



RESOLUTION ADOPTING THE SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY FISCAL YEAR 2014/15 ANNUAL BUDGET AND WORK PROGRAM AND AMENDING THE 2013 PROP K STRATEGIC PLAN BASELINE

WHEREAS, Pursuant to State statutes (PUC Code Sections 131000 et seq.), the Transportation Authority must adopt an annual budget for Fiscal Year (FY) 2014/15 by June 30, 2014; and

WHEREAS, As called for in the Transportation Authority's Fiscal Policy (Resolution 14-43) and Administrative Code (Ordinance 14-01), it is the responsibility of the Finance Committee to set both the overall budget parameters for administrative and capital expenditures, the spending limits on certain line items, as well as to recommend adoption of the budget to the Transportation Authority Board prior to June 30 of each year; and

WHEREAS, The Transportation Authority's proposed FY 2014/15 Work Program includes activities in five major functional areas that are overseen by the Executive Director: 1) Policy and Programming, 2) Capital Projects delivery support and oversight, 3) Planning, 4) Technology Services, and 5) Finance and Administration; and

WHEREAS, These categories of activities are organized to efficiently address the Transportation Authority's designated mandates, including overseeing the Prop K Sales Tax Expenditure Plan, functioning as the Congestion Management Agency for San Francisco, acting as the local program manager for the Transportation Fund for Clean Air program, administering the \$10 Prop AA Vehicle Registration Fee and operating as the new Treasure Island Mobility Management Agency for San Francisco; and

WHEREAS, The agency's organizational approach also reflects the principle that all activities at the Transportation Authority contribute to the efficient delivery of transportation plans



and projects, even though many activities are funded with a combination of revenue sources and in coordination with a number of San Francisco agencies as well as and federal, state and regional agencies; and

WHEREAS, Attachment A contains a description of the Transportation Authority's proposed Work Program for FY 2014/15; and

WHEREAS, Attachment B displays the proposed budget in a format described in the Transportation Authority's Fiscal Policy; and

WHEREAS, Total revenues are projected to be \$154.8 million and sales tax revenues, net of interest earnings, are projected to be \$91.8 million, or 59.3% of FY 2014/15 revenues; and

WHEREAS, Total expenditures are projected to be about \$225.4 million, and of this amount, capital project costs are \$214.5 million, or 95.1% of total projected expenditures, with 4.1% of expenditures budgeted for administrative operating costs, and 0.8% for debt service and interest costs; and

WHEREAS, Budgeted expenditures for administrative operating costs include \$3.2 million for non-personnel costs, which incorporate an increase in office rental costs (FY 2014/15 is the first year of unsubsidized rent since the agency moved to 1455 Market in 2012) and the second and final tranche of one-time consultant and temporary staff costs related to implementation of the Enterprise Resource Planning (ERP) software system; and

WHEREAS, The increase in office rental costs and the ERP, exacerbated by a decrease in state Planning, Programming and Monitoring funds, result in a need for an additional \$611,840 in the Sales Tax Program for operations in FY 2014/15, which Transportation Authority staff has proposed to fund by a one-time .7% increase in the 6.1% Prop K off the top allowance for sales tax administration, planning, programming and project delivery support and oversight, temporarily raising it to 6.8%; and



WHEREAS, The division of revenues and expenditures into the sales tax program, CMA program, TFCA program, Prop AA program and TIMMA program on Attachment B reflects the five distinct Transportation Authority responsibilities and mandates; and

WHEREAS, At its April 23, 2014 meeting, the Citizen Advisory Committee was briefed on the subject request and adopted a motion of support for the staff recommendation; and

WHEREAS, At its May 13, 2014 meeting, the Finance Committee reviewed and unanimously recommended approval of the staff recommendation; now, therefore, be it

RESOLVED, That the attached San Francisco County Transportation Authority FY 2014/15 Budget and Work Program are hereby adopted and the 2013 Prop K Strategic Plan Baseline is hereby amended.

Attachments:

- A. FY 2014/15 Annual Work Program
- B. FY 2014/15 Annual Budget



The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 20<sup>th</sup> day of May, 2014, by the following votes:

**Ayes:** Commissioners Avalos, Breed, Chiu, Cohen, Farrell, Kim, Tang, Wiener and Yee (9)

**Nays:** (0)

**Absent:** Commissioners Campos and Mar (2)

John Avalos 5-28-14  
Date

John Avalos  
Chair

ATTEST: Tilly Chang 6/5/14  
Date

Tilly Chang  
Executive Director

**Attachment A**  
Proposed Fiscal Year 2014/15 Annual Work Program



The Transportation Authority's proposed Fiscal Year (FY) 2014/15 Work Program includes activities in five major functional areas overseen by the Executive Director: 1) Policy and Programming, 2) Capital Projects delivery support and oversight, 3) Planning, 4) Technology Services, and 5) Finance and Administration. These categories of activities address the Transportation Authority's designated mandates. These include overseeing the Prop K Sales Tax Expenditure Plan, functioning as the Congestion Management Agency (CMA) for San Francisco, acting as the local program manager for the Transportation Fund for Clean Air (TFCA) program, administering the \$10 Prop AA vehicle registration fee and operating as the new Treasure Island Mobility Management Agency (TIMMA). Our organizational approach also reflects the principle that all activities at the Transportation Authority contribute to the efficient delivery of transportation plans and projects, even though many activities are funded with a combination of revenue sources and in coordination with a number of San Francisco agencies as well as federal, state and regional agencies. The proposed Work Program reflects the coordinated manner in which activities are managed by the Transportation Authority, by functional areas and projects.

**POLICY AND PROGRAMMING**

The FY 2014/15 Work Program for the Policy and Programming division focuses on strategic funding and policy issues that affect the implementation of many of the important improvements to the transportation system made possible by the passage of Prop K, emerging new priorities identified through the San Francisco Transportation Plan (SFTP), and guidance from the Board.

**Revenue Advocacy.** As always, opportunities to improve leveraging (i.e., matching) of Prop K funds with other federal, state, regional or local funds remain critically important. Given the political climate at the state and federal levels, FY 2014/15 presents a fairly bleak outlook for increased revenues at the state (with cap and trade revenues being a modest exception) and federal level (with a lack of near-term political will to identify new/increased revenues to address the impending bankruptcy in the Federal Highway Trust Fund). Yet there are also opportunities such as further stabilizing state transportation revenues to provide a more reliable revenue stream and increased opportunities for public-private partnerships (P3) and pricing initiatives. This climate underscores the need for clear priorities, ensuring that San Francisco projects are truly competitive for discretionary programs, and ongoing oversight to comply with timely-use-of-funds deadlines so that funds are not lost to projects or to San Francisco.

In the meantime, we will continue active involvement in the development of proposals for new transportation revenues, particularly at the regional and state levels such as participating in the new revenue advocacy efforts stemming from the Metropolitan Transportation Commission's (MTC's) Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS). At the state level, we also coordinate with the Self Help Counties Coalition, an advocacy organization for transportation sales tax authorities. Locally, we continue to support efforts building off of the Mayor's Transportation 2030 Task Force, which include targeting the November 2014 ballot for consideration of a vehicle license fee and a general obligation bond.

**Prop K Strategic Plan.** The 2014 update of the Prop K Strategic Plan and the 21 5-Year Prioritization Programs (5YPPs) covering FYs 2014/15 through 2018/19 provide a strong framework for this funding advocacy and prioritization work. The updates are a multi-jurisdictional effort led by the Policy and Programming division and involving all other Transportation Authority divisions, the Board, the public and project sponsors. They involve broad-based discussions regarding prioritization criteria, project readiness, project phasing options, timing of environmental clearances, full funding plans and strategies including options for advancing or swapping different fund sources, and other technical information. The result will be a well-considered plan that maximizes the Transportation Authority's ability to leverage the Prop K

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program while minimizing financing costs and expediting delivery of transportation improvements.

**Project Delivery Support and Oversight.** The Policy and Programming division, in coordination with the Capital Project division, provides project delivery oversight and support for the Prop K, Prop AA (vehicle registration fee) and Transportation Fund for Clean Air programs, which are administered by the Transportation Authority, as well as for projects funded with other federal, state and regional funds programmed by the Transportation Authority as Congestion Management Agency (CMA) for San Francisco or as requested by the Metropolitan Transportation Commission (MTC) in our role as CMA. This role involves ongoing coordination, technical knowledge, advocacy and significant ‘trouble-shooting’ among project sponsors, funding and oversight agencies, and occasionally community stakeholders.

**Legislation.** In addition, the Transportation Authority monitors state legislation affecting San Francisco’s transportation programs, and develops strategies for advancing legislative initiatives beneficial to San Francisco’s transportation programs. The Policy and Programming division also provides funding, legislative, and policy support to efforts led by the Planning and Capital Projects divisions, and coordinates with the Mayor’s office, the Self Help Counties Coalition, and other city and regional agencies.

**Fund Programming and Allocations.** Programming has traditionally been a cyclical set of activities, but the multiplicity of fund programs handled by the Transportation Authority result in a steady year-round workload, exacerbated during particularly acute peaks, such as the end of the fiscal year when we bring annual Prop K allocation requests and TFCA programming recommendations for the upcoming fiscal year to the Board for approval. Based on the Prop AA Strategic Plan and ongoing conversations with project sponsors, we are anticipating about \$8.7 million in new allocations for Prop AA capital expenditures. In addition, we anticipate programming just about \$750,000 to new TFCA capital projects. The amount of new allocations anticipated for Prop K is under development as part of the Strategic Plan update, with significant revisions being made to account for the proposed November 2014 local ballot measures. Thus, for the draft FY 2014/15 capital budget, we are assuming a placeholder of \$152 million for new allocations pending completion of the update later this spring.

The following activities are anticipated for the Policy and Programming division in the upcoming fiscal year:

- Prop K Allocation Requests: Evaluate project sponsor applications and amendments.
- Prop K Strategic Plan and 5YPP: Manage ongoing implementation and amendments in coordination with Capital Projects, Planning, and Finance and Administration divisions.
- In close coordination with the Planning division, support roll-out of the Neighborhood Transportation Improvement Program (NTIP) and Vision Zero Committee.
- Prop K Project Delivery Oversight and Support: Provide oversight and support of delivery of all programmatic (i.e., non-project specific) categories in Prop K, with primary responsibility for all programmatic categories (e.g., bicycle and pedestrian circulation and safety, transit preferential streets, traffic calming, signs and signals), except for transit rehabilitation categories where the Policy and Programming division supports the Capital Projects division, particularly in funding assessments and strategy.
- Provide Board support for participation on regional agencies such as MTC, Association of Bay Area Governments (ABAG), the Bay Area Air Quality Management District (BAAQMD) and other bodies.
- Prop K Customer Service and Efficiency Improvements: In concert with the Finance and Administration, Capital Projects and Technology Services divisions, continue to implement initiatives

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(e.g. through further development of the Portal – a web-based grants management database, developing delegated allocation authority policies for Board consideration) to improve efficiency and user-friendly features that reduce administrative burdens, while reinforcing transparency and accountability objectives.

- **Project Controls and Oversight System:** Work with Capital Project, Technology Services, and Finance and Administration divisions to improve project delivery monitoring and reporting, including assessments of project readiness and expenditure status and project reporting to the public through MyStreetSF.com and other means.
- **RTP/SCS and SFTP Implementation Support:** Work closely with the Planning division to represent San Francisco’s interests and project priorities in follow-up activities stemming from the 2013 adoption of the SFTP and the RTP/SCS, including supporting initial planning efforts that will feed into the next RTP/SCS update (anticipated adoption 2017), , development of guidelines for regional cap and trade funds, new revenue advocacy and other policy initiatives; support Planning division’s efforts to develop the OBAG Transportation Investment and Growth Strategy in coordination with relevant city agencies, regional transit operators, and other stakeholders
- **Regional Transit Expansion Agreement (MTC Resolution 3434):** Provide ongoing advocacy for San Francisco priorities such as Caltrain Electrification, the Caltrain Downtown Extension and Van Ness Bus Rapid Transit (BRT).
- **Prop AA Vehicle Registration Fee:** Evaluate project sponsor applications and amendments; provide project delivery oversight and support; review and approve reimbursement requests; further develop and enhance project delivery reporting and increase public awareness of the program.
- **Lifeline Transportation Program:** Work with sponsors and MTC to implement programming recommendations from Cycle 3; coordinate with transit operators that directly receive funds under revised program guidelines; collect performance data from sponsors, monitor project delivery, and assist sponsors with obligation of funds in a timely manner.
- **TFCA Annual Local Programming Cycle:** Determine priorities, manage program, assist sponsors with applications and amendments.
- **TFCA Administration:** Work with CMAs and Bay Area Air Quality Management District to further streamline TFCA administration and potentially seek legislative reform.
- **TFCA Regional Programming Cycle:** Assist sponsors with applications.
- **CMA Project Delivery Support and Oversight:** As CMA, assist MTC with oversight of San Francisco projects funded with federal, state, regional and other funds, whether directly prioritized by the Transportation Authority or not, consistent with assigned CMA responsibilities; provide assistance to sponsors with timely-use-of funds deadlines and work to ensure no loss of funds to San Francisco projects.
- **State Transportation Improvement Program (STIP):** Provide ongoing assistance with project sponsor allocation and amendment requests to avoid loss of funds given stringent timely-use-of-funds requirements; actively work with, Bay Area CMAs, MTC and the Self Help Counties Coalition to advance San Francisco’s interests and provide input to state-level efforts to revise STIP guidelines, requirements and funding mechanisms.
- **Interregional Transportation Improvement Program:** Manage prioritization of San Francisco

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projects and negotiation with other Bay Area CMAs, MTC, and the state.

- Central Subway and Transbay Transit Center/Downtown Extension Funding and Financing Strategy Support: Assist the San Francisco Municipal Transportation Agency (SFMTA) with ongoing refinement and implementation of a strategy that includes support for timely appropriation of Federal New Starts funds committed to the project, timely allocation of Prop 1B transit formula funds from the California Transportation Commission (CTC), allocation of the Regional Improvement Program (RIP) funds committed to the project by the Transportation Authority and programmed in the 2014 STIP, and development of a fund swap strategy to meet the project's cash flow needs since not all of the New Starts and RIP funds will be available when needed. Similarly, this division provides funding advocacy and strategy support, in coordination with the Capital Projects division, for the Transbay Transit Center/Downtown Extension project, including participation in the City's working group on this topic.
- Regional, State and Federal Funds: Provide advocacy (including MTC/Partnership and Bay Area CMA committee work) and ongoing coordination with and appearances before the MTC, CTC, and federal agencies on behalf of San Francisco project sponsors.
- Federal Transportation Improvement Program (TIP): Working closely with project sponsors, MTC and Caltrans, prepare amendments and updates for San Francisco's non-transit projects; serve as a resource to advocate for the timely and accurate inclusion of San Francisco projects in the TIP, a critical milestone for obtaining state and federal funding and receiving certain federal approvals. (coordination and processing with MTC and project sponsors).
- State and Federal Legislation: Manage tracking, strategy and development in coordination with all other Transportation Authority divisions and project sponsors.
- Transit Effectiveness Project (TEP), WalkFirst and Bicycle Strategy: In coordination with the Planning division, provide input to the SFMTA on outreach and design for the TEP, WalkFirst and Bicycle Strategy and assist with development of funding and project delivery strategies to implement capital recommendations, including near-term Vision Zero capital improvements.
- Better Streets Plan/Complete Streets: Provide assistance with development of implementation strategy and ongoing efforts to streamline and support complete streets planning, approvals, project delivery, etc.
- Prop B Grants: Work with project sponsors to close out remaining Prop B grants.
- eFleet: Carsharing Electrified Project: Act as a fiscal agent to support City CarShare, a Bay Area non-profit organization, in deploying a fleet of electric vehicles with supportive infrastructure and operations.

## **CAPITAL PROJECTS**

The Capital Projects division works to facilitate the timely and cost-effective delivery of Transportation Authority-funded transportation projects and programs, and to ensure smooth implementation of a limited set of projects for which we serve as lead agency.

**Major Capital Project Support and Oversight.** The Capital Projects division will focus its oversight efforts on the delivery of the Prop K major capital projects, such as the Presidio Parkway, the SFMTA's

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Central Subway, and the Caltrain Downtown Extension/Transbay Terminal (Transbay Transit Center). The Capital Projects division also provides primary oversight of Prop K projects in four programmatic categories: transit vehicles, guideways, facilities and systems, and the Caltrain Capital Improvement Program, supported by the Policy and Programming division.

**Engineering Support.** The Capital Projects division provides engineering support for Transportation Authority-, Caltrans- and SFMTA-led planning efforts, while coordinating with the Planning and the Policy and Programming divisions, as well as regional, state, and federal funding partners to expedite review of grant applications and Prop K and Prop AA allocation requests. The Capital Projects division provides technical assistance to help project sponsors meet timely use of funds deadlines and other requirements, to avoid the loss of discretionary state and federal grant funds.

Key activities for FY 2014/15 for the Capital Projects division include the following:

- Presidio Parkway Project: Continue supporting California Department of Transportation (Caltrans) with construction management and design support during construction; serve as lead for various components of the P3 contract; work with Caltrans to ensure compliance with conditions associated with prior allocations of federal economic stimulus funds; actively assist Caltrans with oversight of the P3 contract including implementation of various programs outlined in the contract such as the Workforce Development Program and the Underutilized Disadvantaged Business Enterprise Program.
- Central Subway: With funding support from Policy and Programming division, provide project management oversight and scope/cost/schedule and funding assessment.
- Transbay Transit Center: Project management oversight; scope/cost/schedule and, in coordination with Policy and Programming division, funding assessment and strategy.
- Prop K Transit State of Good Repair Categories: Allocation support, including scope/cost/schedule assessment and project delivery oversight, especially for major capital projects such as Islais Creek Maintenance Facility, and the Radio Replacement project.
- I-80/Yerba Buena Island (YBI) Interchange Improvement Project: Continue to lead construction of the East Side Ramps. Continue final engineering and design of the West Side Bridges; continue management activities with Caltrans, the Bay Area Toll Authority, the Office of Economic and Workforce Development and Treasure Island Development Authority.
- Caltrain Electrification and California High-Speed Rail Program: With support from the Planning division, coordination with the California High-Speed Rail Authority (CHSRA) and San Francisco agencies on issues affecting the city; work with Caltrain, the MTC, the Mayor's Office and other Peninsula and regional stakeholders to monitor delivery of the Caltrain Electrification project including the Communications Based Overlay Signal System (CBOSS), and with support from the Policy and Programming division, work with the Mayor's Office on development and implementation of a funding strategy for San Francisco's local partner contribution to the Electrification and CBOSS projects.
- Van Ness Avenue Bus Rapid Transit (BRT) Project engineering support, environmental compliance, and general project oversight. Work closely with SFMTA and an interagency project team to maintain project integrity and quality while controlling budget and schedule. Assist in key local project approvals from Arts Commission and Historic Preservation Commission, as well as the Caltrans approvals and the FTA Small Starts Grant Agreement.

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- Transportation Authority-led Prop K Projects: Engineering support for Prop K projects including the Geary Corridor BRT environmental studies, Balboa Park Station Area planning and engineering efforts (scope/cost/schedule assessment, modeling support, project management oversight), Quint-Jerrold Connector Road, and 19th Avenue Bulb-out Project (Caltrans coordination, project management oversight during the production of a Project Study Report/Project Report document and environmental studies).
- Support for SFMTA-led Third Street Phase III Initial Study and 19th Avenue/M-Ocean View Project Pre-Environmental Study phase, including support for Caltrans coordination during the production of a Project Study Report-Project Development Support document.
- CMA Project Delivery Oversight and Support: Engineering support for state and federal grants programmed by the Transportation Authority in its role as CMA; scope/cost/schedule assessment to assist with timely-use of-funds compliance and issue resolution.
- 2014 Prop K Strategic Plan and 5YPP Updates: In coordination with the Policy and Programming division, monitor, and report Prop K cash flow needs for major capital and transit SOGR projects to forecast financing needs and to provide input to Strategic Plan and 5YPP updates; manage Prop K reimbursements to project sponsors for major capital projects and four transit rehabilitation categories; support other divisions for reimbursement and oversight of remaining Prop K projects.
- Project Controls and Oversight System: Continue maintenance and enhancement of project controls data management system, in coordination with Finance and Administration, Policy and Programming and Technology Services divisions.
- Oversee the system design and development of the concept of operations for the TIMMA through close collaboration with the Planning division. This effort will require integration of policies with SFMTA and the Bay Area Tolling Authority (BATA) and coordination of project scope, schedule and implementation with a number of local partners.
- Lead the construction phase of the Folsom Off-Ramp Realignment Project for the Office of Community Investment and Infrastructure.

## **PLANNING**

The Transportation Authority's planning activities for FY 2014/15 will focus on supporting the implementation of the San Francisco Transportation Plan (SFTP) and Plan Bay Area. This includes scoping and coordination of a regional transit core capacity study and freeway management study (work to conduct these studies would require additional staff and budget resources). The division will also support a number of inter-agency, collaborative efforts including the work of the Vision Zero Task Force and Committee.

The division will release the Geary Corridor BRT Draft and Final Environmental Impact Statement/Environmental Impact Report (EIS/EIR), and initiate an intense planning phase to deliver the Treasure Island Transportation Implementation Plan as the recently designated TIMMA. On April 1, 2014, through Resolution No. 110-14, the San Francisco Board of Supervisors designated the Transportation Authority as the TIMMA for San Francisco to oversee the implementation of the Treasure Island Transportation Implementation Plan in accordance with the Treasure Island Transportation Management Act (AB 981), including congestion pricing and travel demand management on Treasure Island.

We anticipate the completion of the Geneva BRT Feasibility Study, and will continue to monitor the progress of other development and transportation infrastructure in the southeast part of the city. Transportation Authority staff will also support the SFMTA's 19th Avenue/M-Ocean View Project Pre-

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Environmental Study and work towards completion of the 19th Avenue Bulb Outs Project Study Report/Project Report.

Several studies that examine more effective management strategies for our transportation system will also advance this year including the Travel Demand Management Partnership Project, the Parking Supply and Utilization Study and follow up to the SFTP's SoMA Core Circulation Study. In coordination with other divisions, the Planning Division will also support the SFMTA's Waterfront Transportation Assessment, Third Street LRT Phase 3 Feasibility Study and anticipated Muni Rail Capacity Study.

Our neighborhood transportation planning work will include the completion of the Potrero Hill Neighborhood Transportation Plan and Chinatown Transportation Plan, the commencement of the Western Addition Neighborhood Transportation Plan, the continued monitoring and project delivery support for previous Neighborhood Transportation Plans, and the commencement of a new strategy for addressing neighborhood transportation needs with the Neighborhood Transportation Improvement Program (NTIP). The Planning division will also continue to lead the Quint-Jerrold Connector Road designs, outreach and environmental review.

The Planning division will work closely with the technology services division to support the Transportation Sustainability Program and the implementation of transportation environmental review standards that are consistent with San Francisco's Transit First policy and the recently-passed Senate Bill 743 (Steinburg).

We will continue to work closely with the Policy and Programming division and other external partners such as the San Francisco Planning Department on regional planning work related to the implementation of the region's first Sustainable Communities Strategy, Plan Bay Area. The Planning division works with the Capital Projects division for engineering support, Policy and Programming division for development of a funding strategy and legislative advocacy to support the various planning efforts and with the Technology Services division for travel demand forecasting and related analytical support.

The Planning division's activities for FY 2014/15 include:

- Geary Corridor BRT Study: Release Draft EIS/EIR along with associated public outreach, select Locally Preferred Alternative, and release a Final EIS/EIR.
- Treasure Island Transportation Implementation Plan: In close coordination with the Capital Projects division, commence planning and implementation of the Treasure Island Transportation Program; includes administrative setup and policy setting as the TIMMA and continued management of the Treasure Island Mobility Study.
- Van Ness Avenue BRT EIS/EIR Study: Support SFMTA-led design engineering phase including through ensuring environmental compliance.
- Vision Zero Task Force and Committee Support: With the Policy and Programming division, staff the Vision Zero Committee of the Board and support the inter-agency efforts to deliver the Vision Zero program of projects.
- Neighborhood Transportation Planning: Complete the Potrero Hill Neighborhood Transportation Plan and the Chinatown Neighborhood Transportation Plan; commence work on the Western Addition Neighborhood Transportation Plan; continue to monitor the delivery of previous Neighborhood Transportation Plans, and commence a new strategy for addressing neighborhood transportation needs with the NTIP (work beyond coordination, e.g. leading any planning efforts, would require additional staff and budget resources).

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- San Francisco Public-Private Travel Demand Management (TDM) Partnership Project: Evaluate TDM pilots for several area-wide working groups and finalize the TDM Strategy document.
- Parking Supply and Utilization Study: Finalize market analysis of San Francisco's parking supply and how it is currently being used in cooperation with SFMTA.
- Transit Core Capacity and Performance Study: Seek funding for and coordinate needs assessments of our core regional transit system, in partnership with both local and regional transit operators and planning agencies (work beyond this level of effort would require additional staff and budget resources). This work will follow the findings from the technical work the Transportation Authority led for Phase 2 of the Waterfront Transportation Assessment.
- Freeway Performance Initiative: Initiate the study of the performance and management of San Francisco's Freeway network and its supporting arterial system (lead role in conducting this study would require additional staff and budget resources).
- 19th Avenue Pedestrian and Transit Bulb-outs Project: Support Capital Project division to finalize designs and facilitate Caltrans approval process.
- Geneva BRT Feasibility Study: Finalize the Study and continue to coordinate with sponsors of other projects in the area including San Mateo County's US 101/Candlestick Interchange project.
- Better Market Street Project: Participate on an as-needed basis to provide comment on the alternatives analysis.
- Transportation Sustainability Project (TSP): Continue supporting this coordinated City effort, which includes the implementation of transportation environmental review standards that are consistent with San Francisco's Transit First policy and the recently-passed Senate Bill 743 (Steinburg).
- Quint-Jerrold Connector Road: With support from the Capital Projects division, continue working with Department of Public Works staff on the Quint Street Bridge Replacement and Quint-Jerrold Connector Road projects.
- Balboa Park Circulation Study Follow-On Analysis and CAC Support: Commence follow-on study of several ideas progressed through the Balboa Park Circulation Study through more detailed analysis.
- Congestion Management Program Update: Conduct speed surveys on the city's main arterial network, for both vehicle and surface transit for adoption and submittal to MTC as required of all CMAs biennially.
- RTP/SCS: Working with the Policy and Programming division, and the San Francisco Planning Department, support implementation of Plan Bay Area.
- California High-Speed Rail Planning in San Francisco: Work in collaboration with Capital Projects division and coordinate San Francisco input to CHSRA as well as Caltrain Electrification.
- Support Other/Outside Studies: Provide support to the SFMTA's TEP; Better Market Street Project, Transbay Transit Center District Plan, Easter Neighborhoods Transportation Plan and other area plans; Railyard Transportation Study; SFMTA Rail Capacity Plan; 19th Avenue Transit Pre-Environmental Study; and BART's Embarcadero Montgomery Station Area Capacity Study.
- Transportation/Land Use Coordination: Participate in activities, as required by MTC of all CMAs,

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including, in addition to RTP/SCS policy and program development as described above: One Bay Area Grant and Transportation Investment and Growth Policy initiatives; Freeway Performance Initiative and Express Lane Master Plan development, and integration of equity considerations into corridor transportation studies.

In addition, the Planning division attends coordination meetings with other city, regional and state agencies and community organizations as necessary to deliver the main products in the Work Program, and cover relevant MTC and Bay Area Partnership meetings as necessary to accomplish the program.

## **TECHNOLOGY SERVICES**

The Technology Services division will continue to coordinate all technology support needs at the Transportation Authority, including travel forecasting and analysis, data analysis, print graphics, the agency website, and internal systems. The division also serves as the research and development lead for the agency and works to support the analytical needs of numerous other city and regional agencies and development projects.

- Travel Forecasting and Analysis for Transportation Authority Studies: Provide modeling, data analysis, technical advice and graphics services to support the Planning, Capital Projects, and Policy and Programming divisions (e.g. Transportation Sustainability Program, Waterfront Transportation Analysis, Geneva BRT, Parking Pricing and Regulation Study, Treasure Island Pricing Program Planning, Freeway Performance Initiative, and the Geary Corridor BRT Environmental Analysis will depend on modeling support).
- Modeling Service Bureau: Provide modeling, data analysis, and technical advice to city agencies and consultants in support of many projects and studies; expected service bureau support this year will be provided for the Muni Rail Capacity Study, Railyard Study, Third Street Phase III Initial Study, and the 19th Avenue Investment Pre-Environmental Study.
- Data Dissemination Operations: Continue to serve as a data resource for city agencies, consultants, and the public and enhance data management and dissemination capabilities by developing web-based tools such as the “Count Dracula” portal for organizing, mapping, and analyzing traffic, bike, and pedestrian counts. Package and publish important results from the 2012 California Household Travel Survey.
- Complete the requirements for model consistency in coordination with MTC as a part of the Congestion Management Plan update.
- Land Use Growth Allocation Model Development and Land Use Analysis: Continue supporting the refinement of the Bay Area land use growth allocation model with Association of Bay Area Governments (ABAG) and MTC, and coordinate land use analysis activities in cooperation with the Planning Department and our regional partners: ABAG and MTC.
- Travel Demand Model Enhancements: Implement numerous SF-CHAMP and Dynamic Traffic Assignment model improvements, with special emphasis on transit reliability and model performance. Participate in a pooled effort with other MPOs to jointly develop model software.
- Support Related Research: Support researchers working on topics that complement and will enhance our understanding of travel behavior. Potential topics include: explore the fusion of multiple geographic data sources such as cell phone data with transit fare card, vehicle location, and passenger data; investigate bicycle route choice data before and after the implementation of bicycle

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infrastructure projects.

- **Project Controls and Oversight System:** Continue enhancing the system (e.g. Portal) in coordination with project sponsors, Capital Projects, Policy and Programming, and Finance and Administration divisions, assist with the implementation of new accounting software (including interfaces with the Project Controls and Oversight System), and enhance project delivery and reporting capabilities (both internal and public-facing).
- **Website Development:** Expand content and capabilities to add, maintain and enhance interactive project delivery reporting features such as the mystreetsf.com project map.
- **Graphics and Multimedia:** Provide support, strengthen the Transportation Authority's capabilities in producing high-quality graphic and multimedia materials in support of the agency work program, and maintain the existing Geographic Information System data and capabilities.
- **Information Technology:** Provide internal development and support; maintain existing technology systems including phone and data networks; develop new collaboration tools to further enhance efficiency and technological capabilities; and expand contact management capabilities.

**FINANCE AND ADMINISTRATION**

Finance and Administration activities during the year will include and continue:

- **Audits:** Prepare, procure, manage fiscal, compliance, and management audits.
- **Budget:** Develop and administer Transportation Authority budget, including performance monitoring, internal program and project tracking.
- **Accounting:** Maintain payroll functions, general ledger and accounting system, including paying, receiving and recording functions; complete implementation of the new enterprise resource planning system (business management and accounting software) to improve accounting functions, general ledger reconciliations and financial reporting, as well as enabling improved data sharing with project delivery oversight.
- **Reports and Financial Statements:** Monitor internal controls and prepare reports and financial statements.
- **Contract Support:** Oversee procurement process for professional consultant contracts, prepare contracts, manage compliance for contracts and associated Memoranda of Agreement and Understanding.
- **Grants Management:** Manage grants and prepare invoices for reimbursement.
- **Disadvantaged Business Enterprise and Local Business Enterprise:** Administer program, review and update policy for any new state and federal requirements, conduct outreach and review applications and award certifications.
- **Human Resources:** Administer recruitment, personnel and benefits management and office procedures.
- **Policies:** Maintain and update Administrative Code, fiscal, debt, procurement, investment, and travel policies.
- **Office Management and Administrative Support:** Maintain facilities and provide procurement of

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goods and services and administration of services contracts.

- Legal Issues: Manage routine legal issues, claims and public records requests.
- Capital Financing Program Management: Provide monitoring of financial performance, maintain the cash flow model, analyzing finance options, developing recommendations, issuing and managing debt.
- Transportation Authority Board and Committee Support: Provide assistance to the Clerk of the Authority as required with preparation of agenda packets and minutes, updates to website and clerking meetings.
- Front Office / Reception: Greet visitors, respond to general inquiries from the public and other agencies, and assist staff with general office requests.

**EXECUTIVE DIRECTOR**

The Executive Director's office is responsible for directing the agency, for the development of the annual emphasis areas and plans, and for the efficient management of staff to accomplish assigned and established work products and goals. The Executive Director's office is responsible for regular and effective communications with the Board, the Mayor's Office, and San Francisco's elected representatives at the state and federal levels; for coordination and partnering with other city agencies, regional, state and federal agencies, and other CMAs. In this 25<sup>th</sup> Anniversary year of the agency, the Executive Director's office anticipates leading special commemorative activities to highlight major Prop K accomplishments and program management activities. The Executive Director's office is also responsible for general external communications, including community and press relations and advocacy issues.



**Attachment B  
Proposed Fiscal Year 2014/15 Annual Budget**

	Proposed Budget by Fund						Change from prior year: Increase/ (Decrease)	Amended Budget Fiscal Year 2013/14
	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund For Clean Air Program	Registration Fee For Transportation Improvements Program	Treasure Island Mobility Management Agency Program	Proposed Budget Fiscal Year 2014/15		
<b>Revenues:</b>								
Sales Tax Revenues	\$ 91,826,191	\$ -	\$ -	\$ -	\$ -	\$ 91,826,191	\$ 88,294,414	
Vehicle Registration Fee	-	-	-	4,727,718	-	4,727,718	4,727,760	
Interest Income	386,049	-	2,677	3,280	-	392,006	526,497	
Federal/State/Regional Revenues	-	50,640,514	747,116	-	747,799	52,135,429	19,098,349	
Other Revenues	5,614,230	60,990	-	-	-	5,675,220	132,543	
<b>Total Revenues</b>	<b>97,826,470</b>	<b>50,701,504</b>	<b>749,793</b>	<b>4,730,998</b>	<b>747,799</b>	<b>154,756,564</b>	<b>112,779,563</b>	
<b>Expenditures:</b>								
Capital Projects Costs	152,078,267	50,817,008	809,871	10,458,813	329,000	214,492,959	124,054,194	
Administrative Operating Costs	6,413,933	2,024,526	37,355	261,387	418,799	9,156,000	8,544,520	
Debt Service	1,786,600	-	-	-	-	1,786,600	16,606,000	
<b>Total Expenditures</b>	<b>160,278,800</b>	<b>52,841,534</b>	<b>847,226</b>	<b>10,720,200</b>	<b>747,799</b>	<b>225,435,559</b>	<b>149,204,714</b>	
<b>Other Financing Sources (Uses):</b>	(2,140,030)	2,140,030	-	-	-	-	-	
<b>Net Change in Fund Balance</b>	<b>\$ (64,592,360)</b>	<b>\$ -</b>	<b>\$ (97,433)</b>	<b>\$ (5,989,202)</b>	<b>\$ -</b>	<b>\$ (70,678,995)</b>	<b>\$ (36,425,151)</b>	
Budgetary Fund Balance, as of July 1	\$ (113,479,664)	\$ -	\$ 271,678	\$ 8,895,681	\$ -	\$ (104,312,305)	\$ (67,887,154)	
Budgetary Fund Balance, as of June 30	\$ (178,072,024)	\$ -	\$ 174,245	\$ 2,906,479	\$ -	\$ (174,991,300)	\$ (104,312,305)	