

San Mateo County Transit District

4-Year Capital Improvement Plan, FY26-29

including 10-Year Capital Program, FY26-35

July 2, 2025



Letter from the General Manager and CEO April Chan

SamTrans plays an essential role in connecting San Mateo County by providing bus and other transit services, and we have essentially recovered 100% of pre-Covid ridership by maintaining a focus on delivering reliable, safe, and efficient service. To maintain excellent service into the future, SamTrans must be thoughtful and strategic in how we manage existing capital assets while investing for future needs. To this end, I am very pleased to present the 4-Year Capital Improvement Plan (CIP) for Fiscal Year (FY) 2026 through 2029, which outlines SamTrans' capital priorities and approach to funding them. The plan builds on the District's Strategic Plan by advancing capital projects that support the Plan's goals and objectives.

SamTrans has a range of capital needs areas over the next four years, including maintaining existing assets, investing in new capital assets, and responding to urgent external challenges such as climate change. Key investment priorities include state of good repair projects, supporting SamTrans' transition to a zero-emission future, advancing implementation of the Bus Stop Improvement Project, and responding to rising sea levels at the North Base facility.

This is the right time to act intentionally to address our capital needs as we face a projected operating deficit starting in FY27. The CIP will provide essential guidance on funding crucial projects and maintaining our assets in this challenging financial environment. Given the scale of capital needs, we do not anticipate fully funding all proposed capital projects within the FY26 to FY29 timeframe – the CIP will help us understand investment tradeoffs and remain flexible amidst financial uncertainty to ensure we fund the agency's highest priority capital projects.

While the situation is dynamic, I am confident this plan will set SamTrans on a path to continue providing excellent service and meeting the evolving needs of our community of riders and employees, while ensuring we have the appropriate capital infrastructure to support these services.

Sincerely,

April Chan

General Manager and CEO

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Introduction

The San Mateo County Transit District's (District) newly adopted Strategic Plan, [*Moving San Mateo County*](#), serves as the foundational strategic planning document to guide the District and SamTrans through fiscal year (FY) 2035. The 4-year Capital Improvement Plan for FY26-29 (FY26-29 CIP) builds upon the vision, mission, and six core values of the Strategic Plan by recommending a fiscally constrained list of capital projects that advances the District's strategic objectives and highest-priority capital needs.

To develop the FY26-29 CIP, District staff comprehensively inventoried 10 years of anticipated capital needs (10-Year Capital Program). The 10-Year Capital Program includes projects required to meet regulatory and legal mandates, such as projects focused on maintaining state of good repair (SOGR) and transitioning to a zero-emission fleet; projects that advance Board priorities; and projects that further the District's Strategic Plan. The 10-Year Capital Program includes SamTrans-specific capital projects (e.g., bus maintenance and fleet replacement), as well as SamTrans' share of the District's shared service capital expenses. However, it does not include capital needs or expenses for Caltrain or the San Mateo County Transportation Authority (TA).

This document includes:

- A high-level overview of developing, funding, constraining, and updating the FY26-29 CIP. The list of projects in the FY26-29 CIP is included in Appendix A. Appendix C provides further details on the development of the FY26-29 CIP.
- A summary of the 10-year Capital Program, which is the unconstrained capital project need for FY26 through FY35. This section includes a summary of unconstrained project costs by year and project category for the full 10 years, as well as a discussion of anticipated funding gaps. The unconstrained list of projects in the 10-Year Capital Program is included in Appendix B.

Relevant Plans and Documents Informing the Capital Program

In addition to the District's Strategic Plan, the CIP is informed by the following plans and documents:

- Revenue Forecasts: Forecasts annual and 10-year capital funding from all sources to be programmed through the FY26-29 CIP.
- IT Strategic Plan FY23-27: Includes specific capital projects recommended to advance IT strategic goals.

- Short Range Transit Plan (S RTP): Includes a list of capital projects and cost estimates that were current at the time it was published.
- Sustainability Report: Includes goals and objectives that informed prioritization criteria for the 10-Year Capital Program.
- Adaptation and Resilience Plan: Provides capital projects and funding needs for prioritization in the 10-Year Capital Program.
- Transit Asset Management (TAM) Plan: Provides SOGR and capital replacement projects and funding needs for prioritization within the 10-Year Capital Program.
- Fleet Management Plan: Identifies fleet-related capital projects and funding needs for prioritization within 10-Year Capital Program.
- Innovative Clean Transit (ICT) Plan: Outlines the strategy and timeline for the District's transition to a zero-emission bus fleet.
- Measure W Core Principles: Outlines intended uses for District's Measure W sales tax funds based on priorities identified as part of the District's "Get Us Moving" campaign, and informs which projects are eligible for Measure W funding in the FY26-29 CIP.

Understanding the 10-Year Capital Program

The 10-Year Capital Program consists of the two elements shown in **Figure 1** below – the FY26-29 Capital Improvement Plan (CIP) and the 10-Year Capital Program. The FY26-29 CIP recommends a constrained list of projects for funding in the biennial Capital Budget, based on ranked project priority and a constrained financial forecast. The 10-year Capital Program identifies and documents all the agency’s capital project priorities and is not constrained by available funding. Consequently, the 10-Year Capital Program provides the full picture of what the District would like to fund over the next 10 years.

Capital projects must first be included in the unconstrained 10-Year Capital Program to be considered for recommendation in the fiscally constrained FY26-29 CIP. While the FY26-29 CIP does not officially allocate funding to projects, it does recommend projects for funding in the next two-year Capital Budget cycles.

FIGURE 1: CAPITAL PROGRAM COMPONENTS



What is a Capital Project?

Capital projects involve the purchase, construction, replacement, or major repair of physical assets that support the District’s transit operations. These projects typically cost over \$5,000 and have a useful life that is longer than a year. Examples include the replacement and maintenance of transit vehicles (including with zero emission vehicles), facility and utility maintenance or replacement, safety and security systems, technology and cybersecurity infrastructure, and improvements to bus stops, shelters, and operator restrooms. Capital projects also include infrastructure to support zero emission vehicles, as well as environmental resilience efforts for climate adaptation. In addition to physical projects, capital projects include planning studies and technical analyses that lay the foundation for future projects implementation. While some capital projects are one-time investments, others may recur or be phased over multiple years.

Project Classification

The 10-year Capital Program uses a classification system to screen projects for certain characteristics indicating they are either required or are considered high priority by the Board and/or the General Manager. This classification system helps ensure that the most important projects are ranked the highest. The project classifications are listed below in order of importance:

1. **Mandate:** Projects needed to meet regulatory and legal requirements and mandates.
2. **Board Priority:** Projects that advance priorities as established through adopted projects, General Manager goals, and key Board of Directors resolutions.
3. **Strategic Plan:** Projects aligned with Strategic Plan goals and initiatives.
4. **Other Discretionary:** Projects that are typically internal facing, along with other capital expenses, such as contingency funds.

Mandate and Board Priority projects have the highest priority for inclusion in the FY26-29 CIP. These projects also advance the Strategic Plan as each Mandate or Board Priority project is aligned with at least one Strategic Plan initiative. Some projects were not Mandates or previously expressed Board Priorities but do support new initiatives identified in the most recent Strategic Plan.













Project Categories













Projects are also grouped into six categories that align with the Strategic Plan's goals, as shown in **Figure 2** and detailed in **Table 1**. Project categories enable the District and SamTrans to understand how capital investments support organizational priorities and how investments should be balanced to meet the agency's goals.

FIGURE 2: DISTRICT STRATEGIC PLAN GOALS



TABLE 1: PROJECT CATEGORIES

Category	Description	Project Examples from 10-Year Capital Program	Relevant Strategic Plan Goals
Transitioning to Zero Emission Fleet (ZEB)	Investments to transition existing vehicle fleet to zero emissions fleet and construct supporting infrastructure	<ul style="list-style-type: none"> Fleet Replacement Hydrogen Fuel Cell Bus Infrastructure BEB Charging Infrastructure 	 Deliver Better Mobility Services  Provide Outstanding Customer Experience  Lead Responsibly
Maintaining State of Good Repair (SOGR)	Essential investments to maintain existing agency assets	<ul style="list-style-type: none"> Bus Stop ADA retrofits Building 200 Replacement North Base Sea Level Rise Concrete Replacement at NB, SB, and Sequoia Station 	 Deliver Better Mobility Services  Provide Outstanding Customer Experience  Become an Employer of Choice  Ensure Effective Management  Exercise Collective Efforts  Lead Responsibly
Enhancing Service (ESV)	Investments in service to increase mobility and access for SamTrans riders	<ul style="list-style-type: none"> Dumbarton Busway El Camino Real Transit Priority Improvements Transit Hub Study 	 Deliver Better Mobility Services  Provide Outstanding Customer Experience  Exercise Collective Efforts

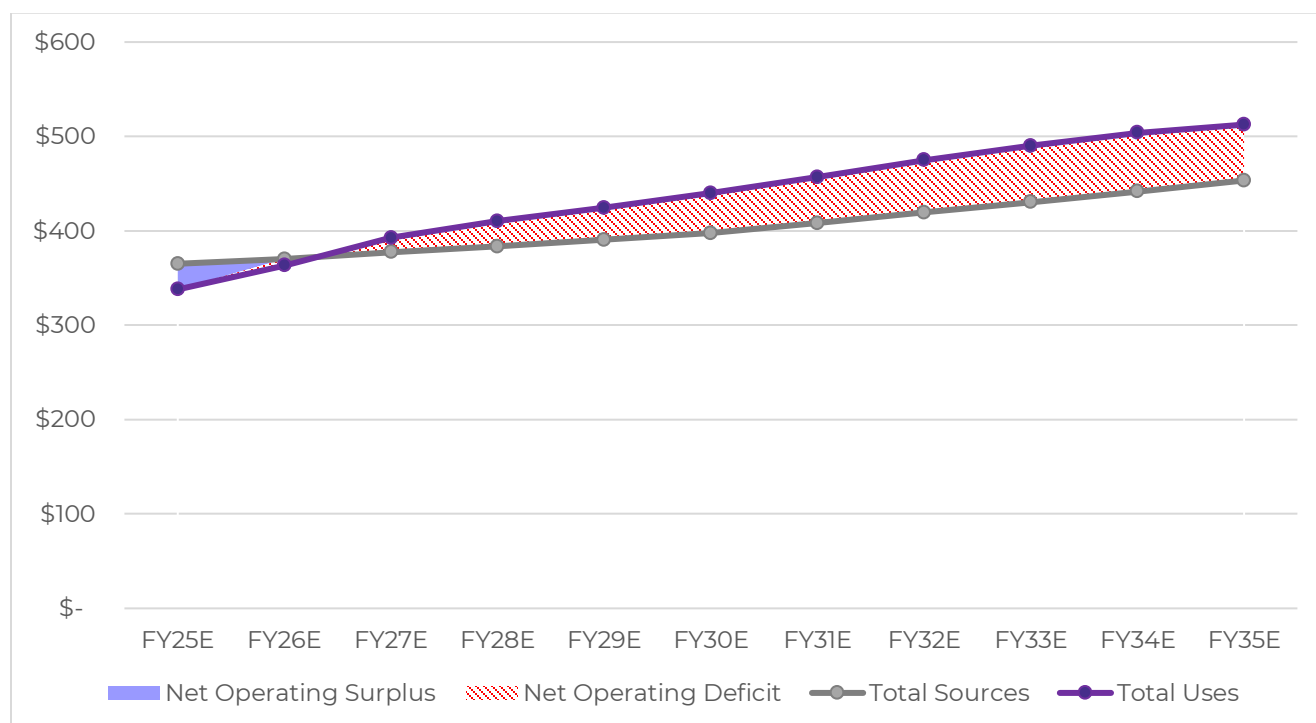
Category	Description	Project Examples from 10-Year Capital Program	Relevant Strategic Plan Goals	
Investing in our Organization (IOO)	Investments in the organization and workforce that enable us to provide exceptional mobility and customer service	<ul style="list-style-type: none"> • Cybersecurity Program • Bus Operator Restroom Project • Base Security 		Become an Employer of Choice
				Lead Responsibly
				Ensure Effective Management
Striving for Innovation (SFI)	Investments in innovative or pilot projects/programs	<ul style="list-style-type: none"> • Artificial Intelligence • Transit Oriented Development Program 		Deliver Better Mobility Services
				Provide Outstanding Customer Experience
				Become an Employer of Choice
				Lead Responsibly
				Ensure Effective Management
				Exercise Collective Efforts
Improving Customer Experience (ICX)	Investments to improve all aspects of customer experience and acquire new customers	<ul style="list-style-type: none"> • Bus Stop Improvement Program 		Deliver Better Mobility Services
				Provide Outstanding Customer Experience
				Exercise Collective Efforts

Funding the Capital Program

Financial Outlook

The District developed a financial model for FY25 – FY35 to understand the agency's financial outlook for the next 10 years, including the amount (and sources) of capital funding that could be available to support the 10-Year Capital Program. The financial model provides a decision-making framework to utilize and leverage the District's limited capital funding and develop a 4-year CIP for FY26-29 that is fiscally constrained. **Figure 3** shows that, as of December 2024, the District's operating costs are projected to surpass available funding in FY27, impacting the District's ability to fund day-to-day operations and new capital projects.

FIGURE 3: 10-YEAR FINANCIAL OUTLOOK FOR OPERATING COSTS + DEBT SERVICE + RESERVES¹

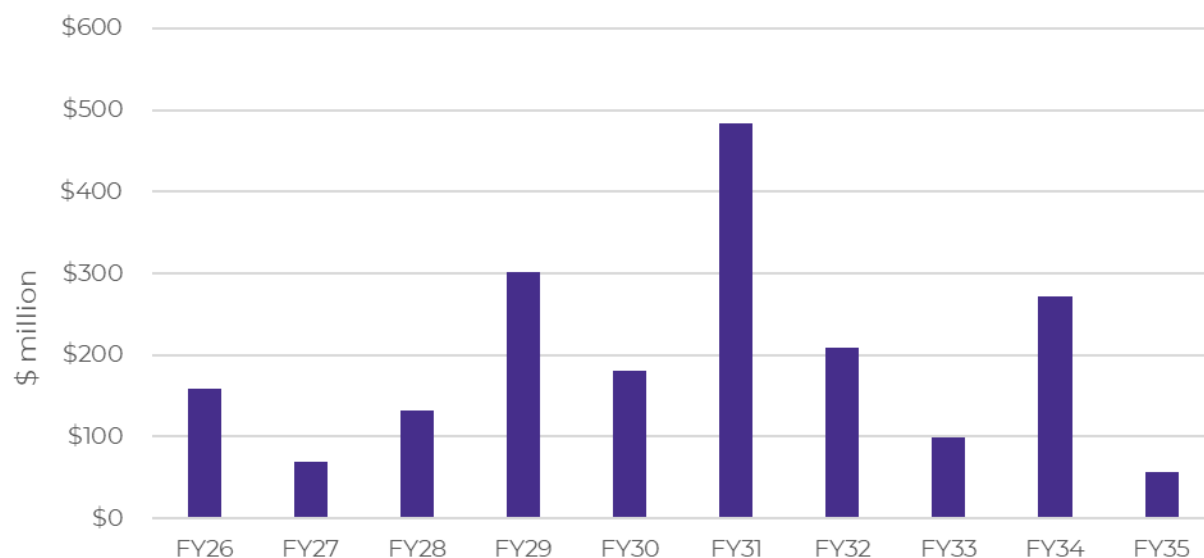


Despite the agency's financial outlook, the District has almost \$2B in capital needs over the next 10 years, as shown in **Figure 4**. This is driven by a variety of needs such as maintaining SOGR (such as North Base projects), responding to regulatory requirements and Board-approved projects (such as projects that support a transition to a zero-emission fleet and SamTrans' Bus Stop Improvements Program),

¹ As of December 2024

and advancing opportunities to enhance service and experience for SamTrans customers (such as the Dumbarton Busway project and transit priority projects on El Camino Real). Figure 3 shows the aggregate capital project need for each year through 2035. Major capital projects such as regularly-scheduled fleet replacement, North Base Sea Level Rise Mitigation project (construction phase), and Dumbarton Busway project (construction phase) contribute to the higher anticipated funding needs in the years 2029, 2031, and 2034.

FIGURE 4: 10-YEAR CAPITAL FUNDING NEED



Capital Funding Landscape

The District typically funds capital projects through a combination of federal formula funding, District sales tax revenue (including Measure W), bond financing, and other regional discretionary funding. Some of the funding sources listed below are primarily designated for operating expenses and take priority over capital expenditures. However, if operating needs are fully met, these funds may be used to support capital projects. Each of these funding sources is described in greater detail below.

Federal

Federal Transit Administration (FTA) 5307, 5309, 5337

The Urbanized Area Formula Funding program (49 U.S.C. 5307) is allocated to the Metropolitan Transportation Commission (MTC) to distribute to transit operators

within the region to fund primarily transit capital expenses. Only a small amount is available to support ADA/paratransit operating costs.

State

Low Carbon Transit Operations Program (LCTOP)

LCTOP is a program set up from State cap-and-trade auction proceeds, and funds made available from this program will help to reduce greenhouse emissions and improve mobility. Transit agencies receive a portion of the LCTOP funds via a formula based on operating revenues. These funds are distributed annually on a formula basis to transit agencies and Regional Transportation Planning Agencies, including MTC.

Senate Bill 1 - State of Good Repair

California Senate Bill (SB) 1, the Road Repair and Accountability Act of 2017, was signed into law on April 28, 2017, and includes a program referred to as the State of Good Repair (SOGRA) that provides additional revenues for transit infrastructure and service improvements.

Senate Bill 1 - Local Partnership Program Formulaic Program (LPP-F)

LPP is funded through SB 1 and distributed to local and regional agencies through a formulaic component. New cycles are programmed every two years for projects including road maintenance and rehabilitation efforts, as well as other infrastructure improvements.

Local Transit Development (TDA)

TDA funds are derived from a quarter-cent general sales tax collected statewide for the improvement of public transportation services with allocation based on estimates provided by MTC on a population-based formula. TDA funds can be used for transit operations, bus and rail projects, special transit services for disabled riders, pedestrian and bicycle facilities, and transportation planning.

State Transit Assistance (STA)

STA funds are derived from a tax on fuel and diesel fuel and allocated based on the availability of funds for eligible transit operators. MTC apportions these funds based on two formulas: a Revenue Based Formula (for Motor Bus program) and a Population Based Formula (for Paratransit program). STA Revenue-Based funds are apportioned to the region based on revenues generated by the transit operators. STA Population-Based funds are programmed to STA-eligible operators by

Congestion Management Agencies (CMAs) in each of the nine Bay Area counties as part of a STA Population-Based County Block Grant. STA funds are used to enhance public transportation service, including community transit service, and to meet high-priority regional transportation needs.

Regional / Local

Assembly Bill (AB) 664

AB664 is a regional measure that collects certain toll revenues ("AB 664 Net Bridge Toll Revenues") to fund transit capital improvements. MTC allocates toll bridge net revenues to public entities operating public transportation systems to achieve MTC's capital planning objectives in the vicinity of toll bridges as outlined in its adopted Regional Transportation Plan (RTP).

Measure M

Measure M, approved by the voters of San Mateo County in 2010, imposes an annual fee on motor vehicles registered in San Mateo County for transportation-related traffic congestion and water pollution mitigation programs. The revenue is estimated at \$6.7 million annually over a 25-year period. Per the Expenditure Plan, 50 percent of the net proceeds will be allocated to cities and the county for local streets and roads and 50 percent will be used for countywide transportation programs such as transit operations, regional traffic congestion management, water pollution prevention, and safe routes to school.

Sales Tax Measures

District Sales Tax

The District's original half-cent sales tax (Proposition A) was authorized by San Mateo County voters at the November 1974 election when the Measure to form the San Mateo County Transit District was approved. Pursuant to this authority, the District's Board of Directors acted to impose the sales tax in perpetuity in 1981. These funds have been collected since July 1, 1982 and provide operating revenues to cover funds needed to operate services, local match for federal operating grants, capital programs, and debt service.

Measure W Sales Tax

The District Board voted to place a half-cent roads and transit sales tax measure onto the November 2018 Ballot, which was approved by the voters as Measure W. The 30-year half-cent sales tax is to be collected starting from July 1, 2019, through June 30, 2049. Measure W Sales Tax provides the county with additional resources to improve transit and relieve traffic congestion. Half of those funds are administered by the TA while the remaining half are administered by the District.

Capital projects that are aligned with the Measure W Core Principles and advance the Strategic Plan's goals are eligible for Measure W funding. Customer-focused projects or projects directly related to providing service are best suited for Measure W funding. However, organizational investment projects (such as technology projects that improve operating efficiency, safety and security projects, and workforce development projects) can also be appropriate.

SMCTA Measure A

San Mateo County voters passed Measure A in 1988. Since that time, the San Mateo County Transportation Authority (TA) has been administering the funding for 20 years to improve transit and relieve traffic congestion. The measure was reauthorized by San Mateo County voters in 2004 for an additional 25 years beginning January 1, 2009 and ending December 31, 2033 as a new Measure A. The TA allocates four percent of its Measure A tax revenues to the District for paratransit operating needs, as well as four percent for shuttle operations in the County.

Discretionary Funding

Discretionary funding sources are part of the District and SamTrans' grant strategy and they include:

- Federal Transit Administration (FTA) Capital Investment Grant (CIG) for the Dumbarton project
- FTA Bus and Bus Facilities Grants
- Department of Homeland Security (DHS) Transit Security Grant Program
- Transit and Intercity Rail Capital Program (TIRCP)
- Alliance for Renewable Clean Hydrogen Energy Systems (ARCHES) Discretionary Funds
- Regional Measure (RM) 3 Discretionary Funds
- Regional Transit Connections (RTC) Program
- SB 1 Sea Level Rise Adaptation Planning Grant Program

District Funds

Due to the projected structural operating deficit (as shown in Figure 3), this CIP assumes no new revenue is projected to be available to fund capital projects within the 10-year planning horizon (FY26-35). All new revenue coming into the District is expected to be needed to support existing operational needs. However, the District plans to leverage several existing unallocated sources and surplus funds totaling \$203.5M to advance the highest-priority capital projects over the next 10 years. These funds will also be used to leverage federal, and other discretionary sources to maximize the amount of funding available to support the capital program.

See **Table 2** for a breakdown of District funding sources.

TABLE 2: DISTRICT FUNDING AVAILABLE TO SUPPORT CAPITAL PROGRAM

Funding Source	Total Available (\$ million)
Measure W Unallocated Funds	\$130
Unrestricted Prior Year Surplus	\$24
Unallocated Capital Funds	\$49.5
Total District Funds Available for Capital Program through 2035	\$203.5

Capital Funding Forecast

Several financial scenarios were developed to test assumptions related to sales tax growth, external funding sources, operating cost increases, and other revenue and cost assumptions for the District and SamTrans. Based on these scenarios, the District projects that the \$203.5 million in District funds identified for the 10-Year Capital Program can be leveraged for up to \$1.4 billion in total funds available for capital projects over the next ten years, with \$479 million available in FY26-29.

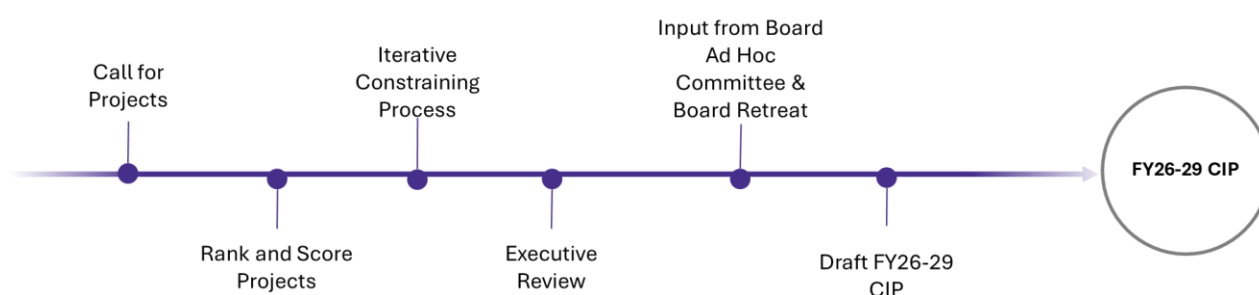
Between FY26-29, most capital funding (approximately 44 percent) is anticipated to come from formula funding, which is distributed through MTC to support investments like fleet replacement and SOGR. Importantly, the District will also need to pursue and secure approximately \$80 million in discretionary and/or external funding to advance key strategic projects such as the Dumbarton Busway project, and Zero Emission Transition fleet replacement, Bus Stop Improvement Program, and infrastructure projects. The District also assumes some bond financing will help deliver high-priority projects such as the North Base Sea Level Rise Mitigation project and Building 200.

Recommended funding allocations to projects in the FY26-29 CIP are further detailed in the next section and in Appendix A.

FY26-29 Capital Improvement Plan

The District began developing the FY26-29 CIP in the Fall of 2023 as shown in **Figure 5**. First, an internal Call for Projects was utilized to comprehensively understand capital needs. To determine which projects should be prioritized for funding in the FY26-29 CIP, District staff evaluated and scored the submitted projects based on their alignment with the Strategic Plan goals, and in the case of Measure W eligible projects, with Measure W core principles. District staff then utilized a combination of project score, project classification, and District executive input to develop a final ranked list of projects.

FIGURE 5: COMPONENTS LEADING TO THE FINAL FY26-29 CIP



How to use the FY26-29 CIP

The District will use this fiscally constrained FY26-29 CIP to inform biennial capital budget development, ensure money is set aside and retained for funding priority projects in the outer two FYs of the CIP, and establish an understanding of external funding needs required to deliver most critical projects.

The FY26-29 CIP is an action plan for ensuring funds are available at key milestones to advance the agency's top priority projects over the next four years.

The District also conducted a financial modeling exercise to understand projected funding availability between FY26 and FY35. The resulting financial outlook was used to develop a constrained CIP based by aligning projected funding with priority capital needs for FY26-29. Projects were funded in rank order through an iterative constraining process, until anticipated funding was fully allocated.

**Appendix C includes a more detailed description of the FY26-29 CIP development process.*

CIP Projects

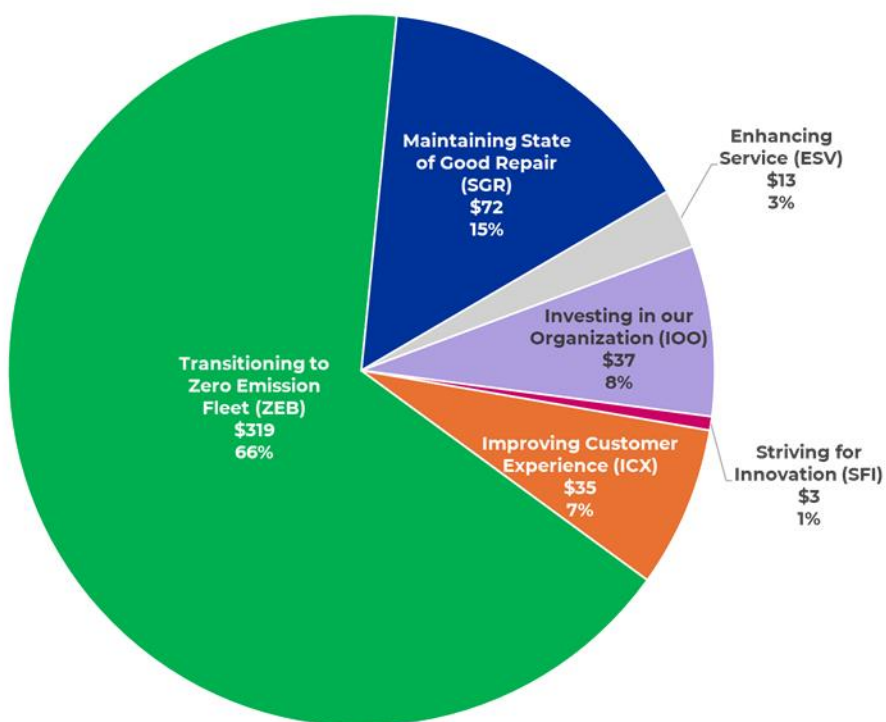
The FY26-29 CIP reflects the District's current understanding of the long-term financial outlook and funding available for capital projects over the next two budget cycles. This allows the District to focus on near-term funding priorities without limiting mid- to long-term goals.

The FY26-29 CIP reflects approximately \$479 million in projects to be funded over the next four years, and:

- Responds to **legal and regulatory mandates**
- Reflects **Board priorities** opportunities
- Aligns with and advances **Strategic Plan goals**
- Addresses identified **SOCR** needs
- **Leverages** District funds with external funding

The FY26-29 CIP recommends full funding for projects that support a transition to a zero-emission fleet², directing \$319 million to fund ZEB projects between FY26-29, as shown in **Figure 6**. \$72 million is directed towards State of Good Repair, and \$88 million directed towards remaining project categories.

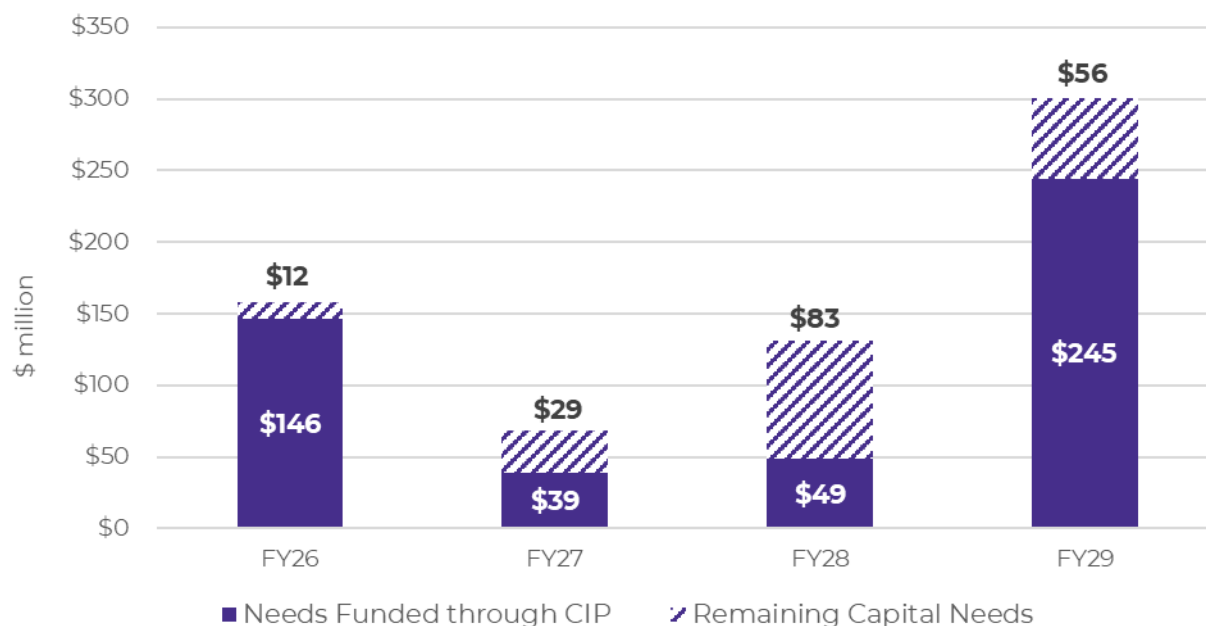
FIGURE 6: FY26-29 CIP FUNDED PROJECTS BY CATEGORY



² Recommending full funding for ZEB transition in FY26-29 allows for greater flexibility as conversations about zero-emission transition schedule and technology continue to evolve.

Figure 7 shows the distribution of funded and unfunded needs by Fiscal Year. The District has \$659M in capital project needs between FY26 and FY29. The FY26-29 CIP recommends funding \$479M of capital projects, leaving \$180M in capital projects unfunded during this four-year time period. This equates to roughly 80 percent of capital needs across FY26 and FY27 and 70 percent of capital needs across FY28 and FY29 being recommended for funding.

FIGURE 7: FY26-29 CIP COSTS BY FISCAL YEAR



As shown in **Table 3**, ZEB projects are fully funded and account for two thirds of the District (and SamTrans') capital expenditure between FY26 and FY29. All other categories have unfunded needs. The Investing in our Organization category faces the largest funding gap and \$85M or 69 percent of capital needs in this category are unmet.

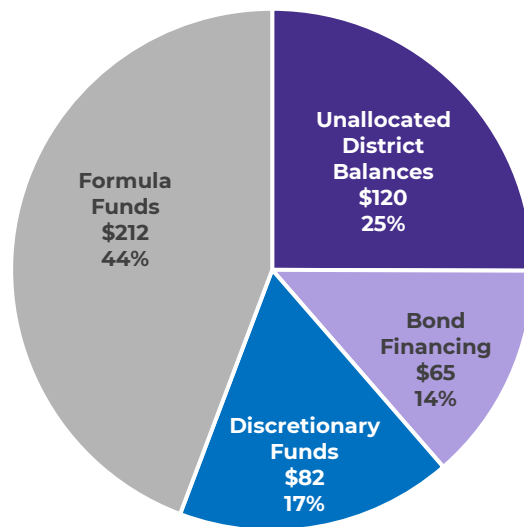
Three projects contribute to the \$56M in unfunded SGR in FY26-29. This includes a Switchgear Assessment and Equipment Upgrade project for North and South Bases; a placeholder project for recommendations emerging from the ongoing Condition and Needs Assessment for North and South Bases; and a facilities contingency fund.

The forthcoming NB/SB Condition and Needs Assessment (expected completion late 2025) will recommend and prioritize projects that are needed to maintain assets in state of good repair at the SamTrans North Base and South Base facilities, including buildings, utilities, operational equipment, IT. These projects will be incorporated into the next and future CIP cycles. If needed, high priority/urgent projects could also be funded via a capital budget amendment or funding could be requested via the upcoming capital reserve policy.

TABLE 3: TOTAL CAPITAL PROJECT NEEDS PER CATEGORY FOR FY26-29 CIP³

Category	Total Funded (\$M)	Total Unfunded (\$M)	Total (\$M)
Transitioning to Zero Emission Fleet (ZEB)	\$319	\$0	\$319
Maintaining State of Good Repair (SGR)	\$72	\$56	\$128
Enhancing Service (ESV)	\$13	\$26	\$39
Investing in our Organization (IOO)	\$37	\$85	\$124
Striving for Innovation (SFI)	\$3	\$1	\$3
Improving Customer Experience (ICX)	\$35	\$12	\$46
Total	\$479	\$180	\$659

Funding Sources

FIGURE 8: FY26-29 ANTICIPATED FUNDING SOURCES (\$ M)

As shown in **Figure 8**, \$479M is projected to be available to fund capital projects between FY26-29. SamTrans anticipates funding 44 percent of the CIP with formula funds, 25 percent with unallocated District funds, 14 percent through bond financing, and 17 percent with discretionary funds sources that will need to be secured to support select FY28-29 projects.

Using \$120M of unallocated District balances between FY26 and FY29, leaves approximately \$83M of these funds available to fund capital projects between FY30 and FY35.

Refer to Appendix A for the full list of projects constrained in the FY26-29 CIP.

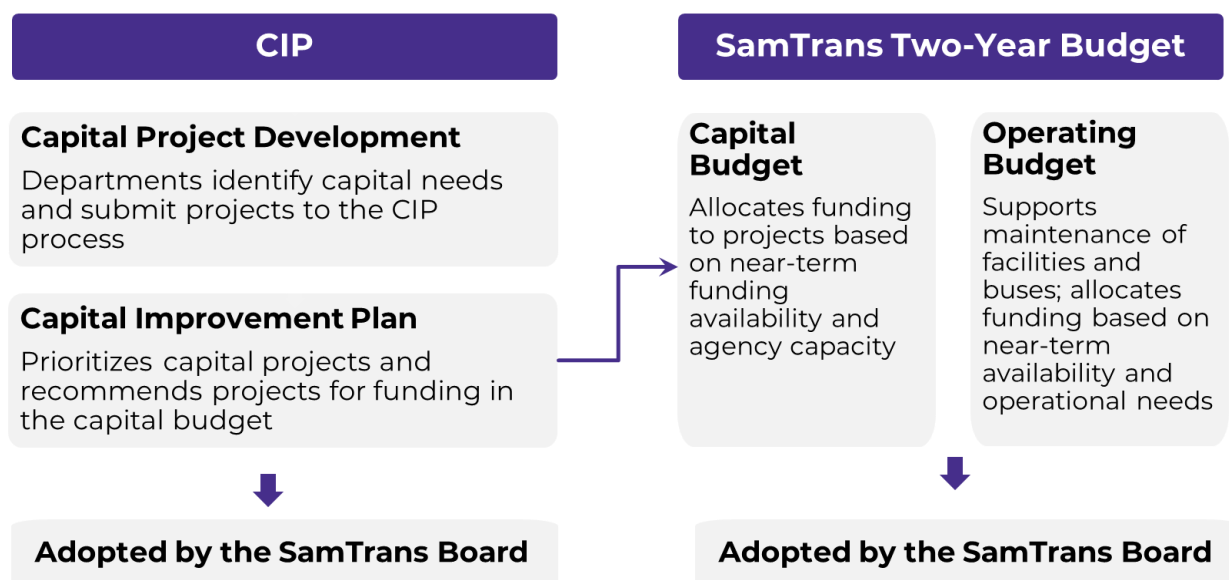
³ Totals may not add due to rounding

Relationship to 2-Year Budget

The FY26-29 CIP recommends projects for inclusion in the 2-Year FY26/27 Capital Budget. Both the FY26-29 CIP and the FY26/27 Capital Budgets require approval and adoption by the SamTrans Board of Directors. District staff may utilize the capital budget amendment process to request funding for off-cycle projects or to incorporate new external funding—such as grant funds—when it becomes available to support existing or new projects. Budget amendments are a normal and expected part of our capital planning process.

The relationship between the CIP and Biennial Budget is shown in **Figure 9**.

FIGURE 9: CONNECTION BETWEEN THE CIP AND BIENNIAL BUDGET



10-Year Capital Program, FY26-35

10-Year Capital Program Projects

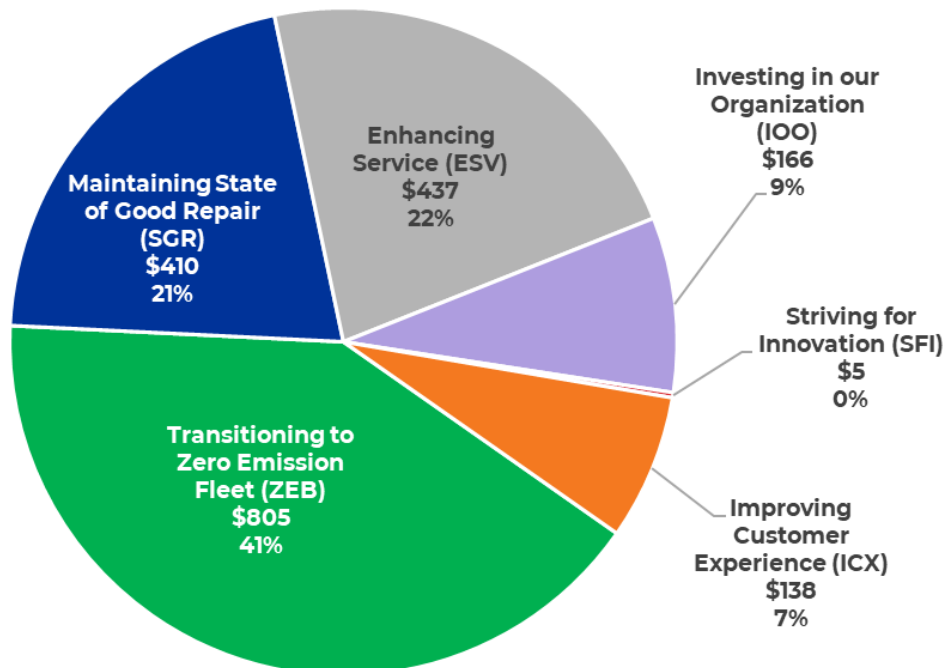
The FY26-35 Call for Projects resulted in capital project submissions totaling almost \$2 billion. Projects that support SamTrans' transition to a zero emission fleet represent the largest share of the capital program's value at 41 percent of the 10-Year Capital Program, followed closely by projects to enhance service at 22 percent, and projects that maintain SOGR at 21 percent, as shown in **Figure 10**. The remaining 10-Year Capital Program consists of projects to improve the customer experience, invest in organizational improvements, and advance innovation at the District.

How to Use the 10-Year Capital Program

The District will use the 10-Year Capital Program to set aside and retain funding for priority outer-year capital projects, as well as plan for the pursuit of key external and discretionary funding opportunities required to deliver most critical projects.

The 10-year Capital Program is not fiscally constrained; rather, it provides a comprehensive view of the cost to deliver the District's anticipated capital program over the next 10 years.

FIGURE 10: 10-YEAR CAPITAL PROGRAM BY CATEGORY (\$M)

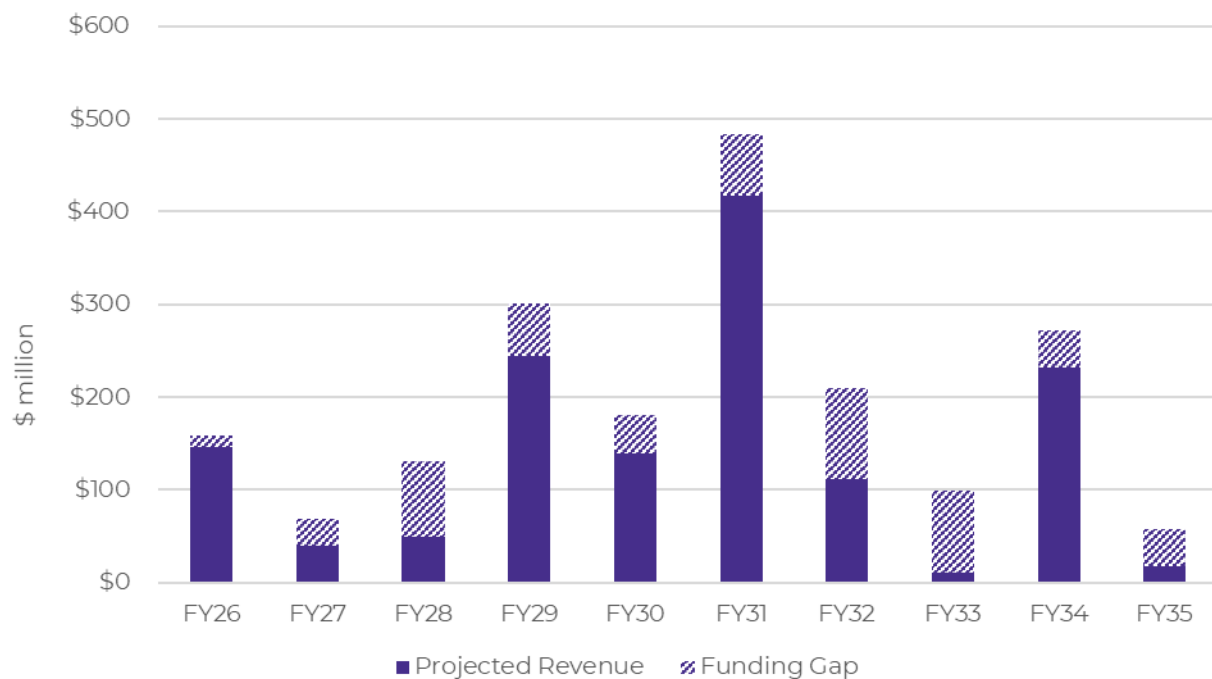


10-Year Capital Program Funding Need

As shown in **Figure 11** the District can only fund a portion of its anticipated capital project needs based on projected funding for any year between FY26 and FY35. Delivering a portion of the District's almost \$2 billion Capital Program is highly contingent on leveraging the District's \$203.5M in unallocated balances with various external funding sources, including competitive funding. If external funding is less than anticipated, and/or the District is not successful at securing discretionary funds, projects relying on those funding sources may be delayed. Closing these funding gaps will require that the District aggressively pursue and secure additional external funding.

The 10-year Capital Program project list (see Appendix B), provides a prioritized roadmap of the District's capital project needs. This enables District staff to strategically pursue external funding, communicate the District's needs to the public and partner agencies, and advocate for additional funding.

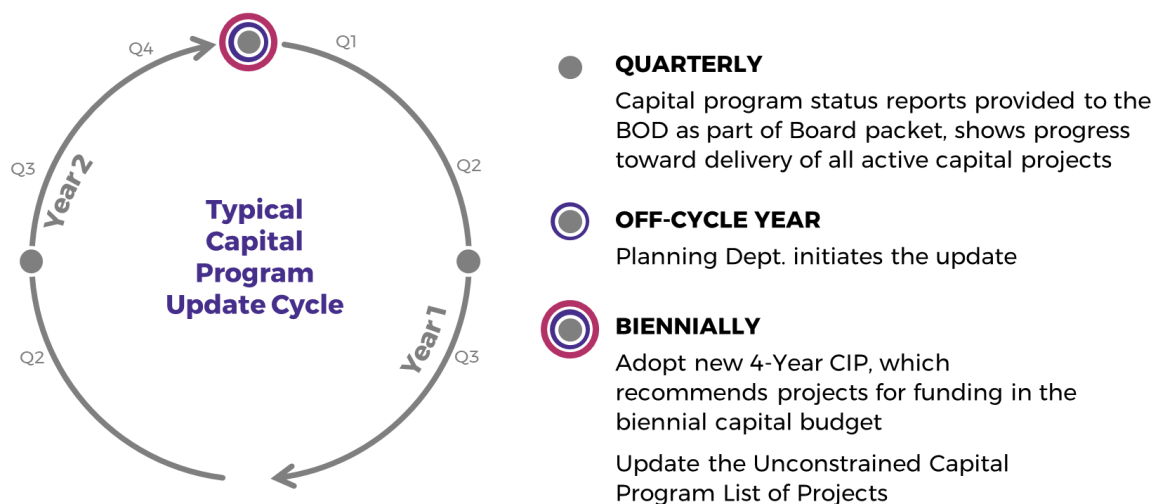
FIGURE 11: 10-YEAR PROJECTED FUNDING GAP, PER FISCAL YEAR



Updating the 10-year Capital Program

The District intends to update the 4-Year CIP and 10-Year Capital Program every two years, as shown in **Figure 12**.

FIGURE 12: CAPITAL PROGRAM UPDATE CYCLE



Each CIP update cycle will provide an opportunity to identify and add new projects, update existing projects, and re-rank and prioritize based on evolving needs and agency goals, and financial projections. The team will re-evaluate fiscal constraints and external funding projections based on updated financial outlooks. This ensures that the CIP remains a flexible, strategic tool that responds to changing conditions and emerging priorities.

A full description of the CIP update process and department/divisional responsibilities is presented in Appendix C.

Appendix A: FY26-29 CIP Project List

Appendix A contains the detailed list of projects included in the FY26-29 CIP. This appendix provides the following information for every project in the FY26-29 CIP:

- Project Category
- Project Classification
- FY26-29 Cost
- FY26-29 Projected Funding
- Measure W Eligibility

FY26-29 CIP Project List

Classification	Project Name	Project Description	Annual Cost (\$M)				Total Cost FY26-29	Amount Funded in FY26-29	Measure W Eligible
			FY26	FY27	FY28	FY29			
Transitioning to Zero Emission Fleet (ZEB)			\$79.48	\$11.04	\$9.49	\$219.29	\$319.30	\$319.30	
Mandate	Emission Zero Program - Hydrogen Fuel Cell Electric Bus (FCEB) Infrastructure	This project would support the design and construction of the permanent hydrogen fueling station.	\$3.05	\$2.09	\$0.00	\$0.00	\$5.14	\$5.14	Yes
Mandate	Emission Zero Program - Procure Zero Emission Buses (ZEBs)	This project would fund the procurement of zero emission buses.	\$74.08	\$0.00	\$0.00	\$129.74	\$203.82	\$203.82	Yes
Mandate	Emission Zero Program - South Base Battery Electric Bus (BEB) Charging Infrastructure	This project would design and procure BEB infrastructure equipment at South Base to support the new BEBs.	\$2.35	\$4.22	\$5.72	\$81.36	\$93.65	\$93.65	Yes
Mandate	Emission Zero Redi-Wheels Fleet Replacement Plan	This project would fund the replacement of the Redi-Wheels fleet, a curb-to-curb paratransit service.	\$0.00	\$4.73	\$3.77	\$8.19	\$16.69	\$16.69	Yes
Maintaining State of Good Repair (SGR)			\$50.77	\$14.05	\$4.29	\$3.41	\$72.51	\$72.51	
Mandate	Replacement of (14) 2020 Braun Paratransit Minivans	This project would replace vehicles that will exceed useful service life of 5-years.	\$2.37	\$0.00	\$0.00	\$0.00	\$2.37	\$2.37	Yes
Mandate	Replacement Non-Rev SVC Support Vehicles	This project would fund the replacement of non-revenue service support vehicles.	\$0.48	\$0.53	\$0.00	\$0.45	\$1.46	\$1.46	No
Mandate	Maintenance Equipment	This project would fund the procurement of maintenance equipment that has exceeded usage useful life or are needed to support the maintenance of new buses and equipment.	\$0.76	\$0.19	\$0.05	\$0.14	\$1.15	\$1.15	Yes
Mandate	Major Bus Components	This project would fund the purchase of new or rebuilt bus parts that exceed \$5,000 in accordance and compliance with FTA guidelines.	\$0.61	\$0.86	\$0.64	\$0.70	\$2.81	\$2.81	Yes
Mandate	Bus Stop ADA Retrofits	This project would fund design and construction to fulfill District's ADA Transition Plan, including assessment of bus stops with amenities for ADA compliance, and addressing ADA deficiencies at bus stops including any necessary repairs.	\$1.37	\$1.37	\$1.37	\$1.37	\$5.47	\$5.47	Yes
Mandate	Brewster Office Trailers and Furnishings	This project would fund the relocation of two existing office trailers and furnish two new trailers with office furnishing to accommodate District staff at this site.	\$0.14	\$0.00	\$0.00	\$0.00	\$0.14	\$0.14	No
Board / GM Priority	Capital Contingency Fund	This fund would provide budget for unforeseen capital expenditures such as urgent requests/emergencies, and/or seed funds for studies that need to be done immediately.	\$0.25	\$0.25	\$0.25	\$0.25	\$1.00	\$1.00	No
Board / GM Priority	Capital Program Management	This fund would provide budget for programs and project controls support, including monitoring project performance and delivery.	\$0.25	\$0.25	\$0.25	\$0.25	\$1.00	\$1.00	No
Board / GM Priority	Capital Project Development	This fund would provide budget for activities that include but are not limited to capital budget and programming process, grant development, and development of capital program management systems.	\$0.25	\$0.25	\$0.25	\$0.25	\$1.00	\$1.00	No
Board / GM Priority	Building 200 (North Base)	This project would allocate additional funding for design and construction of a new North Base Transportation Building (Building 200) to replace the existing building.	\$36.80	\$0.33	\$0.00	\$0.00	\$37.13	\$37.13	No
Board / GM Priority	North Base Sea Level Rise Mitigation	This project would develop a conceptual design and obtain the required environmental clearance(s) to construct a sea level rise mitigation project.	\$5.00	\$5.00	\$0.00	\$0.00	\$10.00	\$10.00	Yes
Board / GM Priority	North Base Shoreline Erosion Mitigation	This project would implement near-term erosion control and shoreline slope stabilization to protect North Base assets closest to the shoreline. The project also aims to protect continual public use of the Bay Trail.	\$1.10	\$1.10	\$0.66	\$0.00	\$2.86	\$2.86	Yes

Board / GM Priority	District/SamTrans Operating Facilities Master Plan	This project would develop a masterplan for SamTrans' operating facilities, and build on findings from previous studies including SamTrans Operating Facilities Assessment and NB/SB Condition and Needs Assessment.	\$0.00	\$0.55	\$0.00	\$0.00	\$0.55	\$0.55	Yes
Strategic Plan	Concrete Replacement at NB, SB, and Sequoia Station	This project would fund the annual replacement of failed concrete at District properties.	\$0.34	\$0.34	\$0.34	\$0.00	\$1.03	\$1.03	Yes
Strategic Plan	NB+SB Steam Bay Hydraulic Lines	This project would assess NB+SB 'steam bay' hydraulic lifts including a equipment functional assessment, environmental condition assessment along with prioritized repair/replace strategy for select lift equipment.	\$0.26	\$0.26	\$0.00	\$0.00	\$0.51	\$0.51	Yes
Strategic Plan	Replace NB Underground Utilities	This project would fund utility replacements (electrical, etc.) which are corroded from saltwater intrusion at North Base.	\$0.34	\$2.28	\$0.00	\$0.00	\$2.62	\$2.62	Yes
Strategic Plan	North Base Sewer Line: Assess, Repair, and/or Replace	This project would fund site assessment, environmental remediation, equipment repair, and/or replacements of the North Base sewer line.	\$0.11	\$0.26	\$0.26	\$0.00	\$0.63	\$0.63	Yes
Strategic Plan	NB+SB In-shop Hydraulic Lifts	This project would assess NB+SB In-shop hydraulic lifts including equipment functional assessment, environmental condition assessment, and prioritized repair/replace strategy for select lift equipment.	\$0.34	\$0.23	\$0.23	\$0.00	\$0.80	\$0.80	Yes
Investing in our organization (IOO)			\$9.06	\$8.39	\$10.01	\$10.01	\$37.45	\$37.45	
Mandate	Cybersecurity Program	This project would fund several technological efforts required to maintain District cyber insurance. The funds will cover the development of mandated policies, assessments, initial scoping of needed improvements, acquisition and implementation of several cybersecurity tools including hardware, software and professional services.	\$1.41	\$1.21	\$1.71	\$1.71	\$6.04	\$6.04	No
Mandate	Multiplatform Upgrades	The project would fund the needs assessment, evaluation, planning and implementation of several aging systems across the District required for business operations.	\$1.71	\$1.71	\$1.71	\$1.71	\$6.84	\$6.84	No
Mandate	Base Security	This project would implement engineering controls for base security including access to facilities and off site operator restrooms. The project will also explore other security measures such as lighting, perimeter fencing enhancements, and new CCTVs.	\$0.29	\$0.00	\$0.00	\$0.00	\$0.29	\$0.29	No
Mandate	Technology Refresh Project	This project would fund the expense of replacing large equipment and/or infrastructure like servers, switches and printers, and is required for maintaining insurance coverage by keeping infrastructure in a state of good repair.	\$1.14	\$1.14	\$1.14	\$1.14	\$4.56	\$4.56	No
Mandate	Safety Management System	This project would upgrade our Safety Management System by transitioning to a new SaaS platform that meets our current requirements and can scale to meet our future needs. This will enhance and develop the safety processes and data in the system with the essential pillars of transit safety.	\$1.20	\$1.50	\$0.60	\$0.60	\$3.90	\$3.90	No
Mandate	Security Assessment at SamTrans Bases	This project would complete a full threat and vulnerability assessment assess at bases and facilities and develop a security plan.	\$0.29	\$0.00	\$0.00	\$0.00	\$0.29	\$0.29	No
Board / GM Priority	Operator Restrooms - Construction	This project would design, procure and construct operator restrooms.	\$1.43	\$1.43	\$1.43	\$1.43	\$5.70	\$5.70	Yes
Board / GM Priority	Data Center Modernization	This project would invest in updated equipment to support on premise and cloud based computing.	\$1.60	\$1.40	\$3.42	\$3.42	\$9.84	\$9.84	No
Improving Customer Experience (ICX)			\$5.70	\$5.70	\$11.40	\$11.40	\$34.20	\$34.20	
Board / GM Priority	Bus Stop Improvement Plan Implementation - Near Term Phase	This project would fund improvements to the highest priority bus stops across the SamTrans network between FY26-29 per the recommendations in the Bus Stop Improvement Plan.	\$5.70	\$5.70	\$11.40	\$11.40	\$34.20	\$34.20	Yes
Enhancing Service (ESV)			\$0.00	\$0.00	\$12.98	\$0.00	\$12.98	\$12.98	

Board / GM Priority	Dumbarton Transitway - Design Phase	The project would fund design of a busway along the Dumbarton rail corridor between East Palo Alto and the Redwood City Caltrain Station.	\$0.00	\$0.00	\$12.98	\$0.00	\$12.98	\$12.98	Yes
Striving for Innovation (SFI)			\$1.09	\$0.46	\$0.52	\$0.46	\$2.54	\$2.54	
Board / GM Priority	SamTrans Transit Oriented Development (TOD) Program	This project would fund ongoing TOD program needs and TOD project initiation. This includes funding for consultants to assist with the agency TOD program, develop site plans, perform economic analysis, capital improvement analysis, or other types of work to facilitate development.	\$0.74	\$0.11	\$0.17	\$0.11	\$1.14	\$1.14	Yes
Board/GM Priority	Artificial Intelligence	This project would establish a fund to leverage artificial intelligence (AI) in business and operational applications districtwide.	\$0.35	\$0.35	\$0.35	\$0.35	\$1.40	\$1.40	No
Total			\$146.09	\$39.64	\$48.69	\$244.57	\$478.98	\$478.98	

B: 10-Year Capital Program, FY26-35

Appendix B contains the detailed list of projects included in the 10-Year Capital Program. This appendix provides the following information for every project in the FY26-35 Capital Program:

- Project Category
- Project Classification
- FY26-35 Cost
- Funding Status in the FY26-29 CIP
- Measure W Eligibility

10-Year Capital Program, FY26-35

Classification	Project Name	Project Description	Unconstrained Capital Funding Needs (\$M)										FY26-35 Cost (\$M)	Constrained CIP (\$M)				Measure W Eligible
			FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35		FY26-29 Funded	FY26-29 Unfunded	FY30-35 Need	Funded in FY26-29	
Transitioning to Zero Emission Fleet (ZEB)			\$79.48	\$11.04	\$9.49	\$219.29	\$16.95	\$225.86	\$5.62	\$4.47	\$226.69	\$6.71	\$805.61	\$319.30	\$0.00	\$486.31		
Mandate	Emission Zero Program - Hydrogen Fuel Cell Electric Bus (FCEB) Infrastructure	This project would support the design and construction of the permanent hydrogen fueling station.	\$3.05	\$2.09	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5.14	\$5.14	\$0.00	\$0.00	Yes	Yes
Mandate	Emission Zero Program - Procure Hydrogen Fuel Cell Electric Buses (FCEBs)	This project would fund the procurement of zero emission/hydrogen fuel cell electric buses at North Base	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$123.51	\$0.00	\$0.00	\$46.42	\$0.00	\$169.93	\$0.00	\$0.00	\$169.93	No	Yes
Mandate	Emission Zero Program - Procure Zero Emission Buses (ZEBs)	This project would fund the procurement of zero emission buses.	\$74.08	\$0.00	\$0.00	\$129.74	\$0.00	\$95.71	\$0.00	\$0.00	\$170.55	\$0.00	\$470.08	\$203.82	\$0.00	\$266.26	Yes	Yes
Mandate	Emission Zero Program - South Base Battery Electric Bus (BEB) Charging Infrastructure	This project would design and procure BEB infrastructure equipment at South Base to support the new BEBs.	\$2.35	\$4.22	\$5.72	\$81.36	\$6.45	\$6.65	\$0.00	\$0.00	\$0.00	\$0.00	\$106.75	\$93.65	\$0.00	\$13.10	Yes	Yes
Mandate	Emission Zero Redi-Wheels Fleet Replacement Plan	This project would fund the replacement of the Redi-Wheels fleet, a curb-to-curb paratransit service.	\$0.00	\$4.73	\$3.77	\$8.19	\$10.49	\$0.00	\$5.62	\$4.47	\$9.73	\$6.71	\$53.71	\$16.69	\$0.00	\$37.02	Yes	Yes
Maintaining State of Good Repair (SGR)			\$51.68	\$32.06	\$22.65	\$21.19	\$49.32	\$119.42	\$102.52	\$1.91	\$2.05	\$7.48	\$410.28	\$72.51	\$55.06	\$282.71		
Mandate	Replacement of (14) 2020 Braun Paratransit Minivans	This project would replace vehicles that will exceed useful service life of 5-years.	\$2.37	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2.37	\$2.37	\$0.00	\$0.00	Yes	Yes
Mandate	Replacement Non-Rev SVC Support Vehicles	This project would fund the replacement of non-revenue service support vehicles.	\$0.48	\$0.53	\$0.00	\$0.45	\$0.52	\$0.64	\$0.46	\$0.00	\$0.36	\$0.54	\$3.97	\$1.46	\$0.00	\$2.51	Yes	No
Mandate	Maintenance Equipment	This project would fund the procurement of maintenance equipment that has exceeded usage useful life or are needed to support the maintenance of new buses and equipment.	\$0.76	\$0.19	\$0.05	\$0.14	\$0.21	\$0.16	\$0.50	\$0.31	\$0.05	\$0.25	\$2.63	\$1.15	\$0.00	\$1.48	Yes	Yes
Mandate	Major Bus Components	This project would fund the purchase of new or rebuilt bus parts that exceed \$5,000 in accordance and compliance with FTA guidelines.	\$0.61	\$0.86	\$0.64	\$0.70	\$0.74	\$0.77	\$0.81	\$0.85	\$0.90	\$0.94	\$7.82	\$2.81	\$0.00	\$5.01	Yes	Yes
Mandate	Bus Stop ADA Retrofits	This project would fund design and construction to fulfill District's ADA Transition Plan, including assessment of bus stops with amenities for ADA compliance, and addressing ADA deficiencies at bus stops including any necessary repairs.	\$1.37	\$1.37	\$1.37	\$1.37	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5.47	\$5.47	\$0.00	\$0.00	Yes	Yes
Mandate	Brewster Office Trailers and Furnishings	This project would fund the relocation of two existing office trailers and furnish two new trailers with office furnishing to accommodate District staff at this site.	\$0.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.14	\$0.14	\$0.00	\$0.00	Yes	No
Board / GM Priority	Capital Contingency Fund	This fund would provide budget for unforeseen capital expenditures such as urgent requests/emergencies, and/or seed funds for studies that need to be done immediately.	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$2.50	\$1.00	\$0.00	\$1.50	Yes	No
Board / GM Priority	Capital Program Management	This fund would provide budget for programs and project controls support, including monitoring project performance and delivery.	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$2.50	\$1.00	\$0.00	\$1.50	Yes	No
Board / GM Priority	Capital Project Development	This fund would provide budget for activities that include but are not limited to capital budget and programming process, grant development, and development of capital program management systems.	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$2.50	\$1.00	\$0.00	\$1.50	Yes	No
Board / GM Priority	Building 200 (North Base)	This project would allocate additional funding for design and construction of a new North Base Transportation Building (Building 200) to replace the existing building.	\$36.80	\$0.33	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$37.13	\$37.13	\$0.00	\$0.00	Yes	No
Board / GM Priority	NB/SB Condition and Needs Assessment - Implementation Placeholder	This is a placeholder project for the implementation of recommendations identified in upcoming NB/SB Condition and Needs Assessment.	\$0.00	\$17.10	\$17.10	\$17.10	\$17.10	\$17.10	\$0.00	\$0.00	\$0.00	\$0.00	\$85.50	\$0.00	\$51.30	\$34.20	No	No
Board / GM Priority	North Base Sea Level Rise Mitigation	This project would develop a conceptual design and obtain the required environmental clearance(s) to construct a sea level rise mitigation project.	\$5.00	\$5.00	\$0.00	\$0.00	\$30.00	\$100.00	\$100.00	\$0.00	\$0.00	\$5.00	\$245.00	\$10.00	\$0.00	\$235.00	Yes	Yes
Board / GM Priority	North Base Shoreline Erosion Mitigation	This project would implement near-term erosion control and shoreline slope stabilization to protect North Base assets closest to the shoreline. The project also aims to protect continual public use of the Bay Trail.	\$1.10	\$1.10	\$0.66	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2.86	\$2.86	\$0.00	\$0.00	Yes	Yes

Classification	Project Name	Project Description	Unconstrained Capital Funding Needs (\$M)										FY26-35 Cost (\$M)	Constrained CIP (\$M)				Measure W Eligible
			FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35		FY26-29 Funded	FY26-29 Unfunded	FY30-35 Need	Funded in FY26-29	
Board / GM Priority	District/SamTrans Operating Facilities Master Plan	This project would develop a masterplan for SamTrans' operating facilities, and build on findings from previous studies including SamTrans Operating Facilities Assessment and NB/SB Condition and Needs Assessment.	\$0.00	\$0.55	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.55	\$0.55	\$0.00	\$0.00	Yes	Yes
Strategic Plan	Concrete Replacement at NB, SB, and Sequoia Station	This project would fund the annual replacement of failed concrete at District properties.	\$0.34	\$0.34	\$0.34	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.03	\$1.03	\$0.00	\$0.00	Yes	Yes
Strategic Plan	NB+SB Steam Bay Hydraulic Lines	This project would assess NB+SB 'steam bay' hydraulic lifts including a equipment functional assessment, environmental condition assessment along with prioritized repair/replace strategy for select lift equipment.	\$0.26	\$0.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.51	\$0.51	\$0.00	\$0.00	Yes	Yes
Strategic Plan	Replace NB Underground Utilities	This project would fund utility replacements (electrical, etc.) which are corroded from saltwater intrusion at North Base.	\$0.34	\$2.28	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2.62	\$2.62	\$0.00	\$0.00	Yes	Yes
Strategic Plan	North Base Sewer Line: Assess, Repair, and/or Replace	This project would fund site assessment, environmental remediation, equipment repair, and/or replacements of the North Base sewer line.	\$0.11	\$0.26	\$0.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.63	\$0.63	\$0.00	\$0.00	Yes	Yes
Strategic Plan	NB+SB In-shop Hydraulic Lifts	This project would assess NB+SB In-shop hydraulic lifts including equipment functional assessment, environmental condition assessment, and prioritized repair/replace strategy for select lift equipment.	\$0.34	\$0.23	\$0.23	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.80	\$0.80	\$0.00	\$0.00	Yes	Yes
Strategic Plan	NB + SB Building Switchgear Assessment and Equipment upgrades	This project would assess existing building electrical power distribution/configuration, update building systems for needed technologies and phased switchgear replacements, and upgrade/replace switchgears	\$0.34	\$0.34	\$0.68	\$0.68	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2.05	\$0.00	\$2.05	\$0.00	No	Yes
Strategic Plan	Facilities Capital Contingency Fund	This fund would provide budget for unforeseen capital expenditures and smaller projects which could be internal or external facing.	\$0.57	\$0.57	\$0.57	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.71	\$0.00	\$1.71	\$0.00	No	No
Investing in our organization (IOO)			\$18.54	\$18.06	\$66.33	\$20.82	\$9.62	\$9.36	\$6.30	\$5.55	\$5.58	\$5.58	\$165.74	\$37.45	\$86.30	\$41.99		
Mandate	Cybersecurity Program	This project would fund several technological efforts required to maintain District cyber insurance. The funds will cover the development of mandated policies, assessments, initial scoping of needed improvements, acquisition and implementation of several cybersecurity tools including hardware, software and professional services.	\$1.41	\$1.21	\$1.71	\$1.71	\$0.86	\$0.86	\$0.86	\$0.86	\$0.86	\$0.86	\$11.17	\$6.04	\$0.00	\$5.13	Yes	No
Mandate	Multiplatform Upgrades	The project would fund the needs assessment, evaluation, planning and implementation of several aging systems across the District required for business operations.	\$1.71	\$1.71	\$1.71	\$1.71	\$0.86	\$0.86	\$0.86	\$0.86	\$0.86	\$0.86	\$11.97	\$6.84	\$0.00	\$5.13	Yes	No
Mandate	Base Security	This project would implement engineering controls for base security including access to facilities and off site operator restrooms. The project will also explore other security measures such as lighting, perimeter fencing enhancements, and new CCTVs.	\$0.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.29	\$0.29	\$0.00	\$0.00	Yes	No
Mandate	Technology Refresh Project	This project would fund the expense of replacing large equipment and/or infrastructure like servers, switches and printers, and is required for maintaining insurance coverage by keeping infrastructure in a state of good repair.	\$1.14	\$1.14	\$1.14	\$1.14	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$10.56	\$4.56	\$0.00	\$6.00	Yes	No
Mandate	Safety Management System	This project would upgrade our Safety Management System by transitioning to a new SaaS platform that meets our current requirements and can scale to meet our future needs. This will enhance and develop the safety processes and data in the system with the essential pillars of transit safety.	\$1.20	\$1.50	\$0.60	\$0.60	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$8.40	\$3.90	\$0.00	\$4.50	Yes	No
Mandate	Security Assessment at SamTrans Bases	This project would complete a full threat and vulnerability assessment assess at bases and facilities and develop a security plan.	\$0.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.29	\$0.29	\$0.00	\$0.00	Yes	No
Board / GM Priority	Operator Restrooms - Construction	This project would design, procure and construct operator restrooms.	\$1.43	\$1.43	\$1.43	\$1.43	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5.70	\$5.70	\$0.00	\$0.00	Yes	Yes
Board / GM Priority	Employee Benefit Assessment Package	This project would assess changing trends and employee needs in terms of benefit packages to attract talent and improve retention.	\$0.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.29	\$0.00	\$0.29	\$0.00	No	No
Board / GM Priority	Data Center Modernization	This project would invest in updated equipment to support on premise and cloud based computing.	\$1.60	\$1.40	\$3.42	\$3.42	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9.84	\$9.84	\$0.00	\$0.00	Yes	No

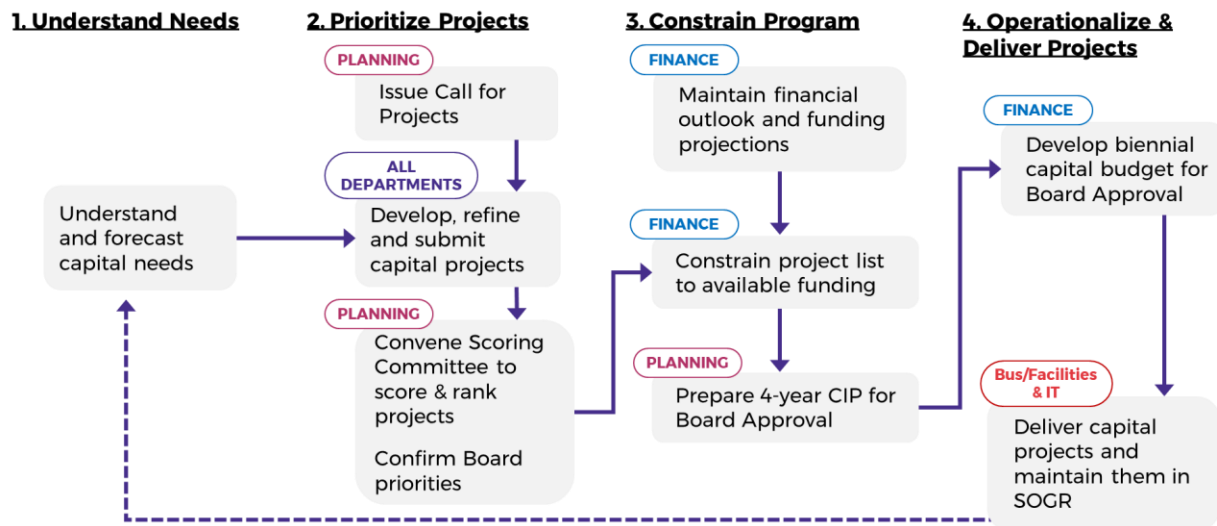
Classification	Project Name	Project Description	Unconstrained Capital Funding Needs (\$M)										FY26-35 Cost (\$M)	Constrained CIP (\$M)				Measure W Eligible
			FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35		FY26-29 Funded	FY26-29 Unfunded	FY30-35 Need	Funded in FY26-29	
Board/GM Priority	Application Modernization	This project would replace legacy systems to better serve the needs of the District and facilitate maintenance & security of our systems.	\$2.28	\$2.28	\$2.28	\$2.28	\$1.14	\$1.14	\$1.14	\$1.14	\$1.14	\$1.14	\$15.96	\$0.00	\$9.12	\$6.84	No	No
Strategic Plan	Technology Modernization	This project would modernize the District's Information Technology Operations by replacing its legacy network and applications that have reached the end of their useful life.	\$0.00	\$2.50	\$5.90	\$5.90	\$2.95	\$2.95	\$0.00	\$0.00	\$0.00	\$0.00	\$20.19	\$0.00	\$14.30	\$5.90	No	No
Strategic Plan	Modify NB+SB Entry & Gates	This project would design high priority security gates, lighting, and fencing at the NB and SB entry gates to improve the security for access to North and South Base.	\$1.03	\$0.91	\$0.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2.39	\$0.00	\$2.39	\$0.00	No	No
Strategic Plan	Learning Management	This project would scope and implement a Districtwide modern Learning Management System (LMS) for use by employees across the agency.	\$0.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.29	\$0.00	\$0.29	\$0.00	No	No
Strategic Plan	Business Intelligence	This project would further investment in the District's business intelligence systems.	\$0.57	\$0.57	\$0.57	\$0.57	\$0.57	\$0.57	\$0.57	\$0.57	\$0.57	\$0.57	\$5.70	\$0.00	\$2.28	\$3.42	No	No
Strategic Plan	Disaster Recovery	This project would and implement update disaster recovery and business continuity processes.	\$0.75	\$0.75	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.50	\$0.00	\$1.50	\$0.00	No	No
Strategic Plan	ERP Replacement	This project would replace/upgrade the District's Enterprise Resource Management platform (Peoplesoft).	\$0.60	\$1.20	\$1.14	\$1.14	\$1.15	\$0.86	\$0.75	\$0.00	\$0.00	\$0.00	\$6.83	\$0.00	\$4.08	\$2.75	No	No
Strategic Plan	EPM Replacement and Grants Module Implementation	This project would replace the existing budget and forecasting system, Enterprise Performance Management (EPM), with a new system.	\$1.71	\$0.57	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2.28	\$0.00	\$2.28	\$0.00	No	No
Strategic Plan	Paratransit Software Enhancements: Trapeze Scheduling Software	This project would provide expanded and enhanced intelligent transportation system software for paratransit operations.	\$0.00	\$0.00	\$0.00	\$0.57	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.57	\$0.00	\$0.57	\$0.00	No	Yes
Strategic Plan	Design and Implement an Environmental Management System	This project would fund the design and implementation of an Environmental Management System (EMS) to meet environmental and financial goals and improve operational effectiveness.	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.11	\$0.00	\$0.05	\$0.07	No	No
Strategic Plan	IT Project Management Office	This project would fund ongoing investment in designing IT processes and governance as well as direct project management support for ongoing projects.	\$0.31	\$0.31	\$0.34	\$0.34	\$0.34	\$0.37	\$0.37	\$0.37	\$0.40	\$0.40	\$3.56	\$0.00	\$1.31	\$2.25	No	No
Other Discretionary	Enterprise Construction - Project Management System	This project would design and implement a modern management and reporting system for large enterprise projects.	\$0.86	\$0.57	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.43	\$0.00	\$1.43	\$0.00	No	No
Other Discretionary	Safety & Security Contingency Fund	This project would fund a contingency fund for unforeseen expenses aimed at improving the safety and security of SamTrans employees and the operating environment.	\$0.80	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.80	\$0.00	\$0.80	\$0.00	No	No
Other Discretionary	Central HQ Project 6: Pre-TOD Project - Demolish 1250 San Carlos to prepare for redevelopment	This is a placeholder project that assumes 1250 San Carlos Avenue will be demolished prior to being redeveloped.	\$0.00	\$0.00	\$45.63	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$45.63	\$0.00	\$45.63	\$0.00	No	No

Classification	Project Name	Project Description	Unconstrained Capital Funding Needs (\$M)										FY26-35 Cost (\$M)	Constrained CIP (\$M)				Measure W Eligible
			FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35		FY26-29 Funded	FY26-29 Unfunded	FY30-35 Need	Funded in FY26-29	
Improving Customer Experience (ICX)			\$5.88	\$5.88	\$11.63	\$22.80	\$22.86	\$22.86	\$11.52	\$11.52	\$11.52	\$11.52	\$137.97	\$34.20	\$11.98	\$91.79		
Board / GM Priority	Bus Stop Improvement Plan Implementation - Near Term Phase	This project would fund improvements to the highest priority bus stops across the SamTrans network between FY26-29 per the recommendations in the Bus Stop Improvement Plan.	\$5.70	\$5.70	\$11.40	\$11.40	\$11.40	\$11.40	\$0.00	\$0.00	\$0.00	\$0.00	\$57.00	\$34.20	\$0.00	\$22.80	Yes	Yes
Strategic Plan	Bus Stop Improvement Plan Implementation - Medium Term Phase	This project would fund bus stop improvements across the SamTrans network between FY29-31 per the recommendations in the Bus Stop Improvement Plan.	\$0.00	\$0.00	\$0.00	\$11.17	\$11.17	\$11.17	\$0.00	\$0.00	\$0.00	\$0.00	\$33.52	\$0.00	\$11.17	\$22.34	No	Yes
Strategic Plan	Bus Stop Improvement Plan Implementation - Long Term Phase	This project would fund bus stop improvements across the SamTrans network between FY32-35 per the recommendations in the Bus Stop Improvement Plan.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$11.17	\$11.17	\$11.17	\$11.17	\$44.69	\$0.00	\$0.00	\$44.69	No	Yes
Strategic Plan	Customer's Stop Experience Improvement	This project would fund customer experience enhancements at bus stops such as commissioning and installing murals, temporary art installations, and other efforts such as landscaping and planters to improve the aesthetics of the stop/station and attract new users.	\$0.18	\$0.18	\$0.23	\$0.23	\$0.29	\$0.29	\$0.34	\$0.34	\$0.34	\$0.34	\$2.77	\$0.00	\$0.81	\$1.96	No	Yes
Enhancing Service (ESV)			\$1.21	\$1.14	\$20.68	\$16.00	\$81.70	\$106.44	\$82.44	\$75.88	\$25.88	\$25.88	\$437.24	\$0.00	\$26.05	\$398.21		
Board / GM Priority	Dumbarton Transitway - Design Phase	The project would fund design of a busway along the Dumbarton rail corridor between East Palo Alto and the Redwood City Caltrain Station.	\$0.00	\$0.00	\$12.98	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12.98	\$12.98	\$0.00	\$0.00	Yes	Yes
Board / GM Priority	Dumbarton Transitway - Construction Phase	The project would fund construction of a busway along the Dumbarton rail corridor between East Palo Alto and the Redwood City Caltrain Station.	\$0.00	\$0.00	\$0.00	\$0.00	\$74.00	\$74.00	\$0.00	\$0.00	\$0.00	\$0.00	\$148.00	\$0.00	\$0.00	\$148.00	Yes	Yes
Strategic Plan	Redwood City Interim Transit Center Feasibility Study & Construction	This project would fund a feasibility study to ensure that SamTrans has the necessary space to conduct efficient passenger and bus operations near the Redwood City Caltrain Station, during the anticipated transition period to the new elevated Caltrain station / grade seperation. The project also includes placeholder costs to design and construct an interim transit center.	\$0.07	\$0.00	\$0.00	\$8.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8.37	\$0.00	\$8.37	\$0.00	No	Yes
Strategic Plan	El Camino Real Transit Capital Improvement Fund	This project would serve as a dedicated funding source through which SamTrans can implement the longer-term capital improvement plan recommendations of the El Camino Real Bus Speed & Reliability Study, Grand Boulevard Initiative, and other studies by contributing matching funds, funding consultants, or contributing one-off funding to projects.	\$1.14	\$1.14	\$1.14	\$1.14	\$1.14	\$1.14	\$1.14	\$1.14	\$1.14	\$1.14	\$11.40	\$0.00	\$4.56	\$6.84	No	Yes
Strategic Plan	Service Expansion Capital Placeholder	This project would fund capital costs associated with additional fixed route service expansion beyond what has already been implemented as part of Reimagine SamTrans. It serves as a placeholder for additional fixed route costs as a result of implementation of the next COA.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00	\$50.00	\$0.00	\$0.00	\$100.00	\$0.00	\$0.00	\$100.00	No	Yes
Strategic Plan	El Camino Real Quick Build Transit Priority Improvement Program	This project would fund the design and construction of quick build transit priority treatments identified in the El Camino Real Bus Speed & Reliability Study. This is the first phase of transit priority projects along El Camino Real led by SamTrans.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$24.74	\$24.74	\$24.74	\$24.74	\$24.74	\$123.69	\$0.00	\$0.00	\$123.69	No	Yes
Strategic Plan	Countywide Transit Priority	This project would provide the foundation for a new transit priority program by funding a countywide transit priority study and implementing recommendations from the planning study throughout the service area. Recommendations could include installation of transit priority technology (i.e., Transit Signal Priority), infrastructure (e.g., bus bulbs, bus boarding islands, queue jumps, bus only/HOV lanes) and bus stop balancing.	\$0.00	\$0.00	\$6.56	\$6.56	\$6.56	\$6.56	\$6.56	\$0.00	\$0.00	\$0.00	\$32.80	\$0.00	\$13.12	\$19.68	No	Yes
Striving for Innovation (SFI)			\$1.43	\$0.66	\$0.72	\$0.66	\$0.52	\$0.11	\$0.74	\$0.11	\$0.17	\$0.11	\$5.26	\$2.54	\$0.94	\$1.78		

Classification	Project Name	Project Description	Unconstrained Capital Funding Needs (\$M)										FY26-35 Cost (\$M)	Constrained CIP (\$M)				Measure W Eligible
			FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35		FY26-29 Funded	FY26-29 Unfunded	FY30-35 Need	Funded in FY26-29	
Board / GM Priority	SamTrans Transit Oriented Development (TOD) Program	This project would fund ongoing TOD program needs and TOD project initiation. This includes funding for consultants to assist with the agency TOD program, develop site plans, perform economic analysis, capital improvement analysis, or other types of work to facilitate development.	\$0.74	\$0.11	\$0.17	\$0.11	\$0.17	\$0.11	\$0.17	\$0.11	\$0.17	\$0.11	\$2.00	\$1.14	\$0.00	\$0.86	Yes	Yes
Board/GM Priority	Artificial Intelligence	This project would establish a fund to leverage artificial intelligence (AI) in business and operational applications districtwide.	\$0.35	\$0.35	\$0.35	\$0.35	\$0.35	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.75	\$1.40	\$0.00	\$0.35	Yes	No
Strategic Plan	Mobile Recruiting Vehicle	This project would fund a recruitment vehicle to enable SamTrans to travel to and recruit workers at local and regional job fairs and events.	\$0.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.14	\$0.00	\$0.14	\$0.00	No	No
Strategic Plan	Innovation Initiatives	This project would invest in new technologies to advance the capabilities of District services.	\$0.20	\$0.20	\$0.20	\$0.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.80	\$0.00	\$0.80	\$0.00	No	No
Strategic Plan	Mobility Wallet Pilot Program	This project would fund a program to pilot a mobility wallet concept that provides Universal Basic Mobility.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.57	\$0.00	\$0.00	\$0.00	\$0.57	\$0.00	\$0.00	\$0.57	No	Yes
Total			\$158.21	\$68.84	\$131.50	\$300.76	\$180.97	\$484.05	\$209.14	\$99.44	\$271.89	\$57.28	\$1,962.10	\$466.00	\$180.34	\$1,302.78		

Appendix C: Capital Planning Process

The Planning & Development Division is the primary owner of the 4-year CIP and 10-year Capital Program development process. Planning relies on all departments across the organization to forecast and submit their capital project needs to the CIP process. The Finance and Operations Divisions are critical partners in the CIP process. The Finance Division maintains the District's financial outlook and funding projections, provides the expertise required to constrain projects to projected available funding, and manages the budget process. The Operations Division has primary responsibility for implementing and delivering capital projects for core operations and service, while other Divisions (such as Information Technology and Planning & Development) are responsible for delivering critical projects that support business operations. The following figure shows the CIP update process with owners depicted for each major component or milestone.



1. Understand Capital Needs

All departments are responsible for maintaining an ongoing understanding of capital needs and forecasting capital needs for the next 10 years. This is to ensure that projects submitted to the call for projects are comprehensive and reflect the most current understanding of capital needs.

2. Prioritize the Unconstrained 10-Year Capital Program List of Projects

Call for Projects

New projects are added to the 10-Year Capital Program as part of a biennial Call for Projects. Planning & Development leads the Call for Projects, and departments respond by submitting completed Project Information Request Forms (PIFs).

PIFs include the information necessary for evaluating and scoring projects, such as:

- Project Classification
- Project Category
- Project Name
- Project Number
- Project Manager
- Detailed Project Description (**See next section for further information*)
- Evaluation
- Project Milestones
- Project Cost & Funding Summary

Planning is responsible for updating the 10-Year Capital Program List of Projects to reflect the Call for Projects by:

- Updating the project list to remove completed projects.
- Updating the project list to add new projects.
- Adding and revising projects to reflect previously unidentified needs from long-range strategies and plans, as well as responses to regulations and new policies.
- Revising cost estimates and schedules as needed to better reflect the anticipated cost and timing of implementation.

Evaluating and Scoring Projects

District staff scored all capital projects against the following criteria that evaluate how projects contribute to key organizational objectives that support the Strategic Plan Goals. Projects were scored as *High, Medium, Low, or Not Applicable* across all criteria.

Prioritization criteria are listed below and **Table 5** shows how these criteria align with Strategic Plan goals:

- **Customer Experience:** Provide SamTrans customers with a better and more enjoyable journey, including trip-planning and trip-making, which will help to retain existing ridership and grow new ridership.
- **Talent Acquisition and Development:** Attract new talent and retain existing employees through capital improvements that support a better work environment.

- **Operational Effectiveness:** Enhance service or organizational effectiveness and support financial stewardship.
- **Climate Resiliency:** Improve the longevity and durability of assets to be more resilient to the consequences of climate change (long-term shifts in temperatures and weather patterns, such as intense droughts, water scarcity, severe fires, rising sea levels, flooding, catastrophic storms, and major earthquakes) and eliminate or reduce negative externalities of operations (air/water pollution, GHG emissions, water use, ground/water contamination, habitat fragmentation, light/noise pollution, etc.) including those from single occupancy vehicle (SOV) trips.
- **Equity:** Improve the experience of employees and/or customers who have limited income, are people of color, have disabilities, are transit-dependent, are seniors, and/or have limited-English proficiency.
- **Safety and Security:** Improve safety and security of the operating environment.
- **State of Good Repair:** Maintain or improve the SOGR.
- **Regional Connectivity:** Improve integration and connectivity to regional or megaregional transit services.

TABLE 5: PRIORITIZATION CRITERIA ALIGNMENT WITH STRATEGIC PLAN GOALS

Prioritization Criteria	Strategic Plan Goals					
	Deliver Better Mobility Services	Provide Outstanding Customer Experience	Become an Employer of Choice	Lead Responsibly	Ensure Effective Management	Exercise Collective Efforts
Regional Connectivity	✓	✓		✓		
Safety and Security	✓	✓		✓		
State of Good Repair				✓		
Customer Experience		✓				
Talent Acquisition and Development			✓			
Equity	✓		✓			
Climate Resiliency	✓				✓	
Operational Effectiveness						✓

Project Managers are responsible for providing an initial assessment of the capital project in the PIF. Input should include the explicit rationale for how the project meets the Low/Med/High/NA rating for a given criterion.

Planning then convenes the Scoring Committee to score and rank projects. Board priorities are also confirmed at this stage.

3. Constraining Projects for the FY26-29 CIP

Finance maintains the agency's financial outlook and funding projections, which provide the information necessary to constrain prioritized capital projects to available funding.

The constraining process is iterative and requires meetings and feedback from District staff and the Executive team.

Planning prepares the FY26-29 CIP and updates the 10-Year Capital Program's List of Projects for Board approval and adoption.

4. Operationalize and Deliver Projects

The 2-Year Capital Budget is developed and presented for Board approval and adoption in coordination with the FY26-29 CIP. Once capital project funding decisions have been finalized, departments will be formally notified regarding the status of their project requests and specify whether each project has been approved for funding, partially funded, or not funded. This communication will include any relevant details such as funding sources, conditions of approval, or next steps for resubmission if applicable. The Budget Office will coordinate directly with department contacts to ensure timely and clear communication of funding outcomes. If projects are not funded through the current budget, they will continue to remain on the 10-year Capital Program list for eligibility in future CIP cycles.

Delivery of capital projects and maintenance of capital assets in SOGR is primarily led by the Bus, Facilities, and IT Departments with some projects led by Planning & Development. Progress toward capital project delivery, and spending of capital funding, will be tracked via monthly capital project status reports. Funding assigned to projects may be reassigned if a project is significantly delayed.

As capital assets are brought online, the process cycles back to Step 1 to understand and forecast needs of existing assets. The District is in the process of implementing a new Enterprise Asset Management (EAM) system, which will enable integrated tracking of agency assets across departments and support development of future CIP cycles.