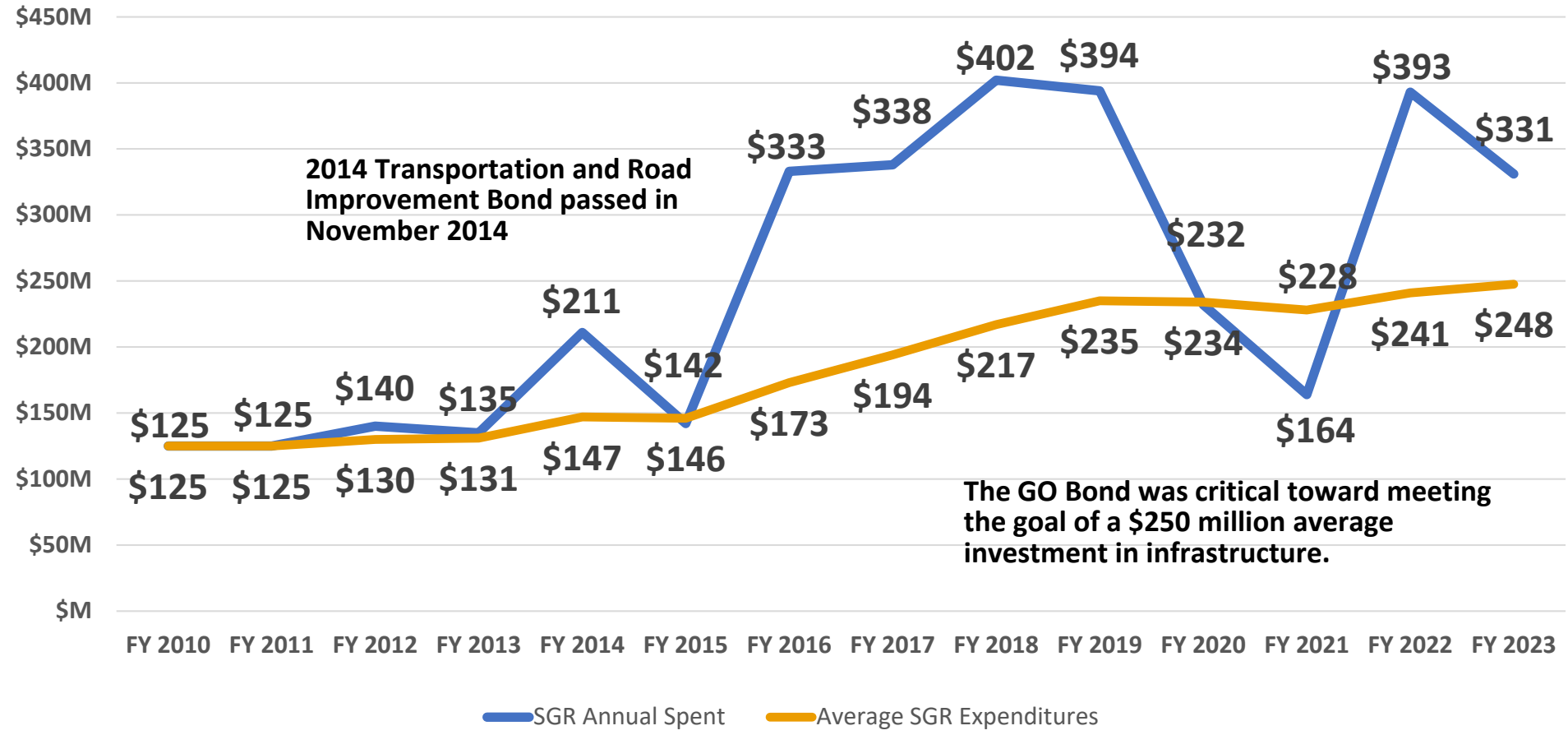
Finance

- Developer responsible for majority of upfront costs
- Milestone payments at financial close and by 2033 (earlier payment lowers annual availability payments)
- Annual availability payments start after substantial completion
- Structure allows the SFMTA to finance costs over time

Operate-Maintain

- Long-term maintenance for 30-year period (includes major building, structural and mechanical systems – such as elevators and HVAC)
- Includes deductions for non-compliance
- At end of 30 years, facility must be handed back in a condition that meets specified requirements

GO Bond



The **City GO Bond Program is a critical source** for investment in the infrastructure backlog. The 2014 Transportation and Road Improvement GO Bond had a significant impact in keeping the transportation system in a State of Good Repair.

GO Bond

1st Issuance: $67 m

Issued: June 2015
Spent: 97.2%

2nd Issuance: $174.4 m

Issued: February 2018
Spent: 96.4%

3rd Issuance: $135.8 m

Issued: February 2020
Spent: 87.0%

4th Issuance: $122.8 m

Issued: August 2021
Spent: 76.2%

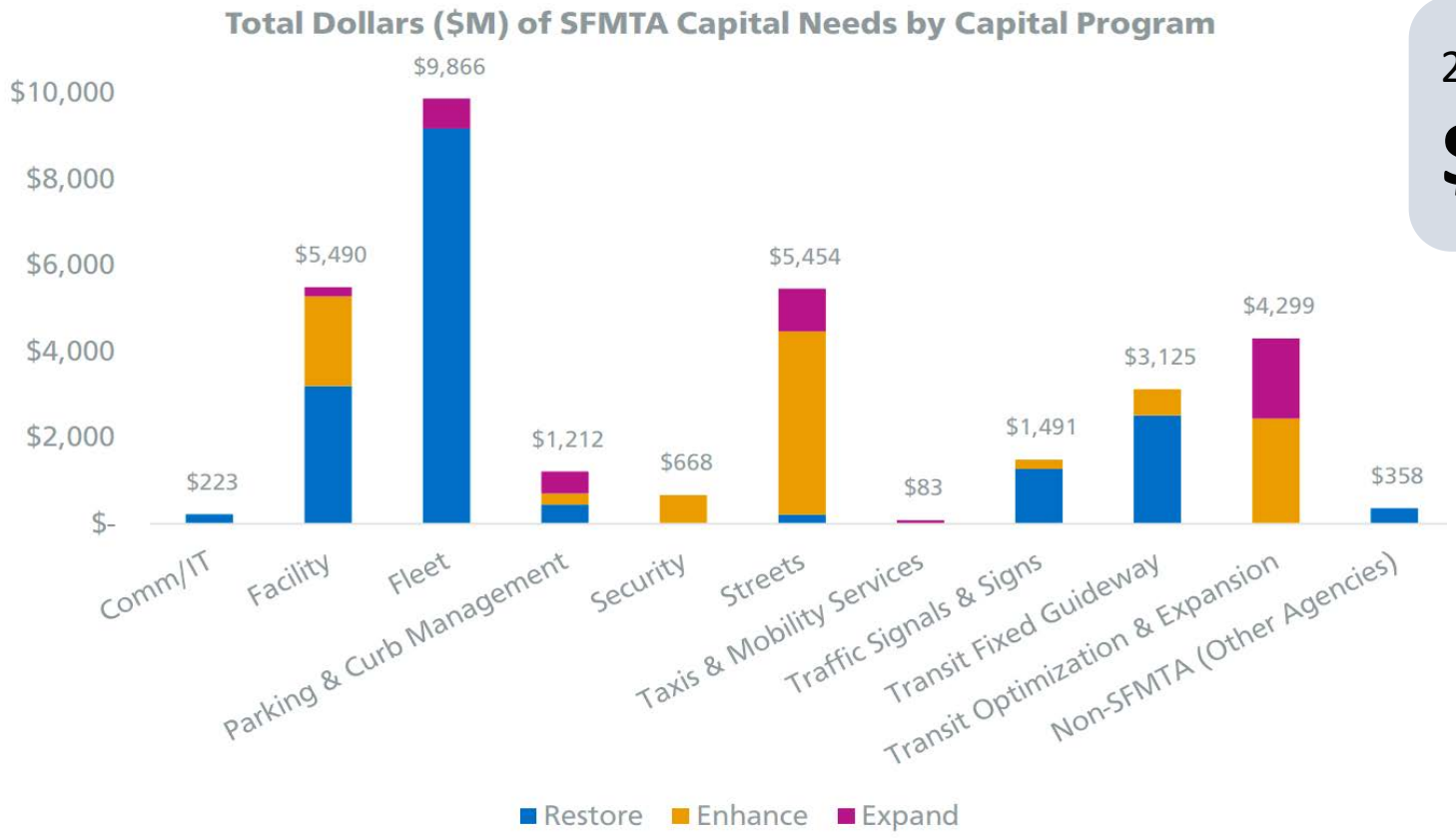
Source:
October 2024 GOBOC Report

Our investment in project delivery resulted in successful delivery of the 2014 Transportation and Road Improvement GO Bond Program.

- All funds were issued and **appropriated within 7-years**.
- Most **major SFMTA projects completed within 10-years**, Better Market Street and BART canopies in construction.
- **89% funds expended or encumbered**.

There has been no other GO Bond investment in transportation since 2014.

The SFMTA Board of Directors approved the SFMTA's 20-Year Financially Unconstrained Capital plan in December 2023.



20-Year Needs
$32.3 B

Restore
$17.4 B

Expand
$4.4 B

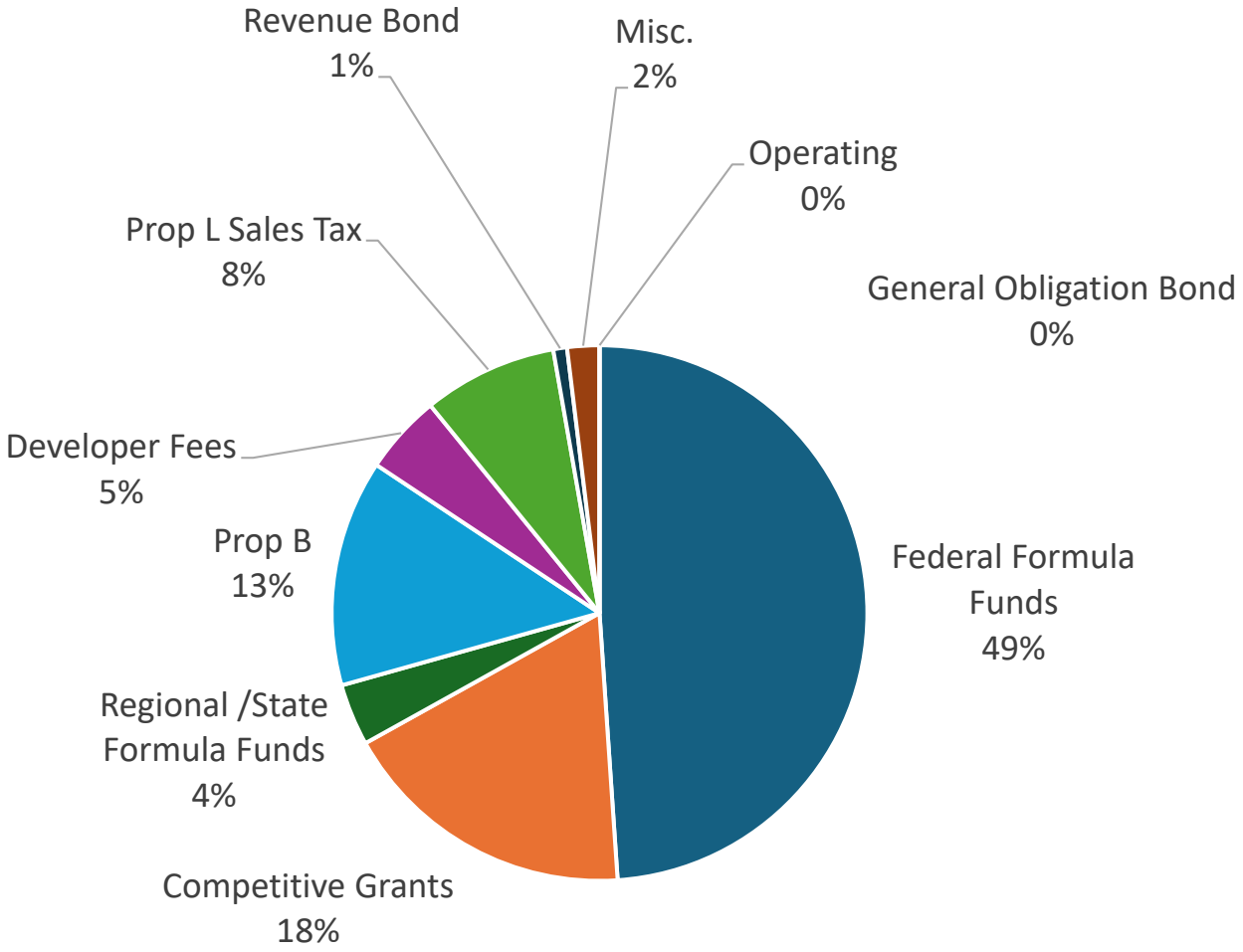
Enhance
$10.5 B

Source:
SFMTA 20-Year Capital Plan

FY25-FY29 Capital Revenues

Only 16% of FY25-FY29 CIP revenue sources are discretionary

Some of largest decreases in discretionary sources further limiting SFMTA discretion



Integrating the data from the SFMTA 20-Year Capital Plan and 5-Year Capital Improvement Plan results in the following SFMTA submission for the 10-Year Capital Plan.

SFMTA	Prior Years	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031 - 2035	Plan Total	Backlog
SPENDING PLAN									DEFERRED
Agency Wide	4,043	12,200	30,450	26,103	34,358	21,752	113,755	238,619	-
Communications/IT Infrastructure	1,958	1,738	1,352	1,222	1,477	1,573	8,224	15,585	106,967
Facility	28,143	84,236	102,429	16,978	17,912	50,493	261,070	533,119	2,492,678
Fleet	209,369	267,843	223,025	180,296	163,214	211,881	1,108,041	2,154,300	2,994,116
Parking	-	-	-	3,000	3,000	1,218	6,370	13,588	629,907
Security	970	970	970	970	970	985	5,149	10,013	356,472
Streets	42,760	51,725	36,375	41,113	49,276	44,914	234,878	458,280	2,498,384
Taxi	348	632	348	632	348	469	2,451	4,880	51,417
Traffic & Signals	10,761	4,994	7,717	4,424	3,416	6,356	33,240	60,147	748,922
Transit Fixed Guidew ay	103,758	98,730	157,258	120,031	106,919	119,099	622,836	1,224,874	10,294,989
Transit Optimization & Expansion	21,204	62,331	119,681	30,415	64,197	60,459	316,173	653,255	936,395
TOTAL	**423,313**	**585,399**	**679,605**	**425,184**	**445,089**	**519,198**	**2,712,186**	**5,366,660**	**21,110,248**
REVENUES									
Regional Measure 3	10,779	23,201	27,233	3,058	808	13,016	65,079	132,394	
Federal	252,541	356,166	293,769	236,809	223,267	276,598	1,446,484	2,833,093	
State	27,689	82,591	216,680	55,102	53,049	88,327	461,913	957,662	
Other Local	132,303	123,442	141,923	130,214	167,964	141,257	738,710	1,443,511	
TOTAL	**423,313**	**585,399**	**679,605**	**425,184**	**445,089**	**519,198**	**2,712,186**	**5,366,660**	

The **Muni Metro Modernization Program** is a critical initiative to overhaul San Francisco's surface track and subway assets, replacing aged and failing infrastructure, outdated and unreliable equipment with modern components and technology.

The program aims to restore reliability, increase capacity, and transform the rider experience.

A phased approach ensures a modern, dependable Muni Metro for generations. Addressing decades of wear and tear, a critical first element is the integration of a modern Communications-Based Train Control System (CBTC).

The **Building Progress Program** is a multi-year effort to repair, renovate, and modernize the SFMTA's aging facilities to keep the city moving and transition to an all-electric fleet.

The program will benefit the SFMTA and the public by providing needed space, improving the efficiency and timeliness of bus and train repairs; working conditions for all staff; enhancing resilience to climate change and natural disasters.

The program includes the following projects: **Potrero Yard Modernization Project, Presidio Yard Modernization Project, Kirkland Yard, and Battery-Electric Bus Transition**.

Multi-Modal Street Network Improvements support the city's economic recovery, more housing and neighborhood business districts.

Implementing **Muni Forward** to make getting around San Francisco faster, more reliable and safer

Improving **Street Safety** through the Quick Build Program to implement pedestrian and bicycle safety improvements on the Vision Zero High Injury Network.

Defining a long-range roadmap through the **Biking and Rolling Plan** to create a safe, connected citywide biking and rolling network within a quarter mile of every San Franciscan that works for all ages and abilities.


SFMTA
Thank you