

SFMTA SHORT RANGE TRANSIT PLAN

Fiscal Year 2015 – Fiscal Year 2030

Draft for SFMTA Board approval, June 16, 2015



Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region which receives federal funding through the TIP, prepare, adopt and submit to MTC a Short Range Transit Plan (SRTP).

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The contents of this SRTP reflect the views of the San Francisco Municipal Transportation Agency, and not necessarily those of the Federal Transit Administration (FTA) or MTC. San Francisco Municipal Transportation Agency is solely responsible for the accuracy of the information presented in this SRTP.

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TABLE OF CONTENTS

OVERVIEW OF THE SFMTA TRANSIT SYSTEM

Brief History.....	4
Governance.....	6
Transit Services	15
Overview of the Revenue Fleet	26
Existing Facilities.....	28

SFMTA GOALS, OBJECTIVES & STANDARDS

The SFMTA Strategic Plan.....	46
FY 2013 – FY 2018 Strategic Plan Elements	47

SERVICE & SYSTEM EVALUATION

SFMTA Performance Measures	50
Current Systemwide Performance	59
Muni Transit Service Structure	66
Muni Service Equity Policy	69
Equipment & Facilities.....	71
MTC Community-Based Transportation Planning Program	71
Paratransit Services	72
Title VI Analysis & Report.....	74
FTA Triennial Review	74

OPERATIONS PLAN & BUDGET

Operations Plan	79
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DRAFT SFMTA Short Range Transit Plan	2
--	---

Operations Budget 83

CAPITAL IMPROVEMENT PROGRAM

SFMTA Capital Planning Goals, Policies & Processes 96
SFMTA Capital Improvement Programs, FY 2016 – FY 2025..... 97
Transit Capital Programs..... 102
Other SFMTA Capital Programs 144

MAJOR EXPANSION PROJECTS

Central Subway 151
Van Ness Bus Rapid Transit Project 159





Overview of the SFMTA Transit System

The San Francisco Municipal Transportation Agency (SFMTA), a department of the City and County of San Francisco, is responsible for the management of all ground transportation in the city. The SFMTA keeps people connected through the San Francisco Municipal Railway (Muni), the nation’s eighth largest public transit system. The agency’s additional responsibilities include managing parking and traffic, bicycling, walking and the regulation of taxis. With a staff of more than 4,700, the SFMTA’s diverse team of employees is one of the city’s largest with representation by 18 labor organizations.

CONTENTS

Brief History.....	4
Governance.....	6
Transit Services	15
Overview of the Revenue Fleet	26
Existing Facilities.....	28

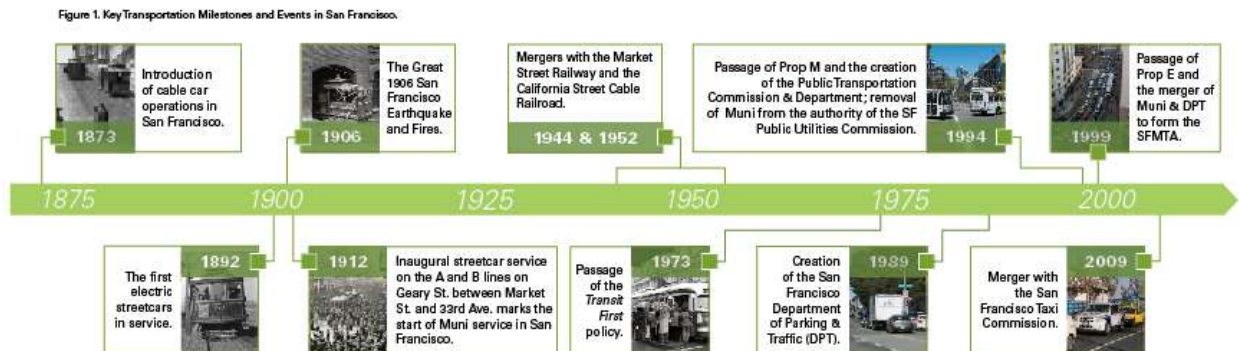
Brief History

The San Francisco Municipal Railway (Muni) began service in 1912 as one of the first publicly-owned and operated transit systems in the United States. Several privately-run

transit systems had operated in San Francisco following the Civil War and were still in operation in San Francisco at the time. In 1944, Muni merged with the Market Street Railway Company to triple the size of its system, and the 1952 acquisition of the California Street Railroad resulted in municipal ownership of all transit service in San Francisco.

In 1999, San Francisco voters approved Proposition E, which amended the City Charter to merge Muni with the city’s Department of Parking and Traffic (DPT). Integration of the two organizations into the SFMTA took place in 2002, creating a multimodal transportation agency to operate transit service, manage city streets, and advance the city’s Transit First Policy (Section 8A.115). Since then, the SFMTA has continued to evolve by merging with the Taxi Commission in March 2009.

While some of the facilities like the Presidio Division have been in use since the early days of Muni, transit service, its fleet, and facilities have changed and expanded over the years to serve the growing city. The SFMTA currently runs transit service 24 hours a day, seven days a week, providing over 700,000 transit trips each weekday on its fleet of cable cars, streetcars, motor coaches, trolley coaches, and light rail vehicles.



Governance

The SFMTA is a department of the City and County of San Francisco. As established in Proposition E in 1999, it is governed by a seven-member Board of Directors that provides policy oversight for the agency, including approval of its budget, contracts, and proposed changes of fares, fees and fines. The SFMTA Board also has the authority to appoint the Director of Transportation and serves as ex-officio members of the San Francisco Parking Authority.

The SFMTA Board of Directors is appointed by the mayor and confirmed by the San Francisco Board of Supervisors after a public hearing. Directors serve up to three four-year, fixed, staggered terms, and continue to serve until they resign, are replaced, or when the term expires. At least four of the Directors must be regular riders of public transit and must continue to be regular riders during their terms. The directors must possess significant knowledge of, or professional experience in, one or more of the fields of government, finance, or labor relations. At least two of the directors must possess significant knowledge of, or professional experience in, the field of public transportation. During their terms, all directors are required to ride the system on the average of once a week. At the first regular meeting of the SFMTA Board after the 15th day of January each year, the members of the board elect from among their number a chairman and vice-chairman.



Tom Nolan, *Chairman of the Board*, Appointed to the Board in 2006; Elected Chairman in 2009.



Cheryl Brinkman, *Vice-Chairman of the Board*, Appointed to the Board in 2010; Elected Vice-Chairman in 2012.



Gwyneth Borden, *Member of the Board*, Appointed to the Board in 2014.



Malcolm A. Heinicke, *Member of the Board*, Appointed to the Board in 2008.



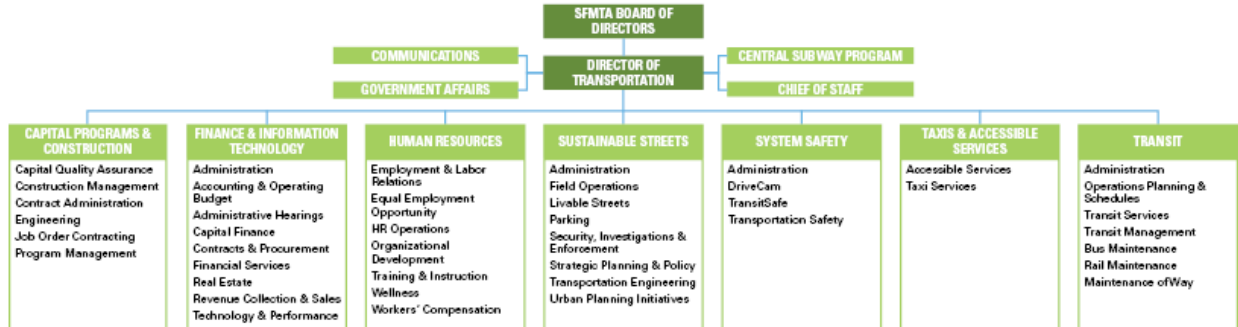
Joél Ramos, *Member of the Board*, Appointed to the Board in 2011.



Cristina Rubke, *Member of the Board*, Appointed to the Board in 2012.

SFMTA Citizens' Advisory Council

The SFMTA Citizens' Advisory Council (CAC) is an advisory body to the SFMTA and was created by Proposition E. The CAC meets monthly to provide recommendations to staff and the Board of Directors with respect to any matter within the jurisdiction of the agency. It is composed of fifteen members appointed by the Mayor and the Board of Supervisors. There are three CAC subcommittees: Engineering, Maintenance & Safety, Finance & Administration, and Operations & Customer Service.



Organizational Structure

In addition to the organizational change that occurred with the merger of Muni and DPT, the SFMTA underwent further reorganization in 2012 to improve delivery of transit, street design, planning, parking and traffic services. The SFMTA currently consists of seven main divisions: Capital Programs & Construction, Finance & Information Technology, Human Resources, Sustainable Streets, System Safety, Taxis & Accessible Services, and Transit. In addition to the seven main divisions, the Office of the Chief of Staff, Communications, Government Affairs, and the Central Subway Program also report directly to the Director of Transportation

Capital Programs & Construction Division (CP&C). The CP&C Division improves the city's transportation infrastructure by designing and delivering large-scale engineering and construction projects.

Finance & Information Technology Division (FIT). The FIT Division is responsible for managing the agency's finances, collecting fare revenues, leveraging information technology and effectively utilizing resources to maximize the financial, technological, and physical ability and capacity of the SFMTA.

Human Resources Division (HR). SFMTA HR enables the agency to accomplish its goals by supplying necessary support services that include: recruitment, hiring, employment and labor relations, payroll, organizational development and training, employee wellness, equal employment opportunity, and workers' compensation.

Sustainable Streets Division (SSD). The Sustainable Streets Division provides multimodal transportation planning and engineering to improve San Francisco's transportation system and support sustainable community and economic development. SSD also manages 38 parking facilities, enforces San Francisco's parking regulations, and enforces compliance of transit fares payment. The Division also oversees the dedicated services provided by the San Francisco Police Department (SFPD) Traffic Division.

System Safety Division. This division is responsible for providing a safe environment for riders, employees, and the citizens of the City and County of San Francisco. It maintains a safety program that attains an optimum level of safety and environmental compliance, including: maintaining records for all collision, incidents and hazards; conducting internal safety audits and vehicle safety reviews; developing corrective action plans; and performing inspections and mandated safety certifications.

Taxis & Accessible Services (TAS). TAS represents a combination of two distinct functions of the SFMTA that substantially overlap in the regulation of the taxi mode of transportation.

Taxi Services is charged with licensing and regulating the private taxi industry to ensure the safety of the riding public, drivers, and vehicles. TAS also ensures that taxi service is universally accessible regardless of trip origin or destination, without illegal discrimination, at prices that are transparent, uniform and accessible to low- and fixed-income customers, and that there is an adequate supply of taxicabs to meet transportation demand.

Accessible Services is charged with ensuring Americans with Disabilities Act (ADA) compliance for the entire agency and providing technical assistance on accessibility to all areas of the agency’s work, e.g. fixed route transit, capital projects, parking, bicycle, and pedestrian projects. Accessible Services also operates San Francisco’s Regional Transit Connection Discount Card (RTC) office and oversees the provision of Paratransit services. All taxis in San Francisco are required to participate in the SF Paratransit Program.

Transit Division (Muni). The Transit Division (Muni) provides safe, reliable, clean, accessible, and convenient public transit service throughout San Francisco. In addition to the planning, scheduling, and delivery of transit operations and services, this division also maintains the fleet, facilities, and infrastructure needed to deliver Muni services.

Table 1 provides a breakdown of the number of employees in each SFMTA Division, including grant-funded positions, budgeted for FY 2014 – FY 2016. The largest groups of employees at SFMTA are in the Transit and Sustainable Streets Divisions, as they include the transit operators and enforcement personnel, respectively.

Table 1. Budgeted Positions by Division

SFMTA DIVISION	FY 2014	FY 2015	FY 2016
Agency Wide	n/a	49	41
Board Of Directors	6	4	4
Capital Programs & Construction	169	156	159
Communications	18	24	27
Executive Director	5	7	7
Finance & Information Technology	335	358	368
Government Affairs	3	5	5
Human Resources	90	76	76
System Safety	66	111	94
Sustainable Streets	777	687	693

SFMTA DIVISION	FY 2014	FY 2015	FY 2016
Transit	3,358	3,554	3,802
Taxis & Accessible Services	25	27	29
GRAND TOTAL	4,852	5,058	5,305



Contracted Transportation Services

The SFMTA Transit Division operates the fixed route Muni transit service in San Francisco. The SFMTA also currently provides SF Paratransit Services through a contract with Transdev, formerly called Veolia Transportation, and subcontractors (Baymed Express, Centro Latino, Self Help for the Elderly, and Kimochi) to operate the following paratransit services through the end of 2015:

- **SF Access** – Americans with Disabilities Act (ADA)-mandated, door-to-door, shared ride van service where riders must schedule trips one to seven days in advance.
- **Group Van** – Specialized van service that picks up and drops off groups of individuals who will be going to the same agency/center. Trips are scheduled with the agency/center and riders must be ADA eligible.
- **Shop-a-Round** – A grocery shopping shuttle service that transports seniors and persons with disabilities to grocery stores.
- **Van Gogh** – a shuttle service for seniors and persons with disabilities to social and cultural events in San Francisco. This service aims to reduce social isolation of seniors and persons with disabilities.

In addition to these contracted services, all taxi companies in San Francisco are required to participate in the SF Paratransit program by City ordinance. A user-side subsidy is provided to Paratransit clients, who are issued a debit card to pay for their paratransit taxi trips.

Labor Unions

The SFMTA Employee & Labor Relations team works with the Labor Unions to negotiate the agreements that determine the work rules and compensation packages for approximately 5,000 employees. There are eight SFMTA Service-Critical and 10 Citywide labor agreements for 18 bargaining units within the SFMTA. All collective bargaining agreements and memorandums of understanding for these labor unions are available online: <http://www.sfmta.com/about-sfmta/labor-relations/mouscbas>

Table 2. SFMTA Collective Bargaining Agreements and Memorandums of Understanding

LOCAL BRANCH	LABOR UNION	LENGTH OF CONTRACT
SFMTA Service-Critical Collective Bargaining Agreements/Memorandums of Understanding		
Local 250-A (Transit Operators 9163)	Transport Workers' Union (TWU)	July 1, 2014 - June 30, 2017
Local 250-A (Transit Fare Inspectors 9132)		July 1, 2014 - June 30, 2017
Local 250-A (Automotive Service Workers 7410)		July 1, 2012 - June 30, 2015
Local 200		July 1, 2014 - June 30, 2016
Local 6	International Brotherhood of Electrical Workers (IBEW)	July 1, 2014 - June 30, 2017
Local 1414	International Association of Machinists (IAM)	July 1, 2014 - June 30, 2017
Local 1021	Service Employees International Union (SEIU)	July 1, 2014 - June 30, 2017
Municipal Executives Association (MEA)	Municipal Executives Association (MEA)	July 1, 2014 - June 30, 2017
Citywide Collective Bargaining Agreements/Memorandums of Understanding applicable to SFMTA		

LOCAL BRANCH	LABOR UNION	LENGTH OF CONTRACT
The Northern California Carpenters Regional Council, Local 22 Glaziers, Architectural Metal and Glass Workers, Local 718 Sheet Metal Workers International Union, Local 104 Teamsters, Local 853	Consolidated Crafts	July 1, 2014 – June 30, 2017
Local 21	International Federation of Professional & Technical Engineers (IFPTE)	July 1, 2014 – June 30, 2017
Local 261	Laborers International Union	July 1, 2014 – June 30, 2017
Local 3	Operating Engineers	July 1, 2014 – June 30, 2017
San Francisco City Workers United	Painters	July 1, 2014 – June 30, 2017
Local 1021	Service Employees International Union (SEIU)	July 1, 2014 – June 30, 2017
Local 39	Stationary Engineers	July 1, 2014 – June 30, 2017
Local 856 Multi-Unit	Teamsters	July 1, 2014 – June 30, 2017
Local 38	United Association of Plumbers and Pipefitters	July 1, 2014 – June 30, 2017

For those employees in job classifications not represented by a labor union or employee organization, Section A8.409-1 of the City Charter has established working schedules, conditions of employment, and methods of payment, effective July 1, 2013.



The Cable Car Division Operators, Mechanics, and Shop Crew.



Sustainable Streets Paint Crew installing sharrows on a newly-paved Market Street.



Planners and engineers working with the community to improve transit.

Transit Services

As part of its mission, the SFMTA strives to provide a convenient, reliable, accessible and safe transportation system that meets the needs of all users within the City and County of San Francisco. In 2014, 25% of all trips to, from and within San Francisco were by transit, including those on regional transit systems.

The SFMTA operates Muni, the oldest and largest transit system in the San Francisco Bay Area, providing over 40 percent of all transit trips in the region. In addition, it is the eighth largest transit system in the nation based on boardings, carrying more than 225 million passengers annually. The Agency's transit fleet is among the most diverse in the world, featuring:

- Diesel and hybrid diesel motor coaches
- Electric trolley coaches
- Modern light rail vehicles
- A historic collection of streetcars from the U.S. and around the world
- The nation's only operating cable cars, listed as a U.S. National Historic Landmark
- A fleet of paratransit vehicles.



Muni Forward

Muni Forward aims to make getting around San Francisco safer and more reliable. Informed by the Transit Effectiveness Project, SFMTA Strategic Plan Goals 2 & 3, and extensive community input, Muni Forward's route changes, service improvements, and transit priority projects will help reallocate limited resources where they are needed most to provide excellent transit service:

- The Implementation of a Rapid & Transit Priority Network of core routes serving nearly 70 percent of all riders will provide a more reliable trip.
- Updating our transit fleet and making important safety and accessibility projects across the city, combined with the WalkFirst projects, will help the agency better accommodate the needs of families, seniors, and the disabled, and enhance comfort and safety for all our customers.
- Using technology more effectively by improving the integration of our transit system with traffic signals and bringing more real-time information to our customers will make our transit system smarter, and more reliable.

In addition to capital improvements, Muni Forward also incorporates service changes that better reflect current travel patterns. Muni offers end-to-end coverage of the city that puts a Muni stop with a quarter mile of every San Francisco resident. This access to bus and rail service allows customers to combine trips on routes and lines to get anywhere in the city, mostly within reach of a short walk or minimal number of transfers.

To make it easier to navigate the transit system and more efficient to travel on our most heavily used routes, the SFMTA has recently updated the service framework to define the six types of Muni transit service. Muni will continue to provide specialized services including express service, late evening "Owl" service, and special event trips to serve sporting events, large festivals and other San Francisco activities.

Muni Forward Service Framework

In addition to identifying Rapid routes, the Muni service framework organizes all the Muni transit routes into six principle types of transit service in the city:

- Muni Metro & Rapid Bus (10 minutes or less & skip stop service): These heavily used bus and rail lines form the backbone of the Muni system. With vehicles arriving frequently and transit priority enhancements along the routes, the Rapid network delivers speed and reliability whether customers are heading across town, or simply traveling a few blocks.
- Frequent Local (10 minutes or less service): These routes combined with Muni Metro and Rapid Bus create the Rapid network. They provide high-quality, frequent service but with more stops along the route.

- Grid (12 - 30 minutes service): These citywide routes combine with the Rapid Network to form an expansive core system that lets customers get to their destinations with no more than a short walk, or a seamless transfer. Depending on demand, they typically operate less frequently than the Rapid Network routes.
- Connector (Over 30 minutes service): These bus routes predominantly circulate through San Francisco's hillside residential neighborhoods, filling in gaps in coverage and connecting customers to major transit hubs.
- Historic: Historic Streetcars and Cable Cars.
- Specialized: These routes augment existing service during specific times of day to serve a specific need, or serve travel demand related to special events. They include AM and PM commute service, owl service, weekend-only service, and special event trips to serve sporting events, large festivals, and other San Francisco activities.

All residential neighborhoods in San Francisco are within a quarter of a mile of a Muni bus or rail line stop.



In conjunction with this modernization of transit service, the SFMTA updated the transit service map to help customers navigate the network and identify the transit lines that work best for them.

Although the Muni routes have been categorized by frequency and type of service, the cost to ride remains consistent across all types of service, with the few exceptions of the cable car and special event fares. Table 3 details the routes, types of services, areas served, and the overall fare structure for all Muni service. Route-by-route maps, stops, descriptions, and related projects available on www.sfmta.com .



Table 3. Muni Transit Service Type, Areas, and Fares, as of May 2015.

TYPE OF TRANSIT SERVICE	MUNI ROUTES & AREAS SERVED	FARE STRUCTURE (as of September 1, 2014)
Fixed Route Service Transit Service		
Muni Metro & Rapid Bus	J Church, KT Ingleside/Third Street, L Taraval, M Ocean View, N Judah, 5R Fulton Rapid, 7R Haight/Noriega Rapid, 9R San Bruno Rapid, 14R Mission Rapid, 28R 19th Avenue Rapid, 38R Geary Rapid	Single Fare Adult: \$2.25 for bus & rail, \$6.00 for cable car Single Fare Seniors (age 65+), Disabled, Medicare: \$0.75 for bus & rail, \$6.00 for cable car (7am-9pm), \$3.00 (9pm-7am)
Frequent Local	1 California, 7 Haight/Noriega, 8 Bayshore, 9 San Bruno, 14 Mission, 22 Fillmore, 28 19th Avenue, 30 Stockton, 38 Geary, 47 Van Ness, 49 Van Ness/Mission	Fare for Low/Moderate Income Youth (ages 5-18),

TYPE OF TRANSIT SERVICE	MUNI ROUTES & AREAS SERVED	FARE STRUCTURE (as of September 1, 2014)
Grid	2 Clement, 3 Jackson, 5 Fulton, 6 Haight/Parnassus, 9 San Bruno, 10 Townsend, 12 Folsom/Pacific, 18 46th Avenue, 19 Polk, 21 Hayes, 23 Monterey, 24 Divisadero, 27 Bryant, 29 Sunset, 31 Balboa, 33 Ashbury/18th, 43 Masonic, 44 O'Shaughnessy, 45 Union/Stockton, 48 Quintara/24th Street, 54 Felton, 55 Mission Bay Shuttle	Senior (65+), and Persons with disabilities: Free for bus & rail; must register and use a Clipper Card Other Single Fare Youth (ages 5-17): \$0.75 for bus & rail, \$6.00 for cable car; children 4 and under are free
Connector	11 Downtown Connector, 25 Treasure Island, 35 Eureka, 36 Teresita, 37 Corbett, 39 Coit, 52 Excelsior, 56 Rutland, 57 Park Merced, 66 Quintara, 67 Bernal Heights	Monthly Unlimited Pass Adult ("M" Fast Pass): \$68.00 for all Muni service Monthly Unlimited Pass Adult with ride on BART in SF ("A" Fast Pass): \$80.00
Historic	California Cable Car, Powell/Hyde Cable Car, Powell/Mason Cable Car, F Market & Wharves	Lifeline monthly Pass (Low Income Adult): \$34.00
Specialized (<i>commuter express, shuttles & special events</i>)	NX Judah Express, 1AX California A Express, 1BX California B Express, 7X Noriega Express, 8AX Bayshore A Express, 8BX Bayshore B Express, 14X Mission Express, 30X Marina Express, 31AX Balboa A Express, 31BX Balboa B Express, 38AX Geary A Express, 38BX Geary B Express, 41 Union, 76X Marin Headlands Express, 81X Caltrain Express, 82X Levi Plaza Express, 83X Mid-Market Express, 88 BART Shuttle	Monthly Unlimited Pass Youth (5-17), Senior (65+), Disabled, Medicare: \$23.00 for all Muni service Cable Car 1-ride cash fare: \$6.00 1-Day Passport: \$17.00 (effective Jan 2015) 3-Day Passport: \$26.00 (effective Jan 2015)
Supplemental Service	Supplemental Muni service to middle and high schools in the City and County of San Francisco. Buses start at schools and continue on regularly scheduled routes.	7-Day Passport: \$35.00 (effective Jan 2015) Adult CityPASS®:

TYPE OF TRANSIT SERVICE	MUNI ROUTES & AREAS SERVED	FARE STRUCTURE (as of September 1, 2014)
Owl Service (<i>late night transit service</i>)	L Owl, N Owl, 5 Fulton, 14 Mission, 22 Fillmore, 24 Divisadero, 38 Geary, 90 San Bruno Owl, 9A Owl, 25 Treasure island	\$84.00 Children ages 5-11 CityPASS®: \$59.00 School Coupon Booklet (15 tickets): \$15.00 Special Event Service Adult Round-Trip: \$12.00
Accommodation of bicycles	All hybrid, motor, and trolley coaches that run on the Rapid Frequent, Circulator, Commuter Express, Specialized, and Owl service routes are equipped with external bicycle racks on the front of the vehicle. Non-folding bikes are not allowed inside any Muni bus, streetcar, or other transit vehicle at any time. However, as of May 24, 2011, folding bicycles are allowed inside all Muni vehicles except cable cars.	There is no extra charge for bicycles on transit vehicles.
Demand Responsive Transit Service		

TYPE OF TRANSIT SERVICE	MUNI ROUTES & AREAS SERVED	FARE STRUCTURE (as of September 1, 2014)
Seniors and for persons with disabilities, including service required under the Americans with Disabilities Act (ADA)	San Francisco Paratransit is a contracted van and taxi service provided 24 hours a day, 7 days a week, 365 days a year citywide for people unable to independently use or access public transit because of a disability or disabling health condition. Service is provided within San Francisco, to Treasure Island, to the northernmost part of Daly City in San Mateo County, and to Marin Headlands on weekends mirroring the Muni 76X-Marin Headlands line. ADA-certified persons who are visiting from outside San Francisco will be served by San Francisco Paratransit.	<p>SF Access single fare per one-way trip: \$2.25; certified attendants ride free</p> <p>Shop-A-Round one-way trip: \$2.25</p> <p>Shop-A-Round Senior Clipper and RTC Discount ID Card users one-way trip: \$1.00</p> <p>Taxi Services: \$5.50 for \$30.00 worth of debit card value</p>

In addition to operating fixed route and demand responsive transit services in San Francisco, the SFMTA coordinates with other transit service operators in the Bay Area to provide connections to regional destinations. All connecting services use the Clipper Card, and in some cases provide a discounted transfer to their system.

Table 4. Regional Transit Service Type, Areas, and Fares

TRANSIT PROVIDER	AREAS SERVED	TRANSFER STRUCTURE (as of September 1, 2014)
Transfers via Clipper Card are available to all connecting services provided by our partners		
Alameda Contra-Costa Transit District (AC Transit)	AC Transit operates accessible bus service between the Transbay Terminal in San Francisco and the East Bay.	No discounted transfer program.

TRANSIT PROVIDER	AREAS SERVED	TRANSFER STRUCTURE (as of September 1, 2014)
Bay Area Rapid Transit (BART)	BART provides regional transit service in Alameda, Contra Costa, San Mateo, and San Francisco, including direct service to San Francisco International Airport.	<p>Transferring from the Daly City BART station to Muni using Clipper: Customers are eligible for two free rides on the 14R, 28, 28R and 54 Muni routes when transferring from the Daly City BART Station and paying the fare using Clipper. The first trip must be taken within 23 hours after exiting BART and the second within 24 hours after exiting BART for the free fares to apply.</p> <p>Muni+BART within San Francisco "A" Pass: Provides unlimited rides on all Muni service, including cable cars, and travel between BART stations (within San Francisco only): \$80.00 per month.</p> <p>Adult Inter-Agency Transfer Cash Fare (Clipper only): \$1.75 (effective early 2015)</p>
Caltrain	Caltrain provides local, limited and Baby Bullet train service between San Francisco and San Jose, with weekday commute-hour service to Gilroy.	Monthly Caltrain pass users can also purchase a discounted (\$5 off) Muni pass for unlimited rides on Muni vehicles, except cable cars and special routes. The special pass isn't valid on BART.
Golden Gate Transit	Golden Gate Transit bus lines run from San Francisco over the Golden Gate Bridge to a variety of destinations in Marin and Sonoma Counties. Golden Gate Transit ferries operate from the Ferry Building at the foot of Market Street to Sausalito and Larkspur.	The SFMTA provides a \$0.50 discount off an adult single ride for customers transferring to Muni from Golden Gate Transit when using a Clipper card (does not apply to Cable Car service). Golden Gate Transit also provides a reciprocal \$0.50 single ride discount for Muni customers transferring to their service.

TRANSIT PROVIDER	AREAS SERVED	TRANSFER STRUCTURE (as of September 1, 2014)
San Francisco Bay Ferry	The San Francisco Bay Ferry provides weekday, weekend, holiday, and seasonal services to various terminal locations around the bay.	The SFMTA provides a \$0.50 discount off an adult single ride for customers transferring to Muni from San Francisco Bay Ferry Service when using a Clipper card (does not apply to Cable Car service). San Francisco Bay Ferry also provides a reciprocal \$0.50 single ride discount for Muni customers transferring to their service. Muni stickers purchased and applied to monthly passes for an additional \$63.00 per month. These are valid for transfers to and unlimited travel on the entire Muni system, except the cable cars.
Vallejo/Baylink Ferry	The Vallejo/Baylink ferry operates daily service between Pier 41 (limited departures/arrivals) and the Ferry Building in San Francisco and the Vallejo Ferry Terminal.	Muni stickers purchased and applied to monthly passes for an additional \$61.00 per month. These are valid for transfers to and unlimited travel on the entire Muni system, except the cable cars.

Note: SamTrans in San Mateo County operates some peak-hour service from San Francisco to San Mateo County. There is no discounted transfer program.



Plaza entrance to the 16th Street Mission BART station



Golden Gate Transit bus service on Van Ness Avenue



San Francisco Bay Ferry traveling under the Bay Bridge

Recent changes in Fares

Muni fare increases are based on a formula set in 2009 by the SFMTA Board of Directors to create a more predictable and transparent mechanism for setting charges. The formula is based on a combination of the Bay Area Consumer Price Index for all urban consumers (CPI-U) and labor costs.

In 2014, the SFMTA Board of Directors approved the first increase to the daily fare since 2009:

- Daily Adult Fare was increased from \$2.00 to \$2.25
- Adult “A” Fast Pass was increased from \$76 to \$80
- Adult “M” Fast Pass was increased from \$66 to \$68
- Lifeline Monthly Pass was increased from \$33 to \$34
- Paratransit Van Service was increased from \$2.00 to \$2.25
- Paratransit Taxi Service scrip book was increased from \$5.00 to \$5.50

More information on the Automatic Indexing Implementation Plan can be found at: <http://www.sfmta.com/protected/automaticindexingplan.pdf>.

Additional details on the recent changes in the fares, fees, and fines can also be found on the SFMTA website: <http://www.sfmta.com/news/notices/fares-fees-and-fines-changes-fiscal-years-2015-2016>.

Free Muni Program

In FY 2013 and FY 2014, the SFMTA ran a pilot program to provide free Muni for low income youth funded through a variety of grants. As a result of a gift from Google, the program was continued for FY 2015 and FY 2016. Additionally, in May 2014 the SFMTA Board extended the definition of youth from 17 to 18.

In January 2015, based on an evaluation of the fiscal health of the Agency, the SFMTA Board voted to expand this program. The SFMTA now provides free Muni for low and moderate income youth (ages 5-18), 19 - 22-year-olds enrolled in San Francisco Unified School District programs, seniors (ages 65+), and disabled riders who use a Clipper[®] card. More information and applications for this program can be found at www.sfmta.com/freemuni.



Overview of the Revenue Fleet

Comprised of cable cars, historic streetcars, electric trolley coaches, diesel and hybrid buses, light rail vehicles, and paratransit vans, Muni has one of the most diverse vehicle fleets in the world. The information below shows a vehicle count as of April 2015. Over the next five years the SFMTA will be replacing its entire (non-historic) fleet to improve transit service, improve the overall customer experience, and bring clean, new vehicles that use state-of-the-art hybrid and biofuel technologies to make Muni's fleet, already one of the greenest in the nation, even cleaner.



Invented in San Francisco in 1873 and still in operation on three lines, San Francisco's cable cars are an icon of the city. Cable cars currently provide service for about three percent of system riders. *Vehicle count: 40 cable cars; Type of Service: Historic*



The all-electric light rail trains run both above and below ground. The six light rail lines serve about 20 percent of system riders. *Vehicle count: 149 vehicles; Type of Service: Rapid*



The SFMTA operates the second-largest trolley coach fleet in North America. These zero-emission vehicles carry about 30 percent of system riders. *Vehicle count: 240 40-foot and 93 60-foot trolley coaches; Type of Service: Rapid, Frequent Local, Circulator, Owl*



Restored historic streetcars from around the world travel from the Castro to Fisherman's Wharf along Market Street and The Embarcadero. The one-of-kind vehicles carry about 20,000 passengers a day. *Vehicle count: 43 vehicles operational, as of May 2015, including Presidents' Conference Committee (PCC), Milan, and other unique and work vehicles. Type of Service: Historic*



The SFMTA's 30-foot, 40-foot, and 60-foot biodiesel and biodiesel-hybrid buses help connect surrounding communities with central San Francisco. The motor coach sub-fleet is the backbone of Muni service and carries over 40 percent of the system's riders. *Vehicle count: 477 vehicles from various manufacturers; Type of Service: Rapid, Frequent, Grid, Circulator, Express, Specialized*



The SFMTA provides paratransit service to seniors and persons with disabilities who are unable to independently ride the Muni fixed route system. In FY 2014, SFMTA-owned wheelchair accessible vehicles completed approximately 500,000 trips for more than 8,500 active riders. *Vehicle count: 82 22-foot vans, 5 25-foot vans, and 5 wheelchair accessible minivans; Type of Service: demand-responsive paratransit service*

Existing Facilities



The SFMTA owns and leases a wide variety of facilities and infrastructure that enables the operation, maintenance, planning, engineering, enforcement, and administration of the complex transportation system in San Francisco. The majority of the 29 facilities are dedicated to the maintenance, fueling, storage, and staging of the transit and traffic enforcement vehicles. Also under SFMTA control are 19 public parking garages and 19 metered parking lots.

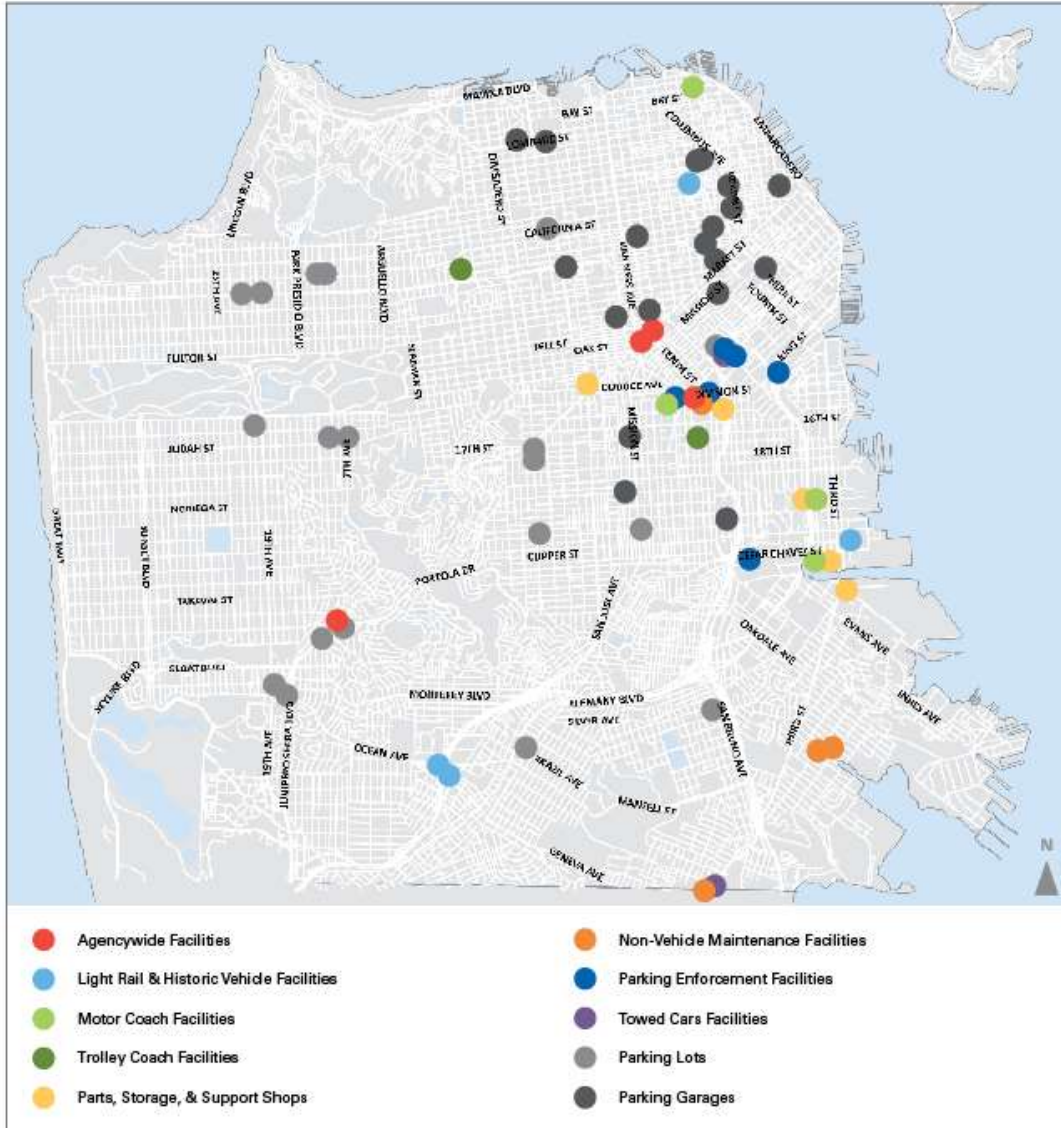


Table 5. SFMTA Administrative, Operations, Maintenance, Fueling, Vehicle Storage and Staging Facilities

FACILITY NAME	LOCATION	YEAR OPEN	SITE OWNERSHIP	FACILITY CAPACITY
AGENCYWIDE				
SFMTA Headquarters	1 South Van Ness Avenue, Floors 3, 6, 7, and 8	2003	CCSF Owned	Office of the Director of Transportation, Capital Programs & Construction, Communications, Finance & Information Technology, Human Resources, Sustainable Streets Planning and Engineering offices, System Safety, Taxis & Accessible Services, Transit Administration and Operations Planning & Schedules offices
Transportation Management Center	1455 Market Street	2015	Leased by SFMTA	Transit Operations & Traffic Signal Operations Control Centers
Central Control	131 Lenox Way, West Portal Station	1982	SFMTA Owned	Current Transit Operations Control Center
Power Control Center	Bryant Street & Alameda	1977	SFMTA Owned	Central facility to monitor electrical system for all SFMTA operations
LIGHT RAIL & HISTORIC				
Cable Car Barn	Mason Street & Washington Street	1887; rebuilt and reopened 1984	SFMTA Owned	40 cable cars

FACILITY NAME	LOCATION	YEAR OPEN	SITE OWNERSHIP	FACILITY CAPACITY
Beach-Geneva Yard	Geneva Avenue, San Jose Avenue, and I-280	1907	SFMTA Owned	36 75-ft LRVs; 55 50-ft historic streetcars; and 24 historic streetcars under canopy
Green Division & Green Annex	Geneva Avenue, San Jose Avenue, and I-280	1977 & 1987	SFMTA Owned	76 75-ft LRVs
Muni Metro East	Cesar Chavez/25th Street and Illinois Street	2008	SFMTA Owned	125 75-ft LRVs
MOTOR COACH				
Flynn Division	15th Street & Harrison Street	1989	SFMTA Owned	102 60-ft Articulated Motor Coaches; currently over capacity at 125 60-ft Articulated Motor Coaches
Islais Creek	Cesar Chavez Street & Indiana Street	Under Construction	SFMTA Owned	160 40-ft Motor Coaches (when completed)
Kirkland Yard	North Point Street and Powell Street	1950	SFMTA Owned	127 40-ft Motor Coaches; currently over capacity at 135 40-ft Motor Coaches
Woods Division	22nd Street and Indiana Street	1974	SFMTA Owned	30 30-ft Motor Coaches; and 160 40-ft Motor Coaches
TROLLEY COACH				
Potrero Division	Bryant Street, Mariposa Street, and 17th Street	1914	SFMTA Owned	75 40-ft Trolley Coaches; 73 60-ft Trolley Coaches

FACILITY NAME	LOCATION	YEAR OPEN	SITE OWNERSHIP	FACILITY CAPACITY
Presidio Division	Geary Street and Presidio Avenue	1912	SFMTA Owned	142 40-ft Trolley Coaches
PARTS STORAGE & SUPPORT SHOPS				
Marin Division	Marin Street & Indiana Street	1990	Port of San Francisco; leased by SFMTA	n/a
700 Penn	700 Pennsylvania Street	1947	SFMTA Owned	n/a
Scott Division	15th Street & Division Street	n/a	SFMTA Owned	n/a
Burke Warehouse	1570 Burke Avenue	1969; occupied by SFMTA in 2005	Leased by SFMTA	n/a
Duboce	Duboce, between Market & Church	n/a	SFMTA Owned	Temporary storage of Light Rail Vehicles and Historic Streetcars; light maintenance
NON-VEHICLE MAINTENANCE				
Overhead Lines	1401 Bryant Street	1893; acquired by Muni in 1944	SFMTA Owned	n/a
Sign, Meter, & Temporary Sign Shops	1508 Bancroft Street	2012	Leased by SFMTA	n/a
Paint & Meter Parking	1469 Yosemite Street	2012	Leased by SFMTA	n/a
Traffic Signal Shop	2650 Bayshore Boulevard	2013	Leased by SFMTA	n/a

FACILITY NAME	LOCATION	YEAR OPEN	SITE OWNERSHIP	FACILITY CAPACITY
PARKING ENFORCEMENT				
Parking Enforcement	571 10th Street	n/a	Caltrans; leased by SFMTA	10 GO-4's, 2 passenger vehicles, 4 boot vans & 2 pickup trucks
Parking Enforcement	505 7th Street	n/a	Leased by SFMTA	4 passenger vehicles
Parking Enforcement	6th Street and Townsend Street	n/a	Leased by SFMTA	208 GO-4 vehicles, 18 passenger cars, 1-12 passenger van; 1 mobile library type van
Parking Enforcement	2323 Cesar Chavez Street	n/a	SF Public Works; leased by SFMTA	43 GO-4's & 2 passenger cars
Parking Enforcement	450 7th Street	n/a	Caltrans; leased by SFMTA	18 passenger cars
Parking Enforcement	Scott Lot (Harrison & 15th)	n/a	n/a	14 GO-4's
TOWED CARS				
Towed Cars (short term)	450 7th Street	n/a	Caltrans; leased by SFMTA	Approx. 160 private vehicles
Towed Cars (long term)	2650 Bayshore	2012	Leased by SFMTA	Required to have at least 300 spaces for police tows, 100 of which must be indoors
PARKING GARAGES				
16th & Hoff Garage	42 Hoff Street	n/a	SFMTA Owned	98 parking spaces

FACILITY NAME	LOCATION	YEAR OPEN	SITE OWNERSHIP	FACILITY CAPACITY
Civic Center Garage	355 McAllister Street	1958	SFMTA Owned	843 parking spaces
Ellis-O'Farrell Garage	123 O'Farrell Street	1964	SFMTA Owned	950 parking spaces
5th&Mission/Yerba Buena Garage	833 Mission Street	1957	SFMTA Owned	2585 parking spaces
Golden Gateway Garage	250 Clay Street	1965	SFMTA Owned	1095 parking spaces
Japan Center Garage	1610 Geary Boulevard	1965	SFMTA Owned	920 parking spaces
Lombard Garage	2055 Lombard Street	1987	SFMTA Owned	205 parking spaces
Mission-Bartlett Garage	3255 21st Street	1983	SFMTA Owned	350 parking spaces
Moscone Center Garage	255 3rd Street	1984	SFMTA Owned	732 parking spaces
North Beach Garage	735 Vallejo Street	n/a	SFMTA Owned	203 parking spaces
Performing Arts Garage	360 Grove Street	1983	SFMTA Owned	598 parking spaces
Pierce Street Garage	3252 Pierce Street	n/a	SFMTA Owned	116 parking spaces
Polk-Bush Garage	1399 Bush Street	n/a	SFMTA Owned	129 parking spaces
Portsmouth Square Garage	733 Kearny Street	1960	SFMTA Owned	504 parking spaces
San Francisco General Hospital Medical Center Garage	2500 24th Street	1996	SFMTA Owned	1657 parking spaces
St. Mary's Square Garage	433 Kearny Street	1952	SFMTA Owned	414 parking spaces

FACILITY NAME	LOCATION	YEAR OPEN	SITE OWNERSHIP	FACILITY CAPACITY
Sutter-Stockton Garage	444 Stockton Street	1959	SFMTA Owned	1865 parking spaces
Union Square Garage	333 Post Street	1941	SFMTA Owned	985 parking spaces
Vallejo Street Garage	766 Vallejo Street	1969	SFMTA Owned	163 parking spaces
PARKING LOTS				
18th Ave./Geary Lot	421 18th Avenue	n/a	SFMTA Owned	34 metered spaces
18th St./Collingwood Lot	4116 18th Street	n/a	SFMTA Owned	28 metered spaces
19th Ave./Ocean Lot	3000 19th Avenue	n/a	SFMTA Owned	20 metered spaces
20th Ave./Irving Lot	1275 20th Avenue	n/a	SFMTA Owned	24 metered spaces
24th St./Noe Lot	4061 24th Street	n/a	SFMTA Owned	16 metered spaces
7th Ave./Irving Lot	1340 7th Avenue	n/a	SFMTA Owned	36 metered spaces
7th St./Harrison Lot	415 7th Street	n/a	SFMTA Owned	205 metered spaces
8th Ave./Clement Lot	324 8th Avenue	n/a	SFMTA Owned	26 metered spaces
9th Ave./Clement Lot	1325 9th Avenue	n/a	SFMTA Owned	21 metered spaces
9th Ave./Irving Lot	1325 9th Avenue	n/a	SFMTA Owned	41 metered spaces
California/Steiner Lot	2450 California Street	n/a	SFMTA Owned	48 metered spaces
Castro/18th St. Lot	457 Castro Street	n/a	SFMTA Owned	20 metered spaces

FACILITY NAME	LOCATION	YEAR OPEN	SITE OWNERSHIP	FACILITY CAPACITY
Felton/San Bruno Lot	25 Felton Street	n/a	SFMTA Owned	10 metered spaces
Geary/21st Ave. Lot	5732 Geary Boulevard	n/a	SFMTA Owned	21 metered spaces
Lilac/24th St. Lot	1 Lilac Street	n/a	SFMTA Owned	18 metered spaces
Norton/Mission Lot	20 Norton Street	n/a	SFMTA Owned	28 metered spaces
Ocean/Junipero Serra Lot	2500 Ocean Avenue	n/a	SFMTA Owned	20 metered spaces
Ulloa/Claremont Lot	807 Ulloa Street	n/a	SFMTA Owned	23 metered spaces
West Portal/14th Ave. Lot	174 West Portal Avenue	n/a	SFMTA Owned	19 metered spaces



Stations & Stops

In addition to the facilities needed to operate transit service, the SFMTA maintains approximately 3,500 transit stops in San Francisco. In April 2015, the SFMTA adopted a new policy for the Rapid Network transit stops. Over the course of the next several years, the SFMTA and its partners will install: additional signage and transit service branding at Rapid and Metro shelters to make finding and navigating the Muni network easier; transit poles outfitted with solar powered lanterns visible day or night; redesigned flag signs to better identify route information, intersection names and real-time arrival details; and bright red chevron-style decals to identify it as a Rapid stop. New bicycle racks at Rapid stops will allow for the convenience of Park & Ride and help distribute waiting riders more evenly between the front and rear doors.



Table 6. SFMTA Stations and Stops

TYPE	LOCATIONS	YEAR IN USE	BASIC AMENITIES
Muni Metro & Rapid Bus			
Surface Rapid Bus Stops	At most surface transit locations in San Francisco in residential, commercial and industrial areas.	2015	SFMTA red “wave” shelter; transit poles outfitted with solar powered lanterns; flag signs for route information, intersection names and real-time arrival details; bright red chevron-style decals to signal a Rapid stop; new bicycle racks

TYPE	LOCATIONS	YEAR IN USE	BASIC AMENITIES
Muni Metro Stations	The Muni Metro stations from West Portal to The Embarcadero are underground. The downtown subway stations (between Civic Center and The Embarcadero) are shared by Muni and the Bay Area Rapid Transit District (BART). These stations are multi-level, with a concourse level, a Muni boarding platform at mid-level and a BART platform at the lowest level. With the exception of Forest Hill, all Muni Metro stations were constructed in conjunction with BART and are BART-owned.	1980 (all except Forest Hill); 1918 (Forest Hill)	In the underground stations (Embarcadero, Montgomery, Powell, Civic Center, Van Ness, Church, Castro, Forest Hill and West Portal), a digital voice announcement system announces the route designation and arrival time of approaching and arriving trains. All underground stations are accessible by elevator. Stairs and/or an escalator are located at each end of every downtown station. Digital signs that provide real-time arrival information are available at Metro stations.
T Third Surface Stations	Surface stops along the T Third line on The Embarcadero, King Street, Third Street, and Bayshore Boulevard	1998 (The Embarcadero and King Street stations); 2007 (Third Street and Bayshore Blvd. stations)	All stations were designed in line with the distinctive T Third branding. They are all accessible and equipped with transit shelters with digital signs that provide real-time arrival information.
Other Surface Light Rail Stops	Outside of the Market Street Subway, Twin Peaks Tunnel and Sunset Tunnel, the light rail vehicles operate on the surface.	Varied	In addition to the standard Rapid Network Stop amenities listed above, key surface light rail stops provide ramps to facilitate wheelchair access. On the M Ocean View line, the accessible stop at San Jose and Geneva avenues has a mechanical wayside lift that elevates customers to the level of the train floor for boarding and exiting.
Frequent Local, Grid, Connector, Specialized			

TYPE	LOCATIONS	YEAR IN USE	BASIC AMENITIES
Transit Stops	At most surface transit locations in San Francisco in residential, commercial and industrial areas.	Varied	Stops with 125 daily boardings have a shelter within environmental constraints. Many shelters are equipped with digital signs that provide real-time arrival information. Many of these shelters also have “push-to-talk” buttons that, when pressed, provide a voice announcement of the arrival times displayed on the digital sign. In 2015, the SFMTA and its partners have also started the installation of transit poles outfitted with solar powered lanterns and flag signs for route information.
Flag Stops	In residential areas and other low traffic locations where Muni will stop in the street rather than pull to the curb	Varied	The bus stop is marked with yellow paint on a nearby pole and in the street where the bus will stop. In 2015, the SFMTA and its partners have also started the installation of transit poles outfitted with solar powered lanterns and flag signs for route information.
Historic			

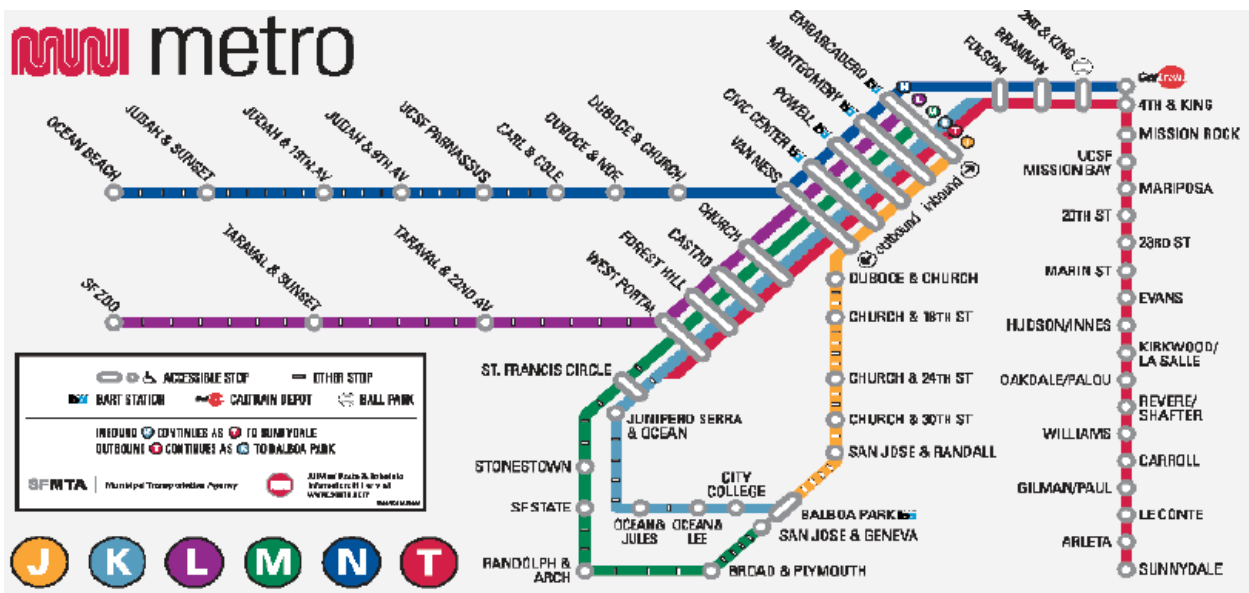
TYPE	LOCATIONS	YEAR IN USE	BASIC AMENITIES
F Market Historic Street Car Stops	Stops along The Embarcadero and on Market Street between Steuart Street and Castro Street.	1995 (Market Street), 2000 (The Embarcadero)	All include an accessible wayside boarding platform. Between Van Ness Avenue and Steuart Street accessible stops are located at key locations along lower Market Street: wayside platforms at 7th, 3rd and Main streets and Don Chee Way (inbound); wayside platforms are at Don Chee Way, Drumm, Kearny and Hyde streets and Van Ness Avenue (outbound). Accessible lifts are located at inbound stops at Market and Church streets, Market and 5th streets and Market and 1st streets, and at the outbound stop adjacent to Hallidie Plaza.
Cable Car Stops	Placed along the three cable car lines	Varied	Riders can board at any cable car turntable (the beginning/end of each route) or anywhere a cable car sign is posted.

Muni Metro Fixed Guideway Infrastructure

With an average weekday ridership of more than 140,000 boardings on fixed route transit in FY 2014, Muni Metro is the United States' third-busiest light rail system after Boston and Los Angeles, operating a fleet of 149 light rail vehicles (LRV). The Muni Metro system consists of 71.5 miles (115.1 km) of standard gauge track, six light rail lines, three tunnels, nine subway stations, twenty-four surface stations and eighty-seven surface stops.

In addition to the light rail track way, the SFMTA is in the planning and design phases for several bus rapid transit way projects (including Van Ness Avenue, Geary Boulevard, and 22 Fillmore on 16th Street) and has identified approximately 40 additional miles of transit priority streets in San Francisco. Through the Muni Forward program, the SFMTA is working to reduce travel time, increase reliability, and enhance

pedestrian safety on these key transit corridors by implementing features like transit-only lanes, transit signal priority, and streetscape features.



Bicycle Facilities

The SFMTA is working to make bicycling a part of everyday life in San Francisco. As part of this ongoing work, the SFMTA Sustainable Streets Division is implementing on- and off-street facilities and infrastructure to make the city safer for all road users, whether they are on bicycles, walking, driving, or on transit. These projects are developed based on the recommendations and methodology in the 2013 SFMTA Bicycle Strategy which combines efficient asset management and cost-effective new investments to help the agency reach its quality of life goals. A key factor in this analysis is the “level of traffic stress” that people on bicycles experience when navigating the streets of San Francisco. Using this methodology to identify future projects will further the city’s ultimate goal to create a network that is comfortable for all users. It will also ensure that the bicycle network and the transit network coordinates and complements one another to provide excellent transportation choices in San Francisco.

As of November 2014, the SFMTA had installed:

- 431 miles of bicycle paths, lanes and routes
- 4,013 bicycle racks on sidewalks
- 328 racks in on-street corrals
- 32 electronic bicycle lockers in three parking garages
- 35 bikesharing stations with 350 bicycles available



The 2013 SFMTA Bicycle Strategy can be found on the SFMTA website at: http://sfmta.com/sites/default/files/BicycleStrategyFinal_0.pdf

Bicycles on Transit Vehicles and at Transit Stops

The SFMTA is a multimodal agency and integrates transit, walking, and bicycling infrastructure to provide travel choices for the residents, workers, and visitors to San Francisco. In addition to multimodal street enhancements, all Muni buses in regular service have front-loading bike racks able to hold two bikes each. Historic streetcars, cable cars, and Muni Metro light rail vehicles do not have bike racks and full-size bicycles are not currently permitted on those vehicles. Only folding bicycles are allowed inside all Muni vehicles (with the exception of cable cars). They must be folded and kept with their owner, and must not be placed on or block seats, interfere with customer movement, or block wheelchair access and movement.



Bike racks on motor and trolley coaches are available during all hours of operation, on a first come, first served basis, with a limit of two bikes per rack. No service charge or permit is needed.



The Bay Area Bike Share pilot program is multi-agency public partnership placing bikeshare stations along the Caltrain corridor and in the dense, transit-rich Downtown and SoMa areas of San Francisco.



The SFMTA administers and maintains 52 bicycle lockers in six separate garages, mainly downtown. Bike lockers are a great option for bicyclists who commute often and there are waiting lists for some, but not all, locations.



Often requested by area merchants and residents, bicycle corrals provide bike parking on-street in the general parking and loading lane. Over the past several years, as transit service has been updated, the SFMTA has installed several corrals in discontinued bus zones.



The Rapid Network will include new signage and transit service branding to help convey to customers where different types of transit service is accessible. Just outside the transit shelter at Rapid stops, new bicycle racks allow for the convenience of Park & Ride and serve as anti-cluster anchors – helping to distribute waiting riders more evenly between the front and rear doors.



SFMTA Goals, Objectives & Standards

In 2011-2012, the SFMTA updated the agency’s Strategic Plan and developed a new vision for San Francisco’s transportation system. This updated plan also better integrates the key elements and performance metrics defined in the long-range transportation plans required by the United States Department of Transportation (USDOT) and the Metropolitan Transportation Commission (MTC), clarifying objectives and aiding in the prioritization and programming of state and federal funding.

CONTENTS

The SFMTA Strategic Plan.....	46
FY 2013 – FY 2018 Strategic Plan Elements	47
SFMTA Performance Measures	50

As California cities move forward in partnership with the State to implement the policy objectives embodied in Assembly Bill 32, the California Global Warming Solutions Act of 2006, and Senate Bill 375, the Sustainable Communities and Climate Protection Act of

2008, San Francisco stands at the forefront of innovation in seeking to bring these transformative policy commitments to reality.

San Francisco's transit system, Muni, currently carries 225 million customers a year. In the next 25 years, San Francisco's population is expected to swell to over one million people while growth in both jobs and housing is projected at 35 percent. To prepare for and respond to this growth along with the projected growth in the region, the SFMTA has established a six-year Strategic Plan to guide investment in the transportation network to improve travel choices, reduce congestion, maintain affordability, and keep our infrastructure in good condition.

The SFMTA Strategic Plan

Within the framework of regional and state policies, the six-year SFMTA Strategic Plan defines a course for the agency to meet its the mid- and long-term goals for service delivery and financial sustainability. As every two-year budget is approved, each division uses the Strategic Plan to prioritize work products, set milestones, and define performance measures for each employee through a performance evaluation plan in order to ensure consistency and accountability. Each Division Director also leads the implementation of at least one strategic objective, creating a continuous link from the plan's broader policies to the day-to-day work for SFMTA staff.

The Strategic Planning Process

The FY 2013 – FY 2018 strategic goals were developed through a process led by the SFMTA Leadership Team, with input from SFMTA staff and external stakeholders to determine the most important areas to focus the agency's future efforts. Derived from the initial surveys with the general public and a focused strengths, weakness, opportunities, and threats (SWOT) analysis, five key themes consistently emerged as the highest priorities: 1. Customer service for all modes; 2. Internal and external communications; 3. Transportation network improvements for all modes; 4. Operating and capital financial sustainability; and 5. Organizational development. These key themes evolved into the four overarching goals of the Strategic Plan that shapes how the SFMTA focuses its attention, resources, and staff.

Staff Engagement

Using the information gathered from the workshops with internal and external stakeholders, the SFMTA Leadership Team participated in a series of workshops of their own to brainstorm and draft a new vision, mission statement, and the four overarching goals with their related objectives. After every SFMTA Leadership workshop, the directors presented the proposed plan elements to the SFMTA Stakeholder Group so that each of the plan elements were considered and discussed in depth by more than 60 SFMTA staff members from every part of the agency. The Leadership Team then

revised the element under discussion and moved to the next, achieving consensus on each. This cyclical approach to development and vetting allowed the SFMTA to develop the plan and get buy-in on each element from a large group in a very short timeframe. Additional outreach presentations, workshops and surveys were held at SFMTA facilities around the city to give all SFMTA staff, stakeholders, and partner agencies the opportunity to participate in the development process as well.

Monitoring & Evaluation

The Strategic Plan serves as the foundation on which the agency will develop specific policies, programs, and projects over the course of six years. Every two years, the SFMTA will develop a list of actions, policies, and processes that would help the agency achieve its strategic goals and objectives, updating this list each budget cycle to take into account the progress made towards meeting each objective listed in the Strategic Plan. These initiatives and actions will inform the divisional and individual work plans for each section of the agency. This closed loop process will lead to full accountability at all levels and the achievement of our goals.

In addition to developing staff workplans to implement the Strategic Plan, SFMTA staff will also assess each decision brought to the SFMTA Board for conformance with the Strategic Plan. The summaries of the issue or project posed to the SFMTA Board are required to include a description of how the project, policy, or contract directly advances the goals of the Strategic Plan and outline the impact of the proposed actions in meeting the Strategic Plan's targets.

For a complete discussion of the FY 2013 – FY 2018 SFMTA Strategic Plan, visit: <http://www.sfmta.com/about-sfmta/sfmta-strategic-plan>.

FY 2013 – FY 2018 Strategic Plan Elements

Although the general intent of the FY 2013 – FY 2018 SFMTA Strategic Plan remains consistent with the previous plan, all elements of the plan were updated to better address its broadened responsibilities, opportunities, and challenges since the development of the last plan in 2008.

The framework for the FY 2013 – FY 2018 SFMTA Strategic Plan focuses on a new vision and mission for the Agency and the goals and objectives needed to achieve this vision. The development of strong strategic goals and objectives with specific targets and timeframes guides SFMTA divisions to develop initiatives and actions as part of the two-year budget.



SFMTA Vision & Mission Statement

The new vision for the SFMTA identifies what the SFMTA wants to do as an agency and provide for the city by the end of FY 2018. Developed by the SFMTA Leadership Team, the vision and mission statement are intended to be powerful statements to guide the Agency. The new vision statement conveys the agency's commitment to enable a range of choices in how to get around the city while the concise mission statement details what the SFMTA does and how the agency will realize the vision.

SFMTA Vision: San Francisco: great city, excellent transportation choices.

SFMTA Mission Statement: We work together to plan, build, operate, regulate, and maintain the transportation network, with our partners, to connect communities.

Strategic Plan Goals & Objectives

As a result of the strategic planning process, the SFMTA stakeholders identified four key areas on which to focus agency efforts. Supporting these four strategic goals are 16 objectives that are the specific ways the agency will accomplish the goals. These goals and objectives are summarized below:

Goal 1: Create a safer transportation experience for everyone

The safety of the transportation system, its users and SFMTA employees are of the utmost importance to the agency. Creating a safer transportation experience for everyone means a secure and comfortable system for users of all transportation modes and SFMTA programs, as well as safe facilities and vehicles in which to work.

- Objective 1.1: Improve security for transportation system users
- Objective 1.2: Improve workplace safety and security
- Objective 1.3: Improve the safety of the transportation system

Goal 2: Make transit, walking, bicycling, taxi, ridesharing and carsharing the most attractive and preferred means of travel

As the city looks towards the future and estimates the growth of the city and the Bay Area region, the agency acknowledges the need for increased mobility for residents, workers and visitors without relying on private automobiles. The SFMTA is committed to making non-private auto modes of transportation not just a viable option, but the preferred means of travel in San Francisco.

- Objective 2.1: Improve customer service & communications
- Objective 2.2: Improve transit performance
- Objective 2.3: Increase use of all non-private auto modes
- Objective 2.4: Improve parking utilization and manage parking demand

Goal 3: Improve the environment and quality of life in San Francisco

One of the keys to a good quality of life is access to a green, clean, efficient, affordable and cost-effective transportation system. With the inclusion of this goal in the Strategic Plan, the SFMTA is committed to understanding the needs of those that use the system. The agency is also committed to allocating resources more effectively and reducing the structural deficit while maintaining a system that will reliably provide connectivity for people and businesses.

- Objective 3.1: Reduce the Agency's and the transportation system's resource consumption, emissions, waste, and noise
- Objective 3.2: Increase the transportation system's positive impact to the economy
- Objective 3.3: Allocate capital resources effectively
- Objective 3.4: Deliver services efficiently
- Objective 3.5: Reduce capital and operating structural deficits

Goal 4: Create a collaborative environment to support delivery of outstanding service

The combination of the Municipal Railway, the Department of Parking and Traffic, and the Taxi Commission into one transportation agency has challenged the SFMTA to come together as one agency to support a range of transportation choices for San Francisco. In order to deliver outstanding services, the SFMTA must create a collaborative and engaging work environment that trains, encourages and supports its staff at all levels, while holding each other and the Agency accountable.

- Objective 4.1: Improve internal communications
- Objective 4.2: Create a collaborative and innovative work environment
- Objective 4.3: Improve employee accountability
- Objective 4.4: Improve relationships and partnerships with our stakeholders

SFMTA Performance Measures

Under the City and County of San Francisco Charter, Sec. 8A.103, Service Standards and Accountability, the SFMTA is required to meet the following minimum standards for transit service:

- On-time performance: at least 85 percent of vehicles must run on-time, where a vehicle is considered on-time if it is no more than one minute early or four minutes late as measured against a published schedule that includes time points; and
- Service delivery: 98.5 percent of scheduled service hours must be delivered, and at least 98.5 percent of scheduled vehicles must begin service at the scheduled time.

The City Charter also stipulates that the SFMTA Board of Directors adopt standards for system reliability, system performance, staffing performance, customer service, and sustainability. The SFMTA has developed a comprehensive list of performance measures including: the City Charter mandates, the Strategic Plan Key Performance Indicators (KPIs) that relate directly to the achievement of each objective, and those stipulated through the regional Transit Sustainability Project.

Strategic Plan Key Performance Indicators

After the update to the Strategic Plan elements in 2012, the SFMTA Leadership Team and the SFMTA Performance Metrics Team revised the performance metrics for the agency. Specific targets for these key performance indicators (KPIs) for each budget cycle were included in the Strategic Plan to underscore the importance of implementation, accountability, and reporting for the agency.

A key method in regularly evaluating the progress in meeting these targets is the monitoring and reporting on the KPIs to the SFMTA Board's Policy and Governance Committee (PAG). These monthly meetings give the PAG members and the general public the chance to review and discuss the KPIs and other performance metrics that the agency tracks. In addition to monthly reports to PAG, the SFMTA reports on these indicators and ongoing projects and initiatives in the agency's Annual Report.

Transit Sustainability Project

Established in the Metropolitan Transportation Commission's (MTC) Resolution 4060 in 2012, the Transit Sustainability Project (TSP) was developed to focus on the financial health, service performance, and institutional frameworks of the San Francisco Bay Area's transit operators. Given the significant projected capital and operating budget shortfalls, the need to improve transit performance, and interest in attracting new riders to the system, the MTC formed a steering committee to guide the project processes and recommendations. Made up of representatives from transit agencies, government bodies, labor organizations, businesses, and environmental and equity stakeholders, this group developed performance measures and investment recommendations for the Bay Area's transit operators.

For more information and monthly data reports on all agency performance measures, visit the SFMTA Policy & Governance Committee webpage:

<http://www.sfmta.com/about-sfmta/organization/divisions-and-units/policy-and-governance-committee-pag>.

The SFMTA 2014 Annual Report is available online:

<http://www.sfmta.com/annualreport>.



Table 7. Strategic Plan Key Performance Indicators

KEY PERFORMANCE INDICATORS	FY 2014 TARGETS	FY 2016 TARGETS	FY 2018 TARGETS
Goal 1: Create a safer transportation experience for everyone			
1.1: # of SFPD-reported transit system related crimes (i.e. assaults, thefts, etc.)/100,000 miles	Achieve 10% reduction in incidents each budget cycle		
1.2: # of workplace injuries/200,000 hours (100 FTEs)	Achieve 10% reduction in incidents each budget cycle		
1.3: # of preventable Muni collisions/100,000 miles	Achieve 10% reduction in incidents each budget cycle		
Goal 2: Make transit, walking, bicycling, taxi, ridesharing and carsharing the most attractive and preferred means of travel			
2.1: Customer rating: Overall customer satisfaction; Scale of 1 (low) to 5 (high)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle		
2.2: Percent of transit trips that have less than a 2-minute spacing between vehicles by line and route on the Rapid Network (“bunches”) Percent of transit trips where gaps in service exceed scheduled headway by more than 5 minutes by line and route on the Rapid Network (“gaps”)	Eliminate bunches and gaps for 25% of ridership	Eliminate bunches and gaps for 45% of ridership	Eliminate bunches and gaps for 65% of ridership
2.3: Mode Share	FY 2018 mode split goal - private auto: 50%; non-private auto modes: 50%		
2.4: % average occupancy of public metered parking spaces (SFpark areas and SFMTA garages)	Maintain 75% - 85% range of occupancy in SFpark areas		
Goal 3: Improve the environment and quality of life in San Francisco			
3.1: Annual metric tons of CO2e for the transportation system	25% below 1990 levels by 2017 for the system		
3.2: Customer rating: Business community satisfaction with transportation network’s ability to meet their needs; Scale of 1 (low) to 5 (high)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle		

KEY PERFORMANCE INDICATORS	FY 2014 TARGETS	FY 2016 TARGETS	FY 2018 TARGETS
3.3: % of projects delivered on-time and on-budget by phase	Establish baseline and reach 10% improvement over baseline each budget cycle		
3.4: Average annual transit cost per revenue hour	5% reduction in fully allocated cost of transit service per budget cycle		
3.5: Operating and capital structural deficit	Make progress towards closing operating and mission critical capital structural deficit	Close operating and mission critical capital structural deficit by at least 50%	Close operating structural deficit and mission critical capital deficit
Goal 4: Create a collaborative environment to support delivery of outstanding service			
4.1: Employee rating: Do you feel you have the information you need to do your job? Do you feel informed about agency issues, challenges and current events? Scale of 1 (low) to 5 (high)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle		
4.2: Employee rating: Overall employee satisfaction. Scale of 1 (low) to 5 (high)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle		
4.3: % of employees with performance plans prepared by the start of fiscal year % of employees with annual appraisals based on their performance plans	100% of employees with performance plans at the start of the fiscal year; 100% of employees with annual performance appraisals completed and submitted to Human Resources by completion of the fiscal year		
4.4: Stakeholder rating: Satisfaction with SFMTA decision-making process and communications. Scale of 1 (low) to 5 (high)	Establish baseline and improve satisfaction rating by 0.5 point each budget cycle		



Within the framework of the Transit Sustainability Project, the seven largest transit agencies in the Bay Area must achieve a 5 percent real reduction in at least one of the following performance measures by Fiscal Year (FY) 2017, with no growth beyond the Consumer Price Index (CPI) thereafter:

- Cost Per Service Hour
- Cost Per Passenger
- Cost Per Passenger Mile

For these measures, the baseline year is set at the highest cost year between FY 2008 and FY 2011. The MTC also has developed the following structured annual monitoring process for the seven largest transit operators in the Bay Area.

Table 8. Transit Sustainability Project Annual Monitoring Process

YEAR	ACTION
FY 2013	Transit agencies are to adopt a strategic plan to meet one or more of the targets and submit to MTC.
FY 2014	Starting this year, the transit agencies submit performance measure data on all three targets to MTC on an annual basis
FY 2015	MTC will analyze agency progress in meeting targets
FY 2016	MTC will link existing and new operating and capital funds administered by MTC to progress towards achieving the performance target



Monitoring & Achieving Transit Sustainability Project Targets

In order to achieve the TSP targets, the SFMTA must lower costs in relation to revenue vehicle hours, passenger miles, and/or passengers. Costs can still increase but not as quickly as the increase in vehicle hours, passenger miles or passengers. In order to meet a 5 percent inflation-adjusted target, the SFMTA would have to limit the cost per vehicle hour to \$183.13 in FY 2012 dollars (\$202.61 in future dollars assuming 2.5 percent inflation), the cost per passenger mile to \$1.24 in FY 2012 dollars (\$1.38 in future dollars), and/or the cost per passenger to \$2.90 in FY 2012 dollars (\$2.83 in future dollars).

As of July 2014, the inflation-adjusted Operating Cost per Passenger Mile and Operating Cost per Passenger as of FY 2013 were reduced by five percent and 4.2 percent, respectively, over the baseline FY 2010. The unit cost reductions have been made possible because ridership (+4.0 percent) has grown faster than service increases (+1.5 percent) or inflation-adjusted operating costs (-0.5 percent). Inflation-adjusted fare revenue has also increased 11.8 percent due to a combination of ridership increases and the SFMTA policy adopted by its Board of Directors in 2009 to raise fares annually by an indexing formula. Furthermore, San Francisco has committed significant local funds to transit including voter approved general fund and parking revenue allocation.

Although the agency has had some initial success in reducing these unit costs, it still faces significant challenges that will affect its ability to maintain this reduction. The SFMTA plans to address these challenges, increase ridership, and contain operating costs through the implementation of the Muni Forward transit infrastructure projects, the support of the Transportation 2030 initiatives, balanced and fair labor contract negotiations, and motor coach, trolley coach, and light rail vehicle procurement:

Large State of Good Repair needs – this translates into higher operating costs due to older equipment and facilities. With a backlog estimated at \$2.2 billion, the SFMTA requires an investment of \$510 million per year to eliminate the backlog within 20 years. Though the SFMTA and the City and County of San Francisco are pursuing new funding options, many improvements and their beneficial impacts on the operating budget will not be realized before FY 2017.

ACTION: As part of the Full-Funding Grant Agreement for the Central Subway project, the SFMTA has committed to investing an average of \$250 million annually on State of Good Repair projects. These funds are primarily directed towards “Transit Service Critical” investments and are also distributed between upcoming SGR needs and the SGR backlog of \$2.5 billion. In 2014, the SFMTA issued an update to the State of Good Repair Report that provides a comprehensive analysis of the agency’s rehabilitation and replacement needs and investments.

An Aging Fleet – The relatively old age of Muni’s fleet compared to the rest of the Bay Area and the nation impacts operating costs.

ACTION: Over the next five years, the entire rubber tire fleet will be replaced and new LRVs have been purchased. This investment in the transit fleet will improve transit reliability and reduce maintenance and operating costs.

Limited System and Vehicle Capacity – Increasing ridership can lower unit costs if there is sufficient capacity on vehicles to absorb new customers. However, the Muni rail system is already at capacity at certain times of the day and Muni buses are some of the most crowded in the nation. Increasing ridership in the future will necessitate increased service and costs.

ACTION: Through the Muni Forward portfolio of projects, the SFMTA is changing service to increase frequency and ease crowding on popular routes.

Increasing maintenance needs – in order to reduce mechanical breakdowns and improve system reliability, the SFMTA is focusing on increased bus maintenance, rail maintenance and maintenance-of-way activities. Investing in maintenance support increases unit operating costs but is necessary to improve reliability beyond the five-year TSP window.

ACTION: Performing the recommend maintenance in a timely manner will help keep the fleet on the road and reduce the likelihood costly breakdowns. Also, the planned capital investment in replacing the Muni fleet should lead to an overall reduction in operating costs as maintenance needs are reduced.

Uncertain Funding Sources – While the Transportation 2030 initiatives could provide the SFMTA with significant capital investment in safer streets and faster transit, it will require voter approval.

ACTION: The first of several voter-approved measures was approved in November 2014. Propositions A and B will provide both an initial capital investment and a long term increase in funding, but future measures depend on shifts in the political climate of the city.

Labor Contract Negotiations – Employee wages and benefits are a major factor in determining operating costs. Changes to labor contracts will have a significant impact on the extent to which the SFMTA will be able to achieve these targets.

ACTION: The SFMTA will continue to negotiate and enter into labor contracts that are fair to all parties involved.

Several of the actions listed here require substantial investment in the transit system and may lead to increases operating costs in the short term. However, they are critical to the agency's long-term success in meeting the intent of the MTC's Transit Sustainability Project.

The State of Good Repair Report that provides a comprehensive analysis of the agency's rehabilitation and replacement needs and investments:
<http://www.sfmta.com/about-sfmta/reports/state-good-repair-report-february-2015>.

The SFMTA FY 2015 – FY 2019 Capital Improvement Program has more information on the planned infrastructure upgrades, fleet procurement, and other capital investments that will help the agency meet its Transit Sustainability Project's (TSP) goals: <https://www.sfmta.com/about-sfmta/reports/fy-2015-2019-capital-improvement-program>.





SERVICE & SYSTEM EVALUATION

San Francisco is a transit-rich, multimodal city where more and more San Franciscans are choosing to leave their cars behind and use the transit, taxi, bicycle, and pedestrian routes to get around the city. This shift towards more sustainable transportation helps all San Francisco residents and visitors by reducing greenhouse gas emissions and improving air quality, reducing congestion, and activating the streets through increased pedestrian activities.

In order to meet the needs of the city’s current and future system users, the SFMTA has updated its transit service planning processes – the agency brings together technology, technical expertise, and deep community insight to better understand and resolve the challenges that impact Muni.

CONTENTS

Current Systemwide Performance	59
Muni Transit Service Structure	66
Muni Service Equity Policy	69
Equipment & Facilities	71
MTC Community-Based Transportation Planning Program	71
Paratransit Services	72
Title VI Analysis & Report.....	74
FTA Triennial Review	74

Current Systemwide Performance

The SFMTA recently concluded an extensive evaluation of its system under the Transit Effectiveness Project (TEP). The TEP represented the first major evaluation of San Francisco's mass transit system in thirty years and combined an extensive, data-supported planning process, community engagement program, and critical lessons learned through the implementation of pilot projects to develop an improved end-to-end customer experience - the walk, the wait, and the ride-for all Muni customers.

TEP Evaluation Process

In 2006, the SFMTA and the Controller's Office undertook a detailed evaluation of the San Francisco Municipal Railway (Muni) system to identify ways to improve service, attract more passengers, and increase efficiency. During the initial planning phase, from October 2006 to November 2007, the SFMTA collected and analyzed extensive data, which included market research on customer preferences and priorities for Muni service, changing travel patterns within the city and throughout the region, and route-by-route Muni ridership data. Based on this detailed research, best practices from other cities, and input from key stakeholders, the SFMTA developed a set of preliminary recommendations to update the transit network and reflect changing travel patterns.

While the technical information provided an important foundation, the TEP assessment was about more than just data analysis. It was also about how members of the community can contribute to the full understanding of transit issues. SFMTA implemented a comprehensive community engagement effort to share findings, proposals, and most importantly, to hear directly from Muni customers, who could provide further insight into issues that cannot be easily measured or assessed. The outreach effort was not one size fits all; SFMTA captured valuable community feedback through conversations at town hall meetings and community workshops, presentations at neighborhood meetings and senior centers, focus groups with youth and parents, rider surveys, as well as internal engagement with staff, including operators. During the planning phase of the TEP, the project also had a community advisory committee that met regularly to review findings and provide input.

Muni Forward Transit Network Improvements

As mentioned above, the TEP was an in-depth planning process supported by data, engagement with the community at various levels, and critical lessons learned through the implementation of pilot projects. Informed by this study, the SFMTA developed a program of projects called Muni Forward – route changes, service improvements, and comfort and safety enhancements – that will improve the transit system, enable the agency to meet its service standards and goals, and reallocate limited resources where they are needed most.

The Muni Forward proposals were initially developed in 2008 during the planning phase of the project. However, staff re-evaluated and refined them as part of the development of the TEP Environmental Impact Report Project Description in order to capture more recent land use and ridership trends, as well as integrate service changes that were implemented in 2009 and 2010. Below are brief summaries of the final proposals developed through the process:

1. Creation of a new Service Policy Framework that reorganizes Muni service into four transit categories:

The Service Policy Framework discussed in an earlier chapter provides a clear understanding of the roles of transit routes in the city and helps guide investment decisions. It will also guide future transit studies as the SFMTA plans to evaluate transit route performance in comparison to similar routes in its service category rather than comparing routes across the system.

2. Implementation of service changes to reduce crowding, improve system-wide neighborhood connectivity and access to regional transit, and redirect finite resources to where they are needed most.

The proposals, initially drafted by SFMTA, were presented to members of the community, and refined through an iterative process of public comment, additional data collection, and technical analysis. These line-by-line proposals have been compiled into the Muni Forward Implementation Workbook, available online at sfmta.com.

3. Prioritization of Transit Capital Improvements on the Muni Rapid Routes.

Engineering improvements known as Travel Time Reduction Proposals (TTRPs) were designed to address transit delay, improve reliability, and increase the safety and comfort of customers along the most heavily used Rapid routes. As part of the TEP, detailed proposals were developed for eleven corridors and conceptual proposals were developed for six corridors.

In March 2014, the SFMTA Board of Directors approved the majority of these proposals, including an overall 12 percent service increase. As a continuation of these efforts, SFMTA has initiated the Muni Forward program to implement the proposals approved in the TEP. While the Muni Forward program is focused on improving service for existing customers as soon as possible, the policies and data analysis methodologies will help Muni identify and respond to the needs of all San Franciscans far into the future. For an in-depth review of the implementation tools, and proposals for service and route changes and capital improvements, SFMTA has prepared a detailed workbook that discusses implementation plans: <http://www.sfmta.com/projects-planning/projects/muni-forward-implementation-plan>.



Systemwide Transit Performance Indicators

The National Transit Database (NTD) is the nation’s primary source for information and statistics on the transit systems operating in the United States. The SFMTA submits data to the NTD on an annual basis for the assessment of the agency and its service planning practices. The data submitted to the NTD also informs the apportionment of the Federal Transportation Agency’s funding in urbanized areas.

From FY 2012 – FY 2014, the revenue service hours and the revenue service miles have stayed relatively steady, while the number of unlinked trips has risen significantly. While this has reduced the overall operating cost per passenger mile and operating cost per passenger, the Muni rail system is already at capacity at certain times of the day and Muni buses are already the most crowded in the nation. As San Francisco continues to grow, in both population and employment, the SFMTA will track these metrics closely in order to maintain and improve service delivery.

Table 9. Transit Performance Indicators – National Transit Database audited annual data, FY 2012 – FY 2014.

METRIC	FY 2012	FY 2013	FY 2014 ¹
Revenue Service Hours	3,010,866	3,031,022	3,193,741
Revenue Service Miles	22,387,450 ²	22,771,541	24,053,467
Unlinked Passenger Trips	222,125,944	222,991,005	227,977,397

1. Cable car data not available

2. A new federally-mandated counting methodology used for FY 2014.

Additional Transit Performance Indicators

As discussed in the *Goals, Objectives, and Standards* section of this document, the SFMTA adopted several new metrics to track the efficiency and effectiveness of the transit system. These metrics include the Strategic Plan’s Key Performance Indicators and other significant data points that would inform future decision-making purposes. The agency uses these metrics to assess its performance on a monthly basis giving SFMTA staff the opportunity to address any issues with transit service early and effectively.

Each quarter, the SFMTA submits a report to the Board of Supervisors detailing Muni’s performance across a broad range of measures, including economic impact of Muni delays. The most recent Transit Performance quarterly report as well as archived editions can be found on www.sfmta.com/about-sfmta/reports.

Additionally, reports on the SFMTA’s Key Performance Indicators (including those metrics listed in Table 10) are issued monthly and discussed in depth at the SFMTA Board of Directors’ Policy & Governance Committee. These reports are also available online: <http://sfmta.com/about-sfmta/reports/strategic-plan-progress-reports>.

The tables and charts on the following pages provide a snapshot of key metrics tracking Muni effectiveness and efficiency in Fiscal Year 2014.

Table 10. Additional Transit Performance Indicators - unaudited average annual data, FY 2012 – FY 2014

METRIC	FY 2012	FY 2013	FY 2014
Muni collisions/100,000 miles	5.0	5.9	5.9
Muni falls on board/100,000 miles	4.7	4.2	4.5
Percentage of transit trips with <2 minute bunching on Rapid Network	5.3%	5.6%	5.8%
Percentage of transit trips with + 5 minute gaps on Rapid Network	18.5%	18.0%	18.2%
Percentage of on-time performance for non-Rapid Network routes	61.0%	59.6%	59.0%
Percentage of scheduled trips delivered	96.7%	97.0%	96.3%
Percentage of on-time departures from terminals	76.9%	73.7%	73.9%
Percentage of on-time performance	60.1%	59.0%	58.9%
Percentage of bus trips over capacity during AM peak (8:00 am - 8:59 am, inbound) at max load points	5.9%	7.4%	6.9%

METRIC	FY 2012	FY 2013	FY 2014
Percentage of bus trips over capacity during PM peak (5:00 pm - 5:59 pm, outbound) at max load points	7.1%	8.6%	6.9%
Mean distance between failure (Bus)	3,300	3,310	4,632
Mean distance between failure (Light Rail Vehicle)	3,137	3,571	3,164
Mean distance between failure (Historic)	2,055	2,179	2,045
Mean distance between failure (Cable)	2,936	3,835	4,734
Percentage of scheduled service hours delivered	96.7%	97.0%	96.2%
Ridership (rubber tire, average weekday)	490,514	495,311	504,162
Ridership (faregate entries, average weekday)	70,423	72,948	73,522
Percentage of days that elevators are in full operation	93.6%	96.3%	94.4%
Percentage of days that escalators are in full operation	94.2%	88.1%	93.8%
Average annual transit cost per revenue hour	\$ 202.50	\$ 202.67	n/a
Passengers per revenue hour for buses	68	67	n/a
Cost per unlinked trip	\$ 2.90	\$ 2.91	n/a
Farebox recovery ratio	32.2%	34%	n/a
Unscheduled absence rate by employee group (Transit Operators)	12.2%	8.6%	9.4%

Transit Ridership is at a five year high. Ridership has increased by 5 percent since FY 2011 and is expected to rise as San Francisco grows in both population and employment.

Figure 8 Annual boardings in millions, FY 2010 to FY 2014

YEAR	ANNUAL BOARDINGS
FY 2010	216 million
FY 2011	214 million
FY 2012	222 million
FY 2013	223 million
FY 2014	225 million

Scheduled service on the street is on the rise. After rising steadily in FY 2015, service delivery surpassed the FY 2014 high and was above 99 percent at the start of the fourth quarter of FY 2015.

Figure 9. Percent of scheduled transit service on the street, FY 2014 - FY 2015

MONTH	PERCENTAGE
1 st Qtr. 2014	97.5%
2 nd Qtr. 2014	97.7%
3 rd Qtr. 2014	96.4%
4 th Qtr. 2014	93.7%
1 st Qtr. 2015	95.5%
2 nd Qtr. 2015	97.3%
3 rd Qtr. 2015	98.6%
4 th Qtr. 2015 (projection)	100%

Mean distance between vehicle Failures is improving. The mean distance between failures for light rail vehicles improved by 40 percent in 2014 and the rubber tire fleet (both motor and trolley coaches) improved by over 70 percent due to increased maintenance and replacing older transit vehicles.

Figure 10. Mean distance between failures, 2013 and 2014

VEHICLE TYPE	SEPTEMBER 2013	OCTOBER 2014
Light rail vehicles	2,800	4,000
Rubber tire fleet	3,600	6,400

Working to improve on-time performance. The FY 2015 goal is to increase on-time performance to 64 percent with focused work on reassessing schedules and supervision deployment, reinforcing timeliness in training, and continued focus on improving mean distance between failures.

Figure 11. Percent On-Time Performance, FY 2014 - FY 2015

MONTH	PERCENTAGE
1 st Qtr. 2014	60%
2 nd Qtr. 2014	58.1%
3 rd Qtr. 2014	60.4%
4 th Qtr. 2014	58.1%
1 st Qtr. 2015	56.4%
2 nd Qtr. 2015	54%
3 rd Qtr. 2015	58%
4 th Qtr. 2015 (projection)	64%

Table 11. FY 2014 Muni Fixed Route Weekday Boardings by Line

ROUTE TYPE	VEHICLE TYPE	MUNI LINE	FY14 WEEKDAY BOARDINGS
Rapid	Light Rail Vehicle	N	44,331
Rapid	Light Rail Vehicle	M	28,652
Rapid	Light Rail Vehicle	L	30,977
Rapid	Light Rail Vehicle	KT	35,527

ROUTE TYPE	VEHICLE TYPE	MUNI LINE	FY14 WEEKDAY BOARDINGS
Rapid	Light Rail Vehicle	J	16,315
Rapid	Motor Coach	38R	25,793
Rapid	Motor Coach	28R	2,329
Rapid	Motor Coach	14R	17,494
Rapid	Motor Coach	09R	7,174
Rapid	Motor Coach	07R	2,069
Rapid	Trolley Coach	05R	14,933
Frequent	Trolley Coach	49	23,488
Frequent	Motor Coach	47	12,593
Frequent	Motor Coach	38	25,681
Frequent	Trolley Coach	30	26,463
Frequent	Motor Coach	28	12,941
Frequent	Trolley Coach	22	17,163
Frequent	Trolley Coach	14	27,244
Frequent	Motor Coach	9	12,392
Frequent	Motor Coach	8	22,858
Frequent	Motor Coach	7	10,066
Frequent	Trolley Coach	1	25,665
Grid	Motor Coach	54	6,838
Grid	Motor Coach	48	8,447
Grid	Trolley Coach	45	11,554
Grid	Motor Coach	44	16,163
Grid	Motor Coach	43	13,152
Grid	Trolley Coach	33	6,842
Grid	Trolley Coach	31	10,062
Grid	Motor Coach	29	19,749
Grid	Motor Coach	27	6,841
Grid	Trolley Coach	24	11,478
Grid	Motor Coach	23	4,289
Grid	Trolley Coach	21	7,568
Grid	Motor Coach	19	8,235
Grid	Motor Coach	18	4,110
Grid	Motor Coach	12	5,365
Grid	Motor Coach	10	5,872
Grid	Trolley Coach	6	7,746
Grid	Motor Coach	5	9,611
Grid	Trolley Coach	3	4,115
Grid	Motor Coach	2	5,437
Connector	Motor Coach	67	1,662
Connector	Motor Coach	66	831
Connector	Motor Coach	56	467
Connector	Motor Coach	52	2,202
Connector	Motor Coach	39	584
Connector	Motor Coach	37	2,341

ROUTE TYPE	VEHICLE TYPE	MUNI LINE	FY14 WEEKDAY BOARDINGS
Connector	Motor Coach	36	1,611
Connector	Motor Coach	35	821
Connector	Motor Coach	25	3,216
Connector	Motor Coach	17	1,247
Historic	Light Rail Vehicle	F	22,608
Historic	Cable Car	61	4,795
Historic	Cable Car	60	8,872
Historic	Cable Car	59	6,976
Specialized	Motor Coach	83X	573
Specialized	Motor Coach	82X	708
Specialized	Motor Coach	81X	170
Specialized	Motor Coach	38BX	1,067
Specialized	Motor Coach	38AX	990
Specialized	Motor Coach	31BX	893
Specialized	Motor Coach	31AX	965
Specialized	Motor Coach	30X	2,733
Specialized	Motor Coach	14X	2,717
Specialized	Motor Coach	08BX	5,719
Specialized	Motor Coach	08AX	4,760
Specialized	Motor Coach	07X	1,434
Specialized	Motor Coach	01BX	1,594
Specialized	Motor Coach	01AX	1,041
Specialized	Motor Coach	88	450
Specialized	Trolley Coach	41	3,380
Owl	Motor Coach	91	834
Owl	Motor Coach	90	331

* The 7R Haight/Noriega Rapid and 28R 19th Avenue Rapid routes were run as peak-hour service in FY 2014. Increased service on these routes is part of the Muni Forward service increase discussed in the next chapter.

Source: National Transit Database (NTD), FY 2014. Ridership on the following routes were not in service in FY 2014: 55 16th Street Shuttle, NX Judah Express, 76X Marin Headlands Express.

Muni Transit Service Structure

The SFMTA operates Muni transit service based on a set of design standards developed by SFMTA staff in response to development patterns, customer needs, system performance, and mandates listed in Proposition E. These standards define policies for: service coverage, vehicle assignment, on-time performance, service span, headways for each route type, transit shelter placement, stop spacing, and planned capacity and passenger loads.

Coverage: All residential neighborhoods in San Francisco should be within a quarter of a mile of a Muni bus stop or rail line stop.

Vehicle Assignment: The SFMTA assigns vehicles in a manner that prevents discrimination to minority and low-income communities and considers technical criteria including peak load factors, route type, physical route characteristics such as street widths and grades, required headways, vehicle availability and transit operator availability.

On-Time Performance: On-time performance (OTP) is a service standard mandated by the San Francisco voters in Proposition E when the SFMTA was formed. It measures Muni service delivery according to the schedule, rather than informing the fleet planning and service routes.

Table 12. On-time performance definition.

ROUTE TYPE	DEFINITION	OTP STANDARD
Rapid & Local Frequent	% of trips with a service gap of five minutes above the scheduled headway	Less than 14% of trips with a service gap
Grid	% of time points served within one minute early to four minutes late of the scheduled time	85% on-time (schedule adherence)
Circulator		
Specialized		
Owl		

Service Span: Muni service is planned to operate service for the minimum number of hours by route type as listed below.

Table 13. Muni service span standard, by route type.

ROUTE TYPE	SERVICE SPAN STANDARD
Rapid & Local Frequent	18 hours
Grid	18 hours
Circulator	Based on demand
Specialized	Based on demand
Owl	Late night service, generally between 1:00 am – 5:00 am (minimum 30 minute headways)

Policy Headways: The following are the minimum weekday headways for transit service established by Muni route type. However, frequencies of individual routes may be higher based on demand.

Table 14. Muni policy headways, by route type.

ROUTE TYPE	DAY	EVENING	LATE NIGHT
Weekday			
Rapid & Local Frequent	10	15	20*
Grid	20	20	30
Circulator	30	30	--
Specialized	based on demand		
Weekend			
Rapid	12	15	20
Local Frequent	20	20	30
Circulator	30	30	--

* *Rapid routes run as a local service during late night transit service.*

Transit Shelter Installation: Transit shelters are installed at transit stops (both bus and rail) with a minimum of 125 daily boardings within environmental constraints. Additional shelters may be installed as needed.

Stop Spacing: The following guidelines were developed so that they can be meaningfully applied to the diverse street grids and grades in San Francisco. The placement of transit stops will continue to be influenced by many factors, including the location of traffic controls to help people walking cross major streets, key transit transfer points, land uses, topography and major trip generators.

Table 15. Muni stop spacing standards, by vehicle type.

VEHICLE TYPE	STOP SPACING STANDARD
Bus	Approximately 800 to 1,360 feet on grades less than or equal to 10%; stops may be as close as 500 feet on grades over 10% Rapid and Specialized stops to be spaced on a case-by-case basis
Surface Rail*	Approximately 900 to 1,500 feet

* *Rail technology limits operation to grades under 10 percent. Not applicable to Cable Car.*

Passenger Loads: Muni service should be planned to operate service such that the peak hour, peak direction load factor does not exceed 85 percent of the combined seating and standing capacity (established by vehicle type).

Table 16. Muni passenger load standards, by vehicle type.

VEHICLE TYPE	PLANNING CAPACITY	85% LOAD STANDARD
30' Motor Coach	45	38
40' Motor Coach	63	54
60' Motor Coach	94	80
40' Trolley Coach	63	54
60' Trolley Coach	94	80
Light Rail Vehicle	119	101
Streetcar	60	51
Cable Car	63	54
<i>*Crush load is approximately 125% of planning capacity</i>		

Muni Service Equity Policy

SFMTA is committed to continually improving Muni service quality across San Francisco and ensuring that service performs equally across all neighborhoods. Working with social justice advocates and the disability community, the SFMTA adopted an equity policy in FY 2014 to improve Muni service in the areas of San Francisco most in need. This neighborhood-based approach focuses on areas with high concentrations of low-income households, minority residents, and households without access to personal automobiles.

Using Census data, customer survey feedback, and community outreach, SFMTA staff identified the San Francisco neighborhoods most in need and will be identifying focus areas for improving transit performance. The SFMTA will be conducting outreach in the summer/fall of 2015 in partnership with community-based organizations (CBO) using outreach techniques that are tailored to neighborhoods and may include focus groups, surveys, community and youth workshops, presentations at neighborhood meetings and other methods that have been proven effective in engaging communities.

Each year, the agency will identify critical Muni routes for each neighborhood and analyze data about them. Key factors in this analysis include on-time performance, gaps in service, crowding, customer satisfaction, and travel times to and from key

destinations such as grocery stores and hospitals. The SFMTA will then integrate projects to address these service and capital needs into the biannual budget process to fund important equity projects to improve Muni service for San Francisco communities.



Equipment & Facilities

In 2013, the SFMTA Board of Directors accepted the findings and recommendations of the SFMTA Real Estate and Facilities Vision for the 21st Century Report (Vision Report). The Vision Report provides a roadmap to find ways to reconfigure, consolidate, or expand existing facilities to best meet operational needs, while identifying cost savings and revenue-generating opportunities. In regard to facilities, the report identified the following major issues:

- Relocation needs due to leases expiring
- Facilities operating at or beyond capacity
- Facilities at or near the end of their useful life
- Inefficient location of functions
- Inadequate outfitting of facilities with necessary equipment

Based on these needs, the report outlines two categories of solutions: (1) independent projects to be completed at any time and (2) dependent projects to be completed in sequence to accommodate the projected fleet growth.

Since the acceptance of the initial report, SFMTA Staff has developed the Addendum SFMTA Real Estate and Facilities Vision for the *21st Century Report: Vision Refinement for Coach Facilities (Addendum)* in order to address the impacts on facilities needed for the maintenance and operations of a larger and more rapid expansion of the motor and trolley coach fleet. One crucial finding in the Addendum is that the projected number and types of vehicles will require development of a new maintenance and operations facility, or expansion of an existing facility. On July 15, 2014, the SFMTA Board accepted the findings of the Many of these facilities' improvements are time- and service-critical and the SFMTA has developed a rigorous schedule over the next five years to jump-start the implementation of the Vision Report recommendations. More information on these projects and their scopes can be found in the Capital Improvement Program section of this document.

The Real Estate Vision is available online:

<http://archives.sfmta.com/cms/cmmta/documents/1-29-13VisionReport.pdf>

The Addendum to the Real Estate Vision is available online:

<http://www.sfmta.com/sites/default/files/Real%20Estate%20Vision%20Report%20Addendum%20-%20Vision%20Refinement%20for%20Coach%20Facilities.pdf>.

MTC Community-Based Transportation Planning Program

Involvement in the Metropolitan Transportation Commission's (MTC's) Community-based Transportation Planning Program (CBTP) for the City and County of San

Francisco has traditionally been led by the San Francisco County Transportation Authority (SFCTA). With funding from Proposition K, SFCTA planned and completed CBTPs in the following communities: Mission-Geneva (April 2007), Bayview Hunters Point (June 2010), Western South of Market (March 2012), and Broadway-Chinatown (October 2014).

Up until this point, SFMTA's role in this planning effort has primarily been as a resource partner providing information to community members on the possible transportation improvements. In FY 2015, the SFMTA began leading the CBTP effort in Western Addition neighborhood. This study is scheduled to conclude in spring 2017.

Paratransit Services

San Francisco Paratransit is a van and taxi program for people unable to independently use or access public transit because of a disability or disabling health condition. Since 1990, the Americans with Disabilities Act (ADA) has required all public transit agencies to provide paratransit services to eligible disabled people. Muni has provided paratransit services since 1978.

SFMTA owns 87 vehicles in the paratransit fleet and contracts with a paratransit broker to manage the service. The paratransit broker subcontracts with van and taxi companies to provide demand-responsive transportation. The SFMTA provides paratransit service within San Francisco, to Treasure Island, to the northernmost part of Daly City in San Mateo County, and to Marin Headlands on weekends mirroring the Muni 76X-Marin Headlands line. In FY 2015, the SFMTA will procure 35 Paratransit vehicles to replace existing vehicles. Many of the replaced vehicles will be transferred to the reserve fleet, providing the agency with greater operational flexibility. More information on the vehicle procurement can be found in the description of the SFMTA transit fleet in the Capital Improvement Program section of this document.

San Francisco Paratransit provides three types of service:

- *SF Access Van Service* - SF Access provides pre-scheduled, door-to-door ADA van services. SF Access is a shared-ride service. SF Access customers must make a reservation from one to seven days before the day of the trip, and service is provided within one hour of the requested pick-up time.
- *Taxi Services* - Paratransit taxi is the same curb-to-curb taxi service that is available to the general public. This is not an ADA mandated service, but many customers find that it better meets their transportation needs.
- *Group Van Service* - Group Van is a pre-scheduled van service providing door-to-door transportation to groups of ADA-eligible customers attending specific agency programs such as Adult Day Health Care, senior centers, or work sites.

In addition, SFMTA provides specialized paratransit service through the “Shop-a-Round” program which uses vans and taxis to transport people with disabilities to and from the grocery stores. The “Shop-a-Round” Shuttle is a van service that takes groups of up to seven passengers to and from preselected stores on a weekly basis. Taxi-based shopping services provide passengers with a designated allotment of taxi debit card value for use in going to and from the grocery store.

SFMTA expanded the network of paratransit services to include Van Gogh shuttle service to social and cultural events for seniors and persons with disabilities in an effort to reduce social isolation.

SFMTA has a long history of community involvement with paratransit services. The Paratransit Coordinating Council (PCC) is an advisory body for customers, service providers, social service agency representatives, and others to provide input on the paratransit program. The Executive Committee of the PCC meets regularly to discuss and provide input to the SFMTA on paratransit services. Also, the Multimodal Accessibility Advisory Committee (MAAC) is a group of seniors and customers with disabilities who regularly use SFMTA services and provide input on accessibility-related projects. MAAC is dedicated to maintaining, improving, and expanding the accessibility of San Francisco’s streets and public transportation system.

More information on paratransit services can be found on the SF Paratransit website: <http://www.sfparatransit.com/>.



Title VI Analysis & Report

Pursuant to Circular 4702.1B, SFMTA submitted the agency's Title VI Program Update to the FTA in December 2013. The 2013 document provides an update to the SFMTA's December 2010 Title VI Program, which was submitted to the FTA in December 2010. In addition to the 2013 Update, SFMTA provided results of the monitoring program which compares system-wide transit service standards to the performance of minority and non-minority routes. The update and monitoring report were approved by the SFMTA Board of Directors in January 2014.

In December 2012, the Federal Transit Administration completed the San Francisco Municipal Transportation Agency Title VI Compliance Review Final Report of a random audit. Because the review process began prior to the adoption of Circular 4702.1B (effective October 1, 2012), it was conducted in compliance with the guidelines as specified in FTA Circular 4702.1A (effective on May 13, 2007).

No deficiencies were found during the 2012 review. The review team noted, however, that SFMTA should consider conducting Title VI monitoring more frequently than the federally required three year interval, as SFMTA is a large agency that made at least two service and/or fare changes each fiscal year (FY) from FY 2008 to FY 2012. The SFMTA was advised to conduct Title VI monitoring annually to ensure that the end result of its policies and decision-making was equitable service. During the site visit on June 12-14, 2012, the SFMTA agreed that it should conduct Title VI monitoring on a regular and more frequent basis.

FTA Triennial Review

The most recent FTA Triennial Review of the SFMTA was conducted on December 16-18, 2013. Deficiencies were identified in the following six review areas: Technical Capacity; Satisfactory Continuing Control; Maintenance; Procurement; Disadvantaged Business Enterprise (DBE); and Equal Employment Opportunity (EEO). A schedule for corrective actions was created in order to address these deficiencies and included in the final report completed on January 13, 2014. As of August 2014, the SFMTA had submitted all necessary information and the FTA has closed the action items (copies of the Review are available upon request).

Table 17. 2013 FTA Triennial Review, Summary of Findings and Corrective Action Status

CORRECTIVE ACTION	RESPONSE DATE	STATUS
Review Area 3. Technical Capacity; Finding: D		
03-Progress reports lack required information		

CORRECTIVE ACTION	RESPONSE DATE	STATUS
Submit updated and completed progress reports with all required information in TEAM-Web. SFMTA is to provide a listing of corrected progress reports to the regional office. Those progress reports that have not been corrected with all required information must be updated by April 30 as stated below.	January 30, 2014	Information submitted. Closed by FTA.
Submit to the regional office procedures for ensuring that all required information is included in future reports, including missing completion dates.	March 28, 2014	Information submitted. Closed by FTA.
Submit all remaining reports that have been fully updated and completed with all required information in TEAM-Web. SFMTA is to provide a listing of corrected progress reports to the regional office.	April 30, 2014	Information submitted. Closed by FTA.
05-Excessive delays in project implementation		
Submit a cash flow schedule (for federal fiscal quarters two and three) detailing each grant listed in Table 1, (indicating the obligated amount, amount disbursed, last disbursement date, percentage of total federal funds expended, original closeout date and estimated completion date), by activity line item (ALI), and the projected draw down of funds to meet the forecasted close out dates. FTA will monitor adherence to this cash flow schedule quarterly for federal fiscal year 2014.	April 30, 2014 then quarterly through September 30, 2014	Pending.
Submit a milestone schedule (for federal fiscal quarters two and three) of all federally funded projects aligned with the 39 open grants (indicating the obligated amount, amount disbursed, last disbursement date, percentage of total federal funds expended, original closeout date and estimated completion date). FTA will monitor adherence to this schedule quarterly for federal fiscal year 2014.	April 30, 2014 then quarterly through September 30, 2014	Pending.

CORRECTIVE ACTION	RESPONSE DATE	STATUS
16 Incorrect FFR reporting		
Correct all quarterly FFR reports in TEAM-Web	January 30, 2014	Information submitted. Closed by FTA.
Submit to the regional office procedures for correctly identifying and including federal cash on hand at the end of period (as defined by FTA) in the quarterly FFRs.	March 28, 2014	Information submitted. Closed by FTA.
Review Area 4. Satisfactory Continuing Control; Finding: D		
08 Excessive fixed route bus spare ratio		
Submit to the regional office an updated fleet management plan that includes a specific schedule for reducing the motor coach spare ratio to 20 percent.	April 18, 2014	Information submitted. Closed by FTA.
Review Area 5. Maintenance		
04-Late vehicle preventive maintenance		
Submit to the regional office a monitoring plan for ensuring that fixed route bus PMs are performed timely.	January 30, 2014	Information submitted. Closed by FTA.
Submit to the regional office a summary report on fixed-route bus PM inspection results that has been signed by the Director of Transportation or delegated authority. The report must indicate that the Director of Transportation or delegated authority has reviewed the PM inspections on a monthly basis until the data demonstrates SFMTA has conducted at least 80 percent of its PMs on time for three consecutive months starting February 1, 2014 (for January 2014 data). For each bus that received a PM inspection during the month, include with the submittal a report that lists the bus number, date of the inspection, mileage of the current inspection, mileage of the previous inspection, and the mileage interval between the two inspections.	Beginning April 18, 2014 then monthly through September 30, 2014	Information submitted. Closed by FTA.

CORRECTIVE ACTION	RESPONSE DATE	STATUS
Submit to the regional office documentation of corrective actions implemented for instances where PM inspections were not performed timely.	Beginning April 18, 2014 then monthly through September 30, 2014	n/a
Review Area 6. Procurement; Finding: D		
35-Responsibility determination deficiencies		
Submit to the regional office a process(es) to ensure that the procurement policies and procedures are followed for making and documenting adequate responsibility determinations prior to award of a contract.	April 18, 2014	Information submitted. Closed by FTA.
C-Pre-award and/or post-delivery certifications lacking		
Submit to the regional office a process(es) to ensure that the procurement policies and procedures are followed for completing the applicable pre-award and post-delivery audits certifications for future revenue rolling stock procurements.	April 18, 2014	Information submitted. Closed by FTA.
Submit to the regional office documentation that the procurement of buses complied with the Buy America provisions by completing the after the fact post-delivery Buy America certifications.	April 18, 2014	Information submitted. Closed by FTA.
H-No verification excluded parties are not participating		
Submit to the regional office a process(es) to ensure that the procurement policies and procedures are followed for searching the SAM before entering into applicable transactions and documenting the results of the search.	April 18, 2014	Information submitted. Closed by FTA.

CORRECTIVE ACTION	RESPONSE DATE	STATUS
Submit documentation to regional office that the SAM search was conducted for the Neoplan coach rehabilitation contractor. SFMTA is to ensure that this contractor is not listed as suspended or debarred from participating in covered transactions. Immediately notify the regional office, if SFMTA needs to implement corrective measures, based upon the results of the SAM search.	April 18, 2014	Information submitted. Closed by FTA.
Submit to the regional office a process(es) to ensure that the procurement policies and procedures are followed for compliance with all FTA required procurement elements.	April 18, 2014	Information submitted. Closed by FTA.
Submit to the regional office evidence of the implementation of the above process(es).	Beginning April 30, 2014 then quarterly through September 30, 2014	To be implemented. Completed and approved Master Checklists will be forwarded to FTA for all FTA-funded contracts awarded between April 30th and September 30th.
Review Area 7. Disadvantaged Business Enterprise (DBE); Finding: D		
20-Uniform reports do not include required information		
Develop and submit to the FTA Region IX RCRO procedures for reporting the FTA funded share of awards and commitments in the DBE Uniform Report. The procedures must include how SFMTA will report payments on projects completed during the reporting period.	April 18, 2014	Information submitted. Closed by FTA.
Review Area 18. Equal Employment Opportunity (EEO); Finding: D		
01-Inadequate designation of EEO Officer		
Submit to the FTA RCRO evidence of corrective actions taken to properly designate EEO responsibilities. This could consist of designating an EEO Officer that is independent of the Human Resources Officer	April 18, 2014	Information submitted. Closed by FTA.



OPERATIONS PLAN & BUDGET

The Operations Plan and Budget included in the Short Range Transit Plan outlines the projected revenues and expenses for Muni transit service as well as other transportation services provided by SFMTA. It provides a 15-year look ahead for the fixed and demand-responsive services, including the service enhancements that are a significant part of the Muni Forward initiative to make transit faster and more reliable for Muni customers. It also includes other efforts under the purview of SFMTA that are supportive of the entire transportation system in San Francisco.

CONTENTS

Operations Plan	79
Operations Budget	83

Operations Plan

The SFMTA is responsible for all surface transportation in the city, and the operations plan and supporting budget includes delivery across all modes – transit, walking, bicycling, ridesharing, and automobile movement. Through the implementation of Muni Forward, Vision Zero, and the Strategic Plan, the SFMTA has started several

agencywide initiatives to improve the safety, reliability, and effectiveness of the city's multimodal transportation system.

Muni Service Operations Framework

Under Muni Forward, the SFMTA will continue to deliver the fixed route service as discussed in previous sections of the document. This service framework enables the SFMTA to focus investment where demand is high, discontinue low-ridership segments in order to add connections between neighborhoods and to regional transit, and expand capacity on heavy-ridership routes.

- **Muni Metro & Rapid Bus:** These heavily used bus and rail lines form the backbone of the Muni system. With vehicles arriving frequently and transit priority enhancements along the routes, the Rapid network delivers speed and reliability whether customers are heading across town, or simply traveling a few blocks.
- **Frequent Local:** These routes combined with Muni Metro and Rapid Bus create the Rapid network. They provide high-quality, frequent service but with more stops along the route.
- **Grid:** These citywide routes combine with the Rapid network to form an expansive core system that lets customers get to their destinations with no more than a short walk, or a seamless transfer. Depending on demand, they typically operate less frequently than the Rapid network routes.
- **Connector:** These bus routes predominantly circulate through San Francisco's hillside residential neighborhoods, filling in gaps in coverage and connecting customers to major transit hubs.
- **Historic:** Historic Streetcars and Cable Cars.
- **Specialized:** These routes augment existing service during specific times of day to serve a specific need, or serve travel demand related to special events. They include AM and PM commute service, owl service, weekend-only service, and special event trips to serve sporting events, large festivals and other San Francisco activities.

This Service Policy Framework serves multiple purposes. First, it provides a clear understanding of the different roles that transit routes play in the city and sets guidance for the transit planning process. Second, it guides future transit evaluation and investments.

The SFMTA evaluates the performance of its routes on a routine basis. Rather than comparing routes across the system, routes will be compared to similar routes in their service category. For example, if a route is performing better than its category average, it would be evaluated for improvements – such as potential service increases – in close coordination with customers and other key stakeholders.

For more information and recent updates on the implementation of Muni Forward, please check <http://muniforward.com/>.

Muni Forward Service Improvements

The Muni Forward operations plan is the path forward for the agency to achieve its objectives to improve customer service, communications, and transit performance on its fixed route service. The extensive planning, environmental assessment, and community engagement involved in the development these projects and operations plan will ensure that the Muni Forward initiatives stay within the city's, region's, and state's legal and regulatory requirements and the agency's financial constraints.

After the SFMTA's determination of fiscal health in January 2015, the Board of Directors approved a three percent increase in transit service in FY 2015 and a seven percent increase in FY 2016. An additional two percent service increase is proposed for the next budget cycle. Collectively, these service changes will modernize transit system in San Francisco by:

- Increasing frequency of transit service along heavily used corridors.
- Creating new routes.
- Changing existing route alignments.
- Eliminating underutilized routes or route segments.
- Introducing larger buses on crowded routes.
- Changing the mix of Rapid, Frequent Local, Grid, Connector, and Specialized services.
- Expanding Rapid services.

Though many of these system updates will be delivered without physical infrastructure changes, some of the service changes require capital investments, such as overhead wire and terminal expansions. A brief description of these capital investments can be found in the Capital Improvement Program section of this document.

In addition to the Muni Forward portfolio of projects and service upgrades, the SFMTA will implement a three percent increase in transit service when the Central Subway revenue service starts. As noted below, T Third service in the Central Subway is scheduled to start in FY 2020.

Historic Streetcar Transit Service

The historic streetcar transit routes were analyzed as part of the Transit Effectiveness Project and enhancements to these lines will be implemented in conjunction with the Muni Forward Service Improvements.

E Embarcadero: A new historic streetcar line will be established to connect the northeast waterfront to AT&T Park and the Caltrain Station. Beginning in the summer of

2015, the E Embarcadero will provide service on weekends between 11:00 am and 7:00 pm with 15 minute headways. In the spring of 2016, the E Embarcadero service will be introduced every day of the week.

F Market & Wharves: No route changes are currently proposed for this line. Frequencies would be reduced in the morning due to the additional capacity provided by the new E Embarcadero Line, though mid-day frequency would increase from 6 to 5 minutes.

For an in-depth review of the implementation tools, and proposals for service and route changes and capital improvements, SFMTA has prepared a detailed workbook that discusses implementation plans: <http://www.sfmta.com/projects-planning/projects/muni-forward-implementation-plan>.

Paratransit & Demand Responsive Services

The SFMTA Accessible Services Program ensures that the appropriate, accessible, Americans with Disabilities Act (ADA)-compliant transportation services will continue to be available to seniors and persons with disabilities in San Francisco. As described in detail in Chapter 3 of this document, customers who cannot access the fixed route system due to their disability have several options available to them: a paratransit van and taxi program that provides door-to-door services; the Shop-a-Round service to local grocery stores and shopping districts; and the Van Gogh Service to cultural and recreational activities.

Agencywide Operations

In addition to operating and maintaining the nation’s eighth largest public transit system, the SFMTA manages parking and traffic, facilitates bicycling and walking, regulates taxis, and plans and implements community-based projects to improve the transportation network. The Operating Financial Plan supports these operations by funding the predevelopment, planning, and review of capital projects as well as the administration, financial services, regulatory, and communications operations for the agency.

Table 18. Planned Levels of Service Systemwide, FY 2014 – FY 2030

ALL TRANSIT MODES	FY 2013 (ACTUAL)	FY 2014	FY 2015 ¹	FY 2016 ²	FY 2017	FY 2018 ³
Service Hours	3,031,022	3,031,022	3,121,953	3,340,489	3,373,894	3,407,633
Service Miles	22,771,541	22,771,541	23,454,687	25,096,515	25,347,480	25,600,955

1. Scheduled 3 percent service increase for Muni Forward in FY 2015
2. Scheduled 7 percent service increase for Muni Forward in FY 2016
3. Scheduled 2 percent service increase for Muni Forward in FY 2017 – FY2018

Table 18 (continued). Planned Levels of Service Systemwide, FY 2014 – FY 2030

ALL TRANSIT MODES	FY 2019	FY 2020⁴	FY 2021	FY 2022	FY 2023	FY 2024
Service Hours	3,407,633	3,509,862	3,509,862	3,509,862	3,509,862	3,509,862
Service Miles	25,600,955	26,368,984	26,368,984	26,368,984	26,368,984	26,368,984

4. Scheduled 3 percent service increase for Central Subway service in FY2020

Table 18 (continued). Planned Levels of Service Systemwide, FY 2014 – FY 2030

ALL TRANSIT MODES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Service Hours	3,509,862	3,509,862	3,509,862	3,509,862	3,509,862	3,509,862
Service Miles	26,368,984	26,368,984	26,368,984	26,368,984	26,368,984	26,368,984

Operations Budget

The San Francisco City Charter requires the SFMTA to submit a balanced, agencywide two-year budget. The SFMTA Operating Budget is based on revenue projections from the following sources: passenger fares (both fixed route & paratransit); fines, fees, and permits; revenues from parking meters and garages; operating grants; and the transfer from the City and County of San Francisco General Fund.

As part of the development of the two-year budget, the public is engaged to provide input throughout the budget process. Outreach includes Town Hall meetings, public hearings before the Board, presentations to the Board of Supervisors, and collection of public comment via other means such as mail and email. The Citizens' Advisory Council also holds several meetings to consider the budget. By May 1, the SFMTA is required to submit a balanced two-year budget to the Board of Supervisors and the Mayor. The Board of Supervisors may not make any line item changes but may reject the entire SFMTA budget by a 7/11 vote. To date Board of Supervisors has not rejected the SFMTA budget.

Table 19. Summary of Revenues for FY 2014 Amended Budget and the FY 2015 and FY 2016 Proposed Budget

BUDGET CATEGORY (in millions)	FY 2014 BUDGET	FY 2015 PROPOSED BUDGET	FY 2016 PROPOSED BUDGET
Transit Fares	\$ 196.4	\$ 204.1	\$ 204.2
Operating Grants	\$ 115.7	\$ 128.6	\$ 132.0
Parking and Traffic Fees and Fines	\$ 273.8	\$ 284.8	\$ 290.0
Other (Advertising, Interest, Taxi, and Service Fees)	\$ 33.2	\$ 43.1	\$ 42.8
General Fund Transfer (Based on City Charter)	\$ 232.0	\$ 247.9	\$ 256.0
Use of Available Fund Balance	-	\$ 20.0	\$ 20.0
Subtotal Operating Budget	\$ 851.1	\$ 928.5	\$ 945.0
Capital Projects Funded by Operating Revenues	-	\$ 16.7	\$ 18.2
TOTAL	\$ 851.1	\$ 945.2	\$ 963.2

Table 20. Summary of Expenditures for FY 2014 Amended Budget and the FY 2015 and FY 2016 Proposed Budget

BUDGET CATEGORY (in millions)	FY 2014 BUDGET	FY 2015 PROPOSED BUDGET	FY 2016 PROPOSED BUDGET
Salaries & Benefits	\$ 522.5	\$ 576.6	\$ 600.0
Contracts & Other Services	\$ 95.5	\$ 121.6	\$ 115.1
Materials & Supplies	\$ 75.2	\$ 76.9	\$ 78.3
Equipment & Maintenance	\$ 9.9	\$ 13.5	\$ 14.5
Rent & Building	\$ 6.9	\$ 7.0	\$ 6.8
Insurance, Claims & Payments to Other Agencies	\$ 64.0	\$ 65.1	\$ 62.5

BUDGET CATEGORY (in millions)	FY 2014 BUDGET	FY 2015 PROPOSED BUDGET	FY 2016 PROPOSED BUDGET
Rainy Day Reserve	\$ 10.0	-	-
Services from City Departments	\$ 62.1	\$ 62.7	\$ 62.8
Subtotal Operating Budget	\$ 846.1	\$ 923.4	\$ 940.0
Capital Projects Funded by Operating Revenues	\$ 5.0	\$ 21.8	\$ 23.2
TOTAL	\$ 851.1	\$ 945.2	\$ 963.2

Long-Term Projected Operations Revenues and Expenses

The Operating Financial Plan goes beyond the projections for the two-year balanced budget. This financial plan is based on historical information, long term trends, and estimates of projected revenues and expenses for the agency. These projections are not designed to be an accurate forecast for any specific year, but instead help the agency and its stakeholders understand the projected financial picture. Therefore, the Operating Financial Plan reflects a balanced Operating Budget through FY 2016, as approved by the current Board of Directors, and a projection of future operating needs and expected operating revenues.

Specifically, the following assumptions were made:

- The SFMTA 5-Year Operating Plan (FY 2016 – FY 2020) assumes a 3 percent annual increase in operating expenses between FY 2017 and FY 2020. These projections are based on the FY 2016 approved operating budget as the starting base and includes certain costs above the base year, including but not limited to, transit service increase, Central Subway service, known negotiated labor increases, and additional lease payments for new facilities. A 10 percent approved increase in transit service is part of the FY 2016 the base year.
- The SFMTA 5-Year Operating Plan also assumes a 3 percent annual increase in operating revenues between FY 2017 and FY 2020. These projections are based on the FY 2016 approved operating budget as the starting base and includes certain expected adjustments including a decline in Taxi medallion sales, assumption of a 2 percent annual increase for operating grants (instead of 3 percent) except Bridge Tolls which are assumed to be flat amount for all future years based on feedback from MTC, and additional revenue from development fee, cap and trade revenues for operations and fare revenues for additional service increases highlighted above.

- Between FY 2021 through FY 2040, operating expenses are projected to increase by 3-4 percent annually and revenue by 3-4 percent except for Bridge Tolls which are assumed to be flat amount for all future years based on feedback from MTC.

Funding SFMTA OPERATIONS & Changes IN TRANSIT SERVICE

On March 28, 2014, the Board approved up to a 12 percent Muni Forward transit service increase. Ten percent of this overall increase is to be implemented in the FY 2016 two-year budget cycle – a 3 percent service increase in FY 2015 and a 7 percent service increase in FY 2016.

These approved Muni Forward service increases as well as those associated with the Central Subway project are included in the Operating Expenses section (both labor and non-labor) in the Operating Financial Plan. These expenditures include the annual operating and maintenance (O&M) costs for this service, as calculated by the SFMTA O&M model: staff wages and benefits, fuel (electricity, diesel, and biodiesel, materials and supplies, professional services, etc.

The last line of the Operating Financial Plan shows the projected funding gap for FY 2017 through FY 2030. During each budget cycle, the SFMTA works with policy makers to close that gap through a combination of revenue measures and expenditure reductions.

Projected Changes in Fare Revenues

Muni fare increases are based on a formula set in 2009 by the SFMTA Board of Directors to create a more predictable and transparent mechanism for setting charges. The formula is based on a combination of the Bay Area Consumer Price Index for all urban consumers (CPI-U) and labor costs. The projected increases in fare revenue are included as a consistent increase in the Operating Financial Plan.

Free Muni Program

In FY 2013 and FY 2014, the SFMTA ran a pilot program to provide free Muni for low income youth funded through a variety of grants. As a result of a gift from Google, the program was continued for FY 2015 and FY 2016. Additionally, in May 2015 the SFMTA Board extended the definition of youth from 17 to 18. In January 2015, based on an evaluation of the fiscal health of the Agency, the SFMTA Board voted to expand this program. The SFMTA now also provides free Muni for low and moderate income 18-year-olds, 19 - 22-year-olds enrolled in San Francisco Unified School District programs, seniors, and disabled riders who use a Clipper® card. More information and applications for this program can be found at www.sfmta.com/freemuni.

Labor and Contract Expenses

The current labor agreements, negotiated in 2014, will end in fiscal year 2017 at which point expenses due to a labor and service contracts may change. Increased labor and contract expenses are included as an annual increase shown in the Operating Financial Plan.

Paratransit Funding Sources

Paratransit Services, both Americans with Disabilities Act (ADA) service and non-ADA demand-responsive services are funded through the mix of federal and local funding sources listed Operating Financial Plan.



Recent History of Operating Expenses & Revenues

Figure 13. Operating Expenses, FY 2010 - FY 2014 (in millions)

OPERATING EXPENSES	2010	2011	2012	2013	2014
Salaries	\$325 M	\$327 M	\$338 M	\$339 M	\$347 M
Benefits	\$129 M	\$142 M	\$171 M	\$171 M	\$183 M
Fuel, Lubricants, materials and supplies	\$61 M	\$65 M	\$71 M	\$75 M	\$94 M
Professional Services and/or work orders	\$89 M	\$94 M	\$102 M	\$121 M	\$132 M
Other	\$135 M	\$144 M	\$126 M	\$166 M	\$169 M
TOTAL	\$739 M	\$772 M	\$809 M	\$872 M	\$713 M

Figure 14. Operating Revenues, FY 2010 - FY 2014 (in millions)

OPERATING REVENUES	2010	2011	2012	2013	2014
Passenger Fares	\$188 M	\$191 M	\$202 M	\$220 M	\$213 M
Fines, Fees, & Permits	\$107 M	\$123 M	\$120 M	\$127 M	\$152 M
Parking Meters & Garages	\$124 M	\$145 M	\$153 M	\$176 M	\$195 M
Other	\$62 M	\$24 M	\$24 M	\$26 M	\$31 M
Operating Grants	\$77 M	\$114 M	\$115 M	\$144 M	\$139 M
General Fund Transfer	\$184 M	\$197 M	\$213 M	\$222 M	\$245 M
TOTAL	\$742 M	\$794 M	\$827 M	\$915 M	\$975 M



Table 21. SFMTA Operating Financial Plan (in \$ 1,000s), 2013-2020

CATEGORIES	ACTUAL FY 2013	ACTUAL FY 2014	BUDGET (a) FY 2015	BUDGET (a) FY 2016	5-YR PLAN (f) FY 2017	5-YEAR PLAN (f) FY 2018	5-YEAR PLAN (f) FY 2019	5-YEAR PLAN (f) FY 2020
EXPENDITURES FOR OPERATIONS								
Salaries	339,011	347,044	370,398	395,159	436,801	459,150	477,951	495,523
Fringe Benefits	171,193	182,618	205,465	204,074	212,416	221,755	229,152	236,757
Materials and Supplies	74,740	94,539	92,963	95,318	114,003	117,457	121,680	126,056

CATEGORIES	ACTUAL FY 2013	ACTUAL FY 2014	BUDGET (a) FY 2015	BUDGET (a) FY 2016	5-YR PLAN (f) FY 2017	5-YEAR PLAN (f) FY 2018	5-YEAR PLAN (f) FY 2019	5-YEAR PLAN (f) FY 2020
Professional Services & Work Orders	120,934	131,790	101,059	91,553	114,779	119,008	123,399	127,956
Other Operating Expenses	78,762	95,389	153,514	153,832	167,434	178,150	181,264	192,506
OPERATING EXPENSES (b)	784,640	851,379	923,399	939,936	1,045,434	1,095,521	1,133,445	1,178,797
Planned Committed Projects (c)	0	0	0	0	0	0	20,822	42,789
Operating Contributions for Capital Projects, Future Operating Budget and Reserves	86,933	73,752	5,047	5,047	17,647	18,210	18,801	19,419
TSP Impact (% expense reduction starting FY 2018)	0	0	0	0	0	(55,687)	(58,653)	(62,050)
TOTAL OPERATIONAL NEEDS	871,573	925,131	928,446	944,983	1,063,080	1,058,045	1,114,414	1,178,954
REVENUE FOR OPERATIONS								
Fares	220,090	212,832	201,584	201,575	207,118	212,814	218,666	224,680
Non-Fare Revenue (d)	328,859	378,672	330,384	335,378	351,906	364,222	383,770	395,966
Other (City General Fund Transfer)	222,390	243,910	247,860	256,050	273,397	288,068	299,973	313,112
County Sales Tax (e)	8,697	9,147	8,160	8,280	8,440	8,603	8,769	8,938
BART ADA - 49103	1,138	1,238	1,020	1,040	1,060	1,081	\$ 1,101	1,123
Fund Balance	0	0	20,000	20,000	10,000	10,275	10,558	10,848
Bridge Tolls	0	0	0	0	0	0	0	0

CATEGORIES	ACTUAL FY 2013	ACTUAL FY 2014	BUDGET (a) FY 2015	BUDGET (a) FY 2016	5-YR PLAN (f) FY 2017	5-YEAR PLAN (f) FY 2018	5-YEAR PLAN (f) FY 2019	5-YEAR PLAN (f) FY 2020
Regional Measure 2 Operating- 49104	2,688	2,688	2,688	2,730	2,730	2,730	2,730	2,730
5% State General Fund Revenues	0	0	0	0	0	0	0	0
TDA	0	0	0	0	0	0	0	0
Article 4/8 and 4.5	42,108	41,898	38,000	39,530	40,293	41,071	41,863	42,671
AB 1107 - 47101	34,812	36,912	36,260	37,260	37,979	38,712	39,459	40,221
STA	0	0	0	0	0	0	0	0
Revenue-Based	46,576	39,081	34,969	35,490	36,175	36,873	37,585	38,310
Population-Based	0	0	0	0	0	0	0	0
<i>Northern Counties/Small Operators</i>	0	0	0	0	0	0	0	0
Regional Paratransit	1,174	939	881	890	907	925	943	961
Gas Tax	3,055	3,601	2,830	2,870	2,925	2,982	3,039	3,098
Federal Transit Grants	0	0	0	0	0	0	0	0
5307 - 10% ADA Operating	3,759	3,732	3,810	3,890	3,965	4,042	4,120 \$	4,199
TOTAL REVENUE	915,346	974,651	928,446	944,983	976,896	1,012,396	1,052,576	1,086,856
OPERATING SURPLUS/(DEFI CIT)	43,773	49,520	0	0	(86,185)	(45,648)	(61,838)	(92,098)

a. FY 2015 & FY 2016 are based on approved SFMTA 2-year AAO budget. Budget data excludes capital project (CPF) included in annual appropriation ordinance.

b. The SFMTA 5-Year Operating Plan assumes a 3% annual increase in operating expenses between FY 2017 and FY 2020. These projections are based on the FY 2016 approved operating budget as the starting base and includes certain costs above the base year, including but not limited to, transit service increase, Central Subway service, known negotiated labor increases, and additional lease payments for new facilities. A 10% approved increase in transit service is part of the FY and FY 2016 the base year. The SFMTA 5-Year Operating Plan also assumes a 3-4% annual increase in operating revenues between FY 2017 and FY 2020. These projections are based on the FY 2016

approved operating budget as the starting base and includes certain expected adjustments including a decline in Taxi medallion sales, assumption of a 2% annual increase for operating grants (instead of 3%) except Bridge Tolls which are assumed to be flat amount for all future years based on feedback from MTC, and additional revenue from development fee, cap and trade revenues for operations and fare revenues for additional service increases highlighted above. Between FY 2021 through FY 2040, operating expenses are projected to increase by 3-4% annually and revenue by 3% except for Bridge Tolls which are assumed to be flat amount for all future years based on feedback from MTC.

- c. New Central Subway Transit takes place effective January 2019.
- d. Non-Fare revenue includes advertising, rental and supports from other SFMTA functions such as parking and taxi.
- e. County sales tax sunsets in FY 2022.
- f. FY 2017 to FY 2020 projections are based on Operating 5-Year Plan figures.



Table 21 (continued). SFMTA Operating Financial Plan (in \$ 1,000s), 2021-2026

CATEGORIES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
EXPENDITURES FOR OPERATIONS						
Salaries	512,866	530,816	549,395	568,624	588,526	609,124
Fringe Benefits	245,043	253,620	262,496	271,684	281,193	291,034
Materials and Supplies	130,468	135,034	139,761	144,652	149,715	154,955
Professional Services & Work Orders	132,434	137,069	141,867	146,832	151,971	157,290
Other Operating Expenses	199,243	206,217	213,435	220,905	228,636	236,639
OPERATING EXPENSES (b)	1,220,055	1,262,757	1,306,953	1,352,697	1,400,041	1,449,042
Planned Committed Projects (c)	44,073	45,395	46,757	48,159	49,604	51,092
Operating Contributions for	20,001	20,601	21,219	21,856	22,512	23,187

CATEGORIES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
EXPENDITURES FOR OPERATIONS						
Capital Projects, Future Operating Budget and Reserves						
TSP Impact (% expense reduction starting FY 2018)	(61,003)	(63,138)	(65,348)	(67,635)	(70,002)	(72,452)
TOTAL OPERATIONAL NEEDS	1,223,126	1,265,615	1,309,581	1,355,077	1,402,155	1,450,869
REVENUE FOR OPERATIONS						
Fares	231,420	238,363	247,897	257,813	265,548	273,514
Non-Fare Revenue (d)	407,845	424,158	441,125	458,770	477,121	496,205
Other (City General Fund Transfer)	322,505	333,793	345,476	357,567	370,082	383,035
County Sales Tax (e)	9,206	9,528	0	0	0	0
BART ADA -49103	1,156	1,197	1,239	1,282	1,327	1,373
Fund Balance	11,173	11,564	11,969	12,388	12,822	13,270
Bridge Tolls	0	0	0	0	0	0
Regional Measure 2 Operating-49104	2,730	2,730	2,730	2,730	2,730	2,730
5% State General Fund Revenues	0	0	0	0	0	0
TDA	0	0	0	0	0	0
Article 4/8 and 4.5	43,951	45,270	46,628	48,027	49,468	50,952
AB 1107 - 47101	41,427	42,670	43,950	45,269	46,627	48,026
STA	0	0	0	0	0	0
Revenue-Based	39,459	40,643	41,863	43,118	44,412	45,744
Population-Based	0	0	0	0	0	0
<i>Northern Counties/Small Operators</i>	0	0	0	0	0	0

CATEGORIES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
EXPENDITURES FOR OPERATIONS						
Regional Paratransit	990	1,019	1,050	1,081 \$	1,114	1,147
Gas Tax	3,191	3,287	3,385	3,487	3,592	3,699
Federal Transit Grants	0	0	0	0	0	0
5307 - 10% ADA Operating	4,325	4,455	4,588	4,726	4,868	5,014
TOTAL REVENUE	1,119,380	1,158,678	1,191,900	1,236,259	1,279,709	1,324,710
OPERATING SURPLUS/(DEFICIT)	(103,746)	(106,937)	(117,681)	(118,818)	(122,446)	(126,159)

a. FY 2015 & FY 2016 are based on approved SFMTA 2-year AAO budget. Budget data excludes capital project (CPF) included in annual appropriation ordinance.

b. The SFMTA 5-Year Operating Plan assumes a 3% annual increase in operating expenses between FY 2017 and FY 2020. These projections are based on the FY 2016 approved operating budget as the starting base and includes certain costs above the base year, including but not limited to, transit service increase, Central Subway service, known negotiated labor increases, and additional lease payments for new facilities. A 10% approved increase in transit service is part of the FY and FY 2016 the base year. The SFMTA 5-Year Operating Plan also assumes a 3-4% annual increase in operating revenues between FY 2017 and FY 2020. These projections are based on the FY 2016 approved operating budget as the starting base and includes certain expected adjustments including a decline in Taxi medallion sales, assumption of a 2% annual increase for operating grants (instead of 3%) except Bridge Tolls which are assumed to be flat amount for all future years based on feedback from MTC, and additional revenue from development fee, cap and trade revenues for operations and fare revenues for additional service increases highlighted above. Between FY 2021 through FY 2040, operating expenses are projected to increase by 3-4% annually and revenue by 3% except for Bridge Tolls which are assumed to be flat amount for all future years based on feedback from MTC.

c. New Central Subway Transit takes place effective January 2019.

d. Non-Fare revenue includes advertising, rental and supports from other SFMTA functions such as parking and taxi.

e. County sales tax sunsets in FY 2022.

f. FY 2017 to FY 2020 projections are based on Operating 5-Year Plan figures.

Table 21 (continued). SFMTA Operating Financial Plan (in \$ 1,000s), 2027-2030

CATEGORIES	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL FY 2015 - FY 2030
Salaries	630,443	655,661	681,887	705,753	8,668,077

CATEGORIES	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL FY 2015 - FY 2030
Fringe Benefits	301,221	313,269	325,800	337,203	4,192,182
Materials and Supplies	160,379	166,794	173,465	179,537	2,202,237
Professional Services & Work Orders	162,795	169,307	176,079	182,242	2,235,641
Other Operating Expenses	244,921	254,718	264,907	274,178	3,370,500
OPERATING EXPENSES (b)	1,499,759	1,559,749	1,622,139	1,678,914	20,668,637
Planned Committed Projects (c)	52,625	54,204	55,830	57,505	568,854
Operating Contributions for Capital Projects, Future Operating Budget and Reserves	23,883	24,599	25,337	26,097	313,461
TSP Impact (% expense reduction starting FY 2018)	(74,988)	(77,987)	(81,107)	(83,946)	(893,997)
TOTAL OPERATIONAL NEEDS	1,501,278	1,560,565	1,622,199	1,678,570	20,656,955
REVENUE FOR OPERATIONS					
Fares	281,719	290,171	298,876	307,842	3,959,600
Non-Fare Revenue (d)	518,535	541,869	566,253	591,734	7,085,241
Other (City General Fund Transfer)	398,357	412,299	428,791	445,943	5,476,308
County Sales Tax (e)	0	0	0	0	69924
BART ADA -49103	1,428	1,478	1,537	1,599	20,041
Fund Balance	13,801	14,284	14,856	15,450	213,258
Bridge Tolls	0	0	0	0	0
Regional Measure 2 Operating-49104	2,730	2,730	2,730	2,730	43,638
5% State General Fund Revenues	0	0	0	0	0
TDA	0	0	0	0	0
Article 4/8 and 4.5	52,480	54,055	55,676	57,347	747,282
AB 1107 - 47101	49,467	50,951	52,479	54,053	704,810

CATEGORIES	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL FY 2015 - FY 2030
STA	0	0	0	0	0
Revenue-Based	47,117	48,530	49,986	51,486	671,760
Population-Based	0	0	0	0	0
<i>Northern Counties/Small Operators</i>	0	0	0	0	0
Regional Paratransit	1,182	1,217	1,254	1,291	16,852
Gas Tax	3,810	3,925	4,042	4,164	54,326
Federal Transit Grants	0	0	0	0	0
5307 - 10% ADA Operating	5,164	5,319	5,479	5,643	73,606
TOTAL REVENUE	1,375,790	1,426,827	1,481,959	1,539,281	19,136,646
OPERATING SURPLUS/(DEFICIT)	(125,489)	(133,737)	(140,240)	(139,289)	(1,520,311)

a. FY 2015 & FY 2016 are based on approved SFMTA 2-year AAO budget. Budget data excludes capital project (CPF) included in annual appropriation ordinance.

b. The SFMTA 5-Year Operating Plan assumes a 3% annual increase in operating expenses between FY 2017 and FY 2020. These projections are based on the FY 2016 approved operating budget as the starting base and includes certain costs above the base year, including but not limited to, transit service increase, Central Subway service, known negotiated labor increases, and additional lease payments for new facilities. A 10% approved increase in transit service is part of the FY and FY 2016 the base year. The SFMTA 5-Year Operating Plan also assumes a 3-4% annual increase in operating revenues between FY 2017 and FY 2020. These projections are based on the FY 2016 approved operating budget as the starting base and includes certain expected adjustments including a decline in Taxi medallion sales, assumption of a 2% annual increase for operating grants (instead of 3%) except Bridge Tolls which are assumed to be flat amount for all future years based on feedback from MTC, and additional revenue from development fee, cap and trade revenues for operations and fare revenues for additional service increases highlighted above. Between FY 2021 through FY 2040, operating expenses are projected to increase by 3-4% annually and revenue by 3% except for Bridge Tolls which are assumed to be flat amount for all future years based on feedback from MTC.

c. New Central Subway Transit takes place effective January 2019.

d. Non-Fare revenue includes advertising, rental and supports from other SFMTA functions such as parking and taxi.

e. County sales tax sunsets in FY 2022.

f. FY 2017 to FY 2020 projections are based on Operating 5-Year Plan figures.



CAPITAL IMPROVEMENT PROGRAM

The San Francisco Municipal Transportation Agency’s (SFMTA) Capital Improvement Program (CIP) matches projected funding to the infrastructure investments, fleet procurements, and initiatives prioritized in the 20-Year Capital Plan to improve the safety, reliability and efficiency of the transportation system.

CONTENTS

SFMTA Capital Planning Goals, Policies & Processes	96
SFMTA Capital Improvement Programs, FY 2016 – FY 2025.....	97
Transit Capital Programs.....	102
Other SFMTA Capital Programs	144

SFMTA Capital Planning Goals, Policies & Processes

The SFMTA develops internal multimodal and mode-specific strategies to determine the city’s transportation capital needs and allocate resources effectively to meet its goals. The 20-year Capital Plan brings the elements of these strategies together and provides an unconstrained list of capital needs and projects. They are prioritized based on

performance criteria informed by the SFMTA Strategic Plan and determined by the SFMTA Executive Team.

The five-year Capital Improvement Program (CIP) takes the prioritized projects, plans, strategies, and initiatives from the 20-Year Capital Plan and matches them with projected funding availability. This matching process results in a financially-constrained five-year program of projects for the transportation system in San Francisco. The CIP also develops a Strategic Investment/Value Analysis for project prioritization and funding, and prevents funding accessibility from being a barrier to project delivery.

The CIP also serves as an implementation tool for the SFMTA Strategic Plan and other plans and strategies, ensuring that the actions and recommendations from that planning work are assigned funding and initiated on a predefined schedule. Significant community input is an integral part of development of the five-year CIP and it will continue to serve an essential role in further defining and improving the projects in the CIP prior to their implementation.

SFMTA Capital Improvement Programs, FY 2016 – FY 2025

In May 2014, the SFMTA Board approved the FY 2015 - FY 2019 Capital Improvement Program (CIP) that included funding for the following:

- State of Good Repair at an average of \$329 million per year, including full replacement of the Muni bus fleet, an on-going transit fleet overhaul program, and increased funding for traffic signals and facilities;
- Street-related improvements, including significant funding for implementation of the Vision Zero (Bicycle and Pedestrian Strategies); and
- Muni Forward projects, along with an increase in the light rail vehicle and articulated (60-foot) bus fleets.

In addition to programming the anticipated funding for projects and initiatives in the next five years, the five-year CIP serves as the foundation for the ten-year Capital Improvement Program developed in conjunction with the City and County of San Francisco's ten-year Capital Plan. Over the next ten years, the SFMTA's total unconstrained capital need is \$9.0 billion dollars (including a five percent cost escalation rate in fiscal years 2021-2025). The SFMTA projected capital revenues for next 10 years are \$3.8 billion dollars, leaving a projected capital shortfall of about \$5.2 billion dollars over this same period.

Capital Funding Sources

In an effort to show local support for transportation, SFMTA and the City and County of San Francisco have undertaken a number of strategies to address transportation

funding. The 2013 Mayor's Transportation Task Force recommended issuing two \$500 million general obligation bonds, restoring the state vehicle license fee to 2 percent, and implementing a half-cent sales tax dedicated to transportation.

The first of the two general obligation bonds was approved by voters in 2014, and has been programmed in the Capital Financial Plan. The next bond, anticipated for 2024, is not yet programmed and is included as a separate line item in the Capital Improvement Program if and when approved by San Francisco voters. Additionally, the Transportation Sustainability Fee, which replaces and enhances the existing Transit Impact Development Fee (TIDF) for new developments, will likely be approved sometime in 2015.

SFMTA Capital Programs

For budgeting and capital planning purposes, SFMTA's capital projects are sorted into capital programs that generally reflect the type of enhancement. However, due to the multimodal nature of most SFMTA projects, the line-by-line amount for each program does not reflect the total investment in that type of transportation infrastructure or program. For example, many transit enhancement projects also have elements that will improve accessibility and infrastructure for people walking and bicycling.

The FY 2015 – FY 2019 Capital Improvement Program (CIP) matches projects funding sources to specific projects for the first half of this 10-year look ahead. It is a living document and technical adjustments to the CIP are made on an ongoing basis. Recent updates and detailed expenditure projections are online at:
<https://www.sfmta.com/about-sfmta/reports/fy-2015-2019-capital-improvement-program>.



Table 22. FY 2015 – FY 2025 Summary of Expected Capital Funding by Source, as of December 2014

FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL REVENUE
Federal	426,517,267	267,504,626	299,377,769	127,088,751	117,240,024	107,235,180	107,235,180	107,235,180	107,235,180	107,235,180	1,773,904,340
State	65,849,120	19,165,752	1,780,521	75,702,000	6,555,993	5,996,528	5,996,528	5,996,528	5,996,528	5,996,528	199,036,022
Local Subtotal	377,974,829	397,996,411	178,759,346	237,182,182	110,570,504	101,134,813	101,134,813	101,134,813	101,134,813	101,134,813	1,808,157,334
General Obligation Bond*	102,935,987	103,717,612	45,485,947	91,218,395	0	0	0	0	371,918	0	343,729,859
Revenue Bond	21,624,184	106,053,479	0	0	0	0	0	0	0	0	127,677,663
Other	253,414,658	188,225,320	133,273,399	145,963,787	110,570,504	101,134,813	101,134,813	101,134,813	101,134,813	101,134,813	1,337,121,731
TOTAL EXPECTED FUNDING	870,341,216	684,666,789	479,917,635	439,972,933	234,366,521	214,366,521	214,366,521	214,366,521	214,366,521	214,366,521	3,781,097,697

Table 23. FY 2015 – FY 2025 Capital Improvement Program Summary, as of December 2014

CAPITAL PROGRAMS	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL NEED	TOTAL UNFUNDED
Transit Capital Programs												
Central Subway	190,940,203	150,000,000	150,000,000	98,520,516	0	0	0	0	0	0	589,460,719	0
Facility	88,172,500	88,172,500	88,172,500	88,172,500	92,581,125	97,210,181	102,070,690	107,174,225	112,532,936	118,159,583	982,418,740	827,965,089

CAPITAL PROGRAMS	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL NEED	TOTAL UNFUNDED
Fleet	180,295,000	180,295,000	180,295,000	180,295,000	189,309,750	198,775,238	208,713,999	219,149,699	230,107,184	241,612,544	2,008,848,414	710,924,093
Transit Fixed Guideway	100,950,000	100,950,000	100,950,000	100,950,000	105,997,500	111,297,375	116,862,244	122,705,356	128,840,624	135,282,655	1,124,785,753	790,974,090
Transit Optimization & Expansion	269,466,000	269,466,000	269,466,000	269,466,000	282,939,300	297,086,265	311,940,578	327,537,607	343,914,488	361,110,212	3,002,392,450	2,116,842,667
TOTAL TRANSIT NEED:	829,823,703	788,883,500	788,883,500	737,404,016	670,827,675	704,369,059	739,587,512	776,566,887	815,395,232	856,164,993	7,707,906,076	4,446,705,938
OTHER SFMTA CAPITAL PROGRAMS												
Accessibility	3,660,000	3,660,000	3,660,000	3,660,000	3,843,000	4,035,150	4,236,908	4,448,753	4,671,191	4,904,750	40,779,751	8,133,084
Bicycle	29,717,500	29,717,500	29,717,500	29,717,500	31,203,375	32,763,544	34,401,721	36,121,807	37,927,897	39,824,292	331,112,636	185,019,747
Communications/IT Infrastructure	4,405,000	4,405,000	4,405,000	4,405,000	4,625,250	4,856,513	5,099,338	5,354,305	5,622,020	5,903,121	49,080,547	36,249,032
Parking	12,370,000	12,370,000	12,370,000	12,370,000	12,988,500	13,637,925	14,319,821	15,035,812	15,787,603	16,576,983	137,826,645	129,459,701
Pedestrian	18,590,750	18,590,750	18,590,750	18,590,750	19,520,288	20,496,302	21,521,117	22,597,173	23,727,031	24,913,383	207,138,294	107,987,114
School	7,500,000	7,500,000	7,500,000	7,500,000	7,875,000	8,268,750	8,682,188	9,116,297	9,572,112	10,050,717	83,565,063	63,263,594
Security	5,863,950	5,863,950	5,863,950	5,863,950	6,157,148	6,465,005	6,788,255	7,127,668	7,484,051	7,858,254	65,336,182	-
Taxi	690,312	690,312	690,312	690,312	724,827	761,069	799,122	839,078	881,032	925,084	7,691,460	-
Traffic Calming	23,546,500	23,546,500	23,546,500	23,546,500	24,723,825	25,960,016	27,258,017	28,620,918	30,051,964	31,554,562	262,355,302	163,571,087
Traffic & Signals	9,715,000	9,715,000	9,715,000	9,715,000	10,200,750	10,710,788	11,246,327	11,808,643	12,399,075	13,019,029	108,244,612	79,549,574

CAPITAL PROGRAMS	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL NEED	TOTAL UNFUNDED
Bond Projects (2024)*	0	0	0	0	0	0	0	0	371,918,000	0	371,918,000	0
TOTAL OTHER NEED:	116,059,012	116,059,012	116,059,012	116,059,012	121,861,963	\$127,955,061	\$134,352,814	141,070,454	148,495,895	155,530,176	1,293,502,410	773,232,933
TOTAL ESTIMATED NEED	945,882,714	904,942,512	904,942,512	853,463,028	792,689,638	832,324,119	873,940,325	917,637,342	963,519,209	1,011,695,169	9,001,036,568	5,219,938,871
TOTAL UNFUNDED	75,541,499	220,275,723	425,024,877	413,490,095	558,323,117	617,957,599	659,573,805	703,270,821	749,152,688	797,328,649	5,219,938,871	

* As part of Transportation 2030, the SFMTA anticipates a second \$500 million bond to continue investing in urgent transportation needs as the City continues to grow and its infrastructure continues to age. For more information on Transportation 2030, its series of funding measures, and project status updates, go to <http://sftransportation2030.com/progress/>

Transit Capital Programs

Transit Optimization & Expansion

SFMTA is currently embarking on an ambitious plan to modernize and expand Muni, collectively called Muni Forward. These initiatives will make Muni more efficient, reliable, safe and comfortable for its existing 700,000 daily passengers – and will help prepare the system for future growth. Many of the Muni Forward projects in the Transit Optimization & Expansion CIP were planned through the Transit Effectiveness Project’s (TEP) years of data collection, intensive planning and public outreach efforts. The SFMTA is also implementing a combination of policies, programs, information, services, and tools that help optimize transportation infrastructure and operations, and support the use of sustainable modes for all trips. The *Major Expansion Projects* section of this document has a more detailed update on two other ongoing major infrastructure projects, the Central Subway and the Van Ness Bus Rapid Transit Project.



Muni Forward Capital Improvements

Muni Forward includes engineering improvements—also known as Transit Priority Projects (TPPs)—designed to address transit delay, improve reliability, and increase the safety and comfort of customers along the most heavily used Rapid routes. The TPPs include a variety of standard roadway and traffic engineering features that specifically address the root causes of delay and passenger frustration, including traffic congestion, transit stops that are spaced too close together, narrow travel lanes, and slow boarding times. These elements are referred to as the Transit Priority Features (TPF) and include lane modifications, traffic signal and stop sign changes, transit stop changes, parking and turn restrictions, pedestrian improvements, and many others.

Detailed proposals have been developed for eleven corridors and conceptual proposals were developed for an additional six. As the TPPs affect the allocation of scarce roadway space among different users by utilizing space for elements that prioritize transit, more than one alternative was typically proposed at locations with limited roadway space, each balancing different trade-offs. The precise components of each Muni Forward Transit Priority Project to be implemented will be decided by the SFMTA Board of Directors, who will consider the details of the project proposals as well as the results of the environmental impact analysis, following public outreach for each individual Muni route.

Muni Forward Transit Priority Projects will be implemented based on funding and resources available. As of December 2014, more than ten projects (40 miles of investment) are in the preliminary planning and engineering stages and have funding strategies identified for construction. To minimize customer disruption and optimize financing, projects will be implemented in segments.

The City and County of San Francisco's 2014 Capital Plan and the San Francisco 2030 Transportation Task Force (T2030) have both recommended General Obligation Bond (GO Bond) funding for design and construction of many Muni Forward projects. On November 4, 2014, San Francisco voters approved Proposition A which includes \$150 million in funding proposed to design and build Muni Forward projects. Future funding is expected from other sources for a combined total funding of \$230 million. Vision Zero improvements, including bicycle, pedestrian, and accessibility capital improvements will be built in coordination with Muni Forward Transit Priority Projects to improve safe and easy access to transit.

Project Area: The Rapid & Transit Priority Network of core routes serves nearly 70 percent of all riders all over the city. These projects are geographically diverse and improve the network as a whole, thereby improving transit service for all customers.

Estimated Project Cost: The following is only a partial list of the Transit Optimization projects that the SFMTA will implement in the near term. More information on specific project costs and funding sources is available in the SFMTA FY 2015 – FY 2019 Capital Improvement Program document and the periodic Status Reports to the General Obligation Bond Oversight Committee.

Construction Timeline: The Muni Forward Rapid Network Capital Improvements were environmentally cleared through the TEP planning effort in March 2014. The near-term projects will start construction in the last quarter of FY 2014 and take approximately one year to construct.

More detail on line-by-line enhancements can be found on the individual route pages in the Muni Forward Implementation Workbook posted on: <http://www.sfmta.com/projects-planning/projects/muni-forward-implementation-plan>.



Table 24. Ongoing and Future Muni Forward Projects*

RAPID & TRANSIT PRIORITY NETWORK CAPITAL IMPROVEMENTS	ESTIMATED PROJECT COST
Market Street	\$ 155,790,277
Schlage Lock Transit and Pedestrian Enhancements	\$ 3,500,000
N Judah - Arguello to 9th Ave	\$ 2,120,000
N Judah – Outer	\$ 14,600,000
L Taraval: Transit Priority Project	\$ 20,610,000
J Church: Transit Priority Project	\$ 11,100,000
5 Fulton: East of 6th Ave Transit Priority Project	\$ 7,640,000
7 Haight-Noriega: Haight Street Transit Priority Project	\$ 7,826,080
8X Bayshore Express: Geneva Ave & Vis Valley Transit Priority Project	\$ 5,800,000

RAPID & TRANSIT PRIORITY NETWORK CAPITAL IMPROVEMENTS	ESTIMATED PROJECT COST
9 San Bruno: 11th St and Bayshore Blvd. Transit Priority Project	\$ 2,418,830
10 Townsend: Sansome Contraflow Signals	\$ 1,871,600
14 Mission: Downtown Mission Transit Priority Project	\$ 20,140,000
14 Mission: Inner Mission Transit Priority Project	\$ 2,693,500
14 Mission: Outer Mission Transit Priority Project	\$ 3,850,000
22 Fillmore: 16th St. Transit Priority Project - Ph. 1	\$ 67,300,000
22 Fillmore - OCS on 16th St. & Kansas	\$ 1,000,000
22 Fillmore - OCS on Church/Duboce	\$ 2,000,000
22 Fillmore - OCS on Church/Duboce	\$ 16,500,000
30 Stockton: East of Van Ness Ave Segment Transit Priority Project	\$ 4,976,000
30 Stockton - Chestnut & Terminal (W of VN)	\$ 8,493,900
33 Stanyan - OCS on Guerrero (overhead lines)	\$ 3,100,000
TOTAL	\$ 363,330,187

* 2014 Transportation and Road Improvement Bond Status Report to the General Obligation Bond Oversight Committee, January 22, 2015

Better Market Street



This project will deliver improvements on Market Street, with the goal to revitalize Market Street from Octavia Boulevard to The Embarcadero and reestablish the street as the premier cultural, civic and economic boulevard. This project will create a sense of place, optimize mobility, and foster economic development by:

- Supporting the City of San Francisco's planned growth and economic development.
- Providing faster and more reliable transit service for all users.
- Improving safety, comfort and mobility for pedestrians and bicyclists.
- Creating thriving public spaces that attract a diversity of people and uses.

There are currently three design options that will be included in the environmental review documents. The specific design varies, but each of the alternatives have elements that will enhance the sidewalks and pedestrian safety, improve the bicycle facilities, and make transit safer, faster, and more reliable.

The Better Market Street project is an interagency effort led by the Department of Public Works with substantial input from the design team consisting of staff from: the Planning Department (urban design lead), the SFMTA (transportation lead), the Public Utilities Commission, the Office of Economic and Workforce Development, and the County Transportation Authority.

Project Area: The project encompasses Market Street between Octavia Boulevard and The Embarcadero, as well as Valencia Street between Market and McCoppin streets. One design alternative could potentially redesign and provide improvements on McCoppin, Otis, and Mission streets between Valencia Street and The Embarcadero, as well as 10th Street between Market and Mission.

Estimated Project Cost: Better Market Street has many coordinating projects within its scope. In 2014, the SFMTA's Transit Optimization & Expansion CIP initially programmed \$124 million as the SFMTA's contribution to this multi-agency project over the next five years. However, this was based on a preliminary scope of work and as the project develops and goes through the in-depth analysis associated with environmental review, Public Works, the SFMTA, and the other city departments will develop a strategy to fully fund this approximately \$400 million project.

Construction Timeline: The project is currently under environmental review of the three alternatives developed through the outreach process (2011-2013). The environmental review is expected to end in early 2017, with detailed design finishing in 2017, and construction starting in 2018, pending funding.

More information on the Better Market Street project can be found online at: <http://www.bettermarketstreetsf.org/>.



Geary Bus Rapid Transit Project



Geary Boulevard is the most heavily used transit corridor in the northern part of San Francisco with over 55,000 daily transit riders. The goals of the Geary Bus Rapid Transit (BRT) Project are to improve service for existing riders, attract new transit riders, construct transit and public realm enhancements, and prevent increased auto congestion along the corridor.

The proposed project elements include: dedicated bus lanes, adjustments to local bus stops, restrictions on turn lanes at some intersections, traffic signals and advanced Transit Signal Priority infrastructure, real-time information, high-quality bus shelters, and low-floor buses.

Project Area: The Geary BRT project area consists of the entire length of Geary Boulevard as well as Geary and O’Farrell Streets from Market to Gough Street, and extending to the Transbay Terminal south of Market Street.

Estimated Project Cost: The SFMTA’s Transit Optimization & Expansion CIP has programmed just over \$22 million for initial project phases over the next five years. As the project is further defined after the environmental review process, this cost will be refined as needed.

Construction Timeline: This project is currently under environmental review. It is projected that the environmental review of the alternatives will be completed in 2016 with construction of the full project starting 2018-2019. However, after approval of the Environmental Impact Report in 2016, the SFMTA will implement early delivery improvements to provide enhanced transit service to passengers as soon as possible.

More information on Geary Bus Rapid Transit can be found online at: <http://sfmta.com/projects-planning/projects/geary-bus-rapid-transit>.



Central Subway

The Central Subway Project will construct a modern, efficient light rail line that will improve public transportation in San Francisco. This new 1.7-mile extension of Muni’s T Third Line will provide direct connections to major retail, sporting and cultural venues while efficiently transporting people to jobs, educational opportunities and other

amenities throughout the city. With stops in South of Market (SoMa), Yerba Buena, Union Square and Chinatown, the Central Subway will vastly improve transit options for the residents of one of the most densely populated neighborhoods in the country, provide a rapid transit link to a burgeoning technology and digital-media hub, and improve access to a premier commercial district and tourist attraction.

The Central Subway Project is the second phase of the San Francisco Municipal Transportation Agency's (SFMTA) Third Street Light Rail Transit Project. Phase 1 of the project, which was completed in April 2007, constructed a 5.1-mile light-rail line along the densely populated 3rd Street corridor. Phase 2, the Central Subway, will extend the T Third Line from the 4th Street Caltrain Station to Chinatown. Due to the large budget and scope of the project, Central Subway was designated as a separate program in this five-year CIP. More information on the Central Subway project can be found in the *Expansion Projects* section of this document.

Transit Fixed Guideway

Muni's Transit Fixed Guideway light rail, streetcar and historic cable car services are a crucial component of transportation in San Francisco. With 70 miles of track and 189,000 daily customers, vehicles on Muni's Fixed Guideway rights-of-way carry nearly 30 percent of daily Muni ridership.

Muni's Fixed Guideway CIP covers a broad spectrum of capital projects to maintain, replace, and enhance these services. Projects are supported by a combination of local, regional, statewide and federal sources and can span everything from rail grinding to station improvements, including: investing in new train control technology; track replacement; maintenance facility upgrades; and maintaining Muni's over 150 miles of overhead wires.

This capital program is also very closely related to the Communications & Information Technology Infrastructure capital program and the implementation of the projects are coordinated as much as possible to avoid additional disruptions to service. For example, the replacement of the blue light phone system is scheduled during the shutdowns for the Muni Metro Sunset and Twin Peaks Tunnels rail replacement so that all infrastructure upgrades may be constructed at the same time. Similarly, the radio communications system will be upgraded in coordination with fleet procurement and infrastructure upgrades.

Muni Fixed Guideway projects planned for the near term include investments in new track switching systems at 16 locations throughout the city; track repairs on the L Taraval Line, the F Market/Wharves line, and the M Oceanview Line at 19th Ave and Rossmore; station repairs and enhancements; and overhead wire replacement on the 33 Stanyan route. Additionally, there are three major near-term fixed guideway upgrades that will improve operations and maintain the agency's infrastructure: the Sunset Tunnel Rail Replacement, the Twin Peaks Tunnel Rail Replacement, and the Mission Bay Loop.

The SFMTA has started a strategic planning effort. In assessing needs outside of the next five years, the SFMTA has initiated the Rail Capacity Strategy to identify where rail capacity is needed, and which improvements to infrastructure or transit service will help meet those needs. Recommended strategies include alleviating bottlenecks, improving the vehicle fleet, expanding or extending the light rail system, and building system resiliency. The strategy will also inform the new Metropolitan Transportation Commission (MTC) led Transbay Core Capacity Study as well as the next Regional Transportation Plan.



Sunset Tunnel Rail Replacement



The Sunset Tunnel Trackway Improvement Project aims to improve the safety and reliability of the N Judah Line by replacing track and other infrastructure inside the Sunset Tunnel. The project will bring the following improvements to the tunnel and the N Judah Metro Line:

- Rail replacement: New track for a smoother, faster ride on Muni
- Overhead Contact System (OCS) replacement: An improved overhead wire system to enhance safety and reliability of the N Judah Line
- Fire safety system upgrades: Refurbishing fire water valves
- Seismic upgrades: Structural retrofit of the Sunset Tunnel portal retaining walls and their foundations
- Traffic signal upgrades: Addition of transit signal priority for rail cars at nine intersections
- Accessible platforms: Construction of two accessible platforms at 28th Avenue to provide safe boardings for all customers

Project Area: The Sunset Tunnel Trackway Improvement Project will improve the tunnel infrastructure located between Cole Valley and Duboce Triangle, upgrade the traffic and transit signals at the Irving Street/Sunset Boulevard intersection and along the N Judah corridor from 19th Avenue to Stanyan Street. The new accessible platforms will be constructed at 28th Avenue.

Estimated Project Cost: The Sunset Tunnel Rail Replacement project is expected to cost \$29.3 million.

Construction Timeline: The construction contract was awarded in January 2014, and weekend construction began in fall 2014. The construction work will occur on weekends over approximately nine months.



N Judah turning at 9th Avenue.



N Judah on Judah Street in the Sunset District.



Dragging new rail pieces into the Sunset Tunnel, May 2015.

Twin Peaks Tunnel Rail Replacement



The rail upgrades to the Twin Peaks Tunnel will bring the tunnel into a state of good repair, thereby improving the safety and reliability of the Muni Metro system. This project includes:

- Replacing the existing light rail tracks and track fittings
- Replacing the machines which operate the track switching mechanisms
- Seismic upgrades to an existing abandoned station (Eureka Valley Station)
- Improving structure support between West Portal and Forest Hill stations
- Installing fire alarm system at West Portal Station
- Repairing areas on concrete walls and reinforcements
- Inspecting and cleaning tunnel's drainage systems

Project Area: The Twin Peaks Tunnel Rail Replacement will improve the tunnel infrastructure located between West Portal and the Castro Stations, the geographic center of the city.

Estimated Project Cost: The Twin Peaks Rail Replacement project is expected to cost \$44 million.

Construction Timeline: The Blue Light Emergency Telephone Project and the Radio Replacement Project have been integrated with the rail replacement to minimize impacts to Muni customers and neighboring communities. Construction of these projects is expected to start in July 2015 and be completed by the winter, with the Twin Peaks Tunnel work starting directly after and finished in late spring or summer 2016.



Castro Station



Forest Hill Station



West Portal Station

Mission Bay Loop



The proposed Mission Bay Loop was designed in 1998 as part of the Third Street Light Rail Project that opened for service in 2007. The Loop will provide turn-around capabilities for the T Third and is required to operate additional service when the Central Subway opens in 2019. The Mission Bay Loop will also enable the removal of disabled trains, and provide a means to turn trains for special events and service increases.

However, due to budget constraints, construction of the Mission Bay Loop was deferred until 2013 when Central Subway construction was significantly underway and the federal TIGER Grant funding was secured.

Project Area: The proposed Loop would be constructed in the Central Waterfront area of the City and County of San Francisco, on city roads and rights-of-way on the blocks of 18th, Illinois, and 19th Streets. The existing trackway on 18th and 19th Streets between Third and Illinois Streets would be extended to Illinois Street to complete the Loop. Traffic, pedestrian, and train signals would be installed at the intersections of 18th and Illinois Streets and 19th and Illinois Streets.

Estimated Project Cost: The Mission Bay Loop is expected to cost \$6.5 million over the next five years.

Construction Timeline: The environmental review has been completed and construction is scheduled to start in 2015. Construction of the project is expected to take approximately one year, and will be complete in 2017.



Street view of the partial track laid at 18th Street at Third Street during the Third Phase I construction.



Aerial view of the partial track laid on Third, 18th, and 19th streets. Construction of the Loop would connect the partial tracks on 18th and 19th streets, via Illinois Street on the eastern side of the block.

Fleet

The Fleet Capital Improvement Program ensures that Muni's over 1,000 service vehicles across 75 transit lines are safe, comfortable, clean, and reliable for San Francisco passengers. In recent years, the SFMTA has prioritized renovating or replacing vehicles as they near the end of their useful life to avoid service interruptions caused by vehicle failures and costly repairs. The SFMTA also has prioritized adding more vehicles to the fleet to alleviate overcrowding on busy routes and enable the transit system to carry more passengers as the city grows. These initiatives all contribute to SFMTA's long-term goals of increasing Muni service on key routes to meet growing demand and eliminating delays caused by outdated vehicles and infrastructure.

Current SFMTA Revenue Vehicle Fleet Inventory

The SFMTA operates the oldest and largest transit system in the San Francisco Bay Area, transporting close to 43 percent of all transit passengers in the region. In addition, it is one of the top ten transit systems in the nation based on boardings, carrying more than 225 million passengers annually. The Agency's transit fleet is among the most diverse in the world and features the landmarked cable cars, historic streetcars, modern light rail vehicles, diesel-hybrid motor coaches, diesel motor coaches, and electric trolley coaches. Table 25 and 26 on the following pages inventory the Muni transit fleet, as of May 2015.

Table 25. SFMTA Transit Fleet Inventory, as of May 2015.

MANUFACTURER (YEAR IN SERVICE)	ID #	PERSON CAPACITY	WHEELCHAIR CAPACITY	MODE OF POWER	RETIRE YEAR
30-foot motor coach (30)					
Orion (2007)	8501-8530	45	2	LF Hybrid	2018
40-foot motor coach (373)					
Neoplan (2002)	8101-8159	63	2	Diesel	2014
Neoplan (2003)	8305-8371	63	2	Diesel	2015
Neoplan (2002) - overhauled	8160-8235, 8301-8304	63	2	Diesel	2017
Orion (2007)	8401-8456	63	2	LF Hybrid	2018
New Flyer (2013)	8601-8662	63	2	LF Hybrid	2026
New Flyer (2014)	8701-8750	63	2	LF Hybrid	2025
60-foot articulated motor coach (124)					
Neoplan (2002)	6200-6225	94	2	Diesel	2014
Neoplan (2003)	6226-6299, 6401-6424	94	2	Diesel	2015
40-foot trolley coach (240)					
ETI (2001)	5401-5640 ¹	63	2	Electric	2015
ETI (2002)	5401-5640 ¹	63	2	Electric	2016
ETI (2003)	5401-5640 ¹	63	2	Electric	2017
ETI (2004)	5401-5640 ¹	63	2	Electric	2018

MANUFACTURER (YEAR IN SERVICE)	ID #	PERSON CAPACITY	WHEELCHAIR CAPACITY	MODE OF POWER	RETIRE YEAR
60-foot articulated trolley coach (93)					
New Flyer (1994)	7000-7059	94	2	Electric	2014
ETI (2002)	7101-7133	94	2	Electric	2016
New Flyer (2014)	TBD	94	2	Electric	2029
Light rail vehicles (149)					
Breda (1997)	1400-1424	119	4	Electric	2021
Breda (1998)	1425-1451	119	4	Electric	2022
Breda (1999)	1452-1475	119	4	Electric	2023
Breda (2000)	1476-1481	119	4	Electric	2024
Breda (2001)	1482-1507	119	4	Electric	2025
Breda (2002)	1509-1534	119	4	Electric	2026
Breda (2003)	1535-1550	119	4	Electric	2027
Cable Car (40)					
Hyde and Mason cars	n/a	63	Varies	Electric	n/a ²
California cars	n/a	63	n/a	Electric	n/a ²

1. Coach identification numbers reflect a multi-year vehicle procurement.
2. Due to the nature of the historic vehicles, they are not retired. Instead, these vehicles are rehabilitated to a like-new condition as they age.

Table 26. SFMTA Historic Streetcar Fleet Inventory, as of May FY 2015.

CAR NUMBER	ORIGINAL CITY/TRANSIT COMPANY (YEAR BUILT)	CURRENT LIVERY	OPERATIONAL STATUS	PASSENGER CAPACITY
San Francisco Historic Streetcars				
1	San Francisco Municipal Railway (1912)	San Francisco Municipal Railway	Operational	48 seats
130	San Francisco Municipal Railway (1914)	World War II - era blue and gold livery	Operational	50 seats
162	San Francisco Municipal Railway (1914)	San Francisco Municipal Railway	Out of Service	50 seats
578	Market Street Railway Company (1896)	Market Street Railway Company	Operational	26 seats
798	Market Street Railway Company (1924)	Market Street Railway Company	Undergoing Restoration	50 seats

CAR NUMBER	ORIGINAL CITY/TRANSIT COMPANY (YEAR BUILT)	CURRENT LIVERY	OPERATIONAL STATUS	PASSENGER CAPACITY
C-1	Muni Motor Flat No. C-1 (1916)	San Francisco Municipal Railway	Operational; performs maintenance/construction	Does not carry passengers
Unique historic Streetcars				
106	Moscow/Orel, Russia (1912)	n/a	Awaiting Restoration	n/a
151	Osaka, Japan	n/a	Non-serviceable	n/a
189	Porto, Portugal (1929)	Porto, Portugal	Undergoing Restoration	23 seats
228	Blackpool Tramways, England (1934)	Blackpool, England	Operational	44 seats
233	Blackpool Tramways, England (1934)	Blackpool, England	Completing renovation	44 seats
351	Johnstown Traction Company, Pennsylvania (1926)	Johnstown, Pennsylvania	Awaiting Restoration	44 seats
496	Melbourne & Metropolitan Tramways Board, W2 Class (1928)	City of Melbourne, Australia	Operational	52 seats
586	Melbourne & Metropolitan Tramways Board, W2 Class (1929)	n/a	Non-serviceable	n/a
578-j	Kobe City Railways, Kobe, Japan (1927)	Kobe & Hiroshima, Japan	Undergoing Restoration	36 seats
737	Brussels, Belgium (1952)	Zurich, Switzerland	Operational	35 seats
913	New Orleans Public Service, Inc.(1923)	n/a	Awaiting Restoration	n/a
916	Melbourne & Metropolitan Tramways Board, SW6 Class (1946)	City of Melbourne, Australia	Undergoing Restoration	52 seats
952	New Orleans Public Service, Inc. (1923)	New Orleans, Louisiana	Operational	54 seats

CAR NUMBER	ORIGINAL CITY/TRANSIT COMPANY (YEAR BUILT)	CURRENT LIVERY	OPERATIONAL STATUS	PASSENGER CAPACITY
3557	Hamburger Hochbahn Aktiengesellschaft (1954)	Hamburg, Germany	Awaiting Restoration	31 seats
Peter Witt Class – the “Milan Cars”				
1807, 1811, 1814, 1815, 1818, 1834, 1856, 1859, 1888, 1893, 1895	Milan, Italy (1928)	Original 1920s Milan yellow and white livery (2); 1930s-1970s Milan two-tone green livery (3); Current orange Milan livery (6)	Operational (7); Under Repair (2); Undergoing restoration (1); Out of Service (1)	n/a
Presidents’ Conference Committee (PCC) Streetcars				
1006 – 1011, 1014, 1015	San Francisco Municipal Railway (1948)	San Francisco Municipal Railway (1950s); Philadelphia Suburban Transportation Co.; San Francisco Municipal Railway “Wings;” Dallas Railway & Terminal Company; San Francisco Municipal Railway “Magic Carpets;” Market Street Railway Company; San Francisco Municipal Railway (1950s); Illinois Terminal Railroad	“Big Ten” Class: Operational (7); Permanently Retired (1)	60 seats

CAR NUMBER	ORIGINAL CITY/TRANSIT COMPANY (YEAR BUILT)	CURRENT LIVERY	OPERATIONAL STATUS	PASSENGER CAPACITY
1023, 1026, 1027, 1028, 1031, 1033, 1034, 1038, 1039	San Francisco Municipal Railway (1951-52)	n/a	"Baby Ten" Class: In Storage; retired 1982 (9)	n/a
1040	San Francisco Municipal Railway (1952)	San Francisco Municipal Railway (1950s)	"Baby Ten" Class: Under Repair (1)	58 seats
1050 - 1063	Philadelphia Transportation Company (1946-1948)	San Francisco Municipal Railway (1950s); San Francisco Municipal Railway (1960s); Los Angeles Railway; Brooklyn, New York; Philadelphia, Pennsylvania (2); Kansas City, Missouri-Kansas; Cincinnati, Ohio; Chicago, Illinois; Boston Elevated Railway; Philadelphia Rapid Transit Company; Pacific Electric; Louisville, Kentucky; Baltimore, Maryland	1050 Class: Operational (10); Under Restoration (2); Awaiting Restoration (1); Permanently Retired (1)	47 seats

CAR NUMBER	ORIGINAL CITY/TRANSIT COMPANY (YEAR BUILT)	CURRENT LIVERY	OPERATIONAL STATUS	PASSENGER CAPACITY
1070 - 1080	Twin City Rapid Transit Company (1946-1947)	Newark, New Jersey; Minneapolis-St. Paul, Minnesota; Mexico City; El Paso, Texas & Juarez, Mexico; Toronto, Canada; Cleveland, Ohio; Washington, D.C.; Birmingham, Alabama; San Diego, California; Detroit, Michigan; Los Angeles Transit Lines	1070 Class: Operational (11)	50 seats
1108, 1103, 1106, 1125, 1130, 1139, 1140, 1158, 1160, 1168, 1704	St. Louis Public Service Company (1946)	San Francisco Municipal Railway; vehicle 1704 is in St. Louis livery	1100 Class: In Storage; retired 1982 (11)	n/a
2133, 2147	SEPTA-Philadelphia	n/a	In Storage	n/a
4008, 4009	Pittsburgh	n/a	In Storage	n/a

Note: Due to the nature of the historic vehicles, they are not retired. Instead, these vehicles are rehabilitated to a like-new condition as they age.

SFMTA Revenue Fleet Planning for Replacement and Expansion

The 2014 SFMTA Transit Fleet Management Plan (TFMP) maps out a systematic approach to planning for the replacement and expansion of the SFMTA's fleet of transit vehicles through 2040. The San Francisco County Transportation Authority's (SFCTA) 2040 travel demand forecast estimates that the SFMTA will need to carry over one million daily transit boardings, an increase of more than 40 percent than the approximately 700,000 carried today. Much of this growth in ridership occurs along planned routes serving major developments and in the eastern portion of the city. Although many of these projects were included in the previous Transit Fleet

Management Plan to varying degrees, the magnitude and timing of these changes in land use, population, and employment have been further refined. The TFMP translates this increase in transit ridership into a service plan and associated vehicle demand projection.

In addition to the ridership projections, the TFMP also outlines the changes to the fleet and additional vehicles needed to operate the expected service increases for the Muni Forward programs in early 2015 and the opening of Central Subway in 2019. Identifying and scheduling the procurement of these vehicles has allowed the SFMTA to spread procurements more evenly to ensure major maintenance investments are not needed all at the same time. Additionally, the detailed fleet planning in the TFMP has made the procurement process more efficient by allowing the agency to partner with agencies on procurements where possible to reduce unit costs and create a shared demand for future parts. Lastly, the long range review of fleet needs has informed the long-term storage and maintenance facility's needs and positioned the agency to develop a detailed five-year CIP to jump-start the implementation of the fleet and facilities programs.

Per MTC policy, the SFMTA plans procurements on a calendar year cycle. Funding for the replacement and expansion vehicles detailed on the following pages are programmed by the SFMTA during their standard fiscal year.

Near-term Vehicle Replacement

As Muni service vehicles reach the end of their useful life and are retired, the SFMTA will need to replace these vehicles in order to adequately provide transit service to the city.

Replacement of the 30-ft, 40-ft, and 60-ft Motor Coaches: Over the next five years, the motor coach fleet will be replaced as part of a multi-year contract to phase out SFMTA's fleet of diesel motor coaches that will have reached retirement age. The SFMTA will utilize a multi-year contract to replace 124 60' motor coaches and 261 40' motor coaches. SFMTA's current fleet of motor coaches will have reached the end of their Federal Transit Administration (FTA) lifespan and will be eligible for retirement over the next five years, making this replacement critical to the continuation of transit operations.

Replacement of the 40-ft and 60-ft Trolley Coaches: As part of a multi-year joint procurement contract with King County Metro, the SFMTA will replace 93 60' trolley coaches and 175 40' trolley coaches in its fleet. These coaches will have reached the end of their Federal Transit Administration (FTA) lifespan and will be eligible for replacement. The contract will also allow for purchase of at least 12 expansion 60' coaches, which will be offset by decreasing the number of 40' coaches.

Near-term Vehicle Expansion

The fleet is also projected to expand in order to serve the expanded light rail line and the service increases proposed under the Muni Forward initiative to meet growing demand.

Expansion of the Light Rail Fleet: The SFMTA will expand its light rail fleet by 64 vehicles in order to serve the future Central Subway route. The new 1.7-mile extension of Muni's T Third Line will provide direct connections to major retail, sporting and cultural venues while efficiently transporting people to jobs, educational opportunities and other amenities throughout the city. New light rail vehicles are needed to provide service on the Central Subway route.

Expansion of the 60-ft Motor Coach Fleet: The SFMTA will also purchase 65 new 60' articulated buses over the next five years. Articulated 60' buses are a cost-effective and efficient method of meeting ridership demands, as they have 1.5 times the capacity of standard 40' buses while still only needing one driver and one vehicle. The up-front investment in new 60' motor coaches also carries a long-term benefit of making SFMTA eligible for a greater allotment of federal funding to replace buses in the future.

Revenue Vehicle Rehabilitation

In addition to the projected need for replacement and expansion vehicles based on the accepted lifecycle of the revenue vehicles, the SFMTA has also established a program by which its fleet will undergo extensive rehabilitation/retrofits in order to improve their performance. All types of vehicles will be rehabilitated on a rolling basis, with those vehicles in a worse state of repair prioritized.

Establishment of Vehicle Overhaul Program: This project will conduct mid-life overhauls on SFMTA's transit vehicles as vital part of keeping the transit fleet in a state of good repair. Traditionally SFMTA has not had funds for mid-life overhauls despite high ridership, challenging terrain, and long duty cycles, resulting in more frequent breakdowns, costly vehicle repairs and disruption of transit service. In the FY 2015 – FY 2019 CIP, however, the SFMTA has set aside a funding reserve of \$11.5 million for mid-life overhauls for all vehicle types will help SFMTA to improve service reliability.

As of August 2014, the 40-ft motor coaches listed in the table below have been identified for rehabilitation. This contracted maintenance work is expected to add approximately five years of life to each vehicle. As funds are identified and assessments of the vehicles are made, the SFMTA will schedule more of these rehabilitations as needed.

Table 33. Motor Coaches Scheduled for Rehabilitation.

COACH NO.	MANUFACTURER	LENGTH OF VEHICLE	YEAR IN SERVICE	MODE OF POWER	YEAR OF PLANNED REHABILITATION	ESTIMATED COST
8401 - 8456	Orion	40 ft.	2006	Hybrid Diesel	2012	\$382,000/bus (in 2014 dollars)
8501 - 8530	Orion	30 ft.	2007	Hybrid Diesel	2013	\$382,000/bus (in 2014 dollars)
8601 - 8662	New Flyer	40 ft.	2013	Hybrid Diesel	2019	\$456,000/bus (using 3% escalation per year)
8701 - 8750	New Flyer	40 ft.	2014	Hybrid Diesel	2020	\$470,000 per bus

Light Rail Vehicle (LRV) Component Rehabilitation: The LRV Propulsion System Campaign will target critical components to improve the reliability of the propulsion system which is responsible for 28 percent of rail line delays. Propulsion systems on the current LRV fleet have exceeded the manufacturer's recommendation for replacement and are past their useful lives. The campaign will replace five subsystems of the propulsion system, repair welding, and execute equipment quality assurance inspections. The LRV Propulsion System Campaign is expected to be a one-year project ending in June 2015.

It will also fund the scheduled replacement and overhauls of truck components in accordance with manufacturer recommendations. The SFMTA operates a fleet of 149 light rail vehicles (LRVs), each of which is equipped with three trucks--two motor trucks and one trailer truck--that serve as suspension systems that support vehicle loads and provide a comfortable ride for passengers. Maintenance data show that rehabilitation of the light rail vehicle trucks will significantly improve vehicle reliability, help to eliminate breakdowns, and prevent service interruptions and costly repairs.

Cable Car Renovation: The SFMTA plans to fund the phased rehabilitation of Muni's cable car fleet, enhancing cable car vehicles and the system's reliability and productivity. It is estimated that the life of a cable car is approximately 60-70 years; a major rehab will extend the life of a cable car by about 30-35 years.

Rehabilitate Historic Streetcars: The historic streetcars used on the F Market/Wharves route are electric rail vehicles from the U.S. and around the world. Due to its historic nature, the streetcar fleet is not replaced on a regular schedule, making a program of

regular rehabilitation critical to the long-term operation of the fleet. Over the next five years, the SFMTA will rehabilitate 16 President's Conference Committee streetcars (PCC)s and the Milan and Vintage fleet to like-new condition, including upgrading electrical and mechanical systems, performing body work, and ensuring systems meet CPUC and ADA requirements. On average, about four cars per year are overhauled.

Table 27. SFMTA Fleet Replacement & Expansion through 2030, *60-foot Motor Coach in fixed route service.*

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
EXISTING FLEET																					
6200-6225	Neoplan	2002	Diesel	26																	
6226-6299, 6401-6424	Neoplan	2003	Diesel	98	98	48															
PLANNED PROCUREMENT																					
n/a	TBD	2014	LF Hybrid		26	26	26	26	26	26	26	26	26	26	26	26					
n/a	TBD	2015	LF Hybrid			85	85	85	85	85	85	85	85	85	85	85	85				
n/a	TBD	2016	LF Hybrid				48	48	48	48	48	48	48	48	48	48	48	48			
n/a	TBD	2018	LF Hybrid						35	35	35	35	35	35	35	35	35	35	35	35	
n/a	TBD	2019	LF Hybrid							30	30	30	30	30	30	30	30	30	30	30	30
n/a	TBD	2024	LF Hybrid												35	35	35	35	35	35	35
n/a	TBD	2026	LF Hybrid														26	26	26	26	26
n/a	TBD	2027	LF Hybrid															85	85	85	85
n/a	TBD	2028	LF Hybrid																55	55	55
n/a	TBD	2030	LF Hybrid																		35
60-foot Motor Coach Fleet Statistics					2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Vehicles at Start of Fiscal Year					124	124	159	159	159	194	224	224	224	224	224	259	259	259	259	266	266

60-foot Motor Coach Fleet Statistics	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Vehicles Replaced	26	50	48										26	85	48		35
Expansion/Contraction		+35 ₁			+35	+30 ₂					+35				+7		
Total Fleet	124	159	159	159	194	224	224	224	224	224	259	259	259	259	266	266	266
Peak Service Demand	105	131	131	131	158	186	186	186	186	186	206	206	206	206	217	217	217
Maintenance Spares	19	28	28	28	36	38	38	38	38	38	53	53	53	53	49	49	49
Spare Ratio	18%	21%	21%	21%	23%	20%	20%	20%	20%	20%	26%	26%	26%	26%	23%	23%	23%
Average Vehicle Age (Years)	9.7	4.8	1.9	2.9	3.3	3.9	4.9	5.9	6.9	7.9	7.8	8.8	8.6	5.7	4.4	5.4	4.8

1 Funding for approximately 22 vehicles of the 35 vehicle expansion has been identified.

2. 24 vehicles traded for preventative maintenance funds in FY 2006. Vehicles eligible to return to fleet in FY 2019.

Table 28. SFMTA Fleet Replacement & Expansion through 2030, 40-foot Motor Coach in fixed route service.

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
EXISTING FLEET																					
8101-8159	Neoplan	2002	Diesel	58	8																
8305-8371	Neoplan	2003	Diesel	67	67	41															
8160-8235, 8301-8304	Neoplan (overhauled)	2002	Diesel	80	80	80	80	50													
8401-8456	Orion	2007	LF Hybrid	56	56	56	56	56	56												
8601-8662	New Flyer	2013	LF Hybrid	62	62	62	62	62	62	62	62	62	62	62	62						
8701-8750	New Flyer	2014	LF Hybrid		50	50	50	50	50	50	50	50	50	50	50	50					
PLANNED PROCUREMENT																					
n/a	TBD	2015	LF Hybrid			48	48	48	48	48	48	48	48	48	48	48	48				

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
n/a	TBD	2016	LF Hybrid				41	41	41	41	41	41	41	41	41	41	41	41			
n/a	TBD	2017	LF Hybrid					30	30	30	30	30	30	30	30	30	30	30	30		
n/a	TBD	2018	LF Hybrid						36	36	36	36	36	36	36	36	36	36	36	36	
n/a	TBD	2019	LF Hybrid							45	45	45	45	45	45	45	45	45	45	45	45
n/a	TBD	2025	LF Hybrid													62	62	62	62	62	62
n/a	TBD	2026	LF Hybrid														45	45	45	45	45
n/a	TBD	2027	LF Hybrid															48	48	48	48
n/a	TBD	2028	LF Hybrid																35	35	35
n/a	TBD	2029	LF Hybrid																	30	30
n/a	TBD	2030	LF Hybrid																		36

40-foot Motor Coach Fleet Statistics	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Vehicles at Start of Fiscal Year	323	323	337	337	337	323	312	312	312	312	312	312	312	307	307	301	301
Vehicles Replaced	50	34	41	30	36	45						62	45	48	35	30	36
Expansion/Contraction		+14			-14	-11							-5		-6		
Total Fleet	323	337	337	337	323	312	312	312	312	312	312	312	307	307	301	301	301
Peak Service Demand	271	282	282	282	260	260	260	260	260	260	260	260	252	252	249	249	249
Maintenance Spares	52	55	55	55	63	52	52	52	52	52	52	52	55	55	52	52	52
Spare Ratio	19%	20%	20%	20%	24%	20%	20%	20%	20%	20%	20%	20%	22%	22%	21%	21%	21%
Average Vehicle Age (Years)	8.0	7.4	6.8	6.5	5.3	4.3	5.3	6.3	7.3	8.3	9.3	7.9	7.1	6.2	5.7	5.5	5.1

Table 29. SFMTA Fleet Replacement & Expansion through 2030, *30-foot Motor Coach in fixed route service*

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
EXISTING FLEET																					
8501-8530	Orion	2007	LF Hybrid	30	30	30	30	30													
PLANNED PROCUREMENT																					
n/a	TBD	2019	LF Hybrid								26	26	26	26	26	26	26	26	26	26	26

30-foot Motor Coach Fleet Statistics	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Vehicles at Start of Fiscal Year	30	30	30	30	30	30	26	26	26	26	26	26	26	26	26	26	26
Vehicles Replaced						26 ¹											
Expansion/Contraction						-4											
Total Fleet	30	30	30	30	30	26	26	26	26	26	26	26	26	26	26	26	26
Peak Service Demand	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Maintenance Spares	10	10	10	10	10	6	6	6	6	6	6	6	6	6	6	6	6
Spare Ratio	50%	50%	50%	50%	50%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Average Vehicle Age (Years)	8.0	9.0	10.0	11.0	12.0	0.9	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0

1. 10 vehicles traded for preventative maintenance funds in FY 2006. Vehicles eligible to return to fleet in FY 2019.

Table 30. SFMTA Fleet Replacement & Expansion through 2030, *60-foot Trolley Coach in fixed route service.*

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
EXISTING FLEET																					
7000-7059	New Flyer	1994	Trolley	60	28																
7101-7133	ETI	2002	Trolley	33	33	33	33														

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PLANNED PROCUREMENT																					
n/a	New Flyer	2014	LF Trolley			60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	
n/a	New Flyer	2015	LF Trolley					45	45	45	45	45	45	45	45	45	45	45	45	45	45
n/a	New Flyer	2016	LF Trolley																		60
n/a	TBD	2030	LF Trolley																		

60-foot Trolley Coach Fleet Statistics	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Vehicles at Start of Fiscal Year	61	61	93	93	105	105	105	105	105	105	105	105	105	105	105	105	105
Vehicles Replaced		60		33													60
Expansion/Contraction				+12													
Total Fleet	61	93	93	105	105	105	105	105	105	105	105	105	105	105	105	105	105
Peak Service Demand	46	77	77	83	83	83	83	83	83	83	83	83	83	83	83	83	83
Maintenance Spares	15	16	16	22	22	22	22	22	22	22	22	22	22	22	22	22	22
Spare Ratio	33%	21%	21%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%
Average Vehicle Age (Years)	16.7	5.6	6.6	2.6	3.6	4.6	5.6	6.6	7.6	8.6	9.6	10.6	11.6	12.6	13.6	14.6	7.0

Table 31. SFMTA Fleet Replacement & Expansion through 2030, 40-foot Trolley Coach in fixed route service.

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
EXISTING FLEET																					
5401-5640 ¹	ETI	2001	Trolley	21	21	21															
5401-5640 ¹	ETI	2002	Trolley	108	108	108	108														

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
5401-5640 ¹	ETI	2003	Trolley	94	94	94	94	94													
5401-5640 ¹	ETI	2004	Trolley	17	17	17	17	17	17												
PLANNED PROCUREMENT																					
n/a	New Flyer	2016	LF Trolley				21	21	21	21	21	21	21	21	21	21	21	21	21	21	21
n/a	New Flyer	2017	LF Trolley					108	108	108	108	108	108	108	108	108	108	108	108	108	108
n/a	New Flyer	2018	LF Trolley						46	46	46	46	46	46	46	46	46	46	46	46	46

40-foot Trolley Coach Fleet Statistics	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Vehicles at Start of Fiscal Year	240	240	240	240	240	192	175	175	175	175	175	175	175	175	175	175	175
Vehicles Replaced			21	108	46												
Expansion/Contraction					-48	-17											
Total Fleet	240	240	240	240	192	175	175	175	175	175	175	175	175	175	175	175	175
Peak Service Demand	164	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140
Maintenance Spares	76	100	100	100	52	35	35	35	35	35	35	35	35	35	35	35	35
Spare Ratio	46%	71%	71%	71%	37%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Average Vehicle Age (Years)	2.0	2.2	1.0	1.6	2.8	2.3	3.1	3.8	4.5	5.3	6.0	6.8	7.5	8.2	9.0	9.7	10.4

1. Coach identification numbers reflect a multi-year vehicle procurement

Table 32. SFMTA Fleet Replacement & Expansion through 2030, *Light Rail Vehicles in fixed route service.*

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
EXISTING FLEET																					
1400-1424	Breda	1997	LRV 2	25	25	25	25	25	25	25	25	15									
1425-1451	Breda	1998	LRV 2	27	24	25	25	25	25	25	25	25	16								

COACH NUMBER	MANUFACTURER	YEAR IN SERVICE	MODE OF POWER	QTY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1452-1475	Breda	1999	LRV 2	24	24	24	24	24	24	24	24	24	24	24	16						
1476-1481	Breda	2000	LRV 2	6	6	6	6	6	6	6	6	6	6	6							
1482-1507	Breda	2001	LRV 3	27	26	26	27	27	27	27	27	27	27	27	25	1					
1509-1534	Breda	2002	LRV 3	26	26	26	26	26	26	26	26	26	26	26	26	26	3				
1535-1550	Breda	2003	LRV 3	16	15	15	16	16	16	16	16	16	16	16	16	16	16				

PLANNED PROCUREMENT

n/a	Siemens	2017	LRV 4					12	12	12	12	12	12	12	12	12	12	12	12	12	12
n/a	Siemens	2018	LRV 4						24	24	24	24	24	24	24	24	24	24	24	24	24
n/a	Siemens	2019	LRV 4							24	24	24	24	24	24	24	24	24	24	24	24
n/a	Siemens	2020	LRV 4								4	4	4	4	4	4	4	4	4	4	4
n/a	Siemens	2021	LRV 4									12	12	12	12	12	12	12	12	12	12
n/a	Siemens	2022	LRV 4										24	24	24	24	24	24	24	24	24
n/a	Siemens	2023	LRV 4											24	24	24	24	24	24	24	24
n/a	Siemens	2024	LRV 4												24	24	24	24	24	24	24
n/a	Siemens	2025	LRV 4													24	24	24	24	24	24
n/a	Siemens	2026	LRV 4														24	24	24	24	24
n/a	Siemens	2027	LRV 4															24	24	24	24
n/a	Siemens	2028	LRV 4																24	24	24
n/a	Siemens	2029	LRV 4																		16

Light Rail Vehicle Fleet Statistics	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Vehicles at Start of Fiscal Year	140	146	147	149	161	185	209	213	215	215	215	215	215	215	220	244	260
Vehicles Replaced								12	24	24	24	24	24	19			
Expansion/Contraction				+12	+24	+24	+4							+5	+24	+16	
Total Fleet ¹	146	147	149	161	185	209	213	215	215	215	215	215	215	220	244	260	260
Peak Service Demand	113	113	113	113	113	160	177	179	179	179	179	187	187	187	195	195	195
Maintenance Spares	33	34	36	48	72	49	36	36	36	36	36	28	28	33	49	65	65
Spare Ratio	29%	30%	32%	42%	64%	31%	20%	20%	20%	20%	20%	15%	15%	18%	25%	33%	33%
Average Vehicle Age (Years)	15.2	16.2	17.1	16.9	15.7	14.9	15.6	15.3	13.6	11.8	10.1	8.4	6.7	5.5	6.0	6.6	7.6

1. Total LRV fleet adjusted for major repairs. Major repairs return to service by 2016. Two vehicles will not return to service until replaced in 2021.

Revenue Fleet Vehicle Replacement and Expansion Funding

The SFMTA regularly forecasts funding that can be reasonably anticipated in the near term as part of the Capital Improvement Program. These sources have met the regional needs for vehicle replacement and allow the SFMTA to assume all vehicle replacements will be funded through these sources in the future:

Regionally-programmed funds: MTC policies prioritize vehicle replacement as the highest priority for a number of federal funding sources it allocates, placing a lower priority on vehicle expansion. The SFMTA assumes additional funding sources will need to be identified for vehicle expansion.

Local funding: Proposition K sales tax revenues administered by the SFCTA have traditionally provided the primary source of local match to federal funds.

Potential New Sources of Funding: Given the extent of the needs identified in the TFMP, the SFMTA is working with its partners to find new funding for fleet replacement and expansion. The Mayor's Transportation Task Force identified approximately \$270 million of potential funding for vehicle investments through general obligation bonds, sales taxes, and vehicle license fees. Also, San Francisco voters passed Proposition B in November 2014 that requires the City to adjust funding for transportation each year based on population growth. With these funds, the City will purchase Muni vehicles and complete street safety and paving projects. In the future new revenue sources could replace the population-based funds to ensure a stable, long-term commitment to improving and maintaining the Muni fleet and city's transportation network.

The MTC Core Capacity Challenge Grant Program has also identified approximately \$400 million of potential funding for vehicle investments through sources such as FTA formula funds, FTA New Starts Core Capacity funds, and Cap and Trade Revenues. The SFMTA is using some of these sources to procure an additional 22 60-foot motor coach vehicles which are planned to be delivered by the end of 2015. Additionally, The SFMTA will continue to investigate funding opportunities for vehicle expansion and adjust vehicle procurement plans as more information becomes available.

Demand-Responsive Paratransit Vehicle Fleet Planning

The SFMTA plans to replace 35 Class B paratransit vans that will have reached the end of their useful life. A Type II or Type B vehicle is a 22' cutaway van that holds a minimum of 12 passengers and two wheelchair positions. These vehicles provide critical service for customers with limited mobility. The agency will also replace five Class D paratransit minivans that will have reached the end of their useful life. A Class D vehicle is a low-floor minivan that holds two passengers and one wheelchair user. These vehicles provide critical service for customers with limited mobility.

All of the vehicles listed in the table below are in service. The SFMTA currently does not have any spares in the paratransit fleet. As the new vehicles are delivered, the SFMTA plans to shift all those vehicles that are retired into the reserve fleet for the short term. The paratransit fleet vehicles will then be removed from service entirely on a rolling basis, as the maintenance team determines which vehicles can be kept in reserve and which should not be used for service at all.

Non-Revenue Vehicle Fleet Planning

The SFMTA owns and maintains just under 900 transit service critical and SFMTA operations support vehicles. The largest subfleets support the work of the Sustainable Streets Division's Enforcement units, including vehicles for the parking control officers and the security response teams, and Transit Operations that requires light- and heavy-duty vehicles to respond to incidents and transport equipment around the city. Other vehicles are used to transport materials between operating divisions and assist the planning, engineering, and construction of SFMTA projects around the city.

Per city policy, all city departments must retire vehicles older than 12 years old. The SFMTA is currently developing a strategy that will improve the management of the non-revenue fleet to accommodate its needs while meeting the city's reduction and retirement goals.

San Francisco Healthy Air and Clean Transportation Ordinance

In 2010, San Francisco voters added the Healthy Air and Clean Transportation Ordinance (HACTO) to the city's Environment Code. It is intended to assist the City in achieving its air pollution and greenhouse gas reduction goals by mandating that all City employees and departments use sustainable transportation modes for trips made for work (such as public transit, walking, ridesharing, or biking) to minimize single-occupancy vehicle transportation as much as possible and, when it is not, to use green vehicles. To implement this ordinance, each city department is required to develop a *Transit First* plan outlining how it will implement the various sustainable options to reduce vehicle usage and a *Transit First* report on implementation. Additionally, for departments that manage their own fleet of vehicles like the SFMTA, the light duty (non-revenue and non-service critical vehicles) fleet size must be reduced by 20 percent from the 2010 baseline by the end of FY 2015.

The SFMTA manages 559 vehicles that are subject to HACTO guidelines. In compliance with HACTO, the SFMTA submitted waivers for 422 of these vehicles, as they are critical for performing job-critical tasks within the agency. As of FY 2013, 34 vehicles were retired from the fleet since 2010 and the SFMTA plans to permanently remove at least 21 additional vehicles from service by the end of FY 2014-2015 for full HACTO compliance.

Non-Revenue Vehicle Fleet Funding Sources

The SFMTA non-revenue fleet, both the light-duty and heavy-duty vehicles, are funded through the pooled locally-generated operating funds that come from a variety of sources, including the SF General Fund, fares/fees/fines, parking meters, etc.

Table 35. Non-Revenue Vehicle Fleet Inventory, as of March 2015.

DIVISION SUBFLEET	NO. OF VEHICLES	MODEL YEAR RANGE	VEHICLE TYPE(S)	MODE OF POWER
Agency Administrative Functions (Communications, Information Technology, Human Resources, etc.)	29	1988-2015	Car, Minivan, Cargo Van, Pick-up	Gasoline
Building and Grounds Vehicles	5	1986-2010	SUV, Van, Pick-up, Cargo Van, Super-Duty Truck	Hybrid, Gasoline
Capital Projects & Construction Division Vehicles	15	1997-2015	Van, Car, Pick-ups, Cargo Van, Super-Duty Truck	Gasoline
Custodial Vehicles	11	1987-2010	Van, Pick-up	Gasoline
Parking Control Officer Vehicles	273	1996-2013	Cart	Gasoline, CNG
Revenue & Collections Vehicles	17	1986-2013	Pick-up, Minivan, Cargo Van	Gasoline
Security, Investigations, Enforcement, and Proof-of-Payment Vehicles	67	1987-2013	Car, SUV, Pick-up, Van	Gasoline, Hybrid
SFMTA SFPD K-9 Unit Vehicles	6	1996-2010	Car, SUV	Gasoline
Sustainable Streets Division Pool Vehicles	14	1998-2010	Car, Cargo Van	Gasoline
Sustainable Streets Shops Vehicles	133	1987-2014	SUV, Van, Pick-up, Super-Duty Truck	Hybrid, Gasoline
System Safety Vehicles	7	1992-2012	Car, SUV, Cargo Van	Gasoline

DIVISION SUBFLEET	NO. OF VEHICLES	MODEL YEAR RANGE	VEHICLE TYPE(S)	MODE OF POWER
Taxi Services Investigations Vehicles	2	2010	Car	Gasoline
Transit Operations Pool Light-Duty Vehicles	68	1982-2010	Car, SUV, Van, Minivan, Pick-up	Hybrid, Gasoline
Transit Operations Division Overhead Lines & Track Maintenance Vehicles	67	1981-2012	Super-Duty Truck, Freight	Gasoline, Biodiesel
Transit Operations Heavy-Duty Facilities and Maintenance Vehicles	127	1981-2013	Sweeper, Cargo Van, Super-Duty Truck, Tanker Truck, Freight	Gasoline, Biodiesel
Transit Street Operations Vehicles	38	1992-2013	Car, SUV, Pick-up, Super-Duty Track	Gasoline, Biodiesel
TOTAL	879			

Facilities

Efficient and well-functioning maintenance, fueling, storage, and staging facilities are vital to ensuring reliable transit service and that SFMTA's fleet is in a state of good repair. Informed by the Real Estate and Facilities Vision for the 21st Century (Vision Report), the Facilities Capital Improvement Program (CIP) supports the modernization and expansion of outdated facilities to make them safe, efficient, and able to service modern vehicles. The CIP also assigned projected funding to acquire new facilities to accommodate fleet growth. Where possible, however, existing facilities will be reconfigured, consolidated, or expanded to best meet operational needs, identify cost savings, and to make our facilities as environmentally friendly as possible.

Funding Facilities Improvements

The cost estimates in the CIP include the soft costs (e.g., planning, design, construction management, surveying, and testing) and hard (construction) costs. The cost estimates are based on industry standards and are applied on a unit or square-foot basis where possible, with an appropriate contingency to account for San Francisco conditions. As the predevelopment phases for the individual projects for each facility are initiated, the estimates will be updated as additional information becomes available.

Although the SFMTA has programmed a significant amount of projected funding in the near term to start the pre-development, planning, design and construction of the following facilities and equipment projects, a substantial amount of funding is still needed to complete

the construction of the projected recommended by the Vision Report. The SFMTA is working closely with its regional, state, and federal partners to develop a funding strategy for this critical capital improvement program.

Future Major New and Expanded Facilities

The projects summarized in this section were recommended in the long range Vision Report and prioritized for near term implementation. These projects will help accommodate the projected expansion in the revenue fleet and take the first steps in the major reconfiguration, consolidation, and expansion of the SFMTA facilities. More information on the implementation schedule and funding plan for each of these projects is available in the SFMTA FY 2015 - FY 2019 CIP.

Additional Bus Storage and Maintenance Yard (Estimated initial investment: \$150 million): Due to vehicle acquisition and fleet expansion projections from the most recent Transit Fleet Management Plan numbers, additional bus storage will be required to adequately store and maintain the expansion fleet.

Burke Warehouse (Estimated initial investment: \$14.3 million): The renovation of the Burke Warehouse may include: renovation and reconfiguration of existing storage space to expand storage capacity and moving the bus component rebuild activity from Woods to Burke following the removal of Special Parts to Muni Metro East Division.

Islais Creek (Estimated initial investment: \$130 million): The new 65,000 square foot motor coach maintenance and operations building including light and heavy maintenance bays, warehouse space, operations and maintenance offices, showers, gilly room, locker rooms and training space.

Muni Metro East (MME) Division – Historic Streetcar Storage Tracks (Estimated initial investment: \$23.7 million): This project will construct storage tracks and canopies at the existing MME facility to provide weather protection for the historic streetcar fleet.

Muni Metro East (MME) Phase II (Overhaul, Paint & Body Shops) (Estimated initial investment: \$152 million): The scope of work includes construction of a new (min. 75,000 sf) auxiliary building east of the existing Muni Metro East (MME) Light Rail Facility site at Illinois/Cesar Chavez Streets. This facility will house bus overhaul activities, the Paint Shop, the Body Shop, and Maintenance of Way functions intended to ensure that the SFMTA fleet can be successfully and safely operated for prolonged operational life without the need for any further major repairs to the structure and/or subject subsystems.

Woods Division Lifts & Structural Improvements (Estimated initial investment: \$69 million): This project will relocate the Parts Storeroom, increasing the repair capacity of

the facility from 24 bays to 40 bays. It will also install lifts, new bus washers, and other infrastructure improvements.

Yosemite Warehouse Purchase (Estimated initial investment: \$8 million): The SFMTA Sustainable Streets' Paint and Meter Shops are currently occupying this leased facility. The lease agreement included a purchase option for the SFMTA to acquire the property and the agency must exercise its purchase option within 3 years of the recording of the subdivision map on the site.

Short-Term and General Maintenance Facilities Projects

The SFMTA has identified the following list of smaller facilities upgrades that will improve maintenance and operations of the facilities and the transit system as a whole. More information on the implementation schedule and funding plan for each of these projects is available in the SFMTA FY 2015 - FY 2019 CIP.

- Operator Convenience Facilities Phases I-III: \$6 million estimated initial investment
- Life & Fire Safety Systems at Flynn, Kirkland, Scott, Metro Green, and Potrero: \$2.5 million estimated initial investment
- Lift Upgrades at Flynn, Potrero, and Presidio: \$11.5 million estimated initial investment
- Kirkland Division Underground Storage Tank Replacement: \$2.9 million estimated initial investment
- SFMTA Tow Facility Vehicle Stackers: \$2 million estimated initial investment
- Wash Racks at Flynn, Potrero, Presidio, Kirkland, Beach, and Green: \$3.4 million estimated initial investment
- Woods Division and Potrero Division Paint Booth Upgrade: \$8 million estimated initial investment

Tools & Equipment Purchases

In addition to the structural changes and reconfiguration of the SFMTA facilities, the following smaller equipment purchases and renovation projects have been included in the five-year Capital Improvement Program. More information on the funding plan for each of these purchases is available in the SFMTA FY 2015 - FY 2019 CIP.

- Alternator testers (Estimated Cost: \$500,000): Each SFMTA motor coach yard (Woods, Flynn, Kirkland and Islais Creek) will get a tester.
- Electric Diagnostic Station (Estimated Cost: \$6 million): The following yards will get a tester: Flynn, Kirkland, Islais Creek, Woods, Potrero and Presidio.
- Floor Sweepers & Scrubbers (Estimated Cost: \$657,000): Each of the six transit yards will get one to two sweepers and scrubbers to clean work stalls, floors, and aprons.

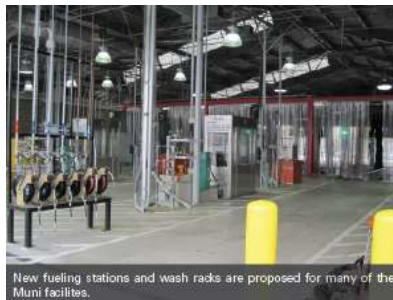
- Fluid Dispensing Reels, Hoses, and Plumbing (Estimated Cost: \$500,000): Each of the six shops and yards will get new reels for the fuel islands and shop stalls.
- Parts Cleaners (Estimated Cost: \$1.2 million): All six division motor or trolley coach yards will get a unit or two based on the shop.
- Pressure Washers (Estimated Cost: \$100,000): Each of the six bus maintenance yards will get a pressure washer.
- Shop Pusher Tugs (Estimated Cost: \$378,000): Each of the six transit yards will get one tug.
- Vehicle Vacuum Systems (Estimated Cost: \$775,000): This project will fund the replacement of the vehicle vacuum systems at Woods, Flynn, Kirkland and Potrero Divisions

Paratransit Vehicle Facilities

The SFMTA is also working to find a paratransit operating facility, which would accommodate the 87 SFMTA-owned paratransit vans. Ideally this location would accommodate growth of the fleet to 125 vehicles. The vans are currently parked and maintained at various contractors' sites in San Francisco and Brisbane, as the van heights are too high to fit into any of the off-street parking garages currently owned and operated by the SFMTA. Office space for administration and dispatching is also needed. To date, this is still an open issue for the SFMTA and the Paratransit contractors.



Potrero Division trolley coach yard.



New fueling stations and wash racks are proposed for many of the Muni facilities.



A new building east of the Muni Metro East Light Rail Facility (above) is proposed to house bus overhaul activities, the paint shop, body shop, and maintenance of way functions.

Other SFMTA Capital Programs

Accessibility

SFMTA strives to make public transportation accessible to every person in San Francisco. This requires planning, designing, and constructing capital projects to enhance the accessibility of the transportation system, such as installing elevators at transit stations or constructing boarding islands and platforms. These improvements benefit a broad spectrum of San Francisco residents and visitors. Families traveling with small children in strollers, for example, can more easily board transit vehicles and stations and those who may be temporarily disabled from an injury will enjoy easier access. Additionally, people with disabilities and those who rely on a wheelchair or other mobility aid require consistent access to the transportation network.

The Accessibility Program is dedicated to projects that go above and beyond Americans with Disabilities Act (ADA) requirements to make most modes and aspects of the transportation system accessible - from buses to streetcars to transit stops. Accessibility improvements are at the core of the SFMTA's Capital Improvement Program and are not limited to the projects listed in this program, but are incorporated into the design of many projects in the other Capital Programs. For example, all the projects in the Transit Optimization and Expansion program have elements that enhance access to the transit system like sidewalk extensions at transit stops and busy intersections. Likewise, the projects in the Transit Fixed Guideway Program like the Sunset Tunnel Rail Replacement include the construction of key stops and ramps to facilitate easier boarding for those of limited mobility. Additionally, many of the projects in the Traffic & Signals program have incorporated the installation of pedestrian countdown and accessible pedestrian signals in the scope of work. In this way, improving transit access for all users is a key element of all SFMTA work.

Bicycle

The Bicycle Program is designed to create a cohesive, city-wide network of safe bicycle routes. The agency's overall goal is to more than double the current number of trips taken by bicycles on our city streets by 2018. Bicycle Program funds are used for the planning, design and construction of capital projects to enhance the safety and comfort of San Francisco's bicycle infrastructure, including: new bicycle lanes and separated cycletracks, safety and spot improvements, and secure bicycle parking. The SFMTA Bicycle Strategy identified key corridors that have a high rate of bicycle travel, high population density, and frequent collisions with cars. Concentrating infrastructure improvements in these corridors helps to eliminate the most dangerous bicycling conditions and improve the safety of San Francisco for bicyclists citywide.

The Bicycle Program in the CIP also supports events such as Bike to Work Day and bicycle education and safety programs in local elementary schools.

Communications and IT Infrastructure

The Communications and Information Technology (IT) Program supports the design and implementation of IT infrastructure to improve the efficiency and ease of use of the transportation system. This includes maintaining the fiber network that provides the internal communication backbone of the Metro system. SFMTA is currently replacing the remaining non-fiber SFMTA facilities with a link to the SFMTA core fiber network. These upgrades will reduce costs, improve bandwidth, and make our communication tools faster and more usable for the public.

The Communications and IT Program also supports investments in new technology to improve the Muni customer experience. Key transit communications projects include:

- **Blue Light Emergency Telephone Replacement:** The existing emergency phone will be upgraded and new phones added throughout the Muni subway. These phones are crucial for contacting emergency services in a crisis, such as a natural disaster or medical emergency.
- **Radio Replacement:** As part of a system-wide upgrade to Muni communications, SFMTA is upgrading the outdated radio system. The new radio system will improve communications on all Muni vehicles, provide enhanced American Disabilities Act (ADA) passenger travel information, and improve how Muni responds to unexpected service disruptions.

Other key near term projects include additional safety upgrades and new Clipper Card readers on Muni vehicles. In coordination with the transit and streets projects, these initiatives all help to make riding Muni easier and more efficient, and help passengers to better integrate the transit system into their day-to-day lives.

Asset Management

Funding for the development and implementation of an Enterprise Asset Management System (EAMS) is also in the Communications and IT Capital Program. The EAMS will support the SFMTA's Transportation Asset Management (TAM) Program that will help maintain the agency's approximately \$13.2 billion replacement value of assets in a state of good repair. These assets go beyond the Muni-related transit assets and include walking, bicycling, and parking infrastructure in San Francisco.

Once fully deployed, the EAMS will integrate the currently disparate asset tracking systems within the agency while providing full visibility of the current and historical state of all active SFMTA assets. This will help better assess the condition of the agency's assets and enable accurate financial forecasting and planning. The agency's TAM Program will use data from the EAMS to prioritize investments based on asset condition and meet state of good repair targets. Together, the TAM Program and EAMS will help the agency comply with the asset management policy and associated requirements

under the 2012 Moving Ahead for Progress in the 21st Century Act (MAP-21) as well as enable data-driven decisions on managing and reinvesting in the City’s transportation network.

The development of the EAMS and the associated software tools started in late 2012 with the development of the conceptual engineering report for the system. In 2014, the SFMTA hired dedicated staff to implement the EAMS and issued a request for proposal for professional services to assist with deploying and configuring the EAMS. The SFMTA has planned for a three year deployment across approximately 45 business units in the agency. Deploying at each business unit will include replacing legacy systems and processes that involve managing assets, work orders, and materials. The table below shows the projected timeline for development and implementation of the EAMS.

Table 36. Projected Development and Implementation Timeline for the SFMTA Enterprise Asset Management System

PROJECT PHASE	IMPLEMENTATION DATES	ASSETS AFFECTED
Phase 1	2015 to early 2016	The Maintenance of Way/Transit Fixed Guideway assets: overhead lines, motive power, track maintenance, cable car machinery, buildings and grounds, custodial, etc.; Purchasing; and Materials Management.
Phase 2	2016 to early 2017	Sustainable Streets assets associated with the Livable Streets subdivision and the Sustainable Streets shops, e.g. parking meters, traffic signs and signals, street striping and paint, SFgo signal timing, etc.
Phase 3	Late 2016 through 2017	Other Transit assets, revenue vehicle fleet for all modes, and vehicle maintenance; SFMTA Real Estate and Facilities; Transportation Management Center, and Information Technology assets.

Parking

SFMTA is responsible for maintaining public parking facilities, including both on- and off-street, that serve San Francisco residents, visitors, and businesses. The Parking Program supports the planning, design, rehabilitation, and construction of public parking garages, as well as street infrastructure and facilities related to public parking. This includes ensuring that parking garages are structurally sound, well-ventilated, and can withstand harsh weather and earthquake activity. SFMTA also ensures that parking structures are accessible and meet the requirements of the Americans with Disabilities Act (ADA).

Some of the near term parking projects include the rehabilitation and equipment upgrades of key parking structures: Civic Center Plaza, Golden Gateway, Japan Center, Moscone Center, Performing Arts Center, Union Square, and neighborhood garages in North Beach and the Mission.

More information on SFMTA parking policies and projects is available on the on the SFMTA website: <http://www.sfmta.com/getting-around/parking>.



Pedestrian

Making the city's streets safe, vibrant and enjoyable places to walk is integral to SFMTA's goal of a *Transit First* city. Whether people are walking to a bus stop, a car, or all the way to their destination, almost every trip is in part a pedestrian trip – and 17 percent of all trips in San Francisco are made by walking alone. The Pedestrian Program covers planning, design, and implementation of capital projects such as refuge islands, speed tables, and corner bulb-outs. Such projects help protect people walking from car traffic, turning neighborhood roads into Complete Streets and making busy intersections more people-friendly.

SFMTA is a key partner in city-wide task forces such as WalkFirst, Vision Zero, the Pedestrian Safety Advisory Committee, and the Mayor's Pedestrian Safety Task Force to conduct rigorous, data-driven studies and community outreach. Only 12 percent of San Francisco streets account for 70 percent of severe or fatal pedestrian injuries. By focusing on these high-injury corridors and intersections, capital projects can vastly improve the safety of San Francisco as a whole.

More information on Vision Zero, WalkFirst and other pedestrian-focused planning and projects is available on the on the SFMTA website: www.visionzerosf.org.

School

Providing San Francisco children with safe and direct routes to school is a critical objective of the SFMTA. The School Program provides funding for capital projects and programs that help to make active modes of transportation safer and more accessible for children, including those with disabilities. Funded projects include street redesigns, bicycle infrastructure, removal of pedestrian barriers, and programs such as Walk to School Day and pedestrian safety classes in elementary schools.

Many of the projects in the School CIP are supported by federal grants from the Safe Routes to Schools program. SFMTA is currently working in conjunction with other city agencies to develop several Safe Routes to Schools projects, including routes to Cesar Chavez, ER Taylor, John Yehall Chin, Longfellow, and Tenderloin elementary schools.

Security

Developing state-of-the-art emergency security systems is crucial to providing San Francisco with a safe and reliable transportation system. The Security Program funds are used to plan, design, and implement security initiatives in case of a natural disaster, terrorist attack, or other emergency situations. SFMTA also applies for competitive grants to fund this program, such as the federal Transit Security Grant Program which provides funding for projects that protect vital transportation infrastructure against potential terrorist and security threats.

Some of the near term security projects include investments in site-hardening of the Muni subway systems and the installation of threats and vulnerabilities countermeasures to improve the security of the traveling public and the Muni transit operators. The Security Program also covers security and emergency preparedness training for staff and transit operators.



Taxi

The Taxi Program strives to make comfortable, efficient, and environmentally friendly taxis available throughout the city. Program funds are used to plan, design, and implement improvements to the taxi system and to provide a better customer experience for all taxi users. The Taxi Program includes initiatives to reduce the environmental impact of taxi use, such as a taxi Clean Air Energy Rebate which is given to companies and medallion holders that purchase new alternative fuel vehicles. It also includes programs to expand the taxi network through the installation of taxi stands and programs to encourage the innovative use of technology. Additionally, this program funds initiatives to improve driver safety and the customer experience through annual driver training programs that emphasize customer service and best safety practices.

More information on taxi projects is available on the on the SFMTA website:
<http://www.sfmta.com/services/taxi-industry>.

Traffic Calming

The Traffic Calming Program helps to make San Francisco streets welcoming environments for all users by slowing car traffic and increasing the safety and visibility of people walking, bicycling, and using transit. Program funds are used to plan, design, engineer, and construct capital projects such as 'road diets' (e.g. narrowing roads

and/or widening sidewalks to reduce car speeds), speed humps, pedestrian median islands, traffic circles, and lane shifting. Since a pedestrian struck by a car moving at 30 mph is six times more likely to die than a pedestrian being struck by a car moving at 20 mph, slowing car traffic is paramount to reducing pedestrian and bicyclist deaths – especially in the city’s residential neighborhoods.

Traffic calming projects fall into three categories (local, arterial, or school) depending on the type of street being treated. These projects are often combined with streetscape enhancements, pedestrian projects and bicycle infrastructure to create vibrant and livable Complete Streets.

More information on traffic calming is available on the on the SFMTA website:
<http://www.sfmta.com/node/77946>

Traffic & Signals

Traffic signals are integral to the smooth functioning of the transportation system. The Traffic & Signals Program provides funding for upgrading, renovating and replacing traffic signals and signal infrastructure.

Some of San Francisco’s traffic signals and supporting infrastructure is over half a century old. Modernizing these systems to better manage traffic flow will result in substantial savings of both time and money for people across every mode of transportation. For example, through the innovative SFgo program, SFMTA is replacing outdated signals with Intelligent Transportation Systems (ITS) tools to enhance traffic analysis, provide transit signal priority, and expedite maintenance procedures. The ITS tools include advanced traffic signal controllers, traffic cameras, video detection, variable message signs, a communications network, the Transportation Management Center (TMC) and remote workstations.

This program also funds the design and construction of new and upgraded traffic signals to improve safety. Upgrading and replacing signals and signal infrastructure will decrease travel time, improve mobility, and increase the safety of the roadways.



MAJOR EXPANSION PROJECTS

Under MTC Resolution No. 3434, the Regional Transit Expansion Program, The Metropolitan Transportation Commission (MTC) identified specific bus, rail and ferry projects as priority for transit expansion in the Bay Area. The following sections provide information on the two SFMTA expansion projects included in MTC Resolution No. 3434: 1) Central Subway; 2) Van Ness Bus Rapid Transit Project.

CONTENTS

Central Subway	151
Van Ness Bus Rapid Transit Project	159

Central Subway

The Central Subway Project is the second phase of the SFMTA’s Third Street Light Rail Transit Project. Phase 1 of the project constructed a 5.1-mile light-rail line along the densely populated Third Street corridor. This first segment of the T Third Line opened to customers in April 2007, restoring light-rail service to a high transit-ridership corridor of San Francisco for the first time in 50 years.

Phase 2, the Central Subway Project, will extend the T Third Line from the 4th Street Caltrain Station to Chinatown, providing a direct, rapid transit link from the Bayshore and Mission Bay areas to South of Market (SoMa), Union Square and downtown. Four new stations will be built along the 1.7-mile Central Subway Project alignment:

- **4th and Brannan Station** at 4th and Brannan streets (street level)
- **Yerba Buena/Moscone Station** at 4th and Folsom streets (subway)
- **Union Square/Market Street Station** on Stockton Street at Union Square (subway)
- **Chinatown Station** at Stockton and Washington streets (subway)

The Central Subway Project will contribute greatly to San Francisco’s economic competitiveness and help secure the city’s status as a regional, national and global hub. It will provide frequent, clean, pollution-free transit service and expanded capacity on the entire T Third line, from Chinatown to Sunnydale. The Central Subway will also serve as an alternative for the residents of one of the most densely populated neighborhoods in the country, provide a rapid transit link to a burgeoning technology and digital-media hub, and improve access to a premier commercial district and tourist attraction. Additionally, this project will help reduce the environmental impact of transportation in our city, save natural resources, reduce traffic congestion and improve transportation options for an underserved area of San Francisco. The project map shows the continuous alignments of the two phases of the Third Street Light Rail Program as it will operate when completed.



Project Capital Costs

The Central Subway's current capital budget is \$1,578,300,000.

The Federal Transit Administration (FTA) sponsored a year-long formal Central Subway Risk Assessment as part of the FTA New Starts Program to complete the preliminary engineering of the project, achieve FTA Final Design entry approval, and to identify the total project FTA eligible capital costs. From May 2008 through May 2009, a series of four Risk Assessment Workshops performed a detailed risk analysis of the project costs, constructability, and schedule. At the conclusion of these workshops, the FTA recommended that the capital budget and implementation schedule be modified to account for all risks:

- \$200 million was added for a new total budget of \$1.578 billion.
- 21 months were added to the schedule for a complete construction date of December 2018.

Table 37. Central Subway Capital Costs, as of August 2014

PROJECT CAPITAL ELEMENTS (Applicable line items only)	YOE Dollars TOTAL (\$ millions)
10 Guideway & Track Elements (1.7 miles)	\$316
20 Stations, Stops, Terminals, Intermodal (4)	\$433
40 Sitework & Special Conditions	\$233
50 Systems	\$108
CONSTRUCTION SUBTOTAL (10 - 50)	\$1,090
60 ROW, Land, Existing Improvements	\$37
70 Vehicles (4)	\$26
80 Professional Services (Applies To Cats. 10-50)	\$362
SUBTOTAL (10 - 80)	\$1,515
90 Unallocated Contingency	\$63
Total Project Cost (10 - 100)	\$1,578

Table 38. Central Subway Funding Sources, Expenditures, and Cash on Hand, as of August 2014

FUNDING SOURCES	COMMITTED FUNDING	TOTAL AWARDED FUNDS TO DATE	ENCUMBRANCES TO DATE	EXPENDITURES BILLED TO DATE	CASH ON HAND; available for billing budgeted expenses	CASH ON HAND; % awarded funds allocated	CASH ON HAND; available for 2014
FEDERAL							
Sect. 5309-NS	\$ 942,200	\$ 319,182	\$ 304,111	\$ 259,345	\$ 44,765	95 %	\$ 15,071
CMAQ	\$ 41,025	\$ 41,025	\$ 41,025	\$ 41,025	\$ 0	100 %	\$ 0
Federal Subtotal	\$ 983,225	\$360,207	\$ 345,136	\$ 300,371	\$ 44,765	96%	\$ 15,071
STATE							
TCRP	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 0	100 %	\$ 0
State RIP	\$ 88,000	\$ 0	\$ 0	\$ 0	\$ 0	0 %	\$ 0
Prop 1B (I-Bond) PTIMSE	\$ 307,792	\$ 225,912	\$ 145,142	\$ 145,142	\$ 77,557	99 %	\$ 3,213
Prop 1A (HSR-Bond)	\$61,308	\$ 61,308	\$ 61,308	\$ 61,308	\$ 0	100 %	\$ 0
State Subtotal	\$471,100	\$ 301,220	\$ 220,450	\$ 220,450	\$ 77,557	98.93 %	\$ 3,213
LOCAL							
Prop K	\$ 123,975	\$ 123,975	\$ 123,975	\$ 113,254	\$ 10,721	100 %	\$ 0
Local Subtotal	\$ 123,975	\$ 123,975	\$ 123,975	\$ 113,254	\$ 10,721	100 %	\$ 0
TOTAL	\$ 1,578,300	\$ 785,401	\$ 767,118	\$ 634,075	\$ 133,043	98 %	\$ 18,284

Capital Funding Sources

The Third Street Light Rail Transit Project is the most significant capital investment in public transit in San Francisco in generations. About \$648 million was invested in Phase 1 of the project, and nearly \$1.6 billion is budgeted for Phase 2.

The Central Subway Project is funded by a mixture of federal, state and local sources, as shown in the table below. The majority of funding for the Central Subway Project will be provided by the FTA's New Starts program, with a total approved commitment of \$942.2 million. An additional \$41 million in federal funds is designated to the project as part of the U.S. Department of Transportation's Congestion Mitigation and Air Quality Improvement Program, which supports environmental efforts for surface transportation and related projects.

The baseline budget for the Central Subway Project remains at \$1.578 billion. There has been no increase in the local funding commitment since original voter approval in 2003 of \$126 million in Proposition B/K sales tax funds. The table on the previous page presents Central Subway funding allocations, use of funds and amounts to date by source, and is organized by funding sources, reports the grant funds received and expended and the cash balance remaining by source.

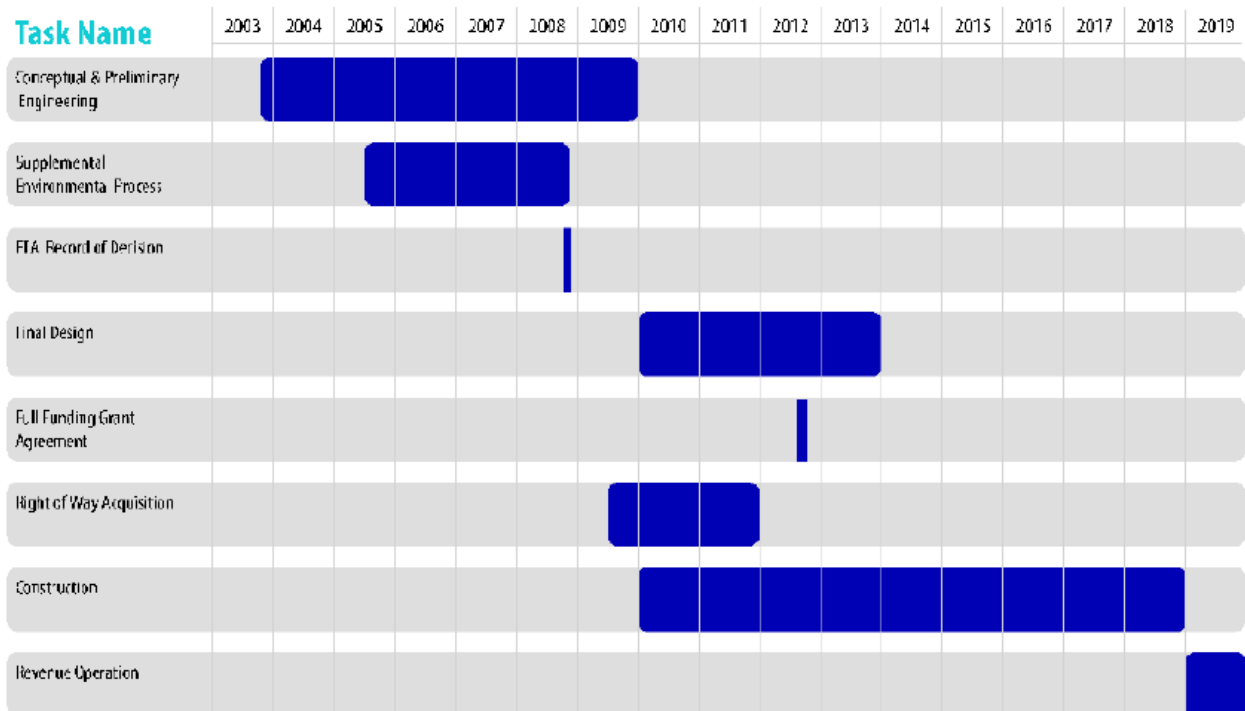
There are no significant changes in secured or anticipated funding from that listed in MTC Resolution No. 3434. The Central Subway Project's cash flow projections are based on the expected receipt of outstanding grant sources combined with an estimate of future contract expenditures. Relying on past grant receipt patterns, the project should not have cash flow issues for several years. Should grant receipts be delayed, the project may require the use of short-term commercial paper financing. The SFMTA has \$100M in commercial capacity that is available for use by the Central Subway project.

At the start of FY 2015, the project's cost contingency funding was a concern. The Total Project Contingency is \$70.96 million, which is \$69.04 million less than the FTA recommended minimum contingency level of \$140 million. The Total Project Cost Contingency was further reduced with the award of Contract 1300, which reduced project cost contingency by approximately \$120 million, resulting in a level significantly below the FTA recommendation. However, on April 26, 2011, SFMTA obtained a commitment from the Metropolitan Transportation Commission (MTC) for \$150 million of (State) Regional Improvement Program funds to the project to be accessed in the event project costs increase above \$1.5783 billion.

Project Schedule

The Central Subway Project has been in the planning, design, and construction phases for just over a decade. In that time, the major project milestones include:

- 2005: The supplemental environmental review process for the Central Subway Project began. More than 100 public meetings were held before the project received environmental clearance from the FTA in November 2008.
- 2010: Work to relocate utility lines began at the future site of the Yerba Buena/Moscone Station. Similar work began in 2011 to prepare the site where the Union Square/Market Street Station will be built. In 2012, construction to prepare for the Central Subway tunnel commenced in SoMa, Union Square and North Beach.
- 2012: After a decade of planning, design and advocacy, an agreement dedicating \$942.2 million in New Starts funds to the Central Subway Project was approved by the FTA in October 2012.
- 2013: Construction of the subway tunnel and stations started and will continue through 2018.
- 2019: Revenue service in the Central Subway segment of the T Third Line is slated to start.



Central Subway Operating Costs

The Central Subway, with its 35,000 projected daily boardings by 2030, will increase the SFMTA’s \$760 million annual operating budget by less than 0.25 percent. When the Central Subway opens to the public in 2019, it is expected to increase the SFMTA’s overall operating budget by \$20.8 million. By 2030, the cost of operating the subway is projected to be approximately \$57.5 million in current dollars.

Associated Land Use Changes

The SFMTA has collaborated with the SF Planning Department and the San Francisco County Transportation Authority (SFCTA) to understand and prepare for growth associated with development projects in Mission Bay and the southeast quadrant of the City. This collaboration has resulted in a better understanding of the future travel plans of customers along the alignment and improved operating-cost projections.

Bayview/Hunters Point and Mission Bay

The T Third Line was designed with population growth in mind and will be able to accommodate new ridership without overcrowding as the Visitacion Valley, Bayview/Hunters Point, and Mission Bay areas continue to develop. Currently 68 percent of residents along the Central Subway alignment do not own vehicles and rely heavily on public transportation.

With the influx of 10,000 new housing units planned for Hunters Point and the Schlage Lock redevelopment site and the dramatic growth in businesses and residential units in Mission Bay, an estimated 24,000 additional people will depend on the T Third Line to connect to Caltrain, AT&T Park, the proposed Warriors Arena, Yerba Buena/Moscone Convention Center, Market Street, Union Square, and Chinatown.

Central SoMa

In 2011, the San Francisco Planning Department began the process to develop an integrated community vision for the southern portion of the Central Subway rail corridor, located generally in the vicinity of 4th Street between Townsend and Market streets (see Figure 24). The development of the Draft Plan was largely funded by a Transportation Planning Grant from Caltrans. The Central SoMa Plan provides the vision and the strategies to support positive change along and around the Fourth Street transit spine, while maintaining SoMa's diverse social and economic mix. The plan presents a comprehensive strategy that addresses such issues as land use, building size and heights, transportation, the public realm (including sidewalks and open space), preservation of historic buildings and environmental sustainability. The Central SoMa Plan also aims to ensure SoMa serves a local neighborhood by increasing access to jobs and to housing, making safer streets and more public spaces, strengthening the neighborhood's character, supporting economic vitality, and improving 24-hour livability. This plan is currently in environmental review which is expected to conclude in summer 2016. After its certification, the San Francisco Planning Department will begin presentations of the plan at the Planning Commission, en route to Plan adoption.



Land Acquisition

In preparation for the extensive construction process for the Central Subway, the SFMTA has acquired many properties adjacent to the line and stations in order to provide land for the construction of the stations. Specifically, the Agency has gained lands adjacent to the Moscone/Verba Buena, Union Square and Chinatown stations, and acquired easement rights with private property owners in order to accommodate the machinery and equipment needed for construction. The use of these lands after construction is undetermined at this time.

Policy, Planning, Funding or Operating Issues

There are no current or anticipated policy, planning, funding or operating issues associated with the project.

Van Ness Bus Rapid Transit Project



The Van Ness Bus Rapid Transit (BRT) project will apply bus rapid transit principles like transit-only lanes, transit signal priority, high-quality stations, and streetscape elements to Van Ness Avenue between Mission Street and Lombard Street. Transit on this section of the corridor is currently provided by Muni routes 47 and 49 and Golden Gate Transit service. As one of the busiest north-south corridors in San Francisco, the combined service has an average ridership of 16,000 passengers per day, and ridership is expected to grow to 25,000-30,000 passengers per day along this corridor by 2035.

When completed, this project will bring faster and more reliable transit service to this important corridor. Implementation of BRT service and infrastructure changes are expected to cut transit travel times by 32 percent.

Project Capital Costs & FUNDING SOURCES

The cost estimate for the Van Ness BRT Project is approximately \$162.1 million, as of summer 2014. Funding for the Van Ness BRT project comes from a variety of sources including FTA Small Starts, San Francisco Prop K funds, and developer contributions. Projects associated with the Van Ness BRT project include repaving Van Ness Avenue, new traffic signal hardware and software, new transit vehicles, and streetlights/poles replacement. These projects are funded by FTA Formula Funds, San Francisco Prop K funds, and regional and statewide sources.

Of the approximately \$162.1 million total project cost, local, regional, and state programs account for \$51.1 million of this amount, \$75 million is secured by 5309 FTA Small Starts Funds, and \$36 million from Proposition K, San Francisco's half-cent sales

tax increase. As of August 2014, there are no changes in secured or anticipated funding for the project.

Table 39. Van Ness Bus Rapid Transit Project Capital Costs, as of July 2014

PROJECT CAPITAL ELEMENTS (Applicable line items only)	YOE Dollars TOTAL (\$ millions)
10 Guideway & Track Elements (2 miles)	\$5
20 Stations, Stops, Terminals, Intermodal (9)	\$13
30 Support Facilities: Yards, Shops, Administrative Buildings	\$0
40 Sitework & Special Conditions	\$61
50 Systems	\$16
Construction Subtotal (10 - 50)	\$95
60 ROW, Land, Existing Improvements	\$0
70 Vehicles (4)	\$4
80 Professional Services (Applies To Categories 10-50)	\$53
Subtotal (10 - 80)	\$152
90 Unallocated Contingency	\$10
Subtotal (10 - 90)	\$162
100 Finance Charges	\$0
Total Project Cost (10 - 100)	\$162

Project Schedule

The Van Ness BRT Project completed the environmental review phase in December 2013 and is finalizing the detailed design of the project. Construction is projected to begin in late 2015, and revenue service along the corridor is anticipated to begin in 2019.

Table 40. Van Ness Bus Rapid Transit Project Schedule

DATE	MILESTONE
September 2013	Local CEQA Approval
December 2013	Final EIR/EIS – Record of Decision (ROD)

DATE	MILESTONE
December 2013	Draft 30% Design
April 2014	30% Design complete
October 2014	Submit Draft Small Starts Grant Agreement to FTA
November 2014	65% Design complete
April 2015	Small Starts Grant Agreement Execution
July 2015	100% Design complete
2017 - 2018	Arrival of new transit vehicles
Late 2015 – Late 2018	Construction period
2019	Revenue Service

Van Ness Bus Rapid Transit Operating Costs

The table below shows the projected annual costs for SFMTA to run vehicles and provide revenue service for the No Build Alternative and initial build alternatives included in the environmental review documentation. The locally-preferred alternative (LPA) is a combination of Alternatives 3 and 4, and therefore the costs associated with the LPA would be similar to these options. The build alternatives would allow SFMTA to provide the same amount of service to passengers for a 16 to 32 percent lower operating cost, as shown in the table. The LPA operating cost would be similar to that of Build Alternatives 3B and 4B, with 32 percent lower operating cost compared to the No Build Alternative. This savings is due to the faster speed and shorter running times, which means maintaining the same frequency of service would require fewer vehicles operating on the corridor at any one time. These operating savings could be reinvested in the corridor and used to increase the frequency of the BRT service, or they could be invested in other parts of the Muni system.

Each of build alternatives and the LPA would have a modest incremental maintenance cost over and above the no-build scenario. Increased maintenance costs include repairs to potholes and patches to the runningway; maintenance of the red transit-only lanes; additional landscaping costs to prune trees under Build Alternatives 3 and 4 due to their proximity to the overhead wire system; additional platform cleaning and repair; and maintenance of additional ticket vending machines required to support platform proof of payment. The LPA maintenance costs would be similar to those of Build Alternative 3B in the table below and the major component of runningway maintenance costs, tree pruning costs would be similar to Build Alternative 4B. Incremental costs attributed to the build alternatives are based on estimates from Public Works and the SFMTA.

Table 41. Projected Van Ness BRT Operating Cost

Costs	No Build Alt.	Build Alt. 2	Build Alt. 3	Build Alt. 3 (with Design Option B)	Build Alt. 4	Build Alt. 4 (with Design Option B)
Annualized Revenue Hour Vehicles Operating Costs*	\$ 8,300,000	\$ 6,900,000	\$ 6,100,000	\$ 5,600,000	\$ 6,100,000	\$ 5,600,000
Other Incremental Annualized O&M Costs**	n/a	\$ 200,000	\$ 400,000	\$ 400,000	\$ 300,000	\$ 300,000
TOTAL	\$ 8,300,000	\$ 7,100,000	\$ 6,500,000	\$ 6,000,000	\$ 6,400,000	\$ 5,900,000

* Only includes costs to operate BRT between Mission and Lombard Street.

** Only includes incremental costs associated with BRT.

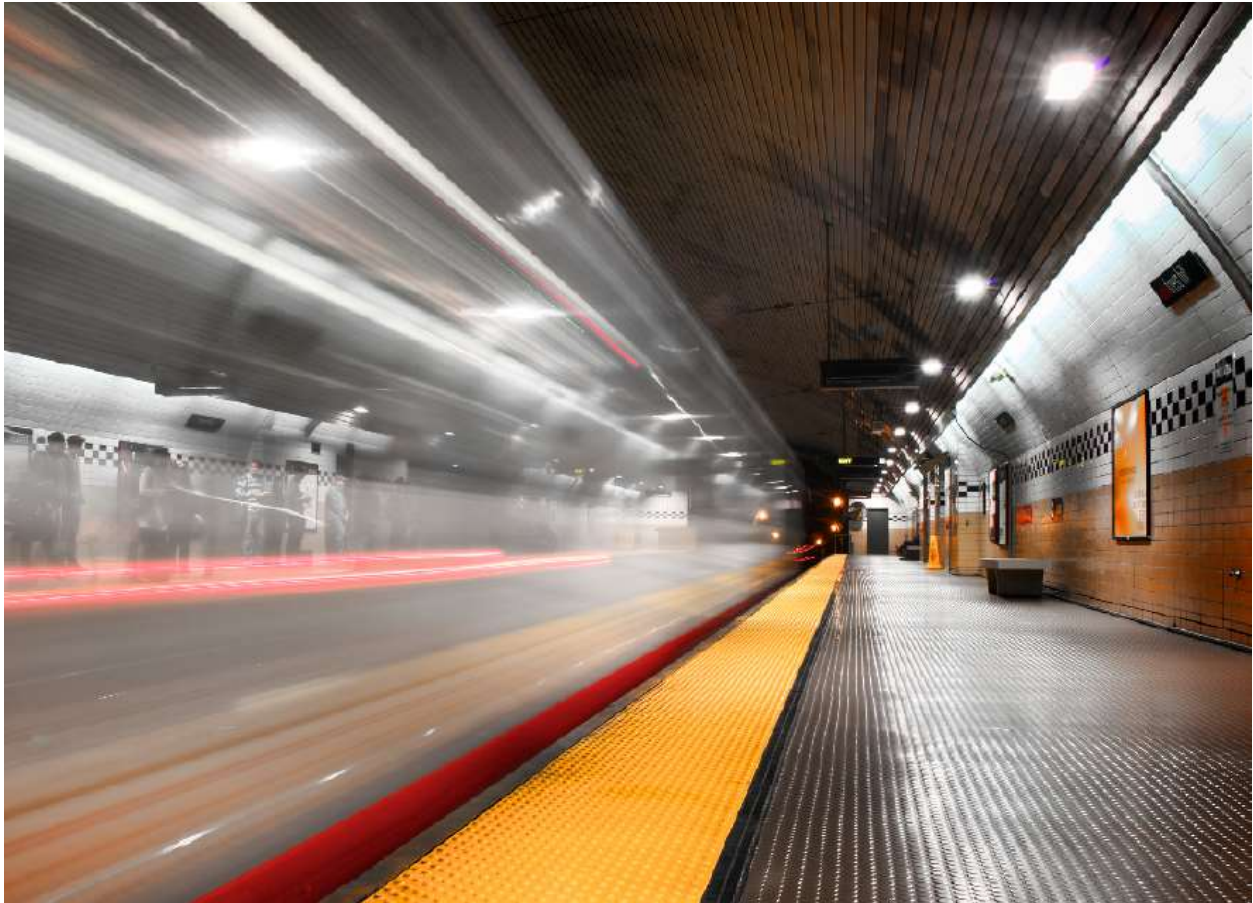
Associated Land Use Changes

Although there are no local land use policy changes associated with the project, there is a great deal of new development along the Van Ness Avenue corridor. The new California Pacific Medical Center plan for the Van Ness and Geary campus was approved by the Planning Commission and a number of high density residential and office developments along the corridor are in the planning or construction phase.

There are many city-owned or controlled properties adjacent to the transit stops/stations. Some of these properties include; City Hall, War Memorial Opera House, Davies Symphony Hall, One South Van Ness, 25 Van Ness Avenue, 30 Van Ness, and the Goodwill store at the corner of South Van Ness and Mission. Though outside the scope of the Van Ness BRT project, some of these city-owned properties along the corridor may be reviewed as potential development sites at a later date, independent of the BRT project.

Policy, Planning, Funding or Operating Issues

At this time, there are no existing or anticipated policy, planning, funding or operating issues associated with the project



ACKNOWLEDGEMENTS

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Development of this Short Range Transit Plan has involved a large number of individuals associated with the San Francisco Municipal Transportation Agency. We would like to thank everyone who was involved for contributing their time and expertise to this planning effort.

Photography & Figures

All images and figures by the San Francisco Municipal Transportation Agency unless noted. <http://sfmta.photoshelter.com/>

Back cover.

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