Transportation 2050 (T2050) presents possible futures and actions to address transportation needs and priorities in San Francisco.

### Years of community planning, visioning and technical analysis

<table>
<thead>
<tr>
<th>Transportation Task Force 2013 (T2030)</th>
<th>ConnectSF</th>
<th>SFMTA 5-Year CIP</th>
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<tr>
<td>Transportation Task Force 2018 (T2045)</td>
<td>Vision Zero Action Plan</td>
<td>SFMTA 2-Year Budget</td>
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<tr>
<td>Muni Reliability Working Group 2020</td>
<td>SFMTA 20-Year Capital Plan</td>
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<td>Muni Equity Strategy</td>
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<td>SFMTA State of Good Repair Report</td>
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<td>2023 SFMTA Community Survey</td>
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Introduction

February 2023

**Key trends** presented to the Board with a set of policy, operational and capital initiatives to make the SFMTA financially resilient.

May 2023

2023 SFMTA Community & Rider Survey presented to the Board with detailed information on San Francisco’s priorities and thoughts on the SFMTA.

Today

At today’s MTA Board of Directors meeting, we will the data from sources that reflect the capital needs of San Francisco’s Transportation System and get an update on the priority initiatives from the MTAB workshop in February 2023.

We begin this process by reviewing the following:

- **FY 2022 SFMTA State of Good Repair Report**, which shows total capital assets, assets in backlog and reflects an age-based condition score.
- **SFMTA 2023 20-Year Capital Plan**, which shows our financially unconstrained total capital needs.
- Finally, we will cover through T2050 how as an agency we are being responsive to this data in a transparent manner.
In February 2023, the SFMTA Board discussed how to strengthen trust and build community connections.

Two key elements to achieve that included: demonstrating empathy and being transparent.
This information is meant to provide the Board with *real-time and longitudinal feedback*, as it considers priorities and next steps.

Does the agency’s policy priorities match the expectation we are hearing through these sources?
2023 SFMTA Community Survey
Insights & Synthesis
SFMTA 2023 Community Survey
Measuring public views allows us to create and build on the positive relationships we have. This way we:

- Seek opinions of San Franciscans;
- Stay in touch with their issues, and
- Balance the results transparently.
In synthesizing what we have heard via various surveys and data here are some insights:

- **The view of the SFMTA continues to remain steady**, considering concerns about government. But we want to do even better.

- **People are taking fewer trips downtown**. While our riders have returned the number transit trips, they take are reduced downtown. We’ve adjusted our ridership projections accordingly.

- Overall, across all surveys 60+% view our transit service positively; riders rate us higher than non-riders across the board.

- San Franciscans see our service and work as a **vital part of the community**, our Transportation 2050 focus areas continue to address key issues, service needs and projects.
The Community Survey made it clear that Muni is a vital part of the community. 88% of respondents think “a vital part of the community” describes Muni well.

Source: SFMTA 2023 Community Survey
To continue being a vital part of the community, you’ve told us your priorities are:

- Investing Equitably
- Fast and Convenient Transit
- More Repairs and Maintenance
- Improving Safety and Access
More Repairs and Maintenance

A majority of survey respondents say it is “very important” or “extremely important” to...

- **84%** Repair and maintain Muni equipment and facilities to ensure vehicles’ safety, frequency, and reliability
- **66%** Address the backlog of maintenance work
- **73%** Rebuild San Francisco’s aging rail network

Source: SFMTA 2023 Community Survey
Fast and Convenient Transit

A majority of survey respondents say it is “very important” or “extremely important” to...

- **Provide quick, convenient transit access to all parts of San Francisco**: 81%
- **Reduce delays to make Muni more reliable**: 83%
- **Reduce crowding on Muni**: 49%

Source: SFMTA 2023 Community Survey
Improving Safety and Access

A majority of survey respondents say it is “very important” or “extremely important” to ...

- Increasing safety from crime on Muni busses: 81%
- Ensure Muni service is inclusive and accessible to all: 69%
- Make street safety improvements for walking: 67%

Source: SFMTA 2023 Community Survey
Investing Equitably

A majority of survey respondents say it is “very important” or “extremely important” to ...

79%

Increase and improve Muni service for the communities most dependent on transit

Source: SFMTA 2023 Community Survey
The San Francisco Municipal Transportation Agency’s (SFMTA) 2020 State of Good Repair Report provides an overview of the Agency’s rehabilitation and replacement needs and investments. It also outlines the Agency’s project prioritization, planning, and delivery practices related to maintaining a State of Good Repair and institutionalizing the practice of asset management.
The State of Good Repair Report provides an overview of the Agency’s infrastructure rehabilitation and replacement needs and investments.

The report tracks age-based condition scores of key asset classes and monitors state of good repair investment levels over time.

An asset is considered in State of Good Repair when the condition of the asset can operate at a full level of performance and is safe and reliable to employees or the public.
Foundational Concepts

• **Asset Class** = An asset class is a group of investments that exhibit similar characteristics and are subject to the same laws and regulations. We categorized our assets into 10 groups. Facilities, LRV, Motor Coach, Trolley Coach, Overhead, Parking & Traffic, Stations, Track, Train Control & Comm, Other systems & Vehicles.

• **Capital Asset** = Facilities or equipment with a useful life of at least one year, which are eligible for capital assistance. We strive to capture assets with a value of $5k or more.

• **Transit Service Critical** = Asset Classes and Capital Programs that are essential to ensuring the safe and reliable functioning of the transit system, such as maintaining or replacing overhead wires, rail track, or transit vehicles.

• **Replacement Value** = The amount that we would have to pay to replace the asset at present time, according to its worth.

• **Useful Life** = The expected life of an asset from the time it is put into service until it is removed from service.
Asset Replacement Value Detail

The total agency asset replacement value is estimated at $16.9 billion. Knowing the current asset value, helps SFMTA advocate for funding.

- Replacement Values increasing year-over-year with Stations, Overhead and Facilities being the top 3 asset classes.
Asset Backlog Detail

The value of assets beyond their useful life is **$3.64 billion** or **29.5%** of assets are past their useful life. This represents **21.5%** of the total asset value.

- Since 2021, the percent of Other SGR assets past their useful life decreased and the percent of Service Critical Assets increased.
Asset Backlog Detail by Asset Class

3 of the 4 asset classes with the highest backlog is Other SOGR, with focus on Transit Critical, Other SOGR is falling behind.

- **Parking & Traffic** backlogged reduced 41% from prior year due to updates to over half the signals due to emphasis on signal replacement in CIP.
- **Overhead** backlog is 3rd highest agency-wide, but highest on Transit Service Criticality, pointing to a need to invest in Overhead.
- **Stations** backlog is 4th highest agency-wide, but risk may be higher. Stations are more than 50 years-old and little is known about their condition, pointing to a need for condition assessment.
Age Based Condition Score (yearly comparison)

- For All Assets, the % of assets in Poor condition is 10% lower than 2021
- Overall Condition Score improved 1% from 3.01 to 3.05

For Transit Service Critical Assets, the % of assets in Poor condition is 3% higher than 2021, but assets in in Adequate, Good, and Excellent Range increased.
- LRV data does not include Mid-Life overhauls and updates to the useful life for paratransit vehicles led to the uptick in poor condition rating.

For Other SGR Assets: the % of assets in Poor condition is 14% lower than 2021.
- Updates to Parking & Traffic data
Age Based Condition Score by Asset Class

26% of our total assets are in 1-2 poor range, while 22% of our total assets are in 2-3 marginal condition score range.

- Parking & Traffic has the highest % of assets in poor condition
- Track, Station and Overhead are top 3 with assets in the Marginal range
  - Without action, those assets will eventually fall into the poor range
To maintain the backlog at current levels and meet upcoming replacement needs, SFMTA would need to more than double the amount of current SGR investment.

- **$810M/yr** Full Scheduled Asset Replacement & Eliminate Backlog
- **$719M/yr** Full Scheduled Asset Replacement & Reduce the Backlog by 50%
- **$628M/yr** Full Scheduled Asset Replacement & No Growth in Backlog
- **$403M/yr** Transit Service Critical Scheduled Asset Replacement
- **$250M/yr** Annual Investment Target

- Need average spending of $320 million on SGR related projects over the next 5 years just to maintain our current assets without directly addressing the backlog.
- Next 5 years, need $6.4 billion to address backlog and upcoming replacement cycles.
Key Takeaways

Current expenditure only keeps the agency afloat as we are currently averaging just above FTA required investment and State of Good repair is barely average.
Key Takeaways

• Current condition score is only average and as costs increases, the backlog continues to grow and get more expensive over time.
Key Takeaways

Keeping the transportation system in a State of Good Repair makes the system reliable for all.
20-Year Capital Plan Update

The SFMTA 20-Year Capital Plan (Capital Plan) is an assessment of all the Capital Needs identified to meet the SFMTA’s Strategic Plan goals over the next 20 years. The Capital Plan is financially unconstrained, meaning that it identifies Capital Needs for which funding has not yet been identified, and the needs identified do not need to fit within specific financial limits.
Capital Plan is a financially unconstrained summary and assessment of our potential capital needs over the next 20 years, one piece of a larger process.

Public Outreach Throughout

- Problem Identification
- Idea Formulation
- Plans, Studies, Strategies
- Project Identification
- 5-Year Capital Improvement Program and 2-Year Budget
- Project Delivery

Strategic Plan Goals and Values

20-Year Unconstrained Capital Plan

Public Benefit
## Purpose of the Capital Plan

1. Provide a pathway to meet our strategic goals
2. Inform local and regional plans
3. Help coordinate the implementation of SFMTA plans, programs and strategies
4. Inform development of the 5-year CIP and Transportation 2050
5. Create accountability and build trust
Capital Plan roots the SFMTA’s investments first in its values.

- EQUITY
- ACCESSIBILITY
- SAFETY
- INCLUSIVITY
- ECONOMIC VITALITY
- SERVICE QUALITY
- RESILIENCY
- ENVIRONMENTAL STEWARDSHIP
- LIVABILITY
- CLIMATE ACTION
- TRUST
- ACCOUNTABILITY
- TRANSPARENCY
Capital Plan provides pathways to meet our strategic goals and vision.

A transportation network that:
• Seamlessly connects diverse and vibrant neighborhoods
• Is safe, reliable and affordable for all
• Gets people where they need to go
• Provides access to opportunity and leisure
• Resolves past harms with high-quality services
• Increases transportation options
• Is so efficient and enjoyable that people don’t need a car for most trips
• Reduces emissions and pollution and adapts to changing environment
Capital Plan helps coordinate the implementation of SFMTA plans, programs and strategies.
Capital Plan helps turn 20-year capital needs to 5-year capital projects.

**Capital Plan**
- 20-year horizon
- Unconstrained, funding not identified
- Broadly-defined investments with description, timeframe, & cost estimate

**Capital Improvement Program**
- 5-year horizon
- Constrained, at least 90% funding identified
- Specific projects with defined scope, schedule, & budget

**Considerations**
- Values
- Political
- Regulatory
- Resourcing
- Funding
- Community Support
Capital Plan also informs our long-range funding forecast.

**Capital Plan**
- 20-year horizon
- Unconstrained, funding not identified
- Broadly-defined investments with description, timeframe, & cost estimate

**Transportation 2050**
- 25-plus-year horizon
- Funding forecasted but not identified
- Presents broad possible futures and actions for funding

**Multiple possible paths to capital and operating funding under different scenarios**
The SFMTA has 10 Capital Programs.
Updating our 20-Year Capital Needs

1. Accounted for completed projects;
2. Added and revised needs to reflect long-range strategies and plans;
3. Revised cost estimates using data from the SFMTA Capital Asset Inventory and from recent projects; and
4. Updated our assessment of capital needs to support our Strategic Plan values.
Notable Additions to our Capital Needs

- State of Good Repair Report
- Visitacion Valley and Portola Community-based Transportation Plan
- ConnectSF
- Climate Action Plan
- BART Joint Maintenance Agreement
The SFMTA could work with regional partners to support $23.4 billion in Regional needs.

Based on recommendations from ConnectSF and the Climate Action Plan:

- Geary/19th Ave. Subway
- Bayview Caltrain Station
- BART and Muni Station Transfers

Other regional transit projects include The Portal (Downtown Rail Extension).

Other developer projects (e.g. Treasure Island)

Regional needs could be owned and operated by agencies besides the SFMTA or the City.
These updates are intended to inform three investment types.

**Restore**
Replace existing assets that are beyond their useful life or normal replacement cycle

**Enhance**
Enhance the functionality or quality of assets without adding to the total assets

**Expand**
Augment and increase capacity of the existing system
Most of the SFMTA’s capital needs are to restore or enhance our existing assets.

Total Dollars (in millions) of 20-Year Capital Needs by Investment Type

- **Restore**: $17,397
- **Enhance**: $10,523
- **Expand**: $4,348
Capital Needs by Investment Type, 2021 vs. 2023 ($ millions)

Restore: Represents increase in backlog and new information from asset inventory and recent projects.
Capital Needs by Investment Type, 2021 vs. 2023
($ millions)

Enhance: Primarily represents cost escalation
Capital Needs by Investment Type, 2021 vs. 2023
($ millions)

- **Restore**
  - 2021: $11,652.0
  - 2023: $17,397.1

- **Enhance**
  - 2021: $8,958.6
  - 2023: $10,523.0

- **Expand**
  - 2021: $2,122.9
  - 2023: $4,347.9

Expand: Primarily represents cost escalation and recommendations from ConnectSF.
The majority of the SFMTA capital needs are in restoring and enhancing the fleet, facilities and streets.
Over time, each Capital Plan has responded to new policy priorities, regulations and growth of San Francisco.

- 2013-2015: Expanded “Restore” needs and refined cost estimates – actualizing the environment of delivering capital projects.
- 2017-2019: Responded to state battery electric bus regulations
- 2021-2023: Included new long-range plans and studies, cost escalation and refined cost estimates
# 2023 Totals by Capital Program ($ millions)

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<thead>
<tr>
<th>Capital Program</th>
<th>Total ($ millions)</th>
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<tbody>
<tr>
<td>Communications &amp; IT</td>
<td>$222.9</td>
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<tr>
<td>Facility</td>
<td>$5,489.8</td>
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<tr>
<td>Fleet</td>
<td>$9,865.7</td>
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<tr>
<td>Parking &amp; Curb Management</td>
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<tr>
<td>Security</td>
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</tr>
<tr>
<td>Streets</td>
<td>$5,453.5</td>
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<tr>
<td>Taxis &amp; Mobility Services</td>
<td>$82.7</td>
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<tr>
<td>Traffic Signals &amp; Signs</td>
<td>$1,490.6</td>
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<tr>
<td>Transit Fixed Guideway</td>
<td>$3,125.0</td>
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<tr>
<td>Transit Optimization &amp; Expansion</td>
<td>$4,298.9</td>
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<tr>
<td>Non-SFMTA (Other Agencies)</td>
<td>$358.4</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$32,368.0</strong></td>
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</table>

More detail about the specific capital needs are in the attached report.
What’s Next in Capital Planning

- **Present 2023 20-Year Unconstrained Capital Plan**
- **Begin Public Meetings for the 5-Year Capital Improvement Program and 2-Year Capital Budget**
- **Begin Board Hearings on 5-Year Capital Improvement Program and 2-Year Capital Budget**
- **Seek/Secure Final Board Approval for 5-Year Capital Improvement Program and 2-Year Capital Budget**
Programmatic Update
In February 2023 we presented a series of actions and initiatives that will allow the SFMTA to be adaptive, build resiliency and move toward financial sustainability.

The goal is high quality service that builds trust. Investing in our workforce, in hiring and efficiency. Focused and strategic capital improvements.
Here are your priorities ... and their cost to the year 2050

$112.9B
What the vision will require us to spend on service and capital to 2050

$69.0B
We will spend to 2050 from our projected sources
61% funded

($43.9B)
T2050 Funding Gap
Cumulative total to 2050
39% funding gap
Our capital gap continues to grow and is expected to hit $34 billion by 2040.

Cumulative gap by FY 33 is over $19 billion.

Eventually there is a $36 billion gap.

$1.1B
Average Annual Capital Funding Gap
To keep the system running smoothly and expand it based on your priorities
Updates:

- Advocated for new Transportation GO Bond for capital needs; successfully getting a $300 million bond planned for November 2026 approved as part of the City’s Capital Plan in May 2023.

- Advocated to the State & Metropolitan Transportation Commission (MTC) for Transit operating funding resulting in Senate Bill 125 and prioritization of regional dollars for transit operations – as of November 2023, this has result in approximately $300 million.

Next Steps:

- Beginning with the Board Workshop in January 2024 discussion are planned on:
  - Fare Indexing Policy
  - Clipper Discount
  - Parking Fees and Fines

- Continue work with the State Legislature on opportunities for transit operating funding, including revenues generated on site by SFMTA joint-development.

- Continue advocacy and program development for a Transit Operating funding source via Regional Measure in November 2026.
Updates:

• Transit Ridership is up an estimated 35% between FY 22 and FY 23 (average weekday).

• Investments in cleanliness and customer information continue (e.g. Transit Shelter cleaning increased by 50% from 2022 by May 2023).

• Completing analysis of fare recovery across Muni System; developing program for fare restoration amongst existing ridership.

Next Steps:

• Discussion of fare recovery planned for 2024 SFMTA Board Workshop.

• Make Payments easier: optimize payment processes for our system users; support quick review for discount program eligibility; review opportunities for parking payment reforms.
Updates:


• Traffic Signal Condition Assessment completed in June 2023 will use to identify and prioritize future needs.

• Train Control supplier RFP in March 2023 reviews in process; MTA Board approval of RFP for Consultant support in November 2023.

• Potrero Yard Modernization Project reached 100% schematic design in October 2023.

Next Steps:

• Presidio Yard Modernization Project will secure planning phase funding in December 2023.

• Potrero Yard Modernization Project entitlements and CEQA planned approval February 2024.

• RFP Expected to be released for Station Condition Assessment in March 2024 to inform Subway Renewal Program.

• Continued planning on the Muni Modernization.
Transparency is a key component to building trust.

Our priorities are founded in what we hear, and what the data tells us. Our work is focused on being responsive to what we hear from the public and best practices in capital planning and data analysis.
Thank you.
Appendix

Transportation 2050 Actions

Presented at February 2023 MTA Board Workshop

Full Source: T2050 MTA Board Presentation Full
**Policy: Extended Meter Hours**
Consider expansion of meter hours into the evenings.

**Policy: Expand Paid Parking Zones**
To better manage parking expand meters and residential parking permit zones.

**Policy: Transit Fares – Continue Automatic Indexing Policy**
Deviation from the policy starting in FY 25 results in a revenue loss.

**Policy: Transit Fares – Remove the Clipper Discount**
Deviation from the policy starting in FY 25 results in a revenue loss.

**Policy: Advocate with the region for State Transit Relief**
Continue to advocate with the State for bridge funding to buy time for other recovery options.

**Policy: Advocate for new local Transportation GO Bond**
25% of assets beyond useful life, capital expenditures now, reduce operating costs later.
**Operations Options**

**Operations**

**Ops: Grow Transit Demand**
Continue investments in safety, security, cleanliness, and reliability to grow transit ridership and fare revenues.

**Ops: Ops Investments that Reduce Costs**
Make one-time investments to reduce staff time and produce cost savings including attendance management, hiring processes, administrative processes, utility costs.

**Ops: Review City Department Workorder Costs**
Perform audit of current City Department workorders, verifying service for billings.

**Ops: Ensure Transit Fare Compliance**
Review fare per passenger costs regularly as recovery continues + continue to promote fare compliance across the transit system.
Capital: Train Control Upgrade Project
The Train Control System Upgrade (TCUP) project will support the efficient use of the Muni Metro Subway, creating efficiency and improved customer experience.

Capital: Traffic Signal Replacement & Upgrades
Traffic Signals are one of the major infrastructure elements in the Agency’s backlog; condition assessment shortly will be complete. Investment in signals reduces long-term maintenance costs, supports Muni Reliability, and improves street safety.

Capital: Facility Replacement & Joint Development
Facilities are one of the major infrastructure elements in the Agency’s backlog; condition assessment is complete with $200 m in deferred maintenance. Investment in facilities allowed for modern maintenance bays and support equipment, better training facilities, more efficient utility use and provides the potential for joint-developments that will generate long term revenues – sites include Potrero Yard, Presidio Yard, 5th and Mission Parking Garage and Moscone Parking Garage.