

2014 Transportation and Road Improvement Bond

Status Report



SFMTA
Municipal
Transportation
Agency

Quarterly report to the General Obligation Bond
Oversight Committee, November, 2015

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EXECUTIVE SUMMARY

In November 2014, the San Francisco Transportation and Road Improvement General Obligation Bond (Bond) was passed by voters to make critical investments in the city's transportation system. The \$500 million investment will make Muni less crowded and more reliable and improve safety for everyone getting around San Francisco. The Bond is the first component of a long-term plan developed by the Mayors Transportation Task Force in 2013 to raise up to \$3 billion by 2030 to improve and enhance the city's existing transportation system and expand it for the future. The benefits of the Bond will be felt in every San Francisco neighborhood and will move the City toward Vision Zero, the City's commitment to eliminate traffic deaths by 2024.

The first sale of the Bond was completed in July 2015 for \$69.7 million, of which \$66 million in proceeds was appropriated directly to projects, with the remainder covering debt service and fees. Some of the first projects moving forward will improve reliability on heavily used Muni lines like the 14 Mission, 22 Fillmore, 30 Stockton and 28 19th Avenue. Early funds will also go toward improving safety for people walking on Geary Street, installing new traffic signals and pedestrian crossing signals, upgrading Caltrain's signaling system, and upgrading sidewalks and crosswalks to improve safety. These investments will create a better experience on public transit and enhance safety for hundreds of thousands of people every day.

Most of the projects funded in the first issuance remain on track to meet their original scope, schedule, and budget. Two projects have had schedule revisions, as detailed in the report. Early transit accomplishments included construction of the first 2014 Transportation Bond-funded project element, an extended corner bulb-out to speed Mission buses, completed at 30th and Mission streets. The bulb-out was completed as part of a San Francisco Public Utilities Commission project at that corner, meaning that the intersection and neighbors will not be disturbed by a second street construction project. Additionally, in September the SFMTA Board approved scope of improvements for the 5 Fulton Muni Forward Project. This wraps up the planning phase of the project and enables it to move into detailed design. In the Pedestrian Safety category, the decision was finalized to use various-location curb bulb GO Bond funding for improvements on the Geary Corridor. The Geary Pedestrian Safety project will make a host of safety improvements on a high-injury corridor with many of the city's most problematic intersections.

San Franciscans can track progress on the projects and programs supported by these funds at sftransportation2030.com/progress. The website will be updated as more projects advance and all detailed reports to the General Obligation Bond Oversight Committee will be publically available there as well.

PROGRESS REPORT

This report covers project progress updates through mid-October and financial updates on expenditures through the end of September. Since the first sale, SFMTA staff have initiated the new Bond-funded projects and advanced projects that were already active.

\$500 Million Bond: Uses of Funds To Date (in \$ millions)



In addition to the updates found in this report, further information can be found at sftransportation2030.com. The website provides a map of funded and planned projects, as well as links to pages with detailed project information.

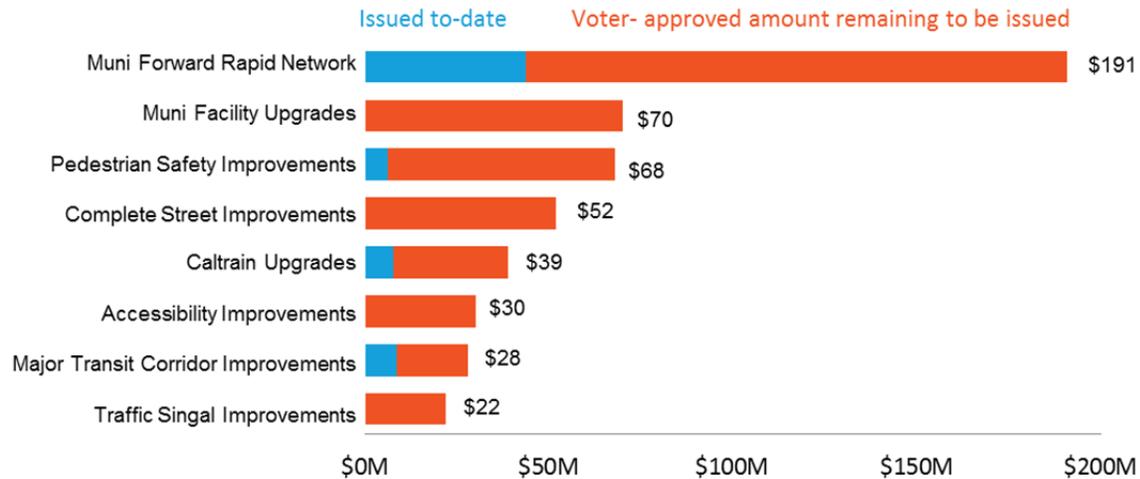
FIRST SALE

Overview

The first sale focused on priority transit projects that have planning and design underway and will be ready to go into construction within the next three years and initiating the next generation of pedestrian safety projects.

Funded work includes 1) Muni Forward projects to improve transit speed and reliability and to enhance safety at and around transit stops, 2) planning and design of pedestrian safety improvements on high-injury corridors, and 3) design work for the multi-agency Better Market Street Project. In addition, the first issuance included \$7.8 million towards the City's contribution to Caltrain to make the system safer and more efficient with a new train control system.

Bond Summary by Investment Category



*Note that a portion of the total \$500 million Bond will be used to cover the cost of issuance and fees associated with running the Bond program.

Projects were selected for inclusion in the first Bond sale based on: 1) the program-specific project selection criteria laid out in the [original Bond report](#); 2) project readiness; and 3) coordination opportunities. The project selection criteria are intended to maximize the impact of the investments, with the aim to improve conditions for the greatest possible number of San Francisco residents, commuters, businesses, and visitors. (Details on the program-specific selection criteria are provided in Appendix 1.) To ensure that projects funded through this sale will be delivered promptly and capitalize on opportunities for coordination, the SFMTA also applied a project readiness lens and funded work that will be done in coordination with other planned projects, such as road repaving.



Funded Projects

Below are short descriptions of each of the projects funded through the first Bond issuance. In future updates, this detail will appear in an appendix except when new projects are identified for Bond funding. For a review of the purpose of each Bond program and the prioritization criteria used to select projects, please see Appendix 1.

Project and Program	GO Bond- 1st Issuance	Current Phase
Muni Forward Rapid Network Improvements		
N Judah: Arguello to 9th Ave Rapid Project	\$ 2,820,000	Design
5 Fulton: East of 6th Ave (Inner) Rapid Project	\$ 4,800,000	Design
7 Haight-Noriega: Haight Street Rapid Project	\$ 10,655,000	Construction
9 San Bruno: 11th St and Bayshore Blvd Rapid Project	\$ 4,400,000	Design
10 Townsend: Sansome Contraflow Signals	\$ 1,872,000	Design
14 Mission: Division to Randall (Inner) Rapid Project	\$ 514,000	Design
14 Mission: Mission & S Van Ness Transit Priority Project	\$ 1,390,000	Design
22 Fillmore: OCS on 16th St & Kansas (overhead lines)	\$ 748,000	Design
22 Fillmore: OCS on Church/Duboce (overhead lines)	\$ 800,000	Design
28 19th Avenue: 19th Ave Rapid Project	\$ 4,125,000	Design
30 Stockton: East of Van Ness Ave Transit Priority Project	\$ 2,659,200	Design
30 Stockton: Chestnut St (W of VN) Transit Priority Project	\$ 5,429,000	Design
30 Stockton: Terminal OCS Upgrades (overhead lines)	\$ 493,000	Design
To reassign: Formerly 33 Stanyan: OCS on Guerrero (overhead lines)	\$ 2,943,333	N/A
Caltrain Upgrades		
Communications-Based Overlay Signal System Positive Train Control Project	\$ 7,760,000	Construction
Major Transit Corridor Improvements		
Better Market Street	\$ 8,500,000	Planning & Environmental
Pedestrian Safety Improvements		
Add Pedestrian Countdown Signals to High Injury Corridors	\$ 720,000	Design
Geary Pedestrian Improvements	\$ 1,606,500	Planning & Environmental
New Signals on High Injury Corridors	\$ 450,500	Design
Pedestrian Safety Improvements Related to Muni Forward	\$ 3,316,000	N/A

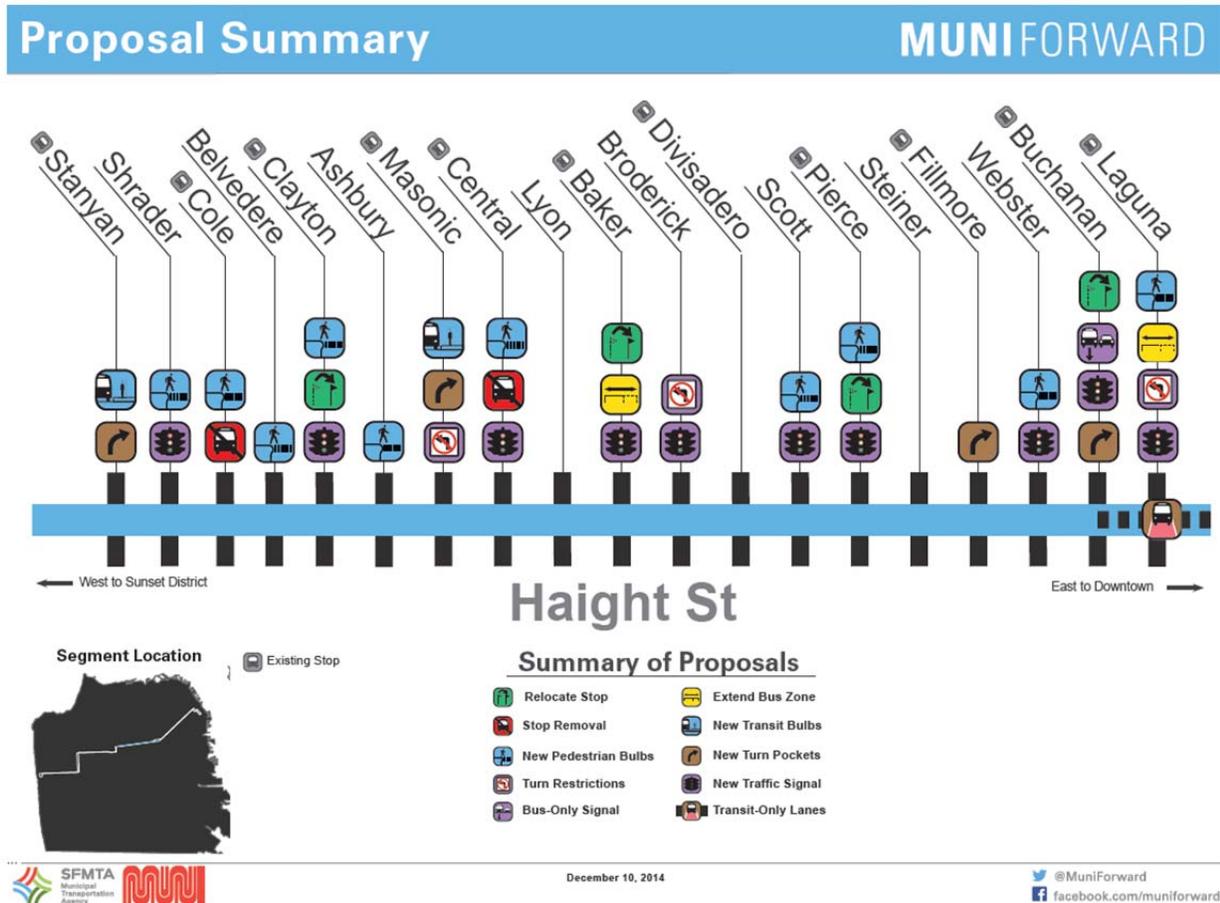
Muni Forward Rapid Network Improvements

Bond-funded Muni Forward projects consist of targeted engineering improvements designed to enhance transit service at key intersections and along the busiest transit corridors in the city. Street design engineering tools that reduce travel time, ensure safer transit operations, and improve accessibility on the busiest transit routes include: lane modifications, traffic signal and stop sign changes, transit stop optimization, parking and turn restrictions, and pedestrian improvements. The Rapid Network Improvements are expected to reduce Muni travel times by 20% and result in more reliability on the most heavily used corridors, meaning that a daily customer could save over an hour per week with these improvements. This improved Muni, in turn, will promote social equity, environmental sustainability, affordability, and access to the city's housing, jobs, and recreation.

The Muni improvements funded by the first Bond issuance serve neighborhoods across the city, including several identified as priorities for transit improvements in the Muni Equity Strategy due to their high proportion of low-income and minority residents: Chinatown, Excelsior/Outer

Mission, Mission, Tenderloin/South of Market, Visitation Valley and Western Addition. Additionally, Muni Forward improvements further the City’s Vision Zero policy by enhancing the safety of all of Muni’s customers and other people using the streets.

In addition to the short descriptions of the funded Muni Forward projects that follow, detailed information is available online at www.muniforward.com. As an example of what is available online, the graphic below illustrates the proposed changes along Haight Street that comprise the 7 Haight-Noriega: Haight Street Transit Priority Project.



N Judah Transit Priority Project (Arguello to 9th Ave): \$2,820,000 GO Bond

The N Judah has one of the highest riderships in the Muni network, serving 45,000 customers on an average weekday. The main causes of delay to the N Judah include long passenger boarding and alighting times, a high number of stop signs along the route and areas of closely spaced transit stops. This project will build transit priority lanes with efficient stop spacing, create better boarding zones to make boarding safer and faster, and make it easier to find stops and shelters with improved signage.

5 Fulton: East of 6th Ave Transit Priority Project: \$4,800,000 GO Bond

The 5R Fulton is a Rapid Network route and an important connector between the Richmond District and downtown. The route's reliability and travel time are hampered east of 6th Avenue by traffic congestion and closely spaced stops. This project will implement various enhancements throughout the corridor, including new bus bulbs, transit stop optimization, removing all-way stop controls at intersections, adding turn pockets, and building new pedestrian bulbs.

7 Haight-Noriega: Haight Street Transit Priority Project (Formerly 71 Haight-Noriega): \$10,655,000 GO Bond

The 7 Haight-Noriega is an important east-west bus route and one of Muni's busiest routes, serving about 13,000 customers every day. This project includes optimizing transit stop locations, adding transit bulbs, creating signalized transit queue jumps, and replacing all-way stop-controlled intersections with traffic signals. The changes are expected to reduce transit travel time by 20% in the corridor.

9 San Bruno: 11th St and Bayshore Blvd Transit Priority Project: \$4,400,000 GO Bond

The 9 San Bruno is an important north-south bus route and one of Muni's busiest routes, serving about 12,000 customers every day. This project includes street improvements such as optimized stop placements, bus bulbs, pedestrian improvements, bicycle paths behind bus stops, and other changes that help transit vehicles navigate safely and efficiently. The changes in this project combined with improvements on Potrero Avenue are expected to reduce transit travel time by 20%.

10 Townsend: Sansome Contraflow Signals: \$1,872,000 GO Bond

This route currently travels an indirect path, resulting in longer than necessary travel time and route unreliability. Instead of turning south onto Sansome Street at Broadway, the 10 travels an extra block to Battery and then returns to Sansome at Washington Street. This is because Sansome Street is a one-way northbound street north of Washington Street. This project will construct a Muni-only contraflow lane on Sansome Street south of Washington Street to Market Street. This will result in reduced travel time and improved operating conditions by enabling the bus to turn right from Broadway directly onto Sansome Street.

14 Mission: Inner Mission Transit Priority Project: \$514,000 GO Bond

Mission Street carries some of the heaviest loads in the Muni system. Causes of delay include long passenger boarding times, friction between parking and loading vehicles, getting stuck behind right-turning cars, and areas of closely spaced transit stops. This project will construct improvements between South Van Ness Avenue and Cesar Chavez Street. Changes include new transit lanes, bus bulbs and pedestrian improvements, turn pockets, and optimized stop placements. The changes are anticipated to reduce the travel times on the route by 8-10 minutes in each direction.

14 Mission: Mission & South Van Ness Transit Priority Project: \$1,390,000 GO Bond

This project includes transit priority improvements at the intersection of Mission and South Van Ness. The project will enhance the safety of the intersection for people walking and biking and improve reliability for Muni riders. Construction will include new sidewalk extensions, roadway striping changes, and other improvements to complement the Van Ness Bus Rapid Transit project and the 14 Mission Rapid Project. Work will be coordinated with the Van Ness Bus Rapid Transit Project.

22 Fillmore OCS Bypass Wires on 16th St: \$748,000 GO Bond

This project will construct overhead bypass wires on Kansas between 17th and 16th Streets for the 22 Fillmore to enable the 33 Stanyan to provide service to Potrero Hill.

22 Fillmore OCS Improvements on Church & Duboce: \$800,000 GO Bond

The 22 Fillmore passes through red transit-only lanes along Church Street to improve route reliability. In this segment, the overhead wires are not directly overhead, resulting in delays when buses lose contact with these wires. This project will modify the alignment of overhead wires for the 22 Fillmore along Church Street to provide more reliable transit service.

28 19th Avenue: 19th Ave Transit Priority Project: \$4,125,000 GO Bond

This corridor along Park Presidio and 19th Avenue faces significant congestion and other obstacles that frequently prevent efficient transit vehicle movement. This project will construct, in coordination with a Caltrans repaving project, various enhancements throughout the corridor, such as stop placement optimization, turn pockets, and bus bulbs. The changes will result in 20% reduced travel times and improved reliability on the 28 19th Avenue between the intersections of California Street and Park Presidio and Junipero Serra Boulevard and 19th Avenue.

30 Stockton: East of Van Ness Ave Transit Priority Project: \$2,659,200 GO Bond

The 30 Stockton is one of Muni's busiest routes, serving about 28,000 customers every day. The corridor faces significant congestion and other obstacles that frequently prevent efficient transit vehicle movement. This project includes optimizing bus stop locations, adding new transit bulbs and extending existing transit bulbs, establishing transit-only lanes, and widening travel lanes to reduce travel time and improve reliability on the 30 Stockton corridor. To capitalize on opportunities to coordinate work with other construction projects, this project may be delivered in multiple segments.

30 Stockton Transit Priority Project (Chestnut St & Terminal Loop): \$5,429,000 GO Bond

This project includes optimizing bus stop locations, adding new transit bulbs and extending existing ones, establishing transit-only lanes, and widening travel lanes. The changes will make it safer to walk, increase the frequency and reliability of service, and enhance the customer experience along Chestnut, Broderick, Divisadero and Jefferson streets, west of Van Ness Avenue. This would improve an east-west portion of the Rapid Network connecting the future Van Ness Bus Rapid Transit with the 30 Stockton.

30 Stockton: Terminal OCS Upgrades (overhead lines): \$493,000 GO Bond

This project will modify the OCS system at the 30 Stockton Terminal in the Marina to reverse the route of the bus. The scope includes modifying locations of poles and the overhead catenary wires. This will enable more efficient terminal operations and provide a more suitable location for bus layovers.

To reassign to another Muni Forward project. Formerly 33 Stanyan: OCS Improvements on Guerrero: \$2,943,333 GO Bond

This project would have constructed new overhead wires along Guerrero Street between 16th and 18th streets. Due to concerns from the community, it will not be pursued. SFMTA staff is working to identify another Muni Forward project to utilize the funds. More details on the cancellation of this project appear in the Changes section below.

Caltrain Upgrades

Caltrain Communications-Based Overlay Signal System Positive Train Control Project:
\$7,760,000 GO Bond

Caltrain is installing an Advance Signal System, also known as the Communications-Based Overlay Signal System (CBOSS). CBOSS is a system that tracks train locations and prevents unsafe train movements. CBOSS is a vital solution that provides all the required safety features specifically mandated by the Railroad Safety Act of 2008 and the Code of Federal Regulations for a Positive Train Control system. CBOSS provides additional capabilities that enable increased safety and operating performance to meet the growing needs of Caltrain's high-capacity passenger commuter railroad carrying mixed traffic.

Major Transit Corridor Improvements

Better Market Street: \$8,500,000 GO Bond

San Francisco's vision for a Better Market Street is a comprehensive program to reconstruct the city's premier cultural, civic and commercial corridor and the region's most important transit street. Public Works is leading a multi-agency team to remake our busiest pedestrian, bicycle, and transit corridor, making it easier and safer for people to get around and creating a vibrant and inclusive destination where people want to live, work, and visit.



Rendering of one of the design options currently under consideration for Better Market Street. This option includes a separated cycle track.

The project proposes transportation and streetscape improvements to Market, Mission, Otis, McCoppin, 10th and Valencia streets, including changes to roadway configuration; traffic signals; surface transit, including transit-only lanes, stop spacing, service, stop location, stop characteristics and infrastructure; bicycle facilities; pedestrian facilities; streetscapes including paving, trees and lighting; private vehicle access; commercial and passenger loading; vehicular parking; adjacent public plazas; and utilities.

Pedestrian Safety Improvements

The SFMTA has revised how it is distributing Bond funding among pedestrian safety projects since presenting the projects to the Board of Supervisors when seeking approval for the first Bond issuance. Improvements on Geary that had been grouped with similar types of improvements (for example, new signals on Geary were grouped with new signal work across the city) will now be delivered and reported together as the Geary Pedestrian Improvements Project. This is to streamline implementation of the improvements, which include corner bulb-outs, pedestrian signals, and new signals on this high-injury corridor. The table below

summarizes the differences between the previous project funding distribution and the final planned distribution. The schedules and budgets in Appendix 3 represent the revised programming.

The agency initially considered some additional locations for the curb bulb funding but determined Geary to be a better fit. Geary is a high-injury corridor with many of the city's most problematic intersections. In addition, coordination with transit improvements would ensure timely use of funds. Other locations considered but not pursued were deemed to either be: 1) in need of a broader corridor-level analysis and treatment; 2) able to be coordinated with another project; or 3) challenging and costly to construct, thus warranting further analysis of the most cost-effective treatment.

Project	GO Bond 1st Issuance Programming	
	Amount listed in Board of Supervisor Documents	Revised amount to reflect work delivered as part of Geary Project
Add Pedestrian Countdown Signals to High Injury Corridors	\$ 840,000	\$ 720,000
Curb Bulbs on High Injury Corridors	\$ 1,127,000	\$ -
Geary Pedestrian Improvements	\$ 300,000	\$ 1,606,500
New Signals on High Injury Corridors	\$ 510,000	\$ 450,500

Add Pedestrian Countdown Signals on High Injury Corridors: \$720,000 GO Bond

This project will plan, design, and upgrade traffic signals at fifteen locations so that Pedestrian Countdown Signals (PCS) can be added on WalkFirst Pedestrian High Injury Corridors. Pedestrian countdown signals display the time remaining for people walking to finish crossing the street. This allows people to determine if they have enough time to safely cross or if they should wait for the next cycle.

Geary Pedestrian Improvements (a portion of the Geary Bus Rapid Transit Phase 1 Project) \$1,606,500 GO Bond

This project represents the first phase of the Geary Bus Rapid Transit Project. Bond funds will be used to cover pedestrian safety improvements along the Geary Corridor. The scope of improvements will include pedestrian countdown signals, new traffic signals, new pedestrian bulbouts, and traffic signs and striping in support of Vision Zero.

New Signals on High Injury Corridors: \$450,500 GO Bond

This project will plan, design, and install new traffic signals at eight locations and flashing beacon systems at one location along the WalkFirst Pedestrian High Injury Corridors in support of Vision Zero.

Pedestrian Safety Improvements Related to Muni Forward: \$3,316,000 GO Bond

This project will implement permanent pedestrian improvements in conjunction with Muni Forward projects. Specific intersections and treatments will be determined as the projects proceed through design.

Schedule will be based on the schedule for the corresponding Muni Forward projects.

ACCOMPLISHMENTS

Progress on funded projects

Construction on the first 2014 Transportation Bond-funded project element was completed at 30th and Mission streets. To maximize efficiency and minimize disturbances to the neighborhood, a corner bulb-out extension planned as part of the 14 Mission: Inner Project was constructed as part of a San Francisco Public Utilities Commission (PUC) project underway at the same corner. The longer bulb-out enables two of Muni's new, longer buses to stop at the location at the same time, making it faster and easier for buses that stop at this location. Because the bulb-out was completed as part of the PUC contract, the intersection and neighbors will not be disturbed by a second street construction project. Please see Appendix 3 for the delivery schedule for the full 14: Mission Inner Project.

In September the SFMTA Board approved scope of improvements for the 5 Fulton Muni Forward Project. This is a critical milestone and wraps up the planning phase of the project and enables it to move into detailed design.

Staffing

To ensure Bond-funded projects are delivered in a timely manner, the SFMTA analyzed its current staff and initiated a strategic hiring plan. Since January, the SFMTA has hired nearly twenty people in key project delivery and support roles and will continue to hire key project staff over the next few months. Included among the hires were two dedicated staff people, a Program Manager and Principal Analyst, who are tasked with facilitating the development of a pipeline of projects for future issuances, reviewing expenditures and managing the funding needs of programs, and carrying out transparent reporting and communication.



Bus stopped at new, extended corner bulb-out on Mission

UPCOMING ACTIVITY

Project Milestones

In the next quarter, two additional Muni Forward projects, the 30 Stockton: Chestnut Street and the 14 Mission: Inner, are scheduled to go before the SFMTA Board in December for approval of the project scopes so that the projects can move into detailed design. Projects in the pedestrian safety category will continue to advance through planning and design.

Continuing Planning and Prioritization

The SFMTA is in the process of updating the agency's Capital Improvement Program (CIP). The CIP is the SFMTA Board-approved plan of projects the agency will deliver over the next five years, based on available or anticipated financial resources. The CIP, to be completed in spring 2016, will establish the list of projects the agency will fund to keep the transportation system in a state of good repair, improve safety, maximize resources through complete street investments, and improve the reliability of the transit system.

The CIP update is an opportunity for Bond program staff, project staff, and finance staff to work together to prioritize projects and identify or update preliminary project budgets and timelines. Many Bond programs already have initial lists of candidate projects, as presented in the

SFMTA's January report to GOBOC; those projects are in the current CIP. For those programs, such as Muni Forward, the CIP process will be a mechanism for updating information and confirming project readiness and priorities.

For Bond programs where project lists and scopes are being developed, notably the Complete Streets Program and the Pedestrian Safety Program, the CIP process is an opportunity to refine the programming and identify specific projects and priorities to advance. The CIP project list will inform which projects are included in future Bond issuances.

CHANGES

Most of the projects funded in the first issuance remain on track to meet their original scope, schedule, and budget. The baseline schedule and budget details are provided in Appendix 3. Two projects have had schedule revisions since schedules were presented to the Board of Supervisors to obtain approval for the first issuance of the Bond this spring.

The N-Judah: Arguello to 9th Avenue Rapid Project is now expecting to enter construction three quarters later and finish construction a year later than the baseline. This change is due to project coordination. The work is being delivered as part of a joint project with Public Works' Paving Program. The San Francisco Public Utilities Commission decided to include work as well after the baseline schedule was set. Doing the water upgrades concurrently minimizes the number of disturbances to the community and is efficient, but makes the total project duration longer.

On Better Market Street, the date for completion of environmental review is now expected one year later than originally planned, due to delays in completion of the transportation modeling necessary to commence the environmental review. Those delays have now been resolved. GO Bond funds are being utilized for design, which is starting now to inform the environmental review process. The delay in the completion of environmental review is not anticipated to delay the completion of design or the construction schedule.

The 33 Stanyan: OCS Improvements on Guerrero project was intended to construct new overhead wires along Guerrero Street between 16th and 18th streets to alleviate transit congestion on Mission Street and provide better connections between the 33 Stanyan and the 22 Fillmore. The Transit Effectiveness Project recommended putting new wires on Valencia; that proved impossible from an engineering perspective. Instead, the alternate option of putting wires on Guerrero was evaluated. When the SFMTA conducted outreach for the project, it met with strong opposition from the community and policy-makers, in part because all overhead utilities had recently been undergrounded on those blocks. The SFMTA determined that the benefits of the project did not outweigh the opposition, so the project will not be pursued. The SFMTA is working to reallocate these funds toward another eligible Muni Forward project.

LESSONS LEARNED AND RISKS

Throughout the Bond program, SFMTA staff will monitor project delivery to identify potential risks and address common challenges. Following are some general program risks and steps the agency is taking to mitigate such risks.

Effective Public Engagement

Meaningful public outreach and engagement is vital for project success. It ensures that the agency delivers improvements that maximize benefits to customers and San Francisco communities. Projects on San Francisco's busy streets and sidewalks affect many diverse stakeholders, meaning that decisions often involve tradeoffs and that a consensus final design

is not always possible. This makes it challenging but imperative to develop and implement a process for finalizing scopes and advancing projects.

The SFMTA's approach to this challenge is twofold. First, the agency will utilize its Public Outreach and Engagement Team Strategy (POETS) to communicate clearly and manage public and stakeholder expectations. The POETS approach starts with planning out the type and extent of outreach needed on a project. It encourages staff to clarify in advance the level of public input being sought at every outreach event, depending on the nature of the project and where the agency is in the project implementation cycle. This ensures effective public communication and sets realistic expectations among stakeholders about when they are being asked to help shape a project and when that period has passed.

Second, the capital improvements that will be implemented under the Muni Forward Program and many other Bond programs will be determined by the SFMTA Board of Directors. The SFMTA Board has authority to adopt regulations that control the flow and direction of motor vehicle, bicycle and pedestrian traffic and to regulate on-street parking. In this legislative role, the Board considers the details of the project proposals, the results of the environmental impact analysis, and the community's input in its decision. The SFMTA Board process takes into account public comment, either from a public hearing prior to Board review or concurrent with Board review. This procedure reduces the prospect for scope changes after the Board's approval.

Project Coordination

Coordination among City agencies on street projects minimizes the impacts to neighbors and saves taxpayer dollars by combining different scopes of work into a single contract. This practice also helps the City meet the goals of the Better Streets Plan, which calls for streets to be updated to incorporate the needs of people with disabilities, walking and bicycling as well as transit and car traffic. In addition to its many benefits, coordination also involves challenges, particularly when it comes to meeting project schedule expectations. For example, delivering a scope of work such as a pedestrian safety project alone would take less time than delivering that same scope of work as part of a contract that also incorporates utility upgrades and street repaving, but the slower, coordinated project may be the best overall result for the City. The SFMTA's strategy is to identify coordination opportunities early and develop project schedules that reflect the delivery timeline of the larger project. Agency staff and leadership participate in regular coordination meetings with sister agencies to discuss each agency's priorities, including expenditure deadlines on funding sources such as GO Bonds, to ensure that priority projects stay on track.

Large, Multi-Agency Projects of City-Wide Impact

Large coordinated projects, such as Better Market Street, involve many more stakeholders and require more inter-agency agreement on project details than simpler projects. This increased complexity makes staying on schedule challenging. For this reason, San Francisco Public Works and the SFMTA are closely monitoring the delivery schedule for Better Market Street and will evaluate its cashflow needs prior to including any additional funding for the project in future Bond sales. Additionally, project management staff regularly engage directors at sister agencies to ensure that high-level decisions are made with the buy-in of all participating City departments. Similar challenges may arise on other projects funded through the Major Transit Corridor Improvements program.

APPENDIX 1: BACKGROUND INFORMATION

BOND OVERVIEW

On November 4, 2014, Proposition A, the San Francisco Transportation and Road Improvement General Obligation Bond, passed with almost 72% of the vote. Proposition A authorizes the City and County of San Francisco to issue \$500 million in General Obligation Bonds to implement many of the infrastructure repairs and improvements identified by Mayor Ed Lee's Transportation 2030 Task Force.

The Bond encompasses a wide array of transportation improvement programs as detailed in the following sections. These are being delivered by multiple City and regional agencies, including SFMTA, San Francisco Public Works (Public Works), and Caltrain.

The benefits of the Bond will be felt in every San Francisco neighborhood as projects will improve public transit and move the City toward Vision Zero, the City's adopted goal to eliminate serious and fatal traffic collisions by 2024. The following sections provide brief descriptions of each of the Bond programs and how projects have and will be prioritized within that program, as identified in the original Bond report.

PROGRAMS AND PRIORITIZATION CRITERIA

The significant capital investment in the transit system made possible by this GO Bond will improve service through physical changes to transit corridors, improve safety and accessibility of the Muni system, and jumpstart the long-term renovation program of Muni's maintenance and storage facilities. This improved Muni, in turn, will promote social equity, environmental sustainability, affordability, and access to the city's housing, jobs, and recreation. The resulting faster, more reliable transit system will benefit San Franciscans citywide. The GO Bond investments will also create safer streets by improving the walking and bicycling environment in the city to reduce collisions, improve safety at intersections, and increase the comfort and accessibility of the bicycle network.

Detail on the specific projects funded by the Bond can be found in Appendix 3.

Improved Transit: Muni Forward Rapid Network Improvements: \$191M

Program Overview

Developed through the extensive Transit Effectiveness Project planning effort, which included several years of data collection, intensive assessment, and public outreach efforts, the Muni Forward Rapid Network Improvement projects will restructure transit service on Muni's high ridership lines to improve efficiency and connectivity.

Prioritization Criteria

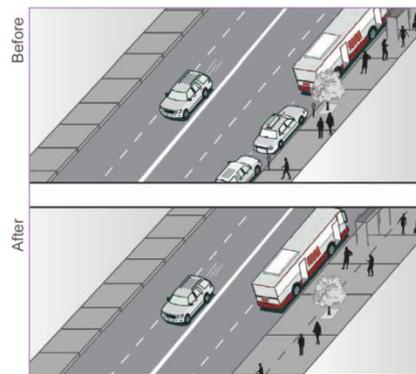
The prioritization of the Muni Forward Rapid Network Improvements involved consideration of a variety of factors:

- Benefit to transit riders (e.g. time saved per customer)
- Benefits to low income and minority neighborhoods
- Pedestrian and transit safety issues

Among the Muni Forward Rapid Network projects, segments are prioritized for Bond funding in a given issuance based on project readiness and to ensure that we seize available coordination opportunities, so that SFMTA work occurs in coordination with other construction work happening on our streets.

How can capital investments improve transit and street safety?

The illustrated example is one of the many Muni Forward Rapid Network Improvements that better transit travel time and reliability and enhances pedestrian safety. A wider sidewalk means the bus saves time because it does not have to pull back into traffic after picking up passengers. The wider sidewalk improves safety for people walking by narrowing the street crossing distance.



Improved Transit: Caltrain Upgrades

\$39M

Program Overview

Caltrain operates commuter rail passenger service throughout the Peninsula Corridor, from San Francisco through San Mateo and Santa Clara Counties to Gilroy. The northern terminal is at 4th and King Streets in San Francisco where there are local connections to Muni bus and rail services. Year after year, Caltrain has seen a significant growth in ridership and has increased service where possible. However, system capacity has now reached a point at which large service increases are not feasible without significant upgrades to Caltrain's signal systems, rail infrastructure, and vehicles. As one of the three members of Caltrain, the City and County of San Francisco contributes funding to major projects on the system.

Prioritization Criteria

This program funds part of San Francisco's share of improvements to Caltrain's infrastructure from San Francisco to Tamien Station in San Jose, including the busiest segments of the rail line. The projects funded by the program will focus on the infrastructure investments that will improve reliability and safety along the corridor.

Improved Transit: Accessibility Improvements

\$30M

Program Overview

This program is intended to fund improvements such as new elevators, escalators, and boarding islands to improve the safety and accessibility of transit stations and stops and allow for level boarding for people with mobility impairments. One project currently under consideration for funding is the installation of canopies over shared BART/Muni Metro station entrances. Such canopies would protect station escalators from the elements, as well as prevent unauthorized station access during nonoperational hours. Canopies would extend the service life of the open-air escalators, reduce escalator repairs, and improve reliability.

Transit system accessibility improvements are also included in other of the Bond programs, including Facilities and Muni Forward Rapid Network Improvements. These include new boarding islands and rehabilitation of escalators.

Prioritization Criteria

Locations for rehabilitation and construction of new escalators and elevators are based on the age of the device, the intensity of its use, and the density of nearby, common destinations.

Improved Transit: Muni Facility Upgrades \$70M

Program Overview

This program funds the initial design and construction of projects that are needed to optimize operations and accommodate fleet needs at Muni's operations and maintenance facilities. These projects may include replacement of existing structures, reconfiguration of materials and parts storage, upgraded and expanded washing and fueling stations, and other structural modifications.

Prioritization Criteria

Facility upgrade projects will be selected based on the recommended implementation sequencing in the Real Estate and Facilities Vision. Solutions have been prioritized based on the following criteria:

- Improvements needed to provide essential service
- Minimizing negative impacts to Muni service while renovating maintenance facilities
- Accommodating the maintenance and storage needs of the current buses and trains
- Increasing safety and security for personnel
- Coordination with ongoing projects and the scheduled expansion of the fleet
- Potential funding availability for reconfiguration and renovation

Improved Transit: Major Transit Corridor Improvements \$28M

Program Overview

The Major Transit Corridor Improvement Program upgrades the streets that anchor the transit system to increase transit speed and reliability and to ensure that people can safely and efficiently move around the city. The focus of this program is to fund corridor-wide projects that encourage street interconnectivity to create a comprehensive, integrated, efficient, safe and connected network for all modes.

Prioritization Criteria

Projects to be considered for this category will be screened against the following criteria:

- Corridors that serve a key role in the transportation system, with high levels of travel demand and significant impacts on the network's overall quality
- Corridors that are part of a community planning effort and have community support
- Corridors that advance social and geographic equity, including those related to transit access and reliability, safety, air quality, and crime.
- Projects that improve safety for all transportation system users
- Corridors that meet meeting strategic transportation system goals, including improving: on-time performance; the comfort, attractiveness and cleanliness of transit; accessibility for those with limited mobility; and travel times for those walking, bicycling, carpooling, and taking transit or taxis.
- Projects that have environmental and quality of life benefits

Safer Streets: Pedestrian Safety Improvements \$68M

Program Overview

WalkFirst is a data-driven effort to improve pedestrian safety in San Francisco by combining public engagement with analysis of where and why pedestrian collisions occur and knowledge about the effectiveness and costs of various engineering improvements. This program will use the WalkFirst toolbox of treatments to construct capital improvements on San Francisco's neighborhood streets to create a safer, more welcoming environment for walking, as part of San Francisco's commitment to achieving Vision Zero: zero serious traffic injuries and fatalities by

2024. Capital projects will be designed and built to most effectively address the specific safety issues present at the most dangerous intersections or corridors in San Francisco.

Prioritization Criteria

The investment and improvement in the walking environment will address the most critical needs of the city first. To prioritize the WalkFirst network, each intersection received a score based upon:

- Number of severe and fatal injuries to people walking over a five-year period
- Number of injuries to older adults (over 65)
- Number of injuries to children (under 17)

Among the WalkFirst identified locations, work funded by the Bond will be prioritized based on the locations score and opportunities to do work cost effectively and efficiently in conjunction with other construction projects in the street right of way.

Safer Streets: Traffic Signal Improvements

\$22M

Program Overview

In order to more effectively manage traffic congestion in the city and improve the overall reliability of the transit system, the city must replace obsolete and deteriorating traffic signal infrastructure. The goal of this program is to update traffic signals and operations to improve visibility of the signals and the overall safety and efficiency of the roadway. The installation of pedestrian countdown signals (PCS) and audible pedestrian signals (APS) in conjunction with upgraded traffic signals is expected to dramatically improve safety for people walking in San Francisco.



Prioritization Criteria

Priority will be given to locations that:

- Replace obsolete and deteriorating infrastructure
- Are on the Priority Transit Network
- Have high traffic volumes
- Are on an emergency route
- Can be completed as part of a coordinated project

Safer Streets: Complete Streets

\$52M

Program Overview

The passage of the 2011 Road Repaving and Street Safety Bond allowed San Francisco to begin implementation of the Complete Street projects called for in the Better Streets Plan. City agencies worked together with neighborhoods to identify opportunities to make improvements, such as restriping bicycle lanes, re-opening closed crosswalks, adding underground conduit for Pedestrian Countdown Signals, and streetscape beautification as part of repaving projects. This funding will enable coordinated projects to minimize disturbances to neighborhoods and save

taxpayer dollars by avoiding the need for a second construction contract to add walking or bicycle enhancements.

Additionally, under this program many bicycle routes will be upgraded. The 2013 Bicycle Strategy found that much of San Francisco's bicycle network is fragmented and not legible to all users, with crash-prone intersections and stressful riding conditions. Improving the safety of the bicycle network is critical if the City is to achieve Vision Zero. In addition, as more people choose to bicycle, it becomes increasingly important to provide well-defined bikeways, for the safety and ease of all roadway users. Projects under this category will target key intersections and street segments to increase safety and comfort for bicyclists.

Prioritization Criteria

Locations for Complete Street improvements will also be evaluated on:

- Project Readiness: Evaluated based on the project's level of design and legislative clearance.
- Economic Growth for Neighborhoods: Evaluated based on the project's ability to improve neighborhood-serving retail, including facilitating goods movement and delivery.
- Future Growth: Evaluated based on the project's proximity to expected increased density of jobs and housing.
- Geographic Equity: Evaluated on an equitable distribution of resources to all areas of the city.

The SFMTA is analyzing which projects to prioritize based on the following factors:

- Whether the location is a Bicycle High Injury Corridor and/or whether the location overlaps with the Pedestrian High Injury Corridors
- Ridership demand
- Level of Traffic Stress (comfort)
- The route's role as a connector
- The ability to close gaps in the network
- Socioeconomic equity
- Complexity of implementation
- Opportunity to coordinate with other projects

APPENDIX 2: STATUS OF BUDGET AND FINANCIAL PLAN

CURRENT STATUS (THROUGH SEPTEMBER 30, 2015)

2014 GO Bond Expenditure Report							
Program	1st Bond Issuance	Total Available Budget	Total Actual Expenditures	Total Encumbrance	Total Balance	Total % Expended	Total % Encumbered and Expended
Muni Forward Rapid Network Improvements	\$43,648,533	\$43,648,533	\$0	\$0	\$43,648,533	0%	0%
Caltrain Upgrades	\$0	\$0	\$0	\$0	\$0	0%	0%
Accessibility Improvements	\$0	\$0	\$0	\$0	\$0	0%	0%
Muni Facility Upgrades	\$0	\$0	\$0	\$0	\$0	0%	0%
Major Transit Corridor Improvements	\$8,500,000	\$8,500,000	\$0	\$0	\$8,500,000	0%	0%
Pedestrian Safety Improvements	\$6,093,000	\$6,093,000	\$85,251	\$0	\$6,007,749	1%	1%
Traffic Signal Improvements	\$0	\$0	\$0	\$0	\$0	0%	0%
Complete Streets Improvements	\$0	\$0	\$0	\$0	\$0	0%	0%

Expenditures are dollars spent. Encumbrances represented dollars that have been committed by the signing of an agreement such as a construction contract, but have not yet been paid out. As the contractor completes work and submits invoices, encumbered dollars will be paid to the contractor. The amount paid then moves from the encumbrance column to the expenditure column.

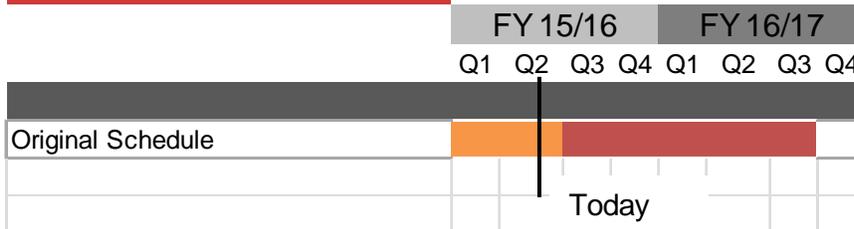
Breakdown by Bond Sale--All Programs			
Program	Total	First Sale	Future Sales
Muni Forward Rapid Network Improvements	\$184,785,249	\$43,648,533	\$141,136,716
Caltrain Upgrades	\$39,000,000	\$0	\$39,000,000
Accessibility Improvements	\$29,023,861	\$7,760,000	\$21,263,861
Muni Facility Upgrades	\$67,722,343	\$0	\$67,722,343
Major Transit Corridor Improvements	\$27,088,937	\$8,500,000	\$18,588,937
Pedestrian Safety Improvements	\$65,787,419	\$6,093,000	\$59,694,419
Traffic Signal Improvements	\$21,284,165	\$0	\$21,284,165
Complete Streets Improvements	\$50,308,026	\$0	\$50,308,026
Accountability and COI (estimated)	\$15,000,000	\$3,707,281	\$11,292,719
Total	\$500,000,000	\$69,708,814	\$430,291,186

Current Total Budget*	\$	3,320,000	Original Budget*	\$	3,320,000
Funds Currently Allocated					
	Bond Funds		Other Funds		Total
Allocated to Date	\$	2,820,000	\$	460,000	\$ 3,280,000
Encumbered	\$	-	\$	-	\$ -
Expended	\$	-	\$	106,593	\$ 106,593
Remaining Balance	\$	2,820,000	\$	353,407	\$ 3,173,407

*Proposition K Sales Tax is being used toward the Planning and Design phases of this project and is included in Prop K financial report section. This total budget represents the non-Prop K project budget.

5 Fulton: East of 6th Ave Transit Priority Project

Planning & Environmental
 Design (Including Bid & Award)
 Construction

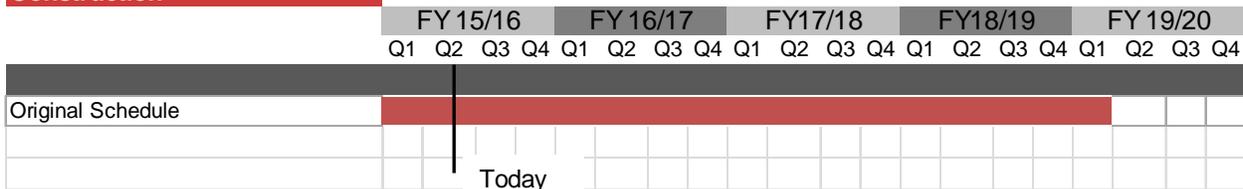


Current Total Budget*	\$	4,800,000	Original Budget*	\$	4,800,000
Funds Currently Allocated					
	Bond Funds		Other Funds		Total
Allocated to Date	\$	4,800,000		\$	4,800,000
Encumbered	\$	-	\$	-	\$ -
Expended	\$	-	\$	-	\$ -
Remaining Balance	\$	4,800,000	\$	-	\$ 4,800,000

*Proposition K Sales Tax is being used toward the Planning and Design phases of this project and is included in Prop K financial report section. This total budget represents the non-Prop K project budget.

7 Haight-Noriega: Haight Street Transit Priority Project (Formerly 71 Haight-Noriega)

Planning & Environmental
 Design (Including Bid & Award)
 Construction



Current Total Budget*	\$ 14,171,000	Original Budget*	\$ 14,171,000
Funds Currently Allocated			
	Bond Funds	Other Funds	Total
Allocated to Date	\$ 10,655,000	\$ 1,500,000	\$ 12,155,000
Encumbered	\$ -	\$ 898,993	\$ 898,993
Expended	\$ -	\$ 94,977	\$ 94,977
Remaining Balance	\$ 10,655,000	\$ 506,030	\$ 11,161,030

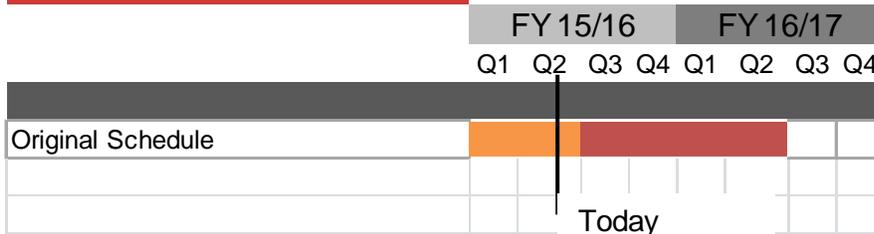
*Proposition K Sales Tax is being used toward the Planning and Design phases of this project and is included in Prop K financial report section. This total budget represents the non-Prop K project budget.

9 San Bruno: 11th St and Bayshore Blvd Transit Priority Project

Planning & Environmental

Design (Including Bid & Award)

Construction



Current Total Budget*	\$ 4,400,000	Original Budget*	\$ 4,400,000
Funds Currently Allocated			
	Bond Funds	Other Funds	Total
Allocated to Date	\$ 4,400,000	\$ -	\$ 4,400,000
Encumbered	\$ -	\$ -	\$ -
Expended	\$ -	\$ -	\$ -
Remaining Balance	\$ 4,400,000	\$ -	\$ 4,400,000

*Proposition K Sales Tax is being used toward the Planning and Design phases of this project and is included in Prop K financial report section. This total budget represents the non-Prop K project budget.

10 Townsend: Sansome Contraflow Signals

Planning & Environmental

Design (Including Bid & Award)

Construction

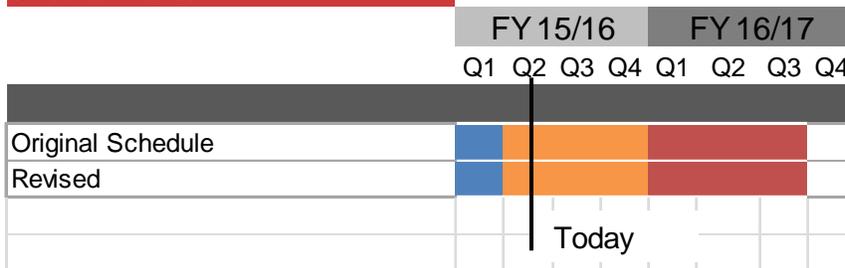


Current Total Budget*	\$	2,059,000	Original Budget*	\$	2,059,000
Funds Currently Allocated					
	Bond Funds		Other Funds		Total
Allocated to Date	\$	1,872,000	\$	-	\$ 1,872,000
Encumbered	\$	-	\$	-	\$ -
Expended	\$	-	\$	-	\$ -
Remaining Balance	\$	1,872,000	\$	-	\$ 1,872,000

*Proposition K Sales Tax is being used toward the Planning and Design phases of this project and is included in Prop K financial report section. This total budget represents the non-Prop K project budget.

14 Mission: Inner Mission Transit Priority Project

Planning & Environmental
Design (Including Bid & Award)
Construction

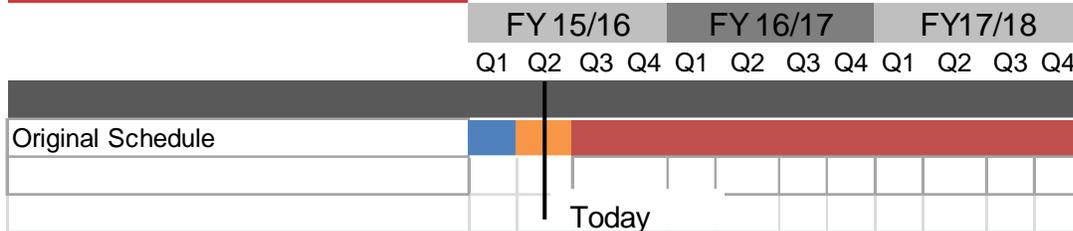


Current Total Budget*	\$	7,224,000	Original Budget*	\$	7,224,000
Funds Currently Allocated					
	Bond Funds		Other Funds		Total
Allocated to Date	\$	514,000	\$	-	\$ 514,000
Encumbered	\$	-	\$	-	\$ -
Expended	\$	-	\$	-	\$ -
Remaining Balance	\$	514,000	\$	-	\$ 514,000

*Proposition K Sales Tax is being used toward the Planning and Design phases of this project and is included in Prop K financial report section. This total budget represents the non-Prop K project budget.

14 Mission: Mission & S Van Ness Transit Priority Project

Planning & Environmental
 Design (Including Bid & Award)
 Construction



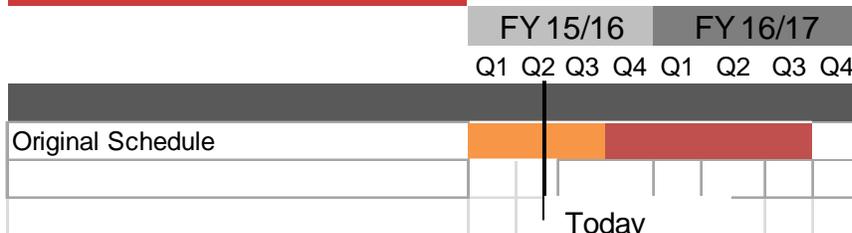
Current Total Budget* \$ 2,070,000 **Original Budget*** \$ 2,070,000

Funds Currently Allocated				
	Bond Funds	Other Funds	Total	
Allocated to Date	\$ 1,390,000	\$ 120,000	\$ 1,510,000	
Encumbered	\$ -	\$ -	\$ -	
Expended	\$ -	\$ 394	\$ 394	
Remaining Balance	\$ 1,390,000	\$ 119,606	\$ 1,509,606	

*Proposition K Sales Tax is being used toward the Planning and Design phases of this project and is included in Prop K financial report section. This total budget represents the non-Prop K project budget.

22 Fillmore OCS Bypass Wires on 16th St

Planning & Environmental
 Design (Including Bid & Award)
 Construction

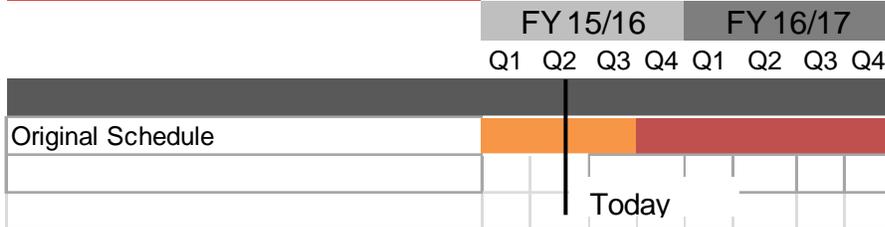


Current Total Budget \$ 748,000 **Original Budget** \$ 748,000

Funds Currently Allocated				
	Bond Funds	Other Funds	Total	
Allocated to Date	\$ 748,000		\$ 748,000	
Encumbered	\$ -	\$ -	\$ -	
Expended	\$ -	\$ -	\$ -	
Remaining Balance	\$ 748,000	\$ -	\$ 748,000	

22 Fillmore OCS Improvements on Church & Duboce

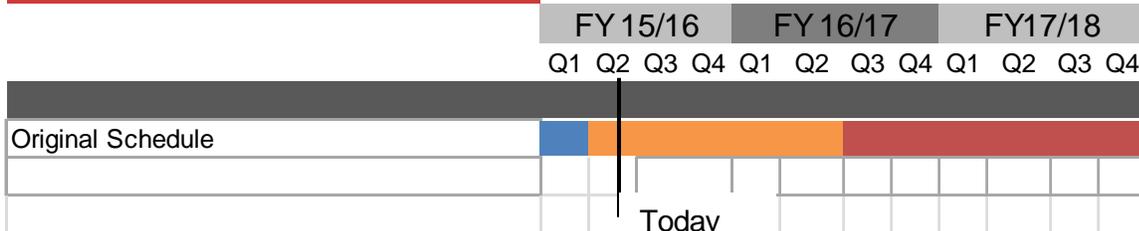
Planning & Environmental
 Design (Including Bid & Award)
 Construction



Current Total Budget	\$	2,000,000	Original Budget	\$	2,000,000
Funds Currently Allocated					
	Bond Funds		Other Funds		Total
Allocated to Date	\$	800,000	\$	-	\$ 800,000
Encumbered	\$	-	\$	-	\$ -
Expended	\$	-	\$	-	\$ -
Remaining Balance	\$	800,000	\$	-	\$ 800,000

28 19th Avenue: 19th Ave Transit Priority Project

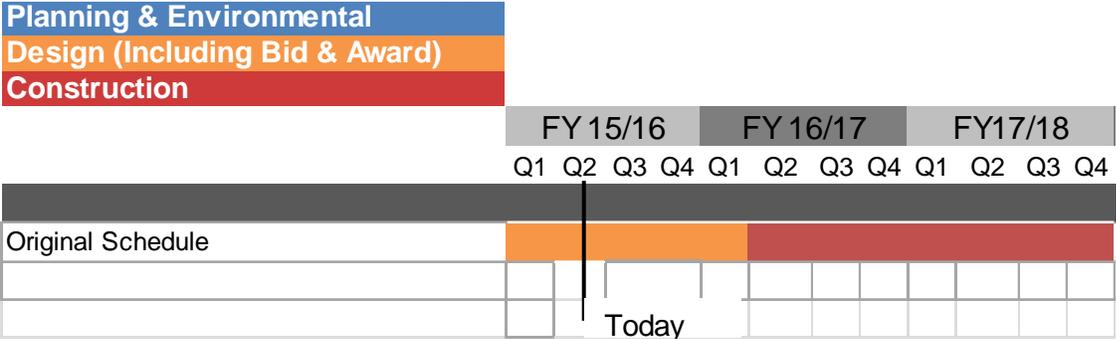
Planning & Environmental
 Design (Including Bid & Award)
 Construction



Current Total Budget*	\$	22,965,000	Original Budget*	\$	22,965,000
Funds Currently Allocated					
	Bond Funds		Other Funds		Total
Allocated to Date	\$	4,125,000	\$	-	\$ 4,125,000
Encumbered	\$	-	\$	-	\$ -
Expended	\$	-	\$	-	\$ -
Remaining Balance	\$	4,125,000	\$	-	\$ 4,125,000

*Proposition K Sales Tax is being used toward the Planning and Design phases of this project and is included in Prop K financial report section. This total budget represents the non-Prop K project budget.

30 Stockton: Terminal OCS Upgrades (overhead lines)



Current Total Budget	\$	4,307,000	Original Budget	\$	4,307,000
Funds Currently Allocated					
	Bond Funds		Other Funds		Total
Allocated to Date	\$	493,000		\$	493,000
Encumbered	\$	-	\$	-	\$ -
Expended	\$	-	\$	-	\$ -
Remaining Balance	\$	493,000	\$	-	\$ 493,000

To reassign to another Muni Forward project—Formerly 33 Stanyan: OCS Improvements on Guerrero: \$2,943,333

Budget and schedule will be provided when use of funds is finalized.

Caltrain Upgrades

Caltrain Communications-Based Overlay Signal System Positive Train Control Project (CBOSS-PTC)

The full project scope, schedule, and budget for CBOSS-PTC are being overseen by the Peninsula Corridor Joint Powers Board. The project is currently under construction.

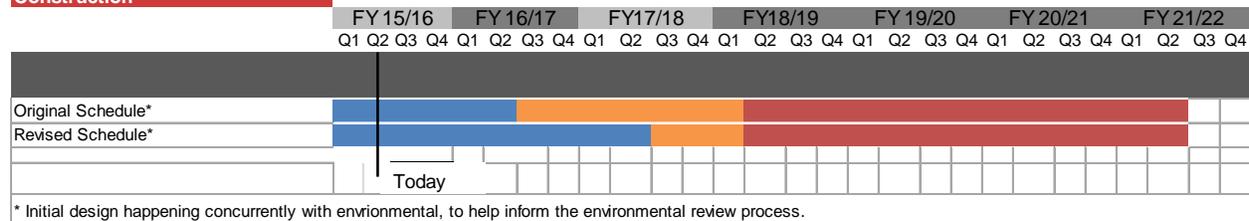
Current Total Budget	\$	7,760,000	Original Budget	\$	7,760,000
Funds Currently Allocated					
	Bond Funds		Other Funds*		Total
Allocated to Date	\$	7,760,000	N/A	\$	7,760,000
Encumbered	\$	-	N/A	\$	-
Expended	\$	-	N/A	\$	-
Remaining Balance	\$	7,760,000	N/A	\$	7,760,000

* The SFMTA is the fiscal agent for the disbursement of GO Bond funds toward this project and will ensure funds are spent in accordance with Bond requirements. Oversight of the larger project's finances and status is being overseen by the City and County of San Francisco, via its role on the Peninsula Corridor Study Joint Powers Board.

Major Transit Corridor Improvements

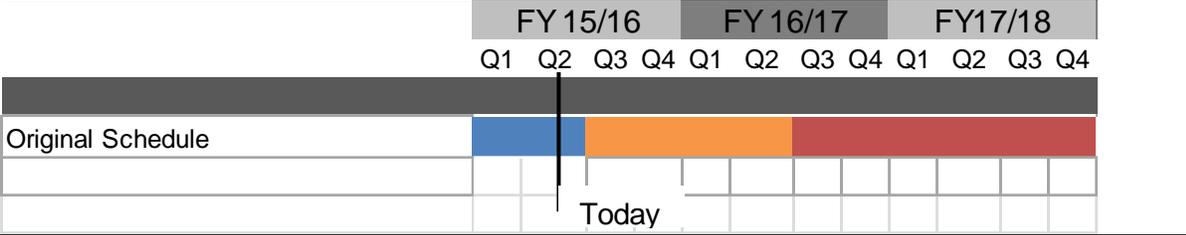
Better Market Street

Planning & Environmental
Design (Including Bid & Award)
Construction



Geary Pedestrian Improvements (a portion of the Geary Bus Rapid Transit Phase 1 Project)

- Planning & Environmental
- Design (Including Bid & Award)
- Construction

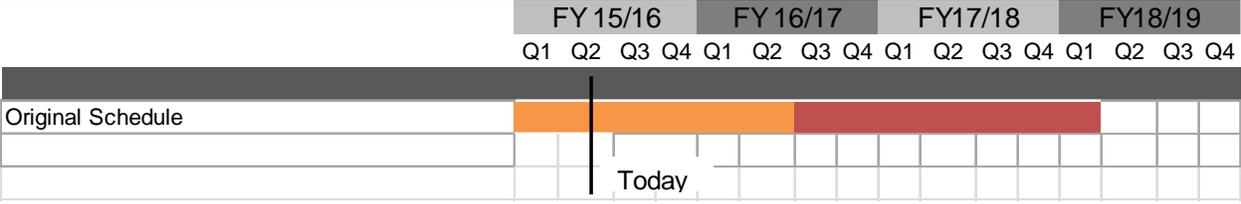


Current Total Budget	\$ 33,656,000	Original Budget	\$ 33,656,000
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Funds Currently Allocated			
	Bond Funds	Other Funds	Total
Allocated to Date	\$ 1,606,500	\$ 3,018,405	\$ 4,624,905
Encumbered	\$ -	\$ -	\$ -
Expended	\$ 42,494	\$ 785,821	\$ 828,315
Remaining Balance	\$ 1,564,006	\$ 2,232,584	\$ 3,796,590

New Signals on High Injury Corridors

- Planning & Environmental
- Design (Including Bid & Award)
- Construction



Current Total Budget	\$ 2,650,000	Original Budget	\$ 2,650,000
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Funds Currently Allocated			
	Bond Funds	Other Funds	Total
Allocated to Date	\$ 450,500	\$ -	\$ 450,500
Encumbered	\$ -	\$ -	\$ -
Expended	\$ 28,265	\$ -	\$ 28,265
Remaining Balance	\$ 422,235	\$ -	\$ 422,235

Pedestrian Safety Improvements Related to Muni Forward

Scope being delivered with other Muni Forward projects and will follow those project schedules.

Current Total Budget	\$ 3,316,000	Original Budget	\$ 3,316,000
Funds Currently Allocated			
	Bond Funds	Other Funds	Total
Allocated to Date	\$ 3,316,000	\$ -	\$ 3,316,000
Encumbered	\$ -	\$ -	
Expended	\$ -	\$ -	\$ -
Remaining Balance	\$ 3,316,000	\$ -	\$ 3,316,000

MEASURING SUCCESS

With the passage of this Bond, the City committed to provide improved transit and safer streets. Staying on scope, schedule, and budget are important measures that we are on track, but equally important is the delivery of specific improvement. SFMTA staff are working to identify the best metrics and will track both physical improvements and outcomes, as projects are completed.