



AGENDA

Community Advisory Committee Meeting Notice

Date: Wednesday, April 27, 2022; 6:00 p.m.

Location: Watch <https://bit.ly/3q4o7Ra>

PUBLIC COMMENT CALL-IN: 1 (415) 655-0001; Access Code: 2498 532 6277 # #

To make public comment on an item, when the item is called, dial '*3' to be added to the queue to speak. Do not press *3 again or you will be removed from the queue. When the system says your line is unmuted, the live operator will advise that you will be allowed 2 minutes to speak. When your 2 minutes are up, we will move on to the next caller. Calls will be taken in the order in which they are received.

Members: John Larson (Chair), David Klein (Vice Chair), Nancy Buffum, Rosa Chen, Robert Gower, Jerry Levine, Kevin Ortiz, Eric Rozell, Kat Siegal, and Peter Tannen

Remote Access to Information and Participation:

This meeting will be held remotely and will allow for remote public comment pursuant to AB 361, which amended the Brown Act to include Government Code Section 54953(e) and empowers local legislative bodies to convene by teleconferencing technology during a proclaimed state of emergency under the State Emergency Services Act so long as certain conditions are met.

Written public comment may be submitted prior to the meeting by emailing the Clerk of the Transportation Authority at clerk@sfcta.org or sending written comments to Clerk of the Transportation Authority, 1455 Market Street, 22nd Floor, San Francisco, CA 94103. Written comments received by 5 p.m. the day before the meeting will be distributed to committee members before the meeting begins

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- 1. Call to Order
- 2. Chair's Report - **INFORMATION**

Consent Agenda

- 3. Approve the Minutes of the March 23, 2022 Meeting - **ACTION*** 5
- 4. Adopt a Motion of Support to Award a Three-Year Professional Services Contract to WMH Corporation in an Amount Not to Exceed \$2,700,000 for the Design Phase and Caltrans Right-of-Way Approval of the Hillcrest Road Widening Project - **ACTION*** 13



5. Community Advisory Committee Vacancy - **INFORMATION**

The Board will consider recommending appointment of two members to the Community Advisory Committee (CAC) at a future meeting or meetings. One vacancy is the result of the resignation of Sophia Tupuola (District 10 representative). With respect to the second vacancy, the District 8 representative has kindly agreed to continue serving on the CAC while the respective District office seeks to identify a candidate who can help increase the diversity on the CAC. CAC applications can be submitted through the Transportation Authority's website at www.sfcta.org/cac. Neither staff nor CAC members make recommendations regarding CAC appointments.

6. Internal Accounting Report, Investment Report, and Debt Expenditure Report for the Nine Months Ending March 31, 2022 - **INFORMATION*** 21

End of Consent Agenda

7. Adopt a Motion of Support to Allocate \$2,790,000 in Prop K Funds, with Conditions, for Two Requests - **ACTION*** 49

Projects: BART: Elevator Modernization, Phase 1.3: Powell St. and Civic Center (\$1,290,000), Traction Power Substation Replacement, Powell St. Station (\$1,500,000).

8. Adopt a Motion of Support to Adopt the One Bay Area Grant (OBAG) Cycle 3 County Framework and Recommend Programming \$7,082,400 of San Francisco's Estimated Share of OBAG Funds to the San Francisco Municipal Transportation Agency's Safe Routes to School Non-Infrastructure Program, \$2,200,000 to the Transportation Authority for Congestion Management Agency Planning, and \$52,855,600 to Projects to be Selected Through a Call for Projects - **ACTION*** 79

9. Adopt a Motion of Support to Award a Two-Year Professional Services Contract to Mark Thomas & Company, Inc. in an Amount Not to Exceed \$1,850,000 for the Design Phase and Caltrans Right-of-Way Approval of the I-280 Southbound Ocean Avenue Off-Ramp Project - **ACTION*** 111

10. Adopt a Motion of Support to Award Contracts to Seventeen Shortlisted Consultant Teams for a Three-Year Period, with an Option to Extend for Two Additional One-Year Periods, for a Combined Amount Not to Exceed \$8,000,000 for On-Call Project Management and Engineering Services - **ACTION*** 121

Recommend Consultant Teams: Access Planning Ltd.; Alta Planning + Design Inc.; Arup North America Ltd.; Brierley Associates; Cole Management & Engineering, Inc.; Dabri, Inc.; Gall Zeidler Consultants, LLC; HNTB Corporation; Mark Thomas & Company; McMillen Jacobs Associates; Mott MacDonald Group, Inc.; Parisi Transportation Consulting; Parsons Transportation Group, Inc.; PGH Wong Engineering, Inc.; TY Lin International; WMH Corporation; and WSP USA, Inc.

11. Preliminary Fiscal Year 2022/23 Budget and Work Program - **INFORMATION*** 143

12. Golden Gate Park, John F. Kennedy Drive Access Equity Study Report - **INFORMATION*** 177

The Golden Gate Park, John F. Kennedy Drive Access Equity Study Report will be presented to the Transportation Authority Board for final approval on its first appearance at a special joint hearing of the San Francisco Board of Supervisors and the Transportation Authority on April 26, the day before the CAC meeting. Thus, this item is being presented to the CAC as an information item.



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Community Advisory Committee Meeting Agenda

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Other Items

13. Introduction of New Business - INFORMATION

During this segment of the meeting, CAC members may make comments on items not specifically listed above or introduce or request items for future consideration.

14. Public Comment

15. Adjournment

*Additional Materials

Next Meeting: May 25, 2022

The Hearing Room at the Transportation Authority is wheelchair accessible. To request sign language interpreters, readers, large print agendas or other accommodations, please contact the Clerk of the Transportation Authority at (415) 522-4800 or via email at clerk@sfcta.org. Requests made at least 48 hours in advance of the meeting will help to ensure availability. Attendees at all public meetings are reminded that other attendees may be sensitive to various chemical-based products.

If any materials related to an item on this agenda have been distributed to the Community Advisory Committee after distribution of the meeting packet, those materials are available for public inspection at the Transportation Authority at 1455 Market Street, Floor 22, San Francisco, CA 94103, during normal office hours.

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code Sec. 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102; (415) 252-3100; www.sfethics.org.

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DRAFT MINUTES

Community Advisory Committee

Wednesday, March 23, 2022

1. Call to Order

Chair Larson called the meeting to order at 6:00 p.m.

Present at Roll: Nancy Buffum, Rosa Chen, Robert Gower, David Klein, John Larson, Jerry Levine, Kevin Ortiz, Eric Rozell, and Kat Siegal (9)

Absent at Roll: Peter Tannen (entered during Item 5) and Sophia Tupuola (2)

2. Chair's Report - INFORMATION

Chair Larson acknowledged CAC member Peter Tannen, representative for District 8, who was reappointed at the March 22 Transportation Authority Board meeting and had previously told fellow CAC members he would continue to serve on the CAC until a new representative for District 8 could be found. He encouraged any interested District 8 residents watching or listening to the meeting to submit an application to be on the CAC via the Transportation Authority website at www.sfcta.org.

Chair Larson noted that CAC members should have received a copy of the Executive Director's Report presented at the March 22 Transportation Authority Board meeting and encouraged fellow members to read it as it provided short and informative updates. He spoke on the Van Ness Bus Rapid Transit (BRT) and Infrastructure Improvements project, which was nearing completion, including construction of the center running red transit lanes, boarding islands, streetlights, and utilities; with replacement of underground utilities and safety features such as pedestrian signals, upgraded traffic signals, and lighting soon to be completed as well. Chair Larson announced the ribbon cutting ceremony would be held on April 1 at 9:15 a.m. at the War Memorial building and members of the public may register to attend at sfmta.com. The Chair also noted that the Transportation Authority had contributed \$45 million in Prop K funds towards all phases of the project and led planning and environmental work for this first center running BRT project for the city, with a lot of input from the CAC over time. He congratulated the San Francisco Municipal Transportation Authority (SFMTA) and partner agencies on the upcoming start of service.

Chair Larson announced that at its March 22 meeting, the Board endorsed the 2022 Expenditure Plan for the half-cent transportation sales tax as recommended by the Expenditure Plan Advisory Committee (EPAC). He thanked members Rosa Chen and Eric Rozell for serving on that body, as well as staff, for the EPAC's hard work on the proposed program. He said the Metropolitan Transportation Commission was next to review the proposal before the Board of Supervisors could act to include the Expenditure Plan and a continuation of the half-cent sales tax to fund it on the November 2022 ballot.

Chair Larson also announced that outreach for the San Francisco Transportation Plan (SFTP) would soon begin, with an online survey conducted in English, Spanish, Chinese,



Filipino, and Russian. He said that staff was offering presentations to community and neighborhood groups citywide and hosting a town hall on Thursday, April 28. He asked members of the public to contact the Transportation Authority if there was an interested in receiving a presentation and noted that more information on the SFTP could be found at sfcta.org/sftp.

There was no public comment.

Consent Agenda

3. Approve the Minutes of the February 23, 2022 Meetings - ACTION

Nancy Buffum motioned to approve the item, seconded by Jerry Levine.

The motion was approved by the following vote:

Ayes: Buffum, Chen, Gower, Klein, Larson, Levine, Ortiz, Rozell, Siegal (9)

Absent: Tannen, Tupuola (2)

4. Community Advisory Committee Vacancy - INFORMATION

Chair Larson announced the term expiration for his seat, representing District 7.

There was no public comment for either item.

End of Consent Agenda

5. San Francisco Municipal Transportation Agency Subway Renewal Overview - INFORMATION

Julie Kirschbaum, Director of Transit with SFMTA, presented the item.

Vice Chair David Klein asked if any of the plan had to do with expanding, or strictly focused on improving and ensuring quality of service. Director Kirschbaum answered that the agency was looking to expand capacity but not to make the tunnel longer. She explained that in the Core Capacity planning study, there was some money to do technical work for the surface portion of the M Ocean View line, from West Portal to San Francisco State University, with a goal to have a high capacity corridor to run a four-car train much less impeded. Mr. Klein asked if this would increase frequency. Director Kirschbaum responded in the affirmative.

Chair Larson observed when there was a time the train control computer was new. He asked about the state of good repair and why it was such a challenge. Director Kirschbaum answered that it may have been because the agency didn't start the repairs sooner and some systems they were now playing catch on maintenance. She said the new train control system was set up to receive automatic updates to its software. She also explained that lifecycle management involves anticipating at the beginning of asset replacement what is needed to keep a system in a state of good repair and she did not believe that happened for a lot of the subway work.

Member Kat Siegal asked if the pillars of the Muni Metro Modernization plan would be executed sequentially or in parallel, and if it was overall a 10-year plan or just the subway modernization as a 10-year plan. Director Kirschbaum answered that it was concurrent work with the 10 years reflecting the overall program. She expounded that she believed in a continuous delivery model, referencing the vehicles and surface rail corridors as examples of continuous improvement within the 10-year time frame.



During public comment, Edward Mason asked if there was a project management software program that would be used on the project. He also asked if there was a subway project manager to coordinate and manage the system replacements. Mr. Mason continued that for Core Capacity he saw that as something that would require forced transfers for the J Church, K Ingleside, and L Taraval lines in the future, and expressed apprehension about the effect on seniors' mobility.

After public comment, Chair Larson asked Director Kirschbaum if she could address the public comment questions on the project management staff, software, and forced transfers. Director Kirschbaum responded that she believed her agency used P6 software, an industry standard, to manage the projects, but said she could follow up to confirm. She said there needed to be a deeper dive into the sequencing and scheduling work Mr. Mason was referring to in his comments. She also clarified that Core Capacity was a Federal Transit Administration grant program, and it did not imply a specific service plan. She continued that as an agency, from a technical standpoint, they believed the most reliable, highest capacity plan was to run very frequent trunk service with transfer service but no decisions had been made in that regard.

Member Jerry Levine commented that the need for increased capacity was predicated on substantial increases in ridership and asked if that was what ridership projections showed. Director Kirschbaum answered that state of good repair investments were needed regardless of future ridership levels to ensure safety and continuity in subway service. Regarding future service demand, she said SFMTA used multiple scenarios in its decision making and attempted to build options into its improvement programs. She said as an example, SFMTA's full light rail fleet expansion program was based on the expectation of growth in demand but included contractual off-ramps in case ridership growth was less than expected.

6. Adopt a Motion of Support to Approve the 2022 Prop AA Strategic Plan and 5-Year Prioritization Programs (5YPPS) and Amend the Prop K Bus Rapid Transit/Transit Preferential Streets/Muni Metro Network and Transit Enhancements 5YPPs - ACTION

Mike Pickford, Senior Transportation Planner, presented the item per the staff memorandum.

During public comment, Edward Mason asked regarding the Salesforce Transit Center Wayfinding project how we got into the situation of needing to replace the kiosks. He asked who was responsible for the original kiosks and how much they cost. He asked whether it was the original prime contractor, Transbay Joint Powers Authority (TJPA), or a subcontractor that developed the original wayfinding. He said that already needing to replace wayfinding kiosks at a cost of almost \$2 million caused him to shake his heads and he thought the TJPA should bear the responsibility to pay for fixing the wayfinding system.

After public comment, David Klein motioned to approve the item, seconded by Kat Siegal.

The motion was approved by the following vote:

Ayes: Buffum, Chen, Gower, Klein, Larson, Levine, Ortiz, Rozell, Siegal, Tannen (10)

Absent: Tupuola (1)



7. Adopt a Motion of Support to Allocate \$645,108 in Prop K Funds, with Conditions, and Appropriate \$557,156 for Two Requests- ACTION

Anna LaForte, Deputy Director for Policy & Programming, and Andrew Heidel, Principal Transportation Planner, presented the item per the staff memorandum.

Member Eric Rozell asked for details on the way SFMTA prioritized locations for bike facility maintenance.

Ms. LaForte answered that because the program had no backlog, SFMTA hadn't needed to prioritize and had been able to address requests as they were submitted or identified by SFMTA staff in the field.

Kat Siegel commented that plastic delineators seemed fragile and vulnerable to damage by vehicles. She asked if SFMTA had considered other barrier materials. Matt Lasky, Project Manager with SFMTA, said SFMTA used delineators a great deal because they were quick and easy to install and therefore relatively inexpensive. He said SFMTA had experimented with a number of different materials and concluded that bike lane buffers offering the most protection were concrete barriers, but that those were more expensive and required more time for design.

Chair Larson asked which kinds of bike facilities were included in the bicycle facility maintenance program, for example, he asked if generic bike lanes (i.e., without green paint) would be included, observing that it seemed to him that many of those lanes needed substantial work. Mr. Lasky answered affirmatively that regular bike lanes would be included, as well as painted lanes paint and delineated buffers.

During public comment, Edward Mason noted that others had made public comments at SFMTA meetings stating that Richmond residents had voted for BART many years ago but have yet to see any direct BART service, and asked why the project limits for the Geary/19th Avenue Subway Strategic Case study do not extend the full length of Geary Boulevard. He said the turn onto 19th Avenue would mean much of the Richmond would remain underserved by rail transit.

After public comment, Chair Larson and David Klein asked staff to respond to Mr. Mason's question.

Mr. Heidel said the study limits were recommendations from the City's ConnectSF strategic planning effort but said the location of the subway's turn to south was still on the table. He explained that input from transit operations staff was that terminating the subway at the beach would be difficult due to lack of room for a turnaround or a maintenance area. Additionally, he noted this and future studies would need to examine and balance the needs of both passenger demand as well as operations, particularly as it relates to tying this project into the rest of the regional rail system.

David Klein motioned to approve the item, seconded by Eric Rozell.

The motion was approved by the following vote:

Ayes: Buffum, Chen, Gower, Klein, Larson, Levine, Ortiz, Rozell, Siegal, Tannen (10)

Absent: Tupuola (1)

8. Adopt a Motion of Support to Release \$1,200,000 of Prop K Funds Held on Reserve for the Geary Bus Rapid Transit Phase 2 Conceptual Engineering Report - ACTION



Dan Tischler, Principal Transportation Modeler, and Daniel Mackowski, Streets Division Project Manager with SFMTA, presented the item.

Member Jerry Levine asked about how infrastructure on Geary Boulevard differs from Van Ness Avenue. Mr. Mackowski responded by saying that Geary Boulevard is newer than Van Ness Avenue but is still old and has aging utilities. The proposed work on Geary Boulevard would be minor compared to the Van Ness infrastructure work and would have less risk. However, he said that the sewers and water lines under Geary are about 100 years old and probably need replacement. He noted that the SFMTA is currently in discussion about coordinating improvements with the San Francisco Public Utilities Commission.

Mr. Levine asked if local residents could park at late hour meters and not be ticketed. Mr. Mackowski responded that there is not overlap between the area proposed for extended meter hours and the current residential parking permit area. He said the meters would be a tool for businesses because they encourage parking space turnover.

Member Nancy Buffum asked a question about schools and safe street crossings and how SFMTA did outreach to schools, youth, and families with children. Mr. Mackowski responded that SFMTA did not do much specific outreach to children, but they sent information to school principals who would pass the information along to neighborhood families.

Member Buffum followed up by saying that some parent groups may offer a better way to reach parents. Mr. Mackowski agreed that this was a good idea and said he would relay this input to the outreach lead for follow-up.

Member David Klein asked if SFMTA would get rid of the red wave design for the bus stops and the glass station advertisement signs that they were often broken. Mr. Mackowski responded by noting that Clear Channel media company was responsible and that their contract continued for a few more years. He said that these issues raised by Mr. Klein will be considered at contract renewal.

Mr. Klein asked if the project would deliver capacity improvement, if travel time savings could be reinvested in route frequency, and about the timeframe of the travel time improvements. Mr. Mackowski responded by describing SFMTA's travel time analysis. He said SFMTA developed estimates of travel time savings relative to pre-COVID conditions and relative to current conditions after the implementation of the now permanent temporary emergency transit lanes (TETLs) on sections of the project corridor. He continued by saying that SFMTA's analysis showed that the TETLs delivered less than half of the overall project benefits relative to pre-COVID conditions and that the proposed project would deliver the majority of total travel time benefits.

Mr. Klein asked about community pushback. Mr. Mackowski responded by describing issues raised by community stakeholders to date. He said one of these concerns was that the project would not deliver much benefit to areas west of 25th Avenue. Mr. Mackowski described a walking tour with District 1 Supervisor Connie Chan and SFMTA Director of Transportation Jeffrey Tumlin that occurred the previous week. He said that during the walking tour, they spoke with people in the field and listened to concerns with SFMTA in feedback gathering mode.

During public comment, Edward Mason asked if there were any provisions on casino buses. Mr. Mason had seen casino buses occupying Muni bus stops at 9th and Geary Boulevard and asked if commuter buses and casino buses were going to be in the bus



lanes. Mr. Mason suggested that there may be congestion in the lanes because of these buses.

After public comment, Chair Larson asked for clarification about whether shuttle buses and casino buses being allowed to use Geary Boulevard bus lanes.

Mr. Mackowski responded by saying that San Francisco had different types of bus lanes. He explained that Haight Street and Van Ness Avenue were Muni only for technical reasons; and side running lanes were generally bus/taxi only. He continued to explain that California vehicle code defined a bus as any vehicle with 10 or more passengers and all buses were legal in the lanes, but they are not allowed to stop in the lane or block bus lanes. He said with newly passed legislation, Muni could take pictures and ticket vehicles blocking the lanes. Mr. Mackowski said he would flag 9th Avenue and Geary Boulevard for enforcement staff. He said SFMTA had done a study on the non-transit buses in transit lanes, and found that it is rare for buses to actually be delayed by commuter buses, and said SFMTA saw these lanes as super carpool lanes for any vehicles with lots of passengers.

Kat Siegal motioned to approve the item, seconded by David Klein.

The motion was approved by the following vote:

Ayes: Buffum, Chen, Gower, Klein, Larson, Ortiz, Rozell, Siegal, Tannen (9)

Absent: Levine, Tupuola (2)

9. Adopt a Motion of Support to Amend the Adopted Fiscal Year 2021/22 Budget to Increase Revenues by \$1.7 Million, Decrease Expenditures by \$13.3 Million and Decrease Other Financing Sources by \$50.0 Million for a Total Net Decrease in Fund Balance of \$34.7 Million - ACTION

Cynthia Fong, Deputy Director for Administration and Finance, presented the item per the staff memorandum.

Chair Larson asked for clarification on the decreases, that the expenditures were mostly because of delays, except for Vision Zero in which different funding sources were sought. Ms. Fong confirmed that this was accurate.

There was no public comment.

Chair Larson motioned to approve the item, seconded by Robert Gower.

The motion was approved by the following vote:

Ayes: Buffum, Chen, Gower, Klein, Larson, Ortiz, Rozell, Siegal, Tannen (9)

Absent: Levine, Tupuola (2)

Chair Larson commented that he was impressed with how fiscally well managed the agency was and appreciated staff's clear explanations of the budget.

10. San Francisco County Transportation Authority Public Engagement Methodology - INFORMATION

Eric Young, Director of Communications, presented the item.

Member Kevin Ortiz thanked staff for the presentation and asked how the agency identified stakeholders, and ensured that contacts lists are up to date. Mr. Young answered that the agency had just implemented Salesforce to improve tracking of



contact lists. He said that with new contacts, staff may monitor news coverage mentioning community representatives, engage in communities, interact with Supervisors' offices, get input from CAC members, and use other means to keep lists up to date. Mr. Ortiz suggested that staff periodically contact Supervisors' offices to help keep contacts up to date on the lists.

Mr. Ortiz also asked how focus group participants were identified, ensuring diversity minimums were met and that different communities were represented. Mr. Young answered that it depended on the type of focus group conducted with each group being unique and ensuring that there was deep engagement with members of a particular community. He described some of the factors considered such as language spoken, ethnic background, residential location, work location, and commute habits.

Mr. Ortiz asked what languages and how many the Transportation Authority translated to ensure language access was always a consideration in communications and outreach. Mr. Young answered the typical languages were Spanish, Chinese, and Filipino, which was standard across City and County of San Francisco agencies. He said there were other instances when more languages were translated beyond the standard set.

Mr. Ortiz asked if the agency had categorical lists that were specifically tailored to specific constituencies by organization or community. Director Young confirmed that this was the case.

Chair Larson noted that the Geary corridor project offered outreach materials translated in Russian and believed anything in the Tenderloin might prompt translation into Vietnamese and some other Southeast Asian languages as well.

Member Nancy Buffum reiterated her comment on the Geary Bus Rapid Transit item that when seeking broad-based input, that staff ensuring that families with children and teenage children were considered as an important community for input - one which was frequently overlooked and had a more difficult time attending outreach events than other people. Mr. Young agreed that this was another community to be considered.

Mr. Ortiz said he would like to see a concrete outreach plan for larger projects, and it would be helpful for the CAC to see that ahead of time, so they could provide input.

There was no public comment.

Other Items

11. Introduction of New Business - INFORMATION

Member Robert Gower commented that he often saw car collisions on the island of the inbound J Church stop in his neighborhood, sometimes with the vehicle completely flipped as a result of hitting the island. He said that he often heard from people who witnessed these incidents that they did not know how to effectively communicate their concerns or requests to city agencies to prevent these collisions from reoccurring. Mr. Gower said he also read an article from the San Francisco Chronicle calling the city's traffic calming efforts useless, indicating a strong disconnect between community concern and what the city is doing in response. He continued that SFMTA's traffic calming program seemed inaccessible and the contact was a 311 email address, which seemed like a black hole. Mr. Gower suggested there should be a resource for the public to effectively relay information and receive a response from the appropriate agencies rather than having to contact several different agencies or resort to enacting their own solutions. He expressed a desire to see engagement happen in a more



comprehensive way enabling the public to relay suggestions with dedicated responses and requested a presentation on existing resources and how the process could be streamlined for effective response from agency staff.

Member Nancy Buffum requested an update on the future of slow streets, particularly with a focus on John F. Kennedy Drive, so that the CAC could provide input on before any decisions were made. Chair Larson agreed.

Member Peter Tannen asked if there were any plans to resume in-person CAC meetings. Chair Larson answered that there was discussion about how emergency orders may or may not affect the flexibility of the group meeting in person and CAC members would be polled on their preferences.

Chair Larson requested an update on the Caltrain station in southeast San Francisco, regarding the diversion lane near Oakdale and Evans avenues. He also asked about the opening of central subway. The Chair said these could be brief informational items, perhaps under the umbrella of the ConnectSF program.

There was no public comment.

12. Public Comment

There was no general public comment.

13. Adjournment

The meeting was adjourned at 8:28 p.m.



Memorandum

AGENDA ITEM 4

DATE: April 20, 2022
TO: Transportation Authority Board
FROM: Maria Lombardo -Chief Deputy
SUBJECT: 5/10/22 Board Meeting: Award a Two-Year Professional Services Contract to WMH Corporation in an Amount Not to Exceed \$2,700,000 for the Design Phase and Caltrans Right-of-Way Approval of the Hillcrest Road Widening Project

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> • Award a two-year professional service contract to WMH Corporation in an amount not to exceed \$2,700,000 for the design phase and California Department of Transportation (Caltrans) right-of-way approval of the Hillcrest Road Widening Project (Project) • Authorize the Executive Director to negotiate contract payment terms and non-material terms and conditions <p>SUMMARY</p> <p>The Project will install a single direction 2-lane roadway with a dedicated bike path from the West Side Bridges Seismic Retrofit Project to the I-80 interchange at Southgate Road. The Treasure Island Development Authority (TIDA) has requested that the Transportation Authority lead and manage project development efforts for the Hillcrest Project given our prior significant management experience on Yerba Buena Island (YBI). TIDA was awarded a \$30,000,000 Infill Infrastructure Grant for the Project in Spring 2020. TIDA and the State of California Department of Housing and Community Development after significant delay have recently executed the required grant agreement to allow for project development efforts to proceed. We issued a Request for Proposal (RFP) on December 23, 2020 seeking consultant support to provide preliminary engineering and design services for the Project. We received one proposal by the due date of January 28, 2021. Following evaluation of proposal and interview, the selection panel, comprised of staff from TIDA, Bay Area Toll Authority (BATA) and Transportation Authority, recommends award of the contract to WMH Corporation (WMH).</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input checked="" type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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BACKGROUND

The redevelopment of Treasure Island (TI) and YBI will transform the islands into a new San Francisco neighborhood with new businesses, homes, retail, parks, and transportation modes. At full buildout, the redevelopment will create 8,000 new housing units and anticipates up to 25,000 new residents, workers and thousands of visitors each year. To improve traffic circulation around the islands, the roads are being upgraded to meet anticipated increasing demands. Hillcrest Road on YBI connects Treasure Island Road to both Southgate Road and the eastbound I-80 on-ramp to the Bay Bridge. It plays a vital connection role across YBI and between the two spans of the Bay Bridge. Hillcrest Road does not meet current City and County of San Francisco Public Works (SFPW) standards.

TIDA requested that the Transportation Authority lead the effort to prepare and obtain approval for all required technical documentation and permits for the Hillcrest Project because of the Transportation Authority's expertise and experience on other YBI engineering projects including YBI Ramps Improvement Project, Southgate Road Realignment Project, and West Side Bridges Seismic Retrofit Project. These documents include preliminary engineering, environmental documents, and plans, specifications, and estimates (PS&E).

The TI/YBI Redevelopment Project Environmental Impact Report (EIR) includes roadway improvements on YBI including Hillcrest Road. The Hillcrest Project will widen Hillcrest Road and provide two travel lanes and a Class II bicycle lane. This is consistent with the TI/YBI Redevelopment EIR. The widened Hillcrest Road will also be converted to one-way traffic flow which was evaluated and approved by Caltrans and the Transportation Authority as part of a National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) re-validation prepared for the YBI Southgate Road Realignment Project in 2019.

The execution of a standard agreement between TIDA and the State was delayed due to lengthened State legal procedures. In December 2021, TIDA and the State executed the standard agreement which allows work to start on the Hillcrest Project. The Hillcrest Project will require close coordination and consultation with all stakeholders including the TIDA, Caltrans, Bay Area Toll Authority (BATA), SFPW and the United States Coast Guard.

DISCUSSION

The Hillcrest Project will install a single direction 2-lane roadway with a dedicated bike path from the West Side Bridges Seismic Retrofit Project to the I-80 interchange at Southgate Road (see Attachment 1). The planned roadway width will vary from 36-feet to 40-feet wide for the segment between the West Side Bridges Seismic Retrofit Project and the I-80 Tunnel Portal (Portal), and continue as a 40-foot wide facility from the Portal to the Forest Road Intersection. The design phase is anticipated to take two years to complete. The preliminary construction estimate for the project is \$27 million which includes construction capital costs, construction management and inspection services. Subject to securing funding for the construction phase, construction could begin in Summer 2025.



The Hillcrest Project will to the extent possible make provisions for the future YBI Multi-use Pathway Project planned from the San Francisco Oakland Bay Bridge (SFOBB) eastern span to the newly constructed TI ferry terminal as well as the connection to the BATA planned SFOBB western span bike path known as the West Span Path.

Procurement Process. We issued an RFP for design service for the Hillcrest Project on December 23, 2020. We hosted a virtual pre-proposal conference on January 5, 2021, which provided opportunities for small businesses and larger firms to meet and form partnerships. 31 firms attended the conference. We took steps to encourage participation from small and disadvantaged business enterprises, including advertising in seven local newspapers: San Francisco Chronicle, San Francisco Examiner, San Francisco Bayview, Small Business Exchange, Nichi Bei, El Reportero, and World Journal. We also distributed the RFP to certified small, disadvantaged, and local businesses; Bay Area and cultural chambers of commerce; and small business councils.

By the due date of January 28, 2021, we received one proposal in response to the RFP. A selection panel comprised of Transportation Authority, TIDA, and BATA staff evaluated the proposal based on qualifications and other criteria identified in the RFP, including the proposer's understanding of project objectives, technical and management approach, and capabilities and experience. We held an interview with the proposed team on March 11, 2021. The panel recommends that the Board award the contract to WMH Corporation, as the team demonstrated clear understanding of project objectives and challenges, specifically, around YBI transportation improvements, Bay Bridge bike/ped connections and the planned YBI multi-use path.

We established a Disadvantaged Business Enterprise (DBE)/Small Business Enterprise (SBE) goal of 15% for this contract. WMH's proposal exceeded the contract goal. The WMH team includes a combined 92% DBE/SBE participation from multiple firms, including WMH Corporation (SBE), Associated Right of Way Services (SBE), Haygood & Associates (DBE), MGE Engineering (DBE), Towill (SBE), and Y&C Transportation Consultants, Inc. (DBE). WMH Corporation's headquarters office is located in San Jose, California.

FINANCIAL IMPACT

The contract amount will be funded with Infill Infrastructure Grant funds awarded to TIDA by the State. The Transportation Authority has a Memorandum of Agreement with TIDA for the reimbursement of consultant design services. The approved Fiscal Year 2021/22 budget amendment includes this year's activities and sufficient funds will be included in future year budgets to cover the remaining cost of the contract.

CAC POSITION

The Community Advisory Committee will consider this item at its April 27, 2022, meeting.



SUPPLEMENTAL MATERIALS

- Attachment 1 - Project Map
- Attachment 2 - Scope of Services

YBI Construction Projects

Forest Road Detour (TICD)
(2022 - 2025)

Macalla Road Reconstruction (TICD)
(2019 - 2021)

YBI WB Ramps
Opened October 2016

YBI Vista Point
Opened May 2017

I-80 EB Off-Ramp/Southgate Road Realignment (SFCTA)
(2020 - 2022)

West Side Bridges Project (SFCTA)
(2022 - 2025)

Hillcrest Road Widening Project
(2025 - 2028)



San Francisco
County Transportation
Authority



Attachment 2 Scope of Services

Contractor shall prepare plans, specifications, and estimates for the Hillcrest Road Widening Project (Hillcrest Project). It is estimated that a contract will be awarded for a two-year term.

Specific tasks include: 1) Project Management, 2) Right of Way Engineering, and 3) Project Engineering and Design. The tasks are detailed below.

Task 1 - Project Management

This task provides for management of civil engineering design efforts, interagency coordination meetings, and regular progress updates. Contractor will perform the following project management tasks and activities:

- Supervise, coordinate, and monitor products development, for conformance with the Transportation Authority, San Francisco Public Works (SFPW), San Francisco Municipal Transportation Agency (SFMTA), San Francisco Public Utilities Commission (SFPUC), and Caltrans standards and policies.
- Coordinate all design staff and any subconsultants to assure the free and timely flow of information for each task activity.
- Assure that all documents requiring City oversight review are prepared in accordance with City standards, guidelines, and procedures.
- Assure that all documents requiring Caltrans' approval are prepared in accordance with Caltrans' standards, guidelines, and procedures.
- Prepare a detailed Critical Path Method (CPM) schedule to meet milestone deliverables and required board cycle approvals.
- Reporting: Prepare monthly reports detailing work activity in the period, schedule, cost and performance against key project objectives and metrics.

Task 2 - Right of Way Engineering

This task consists of all right-of-way engineering for the Project including obtaining Caltrans Encroachment Permit and United States Coast Guard (USCG) easements if necessary.

Deliverables:



- All right-of-way engineering deliverables (Hard Copy, Appraisal Maps, Plat Maps, Legal Descriptions, etc.) prepared in accordance with City, USCG, and Caltrans standards.
- Caltrans Encroachment Permit
- Right-of-Way Easement
- Coordination with USCG and Treasure Island Development Authority (TIDA)

Task 3 - Project Engineering and Design

Final design shall consist generally of the preparation of PS&E in accordance with current City and Caltrans standards. The final contract plans shall include all necessary plan sheets required for the complete construction of the Project. In addition, the selected consultant shall be responsible for the preparation, submittal, and approval of all accompanying documents (i.e., various design reports, utility relocations, permits, agreements, reports, survey notes, slope stake notes, SFPW permits and requirements, SFMTA permits and requirements, SFPUC permits and requirements, and Caltrans District Office Engineer/Headquarters Office Engineer permits and requirements). Below are the tasks that are anticipated to be performed:

3.1 PS&E (35% Submittal)

Deliverables:

- Geometric Approval Drawings including design exceptions if necessary
- 35% Plans including typical cross sections
- Structures Type Selection Report
- QA/QC documentation

3.2 PS&E (65% Submittal)

Deliverables:

- 65% Plans
- Geotechnical Materials Report
- Foundation Report
- Hydraulics Report
- All necessary City permits
- Draft Agreements and Permits (Caltrans and utility providers, etc.)
- Draft Storm Water Pollution Prevention Plan (SWPPP)
- Draft Construction Cost Estimate



- Electronic copy of plans, design, reports, draft permits, and draft agreements
- Traffic Management Plan
- Constructability Review

3.3 PS&E (95% Submittal)

Deliverables:

- 95% Plans
- Draft Final SWPPP
- Construction Cost Estimate
- Constructability Review
- Draft Agreements and Permits (City, Caltrans, and utility providers, etc.)
- Electronic copy of plans, design, reports, draft permits, and draft agreements
- QA/QC documentation

Project schedule: The Transportation Authority desires to adhere to the milestone schedule shown below for the consultant contract. The schedule is intended to include adequate time for review and comments by the appropriate participating agencies.

- Contract Award - May 2022
- 35% PS&E and all Task 3.1 deliverables - March 2023
- 65% PS&E and all Task 3.2 deliverables - September 2023
- 95% PS&E and all Task 3.3 deliverables - May 2024

Preparation of the design engineering, City and County of San Francisco permits and approvals, CCSF easement, and Caltrans encroachment permit shall commence immediately following receipt of an executed contract from the Transportation Authority. Contractor shall be responsible for all work necessary to obtain all City and County of San Francisco permits and approvals, Caltrans encroachment permit, CCSF right-of-way, and complete Final PS&E, and shall comply with applicable local, State, and Federal standards.



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

Memorandum

AGENDA ITEM 6

DATE: April 21, 2022

TO: Transportation Authority Board

FROM: Cynthia Fong - Deputy Director for Finance and Administration

SUBJECT: 4/26/22 Board Meeting: Internal Accounting Report, Investment Report, and Debt Expenditure Report for the Nine Months Ending March 31, 2022

<p>RECOMMENDATION <input checked="" type="checkbox"/> Information <input type="checkbox"/> Action</p> <p>None. This is an information item.</p> <p>SUMMARY</p> <p>The purpose of this memorandum is to provide the quarterly internal accounting report, investment report, and debt expenditure report for the Fiscal Year (FY) 2021/22 period ending March 31, 2022.</p>	<p><input type="checkbox"/> Fund Allocation</p> <p><input type="checkbox"/> Fund Programming</p> <p><input type="checkbox"/> Policy/Legislation</p> <p><input type="checkbox"/> Plan/Study</p> <p><input type="checkbox"/> Capital Project Oversight/Delivery</p> <p><input checked="" type="checkbox"/> Budget/Finance</p> <p><input type="checkbox"/> Contract/Agreement</p> <p><input type="checkbox"/> Other: _____</p>
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BACKGROUND

Our Fiscal Policy (Resolution 21-57) establishes an annual audit requirement and directs staff to report to the Board the agency's actual expenditures in comparison to the approved budget, on at least a quarterly basis. The Investment Policy (Resolution 21-57) directs a review of portfolio compliance with the Investment Policy in conjunction with, and in the context of, the quarterly expenditure and budgetary report.

Internal Accounting Report. Using the format of our annual financial statements for governmental funds, the Internal Accounting Report includes a "Balance Sheet" (Attachment 1) and a "Statement of Revenues, Expenditures, and Changes in Fund Balances, with Budget Comparison" (Attachment 2). In Attachment 2, the last two columns show the prorated adopted budget values and the variance of revenues and expenditures as compared to the prorated adopted budget. For the nine months ending March 31, 2022, the numbers in the prorated adopted budget amendment column are three-fourths of the total amended budget for FY 2021/22, including the Treasure Island Mobility Management Agency. Although the



sales tax revenue bond revenue accrual for sales tax, vehicle registration fee, and Traffic Congestion Mitigation Tax Program are included, the Internal Accounting Report does not include: the Governmental Accounting Standards Board Statement Number 34 adjustments, and the other accruals that are done at fiscal year-end. The Balance Sheet values, as of March 31, 2022, are used as the basis for the Investment Policy compliance review.

Investment Report. Our investment policies and practices are subject to, and limited by, applicable provisions of state law and prudent money management principles. All investable funds are invested in accordance with the Investment Policy and applicable provisions of California Government Code, *Section 53600 et seq.* Any investment of bond proceeds will be further restricted by the provisions of relevant bond documents.

We observe the "Prudent Investor" standard, as stated in California Government Code, *Section 53600.3*, applied in the context of managing an overall portfolio. Investments are to be made with care, skill, prudence, and diligence, taking into account the prevailing circumstances, including, but not limited to, general economic conditions, our anticipated needs, and other relevant factors that a prudent person of a like character and purpose, acting in a fiduciary capacity and familiar with those matters, would use in the stewardship of funds.

The primary objectives for the investment activities, in order of priority, are:

- 1) **Safety.** Safety of the principal is the foremost objective of the investment program. Investments will be undertaken in a manner that seeks to ensure preservation of the principal of the funds under its control.
- 2) **Liquidity.** The investment portfolio will remain sufficiently liquid to enable us to meet its reasonably anticipated cash flow requirements.
- 3) **Return on Investment.** The investment portfolio will be managed with the objective of attaining a market rate of return throughout budgetary and economic cycles, commensurate with the investment risk parameters and the cash flow characteristics of the portfolio.

Permitted investment instruments are specifically listed in the Investment Policy and include the San Francisco City and County Treasury Pool (Treasury Pool), certificates of deposit, and money market funds.

Balance Sheet Analysis. Attachment 1 presents assets, liabilities, and fund balances, as of March 31, 2022. Cash, deposits, and investments, total to \$105.6 million. Other assets total to \$52.3 million, which mainly includes, \$15.9 million sales tax receivable, and \$24.8 million of the program receivables. Liabilities total \$280.5 million, as of March 31, 2022, and mainly includes \$7.8 million in accounts payable, \$39.7 million in accounts payable to the City and County of San Francisco and \$225.3 million in sales tax revenue bond and premium amounts (Series 2017).



There is \$140.0 million in total fund deficit, which is largely the result of how multi-year programming commitments are accounted for. Future sales tax revenues and grant reimbursements collected will fully fund this difference. This amount included \$28.6 million in restricted fund balance and \$168.7 million in unassigned fund deficit. The unassigned fund deficit reflects grant-funded capital projects that are scheduled to be implemented over the course of several fiscal years. The commitments are multi-year commitments and funded with non-current (future) revenues. In addition, we do not hold nor retain title for the projects constructed or for the vehicles and system improvements purchased with sales tax funds, which can result in a negative position.

Statement of Revenues, Expenditures, and Changes in Fund Balances Analysis. Attachment 2 compares the prorated budget amendment to actual levels for revenues and expenditures for the nine months (three quarters) of the fiscal year. We earned \$96.1 million in revenues, including \$74.5 million in sales tax revenues, \$3.5 million in vehicle registration fee, \$3.1 million in traffic congestion mitigation tax, and \$14.8 million in total program revenues for the nine months ending March 31, 2022. Total revenue was higher than the prorated budget amendment estimates by \$178,044. This variance amount mainly includes \$4.8 million higher in sales tax revenue as pandemic restrictions are relaxing, we are seeing growth in sales tax revenues across multiple sectors including general retail, food/restaurant and transportation; \$1.3 million lower in Traffic Congestion Mitigation Tax collection but expected to catch up by the end of the fiscal year; and \$3.2 million lower in program revenues mainly due lower reimbursements from federal, state and regional revenues for the Yerba Buena Island Southgate Road Realignment Project resulting from the timing of project invoices received and paid. However, we are still on track to complete by Summer 2022.

As of March 31, 2022, we incurred \$91.8 million of expenditures, including \$19.6 million in debt principal payment and service cost for the sales tax revenue bond; \$7.3 million for personnel and non-personnel expenditures; and \$64.8 million of capital project costs. Total expenditures were lower than the prorated amended budgetary estimates by \$67.7 million. This amount mainly includes a net non-favorable variance of \$3.3 million for debt services costs, and a favorable variance of \$69.1 million in capital project costs. The net non-favorable variance of \$3.3 million in debt service costs is due to timing of bond principal and interest payments, the bi-annual interest payments made in August and February. The favorable variance of \$69.1 million in capital project costs mainly includes, \$10.2 million in Congestion Management Agency Programs, \$5.0 million in Vehicle Registration Fee for Transportation Improvements Programs, \$1.3 million in Traffic Congestion Mitigation Tax Program and \$52.6 million in the Sales Tax Program. The \$10.2 million of variance in the Congestion Management Agency programs is mainly related to the timing of invoices received and paid on the Yerba Buena Island Southgate Road Realignment Project as noted above in Program Revenues section. In addition, engineering and environmental activities for the US 101/I-280 Managed Lanes and Express Bus Project are delayed due to attaining Caltrans agreements and topographic surveys. The \$817,134 of variance in the TIMMA Program is mainly related to



toll policy adoption delay, thus pushing toll system delivery back. Also, additional coordination efforts with the Federal Highway Administration and the San Francisco Municipal Transportation Agency are required prior to the release of the Request for Proposals for the Treasure Island Autonomous Vehicle Shuttle Services Pilot Project. The remaining \$5.0 million, \$1.3 million, and \$52.6 million variances in Vehicle Registration Fee for Transportation Improvements programs, Traffic Congestion Mitigation Tax Program and sales tax program capital project costs are mainly due to costs (reimbursement requests) from project sponsors that have been incurred, but not yet received. As similar to prior years, we anticipates a higher amount of reimbursement requests and expenditures in the next quarter.

Investment Compliance. As of March 31, 2022, approximately 56.0% of our investable assets were invested in the Treasury Pool. These investments are in compliance with both the California Government Code and the adopted Investment Policy and provide sufficient liquidity to meet expenditure requirements for the next six months. Attachment 3 is the most recent investment report furnished by the City's Office of the Treasurer.

Debt Expenditure Compliance. In October 2021, the Transportation Authority entered into a 3-year Revolving Credit (loan) Agreement with U.S. Bank for a total amount of \$125 million. As of March 31, 2022, the Transportation Authority does not have any outstanding balance in the loan.

As of March 31, 2022, total outstanding bond principal and premium balance is \$225.3 million. We made cumulative payments of \$74.5 million, including principal payment of \$39.9 million and interest payment of \$34.6 million.

FINANCIAL IMPACT

None. This is an information item.

CAC POSITION

None. This is an information item.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Balance Sheet (unaudited)
- Attachment 2 - Statement of Revenue, Expenditures, and Changes in Fund Balance with Budget Comparison (unaudited)
- Attachment 3 - Investment Report



**San Francisco
County Transportation
Authority**

Attachment 1
Governmental Funds
Balance Sheet (unaudited)
March 31, 2022

	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund for Clean Air Program	Vehicle Registration Fee for Transportation Improvements Program	Treasure Island Mobility Management Agency	Traffic Congestion Mitigation Tax Program	Total Governmental Funds
ASSETS							
Cash in bank	\$ 26,322,577	\$ -	\$ 1,715,414	\$ 18,410,313	\$ -	\$ -	\$ 46,448,304
Deposits and investments with City Treasurer	50,696,904	-	-	-	-	8,495,411	59,192,315
Sales tax receivable	15,856,805	-	-	-	-	-	15,856,805
Vehicle registration fee receivable	-	-	-	738,288	-	-	738,288
Interest receivable from City and County of San Francisco	314,314	-	-	-	-	-	314,314
Program receivables	-	24,668,369	-	-	113,990	-	24,782,359
Receivable from the City and County of San Francisco	-	1,213,849	-	-	1,747,171	-	2,961,020
Other receivables	3,077	-	-	-	-	-	3,077
Due from other funds	7,534,741	-	-	-	-	-	7,534,741
Prepaid costs and deposits	81,580	-	-	-	-	-	81,580
Total Assets	\$ 100,809,998	\$ 25,882,218	\$ 1,715,414	\$ 19,148,601	\$ 1,861,161	\$ 8,495,411	\$ 157,912,803
LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES							
Liabilities							
Accounts payable	\$ 4,122,880	\$ 3,397,831	\$ -	\$ -	\$ 205,540	\$ 66,560	\$ 7,792,811
Accounts payable to the City and County of San Francisco	36,935,522	-	290,316	2,447,914	-	1,235	39,674,987
Accrued salaries and taxes	193,820	-	-	-	-	-	193,820
Sales tax revenue bond (series 2017)	225,330,113	-	-	-	-	-	225,330,113
Due to other funds	-	6,086,074	440,931	325,863	624,381	57,492	7,534,741
Total Liabilities	\$ 266,582,335	\$ 9,483,905	\$ 731,247	\$ 2,773,777	\$ 829,921	\$ 125,287	\$ 280,526,472
Deferred Inflows of Resources							
Unavailable revenues	\$ -	\$ 16,398,313	\$ -	\$ -	\$ 1,031,240	\$ -	\$ 17,429,553
Total deferred inflows of resources	\$ -	\$ 16,398,313	\$ -	\$ -	\$ 1,031,240	\$ -	\$ 17,429,553
Fund Balances							
Nonspendable	\$ 81,580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 81,580
Restricted	2,864,318	-	984,167	16,374,824	-	8,370,124	28,593,433
Unassigned	(168,718,235)	-	-	-	-	-	(168,718,235)
Total Fund Balances (Deficit)	\$ (165,772,337)	\$ -	\$ 984,167	\$ 16,374,824	\$ -	\$ 8,370,124	\$ (140,043,222)
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 100,809,998	\$ 25,882,218	\$ 1,715,414	\$ 19,148,601	\$ 1,861,161	\$ 8,495,411	\$ 157,912,803



**San Francisco
County Transportation
Authority**

Attachment 2

Governmental Funds

Statement of Revenues, Expenditures, and Changes in Fund Balances with Budget Comparison (unaudited)
For the Nine Months Ending March 31, 2022

	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund for Clean Air Program	Vehicle Registration Fee for Transportation Improvements Program	Treasure Island Mobility Management Agency	Traffic Congestion Mitigation Tax Program	Total Governmental Funds	Prorated Adopted Budget Fiscal Year 2021/22	Variance With Prorated Adopted Budget Positive (Negative)
REVENUES									
Sales tax	\$ 74,509,431	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,509,431	\$ 69,659,850	\$ 4,849,581
Vehicle registration fee	-	-	-	3,468,479	-	-	3,468,479	3,625,536	(157,057)
Traffic congestion mitigation tax	-	-	-	-	-	3,148,661	3,148,661	4,410,000	(1,261,339)
Investment income	233,812	-	589	689	-	-	235,090	243,570	(8,480)
Program revenues	-	13,349,383	360,786	-	1,049,046	-	14,759,215	18,003,876	(3,244,661)
Total Revenues	\$ 74,743,243	\$ 13,349,383	\$ 361,375	\$ 3,469,168	\$ 1,049,046	\$ 3,148,661	\$ 96,120,876	\$ 95,942,832	\$ 178,044
EXPENDITURES									
Current - transportation improvement									
Personnel expenditures	\$ 2,260,450	\$ 2,243,201	\$ 19,419	\$ 176,346	\$ 484,034	\$ 57,493	\$ 5,240,943	\$ 6,748,338	\$ 1,507,395
Non-personnel expenditures	2,018,596	21,261	-	634	44,130	-	2,084,621	2,480,379	395,758
Capital project costs	51,143,327	11,168,919	135,008	1,752,004	548,687	98,967	64,846,912	133,967,484	69,120,572
Debt service									
Principal	13,710,000	-	-	-	-	-	13,710,000	10,282,500	(3,427,500)
Interest and fiscal charges	5,913,375	-	-	-	-	-	5,913,375	6,009,264	95,889
Total Expenditures	\$ 75,045,748	\$ 13,433,381	\$ 154,427	\$ 1,928,984	\$ 1,076,851	\$ 156,460	\$ 91,795,851	\$ 159,487,965	\$ 67,692,114
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ (302,505)	\$ (83,998)	\$ 206,948	\$ 1,540,184	\$ (27,805)	\$ 2,992,201	\$ 4,325,025	\$ (63,545,133)	\$ 67,870,158
OTHER FINANCING SOURCES (USES)									
Transfer in	\$ -	\$ 83,998	\$ -	\$ -	\$ 27,805	\$ -	\$ 111,803	\$ 8,699,766	\$ (8,587,963)
Transfer out	(111,803)	-	-	-	-	-	(111,803)	(8,699,766)	8,587,963
Draw on revolving credit agreement	-	-	-	-	-	-	-	37,500,000	(37,500,000)
Total Other Financing Sources (Uses)	\$ (111,803)	\$ 83,998	\$ -	\$ -	\$ 27,805	\$ -	\$ -	\$ 37,500,000	\$ (37,500,000)
NET CHANGE IN FUND BALANCES	\$ (414,308)	\$ -	\$ 206,948	\$ 1,540,184	\$ -	\$ 2,992,201	\$ 4,325,025	\$ (26,045,133)	\$ 30,370,158
Fund Balances - Beginning	\$ 59,972,084	\$ -	\$ 777,219	\$ 14,834,640	\$ -	\$ 5,377,923	\$ 80,961,866		
Sales tax revenue bond (series 2017)	(225,330,113)	-	-	-	-	-	(225,330,113)		
Fund Balances (Deficit) - End	\$ (165,772,337)	\$ -	\$ 984,167	\$ 16,374,824	\$ -	\$ 8,370,124	\$ (140,043,222)		

Office of the Treasurer & Tax Collector
City and County of San Francisco



José Cisneros, Treasurer

Tajel Shah, Chief Assistant Treasurer
Hubert R White, III CFA, CTP, Chief Investment Officer

Investment Report for the month of March 2022

April 15, 2022

The Honorable London N. Breed
Mayor of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4638

The Honorable Board of Supervisors
City and County of San Francisco
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4638

Colleagues,

In accordance with the provisions of California State Government Code, Section 53646, we forward this report detailing the City's pooled fund portfolio as of March 31, 2022. These investments provide sufficient liquidity to meet expenditure requirements for the next six months and are in compliance with our statement of investment policy and California Code.

This correspondence and its attachments show the investment activity for the month of March 2022 for the portfolios under the Treasurer's management. All pricing and valuation data is obtained from Interactive Data Corporation.

CCSF Pooled Fund Investment Earnings Statistics *

<i>(in \$ million)</i>	Current Month		Prior Month	
	Fiscal YTD	March 2022	Fiscal YTD	February 2022
Average Daily Balance	\$ 13,232	\$ 13,879	\$ 13,150	\$ 13,555
Net Earnings	52.13	7.02	45.11	6.13
Earned Income Yield	0.52%	0.60%	0.52%	0.59%

CCSF Pooled Fund Statistics *

<i>(in \$ million)</i>	% of	Book	Market	Wtd. Avg.	Wtd. Avg.	
Investment Type	Portfolio	Value	Value	Coupon	YTM	WAM
U.S. Treasuries	35.35%	\$ 5,014.9	\$ 4,825.1	0.76%	0.60%	842
Federal Agencies	33.84%	4,748.0	4,618.6	0.89%	0.87%	783
Public Time Deposits	0.29%	40.0	40.0	0.48%	0.48%	123
Negotiable CDs	14.36%	1,960.0	1,960.0	0.50%	0.50%	141
Commercial Paper	5.38%	733.6	734.2	0.00%	0.40%	91
Money Market Funds	6.56%	895.2	895.2	0.12%	0.12%	1
Supranationals	4.22%	596.5	576.0	0.87%	0.80%	766
Totals	100.0%	\$ 13,988.3	\$ 13,649.0	0.71%	0.64%	620

In the remainder of this report, we provide additional information and analytics at the security-level and portfolio-level, as recommended by the California Debt and Investment Advisory Commission.

Respectfully,

José Cisneros
Treasurer

cc: Treasury Oversight Committee: Aimee Brown, Kevin Kone, Brenda Kwee McNulty, Meghan Wallace
Ben Rosenfield - Controller, Office of the Controller
Mark de la Rosa - Acting Audits Director, Office of the Controller
Mayor's Office of Public Policy and Finance
San Francisco County Transportation Authority
San Francisco Public Library
San Francisco Health Service System

Portfolio Summary Pooled Fund

As of March 31, 2022

<i>(in \$ million)</i>							
Security Type	Par Value	Book Value	Market Value	Market/Book Price	Current % Allocation	Max. Policy Allocation	Compliant?
U.S. Treasuries	\$ 5,000.0	\$ 5,014.9	\$ 4,825.1	96.22	35.35%	100%	Yes
Federal Agencies	4,746.1	4,748.0	4,618.6	97.27	33.84%	100%	Yes
State & Local Government							
Agency Obligations	-	-	-	-	0.00%	20%	Yes
Public Time Deposits	40.0	40.0	40.0	100.00	0.29%	100%	Yes
Negotiable CDs	1,960.0	1,960.0	1,960.0	100.00	14.36%	30%	Yes
Bankers Acceptances	-	-	-	-	0.00%	40%	Yes
Commercial Paper	735.0	733.6	734.2	-	5.38%	25%	Yes
Medium Term Notes	-	-	-	-	0.00%	30%	Yes
Repurchase Agreements	-	-	-	-	0.00%	10%	Yes
Reverse Repurchase/ Securities Lending Agreements							
Money Market Funds - Government	895.2	895.2	895.2	100.00	6.56%	20%	Yes
LAIF	-	-	-	-	0.00%	\$50mm	Yes
Supranationals	588.5	596.5	576.0	96.55	4.22%	30%	Yes
TOTAL	\$ 13,964.9	\$ 13,988.3	\$ 13,649.0	97.57	100.00%	-	Yes

The City and County of San Francisco uses the following methodology to determine compliance: Compliance is pre-trade and calculated on a par value basis of the overall portfolio value. Cash balances are included in the City's compliance calculations.

Please note the information in this report does not include cash balances. Due to fluctuations in the market value of the securities held in the Pooled Fund and changes in the City's cash position, the allocation limits may be exceeded on a post-trade compliance basis. In these instances, no compliance violation has occurred, as the policy limits were not exceeded prior to trade execution. The full Investment Policy can be found at <https://sftreasurer.org/banking-investments/investments>

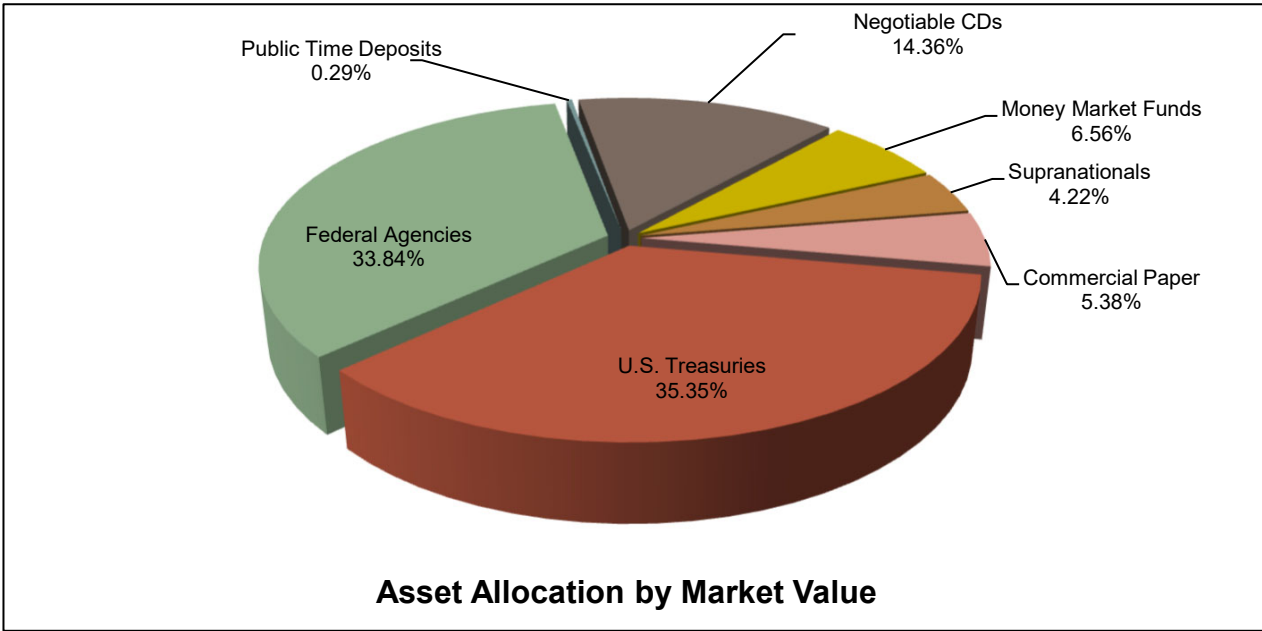
Totals may not add due to rounding.

City and County of San Francisco Pooled Fund Portfolio Statistics

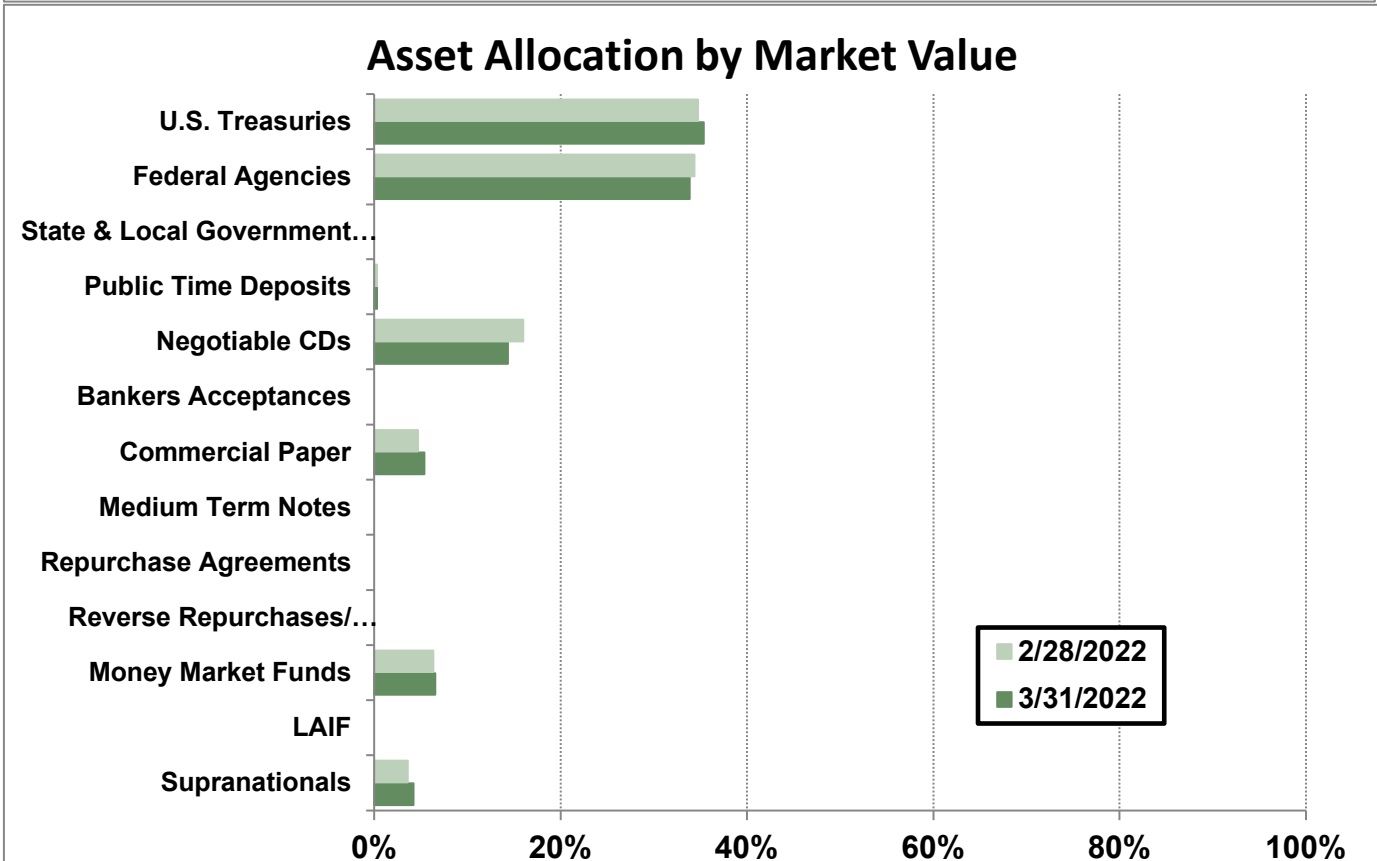
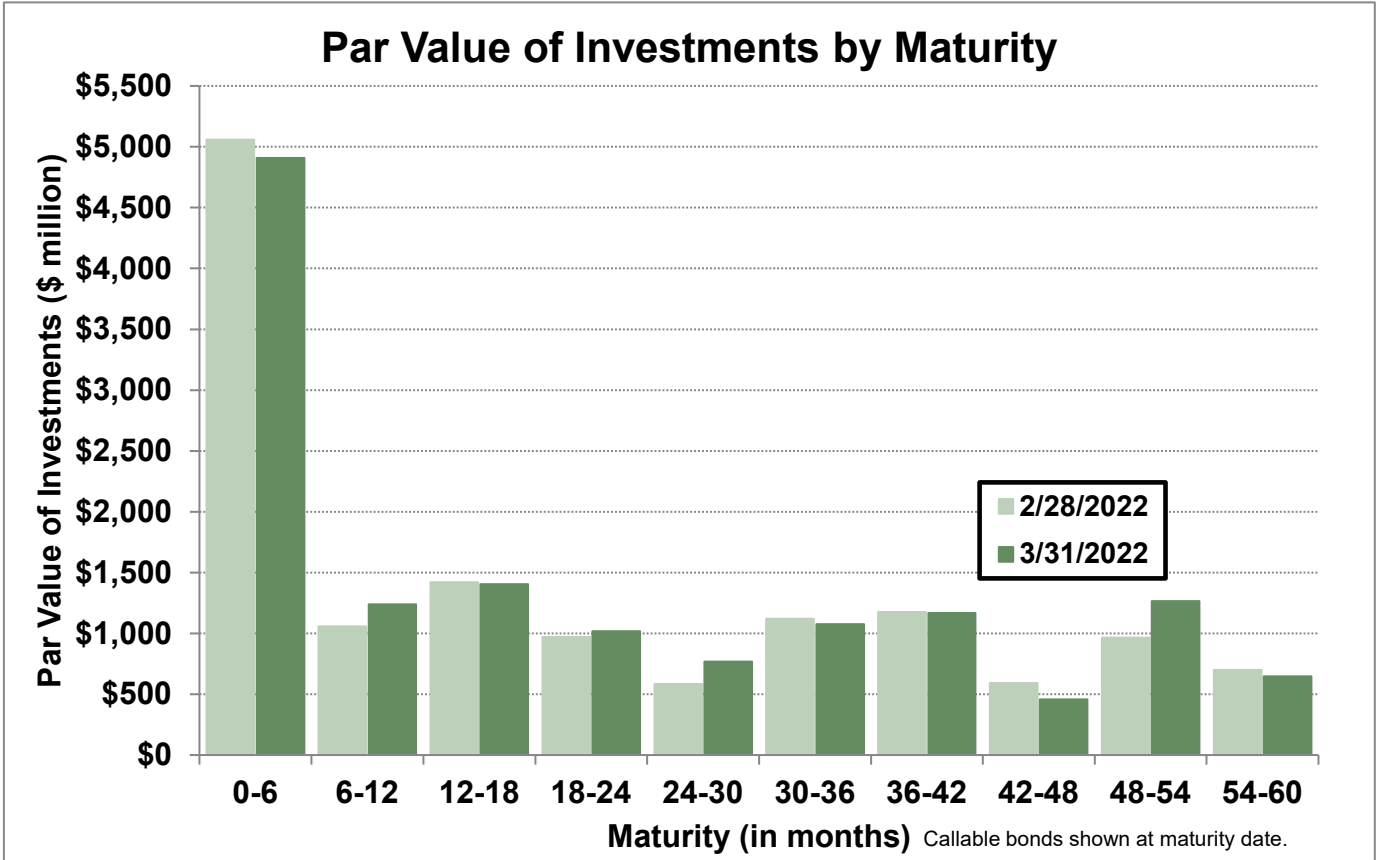
For the month ended March 31, 2022

Average Daily Balance	\$13,879,187,697
Net Earnings	\$7,018,713
Earned Income Yield	0.60%
Weighted Average Maturity	620 days

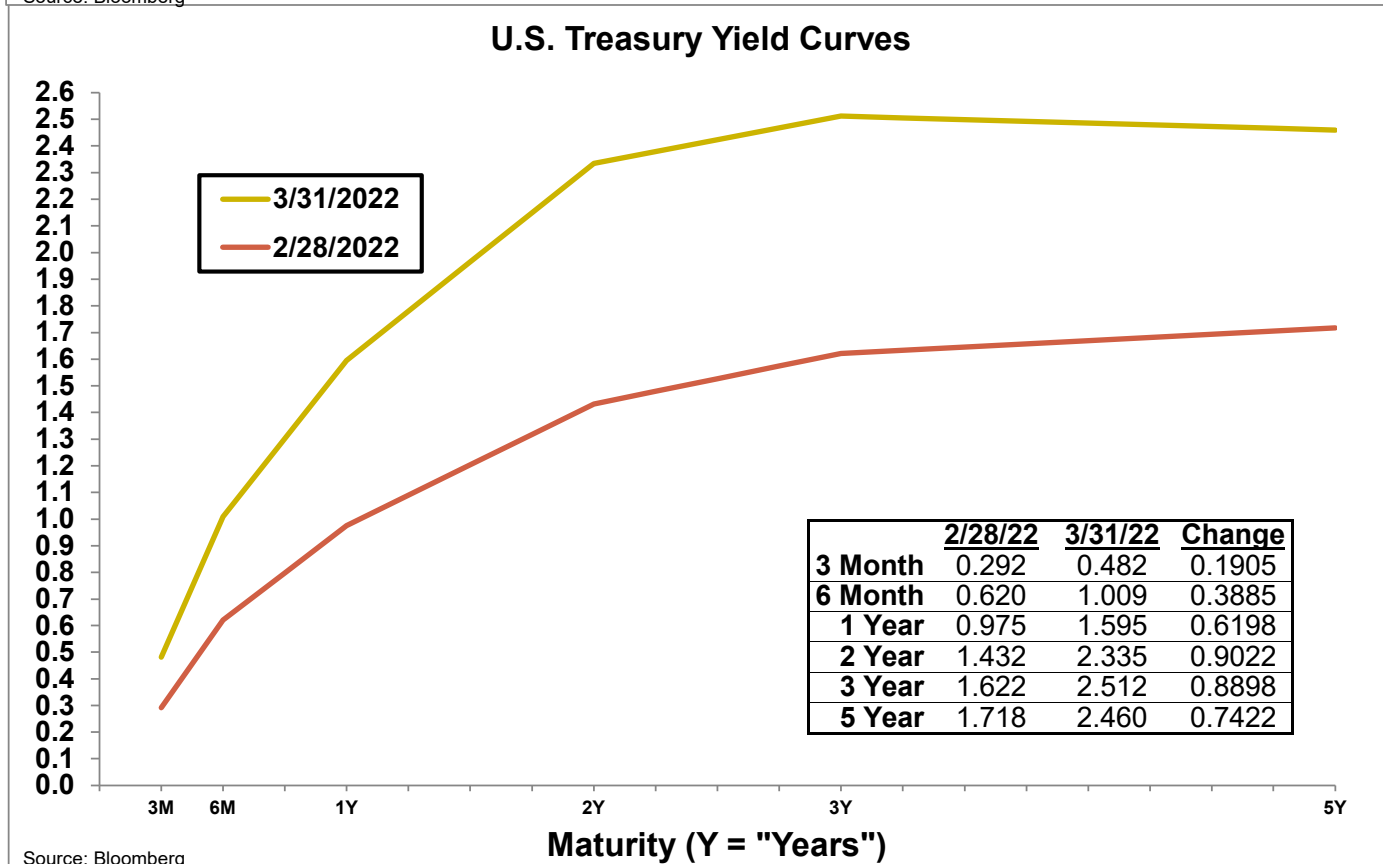
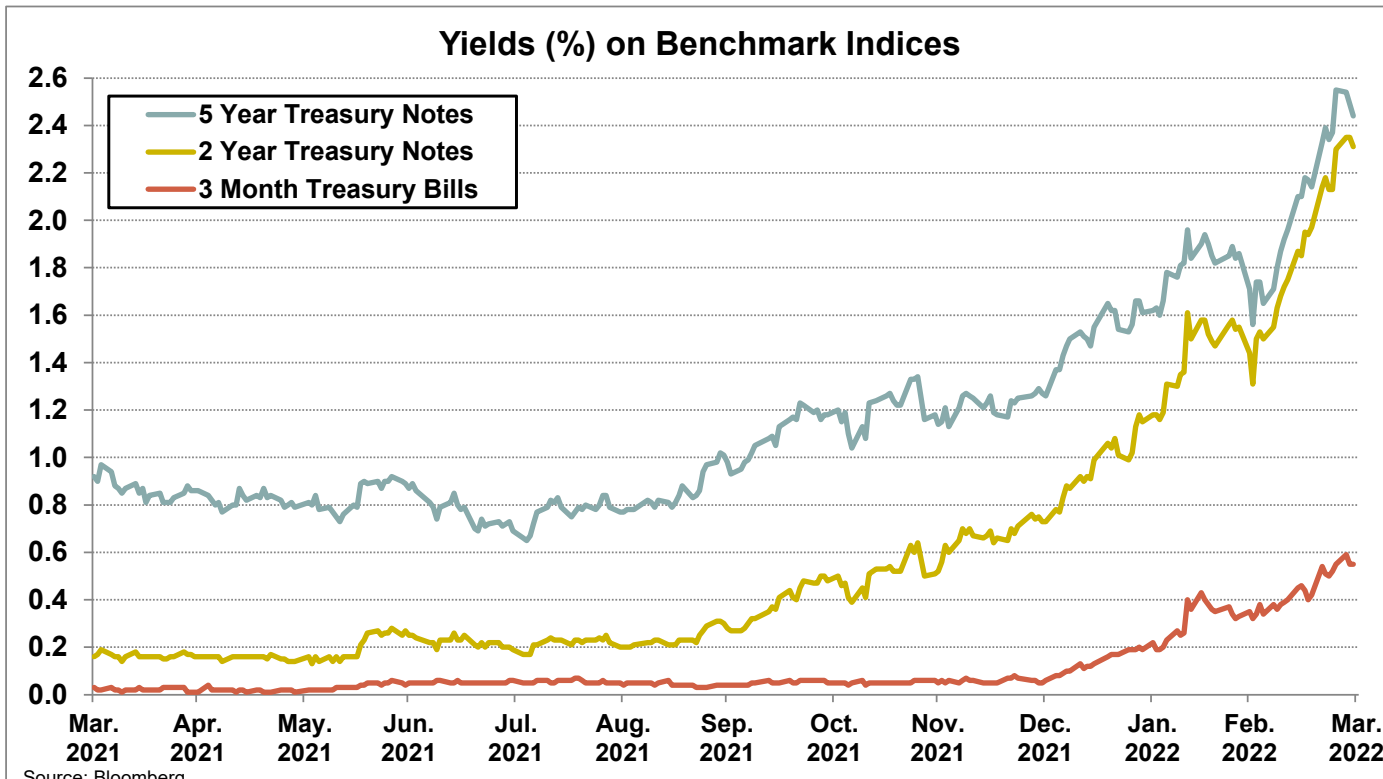
Investment Type	(\$ million)	Par Value	Book Value	Market Value
U.S. Treasuries		\$ 5,000.0	\$ 5,014.9	\$ 4,825.1
Federal Agencies		4,746.1	4,748.0	4,618.6
Public Time Deposits		40.0	40.0	40.0
Negotiable CDs		1,960.0	1,960.0	1,960.0
Commercial Paper		735.0	733.6	734.2
Money Market Funds		895.2	895.2	895.2
Supranationals		588.5	596.5	576.0
Total		\$ 13,964.9	\$ 13,988.3	\$ 13,649.0



Portfolio Analysis Pooled Fund



Yield Curves



Investment Inventory

Pooled Fund

As of March 31, 2022

Type of Investment	CUSIP	Issuer Name	Maturity		Coupon	Par Value	Book Value	Amortized	
			Settle Date	Date				Book Value	Market Value
U.S. Treasuries	912796G45	TREASURY BILL	4/22/2021	4/21/2022	0.00	\$ 100,000,000	\$ 99,934,278	\$ 99,996,389	\$ 99,993,000
U.S. Treasuries	912796H44	TREASURY BILL	5/20/2021	5/19/2022	0.00	200,000,000	199,888,777	199,985,333	199,934,000
U.S. Treasuries	912828XD7	US TREASURY	5/13/2021	5/31/2022	1.88	50,000,000	50,941,406	50,147,479	50,117,000
U.S. Treasuries	9128286Y1	US TREASURY	4/8/2021	6/15/2022	1.75	50,000,000	50,990,240	50,171,520	50,125,000
U.S. Treasuries	9128286Y1	US TREASURY	4/28/2021	6/15/2022	1.75	50,000,000	50,937,500	50,170,248	50,125,000
U.S. Treasuries	912796W39	TREASURY BILL	3/1/2022	6/28/2022	0.00	25,000,000	24,960,333	24,970,667	24,966,700
U.S. Treasuries	912828XW5	US TREASURY	8/15/2017	6/30/2022	1.75	25,000,000	24,977,539	24,998,864	25,074,250
U.S. Treasuries	912828ZX1	US TREASURY	3/12/2021	6/30/2022	0.13	50,000,000	50,011,719	50,002,220	49,945,500
U.S. Treasuries	912828ZX1	US TREASURY	3/31/2021	6/30/2022	0.13	50,000,000	50,021,484	50,004,240	49,945,500
U.S. Treasuries	912828ZX1	US TREASURY	4/8/2021	6/30/2022	0.13	50,000,000	50,025,391	50,005,101	49,945,500
U.S. Treasuries	912828ZX1	US TREASURY	4/15/2021	6/30/2022	0.13	50,000,000	50,019,531	50,003,986	49,945,500
U.S. Treasuries	912828ZX1	US TREASURY	4/16/2021	6/30/2022	0.13	50,000,000	50,019,531	50,003,995	49,945,500
U.S. Treasuries	912828ZX1	US TREASURY	4/19/2021	6/30/2022	0.13	50,000,000	50,019,531	50,004,022	49,945,500
U.S. Treasuries	912828YA2	US TREASURY	3/30/2021	8/15/2022	1.50	100,000,000	101,933,594	100,242,801	100,242,000
U.S. Treasuries	91282CAG6	US TREASURY	3/30/2021	8/31/2022	0.13	50,000,000	50,019,531	50,005,720	49,840,000
U.S. Treasuries	912796U56	TREASURY BILL	3/29/2022	9/22/2022	0.00	50,000,000	49,759,821	49,763,892	49,770,850
U.S. Treasuries	912796U64	TREASURY BILL	3/31/2022	9/29/2022	0.00	50,000,000	49,734,584	49,736,042	49,746,550
U.S. Treasuries	912828TY6	US TREASURY	4/8/2021	11/15/2022	1.63	50,000,000	51,201,172	50,467,350	50,113,500
U.S. Treasuries	912796P94	TREASURY BILL	12/13/2021	12/1/2022	0.00	50,000,000	49,878,019	49,915,684	49,622,100
U.S. Treasuries	912828Z86	US TREASURY	8/17/2021	2/15/2023	1.38	50,000,000	50,923,828	50,540,448	49,914,000
U.S. Treasuries	912828Z86	US TREASURY	3/3/2022	2/15/2023	1.38	50,000,000	50,196,402	50,152,221	49,914,000
U.S. Treasuries	912828ZD5	US TREASURY	3/18/2021	3/15/2023	0.50	50,000,000	50,335,938	50,160,806	49,461,000
U.S. Treasuries	91282CBU4	US TREASURY	5/4/2021	3/31/2023	0.13	50,000,000	49,972,656	49,985,700	49,232,500
U.S. Treasuries	912828ZU7	US TREASURY	3/12/2021	6/15/2023	0.25	50,000,000	50,066,406	50,035,417	49,041,000
U.S. Treasuries	912828ZU7	US TREASURY	4/8/2021	6/15/2023	0.25	50,000,000	50,072,266	50,039,846	49,041,000
U.S. Treasuries	912828ZU7	US TREASURY	6/24/2021	6/15/2023	0.25	50,000,000	49,998,047	49,998,808	49,041,000
U.S. Treasuries	912828S35	US TREASURY	1/9/2020	6/30/2023	1.38	50,000,000	49,605,469	49,858,429	49,658,000
U.S. Treasuries	912828S35	US TREASURY	6/24/2021	6/30/2023	1.38	50,000,000	51,138,672	50,703,934	49,658,000
U.S. Treasuries	91282CCK5	US TREASURY	6/30/2021	6/30/2023	0.13	50,000,000	49,865,234	49,916,002	48,894,500
U.S. Treasuries	912828S92	US TREASURY	4/1/2021	7/31/2023	1.25	50,000,000	50,697,135	50,697,135	49,502,000
U.S. Treasuries	912828S92	US TREASURY	4/1/2021	7/31/2023	1.25	50,000,000	51,218,750	50,696,019	49,502,000
U.S. Treasuries	91282CAK7	US TREASURY	8/10/2021	9/15/2023	0.13	50,000,000	49,886,719	49,921,324	48,599,500
U.S. Treasuries	912828WE6	US TREASURY	12/17/2019	11/15/2023	2.75	50,000,000	51,960,938	50,813,741	50,447,500
U.S. Treasuries	91282CBA8	US TREASURY	3/19/2021	12/15/2023	0.13	50,000,000	49,767,578	49,855,346	48,263,500
U.S. Treasuries	91282CBA8	US TREASURY	12/9/2021	12/15/2023	0.13	50,000,000	49,402,344	49,494,103	48,263,500
U.S. Treasuries	91282CBA8	US TREASURY	12/15/2021	12/15/2023	0.13	50,000,000	49,443,359	49,524,949	48,263,500
U.S. Treasuries	9128285Z9	US TREASURY	10/4/2021	1/31/2024	2.50	50,000,000	52,511,719	51,982,157	50,197,500
U.S. Treasuries	91282CDV0	US TREASURY	2/23/2022	1/31/2024	0.88	50,000,000	49,418,422	49,422,516	48,759,750
U.S. Treasuries	91282CBR1	US TREASURY	3/8/2022	3/15/2024	0.25	50,000,000	48,708,984	48,750,969	48,062,500
U.S. Treasuries	91282CCC3	US TREASURY	7/2/2021	5/15/2024	0.25	50,000,000	49,718,750	49,792,015	47,826,000
U.S. Treasuries	912828XT2	US TREASURY	7/6/2021	5/31/2024	2.00	50,000,000	52,263,672	51,689,212	49,609,500
U.S. Treasuries	91282CCL3	US TREASURY	8/6/2021	7/15/2024	0.38	50,000,000	49,998,047	49,998,480	47,760,000
U.S. Treasuries	91282CCL3	US TREASURY	8/9/2021	7/15/2024	0.38	50,000,000	49,969,938	49,969,509	47,760,000
U.S. Treasuries	912828Y87	US TREASURY	3/30/2021	7/31/2024	1.75	50,000,000	52,210,938	51,545,298	49,256,000
U.S. Treasuries	91282CCT6	US TREASURY	8/25/2021	8/15/2024	0.38	50,000,000	49,898,438	49,918,918	47,652,500
U.S. Treasuries	912828YM6	US TREASURY	4/15/2021	10/31/2024	1.50	50,000,000	51,746,094	51,272,828	48,820,500
U.S. Treasuries	912828G38	US TREASURY	3/9/2021	11/15/2024	2.25	50,000,000	53,160,156	52,249,881	49,728,500
U.S. Treasuries	912828G38	US TREASURY	3/12/2021	11/15/2024	2.25	50,000,000	53,228,516	52,303,680	49,728,500
U.S. Treasuries	912828YY0	US TREASURY	3/15/2021	12/31/2024	1.75	50,000,000	52,226,563	51,613,335	49,043,000

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
U.S. Treasuries	912828Z52	US TREASURY	3/30/2021	1/31/2025		1.38	50,000,000	51,515,625	51,119,164	48,508,000
U.S. Treasuries	912828Z52	US TREASURY	4/15/2021	1/31/2025		1.38	50,000,000	51,507,813	51,126,239	48,508,000
U.S. Treasuries	912828ZC7	US TREASURY	3/15/2021	2/28/2025		1.13	50,000,000	51,011,719	50,744,446	48,109,500
U.S. Treasuries	912828ZC7	US TREASURY	3/31/2021	2/28/2025		1.13	50,000,000	50,998,047	50,742,603	48,109,500
U.S. Treasuries	912828ZF0	US TREASURY	4/15/2021	3/31/2025		0.50	50,000,000	49,779,297	49,832,870	47,152,500
U.S. Treasuries	912828ZF0	US TREASURY	4/19/2021	3/31/2025		0.50	50,000,000	49,839,844	49,878,383	47,152,500
U.S. Treasuries	912828ZL7	US TREASURY	5/18/2021	4/30/2025		0.38	50,000,000	49,615,234	49,700,027	46,865,500
U.S. Treasuries	912828XB1	US TREASURY	9/2/2021	5/15/2025		2.13	50,000,000	52,849,609	52,404,556	49,439,500
U.S. Treasuries	912828ZW3	US TREASURY	3/8/2021	6/30/2025		0.25	50,000,000	49,140,625	49,352,877	46,498,000
U.S. Treasuries	912828ZW3	US TREASURY	3/9/2021	6/30/2025		0.25	50,000,000	49,042,969	49,278,882	46,498,000
U.S. Treasuries	912828ZW3	US TREASURY	5/12/2021	6/30/2025		0.25	50,000,000	49,281,250	49,435,472	46,498,000
U.S. Treasuries	912828ZW3	US TREASURY	5/13/2021	6/30/2025		0.25	50,000,000	49,183,594	49,358,345	46,498,000
U.S. Treasuries	912828ZW3	US TREASURY	5/18/2021	6/30/2025		0.25	50,000,000	49,253,906	49,411,657	46,498,000
U.S. Treasuries	912828ZW3	US TREASURY	7/12/2021	6/30/2025		0.25	50,000,000	49,310,547	49,435,686	46,498,000
U.S. Treasuries	912828ZW3	US TREASURY	8/5/2021	6/30/2025		0.25	50,000,000	49,500,000	49,583,860	46,498,000
U.S. Treasuries	912828ZW3	US TREASURY	8/6/2021	6/30/2025		0.25	50,000,000	49,406,250	49,505,486	46,498,000
U.S. Treasuries	912828ZW3	US TREASURY	12/7/2021	6/30/2025		0.25	50,000,000	48,628,906	48,750,102	46,498,000
U.S. Treasuries	91282CAB7	US TREASURY	8/5/2021	7/31/2025		0.25	50,000,000	49,458,984	49,547,791	46,406,500
U.S. Treasuries	91282CAB7	US TREASURY	8/6/2021	7/31/2025		0.25	50,000,000	49,363,281	49,467,432	46,406,500
U.S. Treasuries	91282CAM3	US TREASURY	5/12/2021	9/30/2025		0.25	50,000,000	49,109,375	49,289,501	46,240,500
U.S. Treasuries	91282CAM3	US TREASURY	7/26/2021	9/30/2025		0.25	50,000,000	49,281,250	49,398,453	46,240,500
U.S. Treasuries	91282CAT8	US TREASURY	2/25/2021	10/31/2025		0.25	50,000,000	49,298,828	49,462,941	46,150,500
U.S. Treasuries	91282CAT8	US TREASURY	3/2/2021	10/31/2025		0.25	50,000,000	49,078,125	49,291,823	46,150,500
U.S. Treasuries	91282CAT8	US TREASURY	3/4/2021	10/31/2025		0.25	50,000,000	49,048,828	49,268,458	46,150,500
U.S. Treasuries	91282CBC4	US TREASURY	2/25/2021	12/31/2025		0.38	50,000,000	49,455,078	49,578,224	46,226,500
U.S. Treasuries	91282CBC4	US TREASURY	2/26/2021	12/31/2025		0.38	50,000,000	49,271,484	49,435,802	46,226,500
U.S. Treasuries	91282CBW0	US TREASURY	6/28/2021	4/30/2026		0.75	50,000,000	49,662,109	49,715,078	46,627,000
U.S. Treasuries	91282CBW0	US TREASURY	7/2/2021	4/30/2026		0.75	50,000,000	49,730,469	49,772,206	46,627,000
U.S. Treasuries	912828R36	US TREASURY	7/23/2021	5/15/2026		1.63	50,000,000	52,203,125	51,887,139	48,303,000
U.S. Treasuries	912828R36	US TREASURY	8/27/2021	5/15/2026		1.63	50,000,000	51,890,625	51,652,376	48,303,000
U.S. Treasuries	91282CCJ8	US TREASURY	7/2/2021	6/30/2026		0.88	50,000,000	49,931,641	49,941,872	46,758,000
U.S. Treasuries	91282CCJ8	US TREASURY	7/14/2021	6/30/2026		0.88	50,000,000	50,070,313	50,060,185	46,758,000
U.S. Treasuries	91282CCJ8	US TREASURY	7/22/2021	6/30/2026		0.88	50,000,000	50,345,703	50,297,220	46,758,000
U.S. Treasuries	91282CCJ8	US TREASURY	7/22/2021	6/30/2026		0.88	50,000,000	50,328,125	50,282,107	46,758,000
U.S. Treasuries	91282CCJ8	US TREASURY	8/6/2021	6/30/2026		0.88	50,000,000	50,406,250	50,352,204	46,758,000
U.S. Treasuries	91282CCJ8	US TREASURY	8/10/2021	6/30/2026		0.88	50,000,000	50,240,234	50,208,741	46,758,000
U.S. Treasuries	91282CCJ8	US TREASURY	9/24/2021	6/30/2026		0.88	50,000,000	49,937,500	49,944,289	46,758,000
U.S. Treasuries	91282CCJ8	US TREASURY	10/14/2021	6/30/2026		0.88	50,000,000	49,593,750	49,633,666	46,758,000
U.S. Treasuries	91282CCJ8	US TREASURY	1/4/2022	6/30/2026		0.88	50,000,000	49,032,178	49,079,005	46,758,000
U.S. Treasuries	91282CCW9	US TREASURY	9/28/2021	8/31/2026		0.75	50,000,000	49,449,219	49,505,890	46,406,500
U.S. Treasuries	91282CCZ2	US TREASURY	10/8/2021	9/30/2026		0.88	50,000,000	49,689,453	49,719,346	46,601,550
U.S. Treasuries	91282CCZ2	US TREASURY	10/8/2021	9/30/2026		0.88	50,000,000	49,671,875	49,703,460	46,601,550
U.S. Treasuries	91282CCZ2	US TREASURY	10/19/2021	9/30/2026		0.88	50,000,000	49,318,359	49,380,224	46,601,550
U.S. Treasuries	91282CDK4	US TREASURY	12/3/2021	11/30/2026		1.25	50,000,000	50,077,417	50,067,548	47,371,100
U.S. Treasuries	91282CDK4	US TREASURY	12/7/2021	11/30/2026		1.25	50,000,000	50,129,207	50,109,779	47,371,100
U.S. Treasuries	91282CDK4	US TREASURY	3/29/2022	11/30/2026		1.25	50,000,000	47,282,452	47,083,260	47,371,100
U.S. Treasuries	91282CDQ1	US TREASURY	3/29/2022	12/31/2026		1.25	50,000,000	47,259,356	47,112,415	47,306,500
Subtotals						0.76	\$ 5,000,000,000	\$ 5,014,880,352	\$ 5,003,687,671	\$ 4,825,082,150

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
Federal Agencies	3135G0T45	FANNIE MAE	6/6/2017	4/5/2022	1.88	\$ 25,000,000	\$ 25,072,250	\$ 25,000,164	\$ 25,004,750	
Federal Agencies	313313VG0	FED FARM CRD DISCOUNT NT	7/9/2021	4/8/2022	0.00	10,000,000	9,995,450	9,999,883	9,999,700	
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022	2.25	25,000,000	24,918,000	24,999,177	25,015,500	
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022	2.25	50,000,000	49,836,000	49,998,354	50,031,000	
Federal Agencies	3135G0V59	FANNIE MAE	4/12/2019	4/12/2022	2.25	50,000,000	49,836,000	49,998,354	50,031,000	
Federal Agencies	3133EKHB5	FEDERAL FARM CREDIT BANK	4/18/2019	4/18/2022	2.35	50,000,000	49,969,500	49,999,527	50,036,500	
Federal Agencies	3133EMXN7	FEDERAL FARM CREDIT BANK	4/28/2021	4/27/2022	0.06	19,550,000	19,548,358	19,549,883	19,539,639	
Federal Agencies	3130AMEY4	FEDERAL HOME LOAN BANK	5/6/2021	5/6/2022	0.06	10,000,000	9,999,918	9,999,992	9,994,500	
Federal Agencies	3130AMEY4	FEDERAL HOME LOAN BANK	5/18/2021	5/6/2022	0.06	10,000,000	9,999,900	9,999,990	9,994,500	
Federal Agencies	313385WL6	FED HOME LN DISCOUNT NT	5/6/2021	5/6/2022	0.00	50,000,000	49,972,118	49,997,326	49,979,500	
Federal Agencies	3130AMGM8	FEDERAL HOME LOAN BANK	5/11/2021	5/10/2022	0.06	50,000,000	49,998,325	49,999,821	49,968,500	
Federal Agencies	3130AMJ37	FEDERAL HOME LOAN BANK	5/17/2021	5/13/2022	0.06	30,000,000	29,999,753	29,999,971	29,979,300	
Federal Agencies	3130AMJ37	FEDERAL HOME LOAN BANK	5/13/2021	5/13/2022	0.06	45,000,000	44,998,200	44,999,793	44,968,950	
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	5/16/2019	5/16/2022	2.25	25,000,000	24,949,250	24,997,916	25,045,000	
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	5/16/2019	5/16/2022	2.25	35,000,000	34,928,950	34,927,083	35,063,000	
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	6/6/2017	6/2/2022	1.88	50,000,000	50,059,250	50,002,016	50,091,500	
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	6/9/2017	6/2/2022	1.88	50,000,000	49,997,500	49,999,915	50,091,500	
Federal Agencies	3133EMF64	FEDERAL FARM CREDIT BANK	7/7/2021	6/9/2022	0.06	58,735,000	58,723,528	58,732,651	58,656,882	
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	12/16/2019	6/15/2022	1.63	20,000,000	19,998,940	19,999,913	20,035,200	
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	12/16/2019	6/15/2022	1.63	25,000,000	24,998,676	24,999,891	25,044,000	
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	12/16/2019	6/15/2022	1.63	25,000,000	24,998,676	24,999,891	25,044,000	
Federal Agencies	3133EHZP1	FEDERAL FARM CREDIT BANK	3/18/2020	9/20/2022	1.85	25,000,000	25,718,750	25,134,962	25,110,750	
Federal Agencies	3133ELVL5	FEDERAL FARM CREDIT BANK	4/3/2020	10/3/2022	0.70	40,000,000	39,990,000	39,997,974	39,954,800	
Federal Agencies	3133EMS45	FEDERAL FARM CREDIT BANK	7/14/2021	12/14/2022	0.11	50,000,000	49,992,900	49,996,477	49,557,000	
Federal Agencies	3133EMWK4	FEDERAL FARM CREDIT BANK	5/18/2021	1/19/2023	0.14	60,000,000	59,987,400	59,993,958	59,478,000	
Federal Agencies	3133ELJH8	FEDERAL FARM CREDIT BANK	3/25/2020	1/23/2023	1.60	10,140,000	10,384,141	10,210,126	10,140,811	
Federal Agencies	3133EMPH9	FEDERAL FARM CREDIT BANK	3/3/2022	2/3/2023	0.13	45,500,000	45,101,055	45,131,053	44,954,910	
Federal Agencies	3133827H0	FEDERAL HOME LOAN BANK	3/7/2022	2/6/2023	2.14	44,400,000	44,908,503	44,794,937	44,611,344	
Federal Agencies	3133ENDQ0	FEDERAL FARM CREDIT BANK	11/12/2021	2/10/2023	0.16	50,000,000	49,899,789	49,930,623	49,491,461	
Federal Agencies	3133EMUH3	FEDERAL FARM CREDIT BANK	3/31/2021	3/23/2023	0.13	65,000,000	64,955,150	64,977,886	64,003,550	
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	4/13/2021	4/13/2023	0.13	20,000,000	19,973,600	19,986,366	19,677,600	
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	4/13/2021	4/13/2023	0.13	25,000,000	24,967,000	24,982,958	24,597,000	
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	4/13/2021	4/13/2023	0.13	50,000,000	49,934,000	49,965,915	49,194,000	
Federal Agencies	3133EMXM9	FEDERAL FARM CREDIT BANK	5/5/2021	4/27/2023	0.13	44,500,000	44,462,233	44,479,547	43,750,175	
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	5/10/2021	5/10/2023	0.13	12,500,000	12,484,000	12,491,145	12,267,375	
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	5/10/2021	5/10/2023	0.13	25,000,000	24,968,000	24,982,290	24,534,750	
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	5/10/2021	5/10/2023	0.13	75,000,000	74,904,000	74,946,871	73,604,250	
Federal Agencies	3130AMRY0	FEDERAL HOME LOAN BANK	6/4/2021	6/2/2023	0.13	15,000,000	14,986,200	14,991,906	14,677,800	
Federal Agencies	3133EMF31	FEDERAL FARM CREDIT BANK	6/2/2021	6/2/2023	0.13	100,000,000	99,938,000	99,963,734	97,963,000	
Federal Agencies	3133EMH96	FEDERAL FARM CREDIT BANK	6/28/2021	6/14/2023	0.13	50,000,000	49,864,850	49,917,136	48,941,000	
Federal Agencies	3133EM3S9	FEDERAL FARM CREDIT BANK	12/14/2021	6/26/2023	0.20	48,067,000	47,826,184	47,872,710	47,059,996	
Federal Agencies	3133EM3S9	FEDERAL FARM CREDIT BANK	8/26/2021	6/26/2023	0.20	50,000,000	49,979,892	49,986,444	48,952,500	
Federal Agencies	3133EMS37	FEDERAL FARM CREDIT BANK	7/14/2021	7/14/2023	0.13	50,000,000	49,927,791	49,953,608	48,858,500	
Federal Agencies	3133EMS37	FEDERAL FARM CREDIT BANK	7/14/2021	7/14/2023	0.13	50,000,000	49,907,253	49,940,413	48,858,500	
Federal Agencies	3133ENEY2	FEDERAL FARM CREDIT BANK	11/24/2021	7/24/2023	0.45	50,000,000	49,996,500	49,997,238	48,966,719	
Federal Agencies	3133EM2E1	FEDERAL FARM CREDIT BANK	8/10/2021	8/10/2023	0.16	50,000,000	49,970,000	49,979,616	48,803,500	
Federal Agencies	3137EAEV7	FREDDIE MAC	12/6/2021	8/24/2023	0.25	40,776,000	40,542,761	40,585,981	39,752,930	
Federal Agencies	3130AJXD6	FEDERAL HOME LOAN BANK	12/14/2021	9/8/2023	0.13	20,975,000	20,806,361	20,835,134	20,399,027	
Federal Agencies	3135G0U43	FANNIE MAE	12/9/2021	9/12/2023	2.88	29,648,000	30,793,302	30,591,715	29,964,048	

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Par Value	Book Value	Amortized	
				Date	Coupon			Book Value	Market Value
Federal Agencies	3133EM6N7	FEDERAL FARM CREDIT BANK	9/27/2021	9/27/2023	0.17	50,000,000	49,950,000	49,962,740	48,668,500
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	12/3/2021	12/1/2023	0.50	25,000,000	24,963,750	24,969,675	24,323,879
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	12/3/2021	12/1/2023	0.50	25,000,000	24,963,750	24,969,675	24,323,879
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	12/3/2021	12/1/2023	0.50	75,000,000	74,891,250	74,909,026	72,971,637
Federal Agencies	3130A3VC5	FEDERAL HOME LOAN BANK	12/10/2021	12/8/2023	2.25	10,000,000	10,302,250	10,254,692	10,004,100
Federal Agencies	3130A3VC5	FEDERAL HOME LOAN BANK	12/10/2021	12/8/2023	2.25	30,000,000	30,906,750	30,764,077	30,012,300
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	12/20/2021	12/20/2023	0.68	25,000,000	24,987,600	24,989,333	24,366,000
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	12/20/2021	12/20/2023	0.68	25,000,000	24,988,000	24,989,677	24,366,000
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	12/20/2021	12/20/2023	0.68	62,000,000	61,970,488	61,974,612	60,427,680
Federal Agencies	3133ENLF5	FEDERAL FARM CREDIT BANK	3/3/2022	1/18/2024	0.90	11,856,000	11,752,153	11,743,769	11,608,538
Federal Agencies	3133ENLF5	FEDERAL FARM CREDIT BANK	2/1/2022	1/18/2024	0.90	50,000,000	49,717,250	49,725,638	48,956,384
Federal Agencies	3130AFW94	FEDERAL HOME LOAN BANK	11/12/2021	2/13/2024	2.50	39,010,000	40,648,810	40,370,033	39,157,068
Federal Agencies	3133ELNE0	FEDERAL FARM CREDIT BANK	3/18/2020	2/14/2024	1.43	20,495,000	20,950,604	20,713,230	20,240,042
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	2/26/2021	2/26/2024	0.25	5,000,000	4,998,200	4,998,856	4,826,400
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	2/26/2021	2/26/2024	0.25	5,000,000	4,998,200	4,998,856	4,826,400
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	2/26/2021	2/26/2024	0.25	100,000,000	99,964,000	99,977,118	96,528,000
Federal Agencies	3130ARHG9	FEDERAL HOME LOAN BANK	3/25/2022	2/28/2024	2.13	11,000,000	10,987,460	10,987,585	10,971,620
Federal Agencies	3130ARHG9	FEDERAL HOME LOAN BANK	3/25/2022	2/28/2024	2.13	25,000,000	24,971,500	24,971,783	24,935,500
Federal Agencies	3133EMTW2	FEDERAL FARM CREDIT BANK	3/18/2021	3/18/2024	0.30	50,000,000	49,939,500	49,930,421	48,238,000
Federal Agencies	3133EMTW2	FEDERAL FARM CREDIT BANK	3/18/2021	3/18/2024	0.30	50,000,000	49,939,450	49,960,388	48,238,000
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	5/4/2021	4/22/2024	0.35	16,545,000	16,549,633	16,548,214	15,939,618
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	5/4/2021	4/22/2024	0.35	29,424,000	29,432,239	29,429,715	28,347,376
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	5/4/2021	4/22/2024	0.35	39,000,000	39,010,920	39,007,576	37,572,990
Federal Agencies	3133EMV25	FEDERAL FARM CREDIT BANK	8/6/2021	7/23/2024	0.45	50,000,000	50,092,000	50,071,763	47,979,000
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	9/23/2021	9/23/2024	0.43	25,000,000	24,974,750	24,979,127	23,872,000
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	9/23/2021	9/23/2024	0.43	50,000,000	49,949,500	49,958,255	47,744,000
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	9/23/2021	9/23/2024	0.43	50,000,000	49,949,500	49,958,255	47,744,000
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	11/18/2021	11/18/2024	0.88	10,000,000	9,988,500	9,989,906	9,621,400
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	11/18/2021	11/18/2024	0.88	10,000,000	9,988,500	9,989,906	9,621,400
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	11/18/2021	11/18/2024	0.88	50,000,000	49,942,500	49,949,530	48,107,000
Federal Agencies	3133ELCP7	FEDERAL FARM CREDIT BANK	12/3/2019	12/3/2024	1.63	25,000,000	24,960,000	24,978,610	24,512,250
Federal Agencies	3133ENGQ7	FEDERAL FARM CREDIT BANK	12/9/2021	12/9/2024	0.92	50,000,000	49,985,000	49,986,547	48,098,846
Federal Agencies	3133ENGQ7	FEDERAL FARM CREDIT BANK	12/9/2021	12/9/2024	0.92	50,000,000	49,963,000	49,966,815	48,098,846
Federal Agencies	3133ENKS8	FEDERAL FARM CREDIT BANK	1/11/2022	1/6/2025	1.13	20,000,000	19,955,000	19,958,300	19,298,800
Federal Agencies	3133ENKS8	FEDERAL FARM CREDIT BANK	1/11/2022	1/6/2025	1.13	25,000,000	24,943,750	24,947,875	24,123,500
Federal Agencies	3133ENKS8	FEDERAL FARM CREDIT BANK	1/11/2022	1/6/2025	1.13	25,000,000	24,943,750	24,947,875	24,123,500
Federal Agencies	3135G0X24	FANNIE MAE	4/21/2021	1/7/2025	1.63	39,060,000	40,632,556	40,232,753	38,173,729
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	5,000,000	4,996,150	4,997,789	4,864,500
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	5,000,000	4,996,150	4,997,789	4,864,500
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	5,000,000	4,996,150	4,997,789	4,864,500
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	15,000,000	14,988,450	14,993,367	14,593,500
Federal Agencies	3137EAEP0	FREDDIE MAC	2/14/2020	2/12/2025	1.50	50,000,000	49,961,500	49,977,892	48,645,000
Federal Agencies	3137EAEP0	FREDDIE MAC	4/21/2021	2/12/2025	1.50	53,532,000	55,450,052	54,975,014	52,081,283
Federal Agencies	3133ELQY3	FEDERAL FARM CREDIT BANK	3/23/2020	3/3/2025	1.21	16,000,000	15,990,720	15,994,517	15,432,160
Federal Agencies	3133ELQY3	FEDERAL FARM CREDIT BANK	3/23/2020	3/3/2025	1.21	24,000,000	23,964,240	23,978,873	23,148,240
Federal Agencies	3133EMWT5	FEDERAL FARM CREDIT BANK	4/21/2021	4/21/2025	0.60	50,000,000	49,973,500	49,979,758	47,225,500
Federal Agencies	3135G03U5	FANNIE MAE	12/8/2021	4/22/2025	0.63	37,938,000	37,398,090	37,420,597	35,869,241
Federal Agencies	3135G03U5	FANNIE MAE	7/12/2021	4/22/2025	0.63	50,000,000	50,108,000	50,087,417	47,273,500
Federal Agencies	3135G03U5	FANNIE MAE	12/8/2021	4/22/2025	0.63	50,000,000	49,283,881	49,313,966	47,273,500

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
Federal Agencies	3135G04Z3	FANNIE MAE	12/8/2021	6/17/2025	0.50	4,655,000	4,556,640	4,565,352	4,368,066	
Federal Agencies	3135G04Z3	FANNIE MAE	12/8/2021	6/17/2025	0.50	10,000,000	9,789,600	9,808,237	9,383,600	
Federal Agencies	3130AN4A5	FEDERAL HOME LOAN BANK	7/12/2021	6/30/2025	0.70	17,680,000	17,734,631	17,724,715	16,699,644	
Federal Agencies	3135G05X7	FANNIE MAE	3/4/2021	8/25/2025	0.38	25,000,000	24,684,250	24,760,146	23,296,000	
Federal Agencies	3135G05X7	FANNIE MAE	2/25/2021	8/25/2025	0.38	72,500,000	71,862,000	72,017,420	67,558,400	
Federal Agencies	3130A8ZQ9	FEDERAL HOME LOAN BANK	11/2/2021	9/12/2025	1.75	10,295,000	10,575,333	10,545,510	10,043,493	
Federal Agencies	3137EAEX3	FREDDIE MAC	3/4/2021	9/23/2025	0.38	22,600,000	22,295,352	22,367,303	21,003,536	
Federal Agencies	3133ENEG1	FEDERAL FARM CREDIT BANK	11/17/2021	11/17/2025	1.05	39,675,000	39,622,232	39,627,108	37,674,379	
Federal Agencies	3133ENEG1	FEDERAL FARM CREDIT BANK	11/17/2021	11/17/2025	1.05	55,000,000	54,923,000	54,930,115	52,226,612	
Federal Agencies	3133ENHM5	FEDERAL FARM CREDIT BANK	12/16/2021	12/16/2025	1.17	45,000,000	44,954,100	44,957,430	42,880,050	
Federal Agencies	3133ENHM5	FEDERAL FARM CREDIT BANK	12/16/2021	12/16/2025	1.17	50,000,000	49,949,000	49,952,700	47,644,500	
Federal Agencies	3133EMZ21	FEDERAL FARM CREDIT BANK	8/9/2021	4/6/2026	0.69	15,500,000	15,458,150	15,463,932	14,427,245	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	8/19/2021	7/13/2026	1.05	25,000,000	25,000,000	25,000,000	23,709,750	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	8/19/2021	7/13/2026	1.05	25,000,000	25,000,000	25,000,000	23,709,750	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	8/19/2021	7/13/2026	1.05	25,000,000	25,000,000	25,000,000	23,709,750	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	8/19/2021	7/13/2026	1.05	25,000,000	25,000,000	25,000,000	23,709,750	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	8/20/2021	7/27/2026	1.07	25,000,000	25,000,000	25,000,000	23,622,000	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	8/20/2021	7/27/2026	1.07	25,000,000	25,000,000	25,000,000	23,622,000	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	8/20/2021	7/27/2026	1.07	25,000,000	25,000,000	25,000,000	23,622,000	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	8/20/2021	7/27/2026	1.07	25,000,000	25,000,000	25,000,000	23,622,000	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	9/13/2021	8/10/2026	1.05	25,000,000	25,000,000	25,000,000	23,758,996	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	9/13/2021	8/10/2026	1.05	25,000,000	25,000,000	25,000,000	23,758,996	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	9/13/2021	8/10/2026	1.05	25,000,000	25,000,000	25,000,000	23,758,996	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	9/13/2021	8/10/2026	1.05	25,000,000	25,000,000	25,000,000	23,758,996	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	10/1/2021	9/3/2026	1.08	25,000,000	25,000,000	25,000,000	23,566,469	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	10/1/2021	9/3/2026	1.08	25,000,000	25,000,000	25,000,000	23,566,469	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	10/1/2021	9/3/2026	1.08	25,000,000	25,000,000	25,000,000	23,566,469	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	10/1/2021	9/3/2026	1.08	25,000,000	25,000,000	25,000,000	23,566,469	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	11/18/2021	10/19/2026	1.43	25,000,000	25,000,000	25,000,000	23,947,250	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	11/18/2021	10/19/2026	1.43	25,000,000	25,000,000	25,000,000	23,947,250	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	11/18/2021	10/19/2026	1.43	25,000,000	25,000,000	25,000,000	23,947,250	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	11/18/2021	10/19/2026	1.43	25,000,000	25,000,000	25,000,000	23,947,250	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	12/16/2021	11/16/2026	1.61	25,000,000	25,000,000	25,000,000	24,106,563	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	12/16/2021	11/16/2026	1.61	25,000,000	25,000,000	25,000,000	24,106,563	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	12/16/2021	11/16/2026	1.61	25,000,000	25,000,000	25,000,000	24,106,563	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	12/16/2021	11/16/2026	1.61	25,000,000	25,000,000	25,000,000	24,106,563	
Federal Agencies	3130AQJ95	FEDERAL HOME LOAN BANK	1/14/2022	12/14/2026	1.65	25,000,000	25,000,000	25,000,000	24,087,468	
Federal Agencies	3130AQJ95	FEDERAL HOME LOAN BANK	1/14/2022	12/14/2026	1.65	25,000,000	25,000,000	25,000,000	24,087,468	
Federal Agencies	3130AQJ95	FEDERAL HOME LOAN BANK	1/14/2022	12/14/2026	1.65	25,000,000	25,000,000	25,000,000	24,087,468	
Federal Agencies	3130AQJ95	FEDERAL HOME LOAN BANK	1/14/2022	12/14/2026	1.65	25,000,000	25,000,000	25,000,000	24,087,468	
Federal Agencies	3130ARB59	FEDERAL HOME LOAN BANK	3/22/2022	3/8/2027	2.35	25,000,000	25,000,000	25,000,000	24,645,750	
Federal Agencies	3130ARB59	FEDERAL HOME LOAN BANK	3/22/2022	3/8/2027	2.35	25,000,000	25,000,000	25,000,000	24,645,750	
Federal Agencies	3130ARB59	FEDERAL HOME LOAN BANK	3/22/2022	3/8/2027	2.35	25,000,000	25,000,000	25,000,000	24,645,750	
Federal Agencies	3130ARB59	FEDERAL HOME LOAN BANK	3/22/2022	3/8/2027	2.35	25,000,000	25,000,000	25,000,000	24,645,750	
Federal Agencies	3133ENRD4	FEDERAL FARM CREDIT BANK	3/16/2022	3/10/2027	1.68	48,573,000	47,445,621	47,442,051	46,744,391	
Subtotals					0.89	\$ 4,746,129,000	\$ 4,747,977,008	\$ 4,746,859,228	\$ 4,618,570,218	

Investment Inventory Pooled Fund

Type of Investment	CUSIP	Issuer Name	Maturity		Coupon	Par Value	Book Value	Amortized	
			Settle Date	Date				Book Value	Market Value
Public Time Deposits	PPE5U4Q0	BANK OF SAN FRANCISCO	12/6/2021	6/6/2022	0.13	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Public Time Deposits	PPEJ79PT6	BRIDGE BANK	12/20/2021	6/20/2022	0.15	10,000,000	10,000,000	10,000,000	10,000,000
Public Time Deposits	PPE4E8VT6	BANK OF SAN FRANCISCO	3/21/2022	9/19/2022	0.81	10,000,000	10,000,000	10,000,000	10,000,000
Public Time Deposits	PPEEE5T97	BRIDGE BANK	3/21/2022	9/19/2022	0.81	10,000,000	10,000,000	10,000,000	10,000,000
Subtotals					0.48	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000
Negotiable CDs	78012UK53	ROYAL BANK OF CANADA NY	4/6/2021	4/6/2022	0.23	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,000,998
Negotiable CDs	89114W6T7	TORONTO DOMINION BANK NY	4/13/2021	4/11/2022	0.22	50,000,000	50,000,000	50,000,000	50,001,677
Negotiable CDs	89114WHS7	TORONTO DOMINION BANK NY	10/12/2021	4/13/2022	0.16	50,000,000	50,000,000	50,000,000	50,000,901
Negotiable CDs	06367CHR1	BANK OF MONTREAL CHICAGO	7/6/2021	5/9/2022	0.17	100,000,000	100,000,000	100,000,000	100,006,484
Negotiable CDs	89114WBD6	TORONTO DOMINION BANK NY	5/25/2021	5/25/2022	0.21	50,000,000	50,000,000	50,000,000	50,007,623
Negotiable CDs	06417MTV7	BANK OF NOVA SCOTIA HOUS	12/2/2021	6/15/2022	0.30	100,000,000	100,000,000	100,000,000	100,040,079
Negotiable CDs	78012UT96	ROYAL BANK OF CANADA NY	9/16/2021	6/17/2022	0.15	100,000,000	100,000,000	100,000,000	100,008,645
Negotiable CDs	06417MTY1	BANK OF NOVA SCOTIA HOUS	12/6/2021	6/30/2022	0.31	100,000,000	100,000,000	100,000,000	99,964,539
Negotiable CDs	78012UX42	ROYAL BANK OF CANADA NY	10/29/2021	6/30/2022	0.20	50,000,000	50,000,000	50,000,000	49,968,391
Negotiable CDs	89114WMZ5	TORONTO DOMINION BANK NY	12/13/2021	6/30/2022	0.30	50,000,000	50,000,000	50,000,000	49,981,012
Negotiable CDs	89114WQB4	TORONTO DOMINION BANK NY	2/1/2022	6/30/2022	0.53	50,000,000	50,000,000	50,000,000	50,010,051
Negotiable CDs	06367CQB6	BANK OF MONTREAL CHICAGO	12/17/2021	7/1/2022	0.33	50,000,000	50,000,000	50,000,000	49,984,630
Negotiable CDs	89114WJ89	TORONTO DOMINION BANK NY	10/19/2021	7/1/2022	0.21	50,000,000	50,000,000	50,000,000	49,968,314
Negotiable CDs	06417MUM5	BANK OF NOVA SCOTIA HOUS	12/13/2021	7/6/2022	0.31	100,000,000	100,000,000	100,000,000	99,962,211
Negotiable CDs	06367CKG1	BANK OF MONTREAL CHICAGO	8/25/2021	7/18/2022	0.18	50,000,000	50,000,000	50,000,000	49,959,107
Negotiable CDs	06367CKN6	BANK OF MONTREAL CHICAGO	8/30/2021	7/18/2022	0.18	50,000,000	50,000,000	50,000,000	49,959,108
Negotiable CDs	06417MSJ5	BANK OF NOVA SCOTIA HOUS	11/2/2021	8/1/2022	0.24	50,000,000	50,000,000	50,000,000	49,964,104
Negotiable CDs	06367CST5	BANK OF MONTREAL CHICAGO	3/2/2022	8/29/2022	0.83	50,000,000	50,000,000	50,000,000	50,079,482
Negotiable CDs	78012U3T0	ROYAL BANK OF CANADA NY	2/28/2022	8/29/2022	0.80	50,000,000	50,000,000	50,000,000	50,073,200
Negotiable CDs	06367CSP3	BANK OF MONTREAL CHICAGO	2/28/2022	9/12/2022	0.82	50,000,000	50,000,000	50,000,000	50,084,545
Negotiable CDs	78012U3V5	ROYAL BANK OF CANADA NY	3/1/2022	9/12/2022	0.85	50,000,000	50,000,000	50,000,000	50,091,405
Negotiable CDs	78012U4G7	ROYAL BANK OF CANADA NY	3/15/2022	9/22/2022	1.42	50,000,000	50,000,000	50,000,000	50,235,181
Negotiable CDs	78012U4H5	ROYAL BANK OF CANADA NY	3/15/2022	9/26/2022	1.44	50,000,000	50,000,000	50,000,000	50,245,504
Negotiable CDs	78012UW84	ROYAL BANK OF CANADA NY	10/26/2021	9/26/2022	0.28	50,000,000	50,000,000	50,000,000	49,957,695
Negotiable CDs	78012UW68	ROYAL BANK OF CANADA NY	10/25/2021	10/24/2022	0.30	50,000,000	50,000,000	50,000,000	49,850,895
Negotiable CDs	96130ALC0	WESTPAC BANKING CORP NY	10/27/2021	10/24/2022	0.30	50,000,000	50,000,000	50,000,000	49,850,899
Negotiable CDs	78012U2E4	ROYAL BANK OF CANADA NY	12/2/2021	12/2/2022	0.48	50,000,000	50,000,000	50,000,000	49,884,039
Negotiable CDs	89114WM36	TORONTO DOMINION BANK NY	12/2/2021	12/2/2022	0.48	50,000,000	50,000,000	50,000,000	49,884,039
Negotiable CDs	06367CPS0	BANK OF MONTREAL CHICAGO	12/8/2021	12/7/2022	0.52	50,000,000	50,000,000	50,000,000	49,895,548
Negotiable CDs	89114WP58	TORONTO DOMINION BANK NY	1/6/2022	12/30/2022	0.57	60,000,000	60,000,000	60,000,000	59,777,386
Negotiable CDs	06367CSR9	BANK OF MONTREAL CHICAGO	3/1/2022	1/30/2023	1.18	50,000,000	50,000,000	50,000,000	50,049,944
Negotiable CDs	89114WQL2	TORONTO DOMINION BANK NY	2/3/2022	1/30/2023	0.95	50,000,000	50,000,000	50,000,000	49,953,160
Negotiable CDs	06367CSM0	BANK OF MONTREAL CHICAGO	2/28/2022	2/13/2023	1.35	50,000,000	50,000,000	50,000,000	50,126,750
Negotiable CDs	89114WRW7	TORONTO DOMINION BANK NY	2/28/2022	2/13/2023	1.35	50,000,000	50,000,000	50,000,000	50,126,750
Subtotals					0.50	\$ 1,960,000,000	\$ 1,960,000,000	\$ 1,960,000,000	\$ 1,959,955,288

Investment Inventory Pooled Fund

Type of Investment	CUSIP	Issuer Name	Settle Date	Maturity		Coupon	Par Value	Book Value	Amortized	
				Date					Book Value	Market Value
Commercial Paper	89233HDT8	TOYOTA MOTOR CREDIT CORP	10/28/2021	4/27/2022	0.00	\$ 25,000,000	\$ 24,978,632	\$ 24,996,931	\$ 24,997,653	
Commercial Paper	89233HF82	TOYOTA MOTOR CREDIT CORP	11/10/2021	6/8/2022	0.00	50,000,000	49,941,667	49,981,111	49,974,500	
Commercial Paper	89233HFE9	TOYOTA MOTOR CREDIT CORP	10/25/2021	6/14/2022	0.00	50,000,000	49,932,333	49,978,417	49,972,250	
Commercial Paper	89233HFF6	TOYOTA MOTOR CREDIT CORP	12/21/2021	6/15/2022	0.00	50,000,000	49,921,778	49,966,667	49,971,875	
Commercial Paper	89233HFF6	TOYOTA MOTOR CREDIT CORP		1/4/2022	6/15/2022	0.00	50,000,000	49,932,500	49,968,750	
Commercial Paper	89233HFN9	TOYOTA MOTOR CREDIT CORP	12/6/2021	6/22/2022	0.00	50,000,000	49,925,750	49,969,250	49,969,250	
Commercial Paper	89233HFQ2	TOYOTA MOTOR CREDIT CORP	12/16/2021	6/24/2022	0.00	60,000,000	59,901,833	59,956,600	59,962,200	
Commercial Paper	89233HFW9	TOYOTA MOTOR CREDIT CORP	10/19/2021	6/30/2022	0.00	50,000,000	49,932,972	49,976,250	49,938,750	
Commercial Paper	89233HFW9	TOYOTA MOTOR CREDIT CORP	11/1/2021	6/30/2022	0.00	50,000,000	49,919,667	49,970,000	49,938,750	
Commercial Paper	62479MG15	MUFG BANK LTD NY	2/23/2022	7/1/2022	0.00	50,000,000	49,884,444	49,917,847	49,938,070	
Commercial Paper	89233HG16	TOYOTA MOTOR CREDIT CORP	11/19/2021	7/1/2022	0.00	50,000,000	49,925,333	49,969,667	49,938,070	
Commercial Paper	62479MGL1	MUFG BANK LTD NY	2/28/2022	7/20/2022	0.00	50,000,000	49,867,861	49,897,639	49,925,139	
Commercial Paper	62479MGN7	MUFG BANK LTD NY	3/1/2022	7/22/2022	0.00	50,000,000	49,860,972	49,891,111	49,923,778	
Commercial Paper	89233HH15	TOYOTA MOTOR CREDIT CORP	11/4/2021	8/1/2022	0.00	50,000,000	49,906,250	49,957,639	49,896,639	
Commercial Paper	62479MH30	MUFG BANK LTD NY	3/28/2022	8/3/2022	0.00	50,000,000	49,786,667	49,793,333	49,894,945	
Subtotals					0.00	\$ 735,000,000	\$ 733,618,660	\$ 734,191,211	\$ 734,213,742	
Money Market Funds	09248U718	BLACKROCK LIQ INST GOV FUND	3/31/2022	4/1/2022	0.10	\$ 13,547,795	\$ 13,547,795	\$ 13,547,795	\$ 13,547,795	
Money Market Funds	262006208	DREYFUS GOVERN CASH MGMT-I	3/31/2022	4/1/2022	0.09	227,764,205	227,764,205	227,764,205	227,764,205	
Money Market Funds	31607A703	FIDELITY INST GOV FUND	3/31/2022	4/1/2022	0.08	14,349,165	14,349,165	14,349,165	14,349,165	
Money Market Funds	608919718	FEDERATED GOVERNMENT OBL-PF	3/31/2022	4/1/2022	0.09	11,100,196	11,100,196	11,100,196	11,100,196	
Money Market Funds	61747C707	MORGAN STANLEY INST GOVT FUN	3/31/2022	4/1/2022	0.15	328,439,731	328,439,731	328,439,731	328,439,731	
Money Market Funds	85749T517	STATE ST INST US GOV MM-OPP	3/31/2022	4/1/2022	0.11	300,040,472	300,040,472	300,040,472	300,040,472	
Subtotals					0.12	\$ 895,241,565	\$ 895,241,565	\$ 895,241,565	\$ 895,241,565	
Supranationals	459058ES8	INTL BK RECON & DEVELOP	12/16/2021	10/7/2022	1.88	\$ 64,387,000	\$ 65,418,845	\$ 64,899,754	\$ 64,596,902	
Supranationals	459058JV6	INTL BK RECON & DEVELOP	4/20/2021	4/20/2023	0.13	100,000,000	99,793,000	99,891,112	98,162,000	
Supranationals	4581X0CC0	INTER-AMERICAN DEVEL BK	12/15/2021	10/4/2023	3.00	25,756,000	26,990,142	26,661,844	26,059,148	
Supranationals	45906M3B5	INTL BK RECON & DEVELOP	3/23/2022	6/14/2024	1.98	100,000,000	100,000,000	100,000,000	99,082,000	
Supranationals	459056HV2	INTL BK RECON & DEVELOP	11/2/2021	8/28/2024	1.50	50,000,000	50,984,250	50,840,913	48,942,500	
Supranationals	4581X0DZ8	INTER-AMERICAN DEVEL BK	11/4/2021	9/23/2024	0.50	50,000,000	49,595,500	49,652,299	47,653,500	
Supranationals	45950VQG4	INTL FINANCE CORP	10/22/2021	9/23/2024	0.44	10,000,000	9,918,700	9,930,967	9,471,700	
Supranationals	4581X0CM8	INTER-AMERICAN DEVEL BK	4/26/2021	1/15/2025	2.13	100,000,000	105,676,000	104,257,000	98,971,000	
Supranationals	459058JB0	INTL BK RECON & DEVELOP	7/23/2021	4/22/2025	0.63	40,000,000	40,086,000	40,070,169	37,774,000	
Supranationals	4581X0DN5	INTER-AMERICAN DEVEL BK	11/1/2021	7/15/2025	0.63	28,900,000	28,519,098	28,561,640	27,139,701	
Supranationals	45818WDG8	INTER-AMERICAN DEVEL BK	8/25/2021	2/27/2026	0.82	19,500,000	19,556,907	19,549,340	18,098,535	
Subtotals					1.35	\$ 588,543,000	\$ 596,538,442	\$ 594,315,039	\$ 575,950,986	
Grand Totals					0.71	\$ 13,964,913,565	\$ 13,988,256,026	\$ 13,974,294,714	\$ 13,649,013,948	

Monthly Investment Earnings

Pooled Fund

For month ended March 31, 2022

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
							Date	Earned Interest			
U.S. Treasuries	912796S91	TREASURY BILL	0	0	0.1699	3/21/22	3/22/22	0	236	0	236
U.S. Treasuries	912796F38	TREASURY BILL	0	0	0.058	4/19/21	3/24/22	0.00	1852.78	0.00	1852.78
U.S. Treasuries	912796T25	TREASURY BILL	0	0	0.2401	3/28/22	3/29/22	0	333.5	0	333.5
U.S. Treasuries	912828ZG8	US TREASURY	0	0.375	0.0673	4/8/21	3/31/22	15453.3	-12637.87	0	2815.43
U.S. Treasuries	912796G45	TREASURY BILL	100000000	0	0.065	4/22/21	4/21/22	0.00	5597.2	0.00	5597.2
U.S. Treasuries	912796H44	TREASURY BILL	200000000	0	0.055	5/20/21	5/19/22	0.00	9472.29	0.00	9472.29
U.S. Treasuries	912828XD7	US TREASURY	50000000	1.875	0.0798	5/13/21	5/31/22	79842.03	-76197.37	0	3644.66
U.S. Treasuries	9128286Y1	US TREASURY	50000000	1.75	0.0801	4/8/21	6/15/22	74519.23	-70894.78	0	3624.45
U.S. Treasuries	9128286Y1	US TREASURY	50000000	1.75	0.0922	4/28/21	6/15/22	74519.23	-70369.25	0	4149.98
U.S. Treasuries	912796W39	TREASURY BILL	25000000	0	0.4808	3/1/22	6/28/22	0	10333.33	0	10333.33
U.S. Treasuries	912828XW5	US TREASURY	25000000	1.75	1.7692	8/15/17	6/30/22	37465.47	391.17	0	37856.64
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.107	3/12/21	6/30/22	5352.21	-764.81	0	4587.4
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0906	3/31/21	6/30/22	5352.21	-1460.56	0.00	3891.65
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0837	4/8/21	6/30/22	5352.21	-1756.94	0	3595.27
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0927	4/15/21	6/30/22	5352.21	-1372.94	0.00	3979.27
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0926	4/16/21	6/30/22	5352.21	-1376.06	0.00	3976.15
U.S. Treasuries	912828ZX1	US TREASURY	50000000	0.125	0.0924	4/19/21	6/30/22	5352.21	-1385.52	0	3966.69
U.S. Treasuries	912828YA2	US TREASURY	100000000	1.5	0.0988	3/30/21	8/15/22	128453.04	-119167.8	0.00	9285.24
U.S. Treasuries	91282CAG6	US TREASURY	50000000	0.125	0.0974	3/30/21	8/31/22	5264.94	-1166.61	0.00	4098.33
U.S. Treasuries	912796U56	TREASURY BILL	50000000	0	0.9817	3/29/22	9/22/22	0.00	4070.83	0.00	4070.83
U.S. Treasuries	912796U64	TREASURY BILL	50000000	0	1.0556	3/31/22	9/29/22	0	1458.33	0	1458.33
U.S. Treasuries	912828TY6	US TREASURY	50000000	1.625	0.1236	4/8/21	11/15/22	69578.73	-63543.22	0.00	6035.51
U.S. Treasuries	912796P94	TREASURY BILL	50000000	0	0.2494	12/13/21	12/1/22	0.00	10712.23	0.00	10712.23
U.S. Treasuries	912828Z86	US TREASURY	50000000	1.375	0.1371	8/17/21	2/15/23	58874.31	-52355.89	0	6518.42
U.S. Treasuries	912828Z86	US TREASURY	50000000	1.375	1.0249	3/3/22	2/15/23	55075.97	-13795	0	41280.97
U.S. Treasuries	912828ZD5	US TREASURY	50000000	0.5	0.162	3/18/21	3/15/23	21217.42	-14324.7	0.00	6892.72
U.S. Treasuries	91282CBU4	US TREASURY	50000000	0.125	0.1537	5/4/21	3/31/23	5321.87	1217.89	0	6539.76
U.S. Treasuries	912828ZU7	US TREASURY	50000000	0.25	0.1911	3/12/21	6/15/23	10645.61	-2495.26	0	8150.35
U.S. Treasuries	912828ZU7	US TREASURY	50000000	0.25	0.1837	4/8/21	6/15/23	10645.61	-2807.31	0	7838.3
U.S. Treasuries	912828ZU7	US TREASURY	50000000	0.25	0.252	6/24/21	6/15/23	10645.61	83.97	0	10729.58
U.S. Treasuries	912828S35	US TREASURY	50000000	1.375	1.6093	1/9/20	6/30/23	58874.31	9645.48	0	68519.79
U.S. Treasuries	912828S35	US TREASURY	50000000	1.375	0.2422	6/24/21	6/30/23	58874.31	-47960.37	0.00	10913.94
U.S. Treasuries	91282CCK5	US TREASURY	50000000	0.125	0.2602	6/30/21	6/30/23	5352.21	5722.92	0	11075.13
U.S. Treasuries	912828S92	US TREASURY	50000000	1.25	0.2011	4/1/21	7/31/23	53522.10	-44467.44	0	9054.66
U.S. Treasuries	912828S92	US TREASURY	50000000	1.25	0.2027	4/1/21	7/31/23	53522.10	-44396.3	0.00	9125.8
U.S. Treasuries	91282CAK7	US TREASURY	50000000	0.125	0.2333	8/10/21	9/15/23	5304.36	4584.49	0.00	9888.85
U.S. Treasuries	912828WE6	US TREASURY	50000000	2.75	1.7091	12/17/19	11/15/23	117748.62	-42539.59	0.00	75209.03
U.S. Treasuries	91282CBA8	US TREASURY	50000000	0.125	0.2954	3/19/21	12/15/23	5322.80	7197.88	0.00	12520.68
U.S. Treasuries	91282CBA8	US TREASURY	50000000	0.125	0.7232	12/9/21	12/15/23	5322.8	25173.02	0	30495.82
U.S. Treasuries	91282CBA8	US TREASURY	50000000	0.125	0.6864	12/15/21	12/15/23	5322.80	23638.16	0.00	28960.96
U.S. Treasuries	9128285Z9	US TREASURY	50000000	2.5	0.3278	10/4/21	1/31/24	107044.2	-91711.75	0	15332.45
U.S. Treasuries	91282CDV0	US TREASURY	50000000	0.875	1.5159	2/23/22	1/31/24	37465.47	26719.41	0.00	64184.88
U.S. Treasuries	91282CBR1	US TREASURY	50000000	0.25	1.5538	3/8/22	3/15/24	8191.59	41984.25	0	50175.84
U.S. Treasuries	91282CCC3	US TREASURY	50000000	0.25	0.4475	7/2/21	5/15/24	10704.42	8319.42	0.00	19023.84
U.S. Treasuries	912828XT2	US TREASURY	50000000	2	0.4283	7/6/21	5/31/24	85164.84	-66201.73	0	18963.11
U.S. Treasuries	91282CCL3	US TREASURY	50000000	0.375	0.3763	8/6/21	7/15/24	16056.63	56.37	0.00	16113
U.S. Treasuries	91282CCL3	US TREASURY	50000000	0.375	0.4018	8/9/21	7/15/24	16056.63	1130.66	0.00	17187.29
U.S. Treasuries	912828Y87	US TREASURY	50000000	1.75	0.4154	3/30/21	7/31/24	74930.93	-56225.65	0	18705.28
U.S. Treasuries	91282CCT6	US TREASURY	50000000	0.375	0.4439	8/25/21	8/15/24	16056.63	2899.12	0.00	18955.75
U.S. Treasuries	912828YM6	US TREASURY	50000000	1.5	0.5038	4/15/21	10/31/24	64226.52	-41798.38	0	22428.14
U.S. Treasuries	912828G38	US TREASURY	50000000	2.25	0.5162	3/9/21	11/15/24	96339.78	-72728.17	0	23611.61
U.S. Treasuries	912828G38	US TREASURY	50000000	2.25	0.4762	3/12/21	11/15/24	96339.78	-74467.25	0	21872.53
U.S. Treasuries	912828YY0	US TREASURY	50000000	1.75	0.5625	3/15/21	12/31/24	74930.94	-49764.56	0	25166.38

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Expense		Gain/(Loss)	/Net Earnings	
U.S. Treasuries	912828Z52	US TREASURY	50000000	1.375	0.5756	3/30/21	1/31/25	58874.31	-33488.51	0.00	25385.8	
U.S. Treasuries	912828Z52	US TREASURY	50000000	1.375	0.5707	4/15/21	1/31/25	58874.31	-33700.2	0.00	25174.11	
U.S. Treasuries	912828ZC7	US TREASURY	50000000	1.125	0.607	3/15/21	2/28/25	47384.51	-21689.68	0.00	25694.83	
U.S. Treasuries	912828ZC7	US TREASURY	50000000	1.125	0.6083	3/31/21	2/28/25	47384.51	-21635.98	0.00	25748.53	
U.S. Treasuries	912828ZF0	US TREASURY	50000000	0.5	0.613	4/15/21	3/31/25	21287.46	4731.53	0	26018.99	
U.S. Treasuries	912828ZF0	US TREASURY	50000000	0.5	0.5822	4/19/21	3/31/25	21287.46	3443.03	0	24730.49	
U.S. Treasuries	912828ZL7	US TREASURY	50000000	0.375	0.5722	5/18/21	4/30/25	16056.63	8265.92	0.00	24322.55	
U.S. Treasuries	912828XB1	US TREASURY	50000000	2.125	0.5666	9/2/21	5/15/25	90987.57	-65387.04	0	25600.53	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6546	3/8/21	6/30/25	10704.42	16914.68	0	27619.1	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.7014	3/9/21	6/30/25	10704.42	18848.78	0	29553.2	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6025	5/12/21	6/30/25	10704.42	14755.79	0.00	25460.21	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6511	5/13/21	6/30/25	10704.42	16771.76	0.00	27476.18	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6175	5/18/21	6/30/25	10704.42	15378.27	0	26082.69	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.6022	7/12/21	6/30/25	10704.42	14750.2	0.00	25454.62	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.5091	8/5/21	6/30/25	10704.42	10877.19	0	21581.61	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	0.5583	8/6/21	6/30/25	10704.42	12925.74	0.00	23630.16	
U.S. Treasuries	912828ZW3	US TREASURY	50000000	0.25	1.0354	12/7/21	6/30/25	10704.42	32670.18	0	43374.6	
U.S. Treasuries	91282CAB7	US TREASURY	50000000	0.25	0.5246	8/5/21	7/31/25	10704.42	11518.87	0	22223.29	
U.S. Treasuries	91282CAB7	US TREASURY	50000000	0.25	0.5738	8/6/21	7/31/25	10704.42	13565.83	0.00	24270.25	
U.S. Treasuries	91282CAM3	US TREASURY	50000000	0.25	0.6628	5/12/21	9/30/25	10643.73	17234.31	0.00	27878.04	
U.S. Treasuries	91282CAM3	US TREASURY	50000000	0.25	0.5987	7/26/21	9/30/25	10643.73	14591.52	0.00	25235.25	
U.S. Treasuries	91282CAT8	US TREASURY	50000000	0.25	0.5542	2/25/21	10/31/25	10704.42	12718.74	0.00	23423.16	
U.S. Treasuries	91282CAT8	US TREASURY	50000000	0.25	0.6521	3/2/21	10/31/25	10704.42	16771.2	0.00	27475.62	
U.S. Treasuries	91282CAT8	US TREASURY	50000000	0.25	0.6655	3/4/21	10/31/25	10704.42	17324.52	0.00	28028.94	
U.S. Treasuries	91282CBC4	US TREASURY	50000000	0.375	0.6036	2/25/21	12/31/25	16056.63	9543.83	0.00	25600.46	
U.S. Treasuries	91282CBC4	US TREASURY	50000000	0.375	0.6814	2/26/21	12/31/25	16056.63	12766.52	0.00	28823.15	
U.S. Treasuries	91282CBW0	US TREASURY	50000000	0.75	0.8929	6/28/21	4/30/26	32113.26	5927.91	0.00	38041.17	
U.S. Treasuries	91282CBW0	US TREASURY	50000000	0.75	0.8642	7/2/21	4/30/26	32113.26	4739.35	0.00	36852.61	
U.S. Treasuries	912828R36	US TREASURY	50000000	1.625	0.6924	7/23/21	5/15/26	69578.73	-38871.3	0.00	30707.43	
U.S. Treasuries	912828R36	US TREASURY	50000000	1.625	0.8064	8/27/21	5/15/26	69578.73	-34035.64	0	35543.09	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.9031	7/2/21	6/30/26	37465.47	1161.81	0.00	38627.28	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.846	7/14/21	6/30/26	37465.47	-1202.91	0	36262.56	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.7322	7/22/21	6/30/26	37465.47	-5940.58	0	31524.89	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.7395	7/22/21	6/30/26	37465.47	-5638.51	0	31826.96	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.706	8/6/21	6/30/26	37465.47	-7039.55	0	30425.92	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.7746	8/10/21	6/30/26	37465.47	-4172.14	0	33293.33	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	0.9018	9/24/21	6/30/26	37465.47	1113.5	0	38578.97	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	1.0521	10/14/21	6/30/26	37465.47	7321.94	0	44787.41	
U.S. Treasuries	91282CCJ8	US TREASURY	50000000	0.875	1.3228	1/4/22	6/30/26	37465.47	18408.02	0.00	55873.49	
U.S. Treasuries	91282CCW9	US TREASURY	50000000	0.75	0.9797	9/28/21	8/31/26	31589.68	9496.23	0	41085.91	
U.S. Treasuries	91282CCZ2	US TREASURY	50000000	0.875	1.0032	10/8/21	9/30/26	37253.06	5295.36	0	42548.42	
U.S. Treasuries	91282CCZ2	US TREASURY	50000000	0.875	1.0105	10/8/21	9/30/26	37253.06	5595.09	0	42848.15	
U.S. Treasuries	91282CCZ2	US TREASURY	50000000	0.875	1.1593	10/19/21	9/30/26	37253.05	11693.89	0	48946.94	
U.S. Treasuries	91282CDK4	US TREASURY	50000000	1.25	1.2201	12/3/21	11/30/26	53228.02	-1228.87	0.00	51999.15	
U.S. Treasuries	91282CDK4	US TREASURY	50000000	1.25	1.2014	12/7/21	11/30/26	53228.02	-1997.15	0	51230.87	
U.S. Treasuries	91282CDK4	US TREASURY	50000000	1.25	2.5854	3/29/22	11/30/26	5151.1	5135.11	0	10286.21	
U.S. Treasuries	91282CDQ1	US TREASURY	50000000	1.25	2.5489	3/29/22	12/31/26	5179.56	4992.94	0	10172.5	
Subtotals			\$ 5,000,000,000					\$ 3,128,419	\$ (836,081)	\$ -	\$ 2,292,338	

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
							Date	Earned Interest			
Federal Agencies	3133EKBV7	FEDERAL FARM CREDIT BANK	\$ -	2.55	2.56	3/1/19	3/1/22	\$ -	\$ -	\$ -	\$ -
Federal Agencies	313385TU0	FED HOME LN DISCOUNT NT	-	0.00	0.03	3/2/22	3/3/22	-	21	-	21
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	-	2.50	2.36	4/5/19	3/11/22	27,778	(1,479)	-	26,299
Federal Agencies	313378WG2	FEDERAL HOME LOAN BANK	-	2.50	2.36	4/5/19	3/11/22	12,347	(644)	-	11,703
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	-	2.47	2.36	4/8/19	3/14/22	23,320	(984)	-	22,336
Federal Agencies	3133EKDC7	FEDERAL FARM CREDIT BANK	-	2.47	2.36	4/8/19	3/14/22	40,583	(1,635)	-	38,949
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	-	0.70	0.70	3/25/20	3/25/22	11,667	33	-	11,700
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	-	0.70	0.71	3/25/20	3/25/22	11,667	230	-	11,897
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	-	0.70	0.71	3/25/20	3/25/22	11,667	132	-	11,798
Federal Agencies	3133ELUQ5	FEDERAL FARM CREDIT BANK	-	0.70	0.73	3/25/20	3/25/22	11,667	551	-	12,217
Federal Agencies	3135G0T45	FANNIE MAE	25,000,000	1.88	1.81	6/6/17	4/5/22	39,063	(1,270)	-	37,793
Federal Agencies	313313VG0	FED FARM CRD DISCOUNT NT	10,000,000	0.00	0.06	7/9/21	4/8/22	-	517	-	517
Federal Agencies	3135G0V59	FANNIE MAE	25,000,000	2.25	2.36	4/12/19	4/12/22	46,875	2,319	-	49,194
Federal Agencies	3135G0V59	FANNIE MAE	50,000,000	2.25	2.36	4/12/19	4/12/22	93,750	4,639	-	98,389
Federal Agencies	3135G0V59	FANNIE MAE	50,000,000	2.25	2.36	4/12/19	4/12/22	93,750	4,639	-	98,389
Federal Agencies	3133EKHB5	FEDERAL FARM CREDIT BANK	50,000,000	2.35	2.37	4/18/19	4/18/22	97,917	863	-	98,779
Federal Agencies	3133EMXN7	FEDERAL FARM CREDIT BANK	19,550,000	0.06	0.07	4/28/21	4/27/22	978	140	-	1,117
Federal Agencies	3130AMEY4	FEDERAL HOME LOAN BANK	10,000,000	0.06	0.06	5/6/21	5/6/22	500	7	-	507
Federal Agencies	3130AMEY4	FEDERAL HOME LOAN BANK	10,000,000	0.06	0.06	5/18/21	5/6/22	500	9	-	509
Federal Agencies	313385WL6	FED HOME LN DISCOUNT NT	50,000,000	0.00	0.06	5/6/21	5/6/22	-	2,368	-	2,368
Federal Agencies	3130AMGM8	FEDERAL HOME LOAN BANK	50,000,000	0.06	0.06	5/11/21	5/10/22	2,500	143	-	2,643
Federal Agencies	3130AMJ37	FEDERAL HOME LOAN BANK	30,000,000	0.06	0.06	5/17/21	5/13/22	1,500	21	-	1,521
Federal Agencies	3130AMJ37	FEDERAL HOME LOAN BANK	45,000,000	0.06	0.06	5/13/21	5/13/22	2,250	153	-	2,403
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	25,000,000	2.25	2.32	5/16/19	5/16/22	46,875	1,435	-	48,310
Federal Agencies	3133EKLR5	FEDERAL FARM CREDIT BANK	35,000,000	2.25	2.32	5/16/19	5/16/22	65,625	2,010	-	67,635
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	50,000,000	1.88	1.85	6/6/17	6/2/22	78,125	(1,008)	-	77,117
Federal Agencies	3133EHLY7	FEDERAL FARM CREDIT BANK	50,000,000	1.88	1.88	6/9/17	6/2/22	78,125	43	-	78,168
Federal Agencies	3133EMF64	FEDERAL FARM CREDIT BANK	58,735,000	0.06	0.08	7/7/21	6/9/22	2,937	1,055	-	3,992
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	20,000,000	1.63	1.63	12/16/19	6/15/22	27,167	36	-	27,203
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	25,000,000	1.63	1.63	12/16/19	6/15/22	33,958	45	-	34,003
Federal Agencies	3133ELDK7	FEDERAL FARM CREDIT BANK	25,000,000	1.63	1.63	12/16/19	6/15/22	33,958	45	-	34,003
Federal Agencies	3133EHZP1	FEDERAL FARM CREDIT BANK	25,000,000	1.85	0.69	3/18/20	9/20/22	38,542	(24,325)	-	14,217
Federal Agencies	3133ELVL5	FEDERAL FARM CREDIT BANK	40,000,000	0.70	0.71	4/3/20	10/3/22	23,333	340	-	23,673
Federal Agencies	3133EMS45	FEDERAL FARM CREDIT BANK	50,000,000	0.11	0.12	7/14/21	12/14/22	4,583	425	-	5,008
Federal Agencies	3133EMWK4	FEDERAL FARM CREDIT BANK	60,000,000	0.14	0.15	5/18/21	1/19/23	7,000	639	-	7,639
Federal Agencies	3133ELJH8	FEDERAL FARM CREDIT BANK	10,140,000	1.60	0.74	3/25/20	1/23/23	13,520	(7,320)	-	6,201
Federal Agencies	3133EMPH9	FEDERAL FARM CREDIT BANK	45,500,000	0.13	1.10	3/3/22	2/3/23	4,424	34,738	-	39,162
Federal Agencies	3133827H0	FEDERAL HOME LOAN BANK	44,400,000	2.14	1.08	3/7/22	2/6/23	63,344	(31,747)	-	31,597
Federal Agencies	3133ENDQ0	FEDERAL FARM CREDIT BANK	50,000,000	0.16	0.32	11/12/21	2/10/23	6,667	6,828	-	13,494
Federal Agencies	3133EMUH3	FEDERAL FARM CREDIT BANK	65,000,000	0.13	0.16	3/31/21	3/23/23	6,771	1,926	-	8,697
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	20,000,000	0.13	0.19	4/13/21	4/13/23	2,083	1,121	-	3,204
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	25,000,000	0.13	0.19	4/13/21	4/13/23	2,604	1,401	-	4,006
Federal Agencies	3133EMVP4	FEDERAL FARM CREDIT BANK	50,000,000	0.13	0.19	4/13/21	4/13/23	5,208	2,803	-	8,011
Federal Agencies	3133EMXM9	FEDERAL FARM CREDIT BANK	44,500,000	0.13	0.17	5/5/21	4/27/23	4,635	1,622	-	6,257
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	12,500,000	0.13	0.19	5/10/21	5/10/23	1,302	679	-	1,982
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	25,000,000	0.13	0.19	5/10/21	5/10/23	2,604	1,359	-	3,963
Federal Agencies	3133EMYX4	FEDERAL FARM CREDIT BANK	75,000,000	0.13	0.19	5/10/21	5/10/23	7,813	4,077	-	11,889
Federal Agencies	3130AMRY0	FEDERAL HOME LOAN BANK	15,000,000	0.13	0.17	6/4/21	6/2/23	1,563	588	-	2,150
Federal Agencies	3133EMF31	FEDERAL FARM CREDIT BANK	100,000,000	0.13	0.16	6/2/21	6/2/23	10,417	2,633	-	13,050

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Date		Expense	Gain/(Loss)	/Net Earnings
Federal Agencies	3133EMH96	FEDERAL FARM CREDIT BANK	50,000,000	0.13	0.26	6/28/21	6/14/23	5,208	5,851	-	-	11,060
Federal Agencies	3133EM3S9	FEDERAL FARM CREDIT BANK	48,067,000	0.20	0.53	12/14/21	6/26/23	8,011	13,355	-	-	21,366
Federal Agencies	3133EM3S9	FEDERAL FARM CREDIT BANK	50,000,000	0.20	0.22	8/26/21	6/26/23	8,333	932	-	-	9,265
Federal Agencies	3133EMS37	FEDERAL FARM CREDIT BANK	50,000,000	0.13	0.20	7/14/21	7/14/23	5,208	3,066	-	-	8,275
Federal Agencies	3133EMS37	FEDERAL FARM CREDIT BANK	50,000,000	0.13	0.22	7/14/21	7/14/23	5,208	3,939	-	-	9,147
Federal Agencies	3133ENEY2	FEDERAL FARM CREDIT BANK	50,000,000	0.45	0.45	11/24/21	7/24/23	18,750	179	-	-	18,929
Federal Agencies	3133EM2E1	FEDERAL FARM CREDIT BANK	50,000,000	0.16	0.19	8/10/21	8/10/23	6,667	1,274	-	-	7,941
Federal Agencies	3137EAEV7	FREDDIE MAC	40,776,000	0.25	0.59	12/6/21	8/24/23	8,495	11,550	-	-	20,045
Federal Agencies	3130AJXD6	FEDERAL HOME LOAN BANK	20,975,000	0.13	0.59	12/14/21	9/8/23	2,185	8,259	-	-	10,444
Federal Agencies	3135G0U43	FANNIE MAE	29,648,000	2.88	0.66	12/9/21	9/12/23	71,032	(55,303)	-	-	15,729
Federal Agencies	3133EM6N7	FEDERAL FARM CREDIT BANK	50,000,000	0.17	0.22	9/27/21	9/27/23	7,083	2,123	-	-	9,207
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	25,000,000	0.50	0.57	12/3/21	12/1/23	10,417	1,544	-	-	11,960
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	25,000,000	0.50	0.57	12/3/21	12/1/23	10,417	1,544	-	-	11,960
Federal Agencies	3133ENGF1	FEDERAL FARM CREDIT BANK	75,000,000	0.50	0.57	12/3/21	12/1/23	31,250	4,631	-	-	35,881
Federal Agencies	3130A3VC5	FEDERAL HOME LOAN BANK	10,000,000	2.25	0.73	12/10/21	12/8/23	18,750	(12,817)	-	-	5,933
Federal Agencies	3130A3VC5	FEDERAL HOME LOAN BANK	30,000,000	2.25	0.73	12/10/21	12/8/23	56,250	(38,452)	-	-	17,798
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	25,000,000	0.68	0.71	12/20/21	12/20/23	14,167	527	-	-	14,693
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	25,000,000	0.68	0.70	12/20/21	12/20/23	14,167	510	-	-	14,676
Federal Agencies	3133ENHR4	FEDERAL FARM CREDIT BANK	62,000,000	0.68	0.70	12/20/21	12/20/23	35,133	1,253	-	-	36,387
Federal Agencies	3133ENLF5	FEDERAL FARM CREDIT BANK	11,856,000	0.90	1.44	3/3/22	1/18/24	8,299	4,954	-	-	13,253
Federal Agencies	3133ENLF5	FEDERAL FARM CREDIT BANK	50,000,000	0.90	1.21	2/1/22	1/18/24	37,500	12,946	-	-	50,446
Federal Agencies	3130AFW94	FEDERAL HOME LOAN BANK	39,010,000	2.50	0.62	11/12/21	2/13/24	81,271	(61,729)	-	-	19,542
Federal Agencies	3133ELNE0	FEDERAL FARM CREDIT BANK	20,495,000	1.43	0.85	3/18/20	2/14/24	24,423	(9,891)	-	-	14,533
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	5,000,000	0.25	0.26	2/26/21	2/26/24	1,042	51	-	-	1,093
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	5,000,000	0.25	0.26	2/26/21	2/26/24	1,042	51	-	-	1,093
Federal Agencies	3133EMRZ7	FEDERAL FARM CREDIT BANK	100,000,000	0.25	0.26	2/26/21	2/26/24	20,833	1,019	-	-	21,853
Federal Agencies	3130ARHG9	FEDERAL HOME LOAN BANK	11,000,000	2.13	2.19	3/25/22	2/28/24	3,896	125	-	-	4,020
Federal Agencies	3130ARHG9	FEDERAL HOME LOAN BANK	25,000,000	2.13	2.19	3/25/22	2/28/24	8,854	283	-	-	9,137
Federal Agencies	3133EMTW2	FEDERAL FARM CREDIT BANK	50,000,000	0.30	0.34	3/18/21	3/18/24	12,500	1,711	-	-	14,211
Federal Agencies	3133EMTW2	FEDERAL FARM CREDIT BANK	50,000,000	0.30	0.34	3/18/21	3/18/24	12,500	1,713	-	-	14,213
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	16,545,000	0.35	0.34	5/4/21	4/22/24	4,826	(132)	-	-	4,693
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	29,424,000	0.35	0.34	5/4/21	4/22/24	8,582	(236)	-	-	8,346
Federal Agencies	3133EMWV0	FEDERAL FARM CREDIT BANK	39,000,000	0.35	0.34	5/4/21	4/22/24	11,375	(312)	-	-	11,063
Federal Agencies	3133EMV25	FEDERAL FARM CREDIT BANK	50,000,000	0.45	0.39	8/6/21	7/23/24	18,750	(2,636)	-	-	16,114
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	25,000,000	0.43	0.46	9/23/21	9/23/24	8,958	714	-	-	9,673
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	50,000,000	0.43	0.46	9/23/21	9/23/24	17,917	1,428	-	-	19,345
Federal Agencies	3133EM5X6	FEDERAL FARM CREDIT BANK	50,000,000	0.43	0.46	9/23/21	9/23/24	17,917	1,428	-	-	19,345
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	10,000,000	0.88	0.91	11/18/21	11/18/24	7,292	325	-	-	7,617
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	10,000,000	0.88	0.91	11/18/21	11/18/24	7,292	325	-	-	7,617
Federal Agencies	3133ENEJ5	FEDERAL FARM CREDIT BANK	50,000,000	0.88	0.91	11/18/21	11/18/24	36,458	1,626	-	-	38,085
Federal Agencies	3133ELCP7	FEDERAL FARM CREDIT BANK	25,000,000	1.63	1.66	12/3/19	12/3/24	33,854	679	-	-	34,533
Federal Agencies	3133ENGQ7	FEDERAL FARM CREDIT BANK	50,000,000	0.92	0.93	12/9/21	12/9/24	38,333	424	-	-	38,758
Federal Agencies	3133ENGQ7	FEDERAL FARM CREDIT BANK	50,000,000	0.92	0.95	12/9/21	12/9/24	38,333	1,047	-	-	39,380
Federal Agencies	3133ENKS8	FEDERAL FARM CREDIT BANK	20,000,000	1.13	1.20	1/11/22	1/6/25	18,750	1,279	-	-	20,029
Federal Agencies	3133ENKS8	FEDERAL FARM CREDIT BANK	25,000,000	1.13	1.20	1/11/22	1/6/25	23,438	1,598	-	-	25,036
Federal Agencies	3133ENKS8	FEDERAL FARM CREDIT BANK	25,000,000	1.13	1.20	1/11/22	1/6/25	23,438	1,598	-	-	25,036
Federal Agencies	3135G0X24	FANNIE MAE	39,060,000	1.63	0.53	4/21/21	1/7/25	52,894	(35,924)	-	-	16,969
Federal Agencies	3137EAEP0	FREDDIE MAC	5,000,000	1.50	1.52	2/14/20	2/12/25	6,250	65	-	-	6,315

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Expense		Gain/(Loss)	/Net Earnings	
Federal Agencies	3137EAEP0	FREDDIE MAC	5,000,000	1.50	1.52	2/14/20	2/12/25	6,250	65	-	6,315	
Federal Agencies	3137EAEP0	FREDDIE MAC	5,000,000	1.50	1.52	2/14/20	2/12/25	6,250	65	-	6,315	
Federal Agencies	3137EAEP0	FREDDIE MAC	15,000,000	1.50	1.52	2/14/20	2/12/25	18,750	196	-	18,946	
Federal Agencies	3137EAEP0	FREDDIE MAC	50,000,000	1.50	1.52	2/14/20	2/12/25	62,500	654	-	63,154	
Federal Agencies	3137EAEP0	FREDDIE MAC	53,532,000	1.50	0.55	4/21/21	2/12/25	66,915	(42,685)	-	24,230	
Federal Agencies	3133ELQY3	FEDERAL FARM CREDIT BANK	16,000,000	1.21	1.22	3/23/20	3/3/25	16,133	159	-	16,293	
Federal Agencies	3133ELQY3	FEDERAL FARM CREDIT BANK	24,000,000	1.21	1.24	3/23/20	3/3/25	24,200	614	-	24,814	
Federal Agencies	3133EMWT5	FEDERAL FARM CREDIT BANK	50,000,000	0.60	0.61	4/21/21	4/21/25	25,000	562	-	25,562	
Federal Agencies	3135G03U5	FANNIE MAE	37,938,000	0.63	1.08	12/8/21	4/22/25	19,759	14,359	-	34,119	
Federal Agencies	3135G03U5	FANNIE MAE	50,000,000	0.63	0.57	7/12/21	4/22/25	26,042	(2,426)	-	23,616	
Federal Agencies	3135G03U5	FANNIE MAE	50,000,000	0.63	1.08	12/8/21	4/22/25	26,042	19,039	-	45,081	
Federal Agencies	3135G04Z3	FANNIE MAE	4,655,000	0.50	1.11	12/8/21	6/17/25	1,940	2,369	-	4,309	
Federal Agencies	3135G04Z3	FANNIE MAE	10,000,000	0.50	1.11	12/8/21	6/17/25	4,167	5,068	-	9,235	
Federal Agencies	3130AN4A5	FEDERAL HOME LOAN BANK	17,680,000	0.70	0.62	7/12/21	6/30/25	10,313	(1,169)	-	9,145	
Federal Agencies	3135G05X7	FANNIE MAE	25,000,000	0.38	0.66	3/4/21	8/25/25	7,813	5,987	-	13,799	
Federal Agencies	3135G05X7	FANNIE MAE	72,500,000	0.38	0.57	2/25/21	8/25/25	22,656	12,045	-	34,701	
Federal Agencies	3130A8ZQ9	FEDERAL HOME LOAN BANK	10,295,000	1.75	1.03	11/2/21	9/12/25	15,014	(6,163)	-	8,850	
Federal Agencies	3137EAEX3	FREDDIE MAC	22,600,000	0.38	0.68	3/4/21	9/23/25	7,063	5,676	-	12,738	
Federal Agencies	3133ENEG1	FEDERAL FARM CREDIT BANK	39,675,000	1.05	1.08	11/17/21	11/17/25	34,716	1,120	-	35,835	
Federal Agencies	3133ENEG1	FEDERAL FARM CREDIT BANK	55,000,000	1.05	1.09	11/17/21	11/17/25	48,125	1,634	-	49,759	
Federal Agencies	3133ENHM5	FEDERAL FARM CREDIT BANK	45,000,000	1.17	1.20	12/16/21	12/16/25	43,875	974	-	44,849	
Federal Agencies	3133ENHM5	FEDERAL FARM CREDIT BANK	50,000,000	1.17	1.20	12/16/21	12/16/25	48,750	1,082	-	49,832	
Federal Agencies	3133EMZ21	FEDERAL FARM CREDIT BANK	15,500,000	0.69	0.75	8/9/21	4/6/26	8,913	763	-	9,675	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	8/19/21	7/13/26	21,875	-	-	21,875	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	8/19/21	7/13/26	21,875	-	-	21,875	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	8/19/21	7/13/26	21,875	-	-	21,875	
Federal Agencies	3130ANNM8	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	8/19/21	7/13/26	21,875	-	-	21,875	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	25,000,000	1.07	1.07	8/20/21	7/27/26	22,292	-	-	22,292	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	25,000,000	1.07	1.07	8/20/21	7/27/26	22,292	-	-	22,292	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	25,000,000	1.07	1.07	8/20/21	7/27/26	22,292	-	-	22,292	
Federal Agencies	3130ANMP2	FEDERAL HOME LOAN BANK	25,000,000	1.07	1.07	8/20/21	7/27/26	22,292	-	-	22,292	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	9/13/21	8/10/26	21,875	-	-	21,875	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	9/13/21	8/10/26	21,875	-	-	21,875	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	9/13/21	8/10/26	21,875	-	-	21,875	
Federal Agencies	3130ANTG5	FEDERAL HOME LOAN BANK	25,000,000	1.05	1.05	9/13/21	8/10/26	21,875	-	-	21,875	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	25,000,000	1.08	1.08	10/1/21	9/3/26	22,396	-	-	22,396	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	25,000,000	1.08	1.08	10/1/21	9/3/26	22,396	-	-	22,396	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	25,000,000	1.08	1.08	10/1/21	9/3/26	22,396	-	-	22,396	
Federal Agencies	3130AP6T7	FEDERAL HOME LOAN BANK	25,000,000	1.08	1.08	10/1/21	9/3/26	22,396	-	-	22,396	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	25,000,000	1.43	1.43	11/18/21	10/19/26	29,792	-	-	29,792	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	25,000,000	1.43	1.43	11/18/21	10/19/26	29,792	-	-	29,792	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	25,000,000	1.43	1.43	11/18/21	10/19/26	29,792	-	-	29,792	
Federal Agencies	3130APPR0	FEDERAL HOME LOAN BANK	25,000,000	1.43	1.43	11/18/21	10/19/26	29,792	-	-	29,792	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	25,000,000	1.61	1.61	12/16/21	11/16/26	33,438	-	-	33,438	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	25,000,000	1.61	1.61	12/16/21	11/16/26	33,438	-	-	33,438	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	25,000,000	1.61	1.61	12/16/21	11/16/26	33,438	-	-	33,438	
Federal Agencies	3130AQ7L1	FEDERAL HOME LOAN BANK	25,000,000	1.61	1.61	12/16/21	11/16/26	33,438	-	-	33,438	
Federal Agencies	3130AQJ95	FEDERAL HOME LOAN BANK	25,000,000	1.65	1.65	1/14/22	12/14/26	34,271	-	-	34,271	

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Date		Expense	Gain/(Loss)	/Net Earnings
Federal Agencies	3130AQJ95	FEDERAL HOME LOAN BANK	25,000,000	1.65	1.65	1/14/22	12/14/26	34,271	-	-	34,271	
Federal Agencies	3130AQJ95	FEDERAL HOME LOAN BANK	25,000,000	1.65	1.65	1/14/22	12/14/26	34,271	-	-	34,271	
Federal Agencies	3130AQJ95	FEDERAL HOME LOAN BANK	25,000,000	1.65	1.65	1/14/22	12/14/26	34,271	-	-	34,271	
Federal Agencies	3130ARB59	FEDERAL HOME LOAN BANK	25,000,000	2.35	2.35	3/22/22	3/8/27	14,688	-	-	14,688	
Federal Agencies	3130ARB59	FEDERAL HOME LOAN BANK	25,000,000	2.35	2.35	3/22/22	3/8/27	14,688	-	-	14,688	
Federal Agencies	3130ARB59	FEDERAL HOME LOAN BANK	25,000,000	2.35	2.35	3/22/22	3/8/27	14,688	-	-	14,688	
Federal Agencies	3130ARB59	FEDERAL HOME LOAN BANK	25,000,000	2.35	2.35	3/22/22	3/8/27	14,688	-	-	14,688	
Federal Agencies	3133ENRD4	FEDERAL FARM CREDIT BANK	48,573,000	1.68	2.18	3/16/22	3/10/27	34,001	10,031	-	44,032	
Subtotals			\$ 4,746,129,000					\$ 3,414,691	\$ (79,268)	\$ -	\$ 3,335,422	
Public Time Deposits	PPEB3XSW4	BANK OF SAN FRANCISCO	\$ -	0.09	0.09	9/20/21	3/21/22	\$ 500	\$ -	\$ -	\$ 500	
Public Time Deposits	PPEE3CH06	BRIDGE BANK	-	0.09	0.09	9/20/21	3/21/22	494	-	-	494	
Public Time Deposits	PPES5U4Q0	BANK OF SAN FRANCISCO	10,000,000	0.13	0.13	12/6/21	6/6/22	1,119	-	-	1,119	
Public Time Deposits	PPEJ79PT6	BRIDGE BANK	10,000,000	0.15	0.15	12/20/21	6/20/22	1,274	-	-	1,274	
Public Time Deposits	PPE4E8VT6	BANK OF SAN FRANCISCO	10,000,000	0.81	0.81	3/21/22	9/19/22	2,475	-	-	2,475	
Public Time Deposits	PPEEE5T97	BRIDGE BANK	10,000,000	0.81	0.81	3/21/22	9/19/22	2,441	-	-	2,441	
Subtotals			\$ 40,000,000					\$ 8,304	\$ -	\$ -	\$ 8,304	
Negotiable CDs	06367CBZ9	BANK OF MONTREAL CHICAGO	\$ -	0.20	0.20	3/3/21	3/2/22	\$ 565	\$ -	\$ -	\$ 565	
Negotiable CDs	89114W3C7	TORONTO DOMINION BANK NY	-	0.21	0.21	3/4/21	3/4/22	875	-	-	875	
Negotiable CDs	78012UJ30	ROYAL BANK OF CANADA NY	-	0.23	0.23	3/11/21	3/11/22	3,194	-	-	3,194	
Negotiable CDs	89114W4K8	TORONTO DOMINION BANK NY	-	0.23	0.23	3/15/21	3/15/22	4,472	-	-	4,472	
Negotiable CDs	06367CCY1	BANK OF MONTREAL CHICAGO	-	0.26	0.26	3/16/21	3/16/22	5,435	-	-	5,435	
Negotiable CDs	78012UH73	ROYAL BANK OF CANADA NY	-	0.22	0.22	3/11/21	3/16/22	4,583	-	-	4,583	
Negotiable CDs	78012UK46	ROYAL BANK OF CANADA NY	-	0.23	0.23	3/30/21	3/28/22	8,625	-	-	8,625	
Negotiable CDs	89114W5N1	TORONTO DOMINION BANK NY	-	0.22	0.22	3/30/21	3/28/22	8,250	-	-	8,250	
Negotiable CDs	78012UK53	ROYAL BANK OF CANADA NY	50,000,000	0.23	0.23	4/6/21	4/6/22	9,903	-	-	9,903	
Negotiable CDs	89114W6T7	TORONTO DOMINION BANK NY	50,000,000	0.22	0.22	4/13/21	4/11/22	9,472	-	-	9,472	
Negotiable CDs	89114WHS7	TORONTO DOMINION BANK NY	50,000,000	0.16	0.16	10/12/21	4/13/22	6,889	-	-	6,889	
Negotiable CDs	06367CHR1	BANK OF MONTREAL CHICAGO	100,000,000	0.17	0.17	7/6/21	5/9/22	14,639	-	-	14,639	
Negotiable CDs	89114WBD6	TORONTO DOMINION BANK NY	50,000,000	0.21	0.21	5/25/21	5/25/22	9,042	-	-	9,042	
Negotiable CDs	06417MTV7	BANK OF NOVA SCOTIA HOUS	100,000,000	0.30	0.30	12/2/21	6/15/22	25,833	-	-	25,833	
Negotiable CDs	78012UT96	ROYAL BANK OF CANADA NY	100,000,000	0.15	0.15	9/16/21	6/17/22	12,917	-	-	12,917	
Negotiable CDs	06417MTY1	BANK OF NOVA SCOTIA HOUS	100,000,000	0.31	0.31	12/6/21	6/30/22	26,694	-	-	26,694	
Negotiable CDs	78012UX42	ROYAL BANK OF CANADA NY	50,000,000	0.20	0.20	10/29/21	6/30/22	8,611	-	-	8,611	
Negotiable CDs	89114WWMZ5	TORONTO DOMINION BANK NY	50,000,000	0.30	0.30	12/13/21	6/30/22	12,917	-	-	12,917	
Negotiable CDs	89114WQB4	TORONTO DOMINION BANK NY	50,000,000	0.53	0.53	2/1/22	6/30/22	22,819	-	-	22,819	
Negotiable CDs	06367CQB6	BANK OF MONTREAL CHICAGO	50,000,000	0.33	0.33	12/17/21	7/1/22	14,208	-	-	14,208	
Negotiable CDs	89114WJ89	TORONTO DOMINION BANK NY	50,000,000	0.21	0.21	10/19/21	7/1/22	9,042	-	-	9,042	
Negotiable CDs	06417MUM5	BANK OF NOVA SCOTIA HOUS	100,000,000	0.31	0.31	12/13/21	7/6/22	26,694	-	-	26,694	
Negotiable CDs	06367CKG1	BANK OF MONTREAL CHICAGO	50,000,000	0.18	0.18	8/25/21	7/18/22	7,750	-	-	7,750	
Negotiable CDs	06367CKN6	BANK OF MONTREAL CHICAGO	50,000,000	0.18	0.18	8/30/21	7/18/22	7,750	-	-	7,750	
Negotiable CDs	06417MSJ5	BANK OF NOVA SCOTIA HOUS	50,000,000	0.24	0.24	11/2/21	8/1/22	10,333	-	-	10,333	
Negotiable CDs	06367CST5	BANK OF MONTREAL CHICAGO	50,000,000	0.83	0.83	3/2/22	8/29/22	34,583	-	-	34,583	
Negotiable CDs	78012U3T0	ROYAL BANK OF CANADA NY	50,000,000	0.80	0.80	2/28/22	8/29/22	34,444	-	-	34,444	
Negotiable CDs	06367CSP3	BANK OF MONTREAL CHICAGO	50,000,000	0.82	0.82	2/28/22	9/12/22	35,306	-	-	35,306	
Negotiable CDs	78012U3V5	ROYAL BANK OF CANADA NY	50,000,000	0.85	0.85	3/1/22	9/12/22	36,597	-	-	36,597	
Negotiable CDs	78012U4G7	ROYAL BANK OF CANADA NY	50,000,000	1.42	1.42	3/15/22	9/22/22	33,528	-	-	33,528	
Negotiable CDs	78012U4H5	ROYAL BANK OF CANADA NY	50,000,000	1.44	1.44	3/15/22	9/26/22	34,000	-	-	34,000	
Negotiable CDs	78012UW84	ROYAL BANK OF CANADA NY	50,000,000	0.28	0.28	10/26/21	9/26/22	12,056	-	-	12,056	
Negotiable CDs	78012UW68	ROYAL BANK OF CANADA NY	50,000,000	0.30	0.30	10/25/21	10/24/22	12,917	-	-	12,917	
Negotiable CDs	96130ALC0	WESTPAC BANKING CORP NY	50,000,000	0.30	0.30	10/27/21	10/24/22	12,917	-	-	12,917	
Negotiable CDs	78012U2E4	ROYAL BANK OF CANADA NY	50,000,000	0.48	0.48	12/2/21	12/2/22	20,667	-	-	20,667	
Negotiable CDs	89114WWM36	TORONTO DOMINION BANK NY	50,000,000	0.48	0.48	12/2/21	12/2/22	20,667	-	-	20,667	

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issuer Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity		Earned Interest	Amort.	Realized	Earned Income
							Date	Date		Expense	Gain/(Loss)	/Net Earnings
Negotiable CDs	06367CPS0	BANK OF MONTREAL CHICAGO	50,000,000	0.52	0.52	12/8/21	12/7/22	22,389	-	-	22,389	
Negotiable CDs	89114WP58	TORONTO DOMINION BANK NY	60,000,000	0.57	0.57	1/6/22	12/30/22	29,450	-	-	29,450	
Negotiable CDs	06367CSR9	BANK OF MONTREAL CHICAGO	50,000,000	1.18	1.18	3/1/22	1/30/23	50,806	-	-	50,806	
Negotiable CDs	89114WQL2	TORONTO DOMINION BANK NY	50,000,000	0.95	0.95	2/3/22	1/30/23	40,903	-	-	40,903	
Negotiable CDs	06367CSM0	BANK OF MONTREAL CHICAGO	50,000,000	1.35	1.35	2/28/22	2/13/23	58,125	-	-	58,125	
Negotiable CDs	89114WRW7	TORONTO DOMINION BANK NY	50,000,000	1.35	1.35	2/28/22	2/13/23	58,125	-	-	58,125	
Subtotals			\$ 1,960,000,000					\$ 818,991	\$ -	\$ -	\$ 818,991	
Commercial Paper	89233HDT8	TOYOTA MOTOR CREDIT CORP	\$ 25,000,000	0.00	0.17	10/28/21	4/27/22	\$ -	\$ 3,660	\$ -	\$ 3,660	
Commercial Paper	89233HF82	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.20	11/10/21	6/8/22	-	8,611	-	8,611	
Commercial Paper	89233HFE9	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.21	10/25/21	6/14/22	-	9,042	-	9,042	
Commercial Paper	89233HFF6	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.32	12/21/21	6/15/22	-	13,778	-	13,778	
Commercial Paper	89233HFF6	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.30	1/4/22	6/15/22	-	12,917	-	12,917	
Commercial Paper	89233HFN9	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.27	12/6/21	6/22/22	-	11,625	-	11,625	
Commercial Paper	89233HFQ2	TOYOTA MOTOR CREDIT CORP	60,000,000	0.00	0.31	12/16/21	6/24/22	-	16,017	-	16,017	
Commercial Paper	89233HFW9	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.19	10/19/21	6/30/22	-	8,181	-	8,181	
Commercial Paper	89233HFW9	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.24	11/1/21	6/30/22	-	10,333	-	10,333	
Commercial Paper	62479MG15	MUFG BANK LTD NY	50,000,000	0.00	0.65	2/23/22	7/1/22	-	27,986	-	27,986	
Commercial Paper	89233HG16	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.24	11/19/21	7/1/22	-	10,333	-	10,333	
Commercial Paper	62479MGL1	MUFG BANK LTD NY	50,000,000	0.00	0.67	2/28/22	7/20/22	-	28,847	-	28,847	
Commercial Paper	62479MGN7	MUFG BANK LTD NY	50,000,000	0.00	0.70	3/1/22	7/22/22	-	30,139	-	30,139	
Commercial Paper	89233HH15	TOYOTA MOTOR CREDIT CORP	50,000,000	0.00	0.25	11/4/21	8/1/22	-	10,764	-	10,764	
Commercial Paper	62479MH30	MUFG BANK LTD NY	50,000,000	0.00	1.21	3/28/22	8/3/22	-	6,667	-	6,667	
Subtotals			\$ 735,000,000					\$ -	\$ 208,899	\$ -	\$ 208,899	
Money Market Funds	09248U718	BLACKROCK LIQ INST GOV FUND	\$ 13,547,795	0.10	0.10	3/31/22	4/1/22	\$ 1,202	\$ -	\$ -	\$ 1,202	
Money Market Funds	262006208	DREYFUS GOVERN CASH MGMT-I	227,764,205	0.09	0.09	3/31/22	4/1/22	21,735	-	-	21,735	
Money Market Funds	31607A703	FIDELITY INST GOV FUND	14,349,165	0.08	0.08	3/31/22	4/1/22	972	-	-	972	
Money Market Funds	608919718	FEDERATED GOVERNMENT OBL-PRM	11,100,196	0.09	0.09	3/31/22	4/1/22	879	-	-	879	
Money Market Funds	61747C707	MORGAN STANLEY INST GOVT FUND	328,439,731	0.15	0.15	3/31/22	4/1/22	33,519	-	-	33,519	
Money Market Funds	85749T517	STATE ST INST US GOV MM-OPP	300,040,472	0.11	0.11	3/31/22	4/1/22	28,881	-	-	28,881	
Subtotals			\$ 895,241,565					\$ 87,189	\$ -	\$ -	\$ 87,189	
Supranationals	459058ES8	INTL BK RECON & DEVELOP	\$ 64,387,000	1.88	0.33	12/16/21	10/7/22	\$ 100,658	\$ (84,103)	\$ -	\$ 16,556	
Supranationals	459058JV6	INTL BK RECON & DEVELOP	100,000,000	0.13	0.26	4/20/21	4/20/23	10,500	8,790	-	19,290	
Supranationals	4581X0CC0	INTER-AMERICAN DEVEL BK	25,756,000	3.00	0.65	12/15/21	10/4/23	64,390	(50,964)	-	13,426	
Supranationals	45906M3B5	INTL BK RECON & DEVELOP	100,000,000	1.98	1.98	3/23/22	6/14/24	44,000	-	-	44,000	
Supranationals	459056HV2	INTL BK RECON & DEVELOP	50,000,000	1.50	0.79	11/2/21	8/28/24	62,500	(29,623)	-	32,877	
Supranationals	4581X0DZ8	INTER-AMERICAN DEVEL BK	50,000,000	0.50	0.78	11/4/21	9/23/24	20,833	11,897	-	32,730	
Supranationals	45950VQG4	INTL FINANCE CORP	10,000,000	0.44	0.72	10/22/21	9/23/24	3,667	2,362	-	6,029	
Supranationals	4581X0CM8	INTER-AMERICAN DEVEL BK	100,000,000	2.13	0.58	4/26/21	1/15/25	177,083	(129,379)	-	47,704	
Supranationals	459058JB0	INTL BK RECON & DEVELOP	40,000,000	0.63	0.56	7/23/21	4/22/25	20,867	(1,947)	-	18,919	
Supranationals	4581X0DN5	INTER-AMERICAN DEVEL BK	28,900,000	0.63	0.99	11/1/21	7/15/25	15,052	8,734	-	23,786	
Supranationals	45818WDG8	INTER-AMERICAN DEVEL BK	19,500,000	0.82	0.75	8/25/21	2/27/26	13,325	(1,071)	-	12,254	
Subtotals			\$ 588,543,000					\$ 532,875	\$ (265,304)	\$ -	\$ 267,571	
Grand Totals			\$ 13,964,913,565					\$ 7,990,468	\$ (971,755)	\$ -	\$ 7,018,713	

¹ Yield to maturity is calculated at purchase

Investment Transactions

Pooled Fund

For month ended March 31, 2022

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Purchase	3/1/22	1/30/23	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367CSR9	\$ 50,000,000	1.18	1.18	\$ 100.00	\$ -	\$ 50,000,000
Purchase	3/1/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	80,000,000	0.03	0.03	100.00	-	80,000,000
Purchase	3/1/22	6/28/22	U.S. Treasuries	TREASURY BILL	912796W39	25,000,000	0.00	0.48	99.84	-	24,960,333
Purchase	3/1/22	7/22/22	Commercial Paper	MUFG BANK LTD NY	62479MGN7	50,000,000	0.00	0.70	99.72	-	49,860,972
Purchase	3/1/22	9/12/22	Negotiable CDs	ROYAL BANK OF CANADA NY	78012U3V5	50,000,000	0.85	0.85	100.00	-	50,000,000
Purchase	3/2/22	3/3/22	Federal Agencies	FED HOME LN DISCOUNT NT	313385TU0	25,000,000	0.00	0.03	100.00	-	24,999,979
Purchase	3/2/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	87,000,000	0.15	0.15	100.00	-	87,000,000
Purchase	3/2/22	8/29/22	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367CST5	50,000,000	0.83	0.83	100.00	-	50,000,000
Purchase	3/3/22	1/18/24	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENLF5	11,856,000	0.90	1.44	99.01	13,338	11,752,153
Purchase	3/3/22	2/3/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EMPH9	45,500,000	0.13	1.10	99.11	4,740	45,101,055
Purchase	3/3/22	2/15/23	U.S. Treasuries	US TREASURY	912828Z86	50,000,000	1.38	1.02	100.33	30,387	50,196,402
Purchase	3/4/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	35,000,000	0.15	0.15	100.00	-	35,000,000
Purchase	3/7/22	2/6/23	Federal Agencies	FEDERAL HOME LOAN BANK	3133827H0	44,400,000	2.14	1.08	100.96	81,819	44,908,503
Purchase	3/8/22	3/15/24	U.S. Treasuries	US TREASURY	91282CBR1	50,000,000	0.25	1.55	97.42	60,083	48,769,067
Purchase	3/9/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	16,000,000	0.15	0.15	100.00	-	16,000,000
Purchase	3/11/22	4/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	30,000,000	0.09	0.09	100.00	-	30,000,000
Purchase	3/11/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	180,000,000	0.15	0.15	100.00	-	180,000,000
Purchase	3/15/22	9/22/22	Negotiable CDs	ROYAL BANK OF CANADA NY	78012U4G7	50,000,000	1.42	1.42	100.00	-	50,000,000
Purchase	3/15/22	9/26/22	Negotiable CDs	ROYAL BANK OF CANADA NY	78012U4H5	50,000,000	1.44	1.44	100.00	-	50,000,000
Purchase	3/16/22	3/10/27	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ENRD4	48,573,000	1.68	2.18	97.65	13,600	47,445,621
Purchase	3/16/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	25,000,000	0.15	0.15	100.00	-	25,000,000
Purchase	3/18/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	20,000,000	0.15	0.15	100.00	-	20,000,000
Purchase	3/21/22	3/22/22	U.S. Treasuries	TREASURY BILL	912796S91	50,000,000	0.00	0.17	100.00	-	49,999,764
Purchase	3/21/22	4/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	20,000,000	0.09	0.09	100.00	-	20,000,000
Purchase	3/21/22	9/19/22	Public Time Deposits	BANK OF SAN FRANCISCO	PPE4E8VT6	10,000,000	0.81	0.81	100.00	-	10,000,000
Purchase	3/21/22	9/19/22	Public Time Deposits	BRIDGE BANK	PPEEE5T97	10,000,000	0.81	0.81	100.00	-	10,000,000
Purchase	3/22/22	3/8/27	Federal Agencies	FEDERAL HOME LOAN BANK	3130ARB59	25,000,000	2.35	2.35	100.00	-	25,000,000
Purchase	3/22/22	3/8/27	Federal Agencies	FEDERAL HOME LOAN BANK	3130ARB59	25,000,000	2.35	2.35	100.00	-	25,000,000
Purchase	3/22/22	3/8/27	Federal Agencies	FEDERAL HOME LOAN BANK	3130ARB59	25,000,000	2.35	2.35	100.00	-	25,000,000
Purchase	3/22/22	3/8/27	Federal Agencies	FEDERAL HOME LOAN BANK	3130ARB59	25,000,000	2.35	2.35	100.00	-	25,000,000
Purchase	3/23/22	6/14/24	Supranationals	INTL BK RECON & DEVELOP	45906M3B5	100,000,000	1.98	1.98	100.00	-	100,000,000
Purchase	3/24/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	75,000,000	0.15	0.15	100.00	-	75,000,000
Purchase	3/25/22	2/28/24	Federal Agencies	FEDERAL HOME LOAN BANK	3130ARHG9	11,000,000	2.13	2.19	99.89	-	10,987,460
Purchase	3/25/22	2/28/24	Federal Agencies	FEDERAL HOME LOAN BANK	3130ARHG9	25,000,000	2.13	2.19	99.89	-	24,971,500
Purchase	3/25/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	150,000,000	0.15	0.15	100.00	-	150,000,000
Purchase	3/28/22	3/29/22	U.S. Treasuries	TREASURY BILL	912796T25	50,000,000	0.00	0.24	100.00	-	49,999,667
Purchase	3/28/22	8/3/22	Commercial Paper	MUFG BANK LTD NY	62479MH30	50,000,000	0.00	1.21	99.57	-	49,786,667
Purchase	3/29/22	9/22/22	U.S. Treasuries	TREASURY BILL	912796U56	50,000,000	0.00	0.98	99.52	-	49,759,821
Purchase	3/29/22	11/30/26	U.S. Treasuries	US TREASURY	91282CDK4	50,000,000	1.25	2.59	94.16	204,327	47,282,452
Purchase	3/29/22	12/31/26	U.S. Treasuries	US TREASURY	91282CDQ1	50,000,000	1.25	2.55	94.21	151,934	47,259,356
Purchase	3/31/22	4/1/22	Money Market Funds	BLACKROCK LIQ INST GOV F	09248U718	1,202	0.10	0.10	100.00	-	1,202
Purchase	3/31/22	4/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	21,735	0.09	0.09	100.00	-	21,735
Purchase	3/31/22	4/1/22	Money Market Funds	FIDELITY INST GOV FUND	31607A703	972	0.08	0.08	100.00	-	972
Purchase	3/31/22	4/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	879	0.09	0.09	100.00	-	879
Purchase	3/31/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	33,519	0.15	0.15	100.00	-	33,519
Purchase	3/31/22	4/1/22	Money Market Funds	STATE ST INST US GOV MM-	85749T517	28,881	0.11	0.11	100.00	-	28,881
Purchase	3/31/22	9/29/22	U.S. Treasuries	TREASURY BILL	912796U64	50,000,000	0.00	1.06	99.47	-	49,734,584
Subtotals						\$1,924,416,189	0.68	0.91	\$ 99.53	\$ 560,228	\$1,915,862,544

Investment Transactions

Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Sale	3/1/22	4/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	\$ 165,000,000	0.03	0.03	\$ 100.00	\$ -	\$ 165,000,000
Sale	3/3/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	66,000,000	0.15	0.15	100.00	-	66,000,000
Sale	3/7/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	54,000,000	0.15	0.15	100.00	-	54,000,000
Sale	3/8/22	4/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	88,000,000	0.09	0.09	100.00	-	88,000,000
Sale	3/15/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	50,000,000	0.15	0.15	100.00	-	50,000,000
Sale	3/21/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	40,000,000	0.15	0.15	100.00	-	40,000,000
Sale	3/22/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	6,000,000	0.15	0.15	100.00	-	6,000,000
Sale	3/23/22	4/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	73,000,000	0.09	0.09	100.00	-	73,000,000
Sale	3/28/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	26,000,000	0.15	0.15	100.00	-	26,000,000
Sale	3/29/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	73,000,000	0.15	0.15	100.00	-	73,000,000
Sale	3/31/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	37,000,000	0.15	0.15	100.00	-	37,000,000
Subtotals						\$ 678,000,000	0.11	0.11	\$ 100.00	\$ -	\$ 678,000,000
Maturity	3/1/22	3/1/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKBV7	\$ 10,000,000	2.55	2.56	100.00	\$ 127,500	\$ 10,127,500
Maturity	3/2/22	3/2/22	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367CBZ9	100,000,000	0.20	0.20	100.00	50,813	100,050,813
Maturity	3/3/22	3/3/22	Federal Agencies	FED HOME LN DISCOUNT NT	313385TU0	25,000,000	0.00	0.03	100.00	-	25,000,000
Maturity	3/4/22	3/4/22	Negotiable CDs	TORONTO DOMINION BANK NY	89114W3C7	50,000,000	0.21	0.21	100.00	106,458	50,106,458
Maturity	3/11/22	3/11/22	Federal Agencies	FEDERAL HOME LOAN BANK	313378WG2	17,780,000	2.50	2.36	100.00	222,250	18,002,250
Maturity	3/11/22	3/11/22	Federal Agencies	FEDERAL HOME LOAN BANK	313378WG2	40,000,000	2.50	2.36	100.00	500,000	40,500,000
Maturity	3/11/22	3/11/22	Negotiable CDs	ROYAL BANK OF CANADA NY	78012UJ30	50,000,000	0.23	0.23	100.00	116,597	50,116,597
Maturity	3/14/22	3/14/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKDC7	26,145,000	2.47	2.36	100.00	322,891	26,467,891
Maturity	3/14/22	3/14/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EKDC7	45,500,000	2.47	2.36	100.00	561,925	46,061,925
Maturity	3/15/22	3/15/22	Negotiable CDs	TORONTO DOMINION BANK NY	89114W4K8	50,000,000	0.23	0.23	100.00	116,597	50,116,597
Maturity	3/16/22	3/16/22	Negotiable CDs	BANK OF MONTREAL CHICAGO	06367CCY1	50,000,000	0.26	0.26	100.00	32,610	50,032,610
Maturity	3/16/22	3/16/22	Negotiable CDs	ROYAL BANK OF CANADA NY	78012UH73	50,000,000	0.22	0.22	100.00	113,056	50,113,056
Maturity	3/21/22	3/21/22	Public Time Deposits	BANK OF SAN FRANCISCO	PPEB3XSW4	10,000,000	0.09	0.09	100.00	4,550	10,004,550
Maturity	3/21/22	3/21/22	Public Time Deposits	BRIDGE BANK	PPEE3CH06	10,000,000	0.09	0.09	100.00	4,489	10,004,489
Maturity	3/22/22	3/22/22	U.S. Treasuries	TREASURY BILL	912796S91	50,000,000	0.00	0.17	100.00	-	50,000,000
Maturity	3/24/22	3/24/22	U.S. Treasuries	TREASURY BILL	912796F38	50,000,000	0.00	0.06	100.00	-	50,000,000
Maturity	3/25/22	3/25/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELUQ5	25,000,000	0.70	0.70	100.00	87,500	25,087,500
Maturity	3/25/22	3/25/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELUQ5	25,000,000	0.70	0.71	100.00	87,500	25,087,500
Maturity	3/25/22	3/25/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELUQ5	25,000,000	0.70	0.71	100.00	87,500	25,087,500
Maturity	3/25/22	3/25/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELUQ5	25,000,000	0.70	0.73	100.00	87,500	25,087,500
Maturity	3/28/22	3/28/22	Negotiable CDs	ROYAL BANK OF CANADA NY	78012UK46	50,000,000	0.23	0.23	100.00	115,958	50,115,958
Maturity	3/28/22	3/28/22	Negotiable CDs	TORONTO DOMINION BANK NY	89114W5N1	50,000,000	0.22	0.22	100.00	110,917	50,110,917
Maturity	3/29/22	3/29/22	U.S. Treasuries	TREASURY BILL	912796T25	50,000,000	0.00	0.24	100.00	-	50,000,000
Maturity	3/31/22	3/31/22	U.S. Treasuries	US TREASURY	912828ZG8	50,000,000	0.38	0.07	100.00	93,750	50,093,750
Subtotals						\$ 934,425,000	0.58	0.57	\$ -	\$ 2,950,360	\$ 937,375,360
Interest	3/3/22	3/3/25	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELQY3	\$ 16,000,000	1.21	1.22	0.00	0.00	\$ 96,800
Interest	3/3/22	3/3/25	Federal Agencies	FEDERAL FARM CREDIT BANK	3133ELQY3	24,000,000	1.21	1.24	0.00	0.00	145,200
Interest	3/3/22	9/3/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130AP6T7	25,000,000	1.08	1.08	0.00	0.00	113,472
Interest	3/3/22	9/3/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130AP6T7	25,000,000	1.08	1.08	0.00	0.00	113,472
Interest	3/3/22	9/3/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130AP6T7	25,000,000	1.08	1.08	0.00	0.00	113,472
Interest	3/3/22	9/3/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130AP6T7	25,000,000	1.08	1.08	0.00	0.00	113,472
Interest	3/8/22	9/8/23	Federal Agencies	FEDERAL HOME LOAN BANK	3130AJXD6	20,975,000	0.13	0.59	0.00	0.00	13,109
Interest	3/12/22	9/12/23	Federal Agencies	FANNIE MAE	3135G0U43	29,648,000	2.88	0.66	0.00	0.00	426,190
Interest	3/12/22	9/12/25	Federal Agencies	FEDERAL HOME LOAN BANK	3130A8ZQ9	10,295,000	1.75	1.03	0.00	0.00	90,081
Interest	3/13/22	8/10/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130ANTG5	25,000,000	1.05	1.05	0.00	0.00	131,250
Interest	3/13/22	8/10/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130ANTG5	25,000,000	1.05	1.05	0.00	0.00	131,250

Investment Transactions

Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Interest	3/13/22	8/10/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130ANTG5	25,000,000	1.05	1.05	0.00	0.00	131,250
Interest	3/13/22	8/10/26	Federal Agencies	FEDERAL HOME LOAN BANK	3130ANTG5	25,000,000	1.05	1.05	0.00	0.00	131,250
Interest	3/15/22	3/15/23	U.S. Treasuries	US TREASURY	91282ZD5	50,000,000	0.50	0.16	0.00	0.00	125,000
Interest	3/15/22	3/15/24	U.S. Treasuries	US TREASURY	91282CBR1	50,000,000	0.25	1.55	0.00	0.00	62,500
Interest	3/15/22	9/15/23	U.S. Treasuries	US TREASURY	91282CAK7	50,000,000	0.13	0.23	0.00	0.00	31,250
Interest	3/18/22	3/18/24	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EMTW2	50,000,000	0.30	0.34	0.00	0.00	75,000
Interest	3/18/22	3/18/24	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EMTW2	50,000,000	0.30	0.34	0.00	0.00	75,000
Interest	3/20/22	9/20/22	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EHZP1	25,000,000	1.85	0.69	0.00	0.00	231,250
Interest	3/23/22	3/23/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EMUH3	65,000,000	0.13	0.16	0.00	0.00	40,625
Interest	3/23/22	9/23/24	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EM5X6	25,000,000	0.43	0.46	0.00	0.00	53,750
Interest	3/23/22	9/23/24	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EM5X6	50,000,000	0.43	0.46	0.00	0.00	107,500
Interest	3/23/22	9/23/24	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EM5X6	50,000,000	0.43	0.46	0.00	0.00	107,500
Interest	3/23/22	9/23/24	Supranationals	INTER-AMERICAN DEVEL BK	4581X0DZ8	50,000,000	0.50	0.78	0.00	0.00	125,000
Interest	3/23/22	9/23/24	Supranationals	INTL FINANCE CORP	45950VQG4	10,000,000	0.44	0.72	0.00	0.00	22,000
Interest	3/23/22	9/23/25	Federal Agencies	FREDDIE MAC	3137EAEX3	22,600,000	0.38	0.68	0.00	0.00	42,375
Interest	3/27/22	9/27/23	Federal Agencies	FEDERAL FARM CREDIT BANK	3133EM6N7	50,000,000	0.17	0.22	0.00	0.00	42,500
Interest	3/31/22	3/31/23	U.S. Treasuries	US TREASURY	91282CBU4	50,000,000	0.13	0.15	0.00	0.00	31,250
Interest	3/31/22	3/31/25	U.S. Treasuries	US TREASURY	91282ZF0	50,000,000	0.50	0.61	0.00	0.00	125,000
Interest	3/31/22	3/31/25	U.S. Treasuries	US TREASURY	91282ZF0	50,000,000	0.50	0.58	0.00	0.00	125,000
Interest	3/31/22	4/1/22	Money Market Funds	BLACKROCK LIQ INST GOV F	09248U718	13,547,795	0.10	0.10	0.00	0.00	1,202
Interest	3/31/22	4/1/22	Money Market Funds	DREYFUS GOVERN CASH MGMT	262006208	227,764,205	0.09	0.09	0.00	0.00	21,735
Interest	3/31/22	4/1/22	Money Market Funds	FIDELITY INST GOV FUND	31607A703	14,349,165	0.08	0.08	0.00	0.00	972
Interest	3/31/22	4/1/22	Money Market Funds	FEDERATED GOVERNMENT OBL	608919718	11,100,196	0.09	0.09	0.00	0.00	879
Interest	3/31/22	4/1/22	Money Market Funds	MORGAN STANLEY INST GOVT	61747C707	328,439,731	0.15	0.15	0.00	0.00	33,519
Interest	3/31/22	4/1/22	Money Market Funds	STATE ST INST US GOV MM-	85749T517	300,040,472	0.11	0.11	0.00	0.00	28,881
Interest	3/31/22	9/30/25	U.S. Treasuries	US TREASURY	91282CAM3	50,000,000	0.25	0.66	0.00	0.00	62,500
Interest	3/31/22	9/30/25	U.S. Treasuries	US TREASURY	91282CAM3	50,000,000	0.25	0.60	0.00	0.00	62,500
Interest	3/31/22	9/30/26	U.S. Treasuries	US TREASURY	91282CCZ2	50,000,000	0.88	1.00	0.00	0.00	218,750
Interest	3/31/22	9/30/26	U.S. Treasuries	US TREASURY	91282CCZ2	50,000,000	0.88	1.01	0.00	0.00	218,750
Interest	3/31/22	9/30/26	U.S. Treasuries	US TREASURY	91282CCZ2	50,000,000	0.88	1.16	0.00	0.00	218,750
Subtotals						\$2,193,759,565	0.42	0.45	\$ -	\$ -	\$ 4,041,208

Grand Totals	47	Purchases
	(11)	Sales
	(24)	Maturities / Calls
	12	Change in number of positions



Memorandum

AGENDA ITEM 7

DATE: April 20, 2022
TO: Transportation Authority Board
FROM: Anna LaForte - Deputy Director for Policy and Programming
SUBJECT: 5/10/2022 Board Meeting: Allocate \$2,790,000 in Prop K Funds, with Conditions, for Two Requests

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Allocate \$2,790,000 in Prop K funds to the Bay Area Rapid Transit District (BART) for:</p> <ol style="list-style-type: none"> 1. Elevator Modernization, Phase 1.3: Powell St. and Civic Center (\$1,290,000) 2. Traction Power Substation Replacement, Powell St. Station (\$1,500,000) <p>SUMMARY</p> <p>Attachment 1 lists the requests, including phase(s) of work and supervisorial district(s). Attachment 2 provides brief descriptions of the projects. Attachment 3 contains the staff recommendations. BART staff will attend the meeting to answer any questions the Board may have.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fund Allocation <input checked="" type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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DISCUSSION

Attachment 1 summarizes the subject requests, including information on proposed leveraging (e.g. stretching Prop K sales tax dollars further by matching them with other fund sources) compared with the leveraging assumptions in the Prop K Expenditure Plan. Attachment 2 includes brief project descriptions. Attachment 3 summarizes the staff recommendations for each request, highlighting special conditions and other items of interest. An Allocation Request Form for each project is attached, with more detailed information on scope, schedule, budget, funding, deliverables and special conditions.



FINANCIAL IMPACT

The recommended action would allocate \$2,790,000 in Prop K funds. The allocations would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the attached Allocation Request Forms.

Attachment 4 shows the Prop K Fiscal Year 2021/22 allocations and appropriations approved to date, with associated annual cash flow commitments as well as the recommended allocation and cash flow amounts that are the subject of this memorandum.

Sufficient funds are included in the Fiscal Year 2021/22 annual budget. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distributions for those respective fiscal years.

CAC POSITION

The CAC will consider this item at its April 27, 2022, meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Summary of Requests
- Attachment 2 - Project Descriptions
- Attachment 3 - Staff Recommendations
- Attachment 4 - Prop K Allocation Summary - FY 2021/22
- Attachment 5 - Allocation Request Forms (2)

Attachment 1: Summary of Requests Received

Source	EP Line No./ Category ¹	Project Sponsor ²	Project Name	Current Prop K Request	Total Cost for Requested Phase(s)	Leveraging		Phase(s) Requested	District(s)
						Expected Leveraging by EP Line ³	Actual Leveraging by Project Phase(s) ⁴		
Prop K	20B	BART	Elevator Modernization, Phase 1.3: Powell St. and Civic Center	\$ 1,290,000	\$ 2,025,000	90%	36%	Design	3, 6
Prop K	22B	BART	Traction Power Substation Replacement, Powell St. Station	\$ 1,500,000	\$ 2,500,000	78%	40%	Design	3, 6
TOTAL				\$ 2,790,000	\$ 4,525,000	83%	38%		

Footnotes

¹ "EP Line No./Category" is either the Prop K Expenditure Plan line number referenced in the 2021 Prop K Strategic Plan or the Prop AA Expenditure Plan category referenced in the 2017 Prop AA Strategic Plan, including: Street Repair and Reconstruction (Street), Pedestrian Safety (Ped), and Transit Reliability and Mobility Improvements (Transit) or the Traffic Congestion Mitigation Tax (TNC Tax) category referenced in the Program Guidelines.

²

Acronyms: BART (Bay Area Rapid Transit District)

³ "Expected Leveraging By EP Line" is calculated by dividing the total non-Prop K funds expected to be available for a given Prop K Expenditure Plan line item (e.g. Pedestrian Circulation and Safety) by the total expected funding for that Prop K Expenditure Plan line item over the 30-year Expenditure Plan period. For example, expected leveraging of 90% indicates that on average non-Prop K funds should cover 90% of the total costs for all projects in that category, and Prop K should cover only 10%.

⁴

"Actual Leveraging by Project Phase" is calculated by dividing the total non-Prop K, non-Prop AA, or non-TNC Tax funds in the funding plan by the total cost for the requested phase or phases. If the percentage in the "Actual Leveraging" column is lower than in the "Expected Leveraging" column, the request (indicated by yellow highlighting) is leveraging fewer non-Prop K dollars than assumed in the Expenditure Plan. A project that is well leveraged overall may have lower-than-expected leveraging for an individual or partial phase.

Attachment 2: Brief Project Descriptions ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Project Description
20B	BART	Elevator Modernization, Phase 1.3: Powell St. and Civic Center	\$ 1,290,000	Requested funds will be used to modernize and renovate two existing elevators (one street level and one platform level) at the Powell St. Station and one existing elevator (platform level) at the Civic Center Station to increase accessibility, reduce elevator service interruptions, and improve elevator maintainability at these joint BART/Muni stations. BART and SFMTA have confirmed that the agencies are in agreement on cost sharing and funding strategy for the project, as well as overall scope and schedule. The scope includes modernizing guides, cab and hoistway door panels, HVAC, and communication systems. BART anticipates completing the design phase by December 2024, with the project open for use by December 2027. On April 12th, the Board gave first approval of programming \$3,441,270 in Prop AA funds to the construction phase of the project. The scope of this project will be included in the base contract for a larger construction project which includes modernizing a total of eight elevators at five San Francisco stations.
22B	BART	Traction Power Substation Replacement, Powell St. Station	\$ 1,500,000	This request will fund the replacement of the existing 50 year old BART traction power substation located at the Powell St. Station. The traction power substation will convert electric power to the appropriate specifications to supply energy to the BART system and will help improve BART system reliability and sustain service in San Francisco. BART anticipates that it will complete the design phase of the project by December 2022, with the project open for use by June 2026.
TOTAL			\$2,790,000	

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations ¹

01110

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	Recommendations
20B	BART	Elevator Modernization, Phase 1.3: Powell St. and Civic Center	\$ 1,290,000	
22B	BART	Traction Power Substation Replacement, Powell St. Station	\$ 1,500,000	
TOTAL			\$ 2,790,000	

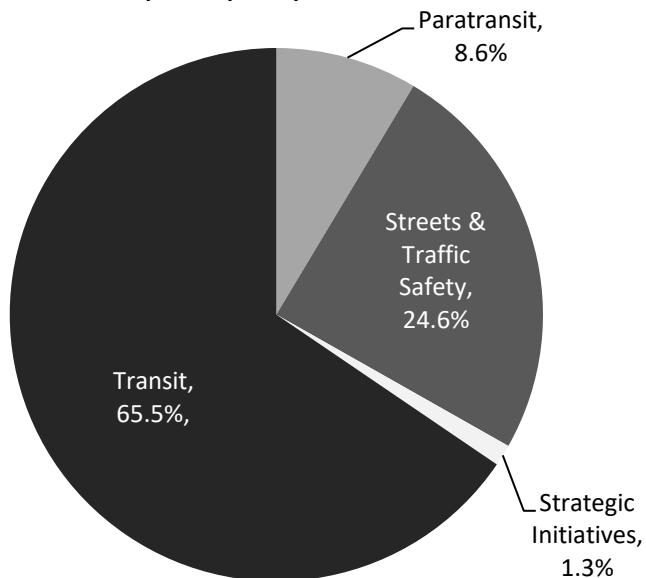
¹ See Attachment 1 for footnotes.

**Attachment 4.
Prop K Allocation Summary - FY2021/22**

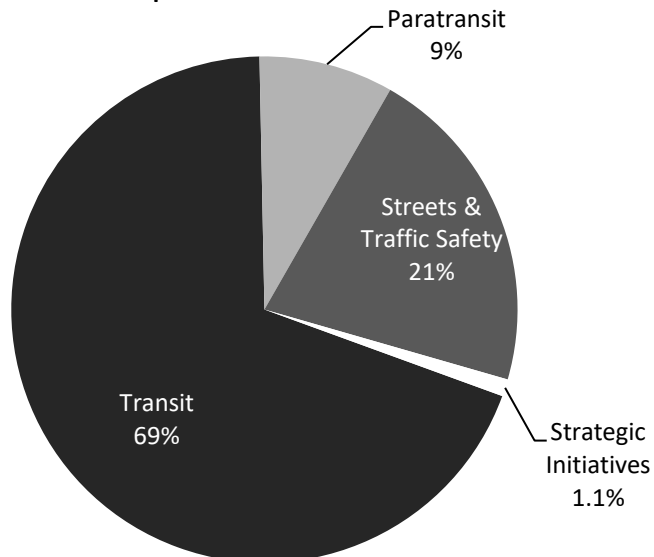
PROP K SALES TAX						
FY2021/22	Total	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Prior Allocations	\$ 52,560,840	\$ 17,578,207	\$ 22,068,880	\$ 9,688,632	\$ 2,341,909	\$ 883,212
Current Request(s)	\$ 2,790,000	\$ -	\$ 1,395,000	\$ 1,195,000	\$ 200,000	\$ -
New Total Allocations	\$ 55,350,840	\$ 17,578,207	\$ 23,463,880	\$ 10,883,632	\$ 2,541,909	\$ 883,212

The above table shows maximum annual cash flow for all FY 2021/22 allocations and appropriations approved to date, along with the current recommended allocation(s) and appropriation.

**Investment Commitments,
per Prop K Expenditure Plan**



Prop K Investments To Date



San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Elevator Modernization, Phase 1.3: Powell St. and Civic Center
Grant Recipient:	Bay Area Rapid Transit District

EXPENDITURE PLAN INFORMATION

PROP K Expenditure Plans	Other Transit Enhancements, Facilities - BART
Current PROP K Request:	\$1,290,000
Supervisorial Districts	District 03, District 06

REQUEST

Brief Project Description

Modernize and renovate two existing elevators (one street level and one platform level) at the Powell St. Station and one existing elevator (platform level) at the Civic Center Station to increase accessibility, reduce elevator service interruptions, and improve elevator maintainability at these joint BART/Muni stations. Scope includes modernizing guides, cab and hoistway door panels, HVAC, and communication systems. This work will be included in the base contract for a larger construction project, which includes modernizing a total of eight elevators at five San Francisco stations.

Detailed Scope, Project Benefits and Community Outreach

The project will modernize and renovate two elevators at the Powell St. Station and one elevator at the Civic Center Station. Elevator work at these two stations is part of a larger construction project, the Elevator Modernization Project, Phase 1.3. This project will include elevator modernization work at five San Francisco Stations: Embarcadero, Montgomery Street, Powell St., Civic Center, and Glen Park. This funding request is for work to be performed at the Powell St. and Civic Center Stations, as project work at these stations will be included in the first phase of the larger construction contract.

Over the last several years, BART has been working to accomplish several critical elevator improvements. These improvements include replacing flooring in all passenger elevators throughout the system to make them safer and easier to clean, upgrading protective material at the sides of the elevators to prevent liquid from flowing under the sub-floor and damaging elevator equipment, and replacing all elevator emergency call boxes. However, elevators located in high service areas are in dire need of modernization to increase accessibility, reduce elevator service interruptions, and improve elevator maintainability. The project work at the Powell St. Station will focus on one street level elevator and one platform level elevator. The work at the Civic Center Station will focus on the platform level elevator. These elevators are traction or hydraulic, the two types of elevators that BART currently operates. Traction elevators utilize steel ropes or belts on a pulley system, and hydraulic elevators are powered by a hydraulic jack or fluid-driven pistons that travel inside of a cylinder.

The project is currently at Conceptual Engineering Report development phase. The current phase includes field assessment details, code review of existing system with respect to current codes, high

level cost estimate for construction along with construction schedule, based on review of internal and external potential impacts.

The project work at both stations will include:

- Removing existing elevator equipment in the hoistway and machine room
- Cleaning and painting machine room and elevator cab
- Steam cleaning hoistway and pit floor, applying epoxy coatings to pit floor and cab floor
- Upgrading machine room and elevators' electrical, HVAC, and communication system
- Replacing guides, cab and hoistway doors panels, cab enclosures, door equipment, cab top equipment, and cab frame
- Installing new hoistway equipment including various switches and fascia
- Refurbishing buffers, pit channels, guide rails, and brackets
- Replacing controller

Scope of work specific to the traction elevator: M30-55 (Powell St.) and M40-57 (Civic Center)

- Replacing traction machine, governor, safety, and ropes

Scope of work specific to the hydraulic power elevator: M30-54 (Powell St.)

- Replacing pump unit including tank, valves, motor, and pipes
- Replacing hydraulic ram and cylinder

BART has engaged with community members and obtained input and support for the Elevator Modernization Project work through various forums:

- 2015 Powell St. BART Station Modernization Program and the 2016 Civic Center Station Modernization Plan. BART conducted extensive community outreach including a series of open houses, surveys, fliers, BART news stories, and social media engagement events. The purpose of the outreach was to inform BART riders and the public about BART's planning process, share efforts to implement capacity and modernization at the stations (including elevator renovation), build awareness and understanding of challenges and potential solutions, and survey riders on preferences for improvements.
- 2020 Customer Satisfaction Study. Since 1996, BART has conducted these studies, performed by an independent research firm, to help the agency prioritize efforts to achieve higher levels of customer satisfaction. The study involves surveying BART customers onboard randomly selected train cars. In the 2020 BART Customer Satisfaction Study, elevator availability and reliability received low customer ratings, highlighting the need for elevator modernization.
- BART has also been obtaining on-going community input regarding elevators through the Elevator Attendant Program. This program, receiving Lifeline Transportation Program funds from SFCTA, was first launched in April 2018 at the Powell St. and Civic Center stations, and expanded to Embarcadero and Montgomery St. stations in November 2019. The program provides elevator attendant services to address sanitation, safety, and security concerns inside station elevators. The attendants greet customers, operate the elevator, collect data on the number of users and their demographics, and attempt to deter inappropriate behavior. According to Daniel Cooperman, Senior Manager of Social Service Partnerships at BART, elevator attendants at the Powell St. and Civic Center stations provided services to 39,243 customers, including 3,424 people with disabilities, in 2020 (data from 2021 is being consolidated). Before the program, only 44% of elevator users rated themselves as very or somewhat satisfied using the elevators. After six months of the program being in place, community members expressed satisfaction. Community members' comments included "very good for people with disabilities," and "please keep this going. I feel so much safer." Elevator modernization work, along with continuation of Elevator Attendant Program services at the Powell St. and Civic Center stations, is vital to ensure elevators consistently remain safe, clean, and in working order for all BART/Muni patrons.

BART staff members obtained input from the BART Accessibility Task Force (BATF) about the Elevator Modernization Project work, at Powell St. and Civic Center stations, at the January 27, 2022 BATF Meeting. BATF members were in support of BART seeking additional funding for the program.

Project Location

BART/SFMTA Civic Center and Powell St. Stations

Project Phase(s)

Design Engineering (PS&E)

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop K 5YPP/Prop AA Strategic Plan?	Named Project
Is requested amount greater than the amount programmed in the relevant 5YPP or Strategic Plan?	Less than or Equal to Programmed Amount
Prop K 5YPP Amount:	\$1,290,000

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Elevator Modernization, Phase 1.3: Powell St. and Civic Center
Grant Recipient:	Bay Area Rapid Transit District

ENVIRONMENTAL CLEARANCE

Environmental Type:	Categorically Exempt
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering (PLAN)	Apr-May-Jun	2021	Oct-Nov-Dec	2022
Environmental Studies (PA&ED)				
Right of Way				
Design Engineering (PS&E)	Apr-May-Jun	2022	Oct-Nov-Dec	2024
Advertise Construction	Apr-May-Jun	2025		
Start Construction (e.g. Award Contract)	Oct-Nov-Dec	2025		
Operations (OP)				
Open for Use			Oct-Nov-Dec	2027
Project Completion (means last eligible expenditure)				

SCHEDULE DETAILS

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Elevator Modernization, Phase 1.3: Powell St. and Civic Center
Grant Recipient:	Bay Area Rapid Transit District

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
EP-120B: Facilities - BART	\$0	\$1,290,000	\$0	\$1,290,000
SFMTA Operating (SFMTA/BART Joint Maintenance Agreement)	\$0	\$0	\$735,000	\$735,000
Phases In Current Request Total:	\$0	\$1,290,000	\$735,000	\$2,025,000

FUNDING PLAN - ENTIRE PROJECT (ALL PHASES)

Fund Source	Planned	Programmed	Allocated	Project Total
PROP AA	\$3,441,270	\$0	\$0	\$3,441,270
PROP K	\$0	\$1,290,000	\$0	\$1,290,000
BART Funds	\$698,223	\$0	\$390,900	\$1,089,123
FTA Section 5337 (BART)	\$2,792,892	\$0	\$1,151,100	\$3,943,992
SFMTA Operating (SFMTA/BART Joint Maintenance Agreement)	\$0	\$0	\$6,323,115	\$6,323,115
Funding Plan for Entire Project Total:	\$6,932,385	\$1,290,000	\$7,865,115	\$16,087,500

COST SUMMARY

Phase	Total Cost	PROP K - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	\$562,500		Actual cost
Environmental Studies	\$0		
Right of Way	\$0		
Design Engineering	\$2,025,000	\$1,290,000	Estimated market value based on historical projects
Construction	\$13,500,000		Estimated market value based on historical and similar scoped projects with bids received
Operations	\$0		
Total:	\$16,087,500	\$1,290,000	

% Complete of Design:	5.0%
As of Date:	03/25/2022
Expected Useful Life:	N/A

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

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MAJOR LINE ITEM BUDGET

SUMMARY BY MAJOR LINE ITEM - DESIGN		
Budget Line Item	Totals	% of phase
Total BART Labor	\$ 487,380	24%
Consultant	\$ 1,474,669	73%
3. Other Direct Costs *	\$ -	
4. Contingency	\$ 63,000	3%
TOTAL PHASE	\$ 2,025,049	

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Elevator Modernization, Phase 1.3: Powell St. and Civic Center
Grant Recipient:	Bay Area Rapid Transit District

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total PROP K Requested:	\$1,290,000	Total PROP K Recommended	\$1,290,000

SGA Project Number:		Name:	Elevator Modernization Project, Phase 1.3: Powell St. and Civic Center (EP16)
Sponsor:	Bay Area Rapid Transit District	Expiration Date:	06/30/2025
Phase:	Design Engineering	Fundshare:	63.7%

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	Total
PROP K EP-116	\$0	\$500,000	\$0	\$0	\$0	\$500,000

Deliverables

1. Quarterly progress reports shall include % complete of the funded phase, work performed in the prior quarter, work anticipated to be performed in the upcoming quarter, and any issues that may impact schedule, in addition to all other requirements described in the Standard Grant Agreement.

2. Upon completion, BART shall provide evidence of completion of 100% design (e.g., copy of certifications page or copy of workorder). BART shall also provide an updated scope, schedule, budget, and funding plan for construction. This deliverable may be met with a Prop AA allocation request for construction.

Special Conditions

1. Recommendation is conditioned upon BART and SFMTA confirming that the agencies are in agreement on cost sharing and funding strategy for the project, as well as overall scope and schedule. [condition met April 18, 2022]

SGA Project Number:		Name:	Elevator Modernization Project, Phase 1.3: Powell St. and Civic Center (EP 20B)
Sponsor:	Bay Area Rapid Transit District	Expiration Date:	06/30/2026
Phase:	Design Engineering	Fundshare:	63.7%

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	Total
PROP K EP-120B	\$0	\$145,000	\$445,000	\$200,000	\$0	\$790,000

Deliverables

1. Quarterly progress reports shall include % complete of the funded phase, work performed in the prior quarter, work anticipated to be performed in the upcoming quarter, and any issues that may impact schedule, in addition to all other requirements described in the Standard Grant Agreement.

2. Upon completion, BART shall provide evidence of completion of 100% design (e.g., copy of certifications page or copy of workorder). BART shall also provide an updated scope, schedule, budget, and funding plan for construction. This deliverable may be met with a Prop AA allocation request for construction.

Special Conditions

1. This request is conditioned upon BART and SFMTA confirming that the agencies are in agreement on cost sharing and funding strategy for the project, as well as overall scope and schedule. [condition met April 18, 2022]

Metric	PROP K	TNC TAX	PROP AA
Actual Leveraging - Current Request	36.3%	No TNC TAX	No PROP AA
Actual Leveraging - This Project	91.98%	No TNC TAX	78.61%

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Elevator Modernization, Phase 1.3: Powell St. and Civic Center
Grant Recipient:	Bay Area Rapid Transit District

EXPENDITURE PLAN SUMMARY

Current PROP K Request:	\$1,290,000
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- 1) The requested sales tax and/or vehicle registration fee revenues will be used to supplement and under no circumstance replace existing local revenues used for transportation purposes.

Initials of sponsor staff member verifying the above statement:

AHDR

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Jin Cao	Rob Jaques
Title:	Project Manager	Principal Financial Analyst
Phone:	(510) 852-5824	(510) 203-0895
Email:	jcao@bart.gov	rob.jaques@bart.gov



Elevator Modernization Project, Phase 1.3
Powell Street and Civic Center/UN Plaza Stations

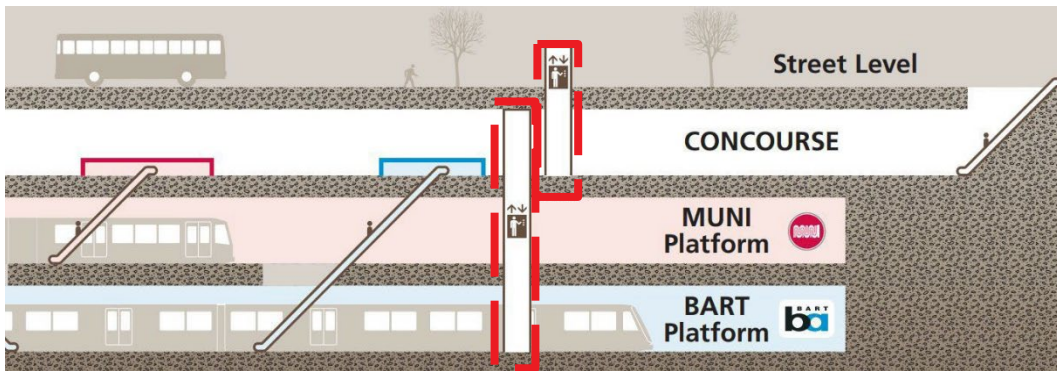


Figure 1. Powell St. Station map section view, <https://www.bart.gov/sites/default/files/documents/station/powell-street-station-map.pdf>.



Figure 2. Powell St. Station map, <https://www.bart.gov/sites/default/files/documents/station/powell-street-station-map.pdf>.

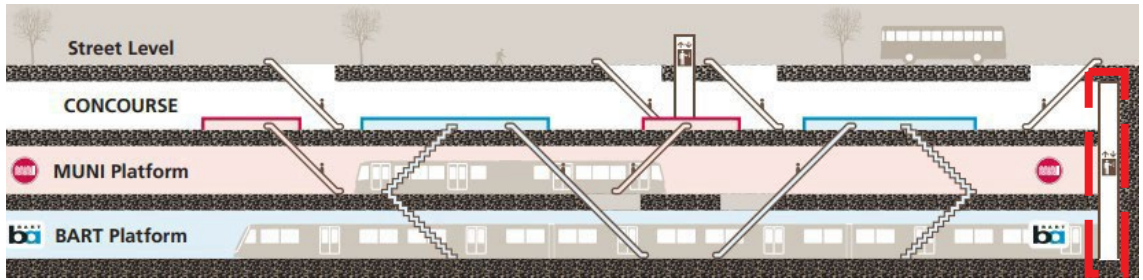


Figure 3, Civic Center Station map section view, <https://www.bart.gov/sites/default/files/documents/station/civic-center-station-map.pdf>.

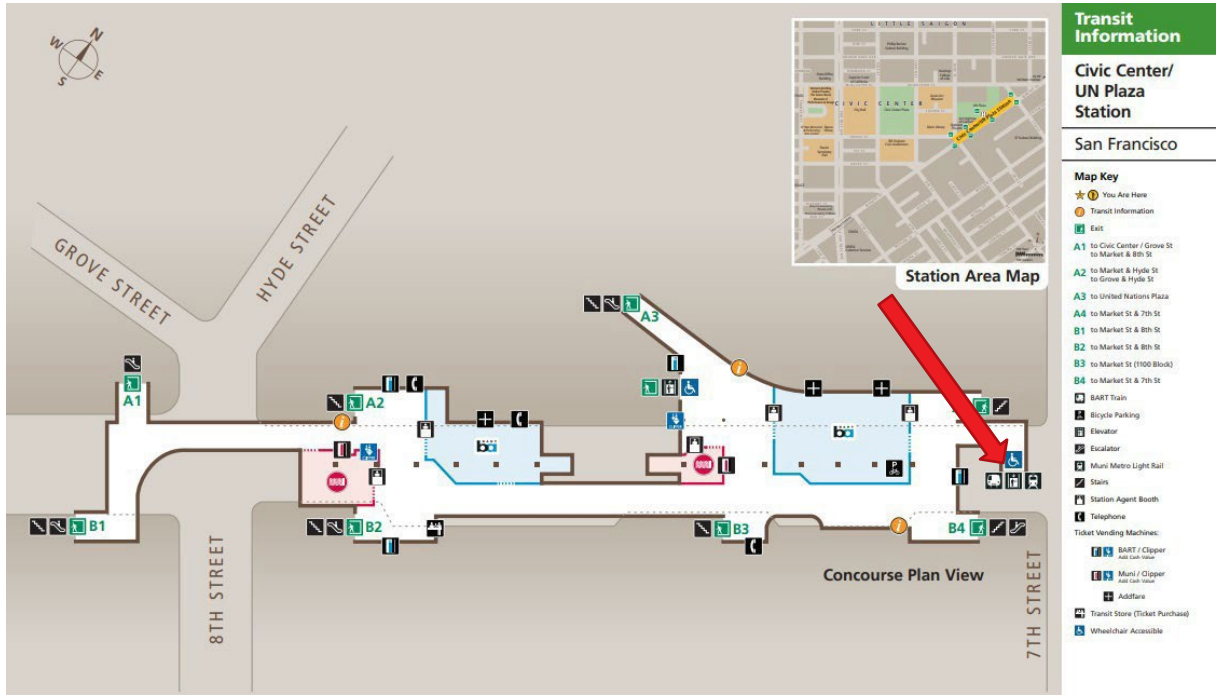


Figure 4, Civic Center Station map, <https://www.bart.gov/sites/default/files/documents/station/civic-center-station-map.pdf>.

Current Conditions

Major components such as elevator doors / door operators and hydraulic cylinders are built for a specific conveyance with precise technical specification. When these components fail, they are required to be removed, overhauled, and reinstalled. These repairs go beyond routine maintenance and are classified as extensive heavy repairs. Older equipment with a high degree of ridership, operational hours, and environmental abuse, such as at the Powell St. and Civic Center stations, have exceeded their useful life, see figures 6 - 9.



Figure 6. Street elevator at Powell St. Station, December 2021.



Figure 7. Street elevator at Civic Center Station, December 2021.



Figure 8. Vandalism to destination buttons at Powell St. Station platform elevator, December 2021.



Figure 9. Vandalism to destination buttons at Civic Center Station street elevator, December 2021.

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Traction Power Substation Replacement, Powell St. Station
Grant Recipient:	Bay Area Rapid Transit District

EXPENDITURE PLAN INFORMATION

PROP K Expenditure Plans	Guideways - BART
Current PROP K Request:	\$1,500,000
Supervisorial Districts	District 03, District 06

REQUEST

Brief Project Description

Replace the existing 50 year old BART traction power substation located at the Powell St. Station. The traction power substation will convert electric power to the appropriate specifications to supply energy to the BART system and will help to improve BART system reliability and sustain service in San Francisco.

Detailed Scope, Project Benefits and Community Outreach

BART's ridership combined with an aging infrastructure created a need for an increase in electrical supply to power higher frequency service. BART must make significant upgrades to its traction power supply. Replacement of the BART Powell St. Station traction power substation, which is the subject of this request, is part of a larger project to replace traction power facilities at 3 locations in San Francisco by 2028. The old facility will be demolished and removed. New equipment will be placed within the existing substation area. This project will help to improve BART system reliability and sustain service in San Francisco.

BART is a traction power, protected right-of-way commuter rail system that spans 131 miles of double track, 50 stations, and five counties—Alameda, Contra Costa, San Francisco, San Mateo and Santa Clara. BART service lines run through urban and suburban landscapes, crossing the San Francisco Bay via an underwater passageway (the “Transbay Tube”), and connecting passengers to San Francisco International Airport, Oakland International Airport, Caltrain, Capitol Corridor, and San Francisco Municipal Railway (“MUNI”), Alameda-Contra Costa Transit (AC Transit) and numerous other transit operators across the Bay Area. In the past few years, BART conducted an extensive outreach initiative called Better BART to educate the Bay Area's public about the system and the various critical infrastructure investments that it needs. An important component of this outreach was to communicate the need for an increased electrical supply and upgrades to the traction power supply. The outreach process included over 400 presentations to diverse stakeholder groups. BART distributed survey questionnaires in order to collect feedback from the public and received more than 1500 responses. The need for upgrades to BART's traction power system was also documented in MTC's Core Capacity Transit Study (2017), which also included a public outreach component. Traction power substation replacements are capital improvement priorities identified in BART's FY

BART does not expect for the project work to impact BART service. BART does expect impacts to traffic and MUNI service, as the project requires for traffic (and possibly buses) to be re-routed next to the station on Cyril Magnin Street when the hatch is opened as it is in the middle of one lane on the street. Additionally, there might be some impacts to the public with regards to construction staging areas.

Project Location

Powell Street BART/SFMTA Station

Project Phase(s)

Design Engineering (PS&E)

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop K 5YPP/Prop AA Strategic Plan?	Named Project
Is requested amount greater than the amount programmed in the relevant 5YPP or Strategic Plan?	Less than or Equal to Programmed Amount
Prop K 5YPP Amount:	\$1,500,000

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Traction Power Substation Replacement, Powell St. Station
Grant Recipient:	Bay Area Rapid Transit District

ENVIRONMENTAL CLEARANCE

Environmental Type:	Categorically Exempt
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering (PLAN)	Jul-Aug-Sep	2015	Jul-Aug-Sep	2016
Environmental Studies (PA&ED)	Jul-Aug-Sep	2018	Jul-Aug-Sep	2019
Right of Way	Oct-Nov-Dec	2018	Jul-Aug-Sep	2019
Design Engineering (PS&E)	Apr-May-Jun	2022	Oct-Nov-Dec	2022
Advertise Construction	Jan-Feb-Mar	2023		
Start Construction (e.g. Award Contract)	Jul-Aug-Sep	2023		
Operations (OP)				
Open for Use			Apr-May-Jun	2026
Project Completion (means last eligible expenditure)			Oct-Nov-Dec	2027

SCHEDULE DETAILS

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Traction Power Substation Replacement, Powell St. Station
Grant Recipient:	Bay Area Rapid Transit District

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
EP-122B: Guideways - BART	\$0	\$1,500,000	\$0	\$1,500,000
BART Funds	\$0	\$0	\$1,000,000	\$1,000,000
Phases In Current Request Total:	\$0	\$1,500,000	\$1,000,000	\$2,500,000

FUNDING PLAN - ENTIRE PROJECT (ALL PHASES)

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K	\$0	\$1,500,000	\$0	\$1,500,000
BART Funds	\$0	\$0	\$1,060,000	\$1,060,000
BART Funds TBD (e.g. Capital Allocations, Measure RR, FTA Formula Funding)	\$0	\$33,000,000	\$0	\$33,000,000
Funding Plan for Entire Project Total:	\$0	\$34,500,000	\$1,060,000	\$35,560,000

COST SUMMARY

Phase	Total Cost	PROP K - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	\$60,000		Actuals
Environmental Studies	\$0		
Right of Way	\$0		
Design Engineering	\$2,500,000	\$1,500,000	Based on the Conceptual Engineering as well as final costs of other similar projects.
Construction	\$33,000,000		Based on the Conceptual Engineering as well as final costs of other similar projects.
Operations	\$0		
Total:	\$35,560,000	\$1,500,000	

% Complete of Design:	0.0%
As of Date:	03/28/2022
Expected Useful Life:	30 Years

**San Francisco County Transportation Authority
Allocation Request Form**

MAJOR LINE ITEM BUDGET

SUMMARY BY MAJOR LINE ITEM - DESIGN		
Budget Line Item	Totals	% of phase
1. Total Labor BART	\$ 500,000	20%
2. Consultant	\$ 1,650,000	66%
3. Other Direct Costs	\$ 50,000	2%
4. Contract Procurement	\$ 100,000	4%
5. Contingency	\$ 200,000	8%
TOTAL PHASE	\$ 2,500,000	

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Traction Power Substation Replacement, Powell St. Station
Grant Recipient:	Bay Area Rapid Transit District

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total PROP K Requested:	\$1,500,000	Total PROP K Recommended	\$1,500,000

SGA Project Number:	122-xxxxxxx	Name:	Traction Power Substation Replacement, Powell St. Station
Sponsor:	Bay Area Rapid Transit District	Expiration Date:	06/30/2023
Phase:	Design Engineering	Fundshare:	60.0%

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	Total
PROP K EP-122B	\$0	\$750,000	\$750,000	\$0	\$0	\$1,500,000

Deliverables

1. Quarterly progress reports shall include % complete of the funded phase, work performed in the prior quarter, work anticipated to be performed in the upcoming quarter, and any issues that may impact schedule, in addition to all other requirements described in the Standard Grant Agreement.
2. With the first quarterly report, BART shall provide 2-3 photos of before conditions. BART shall also provide photos during construction activities and after construction is completed.
3. Upon completion, BART shall provide evidence of completion of 100% design (e.g., copy of certifications page).

Metric	PROP K	TNC TAX	PROP AA
Actual Leveraging - Current Request	40.0%	No TNC TAX	No PROP AA
Actual Leveraging - This Project	95.78%	No TNC TAX	No PROP AA

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2021/22
Project Name:	Traction Power Substation Replacement, Powell St. Station
Grant Recipient:	Bay Area Rapid Transit District

EXPENDITURE PLAN SUMMARY

Current PROP K Request:	\$1,500,000
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- 1) The requested sales tax and/or vehicle registration fee revenues will be used to supplement and under no circumstance replace existing local revenues used for transportation purposes.

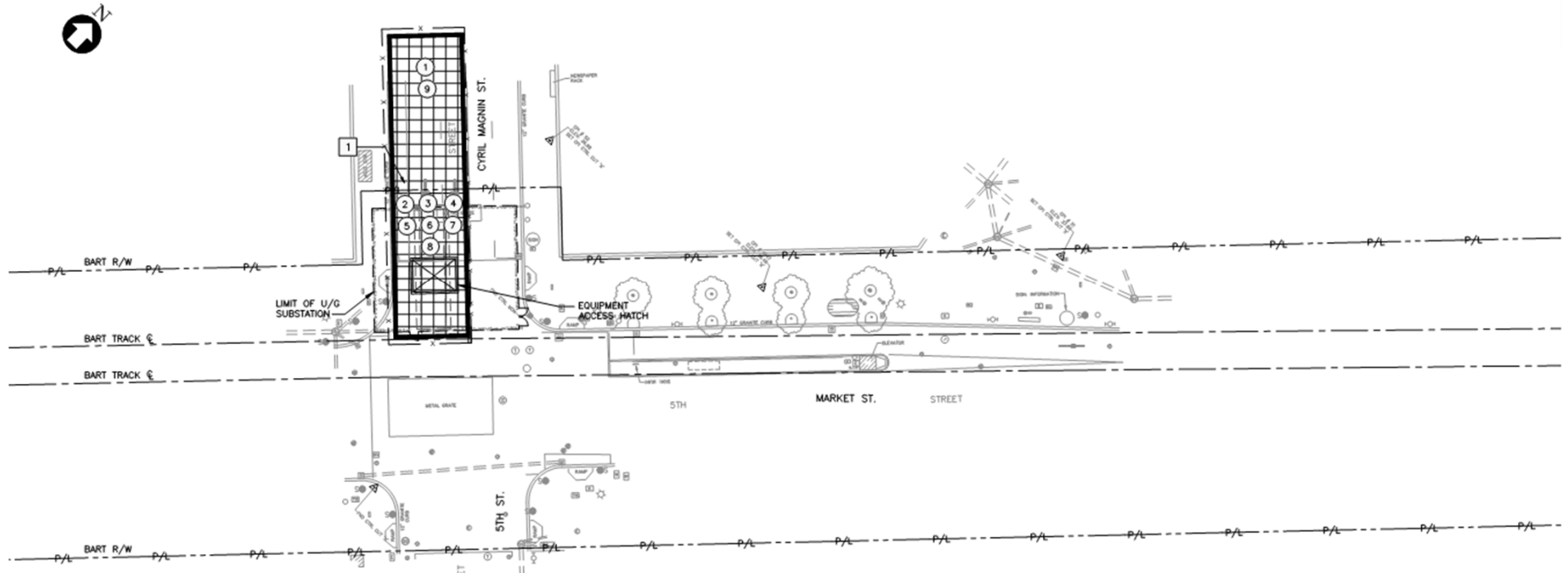
Initials of sponsor staff member verifying the above statement:

AHDR

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Bryant Fields	Rob Jaques
Title:	Project Manager	Principal Financial Analyst
Phone:	(510) 504-7082	(510) 203-0895
Email:	bfields@bart.gov	rob.jaques@bart.gov

Site Layouts – Powell Street (MPS)



CONSTRUCTION STAGING PLAN

GENERAL CONSTRUCTION STAGES WILL CONSIST OF COMMUNITY NOTIFICATION, SITE ESTABLISHMENT, MOBILIZATION, SITE CLEARING, DEMOLITION AND TRACTION POWER SYSTEM REPLACEMENT (INCLUDING FOOTINGS AND MODULAR UNIT CONSTRUCTION). THE PROJECT WILL ALSO CONSIST OF TESTING AND COMMISSIONING, FOLLOWED BY DE-MOBILIZATION.

STAGE 1 – NOTIFICATION AND SITE ESTABLISHMENT

- 1 NOTIFY COMMUNITY ABOUT UPCOMING WORK AND ANY ROAD/SIDEWALK CLOSURES.
- 1 MOBILIZE TO LAYOUT STAGING AREA. INSTALL TEMPORARY FENCING WITH GATE.

STAGE 2 – SITE CLEARING AND DEMOLITION

- 2 COORDINATE TEMPORARY LANE CLOSURE WITH THE CITY.
- 3 OPEN EQUIPMENT ACCESS HATCH STEEL PLATE OVER OPENING.
- 4 DECOMMISSION AND REMOVE EXISTING SUBSTATION EQUIPMENT.

STAGE 3 – NEW INSTALLATION

- 5 POUR CONCRETE PADS AND OIL CONTAINMENT CURBS.
- 6 INSTALL SUBSTATION EQUIPMENT.

STAGE 4 – TESTING, COMMISSIONING AND DEMOBILIZATION

- 7 FIELD TEST, INTEGRATE, AND COMMISSION SUBSTATION EQUIPMENT.
- 8 INSTALL NEW ACCESS HATCH COVER. REPAIR AND REPAVE PAVEMENT.
- 9 RESTORE STAGING AREA AT CONCLUSION OF THE PROJECT.

IMPACT TO BART OPERATIONS

- NORMAL REVENUE OPERATIONS, ALL TRACKS AVAILABLE.
- CONSTRUCTION ACTIVITIES DURING DAYLIGHT HOURS.
- TRACK ALLOCATIONS REQUIRED FOR TRACTION POWER CONNECTION TO TRACK SYSTEM.

NOTE:

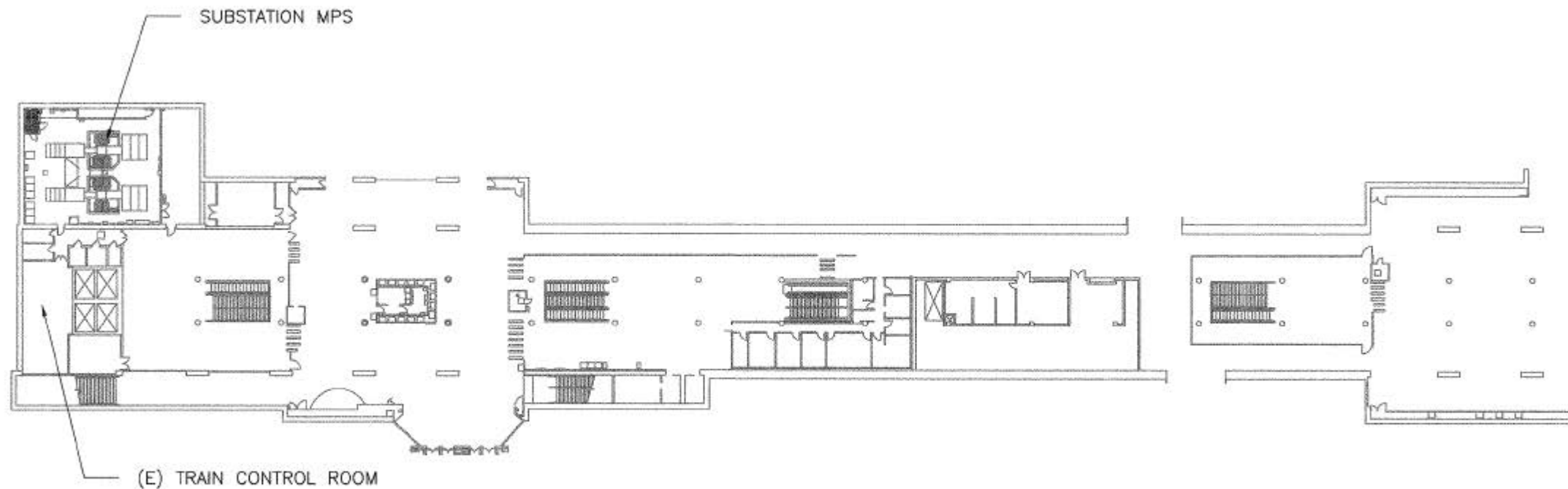
1. EXISTING EQUIPMENT ACCESS HATCH TO BE OPENED FOR REMOVAL AND INSTALLATION OF SUBSTATION EQUIPMENT.
2. SEE TRAFFIC MAINTENANCE PLAN FOR TRAFFIC HANDLING DETAILS.

BY CONTRACTOR

(X)

BY BART

(X)



OVERALL MEZZANINE PLAN

1" = 40'

2

G036

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Memorandum

AGENDA ITEM 8

DATE: April 20, 2022

TO: Transportation Authority Board

FROM: Anna LaForte - Deputy Director for Policy and Programming

SUBJECT: 05/10/22 Board Meeting: Adopt San Francisco's One Bay Area Grant (OBAG) Cycle 3 County Framework and Recommend Programming \$7,082,400 of San Francisco's Estimated Share of OBAG Funds to the San Francisco Municipal Transportation Agency's Safe Routes to School Non-Infrastructure Program, \$2,200,000 to the Transportation Authority for Congestion Management Agency Planning, and \$52,855,600 to Projects to be Selected Through a Call for Projects

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> • Adopt San Francisco's One Bay Area Grant (OBAG) Cycle 3 County Framework • Recommend programming \$7,082,400 of San Francisco's estimated share of OBAG Cycle funds to the San Francisco Municipal Transportation Agency's (SFMTA's) Safe Routes to School (SRTS) Non-Infrastructure Program, \$2,200,000 to the Transportation Authority for Congestion Management Agency (CMA) Planning, and \$52,855,600 to projects to be selected through a call for projects <p>SUMMARY</p> <p>The Metropolitan Transportation Commission's (MTC's) OBAG Cycle 3 program directs federal funding to projects and programs that implement Plan Bay Area, with particular focus on projects that support Priority Development Areas (PDAs) - places near public transit planned for new homes, jobs and community amenities. Attachment 1 is a map of San Francisco's PDAs. Approximately \$340 million in federal funds are available for the County Program to support a wide range of projects to fund local, PDA supportive priorities such as transit, bicycle, and pedestrian improvements, transportation demand management, and PDA Planning. As the Congestion</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input checked="" type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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<p>Management Agency (CMA) for San Francisco, the Transportation Authority is responsible for identifying San Francisco's OBAG 3 County priorities and submitting them to MTC which will select projects from a regionwide candidate pool. MTC has requested that by September 30th, counties submit project lists totaling 120% of our nomination targets which are based on population and housing production. San Francisco's 120% target is 15.2% of the funds available regionwide or \$62.1 million over four fiscal years (2022/23-2025/26). The recommended actions include a San Francisco OBAG 3 funding framework, including a funding distribution for our \$62.1 million target (Attachment 2) and project screening and prioritization criteria (Attachment 3) for a \$52.856 million competitive call for projects. We are also recommending \$2.2 million to CMA planning activities similar to what was done in previous cycles and \$7.082 million to the SRTS Non-Infrastructure Program (Attachment 3), which is supportive of MTC's active transportation goals and our past OBAG recommendations. MTC will then evaluate nominated projects and select the project priorities by January 2023.</p>	
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BACKGROUND

In May 2012, MTC adopted the inaugural OBAG Program (Cycle) 1 to better integrate the region's federal transportation program with its Sustainable Communities Strategy (SCS). Pursuant to SB 375 (Steinberg 2008), the SCS aligns regional transportation planning with land use and housing in order to meet state greenhouse gas reduction targets. The OBAG County program established funding guidelines and policies to reward jurisdictions that accept housing allocations through the Regional Housing Need Allocation (RHNA) process and that have historically produced housing. It also promoted transportation investments in Priority Development Areas (PDAs), which are places near public transit planned for new homes, jobs and community amenities, created and planned by local governments, which nominate eligible areas to the Association of Bay Area Governments for adoption. (see Attachment 1 for San Francisco's PDAs). In November 2015, MTC adopted the OBAG Cycle 2 framework, largely maintaining the same framework and policies as OBAG 1, with some refinements that attempted to address the region's growing challenge with the lack of housing and affordable housing, in particular. The San Francisco projects funded through OBAG 1 and OBAG 2 are shown Attachment 7.

In January 2022, MTC adopted the OBAG Cycle 3 framework. Like past cycles, the OBAG 3 framework is designed to advance the implementation of Plan Bay Area 2050, incorporate recent MTC policy initiatives, address federal planning and programming requirements,



advance equity and safety, and emphasize a partnership between MTC and county transportation agencies like the Transportation Authority.

As the CMA for San Francisco, the Transportation Authority is responsible for managing San Francisco's OBAG 3 County Program.

DISCUSSION

San Francisco's OBAG 3 County Framework is comprised of a proposed funding distribution for the nomination target for our county share (Attachment 2) and Screening and Prioritization Criteria for the competitive call for projects portion of the program (Attachment 3). These are described below along with the recommended programming of \$2,200,000 for CMA Planning and \$7,082,400 for the SFMTA's Safe Routes to School (SRTS) Non-Infrastructure Program.

Nomination Target. As part of the OBAG 3 County Program, MTC set nomination targets for each county based on a formula that considers population and housing (RHNA, production, and additional weight based on affordability). To ensure a sufficient pool of project nominations, MTC is soliciting nominations for 120% of the available funding capacity for the County Program. With a total of \$340 million available for programming regionwide, the nomination target for the nine Bay Area counties totals \$408 million. San Francisco's estimated share of the OBAG 3 County Program is 15.2% or \$62.138 million for our 120% target and about \$51.8 million at 100% of available programming over the next four fiscal years (2022/23-2025/26). Our proposed distribution of those funds is summarized in the table below and detailed in Attachment 2.

Table 1. San Francisco OBAG 3 County Program Funding Framework Distribution

CMA Planning	\$2,200,000
SRTS Non-Infrastructure Program	\$7,082,400
Competitive Call for Projects	\$52,855,600
Total Project Nomination Target (120%)	\$62,138,000

CMA Planning. CMAs are required to perform various planning, fund programming, monitoring, and outreach functions in compliance with regional, state, and federal requirements. As was done in prior OBAG cycles, MTC sets aside a minimum base amount of funds for CMAs' planning activities which is \$3.624 million for San Francisco over the four-year OBAG 3 cycle and continues to allow CMAs to designate additional funding from their County Program to augment this funding for planning efforts. We recommend augmenting CMA planning funds by \$2.2 million, or about 4% of the 100% target which is similar to



programming levels under OBAG 1 and OBAG 2. CMA planning efforts over the next four years include long range planning such as ConnectSF and the San Francisco Transportation Plan and follow-on studies, PDA planning, and Equity Priority Community planning, among others.

SFMTA's SRTS Non-Infrastructure Program. We recommend prioritizing San Francisco's SRTS Non-Infrastructure Program (e.g. education and outreach activities intended to encourage children and families to use sustainable travel modes to get to and from school) with \$7,082,400 in OBAG 3 funds over the next four years, given the limited funding sources available for ongoing non-infrastructure programs (e.g. operating support). This OBAG funding would provide funding stability over the next four years as the SRTS program focuses on the core goals of improving safety near schools and increasing sustainable transportation modes. The SFMTA has committed to providing the required local matching funds of \$229,400 from its operating budget for the first year of this OBAG cycle, with matching funds to be provided by the local half-cent sales tax in subsequent years. The proposed SRTS Non-Infrastructure Program scope, schedule, cost and funding plan are detailed in Attachment 4.

Prioritizing funding for the SRTS Non-Infrastructure Program now does not preclude SRTS *capital* projects from competing for OBAG 3 funds through the competitive call for projects.

Competitive Call for Projects. For the remaining \$52.8 million in County Program nomination target funds, we will identify and select projects through a competitive and transparent process, as required by MTC.

San Francisco's OBAG3 Call for Projects. OBAG 3 provides a high degree of flexibility in terms of what types of projects can be funded, provided that for urbanized counties like San Francisco, at least 70% of the OBAG 3 County Program funding be invested in projects PDA supportive projects. Given the extent of PDA coverage in San Francisco (see Attachment 1), the latter is an easy condition to satisfy.

Eligible project types include but are not limited to transit expansion, reliability, and access improvements; safety, streetscape, and complete streets improvements; transportation demand management programs including education and outreach, and mobility hub planning and implementation; SRTS capital and non-infrastructure programs; and PDA planning and implementation.

Screening and Prioritization Criteria. MTC's OBAG 3 guidelines lay out extensive project selection requirements, including screening and prioritization criteria, eligible project types and sponsors, and public outreach, all of which that are intended to comply with federal requirements and **meet the goals of OBAG**. MTC requires CMAs to use its established screening and prioritization criteria but allows us to add criteria to prioritize projects based on the needs within our county. The county nominated projects will go into the regionwide pool for evaluation and prioritization by MTC, which is different from prior cycles where MTC's role was more a concurrence role.



Attachment 3 includes the proposed project screening and prioritization criteria that we plan to use to determine San Francisco's OBAG 3 project nominations. Our evaluation criteria take into consideration the need to position projects to score well regionally, in line with MTC's evaluation of projects at the regional level. MTC's project evaluation includes up to 75 points for CMA prioritization, 15 points for regional impact, and 10 points for deliverability, and projects that are eligible for federal air quality improvement funds can receive up to 10 points.

The proposed San Francisco-specific prioritization criteria retain most of the Board-approved criteria used for OBAG Cycles 1 and 2, such as multi-modal benefits, multiple project coordination, and safety. We have also incorporated criteria used in other local calls for projects, such as Prop AA and the State Transit Assistance program. Given the challenge of meeting the timely use of funds requirements on these federal OBAG funds and MTC's emphasis on deliverability, we will give strong consideration to project readiness when selecting projects.

As administrator of a variety of fund sources, we also will consider the amount and timing of funding availability for other sources, as well as their specific requirements and purposes, in order to match projects with the most fitting funding sources as part of the application evaluation.

Call for Projects Schedule. Following the Board's first approval of the proposed framework on May 10th, we will release the call for projects contingent upon final action of the Board on May 24th. Attachment 5 shows the schedule by which we propose soliciting projects from sponsors, evaluating applications, and recommending the project list to the Community Advisory Committee (CAC) and Board in September in order to meet MTC's September 30 deadline.

Outreach Plan. Consistent with MTC's OBAG 3 guidelines, our public outreach will build on recent efforts to reauthorize Prop K and update the San Francisco Transportation Plan. Both efforts include outreach regarding priorities for transportation investments in San Francisco, with an emphasis on Equity Priority Communities (see Attachment 6 for map) and disadvantaged populations. Project sponsors' public involvement activities to identify and refine their agency's priorities will also be considered. In addition, for the OBAG 3 call for projects, our public outreach approach will include, but not be limited to the following:

- Public meetings of the Transportation Authority CAC and Board
- Proposed presentations and information sharing with the Bicycle Advisory Committee (which will also satisfy OBAG 3 requirements to make Complete Streets Checklists for OBAG projects available to Bicycle and Pedestrian Advisory Committees prior to project selection)
- Commissioner engagement (e.g. briefings), coordination with project sponsors, constituents and other stakeholders



- Outreach tools, e.g. OBAG 3 website (www.sfcta.org/obag3), email, social media
- Multilanguage translations of materials and meetings, as requested

FINANCIAL IMPACT

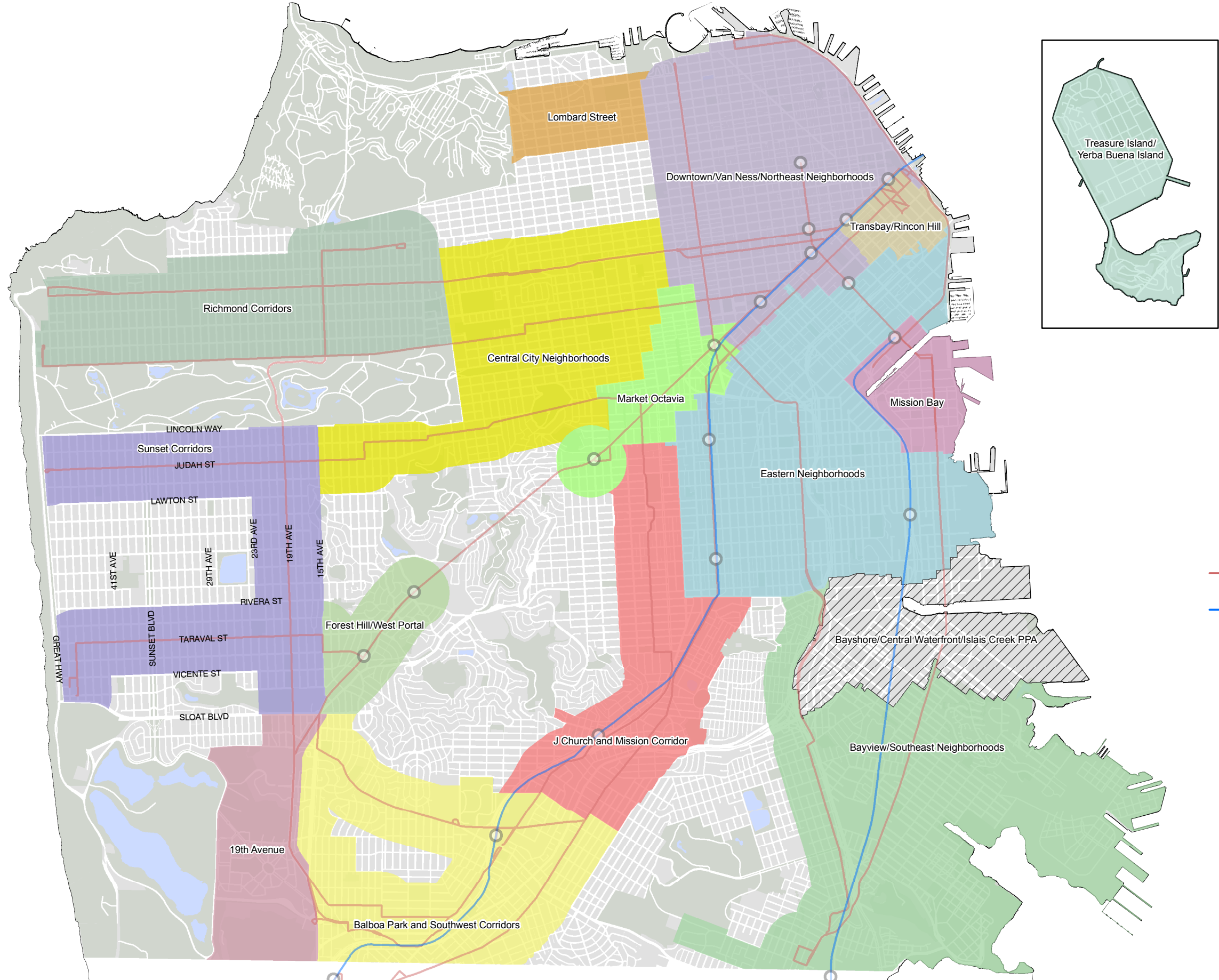
The recommended action would not have an impact on the adopted Fiscal Year 2021/22 budget; however, a portion of the proposed \$2,200,000 in OBAG Cycle 3 CMA Planning funds are included in the proposed Fiscal Year 2022/23 budget and will be included in future budgets to cover the funding for those respective fiscal years, if approved by the Board.

CAC POSITION

The CAC will consider this item at its April 27, 2022, meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Map of Priority Development Areas
- Attachment 2 - Proposed OBAG 3 Funding Framework Distribution
- Attachment 3 - Screening and Prioritization Criteria
- Attachment 4 - Safe Routes to School Application
- Attachment 5 - Call for Projects Schedule
- Attachment 6 - Map of Equity Priority Communities
- Attachment 7 - OBAG Cycles 1 and 2 Project List

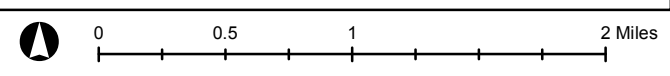


- SFMTA Rapid Network
- Regional Rail
- Priority Production Area

Priority Development Areas (PDAs)

December 2019

SAN FRANCISCO



Attachment 2
Proposed One Bay Area Grant Cycle 3 Funding Framework Distribution

Fiscal Year(s) of Programming	Sponsor ¹	Project Name	Project Description	Phase(s)	District(s)	Total Project Cost	OBAG 3 Funds Proposed
FY22/23- FY25/26	SFCTA	Congestion Management Agency (CMA) Planning	This request would augment CMA Planning baseline funds for long range planning including ConnectSF and the San Francisco Transportation Plan and follow-on studies, as well as near- to medium-term planning and studies to support Priority Development Area and Equity Priority Community planning. Additional efforts may include planning for regional express bus service, waterfront planning, and equity studies, among other efforts outlined in our Annual Work Program.	Planning	Citywide	N/A	\$ 2,200,000
FY22/23- FY25/26	SFMTA	Safe Routes to School (SRTS) Non-Infrastructure Program	This request would fund the SRTS non-infrastructure program from November 2022 through November 2026, continuing the program after its current federal grant is exhausted. Led by the SFMTA in partnership with the San Francisco Unified School District and the San Francisco Department of Environment, the program supports the safe, easy and convenient transportation of children to San Francisco schools through education and outreach. OBAG 3 funds will fund planning, administration, and evaluation, in addition to implementing specific SRTS programming. We are prioritizing SRTS non-infrastructure program for OBAG 3 funds given that it lacks an ongoing dedicated funding source and there are limited discretionary funding opportunities for this ongoing program. We are recommending programming to the SRTS Non-Infrastructure program at this time to avoid any gaps in funding available to support the program after the current grant ends in November 2022.	Construction	Citywide	\$ 8,000,000	\$ 7,082,400
FY22/23- FY25/26	TBD	Open Call for Projects	The Transportation Authority will release a call for projects in May 2022 inviting eligible project sponsors to apply for OBAG 3 funds. We will evaluate and score the projects based on the Screening and Prioritization Criteria (Attachment x) to be adopted by the Transportation Authority Board and will present a list of recommended projects to the Board for approval in September 2022 before submitting to the Metropolitan Transportation Commission for final project selection.	TBD	TBD	TBD	\$ 52,855,600
						Total	\$ 62,138,000

Project Nomination Target - 120%² \$ 62,138,000

Project Nomination Target - 100%² \$ 51,680,000

¹ Sponsor abbreviations include: San Francisco County Transportation Authority (SFCTA), San Francisco Municipal Transportation Agency (SFMTA).

² MTC has established a target funding amount for each county based on population and housing (Regional Housing Needs Assessment, Production, and Affordability). San Francisco's targeted share is 15.2%, or approximately \$51.7 million of the \$340 million available regionwide. However, to ensure a sufficient pool of project nominations for regional project selection, MTC is soliciting nominations for 120% of the available funding capacity for the County & Local Program. With a total of \$340 million available for programming, the nomination target for the call for projects totals \$408 million (120%) and San Francisco's targeted share of \$408 million is approximately \$62 million. MTC will award \$340 million to projects selected from the larger nomination pool.

Attachment 3

One Bay Area Grant (OBAG) Cycle 3

Draft San Francisco Screening and Prioritization Criteria

To develop a program of projects for San Francisco's OBAG 3 County Program, the San Francisco County Transportation Authority (Transportation Authority) will first screen candidate projects for eligibility and then will prioritize eligible projects based on evaluation criteria. The Metropolitan Transportation Commission's (MTC's) OBAG 3 guidelines set most of the screening and evaluation criteria to ensure the program is consistent with Plan Bay Area and federal funding guidelines. We have added a few additional criteria to better reflect the particular conditions and needs of San Francisco and allow us to better evaluate project benefits and project readiness (as indicated by underlined text).

OBAG 3 Screening Criteria

Projects must meet all screening criteria in order to be considered further for OBAG funding. The screening criteria will focus on meeting the eligibility requirements for OBAG funds and include:

Screening Criteria for All Types of Projects

1. Project sponsor is eligible to receive federal transportation funds.
2. Project must be eligible for STP or CMAQ funds, as detailed in 23 USC Sec. 133 and at <https://www.fhwa.dot.gov/fastact/factsheets/stbgfs.cfm> (STP), and in 23 USC Sec. 149 and at http://www.fhwa.dot.gov/environment/air_quality/cmaq/policy_and_guidance/ (CMAQ).
3. Project scope must be consistent with the intent of OBAG and its broad eligible uses. For more information, see [MTC Resolution 4505](#) Attachment A: OBAG 3 Project Selection and Programming Policies and Attachment A, Appendix A-1: County & Local Program Call for Projects Guidelines.
4. Project must be consistent with Plan Bay Area 2050, available at <https://www.planbayarea.org/> and the [San Francisco Transportation Plan](#) (SFTP 2017 or the underway SFTP update).
5. Project must demonstrate the ability to meet all OBAG 3 programming policy requirements described in MTC Resolution 4505, including timely use of funds requirements.
6. Project sponsor is requesting a minimum of \$500,000 in OBAG funds.
7. Project has identified the required 11.47% local match in committed or programmed funds, including in-kind matches for the requested phase. Alternatively, for capital projects the project sponsor may demonstrate fully funding the pre-construction phases (e.g. project development, environmental or design) with local funds and claim toll credits in lieu of a match for the construction phase. In order to claim toll credits, project sponsors must still meet all federal requirements for the pre-construction phases even if fully-funded.
8. Sponsors shall follow the selection and contracting procedures in the Caltrans Local Assistance Procedures Manual, as applicable.

Additional Screening Criteria for Street Resurfacing Projects

1. Project selection must be based on the analysis results of federal-aid eligible roads from San Francisco's certified Pavement Management System.

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2. Pavement rehabilitation projects must have a PCI score of 70 or below. Preventive maintenance projects with a PCI rating of 70 or above are eligible only if the Pavement Management System demonstrates that the preventive maintenance strategy is a cost-effective method of extending the service life of the pavement.

OBAG 3 Prioritization Criteria

Projects that meet all of the OBAG screening criteria will be prioritized for OBAG funding based on, but not limited to the factors listed below. The Transportation Authority reserves the right to modify or add to the prioritization criteria in response to additional MTC guidance and if necessary to prioritize a very competitive list of eligible projects that exceed available programming capacity.

Based on MTC Resolution 4505 and Transportation Authority Board priorities, additional weight will be given to projects that:

1. Are located in Priority Development Areas (PDAs) or Transit-Rich Areas (TRAs), identified in locally adopted plans for PDAs, or support preservation of Priority Production Areas (PPAs). OBAG establishes a minimum requirement that 70% of OBAG funds in San Francisco be used on PDA supportive projects.
2. Are located in jurisdictions with affordable housing protection, preservation, and production strategies, including an emphasis on community stabilization and anti-displacement policies with demonstrated effectiveness.
3. Invest in historically underserved communities, including projects prioritized in a Community-Based Transportation Planning (CBTP) or Participatory Budgeting process, or projects located within Equity Priority Communities with demonstrated community support. Priority will be given to projects that directly benefit disadvantaged populations, whether the project is directly located in an Equity Priority Community or can demonstrate benefits to disadvantaged populations.
4. Address federal performance management requirements by supporting regional performance goals for roadway safety, asset management, environmental sustainability, or system performance. For more information on federal performance management, please visit: <https://mtc.ca.gov/planning/transportation/federal-performance-targets>.
5. Implement multiple Plan Bay Area 2050 strategies.
6. Demonstrate consistency with other regional plans and policies, including the [Regional Safety/Vision Zero policy](#), [Equity Platform](#), [Regional Active Transportation Plan](#) (*under development*), [Transit Oriented Communities \(TOC\) policy](#) update (*under development*), and the [Blue Ribbon Transit Transformation Action Plan](#).
7. Demonstrate public support from communities disproportionately impacted by past discriminatory practices, including redlining, racial covenants, urban renewal, and highway construction that divided low-income and communities of color. Projects with clear and diverse community support, including from disadvantaged populations (e.g., communities historically

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harmed by displacement, transportation projects and policies that utilized eminent domain, people with low incomes, people of color) and/or identified through a community-based planning process will be prioritized. An example of a community-based plan is a neighborhood transportation plan, corridor improvement study, or station area plan that is community driven.

8. Demonstrate ability to meet project delivery requirements and can be completed in accordance with MTC's Regional Project Delivery Policy (MTC Resolution No. 3606, Revised) and can meet all OBAG 3 deadlines, and federal and state delivery requirements. Projects that can clearly demonstrate an ability to meet OBAG timely use of funds requirements will be given a higher priority. In determining the ability to meet project delivery requirements, the Transportation Authority will consider the project sponsor(s)' project delivery track record for federally funded projects. The Transportation Authority will also evaluate project readiness, including current phase/status of the project, environmental clearance (CEQA/NEPA), funding plan for future phases, and outreach completed or underway. Projects that do not have some level of community outreach or design complete will be given lower priority.
9. Increase safety. Projects that address corridors on the Vision Zero High Injury Network or other locations with a known safety issue will be given higher priority. Project sponsors must clearly define and provide data to support the safety issue that is being addressed and how the project will improve or alleviate the issue.
10. Have multi-modal benefits. Projects that support complete streets, including directly benefiting multiple system users (e.g. pedestrians, cyclists, transit passengers, motorists), will be prioritized.
11. Take advantage of construction coordination. Projects that are coordinated with other construction projects, such as making multi-modal improvements on a street that is scheduled to undergo repaving, will receive higher priority. Project sponsors must clearly identify related improvement projects, describe the scope, and provide a timeline for major milestones for coordination (e.g. start and end of design and construction phases).
12. Improve transit reliability and accessibility. Priority will be given to projects that increase transit accessibility, reliability, and connectivity (e.g. stop improvements, transit stop consolidation and/or relocation, transit signal priority, traffic signal upgrades, travel information improvements, wayfinding signs, bicycle parking, and improved connections to regional transit). Additional priority will be given to projects that support the existing or proposed rapid network or rail, including projects identified in transit performance plans or programs such as the San Francisco Municipal Transportation Agency's Muni Forward program.
13. Improve access to schools, senior centers, and other community sites. Priority will be given to infrastructure projects that improve access to schools, senior centers, and/or other community sites.
14. Have limited other funding options. Sponsors should justify why the project is ineligible, has very limited eligibility, or competes poorly to receive other discretionary funds.
15. Demonstrate fund leveraging. Priority shall be given to projects that can demonstrate leveraging of OBAG funds above and beyond the required match of 11.47%.

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Additional Considerations

Project Sponsor Priority: For project sponsors that submit multiple OBAG applications, the Transportation Authority will consider the project sponsor's relative priority for its applications.

Geographic Equity: Programming will reflect fair geographic distribution that takes into account the various needs of San Francisco's neighborhoods. This factor will be applied program-wide and to individual projects with improvements at multiple locations, as appropriate.

The Transportation Authority will work closely with project sponsors to clarify scope, schedule and budget; and modify programming recommendations as needed to help optimize the projects' ability to meet timely use of funds requirements.

If the amount of OBAG funds requested exceeds available funding, we reserve the right to negotiate with project sponsors on items such as scope and budget changes that would allow us to develop a recommended OBAG project list that best satisfies all of the aforementioned prioritization criteria.

In order to fund a greater number of projects, we may not recommend projects strictly in score order if we, working with MTC, are unable to match the project to OBAG 3 fund sources eligibility (e.g. CMAQ vs. STP) and/or if we are able to recommend projects for other fund sources the Transportation Authority administers if it will enable us to fund lower scoring OBAG 3 projects that would have a harder time securing other funds, thus funding more projects overall.

San Francisco County Transportation Authority

One Bay Area Grant Cycle 3 Request Form

FY of Allocation Action:	FY2022/23
Project Name:	San Francisco Safe Routes to School Non-Infrastructure Program
Grant Recipient:	San Francisco Municipal Transportation Agency

EXPENDITURE PLAN INFORMATION

Supervisory District	Citywide
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REQUEST

Brief Project Description

The San Francisco Safe Routes to School (SF-SRTS) Non-Infrastructure program supports the safe, easy and convenient transportation of children to schools in San Francisco while reducing reliance on single-family vehicles. Led by the San Francisco Municipal Transportation Agency (SFMTA) in partnership with the San Francisco Unified School District (SFUSD), SF-SRTS will coordinate across all of the city's school transportation services, including planning, operations, education, outreach, and capital improvement activities.

Detailed Scope, Project Benefits and Community Outreach

In order to support the safe, easy and convenient transportation of children to schools in San Francisco while reducing reliance on single-family vehicles, the One Bay Area Grant (OBAG) Cycle 3 funds are requested to fund the San Francisco Safe Routes to School (SF-SRTS) Non-Infrastructure Project for an additional four years (2022-2026). Led by the San Francisco Municipal Transportation Agency (SFMTA) in robust partnership with the San Francisco Unified School District (SFUSD) and drawing on the expertise and experience of the San Francisco Department of Public Health (SFDPH) and the San Francisco Department of the Environment (SFE), the program will coordinate across all of the city's school transportation services, including planning, operations, education, outreach, and capital improvement activities (see attached org chart).

An iteration of this program is currently funded through November 2022, and the proposed scope of work would build on the foundation of the current SF-SRTS non-infrastructure program which includes educational, encouragement, experiential, and evaluation activities. The program would work to increase the percentage of students actively commuting or commuting in non-single-family vehicles to San Francisco's schools, to improve safety of walking and bicycling routes for all San Francisco school children, reduce city congestion and air pollution, and to inspire the next generations of walkers, bicyclists, and transit users.

Specific tasks to be accomplished through the OBAG Cycle 3 grant include:

- Identifying and implementing opportunities for in-school education related to transportation safety and choices
- Holding neighborhood skill building, encouragement, and outreach events to help reach and support parent/guardian champions, including weekend bike classes at shared schoolyards; parent-led walking school buses and bike trains; annual Walk and Roll to School Day and Bike and Roll to School week

- Identifying clusters of schools with common routes to school and connecting parents and community members to joint resources for walking, bicycling, carpooling, and transit use
- Providing technical assistance and education on personal safety in school communities where real and perceived environmental hazards are barriers to families walking and biking to school
- Coordinating between SFUSD and SFMTA's school-serving programs to streamline communication and agency response to traffic and safety needs on and around school sites, including receiving and responding to parent and community concerns, safety assessments related to existing infrastructure, identifying needs for improvements, and engaging in ongoing planning processes
- Comprehensive evaluation of program impacts on safety and mode-shift of children travelling to and from school.

To deliver the final scope of work for the program, the SRTS program will launch a competitive bid process to identify and secure the services of a contractor or contractors with expertise in culturally responsive, multi-lingual outreach, pedestrian safety, bicycle safety and education, transit use, and personal and environmental safety.

Participating Schools:

The OBAG 3 SRTS Non-Infrastructure Project will encompass SRTS efforts at all of the SFUSD elementary, middle and high schools in various capacities. Schools will be equitably prioritized based on baseline and changes in school performance related to mode shift, safety concerns and equity considerations.

Only public non-charter schools are included in the program. Private schools who reach out to the Safe Routes to School Program will be supported with resources such as how-to guides. The program also runs and participates in citywide events that private school students can attend.

Roles and Responsibilities:

- SFMTA – Program administration and oversight, strategic planning and goal setting, establishing workplans and deliverables, targeting of activities in collaboration with SFUSD and Consultant, new activity design in collaboration with Consultant, directing communication and promotion activities, overseeing program evaluation and reporting
- SFUSD – Communication and coordination with school staff, communication to students and families through school communication pathways, collaboration and support for activities held on school sites, collaboration with SFMTA and Consultant on determining activities best suited to individual schools, supporting the development and delivery of educational material on multi-modal transportation
- SFE – development and delivery of educational material on multi-modal transportation, in collaboration with SFMTA and SFUSD
- Contractor/subcontractors – Subject matter experts in bicycling, pedestrian safety, personal safety, and/or transit use. Communication and activity promotion, implementation of program activities (including annual events, bicycle classes, supervised group walks and bicycle rides, guided student field trips on Muni, and workshops on safely navigating to and from school), collecting and reporting event and activity metrics, procurement of services and materials needed for program activities and promotion, supporting annual program evaluation and reporting

Evaluating Program Metrics:

SFMTA employs a variety of metrics to track program impact and progress towards goals. The Safe Routes to School Program performs a transportation tally at every SFUSD public non-charter school every two years to measure district-wide mode split for school trips. The SFMTA compiles and analyzes collision data to determine the number of incidents within $\frac{1}{4}$ mile of school sites. Many factors outside of the program influence both mode choice and traffic incidents near schools, so the SFMTA also gathers metrics on the outcomes of events and activities and employs a Theory of Change for how these events and activities support behavior change. For individual program events and activities, metrics can include number of participants, mode counts, and measuring skill, knowledge, and perceptions of transportation mode choices after participation in the activity.

Project Location

Citywide

Project Phase(s)

Construction (CON)

San Francisco County Transportation Authority One Bay Area Grant Cycle 3 Request Form

FY of Allocation Action:	FY2022/23
Project Name:	San Francisco Safe Routes to School Non-Infrastructure Program
Grant Recipient:	San Francisco Municipal Transportation Agency

ENVIRONMENTAL CLEARANCE

Environmental Type:	Categorically Exempt
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering (PLAN)				
Environmental Studies (PA&ED)				
Right of Way				
Design Engineering (PS&E)				
Advertise Construction				
Start Construction (e.g. Award Contract)	Oct-Nov-Dec	2022		
Operations (OP)				
Open for Use				
Project Completion (means last eligible expenditure)			Oct-Nov-Dec	2026

SCHEDULE DETAILS

Community Outreach will occur continuously throughout the project timeline.

Project coordination will occur with SFUSD, Vision Zero initiatives, and SFMTA school-focused teams and programs such as the Schools Engineering Program, crossing guards, and the Muni Transit Ambassadors Program.

San Francisco County Transportation Authority One Bay Area Grant Cycle 3 Request Form

FY of Allocation Action:	FY2022/23
Project Name:	San Francisco Safe Routes to School Non-Infrastructure Program
Grant Recipient:	San Francisco Municipal Transportation Agency

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
One Bay Area Grant (OBAG) Cycle 3	\$7,082,400	\$0	\$0	\$7,082,400
SFMTA Operating	\$229,400	\$0	\$0	\$229,400
TBD (e.g. new revenue measure)	\$688,200	\$0	\$0	\$688,200
Phases In Current Request Total:	\$8,000,000	\$0	\$0	\$8,000,000

COST SUMMARY

Phase	Total Cost	Source of Cost Estimate
Planning/Conceptual Engineering	\$0	
Environmental Studies	\$0	
Right of Way	\$0	
Design Engineering	\$0	
Construction	\$8,000,000	Calculated based on salaries and expected level of effort.
Operations	\$0	
Total:	\$8,000,000	

% Complete of Design:	N/A
As of Date:	N/A
Expected Useful Life:	N/A

Safe Routes to School-San Francisco (SRTS-SF) Non-Infrastructure Project						
Budget Period: December 2022 - November 2026						
City Staff Positions	Annual FTE	Year 1	Year 2	Year 3	Year 4	Total Budget
SFMTA						
Planning Programs Manager (Mgr IV)	0.10	\$44,630	\$44,630	\$44,630	\$44,630	\$178,520
SRTS Program Lead (Transportation Planner III)	1.00	\$342,960	\$342,960	\$342,960	\$342,960	\$1,371,842
SRTS Program Support (Transportation Planner II)	0.50	\$146,625	\$146,625	\$146,625	\$146,625	\$586,499
SFUSD						
SRTS Education Lead	1.00	\$172,010	\$172,010	\$172,010	\$172,010	\$688,040
SFE						
Education Coordinator	0.50	\$43,775	\$43,775	\$43,775	\$43,775	\$175,100
TOTAL PERSONNEL COSTS						\$ 3,000,000
Consultants/Contractual Services						
Contractor and Subcontractor Services*		\$1,130,000	\$1,130,000	\$1,130,000	\$1,130,000	\$4,520,000
Other Direct Costs**		\$120,000	\$120,000	\$120,000	\$120,000	\$480,000
TOTAL CONSULTANT AND CONTRACTUAL SERVICES						\$ 5,000,000
TOTAL BUDGET FOR 2022-26						\$ 8,000,000

*Contractor/subcontractors – Subject matter experts in bicycling, pedestrian safety, personal safety, and/or transit use. Communication and activity promotion, implementation of program activities (including annual events, bicycle classes, supervised group walks and bicycle rides, guided student field trips on Muni, and workshops on safely navigating to and from school), collecting and reporting event and activity metrics, procurement of services and materials needed for program activities and promotion, supporting annual program evaluation and reporting.

**Other Direct Costs covers procurement of services and materials needed for program activities and promotion. This includes but is not limited to printing, translation, incentives, safety aids such as helmets and reflectors, and items needed to maintain and transport a fleet of bicycles for skill-building classes.

San Francisco County Transportation Authority One Bay Area Grant Cycle 3 Request Form

FY of Allocation Action:	FY2022/23
Project Name:	San Francisco Safe Routes to School Non-Infrastructure Program
Grant Recipient:	San Francisco Municipal Transportation Agency

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
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		Name:	San Francisco Safe Routes to School Non-Infrastructure Program
Sponsor:	San Francisco Municipal Transportation Agency	Expiration Date:	11/30/2027
Phase:	Construction	Fundshare:	%

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	Total
	\$0	\$1,770,600	\$1,770,600	\$1,770,600	\$1,770,600	\$7,082,400

Deliverables

1. Annually, SFMTA staff will provide a report on how the SRTS Non-Infrastructure project is doing with respect to achieving the established goals of reducing single family vehicle trips by 37% and school-related collisions by 50% by 2030.

San Francisco County Transportation Authority One Bay Area Grant Cycle 3 Request Form

FY of Allocation Action:	FY2022/23
Project Name:	San Francisco Safe Routes to School Non-Infrastructure Program
Grant Recipient:	San Francisco Municipal Transportation Agency

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Crysta Highfield	Joel C Goldberg
Title:	Transportation Planner II	Grants Procurement Manager
Phone:	(415) 646-2454	(415) 646-2520
Email:	crysta.highfield@sfmta.com	joel.goldberg@sfmta.com



One Bay Area Grant (OBAG 3) – County & Local Program

Template Application Form (v1)

Project Information			
Project Name:	San Francisco Safe Routes to School Non-Infrastructure Program		
Project Sponsor:	SFMTA		
Sponsor Single Point of Contact:	Crysta Highfield 415.646.2454 Crysta.Highfield@sfmta.com		
Project Location:	San Francisco - citywide		
Brief Project Description:	The San Francisco Safe Routes to School Non-Infrastructure program delivers educational, encouragement, and experiential activities aimed at decreasing commuting in single-family vehicles to San Francisco’s schools, improving safety of walking and bicycling, reducing city congestion and air pollution, and inspiring the next generations of walkers, bicyclists, and transit users. Activities include but are not limited to annual events, pedestrian safety and bicycling classes, and supervised walks and bicycle rides to school sites.		
Program Eligibility			
Federal Fund Eligibility <i>Is the project eligible for federal transportation funds?</i>	Select the OBAG 3 federal fund source(s) for which the project is eligible: <input checked="" type="checkbox"/> Surface Transportation Block Grant (STP) Program (See FHWA fact sheet) <input type="checkbox"/> Congestion Mitigation & Air Quality Improvement (CMAQ) Program (See FHWA fact sheet) <i>Note: projects eligible for CMAQ funding must provide inputs for air quality improvement calculations, using templates provided on the OBAG 3 webpage.</i>		
Eligible Project Type <i>Is the project an eligible project type?</i>	Select the eligible project type(s) (refer to MTC Resolution No. 4505 for detailed eligibility guidelines): <table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top; width: 50%;"> <p>Growth Framework Implementation</p> <input type="checkbox"/> PDA Planning Grant <input type="checkbox"/> Local Planning Grant (for other <i>Plan Bay Area 2050</i> Growth Geographies) <p>Complete Streets & Community Choice</p> <input type="checkbox"/> Bicycle/Pedestrian Infrastructure <input type="checkbox"/> Bicycle/Pedestrian Program <input checked="" type="checkbox"/> Safe Routes to School (SRTS) Non-Infrastructure program <input type="checkbox"/> SRTS Infrastructure <input type="checkbox"/> Safety project <input type="checkbox"/> Safety Planning efforts <input type="checkbox"/> Complete Streets improvements <input type="checkbox"/> Streetscape improvements <input type="checkbox"/> Local Streets and Roads Preservation <input type="checkbox"/> Rural Roadway Improvement <input type="checkbox"/> Community-Based Transportation Plan (CBTP) or Participatory Budgeting (PB) Process in an Equity Priority Community (EPC) <input type="checkbox"/> CBTP/PB Project Implementation </td> <td style="vertical-align: top; width: 50%;"> <p>Climate, Conservation, & Resilience</p> <input type="checkbox"/> Transportation Demand Management (TDM) Program <input type="checkbox"/> Mobility Hub <input type="checkbox"/> Parking/Curb Management <input type="checkbox"/> Car/Bike Share Capital <input type="checkbox"/> Open Space Preservation and Enhancement <input type="checkbox"/> Bicycle/Pedestrian Access to Open Space/Parkland <input type="checkbox"/> Regional Advance Mitigation Planning (RAMP) <p>Multimodal Systems Operations & Performance</p> <input type="checkbox"/> Transit Capital Improvement <input type="checkbox"/> Transit Station Improvement <input type="checkbox"/> Transit Transformation Action Plan Project Implementation <input type="checkbox"/> Active Operational Management <input type="checkbox"/> Mobility Management and coordination </td> </tr> </table>	<p>Growth Framework Implementation</p> <input type="checkbox"/> PDA Planning Grant <input type="checkbox"/> Local Planning Grant (for other <i>Plan Bay Area 2050</i> Growth Geographies) <p>Complete Streets & Community Choice</p> <input type="checkbox"/> Bicycle/Pedestrian Infrastructure <input type="checkbox"/> Bicycle/Pedestrian Program <input checked="" type="checkbox"/> Safe Routes to School (SRTS) Non-Infrastructure program <input type="checkbox"/> SRTS Infrastructure <input type="checkbox"/> Safety project <input type="checkbox"/> Safety Planning efforts <input type="checkbox"/> Complete Streets improvements <input type="checkbox"/> Streetscape improvements <input type="checkbox"/> Local Streets and Roads Preservation <input type="checkbox"/> Rural Roadway Improvement <input type="checkbox"/> Community-Based Transportation Plan (CBTP) or Participatory Budgeting (PB) Process in an Equity Priority Community (EPC) <input type="checkbox"/> CBTP/PB Project Implementation	<p>Climate, Conservation, & Resilience</p> <input type="checkbox"/> Transportation Demand Management (TDM) Program <input type="checkbox"/> Mobility Hub <input type="checkbox"/> Parking/Curb Management <input type="checkbox"/> Car/Bike Share Capital <input type="checkbox"/> Open Space Preservation and Enhancement <input type="checkbox"/> Bicycle/Pedestrian Access to Open Space/Parkland <input type="checkbox"/> Regional Advance Mitigation Planning (RAMP) <p>Multimodal Systems Operations & Performance</p> <input type="checkbox"/> Transit Capital Improvement <input type="checkbox"/> Transit Station Improvement <input type="checkbox"/> Transit Transformation Action Plan Project Implementation <input type="checkbox"/> Active Operational Management <input type="checkbox"/> Mobility Management and coordination
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Policy Alignment							
<p>Federal Performance Goals <i>How does the project support federal performance measures?</i></p>	<p>Select the federal performance measures that are supported by the project:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Safety: Significantly reduce traffic fatalities and serious injuries for all users on all public roads and improve the safety of all public transportation systems. <input type="checkbox"/> Infrastructure Condition: Improve the pavement condition on the Interstate and National Highway System (NHS) and NHS bridges and maintain the condition of public transit assets in a state of good repair. <input type="checkbox"/> Congestion Reduction: Significantly reduce congestion on the NHS in urbanized areas. <input type="checkbox"/> System Reliability: Improve the reliability of the Interstate system and NHS. <input type="checkbox"/> Freight Movement and Economic Vitality: Improve the reliability of the Interstate system for truck travel. <input type="checkbox"/> Environmental Sustainability: Maximize emission reductions from CMAQ-funded projects. <p>Describe how the project supports the selected federal performance measure(s): The Safe Routes to School Program leads and supports volunteers in leading supervised group walks and bike rides, teaches bicycle and pedestrian skills, and encourages families to choose walking, bicycling, carpooling, and transit for trips to school.</p>						
<p>Plan Bay Area 2050 Strategies <i>How does the project align with Plan Bay Area 2050?</i></p>	<p>Describe how the project supports Plan Bay Area 2050 Strategies and/or Implementation Plan:</p> <p>The project is consistent with PBA 2050, Chapter 4: Transportation, Strategies for Sustainable Connections to Opportunity, Goal #2. Create healthy and safe streets: On top of this optimized system, roads would be made safer for all users — including drivers, cyclists, rollers (for example, people that use a wheelchair or scooter) and pedestrians — through context-specific speed limit reductions and a network of protected bike lanes and trails designed for people of all ages. Strategies include building a Complete Streets network and advancing a Vision Zero road safety policy to protect all road users.</p>						
<p>Regional Policy Alignment <i>How does the project align with other regional policies and plans?</i></p>	<p>Select the regional plans and policies with which the project is aligned:</p> <table style="width: 100%; border: none;"> <tr> <td><input checked="" type="checkbox"/> Regional Safety/Vision Zero Policy</td> <td><input type="checkbox"/> Transit Oriented Communities Policy</td> </tr> <tr> <td><input checked="" type="checkbox"/> MTC's Equity Platform</td> <td><input type="checkbox"/> Blue Ribbon Transit Transformation</td> </tr> <tr> <td><input checked="" type="checkbox"/> Regional Active Transportation Plan</td> <td>Action Plan</td> </tr> </table> <p>Describe how the project aligns with the selected regional plans and/or policies: For Regional Safety/Vision Zero Policy, Safe Routes to Schools is specifically identified in MTC Resolution 4400 as an implementation strategy.</p> <p>For Equity Platform, the project is citywide and will include all of SF's Equity Priority Communities.</p> <p>For Regional Active Transportation Plan, the project will help create and maintain a safe environment for people walking, rolling and bike riding (i.e. what students do).</p>	<input checked="" type="checkbox"/> Regional Safety/Vision Zero Policy	<input type="checkbox"/> Transit Oriented Communities Policy	<input checked="" type="checkbox"/> MTC's Equity Platform	<input type="checkbox"/> Blue Ribbon Transit Transformation	<input checked="" type="checkbox"/> Regional Active Transportation Plan	Action Plan
<input checked="" type="checkbox"/> Regional Safety/Vision Zero Policy	<input type="checkbox"/> Transit Oriented Communities Policy						
<input checked="" type="checkbox"/> MTC's Equity Platform	<input type="checkbox"/> Blue Ribbon Transit Transformation						
<input checked="" type="checkbox"/> Regional Active Transportation Plan	Action Plan						
	<p>Indicate the project's relationship to Plan Bay Area 2050 Growth Geographies:</p>						



One Bay Area Grant (OBAG 3) – County & Local Program

Template Application Form (v1)

<p>Regional Growth Geographies Does the project support PBA 2050 Growth Geographies?</p>	<p>Priority Development Area (PDA)</p> <p><input checked="" type="checkbox"/> Meets the uniform definition of a PDA-supportive project (within one mile or less of a PDA boundary) All of San Francisco is within one mile or less of a PDA boundary per PBA 2050 Priority Development Areas - One-Mile Buffer PBA 2050 Priority Development Areas - One-Mile Buffer Metropolitan Transportation Commission (ca.gov). This project meets this goal.</p> <p><input type="checkbox"/> Does not meet the uniform definition of a PDA-supportive project, but otherwise has a clear and direct connection to PDA implementation <i>Please describe</i></p> <p><input type="checkbox"/> Included in a locally-adopted PDA plan (e.g. Specific Plan, PDA Investment and Growth Strategy) <i>Locally-adopted PDA plan reference</i></p> <p>Transit Rich Area (TRA)</p> <p><input checked="" type="checkbox"/> Within a TRA or otherwise supportive of a TRA (see Growth Geographies map) Approximately half of San Francisco is a Transit Rich Area. The SRTS non-infrastructure project is Citywide and covers the TRA. (A significant portion of the non-TRA areas are parks.</p> <p>Priority Production Area (PPA)</p> <p><input type="checkbox"/> Supports the preservation of a PPA (see Growth Geographies map) <i>Please describe</i></p>
<p>Equity Priority Communities Does the project invest in historically underserved communities?</p>	<p>Indicate how the project invests in historically underserved communities, including Plan Bay Area 2050 Equity Priority Communities (EPCs):</p> <p><input checked="" type="checkbox"/> Located within and supportive of an EPC (see Equity Priority Communities map)</p> <p><input type="checkbox"/> Not located within an EPC, but is otherwise supportive of an EPC or other historically underserved community The SFMTA SRTS-Non-Infrastructure project is citywide and will include all of SF's Equity Priority Communities.</p>
<p>Local Housing Policies Is the project located in a jurisdiction with policies that support affordable housing?</p>	<p>Indicate if the project is locate in a jurisdiction that has adopted policies which support the "3Ps" approach to affordable housing by listing the relevant adopted policies for each element of the 3Ps. Additional guidance and resources on affordable housing policies are provided on the OBAG 3 webpage.</p> <p><input type="checkbox"/> <u>Protect</u> current residents from displacement (with emphasis on policies that have demonstrated effectiveness in community stabilization and anti-displacement). <i>List of applicable policies</i></p> <p><input type="checkbox"/> <u>Preserve</u> existing affordable housing (with emphasis on policies that have demonstrated effectiveness in community stabilization and anti-displacement). <i>List of applicable policies</i></p> <p><input type="checkbox"/> <u>Produce</u> new housing at all income levels. <i>List of applicable policies</i></p>
<p>Community Support</p>	



<p>Community Support <i>Does the project have community support, particularly if it is located in a historically underserved community?</i></p>	<p>Indicate if the project has demonstrated community support through one or more of the following:</p> <p><input checked="" type="checkbox"/> Public outreach responses specific to this project, including comments received at public meetings or hearings, feedback from community workshops, or survey responses. <i>Public meetings and hearings on school transportation and safety regularly receive public comment in support of the San Francisco Safe Routes to School Program.</i> <i>- SF Board of Supervisors Youth, Young Adult, and Families Committee meeting on 1/14/2022, Hearing 211216, with presentation on implementation of traffic safety and traffic calming improvements and update on the Safe Routes to Schools Program received multiple comments in appreciation of San Francisco Safe Routes to School activities and in support of funding the program.</i> <i>-SFMTA Board of Directors Budget Workshop on 2/2/2022 with Vision Zero Action Plan discussion received multiple comments in support of funding for San Francisco Safe Routes to School</i> <i>Comments received from participants in last year’s programming include:</i> <i>“I appreciate the efforts you have made promoting outdoor exercise, fun and fitness, and Bike & Roll Week! Especially during this challenging time when we are not able to gather together to bike/roll to school” – Frank McCoppin Elementary School teacher</i> <i>“Students seemed to find the activities engaging and enjoyable! Thank you for all you do to promote healthy fun and fitness and getting outdoors!” – Chinese Immersion School at DeAvila Elementary School Parent</i> <i>“When do we get to do this again?” - Presidio Middle School student</i> <i>Of elementary school teachers who reported their students’ participation in Bike & Roll Week, 85% thought activities made their students more interested in biking, rolling and other forms of active transportation</i></p> <p><input checked="" type="checkbox"/> Project is consistent with an adopted local transportation plan. <i>San Francisco Safe Routes to School is consistent with the goals of MTC’s Regional Active Transportation plan by offering training, education, and encouragement to students and parents on safe ways to travel by foot and bicycle. It is consistent with Plan Bay Area 2050’s transportation goals by promoting and supporting walking, biking, transit use, and carpooling as modes for school trips.</i></p>
	<p>Indicate if the project has demonstrated support from communities disproportionately impacted by past discriminatory practices, including redlining, racial covenants, urban renewal, and highway construction that divided low income and communities of color. Resources for identifying impacted communities are available on the OBAG 3 webpage. Community support may be demonstrated through one or more of the following:</p> <p><input type="checkbox"/> Prioritization of the project in a Community Based Transportation Plan (CBTP) or Participatory Budgeting (PB) process. <i>CBTP or PB reference</i></p> <p><input type="checkbox"/> Endorsements from a Community-Based Organizations representing historically underserved and potentially impacted communities. <i>Description of CBO endorsement</i></p>


One Bay Area Grant (OBAG 3) – County & Local Program

Template Application Form (v1)

Deliverability & Readiness	
Project Readiness <i>Is the project ready to be delivered?</i>	<p>Describe the readiness of the project, including right-of-way impacts and the type of environmental document/clearance required:</p> <p>The project is ongoing and, as a non-infrastructure investment, is not a “project” from an environmental vantage (CEQA/NEPA).</p> <p>If the project touches Caltrans right-of-way, include the status and timeline of the necessary Caltrans approvals and documents, the status and timeline of Caltrans requirements, and approvals such as planning documents (PSR or equivalent) environmental approval, encroachment permit.</p> <p>This is a non-infrastructure project that does not directly touch on Caltrans rights of way.</p>
Deliverability <i>Are there any barriers to on-time delivery?</i>	<p>Describe the project’s timeline and status, as well as the sponsor’s ability to meet the January 31, 2027 obligation deadline:</p> <p>The project is ongoing and will obligate the funds as soon funds are programmed in the TIP.</p> <p>Identify any known risks to the project schedule, and how the CTA and project sponsor will mitigate and respond to those risks:</p> <p>No known risks. Staffing is a post-pandemic issue for all agencies. Nonetheless, this program has experienced staff and management in place.</p>
Project Cost & Funding	
Grant Minimum <i>Does the project meet the minimum grant size requirements?</i>	<p><input checked="" type="checkbox"/> Project meets the minimum grant size requirements. Projects must be a minimum of \$500,000 for counties with a population over 1 million (Alameda, Contra Costa, and Santa Clara counties) and \$250,000 for counties with a population under one million (Marin, Napa, San Francisco, San Mateo, Solano, and Sonoma counties).</p> <p><i>Exception request to minimum grant size</i></p>
Local Match <i>Does the project meet local match requirements?</i>	<p><input checked="" type="checkbox"/> Project sponsor will provide a local match of at least 11.47% of the total project cost.</p> <p><i>Notes on local match, optional</i></p>



Project Cost & Funding

OBAG 3 Grant Request:

Total Grant Request	7,082,400
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Project Cost & Schedule:

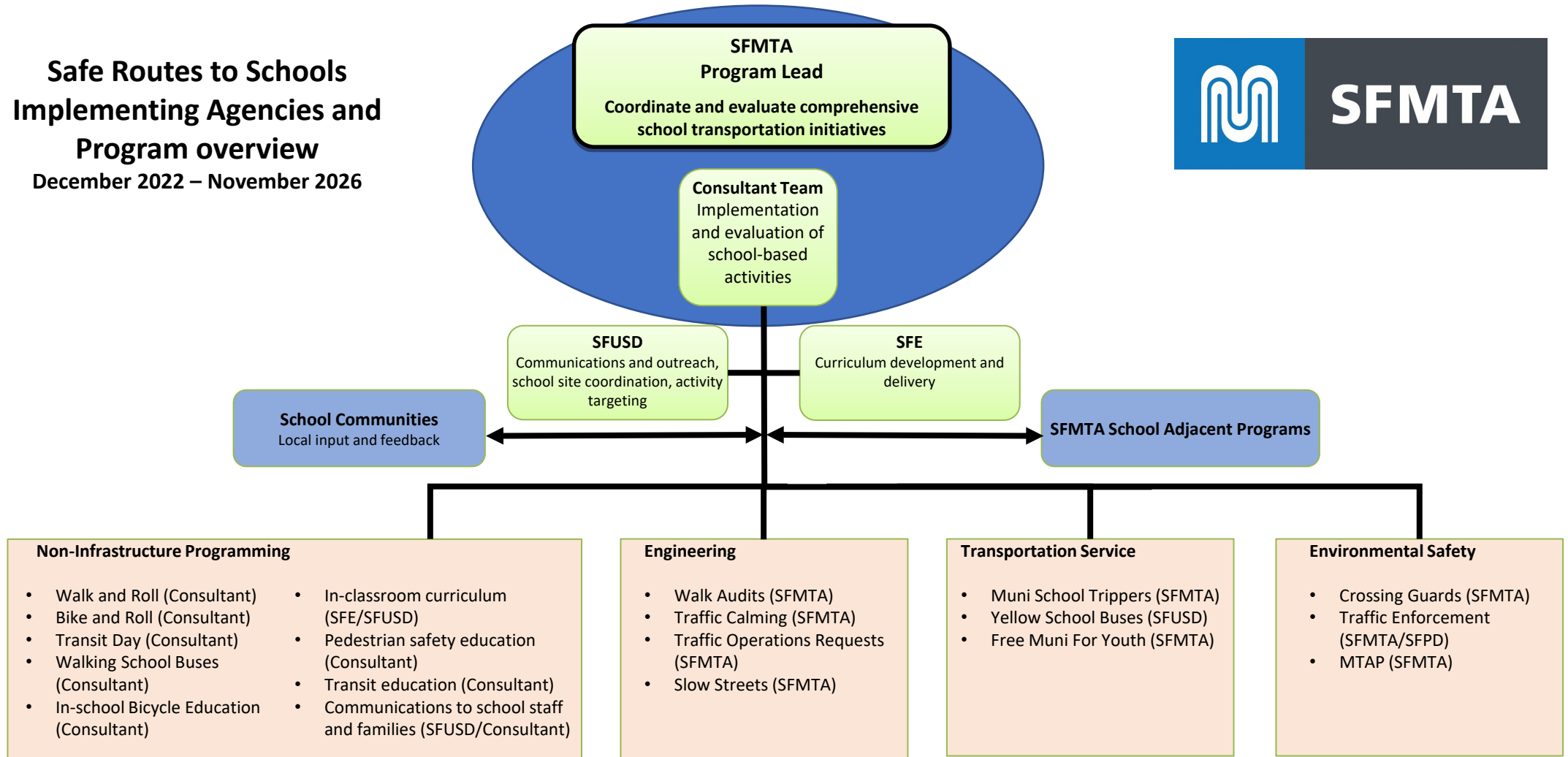
Project Phases	Total Cost	Secured Funds		Unsecured Funds		Schedule (Start dates: Planned, Actual)
		Amount	Fund Sources	OBAG 3 Grant Request	Remaining Funding Needed	
Planning/ Conceptual	\$	\$	<i>Secured fund sources, notes</i>	\$	\$	Month/Year
Environmental Studies (PA&ED)	\$	\$	<i>Secured fund sources, notes</i>	\$	\$	Month/Year
Design Engineering (PS&E)	\$	\$	<i>Secured fund sources, notes</i>	\$	\$	Month/Year
Right-of-way	\$	\$	<i>Secured fund sources, notes</i>	\$	\$	Month/Year
Construction [Non- infrastructure project]	\$8,000,000	\$917,600	<i>Each year the local match will be \$229,400. SFMTA Operating will provide for Year 1 and the local transportation sales tax will cover Years 2-4.</i>	\$7,082,400	\$0	Dec 2022 – Nov 2026
Total	\$8,000,000	\$917,600		\$7,082,400	0	

Project Investment by Mode:

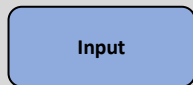
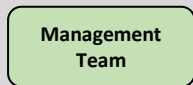
Mode	Share of project investment
Auto	%
Transit	15%
Bicycle/Pedestrian	85%
Other	%
Total	100%

Safe Routes to Schools Implementing Agencies and Program overview

December 2022 – November 2026



Legend:

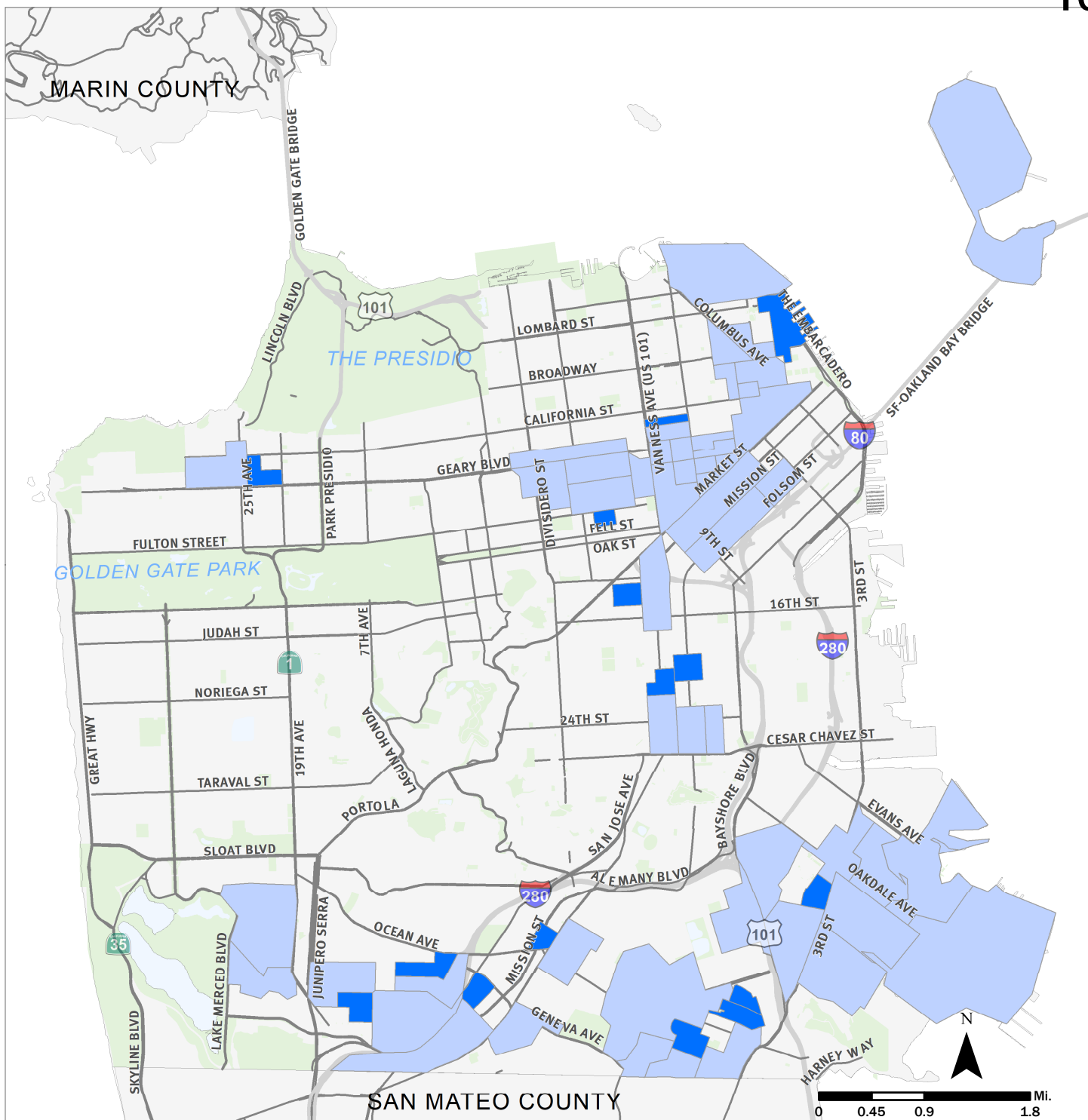




Attachment 5. San Francisco One Bay Area Grant (OBAG) Cycle 3 Call for Projects Schedule*

May 10, 2022	Transportation Authority issues OBAG 3 Call for Projects (Preliminary Board approval of OBAG 3 County Framework anticipated May 10, 2022 and final approval anticipated May 24, 2022)
May 19, 2022 10:30 a.m.	Transportation Authority Technical Working Group Meeting Workshop for potential applicants
July 1, 2022 by 5 p.m.	Applications due to the Transportation Authority
August 18, 2022	Transportation Authority Technical Working Group Meeting Review draft OBAG 3 staff recommendations
September 7, 2022	Transportation Authority Community Advisory Committee - ACTION OBAG 3 Program of Projects
September 13, 2022	Transportation Authority Board - PRELIMINARY ACTION OBAG 3 Program of Projects
September 27, 2022	Transportation Authority Board - FINAL ACTION OBAG 3 Program of Projects
September 30, 2022	Transportation Authority submits OBAG 3 Program of Projects to Metropolitan Transportation Commission for consideration
January 2023	Metropolitan Transportation Commission programs OBAG 3 funds

*Transportation Authority Board and Community Advisory Committee meeting dates and materials are subject to change. Please visit <http://www.sfcta.org/meetings> for the most up to date information.



San Francisco Equity Priority Communities 2021

- MTC 2021 Equity Priority Communities[^]
- SFCTA 2021 supplemental Equity Priority Communities boundaries*
- Parks and Open Space

*Supplemental boundaries based on analysis conducted at block group-level, any block group meeting MTC's Equity Priority Communities definition and contiguous with MTC identified census tracts are included.
[^]Equity Priority Communities were formerly called Communities of Concern



Attachment 7.
One Bay Area Grant Cycles 1 and 2 Funded Projects

Sponsor*	Project Name	OBAG Funds	Total Project Cost
Cycle 1 Completed			
SFPW	Chinatown Broadway Streetscape Improvement ^{1,3}	\$ 3,477,537	\$ 7,102,487
SFPW	ER Taylor Elementary School Safe Routes to School ^{3,4}	\$ 400,115	\$ 604,573
SFPW	Longfellow Elementary School Safe Routes to School	\$ 670,307	\$ 852,855
SFPW	Second Street Streetscape Improvement ⁴	\$ 10,567,997	\$ 15,415,115
SFMTA	Light Rail Vehicle (LRV) Procurement ²	\$ 10,227,540	\$ 175,000,000
SFMTA	Lombard Street US-101 Corridor ¹	\$ 1,910,000	\$ 24,263,920
SFMTA	Mansell Corridor Improvement	\$ 1,762,239	\$ 6,807,348
SFMTA	Masonic Avenue Complete Streets ²	\$ -	\$ 22,785,900
TJPA	Transbay Transit Center Bike and Pedestrian Improvements	\$ 6,000,000	\$ 11,480,440
Cycle 1 Total		\$ 35,015,735	\$ 264,312,638

Sponsor*	Project Name	OBAG Funds	Total Project Cost
Cycle 2 Completed			
SFPW	John Yehall Chin Elementary Safe Routes to School ⁶	\$ -	\$ 4,200,000
SFMTA	Geary Bus Rapid Transit Phase 1	\$ 6,939,000	\$ 64,656,000
SFMTA	San Francisco Safe Routes to School Non-Infrastructure Project, 2019-2021	\$ 2,813,264	\$ 3,177,752
Cycle 2 Work Progressing			
SFPW	Better Market Street ^{5,6}	\$ 3,366,000	\$ 603,720,000
SFMTA	Central Subway ⁵	\$ 15,980,000	\$ 1,578,300,000
Caltrain	Peninsula Corridor Electrification Project	\$ 11,187,736	\$ 1,980,253,000
BART	Embarcadero Station: New Northside Platform Elevator and Faregates	\$ 2,000,000	\$ 25,537,000
Cycle 2 Total		\$ 42,286,000	\$ 4,259,843,752
Grand Total		\$ 77,301,735	\$ 4,524,156,390

Attachment 7. One Bay Area Grant Cycles 1 and 2 Funded Projects

*Project Sponsor acronyms include: San Francisco Bay Area Rapid Transit District (BART), Peninsula Corridor Joint Powers Board (Caltrain), San Francisco Municipal Transportation Agency (SFMTA), San Francisco Public Works (SFPW), and Transbay Joint Powers Authority (TJPA).

1 As part of OBAG 1, MTC assigned \$1.91 million in STIP Transportation Enhancement funds to SFPW's Chinatown Broadway IV streetscape project. However, the STIP funds were unavailable when needed so the funds were swapped with SFMTA local revenue bond funds. In October 2015, the Transportation Authority Board reprogrammed the funds to SFPW's Lombard Street US-101 Corridor Improvement via the 2016 Regional Transportation Improvement Program, as requested by SFMTA and SFPW Resolution 16-19.

2 In order to minimize risk of losing federal funds due to project delays, in February 2015, the Transportation Authority Board reprogrammed \$10,227,540 in OBAG funds from SFMTA's Masonic Avenue project to the LRV Procurement project, with the condition that SFMTA continue to follow OBAG reporting requirements for the Masonic Avenue project. See the Plans and Programs Committee memo (February 3, 2015) and Resolution 15-42 for more detail.

3 On December 15, 2015, the Transportation Authority Board approved SF Public Works' request to reprogram \$67,265 cost savings from the recently completed ER Taylor SR2S to Chinatown Broadway, which received a higher-than-anticipated bid to its original construction contract advertisement.

4 On June 28, 2016, the Transportation Authority Board approved SF Public Works' request to reprogram additional \$51,215 from the completed ER Taylor SR2S to Second Street to cover the cost of the pedestrian lighting, which was added to the scope per the community's request.

5 On November 27, 2018, the Transportation Authority Board approved a Prop K fund exchange with Better Market Street to help backfill the Central Subway RIP commitment. See Resolution 19-22 for more detail.

6 On July 23, 2019, the Transportation Authority Board approved a Prop K/OBAG fund exchange between Better Market Street and John Yehall Chin to assist with project delivery. See Resolution 20-02 for more detail.

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Memorandum

AGENDA ITEM 9

DATE: April 20, 2022

TO: Transportation Authority Board

FROM: Maria Lombardo - Chief Deputy

SUBJECT: 5/10/22 Board Meeting: Award a Two-Year Professional Services Contract to Mark Thomas & Company, Inc. in an Amount Not to Exceed \$1,850,000 for the Design Phase and Caltrans Right-of-Way Approval of the I-280 Southbound Ocean Avenue Off-Ramp Project

RECOMMENDATION

Information Action

- Award a two-year professional service contract to Mark Thomas & Company, Inc. in an amount not to exceed \$1,850,000 for the design phase and California Department of Transportation (Caltrans) right-of-way approval for the I-280 southbound Ocean Avenue Off-Ramp Project
- Authorize the Executive Director to negotiate contract payment terms and non-material terms and conditions

SUMMARY

We are seeking consultant services to provide design and engineering services and Caltrans right-of-way approval for the I-280 southbound Ocean Avenue Off-Ramp Project (Project). The goal of this project is to realign the I-280 southbound Ocean Avenue off-ramp into a T-intersection with signal control to enhance bicycle and pedestrian safety. We issued a Request for Proposals (RFP) on January 4, 2022. By the proposal due date of February 11, 2022, we received two proposals. Following interviews with both firms, the selection panel, with participation from Caltrans and Transportation Authority staff, recommended Mark Thomas & Company, Inc. (Mark Thomas) to provide the requested services.

- Fund Allocation
- Fund Programming
- Policy/Legislation
- Plan/Study
- Capital Project Oversight/Delivery
- Budget/Finance
- Contract/Agreement
- Other: _____

BACKGROUND

The Balboa Park Station Area, located in the central south side of San Francisco, is a busy and multi-faceted hub of transportation activity. Home to the busiest Bay Area Rapid Transit (BART) station outside of Downtown San Francisco, a San Francisco Municipal Transportation Agency (SFMTA) Muni light rail terminal and maintenance facility, multiple bus lines along



Geneva and Ocean Avenues, and a historic streetcar depot. This area is one of the most important and heavily used transit hubs in the region. Meanwhile, Interstate 280 (I-280) traverses the neighborhood, with six freeway ramps tying into the local street network directly adjacent to the BART Station. While this interchange provides vehicular access to regional transit and other neighborhood destinations, it also contributes to congestion, safety, and access issues, and degrades the quality of the surrounding area.

In 2014 we conducted the Balboa Park Area Circulation Study, which analyzed reconfiguration of the I-280 southbound Ocean Avenue off-ramp to improve pedestrian and bicyclists' safety, traffic circulation, and station access. The existing southbound I-280 off-ramp at Ocean Avenue is a high-speed, single-lane, uncontrolled merge onto westbound Ocean Avenue. This configuration presents a major pedestrian crossing challenge as well as automobile conflicts with bicycles and buses. The selected recommendation from the Balboa Park Area Circulation Study was to realign the I-280 southbound Ocean Avenue off-ramp into a T-intersection with signal control to enhance bicycle and pedestrian safety.

We collaborated with Caltrans to complete the Project Study Report - Project Report and received Caltrans' project approval in January 2021. The project received California Environmental Quality Act Categorical Exemption approval in July 2020 and is anticipated to receive National Environmental Policy Act Categorical Exclusion approval by Caltrans during final design.

The Project area supports a high volume of pedestrian traffic due to the vicinity of the Balboa Park BART and Muni stations. Additionally, there are pedestrian destinations in the vicinity of the Balboa Park neighborhood, such as City College, Lick-Wilmerding High School, Balboa Park, and neighborhood retail along Ocean Avenue. Ocean Avenue is the primary east-west bicycle route in the area, with a mix of Class II bicycle lanes and Class III bicycle routes in each direction. This segment of Ocean Avenue has also been identified as part of the Vision Zero High Injury Network and is specifically a high-injury corridor for cyclists. The Vision Zero Action Strategy calls for redesign of corridors and intersections, with treatments to increase safety and reduce fatal crashes by improving visibility, calming traffic speeds, and encouraging road user compliance.

DISCUSSION

The project development process for the Project will consist of design engineering, City and County of San Francisco permitting, Caltrans encroachment permit, Right-of-Way easement, final project design, and preparation of Plans, Specifications/Special Provisions and Estimates. This scope of work covers all work tasks (see Attachment 1 for detailed scope).

Procurement Process. We issued an RFP for design and engineering services and Caltrans right-of-way approval for the Project on January 4, 2022. We hosted a virtual pre-proposal conference on January 12, which provided opportunities for small businesses and larger firms to meet and form partnerships. 34 firms registered for the conference. We took steps to encourage participation from small and disadvantaged business enterprises, including advertising in seven local newspapers: San Francisco Chronicle, San Francisco Examiner, San Francisco Bayview, Small Business Exchange, Nichi Bei, El Reportero, and World Journal. We



also distributed the RFP to certified small, disadvantaged, and local businesses; Bay Area and cultural chambers of commerce; and small business councils.

By the due date of February 11, we received two proposals in response to the RFP. A selection panel comprised of Transportation Authority and Caltrans staff evaluated the proposals based on qualifications and other criteria identified in the RFP, including the proposer's understanding of project objectives, technical and management approach, and capabilities and experience. We held interviews with the two proposed teams on February 28. Based on the competitive process defined in the RFP and interviews, the panel recommends that the Board award the contract to Mark Thomas. The Mark Thomas team distinguished itself based on having a better understanding of project objectives and challenges, specifically, around working with multiple stakeholders; and addressing retaining wall, geotechnical, and Muni track challenges.

We established a Disadvantaged Business Enterprise (DBE)/Small Business Enterprise (SBE) goal of 15% for this contract. Mark Thomas' proposal exceeded the contract goal. The Mark Thomas team includes a combined 19% DBE/SBE participation from multiple subconsultants, including Parikh Consultants Inc. (DBE) and Parisi Transportation Consulting (SBE). Mark Thomas' headquarters office is located in San Jose, California.

The design phase is anticipated to take two years to complete. The preliminary construction estimate for the project is \$21.9 million which includes construction costs and construction management services. Subject to securing funding for the construction phase, construction could begin in Spring 2025.

FINANCIAL IMPACT

The contract amount will be funded with state Local Partnership Program (LPP) grant funds, programmed by the Transportation Authority and administered by Caltrans, and a Prop K appropriation, approved in June 2021 through Resolution 21-55. The California Transportation Commission approved LPP funding for this project on August 18, 2021. This contract is contingent upon execution of a funding agreement with Caltrans for state LPP funding. The adopted Fiscal Year 2021/22 budget amendment includes this year's activities and sufficient funds will be included in future year budgets to cover the remaining cost of the contract.

CAC POSITION

The Community Advisory Committee will consider this item at its April 27, 2022, meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Scope of Services



ATTACHMENT 1

CONSULTANT SCOPE OF SERVICES

Professional consultant services will provide the necessary engineering services to produce all necessary documents required to produce Plans, Specifications/Special Provisions and Estimates (PS&E). Contractor shall be responsible for all work necessary to complete PS&E, and shall comply with applicable local, State, and Federal standards and requirements.

Specific tasks include: 1) project management elements, 2) Right-of-Way engineering, and 3) PS&E through Final Design to enable bidding of the project for construction.

TASK 1 - PROJECT MANAGEMENT

1.1 General Project Management - Contractor will perform the following project management tasks and activities:

- a) Supervise, coordinate, and monitor products development, for conformance with the Transportation Authority, San Francisco Public Works (SFPW), San Francisco Municipal Transportation Agency (SFMTA), San Francisco Public Utilities Commission (SFPUC), and Caltrans standards and policies.
- b) Coordinate all design staff and any subconsultants to assure the free and timely flow of information for each task activity.
- c) Assure compliance with codes and standards, as acceptable to SFPW, SFMTA, SFPUC, and Caltrans, and as approved by the Transportation Authority. An example would be the use of City and County San Francisco standards for arterials, local roads, utilities, retaining walls, and signage in City right-of-way; and Caltrans' standards in Caltrans' right-of-way.
- d) Assure that all documents requiring City and County of San Francisco (SFPW, SFMTA, and SFPUC) oversight review are prepared in accordance with City and County of San Francisco standards, guidelines, and procedures.
- e) Assure that all documents requiring Caltrans' approval are prepared in accordance with Caltrans' standards, guidelines, and procedures.
- f) Prepare a detailed Critical Path Method (CPM) schedule within two weeks after contract execution and submit an updated electronic file schedule on a monthly basis to Transportation Authority staff.
- g) Prepare agendas and minutes for project team meetings.
- h) Prepare and submit correspondences and memorandums.

1.2 Project Administration - Contractor will perform the following project administrative duties:



- a) Prepare and submit monthly progress reports in the format directed by the Transportation Authority that will identify work performed on each task the preceding month. Percent complete compared to percentages billed for each task will be shown. Narratives will also compare progress in meeting the CPM schedule and will contain proposals for addressing any schedule issues.
- b) Prepare a monthly summary of total charges made to each task. This summary shall present the contract budget for each task, any re-allocated budget amounts, the prior billing amount, the current billing, total billed to date, and a total percent billed to date. Narratives will contain a brief analysis of budget-to-actual expenditure variances, highlighting any items of potential concern for the Transportation Authority consideration before an item becomes a funding issue.
- c) Provide monthly reporting indicating the amount of DBE and SBE firm participation based upon current billing and total billed to date.
- d) Provide a monthly invoice in the standard format determined by the Transportation Authority that will present charges by task, by staff members at agreed-upon hourly rates, with summary expense charges and subconsultant charges. Detailed support documentation for all consultant direct expenses and subconsultant charges will be attached.

1.3 Quality Assurance/Quality Control (QA/QC) - Contractor will establish and implement a QA/QC procedure for activities undertaken by staff and by subconsultants. The QA/QC procedure set forth for the project shall be consistent with Caltrans' most recent version of the "Guidelines for Quality Control/Quality Assurance for Project Delivery". The QA/QC process for this project will consist of the following minimum reviews:

- a) Discipline Review - Each responsible discipline leader will perform technical checking.
- b) Peer Review/Coordination Checking - Coordination and independent checking activities will be performed by a separate group of engineers who have the capability to identify and evaluate coordination problems and to initiate, recommend, or provide solutions.
- c) Constructability Review - A constructability review will be performed at major milestones.

1.4 Agency Coordination - Contractor will coordinate with agencies and companies as required for project development. Coordination effort will include the following organizations:

- a) SFMTA
- b) SFPW
- c) SFPUC
- d) Caltrans



- e) Affected utility and telecommunication companies
- f) Regulatory agencies
- g) City College of San Francisco (CCSF)
- h) Other stakeholders as necessary

1.5 Progress Meetings and Reporting - Contractor will attend, and conduct as necessary, the following meetings:

- a) Project Kick-Off meeting with Transportation Authority, SFPW, SFMTA, SFPUC, and Caltrans to identify the issues to be resolved, and to review the project scope of work.
- b) Technical workshop meetings with Transportation Authority, SFPW, SFMTA, SFPUC, Caltrans, utility companies, and other agencies to resolve identified issues.
- c) Regular monthly Project Development Team (PDT) Meetings. The selected consultant will conduct each of these meetings. The Transportation Authority will determine the location for the meetings. Required activities include the following:
 - i. Preparation and distribution of the agenda for the PDT meetings.
 - ii. Preparation and submittal of Status of Submittals Register.
 - iii. Preparation and distribution of meeting minutes, with action items clearly indicated, within five (5) days after each PDT Meeting.
- d) Public meeting(s) and hearing(s) to present preliminary alternatives and obtain public input in coordination with the Transportation Authority, SFPW, SFMTA, and SFPUC.

TASK 2 - RIGHT OF WAY ENGINEERING

Task 2 consist of all right-of-way engineering for the Project including obtaining Caltrans Encroachment Permit, utility relocation, and CCSF easements if necessary.

Deliverables:

- *All right-of-way engineering deliverables (Hard Copy, Appraisal Maps, Plat Maps, Legal Descriptions, etc.) prepared in accordance with City and County of San Francisco, and Caltrans standards*
- *Caltrans Encroachment Permit*
- *Right-of-Way Easement from CCSF for retaining wall and tie-backs*
- *Utility relocation right-of-way may include relocating an underground electric vault, water lines, gas lines, sewer, storm drain, overhead contact system, streetlights, and fiber optic lines as necessary*
- *CCSF bicycle/pedestrian entrance next to project and related right-of-way easement (Optional)*



TASK 3 - PROJECT ENGINEERING AND DESIGN

The project development process for the Project will consist of design engineering, the appropriate technical studies and reports as needed, final design and preparation of PS&E. The Transportation Authority maintains the right to amend the contract of the selected consultant to continue with each task or subtasks. Final design shall consist generally of the preparation of plans, specifications and estimates in accordance with current City and County of San Francisco and Caltrans standards. The final contract plans shall include all necessary plan sheets required for the complete construction of the project. In addition, the selected consultant shall be responsible for the preparation, submittal and approval of all accompanying documents (i.e., various design reports, utility relocations, permits, agreements, reports, survey notes, slope stake notes, SFPW permits and requirements, SFMTA permits and requirements, SFPUC permits and requirements, and Caltrans District Office Engineer/Headquarters Office Engineer permits and requirements). Below are the tasks that are anticipated to be performed, but the Transportation Authority reserves the right to add or eliminate any individual tasks and subtasks.

3.1 PS&E (35% Submittal)

Deliverables:

- *Geometric Approval Drawings including design exceptions if necessary*
- *35% Plans including typical cross sections*
- *Retaining Wall Structures Type Selection Report*
- *Survey and Base Map*
- *QA/QC documentation*

3.2 PS&E (65% Submittal)

Deliverables:

- *65% Plans (including roadway, retaining wall, and utility relocation)*
- *Geotechnical Borings and Report*
- *Foundation Report*
- *Hydraulics Report*
- *All necessary City and County of San Francisco permits*
- *Draft Agreements and Permits (Caltrans and utility providers, etc.)*
- *Draft Storm Water Pollution Prevention Plan (SWPPP)*
- *Draft Construction Cost Estimate*
- *Electronic copy of plans, design, reports, draft permits and draft agreements*
- *Traffic Management Plan (TMP)*
- *Constructability Review*
- *QA/QC documentation*

3.3 PS&E (95% Submittal)



Deliverables:

- *95% Plans*
- *Draft Final SWPPP*
- *Construction Cost Estimate*
- *Constructability Review*
- *Draft Agreements and Permits (City and County of San Francisco, Caltrans, and utility providers, etc.)*
- *Electronic copy of plans, design, reports, draft permits and draft agreements*
- *QA/QC documentation*

3.4 PS&E (100% Submittal)

Deliverables:

- *100% Plans including all final Construction Details and Erosion Control Plans*
- *Final SWPPP*
- *Fully Edited Draft Final Special Provisions in Caltrans format if necessary*
- *Draft Final Construction Cost Estimate*
- *Bid-ability Review*
- *Final Agreements and Permits*
- *Electronic copy of plans, design, reports, draft permits and draft agreements*
- *QA/QC documentation*
- *Visual renderings*

3.5 Final PS&E

Deliverables:

- *Final Contract Plans*
- *Final Reports, modified as necessary*
- *Final Agreements and Permits*
- *Final Special Provisions if necessary*
- *Final Construction Cost Estimate*
- *Resident Engineer's Files and Survey Files*
- *Permits (including all Caltrans, SFPW, SFMTA, and SFPUC permits), Agreements, Mitigation Reports*
- *Project Files*
- *Electronic copy of plans, design, reports, permits, agreements, estimates and Special Provisions*
- *QA/QC documentation*

Project schedule: The Transportation Authority desires to adhere to the milestone schedule shown below for the consultant contract. The schedule is intended to include adequate time for review and comments by the appropriate participating agencies.



- Contract Award - May 2022
- 35% PS&E and all Task 3.1 deliverables - December 2022
- 65% PS&E and all Task 3.2 deliverables - April 2023
- 95% PS&E and all Task 3.3 deliverables - September 2023
- City and County of San Francisco Permits and Agreements, Caltrans Encroachment Permit and CCSF Right-of-Way Easement - December 2023
- 100% PS&E and all Task 3.4 deliverables - January 2024
- Final PS&E and all Task 3.5 deliverables - March 2024

Preparation of the design engineering, City and County of San Francisco permits and approvals, CCSF easement, and Caltrans encroachment permit shall commence immediately following receipt of an executed contract from the Transportation Authority. Contractor shall be responsible for all work necessary to obtain all City and County of San Francisco permits and approvals, Caltrans encroachment permit, CCSF right-of-way, and complete Final PS&E, and shall comply with applicable local, State, and Federal standards.

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Memorandum

AGENDA ITEM 10

DATE: April 20, 2022

TO: Transportation Authority Board

FROM: Maria Lombardo - Chief Deputy

SUBJECT: 05/10/2022 Board Meeting: Award Contracts to Seventeen Shortlisted Consultant Teams for a Three-Year Period, with an Option to Extend for Two Additional One-Year Periods, for a Combined Amount Not to Exceed \$8,000,000 for On-Call Project Management and Engineering Services

RECOMMENDATION Information Action

- Award Contracts to Seventeen Shortlisted Consultant Teams for a Three-Year Period, with an Option to Extend for Two Additional One-Year Periods, for a Combined Amount Not to Exceed \$8,000,000 for On-Call Project Management and Engineering Services
- Authorize the Executive Director to Negotiate Contract Payment Terms and Non-Material Contract Terms and Conditions

SUMMARY

On February 17, 2022, we issued a Request for Qualifications (RFQ) for on-call project management and engineering services to augment and complement our internal resources over the next three years, up to a maximum of five years. These firms will serve as an on-call supplement to staff particularly for oversight and delivery support for major capital projects, handling tasks during peak workloads, and taking on tasks requiring specialized expertise and quicker response times than existing staff resources alone could permit. The establishment of contracts with multiple consultant teams will enable us to enlist the services of a broad range of engineering consultant specialists on an on-call task order basis. By the due date of March 21, 2022, we received twenty-six Statements of Qualifications (SOQs) in response to the RFQ. Interviews were held between April 5 and 14, 2022. Based on this competitive selection process, the review panel, with participation from Caltrans and the Transportation Authority, recommends the award of consultant contracts to the seventeen top-ranked teams: Access Planning Ltd.; Alta Planning + Design Inc.; Arup North America Ltd.; Brierley Associates; Cole Management & Engineering, Inc.; Dabri, Inc.; Gall Zeidler Consultants, LLC; HNTB Corporation; Mark Thomas & Company; McMillen Jacobs Associates; Mott MacDonald Group, Inc.; Parisi Transportation Consulting; Parsons Transportation Group, Inc.; PGH Wong Engineering, Inc.; TY Lin International; WMH Corporation; and WSP USA, Inc.

- Fund Allocation
- Fund Programming
- Policy/Legislation
- Plan/Study
- Capital Project Oversight/Delivery
- Budget/Finance
- Contract/Agreement
- Other: _____



BACKGROUND

In all of our core roles - transportation sales tax administrator, Congestion Management Agency (CMA), Program Manager for the Transportation Fund for Clean Air (TFCA), Prop AA administrator, Treasure Island Mobility Management Agency (TIMMA), and Traffic Congestion Mitigation Tax administrator - we have responsibility for project delivery support and oversight of a wide range of projects covering all modes of surface transportation, such as the Downtown Rail Extension, Caltrain Modernization, and many transit, bike, pedestrian, and streetscape projects led by the San Francisco Municipal Transportation Agency and others. In addition, we have project development and implementation responsibilities for several major capital projects, such as design and construction of the Yerba Buena Island Interchange Improvement project, I-280 Interchange Modifications at Balboa Park, and planning and project development of freeway corridor management studies.

On-call project management and engineering services are intended to augment and complement our internal resources by providing specialized expertise, serving as an on-call supplement to staff (particularly for oversight and delivery support for major capital projects), handling tasks during peak workloads, and taking on tasks requiring quicker response times than existing staff resources alone would permit. We have used on-call engineering and other consultant firms in the past to expedite project delivery and expand the skillset and resources available to us. In addition to our involvement with major capital projects such as those listed above, we oversee all other projects and programs in the Prop K and Prop AA Expenditure Plans; we provide oversight and support for the TFCA projects programmed by us; and in our capacity as CMA, we assist project sponsors in meeting timely use of funds deadlines and delivering projects funded with federal, state, and/or regional sources.

Since May 2017, on-call project management and general engineering construction services have been provided by twenty-eight teams. Current contracts with these twenty-eight teams will expire in April 2022. Consistent with our Procurement Policy, contracts, including all options therein, are generally limited to a maximum period of five years.

DISCUSSION

We are seeking project management and engineering teams with expertise in project management and project controls; project oversight and monitoring; project development and delivery support services; and engineering and technical services.

The consultant scope of services is included in Attachment 1.

Procurement Process. We issued an RFQ for on-call project management and engineering services on February 17, 2022. We held a virtual pre-submittal conference on February 24, 2022, which provided opportunities for small businesses and larger firms to meet and form partnerships. One-hundred-thirty firms registered for the conference.

We took steps to encourage participation from small and disadvantaged business enterprises, including advertising in seven local newspapers: the San Francisco Chronicle, the San Francisco Examiner, the San Francisco Bay View, Nichi Bei, the Small Business Exchange, El Reportero, and the World Journal. We also distributed the RFQ, the registration list for the pre-submittal conference, and periodic updates on the RFQ process to certified small, disadvantaged, and local businesses, Bay Area and cultural Chambers of Commerce, and the Small Business Councils.



By the due date of March 21, 2022, we received twenty-six SOQs in response to the RFQ. The selection panel evaluated the SOQs based on qualifications and other criteria identified in the RFQ, with an emphasis on bidders' management and technical capabilities and experience. In addition, the review panel evaluated each team's strengths and weaknesses in each specialty area for which the proposer sought consideration and reviewed the prime consultant's references. We held interviews with five qualified teams between April 5 and April 14, 2022. Twelve other qualified teams advanced without interviews due to the quality of the SOQs, prior working experience with us, and the familiarity of staff with previous work performed by these firms. Interviews were conducted by a selection panel comprised of staff representatives from Caltrans and the Transportation Authority.

Based on the competitive process defined in the evaluation criteria of the RFQ document, the selection panel recommends awarding contracts to the seventeen highest-ranked firms: Access Planning Ltd.; Alta Planning + Design Inc.; Arup North America Ltd.; Brierley Associates; Cole Management & Engineering, Inc.; Dabri, Inc.; Gall Zeidler Consultants, LLC; HNTB Corporation; Mark Thomas & Company; McMillen Jacobs Associates; Mott MacDonald Group, Inc.; Parisi Transportation Consulting; Parsons Transportation Group, Inc.; PGH Wong Engineering, Inc.; TY Lin International; WMH Corporation; and WSP USA, Inc.

Given the wide range of desired proficiencies and experience, the amount and complexity of our work program, the management of conflicts of interest that periodically arise for specific efforts, and the need to ensure availability of qualified support, we require broad and deep access to relevant skills in the on-call project management and engineering contract. We propose to contract with multiple consultant teams with whom we may call upon on a task order basis. Such an arrangement is currently in place through our existing on-call project management and general engineering contracts, which have proved beneficial to the agency's project development and oversight work program. The recommended firms together provide us with multiple options for each task in the Scope of Services. Details of each firm's areas of expertise and proposed subconsultants are included in Attachment 2.

Shortlisted consultants selected for a contract will remain eligible for consideration for task order negotiation on an as-needed basis for the initial three-year term. To maintain an open and competitive process, task orders will be awarded through an additional qualifications-based selection procedure within the shortlisted consultants. All shortlisted consultants will be invited to submit proposals and/or participate in oral interviews as part of the task order negotiation process. While we intend to engage pre-qualified firms based on capabilities, experience and availability, no selected team is guaranteed a task order. In addition, task orders valued above \$1,200,000, in other words 15% of total contract value, will be procured under a separate competitive Request for Proposal process.

We will receive federal financing assistance to fund a portion of this contract and we have and will continue to adhere to federal procurement regulations. For this contract, we established an overall Disadvantaged Business Enterprise (DBE) goal of 12%, accepting certifications by the California Unified Certification Program. SOQs from all seventeen teams met or exceeded the DBE goal. In addition, we will establish DBE, Small Business Enterprise, and/or Local Business Enterprise goals for each subsequent task order request, based on the project's funding sources and specific scope of work. All seventeen prime consultants' firms are



headquartered in states not on the Banned State List, which includes those states with laws that restrict abortion access or discriminate against LGBT individuals.

FINANCIAL IMPACT

The scope of work and first year's activities described in the RFQ are included in our adopted Fiscal Year 2021/22 budget amendment and Preliminary Fiscal Year 2022/23 work program and budget through relevant projects and studies. Budget for these activities will be funded by a combination of federal, state and/or regional grants from Caltrans and the Metropolitan Transportation Commission, local contributions from City and County of San Francisco, and Prop K sales tax funds. Sufficient funds will be included in future fiscal year budgets to cover the cost of these contracts.

CAC POSITION

The Community Advisory Committee will consider this item at its April 27, 2022, meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - On-Call Project Management and Engineering Services Scope of Work
- Attachment 2 - Shortlisted Respondents per Areas of Expertise
- Attachment 3 - Past On-Call Project Management Oversight and General Engineering Assigned Task Orders

Attachment 1

On-Call Project Management and Engineering Services

Scope of Work

The Transportation Authority is the lead agency for the following major capital projects and project phases, and therefore acts in a project management capacity for these projects and project phases:

I-80/Yerba Buena Island (YBI) Interchange Improvement Projects - In its role as CMA, the Transportation Authority works with the Treasure Island Development Authority (TIDA) and Caltrans on the development and implementation of the I-80/Yerba Buena Island Interchange Improvement Projects. The construction phase of West Side Bridges Seismic Retrofit project will begin in 2022, and the Transportation Authority also expects to move forward with detailed design of the Hillcrest Road Widening project in 2022.

YBI Multi-Use Pathway - The Transportation Authority completed a Yerba Buena Island/Treasure Island Multi-Use Pathway Feasibility Study in 2020 and is working to environmentally clear the project by 2023. The extended path will connect the existing Bay Bridge East Span YBI bike path landing to Treasure Island via Hillcrest and Treasure Island Roads. The limits for the project will extend from the existing San Francisco Oakland Bay Bridge (SFOBB) East Span Bike Landing/Vista Point, on south eastside of YBI, to the intersection of Macalla Road and Treasure Island Road on the northwest side of the island. The project will improve the current roadways on YBI, which do not meet modern standards by building separate and protected pathways for pedestrians and bicyclists. The project is coordinating with the Bay Area Toll Authority's Bay Bridge West Span Skyway project and will provide a YBI connection to the Skyway project.

I-280 Interchange Modifications at Balboa Park - Following environmental clearance of the southbound I-280 off-ramp at Ocean Avenue, the Transportation Authority is beginning the design phase to improve multimodal safety. The project will realign the existing off-ramp from a free flow right turn to a signalized T-intersection. The project will also widen the off-ramp to two lanes and construct a retaining wall. The effort also includes further development of other elements from the Transportation Authority's Balboa Park Station Area Circulation Study (2014), including potential modifications of the northbound I-280 off-ramp at Geneva Avenue to improve traffic circulation and reduce queuing on the off-ramp.

Managed Lanes on US 101 and I-280 - In its role as CMA, and with close coordination with Caltrans, neighboring counties, and regional bodies like the Bay Area Infrastructure Financing Authority, the Transportation Authority is evaluating strategies including freeway lane management, operations technologies, and transportation demand measures to improve performance and manage growth of freeway traffic on I-280 and US-101. The effort will include environmental clearance and design phase documents led by the Transportation Authority over the next five years.

TIMMA Infrastructure Projects - In its role as TIMMA, the Transportation Authority has been preparing policy and governance recommendations for comprehensive mobility management, including congestion pricing, water transportation, and transit improvements. The Transportation Authority will have primary responsibility for building and operating congestion pricing infrastructure and procuring ferry service operators, as well as cooperating responsibility with associated transit, street, bicycle, and walking improvement projects.

Bi-County Projects - The Transportation Authority, in partnership with the SFMTA and regional partners, is developing recommendations for improved transit and active mobility connections

between the southern neighborhoods. Recommendations will propose short-term improvements to transit access, striping, and signage, and identify larger projects for further development.

Pennsylvania Avenue Extension (PAX): The City and County of San Francisco (City) has identified Pennsylvania Avenue as the preferred alignment for a future tunneled replacement segment of the Caltrain Corridor, south of the 4th and King/Townsend area. The Transportation Authority is leading pre-environmental phase planning and design for the PAX project, in coordination with local and regional partner agencies. Future anticipated phases include environmental review and preliminary design.

As a major funding partner (including sales tax and other Transportation Authority-programmed funds) and sub-regional planning authority, the Transportation Authority provides project development/delivery support and oversight for the following projects:

Caltrain Modernization (CalMod): The CalMod program is currently under construction and consists of electrification and other projects that will upgrade the performance, efficiency, capacity, safety, and reliability of Caltrain's service. The Transportation Authority is a funding partner and has oversight responsibility focused on three CalMod projects totaling more than \$2 billion including electrification of the existing corridor, installation of a modern positive train control system, and replacement of diesel trains with electric multiple-unit vehicles. Through integrated oversight of the CalMod Program and the Downtown Rail Extension Project (DTX), as well as support for the California High-Speed Rail (CAHSR) program, the Transportation Authority provides coordination of these related efforts for San Francisco.

Downtown Rail Extension (DTX): The Transportation Authority is one of six agencies currently working together to plan, design, and develop the DTX to ready-for-procurement status, under the terms of a Memorandum of Understanding (MOU) executed in 2020. The Transportation Authority is also a funding partner for the DTX. The project will extend heavy rail from the current terminus to the recently completed Salesforce Transit Center, to serve Caltrain and future CAHSR. Design development efforts are being led by the Transbay Joint Powers Authority (TJPA) with active support by the MOU partners. The Transportation Authority has lead or co-lead responsibilities for multiple tasks identified in the MOU, including the Funding Plan, Delivery Strategy, Demand Forecasts, and Governance Review.

4th and King Railyards: The Transportation Authority is one of several public and private parties working together to develop integrated plans for the development and operation of the current northern terminus of Caltrain, at the 4th and King Station and adjacent railyards. The site is home to significant passenger, operational, and maintenance functions. Plans for the site have an important relationship to development of the Caltrain system, the DTX project, and the introduction of CAHSR service along the peninsula.

California High-Speed Rail (CAHSR): The Transportation Authority supports this important project by coordinating with City agencies and monitoring the California High-Speed Rail Authority's planning and project development for issues of concern to San Francisco. Through involvement in the associated DTX and CalMod programs, the Transportation Authority provides additional coordination of these related efforts with CAHSR.

In addition to its involvement with the major capital projects described above, the Transportation Authority oversees all of the other projects and programs in the Prop K and Prop AA Expenditure Plans and the Transportation Authority-administered portion of the Traffic Congestion Mitigation Tax Program; provides oversight and support for the TFCA projects programmed by the Transportation

Authority; and in its capacity as CMA, assists project sponsors in meeting timely use of funds deadlines and delivering projects funded with federal, state or regional funds.

Scope of Services

The Transportation Authority seeks consultant services with expertise in the four tasks described below.

TASK 1 - Project Management and Project Controls

The purpose of Task 1 is to provide consultant services to manage capital projects and project studies led by the Transportation Authority. Task 1 encompasses direct project management support services and comprehensive project controls services. Task 1 is intended to support projects at all stages of planning, development, and delivery.

Project Management support services through Task 1 will augment and enhance the project management capacity of Transportation Authority staff. Specific Project Management services are anticipated to include:

- Serve as consultant project manager or deputy project manager for projects and project studies led by the Transportation Authority.
- Prepare for and/or lead project progress meetings between consultants, the Transportation Authority, and other involved agencies; prepare and distribute minutes; execute and monitor action items.
- Develop and manage project scopes of work and workplans; monitor and report on progress; adjust project workplans as required/directed.
- Develop and manage project budgets; monitor expenditures and report against project funding and percent completion.
- Develop and manage project schedules; review baseline schedules and make proposals for revision; advise on activity dependencies.
- Monitor and manage projects issues and risks; develop and implement risk mitigations and issue resolutions.
- Review technical deliverables and coordinate/manage multi-party review processes.
- Provide full-service Construction Management services, including but not limited to field management, contract management, schedule management, quality management, reporting, review of construction management plans, review and reporting of project progress, issue and risk management, and all other required construction management activities.
- Provide input into cooperative agreements, memoranda of understanding, and coordination agreements.
- Support inter-agency processes for project development, including with Caltrans, Federal Transit Administration (FTA), Federal Railroad Administration, Federal Highway Administration (FHWA), and the City.
- Support other project management activities as directed.

Project Controls services provided through Task 1 will provide a flexible level of support to the Transportation Authority, depending on the needs and stage of specific projects. The specific requested Project Controls services will include:

- Provide integrated project reporting on a monthly or quarterly basis to satisfy funding requirements, support internal and partner review, and monitor project progress; develop and manage reporting templates; provide all necessary coordination to prepare, review, and submit reports.
- Provide comprehensive control of project budgets and expenditures, including work breakdown structure, cost controls, expenditure tracking, and forecasting; integrate with related controls activities (e.g., schedule management).
- Provide comprehensive schedule management and control; prepare and maintain detailed Critical Path Method (CPM) schedules, including all project activities and phases; prepare and maintain graphic/Gantt Chart presentations of summary schedules; coordinate regular updates to schedules, including inputs from multiple parties.
- Develop and implement records management procedures, including document control, templates, archiving, and project communications.
- Lead and provide Quality Assurance/Quality Control (QA/QC) activities/services, including development and execution of quality management plans, development and execution of QA/QC procedures, and QA/QC coordination; quality management procedures will be consistent with project requirements, including those of funding agencies (e.g., Caltrans, FHWA, FTA, etc.).
- Provide necessary and appropriate controls services for construction phase projects, including review and analysis of invoices, review and analysis of project submittals, review and analysis of contract modifications, earned value analysis, advice for contract negotiations, and other services as needed.
- Prepare and maintain management and controls plans (e.g., project management, quality management, controls, risk management, configuration management, etc.).
- Establish and process project controls documents and transmittals.
- Support other project controls activities as directed.

Areas of expertise include:

- 1.1 Project Management Support Services
- 1.2 Construction Management
- 1.3 Inter-agency Processes
- 1.4 Project Controls
- 1.5 Schedule Development
- 1.6 Quality Assurance and Project Management Plans

TASK 2 - Project Oversight and Monitoring

The purpose of Task 2 is to provide consultant services for the Transportation Authority's oversight and monitoring of projects led by other agencies, including projects in development and in delivery. The Transportation Authority provides routine monitoring and oversight of small and medium-scale projects, as well as enhanced oversight of major projects, particularly those with a significant investment of funds allocated and/or programmed by the Transportation Authority.

Project Oversight and Monitoring through Task 2 will augment and enhance the capacity of Transportation Authority staff. Specific services include:

- Work with Transportation Authority and partner agency staff to develop oversight protocols and procedures.

- Advise on oversight requirements for specific projects, and prepare oversight management plans for major projects, subject to an enhanced level of oversight.
- Conduct oversight of design development, including preliminary design, final design, and constructability; incorporate technical support/advice from appropriate engineering disciplines and other areas of technical expertise.
- Conduct oversight of other project development disciplines, including environmental, financial/funding, and construction preparation.
- Conduct oversight of procurement documentation and plans, including specifications, requirements, procurement management plans, procurement processes, etc.
- Conduct oversight of construction-phase work, including budget management, construction activity, risk and contingency management, decision-making, and project schedule/delivery progress.
- Conduct independent reviews of technical work products, such as review of contract documents, constructability reviews of design and/or construction plans; prepare technical memoranda to document independent findings; participate in review sessions with project sponsors and their advisors.
- Develop and maintain relationships, as directed, with partner agency project staff and consultants, as necessary to fulfill oversight functions.
- Develop standard and project-specific reporting templates for projects overseen by the Transportation Authority.
- Prepare monthly and/or quarterly reports for applicable projects, to record project activities, status, risks, issues, budget/funding status, schedule progress, and other information.
- Support other project monitoring and oversight activities as directed.

Areas of expertise include:

- 2.1 Project Development and Design Phase Oversight
- 2.2 Environmental Oversight and Monitoring
- 2.3 Project Procurement Oversight
- 2.4 Construction Phase Oversight

TASK 3 - Project Development and Delivery Support Services

The purpose of Task 3 is to provide strategic advisory and technical services to support the Transportation Authority and its partner agencies in developing projects for delivery readiness, as well as supporting key functional activities during delivery.

Project Development and Delivery Support Services through Task 3 will augment and enhance the capacity of Transportation Authority staff. Specific Development and Delivery Support services include:

- Develop and maintain project funding plans; advise on funding sources, funding strategy, and financial arrangements; review funding plans prepared by other agencies.
- Conduct major project financial analyses; build and maintain project financial models; develop financial plans; conduct value for money analysis; review financial plans, models, and analyses prepared by other agencies.
- Review planning and design documents for feasibility, constructability, and construction sequencing; facilitate and/or participate in constructability workshops.

- Advise on project delivery, procurement, and contracting methods, including traditional, integrated, collaborative, and alternatively-financed approaches; identify opportunities for innovative project delivery methods; develop comparative options analyses and recommend delivery approaches; prepare integrated delivery strategies incorporating design/requirements, risks, market context, funding/financing, governance, procurement, and operations.
- Advise on project governance requirements and project delivery organizational design; prepare integrated plans for project oversight, decision-making, and change management.
- Lead and coordinate risk management planning and implementation; prepare and manage risk registers and issues logs; prepare for and facilitate comprehensive risk reviews and workshops.
- Review of design documents for value engineering; advise on value engineering strategies; facilitate and/or participate in value engineering workshops.
- Capital cost estimation, including Independent Cost Estimate services.
- Operating cost estimation, for fixed facilities and transit operations.
- Provide real estate and right-of-way (ROW) advisory and management services; prepare Real Estate Acquisition Management Plans and/or review such plans prepared by others; review and advise on specific ROW issues and strategies.

Areas of expertise include:

- 3.1 Funding Strategy and Funding Plan Development
- 3.2 Project Financial Analysis and Modeling
- 3.3 Feasibility, Constructability, and Construction Sequencing
- 3.4 Project Delivery Methods and Evaluation
- 3.5 Risk Analysis and Risk Management
- 3.6 Cost Estimation
- 3.7 Value Engineering
- 3.8 Real Estate and Right of Way Management Services

TASK 4 - Engineering and Technical Services

The purpose of Task 4 is to provide a range of engineering and technical services required by the Transportation Authority. Services in the involved disciplines will include direct support/deliverables for Transportation Authority-led projects as well as review of work prepared by other agencies.

Specific Engineering and Technical Services include:

- Traffic and transit operations analysis including systems and network modeling
- Environmental studies and environmental review preparation
- Other environmental activities, including evaluation reports and permitting documents
- Preliminary engineering and design documents for local roadway, state highway, and transit projects
- Geometric designs for transit and roadway infrastructure
- Intelligent Transportation Systems and tolling strategies
- Ferry planning, operations, and engineering
- Rail planning, development, and delivery, including:
 - Rail project planning, including for new and infill stations, station upgrades, extensions, grade separations, and new fixed alignments at/above- and below-grade

- Rail project design for light rail, conventional gauge, and wide-gauge systems, including track geometric design, subway tunnel design, and at/above- and below-grade stations
- Rail facilities planning and design, including maintenance and storage facilities
- Rail systems planning and design, including core systems, supporting systems, and systems integration
- Rail system operations planning and analysis, including sketch-level and simulation-level modeling
- Rail system renewal planning and design, including legacy asset/systems assessment, state-of-good-repair program development, and asset management
- Building design and engineering for transportation facilities and related infrastructure improvements
- Geotechnical evaluation, ground exploration, and testing for tunneling and subsurface structures
- Existing site conditions documentation including surveying and utility mapping

Areas of expertise include:

- 4.1 Civil Engineering
- 4.2 Structural Engineering
- 4.3 Traffic Engineering
- 4.4 Utility Engineering and Agreements
- 4.5 Geotechnical Engineering
 - 4.5.1 Tunnel and Underground Engineering
 - 4.5.2 Geotechnical Analysis and Evaluations
- 4.6 Rail Operations Analysis and Planning
- 4.7 Rail Systems Engineering
- 4.8 Rail State of Good Repair Program Development
- 4.9 Intelligent Transportation Systems and Technologies
- 4.10 Tolling Systems Integration and Commissioning
- 4.11 Ferry Service Planning, Engineering, Operations
- 4.12 Environmental Review Development, Permitting, Impact Evaluation, Clearance, and Compliance
- 4.13 Architecture and Landscape Architecture
- 4.14 Surveying and mapping

General Administration

Contractor will also perform the following general project administrative duties:

- a) Prepare a monthly summary of total consultant service charges made to each task. This summary shall present the contract budget for each task, any re-allocated budget amounts, the prior billing amount, the current billing, total billed to date, and a total percent billed to date. Also for each task, prepare an estimate of budget needed to complete the task and compare this amount to the original and modified budget, funding and percent of scope completed to track project effectiveness. Narratives will contain a brief analysis of budget-to-actual expenditure variances, highlighting any items of potential concern for Transportation Authority consideration before an item becomes a funding issue.
- b) Provide a summary table in the format determined by the Transportation Authority indicating the amount of Disadvantaged Business Enterprise (DBE), Small Business Enterprise (SBE), and Local Business Enterprise (LBE) firm participation each month based upon current billing and total billed to date. Include the actual invoiced to-date and paid to-date figures and compare them to the original budget in the task order to track performance against DBE/SBE/LBE goals.

- c) Provide a monthly invoice in the standard format determined by the Transportation Authority that will present charges by task, by staff members at agreed-upon hourly rates, with summary expense charges and sub-consultant charges. Detailed support documentation for all consultant direct expenses and sub-consultant charges will be attached.

Contractor shall demonstrate the availability of qualified personnel to perform general engineering and contract administration. All reports, calculations, measurements, test data and other documentation shall be prepared on forms specified and/or consistent with either Caltrans or FTA standards.

Attachment 2
Shortlisted Respondents
On-Call Project Management and Engineering Services

No.	Prime Consultant	Areas of Expertise				Subconsultants
		Project Management and Project Controls	Project Oversight and Monitoring	Project Development and Delivery Support Services	Engineering and Technical Services	
1	Access Planning Ltd.	X	X	X	X	Azad Engineering PC (DBE) * CPCS Transcom, Inc. InfraStrategies, LLC Jacobs Engineering Group, Inc. Leothacue Enterprises, Inc. (DBE) * LK Planning, LLC (DBE) * Rico Engineering & Construction SHA Analytics, LLC (DBE) * Sperry Capital Inc. Transportation Analytics (DBE) * Vicous, LLC (DBE) *
2	Alta Planning + Design, Inc.	X	X	X	X	CHS Consulting Group (DBE/SBE/LBE) Impact Sciences, Inc. (DBE/SBE) * Nelson\Nygaard Consulting Associates Parikh Consultants, Inc. (DBE/SBE) Sandis Civil Engineers Surveyors Planners T.Y. Lin International
3	Arup North America Ltd.	X	X	X	X	Azad Engineering PC (DBE) * BAE Urban Economics, Inc. (DBE/SBE) * Chaudhary & Associates, Inc. (DBE/SBE) IDS California (DBE) * Keish Environmental (DBE) * Laura Blake Architect (DBE/LBE) * Monument ROW, Inc. (DBE) * MSA Design & Consulting, Inc. (SBE/LBE) Pendergast Consulting Group, Inc (SBE) Peyser Associates, LLC SHA Analytics, LLC (DBE) * Terry Hayes & Associates, Inc. (DBE) T J K M (DBE) *
4	Brierley Associates		X	X	X	Divis Consulting, Inc. (LBE) * Dr. Mole, Inc. Monument ROW, Inc. (DBE/SBE) *

Abbreviations:

DBE: Disadvantaged Business Enterprise

SBE: Small Business Enterprise

LBE: Local Business Enterprise

* New DBE/SBE/LBE subconsultant firms within the last 5 years.

No.	Prime Consultant	Areas of Expertise				Subconsultants
		Project Management and Project Controls	Project Oversight and Monitoring	Project Development and Delivery Support Services	Engineering and Technical Services	
5	Cole Management & Engineering, Inc.	X	X	X	X	Acumen Building Enterprises, Inc. (DBE/SBE/LBE) Advance Project Delivery, Inc. Associated Right-of-Way Services, Inc. (SBE) Fremier Enterprises, Inc. KL Bartlett Consulting (DBE/SBE) Lohman Project Consulting (SBE) OrgMetrics, LLC (SBE) Parisi Transportation Consulting (SBE) PDM Group, Inc. Pendergast Consulting Group, Inc. (SBE) Rattray Program Management, LLC (SBE) * Tricertus, LLC (DBE/SBE) * WMH Corporation (SBE) Zurinaga Associates (DBE/SBE/LBE)
6	Dabri, Inc. (DBE/SBE/LBE) *	X	X	X	X	Advanced Mobility Group (SBE) * BioMaAS, Inc. (DBE/SBE/LBE) * Community Design + Architecture (SBE) * COWI North America, Inc. Del Recharadson & Associates, Inc. (DBE/SBE) * Gannett Fleming, Inc. Jacobs Engineering Group, Inc. Maffei Structural Engineering (SBE/LBE) * Merrill Morris Partners (DBE/SBE) Monument ROW, Inc. (DBE/SBE) * Ninyo & Moore Geotechnical & Environmental Sciences Consultants Telamon Engineering Consultants, Inc. (DBE/SBE/LBE) *
7	Gall Zeidler Consultants, LLC	X	X	X	X	C2PM (DBE/SBE) * WMH Corporation (SBE)
8	HNTB Corporation	X	X	X	X	Bess Testlab, Inc. (DBE/SBE) * Bluebird Advisors, LLC (DBE) * Haygood & Associates Landscape Architects (DBE/SBE/LBE) Intueor Consulting, Inc. (DBE/SBE) KL Bartlett Consulting (DBE/SBE) KPFF, Inc. Monument ROW, Inc. (DBE/SBE) * Parikh Consultants, Inc. (DBE/SBE) Procura 360 Group, LLC (DBE/SBE) * TransSIGHT LLC (DBE/SBE)

Abbreviations:

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* New DBE/SBE/LBE subconsultant firms within the last 5 years.

No.	Prime Consultant	Areas of Expertise				Subconsultants
		Project Management and Project Controls	Project Oversight and Monitoring	Project Development and Delivery Support Services	Engineering and Technical Services	
9	Mark Thomas & Company	X	X	X	X	Associated Right-of-Way Services, Inc. (SBE) CHS Consulting Inc. (SBE/LBE) Environmental Science Associates Geocad, Inc. (DBE/SBE) * HydroConsult Engineers, Inc. (DBE/LBE) * Kittelson & Associates, Inc. Merill Morris Partners (DBE/SBE/LBE) Monument ROW Inc. (DBE) * OPAC Consulting Engineers, Inc. (DBE/SBE) * Parikh Consultants, Inc. (DBE/SBE) Parisi Transportation Consulting (SBE) Procura 360 Group LLC (DBE/SBE) * ROMA Collaboration (DBE/SBE/LBE) * Urban Design Consulting Engineers Y&C Transportation Consultants, Inc. (DBE/SBE)
10	McMillen Jacobs Associates	X	X	X	X	CHS Consulting, Inc. (DBE/SBE) Freyer & Laureta, Inc. (SBE/LBE) * ICF Jones & Stokes, Inc. MSA Design & Consulting Inc. (SBE/LBE) Slate Geotechnical Consultants, Inc. (SBE) * VIA Architects Inc. (Perkins Eastman Architects)
11	Mott MacDonald Group, Inc.	X	X	X	X	Associated Right-of-Way Services, Inc. (SBE) AZAD Engineering PC (DBE/SBE/LBE) * Biggs Cardosa Associates, Inc. Chaudhary & Associates, Inc. (DBE/SBE) Circlepoint (SBE) Dabri, Inc. (DBE/SBE) * Ernst & Young Infrastructure Advisors, LLC Parisi Transportation Consulting (SBE) ROMA Collaboration (DBE/SBE/LBE) * Silicon Transportation Consultants LLC (DBE/SBE) Strategic Value Solutions, Inc.
12	Parisi Transportation Consulting (SBE)	X	X	X	X	Civic Edge Consulting, LLC (DBE/SBE/LBE) M Lee Corporation (DBE/SBE/LBE) Ronny Kraft Consulting (DBE/LBE) *

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* New DBE/SBE/LBE subconsultant firms within the last 5 years.

No.	Prime Consultant	Areas of Expertise				Subconsultants
		Project Management and Project Controls	Project Oversight and Monitoring	Project Development and Delivery Support Services	Engineering and Technical Services	
13	Parsons Transportation Group, Inc.	X	X	X	X	Associated Right-of-Way Services, Inc. (SBE) Earth Mechanics, Inc. (DBE/SBE) FMG Architects (DBE/SBE/LBE) GPA Consulting (DBE/SBE) * Guida Surveying, Inc. (SBE) * JMA Civil, Inc. Jacobs Engineering Group Inc. Kal Krishnan Consulting Services, Inc. (DBE/SBE) * Merrill Morris Partners (DBE/SBE/LBE) Saylor Consulting Group (DBE/SBE/LBE) *
14	PGH Wong Engineering, Inc.	X	X	X	X	CHS Consulting, Inc. (SBE/LBE) Cornerstone Transportation Consulting, Inc. (DBE/SBE) * Merrill Morris Partners (DBE/SBE/LBE) Nelson\Nygaard Consulting Associates Parikh Consultants, Inc. (DBE/SBE) Robin Chiang & Company (DBE/LBE) * Saylor Consulting Group (DBE/SBE/LBE) * Telamon Engineering Consultants, Inc. (DBE/SBE/LBE) *
15	TY Lin International	X	X	X	X	Aliquot Associates, Inc. (DBE) * Alta Planning + Design, Inc. CHS Consulting, Inc. (DBE/SBE/LBE) Cole Management & Engineering, Inc. Colmena Engineering E-Squared Consulting Corporation Iteris, Inc. MarshWagner, Inc. Monument ROW, Inc. (DBE) * Nelson\Nygaard Consulting Associates Parikh Consultants, Inc. (DBE) Procura 360 Group, LLC (DBE/SBE) * Rincon Consultants, Inc. Robin Chiang & Company (DBE/LBE) * Transit Systems Engineering, Inc.

Abbreviations:

DBE: Disadvantaged Business Enterprise

SBE: Small Business Enterprise

LBE: Local Business Enterprise

* New DBE/SBE/LBE subconsultant firms within the last 5 years.

No.	Prime Consultant	Areas of Expertise				Subconsultants
		Project Management and Project Controls	Project Oversight and Monitoring	Project Development and Delivery Support Services	Engineering and Technical Services	
16	WMH Corporation (SBE)	X	X	X	X	ABA Global, Inc. (DBE) * Associated Right-of-Way Services, Inc. (SBE) Biggs Cardosa Associates, Inc. Cole Management and Engineering, Inc. David J. Powers & Associates, Inc. (DBE/SBE) Geocon Consultants, Inc. Haygood & Associates Landscape Architect (DBE/SBE) HDR Engineering, Inc. Wreco JMA Civil, Inc. Kimley-Horn & Associates, Inc. Parikh Consultants, Inc. (DBE/SBE) Towill, Inc. (SBE) Y&C Transportation Consultants, Inc. (DBE/SBE)
17	WSP USA, Inc.	X	X	X	X	Circlepoint (SBE) Elite Transportation Group, Inc. (DBE) * Freyer & Laureta, Inc. (DBE/SBE/LBE) * M Lee Corporation (DBE/SBE/LBE) Merrill Morris Partners (DBE/SBE/LBE) Motive Power, Inc. (SBE) * Panorama Environmental, Inc. (DBE/LBE) * Robin Chiang & Company (DBE/LBE) * Silicon Transportation Consultants LLC (DBE/SBE) SPS Engineers (DBE) * William R. Gray and Company, Inc. (SBE) *
Total Firms Shortlisted by Areas of Expertise		15	16	16	16	

Abbreviations:
 DBE: Disadvantaged Business Enterprise
 SBE: Small Business Enterprise
 LBE: Local Business Enterprise

* New DBE/SBE/LBE subconsultant firms within the last 5 years.

Attachment 3
On-call Project Management Oversight and General Engineering
Assigned Task Orders from 2017 to 2022

Prime Consultant ¹	Task Order Description	Total Task Order Amount	Subconsultants	Amount to Subconsultants
AECOM	Downtown Extension Project Delivery Review	\$26,633		
Associated Right of Way Services, Inc. (SBE)	19 th Avenue Combined City Project	\$55,373		
	Lombard Street Corridor	\$6,719		
	Downtown Extension	\$75,000		
Brierley Associates Corporation	Downtown Extension	\$112,657	Doctor Mole, Inc.	\$49,083
			Alta Engineering Group, Inc. (DBE,LBE,SBE)	\$5,287
	Pennsylvania Avenue Extension Pre-environmental Study	\$75,000	Doctor Mole, Inc.	\$17,520
Fehr & Peers (LBE)	Freeway Corridor Management Study	\$134,825	Emergent Transportation Concepts, LLC (DBE,SBE)	\$62,099
HDR Engineering, Inc. (LBE)	Yerba Buena Island West-Side Bridges	\$299,945	KL Bartlett Consulting (DBE,SBE)	\$15,200
HNTB Corporation (LBE)	Treasure Island Mobility Management Agency Program	\$1,998,012	FRFS Consulting	\$320,030
			KL Bartlett Consulting (DBE,SBE)	\$112,490
			TollPoint LLC (DBE)	\$108,420
			Circlepoint (SBE)	\$105,865

¹ The following firms were shortlisted under the on-call transportation project management oversight and general engineering contract but did not have executed task orders to date: Biggs Cardosa Associates, Inc.; Cardno, Inc.; Ernst & Young Infrastructure Advisors; Gannett Fleming, Inc. (formerly Traffic Technologies Inc.); Kimley-Horn; Kittelson & Associates, Inc.; McMillen Jacobs Associates; MNS Engineers, Inc.; Overland, Pacific, & Cutler, Inc.; Rajappan & Meyer Consulting Engineers, Inc.; Silicon Transportation Consultants; Sperry Capital, Inc.; and Stantec Consulting Services, Inc.

Prime Consultant ¹	Task Order Description	Total Task Order Amount	Subconsultants	Amount to Subconsultants
			TransSight LLC (DBE,LBE,SBE)	\$59,650
			Intueor Consulting, Inc. (DBE,SBE)	\$51,762
			HT Harvey & Associates	\$12,000
	19 th Avenue Combined City Project	\$24,793		
	Lombard Street Corridor	\$13,990		
IDS California (DBE)	Downtown Extension Project Delivery Review	\$128,216	Arup N. America (LBE)	\$34,580
			Nossaman LLP (LBE)	\$53,476
			Permut Consult	\$8,000
Mott MacDonald, LLC	ConnectSF Streets and Freeways Study	\$106,974		
	Kearny Street Multimodal Implementation Plan Traffic Analysis	\$5,223		
Parisi Transportation Consulting (SBE)	District 9 Freeway Study	\$159,275		
	Yerba Buena Island/Treasure Island Multiuse Pathway and Transportation Analysis	\$240,474		
	I-280 Northbound Geneva Avenue Off-Ramp Modification Feasibility Study	\$150,000	Parikh Consultants (DBE)	\$7,500
			Amy Skewes-Cox (DBE)	\$7,500
Parsons Transportation Group (LBE)	Van Ness Bus Rapid Transit Project	\$167,929		
SENER Engineering and Systems, Inc.	Downtown Extension Project Delivery Review	\$32,641		
T.Y. Lin International	Downtown Extension	\$257,104		

Prime Consultant ¹	Task Order Description	Total Task Order Amount	Subconsultants	Amount to Subconsultants
	San Francisco Municipal Transportation Agency's Siemens Light Rail Vehicle Repairs	\$217,247		
WMH Corporation (SBE)	US 101/I-280 Managed Lanes Project	\$1,046,870	Associated Right of Way Services, Inc. (SBE)	\$2,708
			Circlepoint (SBE)	\$73,740
			Emergent Transportation Concepts, LLC (DBE,SBE)	\$99,750
			Fehr & Peers (LBE)	\$250,631
			Gray-Bowen-Scott (SBE)	\$8,718
			HNTB Corporation (LBE)	\$17,324
			MGE Engineering, Inc. (DBE,SBE)	\$15,914
			Rail Surveyors and Engineers, Inc. (DBE, SBE)	\$37,005
			WRECO (DBE,SBE)	\$24,229
WSP USA, Inc. (LBE)	Lombard Crooked Street Reservations and Pricing Study	\$56,243	CHS Consulting Group (DBE,LBE,SBE)	\$13,130
	Downtown Extension Project Delivery Review	\$297,478	McKinsey & Company	\$100,000
	Treasure Island Mobility Management Agency Program	\$141,406	Silicon Transportation Consultants (DBE)	\$29,712
	Southgate Road Realignment Project	\$45,735		
Zurinaga Associates (DBE)	Yerba Buena Island Ramps, Bridge Structures and Southgate Road Realignment Projects	\$3,994,861	Cole Management & Engineering, Inc.	\$114,999
			KL Bartlett Consulting (DBE,SBE)	\$280,649
			Lohman Project Consulting	\$232,340

Prime Consultant ¹	Task Order Description	Total Task Order Amount	Subconsultants	Amount to Subconsultants
			PDM Group, Inc. (DBE)	\$3,172,643
			Pendergast Consulting Group (DBE,SBE)	\$85,418
	Project Management Oversight	\$2,745,771	KL Bartlett Consulting (DBE,SBE)	\$110,094
	Downtown Extension	\$254,833	KL Bartlett Consulting (DBE,SBE)	\$2,972
	Treasure Island Mobility Management Agency Program	\$8,046	KL Bartlett Consulting (DBE,SBE)	\$227
			Pendergast Consulting Group (DBE,SBE)	\$7,558
	US 101/I-280 Managed Lanes Project	\$13,298	PDM Group, Inc. (DBE)	\$12,922
	ConnectSF Streets and Freeways Study	\$6,966	PDM Group, Inc. (DBE)	\$6,769
Total Task Orders Awarded to Date		\$12,899,537		
Total Task Orders Allocated to Subconsultants (44%)				\$5,729,914
Total Task Orders Awarded to Disadvantaged Business Enterprise Firms (48%)				\$6,127,630
Total Task Orders Awarded Local Business Enterprise Firms (18%)				\$2,299,108
Total Task Orders Awarded to Small Business Enterprise Firms (31%)				\$3,971,135
Total Contract Amount				\$16,500,000

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Memorandum

AGENDA ITEM 11

DATE: April 21, 2022

TO: Transportation Authority Board

FROM: Cynthia Fong - Deputy Director for Finance and Administration

SUBJECT: 05/10/22 Board Meeting: Preliminary Fiscal Year 2022/23 Budget and Work Program

<p>RECOMMENDATION <input checked="" type="checkbox"/> Information <input type="checkbox"/> Action</p> <p>None. This is an information item.</p> <p>SUMMARY</p> <p>The purpose of this memorandum is to present the preliminary Fiscal Year (FY) 2022/23 annual budget and work program and seek input. The proposed budget and work program will come back to the Board for adoption in June.</p>	<p><input type="checkbox"/> Fund Allocation</p> <p><input type="checkbox"/> Fund Programming</p> <p><input type="checkbox"/> Policy/Legislation</p> <p><input type="checkbox"/> Plan/Study</p> <p><input type="checkbox"/> Capital Project Oversight/Delivery</p> <p><input checked="" type="checkbox"/> Budget/Finance</p> <p><input type="checkbox"/> Contract/Agreement</p> <p><input type="checkbox"/> Other: _____</p>
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BACKGROUND

Pursuant to State statutes (California Public Utilities Code, Sections 131000 et seq.), we must adopt an annual budget by June 30 of each year. As called for in our Fiscal Policy (Resolution 21-57) and Administrative Code (Ordinance 21-01), the Board shall set both the overall budget parameters for administrative and capital expenditures, the spending limits on certain line items, and adopt the budget prior to June 30 of each year.

DISCUSSION

The preliminary FY 2022/23 Work Program includes activities in four major functional areas: 1) Plan, 2) Fund, 3) Deliver, and 4) Transparency and Accountability. These categories of activities are organized to efficiently address our designated mandates, including administering the Prop K Sales Tax program; 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 program (Prop AA); administering the Prop D Traffic Congestion Mitigation Tax program



(TNC Tax); and operating as the Treasure Island Mobility Management Agency (TIMMA) for San Francisco. Our work program reflects the multi-disciplinary and collaborative nature of our roles in planning, funding, and delivering transportation projects and programs across the city, while ensuring transparency and accountability in the use of taxpayer funds.

Attachment 1 contains a description of our preliminary work program for FY 2022/23. Attachment 2 displays the preliminary budget in a format described in our Fiscal Policy. The division of revenues and expenditures into the Sales Tax program, CMA program, TFCA program, Prop AA program, TIMMA program, and TNC Tax program in Attachment 2 reflects our six distinct responsibilities and mandates. Attachment 3 shows a comparison of revenues and expenditures to the prior year's actual and amended budgeted numbers. Attachment 4 shows a more detailed version of the proposed budget. Attachment 5 shows our Board adopted agency structure and job positions. Attachment 6 provides additional descriptions and analysis of line items in the budget.

We have segregated our TIMMA function as a separate legal and financial entity effective July 1, 2017. The TIMMA FY 2022/23 Budget and Work Program will be presented as a separate item to the TIMMA Committee and TIMMA Board at their respective May meetings.

Revenues. Total revenues are projected to be \$132.8 million and are budgeted to increase by an estimated \$4.8 million from the FY 2021/22 Amended Budget, or 3.8%. Sales tax revenues, net of interest earnings, are projected to be \$101.7 million or 76.5% of revenues. This is an increase of \$8.8 million compared to the budgeted sales tax revenues for FY 2021/22, reflecting a moderate economic recovery with the relaxation of pandemic restrictions and growth across multiple sectors including general retail, food/restaurant, and transportation. In addition, higher than anticipated, sustained inflation and rising fuel prices contribute to the increased revenue forecast. TNC tax revenues are projected to be \$7.8 million or 5.9% of revenues. This is an increase of \$1.9 million compared to the budgeted TNC tax revenues for FY 2021/22, reflecting a continuous recovery from the pandemic as the City reopens. Program revenues are projected to be \$18.0 million or 13.6% of revenues. This is a decrease of \$6.0 million compared to the budgeted program revenues for FY 2021/22, which is largely due to decreased federal and state funding for the Southgate Road Realignment Improvements Project, or Phase 2 of the Interstate 80/Yerba Buena Island (YBI) Improvement Project, and YBI West Side Bridges. Construction activities for the Southgate Road Realignment Improvement Project are anticipated to be completed by Summer 2022.

Expenditures. Total expenditures are projected to be about \$204.0 million. Of this amount, capital project costs, most of which are awarded as grants to agencies like the San Francisco Municipal Transportation Agency (SFMTA), are \$166.8 million. Capital projects costs are 81.7% of total projected expenditures, with another 6.2% of expenditures budgeted for administrative operating costs, and 12.1% for debt service and interest costs. Capital project costs in FY 2022/23 are budgeted to decrease by \$11.8 million, or 6.6%, from the FY 2021/22 amended budget, which is primarily due to the decrease in CMA program capital expenditures related to the completion of construction activities for the Southgate Road Realignment Improvement Project.



Debt service costs of \$24.6 million are for costs related to the assumed fees and interests for the expected drawdown from the Revolving Credit Loan Agreement, anticipated bond principal and interest payments for our 2017 Sales Tax Revenue Bond, and other costs associated with debt. We have a \$125 million Revolving Credit Loan Agreement to support the Transportation Authority's interim borrowing program. Our debt program has allowed us more flexibility and has enabled us to cost effectively accelerate delivery of the Prop K program that we could do on a pay-go basis.

Other Financing Sources/Uses. The Other Financing Sources/Uses section of Attachment 6 - Line Item Detail for the FY 2022/23 preliminary budget includes anticipated drawdown from the Revolving Credit Loan Agreement. We had assumed a \$50 million drawdown in our FY 2021/22 amended budget. However, we do not anticipate the need for this drawdown by June 2022 due to updated information received on FY 2021/22 capital project costs related to SFMTA's Light Rail Vehicle procurement. The estimated level of sales tax capital expenditures for FY 2022/23 may trigger the need to drawdown up to \$75 million from the Revolving Credit Loan Agreement. We will continue to monitor capital spending closely during the upcoming year by reviewing approved cash flow schedules for allocations, actual reimbursements, and progress reports in tandem with ongoing conversations with project sponsors, particularly our largest grant recipient, the SFMTA. This line item also includes inter-fund transfers among the sales tax, CMA, and TIMMA funds. These transfers represent the required local match to federal grants such as the Surface Transportation Program and the Advanced Transportation and Congestion Management Technologies Deployment. Also represented are appropriations of Prop K to projects such as the US 101/I-280 Managed Lanes and Express Bus, Geary/19th Avenue Subway Strategic Case, and I-280 Ocean Avenue South Bound Off-Ramp Realignment projects.

Fund Balance. The budgetary fund balance is generally defined as the difference between assets and liabilities, and the ending balance is based on previous year's audited fund balance plus the current year's budget amendment and the budgeted year's activity. There is a positive amount of \$84.7 million in total fund balances, as a result of the anticipated Revolving Credit Loan Agreement drawdown.

Next Steps. The preliminary FY 2022/23 budget will be presented for information to the Board at its May 10 meeting. The final proposed FY 2022/23 Annual Budget and Work Program will be presented to the Community Advisory Committee at its May 25 meeting and the Board at its June 7 and 28 meetings. A public hearing will precede consideration of the FY 2022/23 Annual Budget and Work Program at the June 7 Board meeting.

FINANCIAL IMPACT

As described above.

CAC POSITION

None. This is an information item that will be presented to the Community Advisory Committee at its April 27 meeting.



SUPPLEMENTAL MATERIALS

- Attachment 1 - Preliminary Work Program
- Attachment 2 - Preliminary Budget
- Attachment 3 - Preliminary Budget - Comparison of Revenues and Expenditures
- Attachment 4 - Preliminary Budget - Line Item Detail
- Attachment 5 - Agency Structure
- Attachment 6 - Line Item Descriptions

Attachment 1

Preliminary Fiscal Year 2022/2023 Annual Work Program

The Transportation Authority's Fiscal Year (FY) 2022/23 Work Program includes activities in five divisions overseen by the Executive Director: 1) Policy and Programming, 2) Capital Projects, 3) Planning, 4) Technology, Data, and Analysis, and 5) Finance and Administration. The Executive Director is responsible for directing the agency in keeping with the annual Board-adopted goals, for the development of the annual budget and work program, and for the efficient and effective management of staff and other resources. Further, the Executive Director is responsible for regular and effective communications with the Board, the Mayor's Office, San Francisco's elected representatives at the state and federal levels and the public, as well as for coordination and partnering with other city, regional, state, and federal agencies.

The agency's work program activities address the Transportation Authority's designated mandates and functional roles. These include: 1) serving as the Prop K transportation sales tax administrator; 2) serving as the Congestion Management Agency (CMA) for San Francisco; 3) acting as the Local Program Manager for the Transportation Fund for Clean Air (TFCA) program; 4) administering the \$10 Prop AA vehicle registration fee; and 5) administering the Prop D Traffic Congestion Mitigation Tax (TNC Tax) program. The Transportation Authority is also operating as the Treasure Island Mobility Management Agency (TIMMA). The TIMMA FY 2022/23 Work Program will be presented to the TIMMA Board as a separate item and highlights are included below.

Our work program reflects the multi-disciplinary and collaborative nature of our roles in planning, funding, and delivering transportation projects and programs across the city, while ensuring transparency and accountability in the use of taxpayer funds.

PLAN

Long-range, countywide transportation planning and CMA-related policy, planning, and coordination are at the core of the agency's planning functions. In FY 2022/23, we will continue to implement recommendations from the existing San Francisco Transportation Plan (SFTP, 2017), while completing the next update (SFTP 2050, 2022) through the San Francisco Long-range Transportation Planning Program, also known as ConnectSF, our multi-agency partnership with the San Francisco Municipal Transportation Agency (SFMTA), the San Francisco Planning Department (SF Planning), and others. This year, we will complete a major update of the SFTP, to set a future transportation policy and investment blueprint for the city that coordinates with regional plans such as Plan Bay Area (PBA) 2050 and positions San Francisco's priorities for new state and federal funds. We will also continue to further corridor, neighborhood, and community-based transportation plans under our lead, while supporting efforts led by partner agencies. We will undertake new planning efforts meant to inform and respond to emerging trends and policy areas. This strategic area of focus for our planning work includes research and active congestion management as the economy continues to recover and evolve and we gain a better understanding of the permanency and impacts of pandemic-induced changes such as the increased prevalence of remote work. Most of the FY 2022/23 activities listed below are multi-divisional efforts, often led by the Planning or Capital Projects divisions in close coordination with the Technology, Data, and Analysis and the Policy and Programming divisions. Proposed activities include:

Active Congestion Management

- **COVID-Era Congestion Tracker and COVID-19 Recovery Scenario Analysis.** Despite the widespread availability of vaccines, easing of travel and other restrictions, and increased

Attachment 1

Preliminary Fiscal Year 2022/2023 Annual Work Program

economic activity, transit ridership continues to be at historically low levels, with daily Muni boardings approximately one-half and BART boardings approximately one-third of pre-pandemic boardings. Traffic congestion, on the other hand, is almost at pre-pandemic levels and has been since November 2021. The Transportation Authority has continued with frequent updates to the COVID-Era Congestion Tracker (<https://covid-congestion.sfcta.org/>), an interactive map of critical roadways in San Francisco that provides decision-makers with the ability to monitor weekly changes in roadway congestion in order to identify emerging congestion "hot spots" and identify appropriate management strategies. The Congestion Tracker also allows partner agencies like the SFMTA and other users to view speed data for the city overall, or for particular segments, and to compare current speeds to pre-COVID conditions. This year we will seek to incorporate new 'Big Data' sources into our planning studies, publish real time Congestion Management Program system performance metrics and analyze key trip markets from our Household Travel Survey to inform mobility, climate and equity strategies. We will also continue to use the Transportation Authority's San Francisco Chained Activity Modeling Process (known as SF-CHAMP) activity-based travel demand model to analyze a wide range of recovery scenarios that look at the impacts of telecommuting, transit service provision, public willingness to ride transit, and other factors on travel demand and system performance.

- Treasure Island Mobility Management Program and Autonomous Shuttle Pilot project.** The Transportation Authority Board also sits as the TIMMA Board. This year, we expect to bring the Base Toll and Discount Program before both the TIMMA and Transportation Authority Boards for adoption. In parallel, we are co-leading the District 6 Neighborhood Transportation Improvement Plan (NTIP) Planning Project, the Supplemental Transportation Study, with One Treasure Island to identify new services to meet on-off Island travel needs of low income residents and workers. One supplemental transportation service will launch this year as a pilot funded by a pair of federal and regional grants: an autonomous shuttle which will circulate on-Island. This pilot will involve local partnerships to incorporate workforce development in autonomous vehicle technology. Lastly, we will advance the operating plans for both the new, TIMMA-sponsored ferry and new east bay bus transit services scheduled to launch with the rest of the multimodal program in 2025.

SFTP Implementation and Board Support

- NTIP Cycle 2 (Fiscal Years 2019/20-2023/24).** We will identify and advance new projects through Cycle 2 of the sales tax-funded NTIP and monitor implementation of previously funded NTIP projects. Funds for Cycle 2 include \$100,000 in planning funds for each district and \$600,000 in local match funds for each district to advance NTIP projects toward implementation. Scoping of new NTIP planning and capital efforts, including advancing recommendations from recently completed plans, will be done in coordination with Transportation Authority Board members and SFMTA's NTIP Coordinator. We will continue to lead NTIP projects in three City supervisorial districts: District 5 (Octavia Improvement Study), District 6 (Treasure Island Supplemental Transportation Study), and District 7 (Ocean Avenue Task Force), and we anticipate supporting District 1 NTIP work on neighborhood commercial core traffic calming and connectivity; E-bike access; and developing a vision for regional transit connectivity, as well as District 4 Mobility Study NTIP implementation strategies.

Attachment 1

Preliminary Fiscal Year 2022/2023 Annual Work Program

- **San Francisco School Access Plan.** Caltrans awarded a Caltrans Sustainable Planning Grant to the Transportation Authority to develop a School Access Plan. Building on our prior work on the Child Transportation Study, this plan will develop near and medium-term school transportation solutions for medium- to long-distance K-5 school trips, focusing on improving equity for vulnerable students and families, including students with Individualized Education Plans, students experiencing homelessness, foster youth, and low-income youth. We anticipate completing this study in FY 2022/23, in parallel and in partnership with the San Francisco Unified School District, which is expected to issue a reworked school assignment policy in the same timeframe.

Long Range, Countywide, and Inter-Jurisdictional Planning

- **SFTP 2050 and ConnectSF.** The SFTP will result in a fiscally constrained transportation investment and policy blueprint for San Francisco through the year 2050, helping San Francisco advance towards our ambitious equity, greenhouse gas, safety, and other goals. We plan to present the SFTP 2050 to the Board for approval by the end of calendar year 2022, building on the Streets and Freeways Study, the Transit Corridors Study, and other ConnectSF work, as well as other plans and studies led by the Transportation Authority and others. We are conducting outreach this spring to hear input on potential tradeoffs among major investments and policy choices. The SFTP will detail two investment scenarios: one based on anticipated revenues through 2050 and a vision scenario which includes potential new revenue sources. Both the 2017 SFTP and the SFTP update have informed San Francisco's input into PBA 2050 which was adopted in October 2021. The SFTP was also central in shaping the 2022 Expenditure Plan for the half-cent transportation sales tax, which was approved by the Board in March 2022 and is under consideration to be placed on the November 2022 ballot.
- **Geary/19th Ave Subway Strategic Case.** The ConnectSF Transit Investment Strategy identifies a rail subway along the Geary and 19th Avenue corridors as a long-term transit expansion priority for San Francisco and the region. Planning and development of the Geary/19th Avenue Subway will be a multi-phase process, occurring over a period of years. This effort comprises the first phase of work, known as the Strategic Case. The purpose of the Strategic Case phase is to establish the worthiness of the project and help identify key strategy considerations and project risks that will need to be explored in further phases. The Transportation Authority will lead this effort in coordination with the SFMTA and SF Planning. It will be funded by a sales tax appropriation that has received initial approval by the Board in April 2022.
- **Bayview Caltrain Station Location Study.** We continue to work with SF Planning as they complete a feasibility assessment of San Francisco Caltrain station locations, including for a new station location in Bayview. We expect the project to forward two potential locations, at Evans Avenue and Oakdale Avenue, for further consideration. Subject to Board approval of a sales tax appropriation, we will launch a 12-month pre-environmental effort to identify a single preferred station location, in collaboration with the Bayview community. The station location study will include a Working Group, broad public outreach, and technical analyses as needed to support a final recommendation. We are also continuing to coordinate with the SF Planning and Caltrain to scope the environmental phase of work.
- **Managed Lane and Express Bus System Planning and Policy Support.** We continue to work on planning and regional coordination for the San Francisco freeway system, at pace with other

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regional and county agencies' activities on this front, as we continue advancement of concepts leading to environmental approvals for the northbound I-280 carpool lanes between 18th and 3rd streets (Phase 1) as well as preliminary engineering and traffic analysis for the southbound lanes on I-280 and US 101 to the San Mateo County line (described below under Deliver). Phase 1 completed Caltrans scoping steps this year. We anticipate completing the outreach and environmental processes for Phase 1 this upcoming fiscal year. Building on the Streets and Freeways Study recommendations, we will also continue to develop the US 101/I-280 corridor. The equity study of the US 101/I-280 corridor will include outreach on improvement concepts identified in prior studies and will identify a full program to address congestion in this corridor, including transit service, local improvements, and potential lane striping changes to the freeway system. We are also continuing to coordinate with regional agencies and advocate for San Francisco's priorities on the Metropolitan Transportation Commission (MTC) Express Lane Strategic Plan; the MTC's Next Generation Freeway Study; the Bay Area Infrastructure Financing Authority's I-880 Express Lanes START pilot; Caltrans District 4's Transit Priority Study; and US 101 corridor managed lanes plans with San Mateo and Santa Clara counties, given the need to address growing congestion in the freeway corridors serving San Francisco and to help prioritize Muni and regional bus service.

- **Brotherhood Way Active Transportation and Open Space Plan.** With support from a new Caltrans Sustainable Transportation Planning grant, this community-driven planning process will develop concepts and conceptual designs for active transportation improvements that connect new recreational opportunities and housing near Lake Merced to the City's core active transportation network and nearby regional transit along Brotherhood Way in southwest San Francisco. The Brotherhood Way Active Transportation and Open Space Plan is a recommendation from the Streets and Freeways Study. Concepts will reduce modal conflicts in an area with demonstrated safety challenges, maximize the usefulness of developer-funded bicycle and pedestrian improvements west of the study area, and encourage mode shift by improving sustainable transportation options. The study will also engage community stakeholders to consider road realignment options which could create an opportunity for the creative re-use of up to seven acres of land within an equity priority community with a documented deficiency of neighborhood open space.
- **Support Statewide and Regional Policy and Planning Efforts.** We will continue to support studies and planning efforts at the state and regional levels, including the California High-Speed Rail Authority's (CHSHRA) Business Plan and Environmental Impact Report; Caltrain and High-Speed Rail Business Plan coordination; California Transportation Commission (CTC)/California Air Resources Board (CARB) joint efforts on climate policy; State of California Public Utilities Commission (CPUC) data rulemaking and regulations for Autonomous Vehicles and Transportation Network Companies (TNC, like Uber and Lyft) (including Senate Bill 1376 Access for All regulations); and MTC's efforts to implement the Blue Ribbon Transit Recovery Task Force's Transit Transformation Action Plan. We will also continue to coordinate with Bay Area Rapid Transit (BART) and other partner agencies to advance Link21, the study of a potential second Transbay rail crossing, and associated connection to the west side.
- **SFTP Modal Planning Follow-on Studies.** Looking ahead, we anticipate working in collaboration with Board members, partners agencies and the community on the following,

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which will also be dependent upon securing funding through future appropriations or discretionary grants:

- Community outreach and technical evaluation to adopt a preferred configuration for a near-term multimodal Candlestick Undercrossing, one of the near-term priorities of the 2013 Bi-County Study;
- A District 4 Microtransit Business Plan, a recommendation from the 2020 District 4 Mobility Study;
- A Vision Plan and funding strategy for local waterfront ferry service, in partnership with the Water Emergency Transit Agency (WETA) and Bayshore development areas; (Districts 10, 6, 3, 2);
- Vision Zero Ramps Phase 3, a recommendation from the Streets and Freeways Study, which would focus on safety at I-280 and US-101 on and off-ramps in the south and southeast parts of the city; and
- The Bayview Truck Safety and Circulation Plan, which would identify strategies to shift truck access to industrial areas in the southeast away from Third Street and other active transportation routes (District 10).

Transportation Forecasting, Data and Analysis

- **Travel Forecasting and Analysis for Transportation Authority Studies.** We will provide modeling and data analysis to support efforts such as SFTP and ConnectSF; Downtown Rail Extension; US 101/280 Managed Lanes and Express Bus Study; Treasure Island Mobility Management Program; Bayview Caltrain Station Location Study; and the Brotherhood Way Active Transportation and Open Space Plan. We will continuously improve and update SF-CHAMP (version 7), now a cloud-based application, and also share more analyses from our comprehensive Household Travel Demand survey that was completed in collaboration with MTC in 2020 and serves as the basis for our travel demand estimates work.
- **Congestion Management Program Update.** Every two years, we prepare an update to the San Francisco Congestion Management Program (CMP), which documents changes in multi-modal transportation system performance including average roadway speeds and reliability, transit reliability, and bicycle and pedestrian counts. We will support the evaluation of several initiatives including Van Ness Bus Rapid Transit (BRT) and High-Occupancy Vehicle (HOV) lanes on Park Presidio (Highway 1). We will lead CMP data collection efforts in spring 2023, and the CMP update will be completed in fall 2023. For the first time, the 2023 CMP update will include a fully interactive online version.
- **Modeling Service Bureau.** We 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 for partner agencies and external parties is to be determined.

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- **Transportation Sustainability Program Evaluation Study.** We will advance research to quantify the effectiveness of the TDM strategies included in San Francisco's Transportation Sustainability Program (TSP) in reducing vehicle miles traveled (VMT) and single-occupancy vehicle trips.
- **New Mobility Rulemaking.** We will continue to work with SFMTA to provide San Francisco's input to state and federal rulemaking opportunities, particularly related to the CPUC's regulation of TNCs including data sharing; CPUC implementation of the TNC "Access for All" legislation; and CARB implementation of the TNC "Clean Miles" legislation. We will also continue to work on state and federal autonomous vehicle policies through monitoring of local deployments, providing input on guidelines development and other legislative efforts.
- **Model Enhancements.** We will release the latest version of the SF-CHAMP travel demand forecast model, which has been updated to incorporate the latest travel behavior survey data, including the availability of new mobility options such as TNCs. The updated model also includes new roadway network assignment assumptions that leverage our CMP roadway volume and speed data collection.

FUND

The Transportation Authority was initially established to administer the Prop B half-cent transportation sales tax (superseded by the Prop K transportation sales tax in 2003). This remains one of the agency's core functions, which has been complemented and expanded upon by several other roles including acting as the administrator for Prop AA, the TNC Tax program, the TFCA county program, and serving as CMA for San Francisco. We serve as a funding and financing strategist for San Francisco projects; advocate for discretionary funds and legislative changes to advance San Francisco priorities; provide support to enable sponsor agencies to comply with timely-use-of-funds and other grant requirements; and seek to secure new revenues for transportation-related projects and programs. The work program activities highlighted below are typically led by the Policy and Programming Division with support from all agency divisions. Notable efforts planned for FY 2022/23 include:

Fund Programming and Allocations. We will continue to administer the Prop K sales tax, Prop AA vehicle registration fee, TFCA, and TNC Tax programs through which the agency directly allocates and prioritizes projects for grant funding; and monitor and provide project delivery support and oversight for the Lifeline Transportation Program, One Bay Area Grant, and State Transportation Improvement Program in our role as CMA. We will continue to provide technical, strategic, and advocacy support for a host of other fund programs, such as revenues distributed under Senate Bill 1 (see below), California's Cap-and-Trade and Active Transportation Programs, and federal competitive grant programs. Notable efforts for FY 2022/23 include recommending to MTC programming of One Bay Area Grant Cycle 3 funds covering FY 2022/23 through FY 2025/26 for San Francisco's priority projects (anticipating Board approval in September); and allocating the third year of TNC Tax funds for the SFMTA's Quick-Build Program and updating the TNC Tax program guidelines to program future funds.

Senate Bill 1 (SB 1). This coming fiscal year, we will work internally, with San Francisco project sponsors and MTC to identify strong candidates for the next funding cycles of SB 1 programs including the Local Partnership Program (LPP) Competitive and Formula programs and Solutions for Congested Corridors. After seeking Board approval of project priorities for the Transportation

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Authority's share of LPP formula funds (anticipated spring 2023), we will seek approval from the CTC and support allocation requests for projects recommended to receive FY 2023/24 programming. Applications for SB 1 competitive programs are due to CTC by late November 2022. We will provide input to CTC on revisions to program guidelines, and engage our Board and MTC Commissioners, including seeking guidance on prioritizing funds (e.g. through the MTC's Major Projects Advancement Policy for larger, regionally significant projects).

Plan Bay Area (PBA) 2050 Implementation. With the approval of PBA 2050 in October 2021, MTC and Association of Bay Area Governments (ABAG) are now focused on implementing the plan, supporting transportation project funding and delivery and seeking to advance the plan's transportation and housing policies and strategies. As CMA, we will coordinate San Francisco's input to efforts such as the Major Projects Advancement Policy and guidelines development for the county and regional programs in the One Bay Area Grant Cycle 3 program, as well as provide input to numerous regional efforts from MTC's piloting of more equitable toll policies, development of the Transit Oriented Communities policy, the Rail Partnership and Governance Assessment, the Next Generation Bay Area Freeways Study, and implementation of the Transit Transformation Plan. These efforts involve close coordination with San Francisco agencies, the Mayor's office, our representatives on ABAG and MTC, and with Bay Area County Transportation Agencies (CTAs), regional transit agencies, and other community stakeholders.

New Revenue Options. We continue to track Regional Measure 3 status (in litigation) and are coordinating with SFMTA on needs and opportunities for potential local transportation measures in upcoming election cycles, and are tracking and, as appropriate, participating in discussions regarding a potential regional transportation measure or measures exploring 2024. See below for reauthorization of the Prop K sales tax.

Sales Tax Reauthorization - Transition Planning for the 2022 Transportation Expenditure Plan. If approved by at least a $\frac{2}{3}$ majority of San Francisco voters in the November 2022 election, the new sales tax expenditure plan would take effect April 1, 2023. We are working on a transition plan to help guide the implementation of the new measure including developing the schedule and approach to the first Strategic Plan and 5-Year Prioritization Programs, guidelines for new expenditure plan programs such as Equity Priority Transportation and Development Oriented Transportation programs, improved public engagement methodologies, and taking a lessons learned approach to help identify improvements to program administration so that we can hit the ground running if the new measure is approved.

Legislative Advocacy. We will continue to monitor and take positions on state legislation affecting San Francisco's transportation programs and develop strategies for advancing legislative initiatives beneficial to San Francisco's interests and concerns at the state and federal level. Our advocacy builds off the agency's adopted legislative program, and is done in coordination with the Mayor's Office, the Self-Help Counties Coalition, and other city and regional agencies. This year, our efforts will include advocacy and coordination on transportation spending in the state budget and implementation of the Biden Administration's Infrastructure Investment and Jobs Act, as well as other state and federal policies that support San Francisco transportation projects, policies, and strategies (e.g. Vision Zero; greenhouse gas reduction including via electrification of Muni's fleet and related maintenance facility changes; improving major capital project delivery, securing additional revenues for San Francisco priorities, and emerging technology regulations).

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Funding and Financing Strategy Opportunities. We will continue to provide funding and financing strategy support for Prop K signature projects, many of which are also included in MTC's Regional Transit Expansion Agreement and are proposed for inclusion in the Major Projects Advancement Policy (MAP) that is under development. Examples include: Caltrain Electrification, Downtown Rail Extension (DTX), and Better Market Street. We will help position San Francisco's projects and programs to receive funding from the federal Infrastructure Investment and Jobs Act, and any additional federal COVID relief funds. We serve as a funding resource for all San Francisco project sponsors (e.g. brokering fund exchanges). At the regional level, in spring 2022, MTC will be kicking off the program development for the regional programs under the One Bay Area Grant framework to distribute future federal Surface Transportation Program and Congestion Mitigation and Air Quality Improvement funding. In our role as a CMA and advisors to our MTC and ABAG representatives, we will provide input to regional program guidelines development and prioritization processes, to support equitable distribution of funds across the region, including for San Francisco local and regional priorities included in PBA 2050.

Capital Financing Program Management. Led by the Finance and Administration Division in close collaboration with the Policy and Programming Division, and with the support of our financial advisors, we will continue to provide effective and efficient management of our debt program, including the outstanding sales tax revenues bonds, as well as the revolving credit loan agreement. Our goals are to enable accelerated delivery of sales tax-funded capital projects compared to what is supportable on a pay-go basis, while minimizing financing costs so more funds remain available for projects. We will closely track cash balances and proactively work with project sponsors to identify upcoming reimbursements so that we can better forecast when we may need to drawdown on the \$125 million revolving credit loan agreement. We will come to the Board for approval to drawdown revolving credit loan funds when they are needed.

Customer Service and Efficiency Improvements. This ongoing multi-division initiative will continue to improve our processes to make them more user-friendly and efficient for both internal and external customers, while maintaining a high level of transparency and accountability appropriate for administration of voter-approved revenue measures (Prop K, Prop AA, and the TNC Tax). The initiative includes maintaining and enhancing mystreetsf.sfcta.org, our interactive project map, and the Portal, our web-based grants management database used by our staff and project sponsors. Our key areas of focus will be making refinements to the Allocation Request Form and enhancements to grant administration functionality in the Portal including incorporating cash flow reimbursement schedules and amendments thereof and identifying grants ripe for closeout.

DELIVER

Supporting the timely and cost-effective delivery of Transportation Authority-funded transportation projects and programs requires a multi-divisional effort, led primarily by the Capital Projects Division with support from other divisions. As in past years, the agency focuses on providing engineering support and oversight of Prop K sales tax major capital investments, such as SFMTA's Central Subway, Van Ness BRT, and facility upgrade projects; DTX; and Caltrain Modernization, including electrification as well as railyards planning coordination and oversight. We also serve as the lead agency for the delivery of certain capital projects, such as the I-80/Yerba Buena Island (YBI) Interchange Improvement

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Project, which typically are multi-jurisdictional in nature and often involve significant coordination with Caltrans. Key activities supporting project delivery for FY 2022/23 include the following:

Transportation Authority - Lead Construction:

- **I-80/YBI East Bound Off Ramp/Southgate Road Realignment Project.** We will continue working with Caltrans, the Bay Area Toll Authority (BATA), Treasure Island Development Authority (TIDA), and the U.S. Coast Guard to advance construction of the new facility. The project broke ground in June 2020 and is on schedule and within budget for substantial completion in summer of 2022. Work on building mitigation efforts will continue through 2023.
- **YBI West Side Bridges.** We recently submitted the project for inclusion in MTC's Major-Capital Project Advancement Policy as part of efforts securing full funding, executing funding agreements, and completing final engineering in preparation for the award of the construction contract. The project is experiencing a six-month delay due to the challenges of securing remaining Caltrans funding and need to re-scope the project. We anticipate resuming the project by the end of FY 2021/22. We are also coordinating with bicycle/pedestrian path plans adjacent to the West Side Bridges project. See YBI Multi-Use Path below.

Transportation Authority - Lead Project Development:

- **Pennsylvania Avenue Extension (PAX).** Subject to approval by the Board of a planned sales tax allocation, we will initiate a Bridging Study in FY 2022/23 to further develop the Pennsylvania Avenue rail alignment. Building on our design concept study, the Bridging Study will prepare the project to be advanced into environmental review, and will include further technical comparison of project alternatives, development of operational analysis working with Caltrain and the California High Speed Rail Authority (CHSRA), and public and stakeholder engagement.
- **US 101/I-280 Managed Lanes and Express Bus Project.** We will continue advancement of environmental approvals for the northbound I-280 carpool lanes between 18th and 3rd Street (Phase 1) as well as preliminary engineering and traffic analysis for the southbound lanes on I-280 and US 101 to the San Mateo County line. The companion equity study and related regional express lane policy work is described above under the Plan section above.
- **I-280/Ocean Avenue South Bound Off-Ramp Realignment and Geneva Avenue North Bound Ramp Optimization.** We will continue to advance I-280 Interchange modifications at Balboa Park including furthering design work for the southbound off-ramp at Ocean Avenue and early planning for northbound off-ramp and signal timing improvements at Geneva Avenue. We will also finalize our Geneva Avenue North Bound Ramp Study and work on follow-ups with Caltrans, SFMTA and community groups, as guided by the Board.
- **YBI Multi-Use Path.** We will keep working with our partners, BATA, TIDA, SFMTA, and interested stakeholders (San Francisco and East Bay bicycle coalitions) to fund and advance preliminary engineering and environmental phase work for the YBI multi-use path segment connecting the western side of the island from the San Francisco-Oakland Bay Bridge (SFOBB) East Span YBI viewing area down to the future Treasure Island Ferry Terminal and providing an

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ultimate connection point to the planned BATA-led SFOBB West Span Skyway Path. A key element of this effort will be to conduct outreach and develop the Comprehensive Multimodal Corridor Plan required for the Solutions for Congested Corridors grant application. MTC will submit this application as well as applications for Active Transportation Program (ATP) and LPP-Competitive grants, with the Transportation Authority and TIMMA's support.

- **Hillcrest Road Widening.** We will begin the design phase for the roadway widening project between Forest Road and the I-80 Portal crossing on the west side of YBI. The project will widen the narrow Hillcrest Road, which lacks sidewalks and bike paths, up to San Francisco Public Works (SFPW) standards and install safety features. The project will be closely coordinated with the adjacent YBI Multi-Use Path and connected West Side Bridges (see prior entries for both of these projects). The project is funded by a \$30 million Infill Infrastructure Grant awarded to TIDA.
- **Quint Street.** We will continue to work with SFPW and the Office of Real Estate to acquire the right of way for the re-aligned Quint Street, if not already achieved by the end of June 2022. This acquisition will allow us to begin the design phase of the project, subject to funding availability.
- **Presidio Parkway.** We will complete an informational case study showcasing the Public Private Partnership delivery of Phase 2 in comparison to traditional Design Bid Build delivery of Phase 1. The study explores the unique situation of a single project being delivered using two methods of procurement.

Transportation Authority - Project Delivery Support:

- **California High-Speed Rail Program and Peninsula Corridor Investment Program.** We coordinate with the CHSRA and City agencies on high-speed rail issues affecting the City, and work with Caltrain, MTC, the Mayor's Office, and Peninsula and regional stakeholders to monitor and support delivery of investments in the Peninsula Rail corridor, including the Caltrain electrification project. This year we will continue to work closely with aforementioned stakeholders to support delivery of the blended Caltrain/High Speed Rail system in the Peninsula corridor that will extend to the new Salesforce Transit Center, including leading critical Configuration Management Board efforts. We also continued to support policy discussions as requested for Caltrain funding and governance.
- **Caltrain Downtown Rail Extension (DTX) and Salesforce Transit Center.** We will continue moving forward with DTX project development efforts as part of the Executive Steering Committee (ESC), inclusive of regional partners per the SF Peninsula Rail Program Memorandum of Understanding (MOU). This includes the Executive Director serving on the ESC and on the Transbay Joint Powers Authority (TJPA) Board as an alternate. We will work closely with our MOU partners to meet the requirements of the Federal Transit Administration (FTA) Project Development phase and the MOU work plan, including our work to lead or co-lead the project's funding plan, delivery strategy, governance review, demand forecasting, and benefits analysis. We will also provide program oversight as TJPA advances the project's preliminary design, capital cost estimate, and risk assessment.

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- **4th and King Railyards and 22nd Street ADA Access Study.** We will continue to support planning and project development for the Caltrain northern terminus railyards site at 4th and King streets through our participation in the Railyards MOU Working Group and the Preliminary Business Case process for the site being led by Caltrain and the site owner. We also will work with Caltrain to advance further work on accessibility improvements at the existing 22nd Street Caltrain Station, building on the findings of Caltrain's 22nd Street ADA Access Study.
- **Muni Metro Program Development.** We will provide enhanced oversight and planning/program development support to SFMTA in advancing its program of needed investments in the Muni Metro system, including state-of-good-repair and capacity expansion improvements. This includes the SFMTA-led Muni Metro Core Capacity Study, which will develop a program of investment to be put forward for FTA Core Capacity grant funds. We will also support development of the Muni Metro train control upgrade and the broader 10-year subway renewal program.
- **Geary and Van Ness Avenue Bus Rapid Transits (BRT).** We will continue to oversee SFMTA construction efforts including environmental compliance for Geary Phase I and Van Ness BRT projects. We will also keep working closely with SFMTA to review Geary BRT Phase II project plans and coordination with Transit Corridor Study recommendations for the Geary/19th Ave subway.
- **Better Market Street.** We will conduct oversight on City agencies' project delivery plans to minimize disruption to businesses during construction and reduce cost, as well as transit and cycling. We will also make further efforts to strengthen the project's funding plans both for the near-term improvements as well as the long-term vision for the corridor.
- **Central Subway.** We will continue to provide project management oversight and support to management of project scope, schedule, and budget. We will work closely with SFMTA and other partners as the project moves from construction and commissioning into revenue service.
- **Capital Projects Delivery Reform.** Advance project delivery reform best practices (lessons learned) analysis, including ongoing coordination with City stakeholders and industry experts. We anticipate bringing forward recommendations for this to the Board in early FY 2022/23.

TRANSPARENCY AND ACCOUNTABILITY

This section of the work program highlights ongoing agency operational activities and administrative processes to ensure transparency and accountability in the use of taxpayer funds. This work includes ongoing efforts lead by the Finance and Administration Division (e.g., accounting, budgeting, human resources, procurement support), by the Technology, Data and Analysis Division (e.g., information technology and systems integration support), and by the Executive Office (e.g., Board operations and support, and communications) as listed below.

Board Operations and Support. Staff Board meetings including standing and ad hoc committees.

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Communications and Community Relations. Execute the agency's communications strategy with the general public, our Board, various interest groups, and other government agencies. This is accomplished through various means, including fostering media and community relations; developing strategic communications plans for projects and policy initiatives; disseminating agency news and updates through 'The Messenger' electronic newsletter; social media and other web-based communications; supporting public outreach; and helping coordinate events to promote the agency's work. Communications staff has listed the below growth goals for various platforms (estimates are based in part on past performance trends).

- Instagram: Grow following by 50%
- LinkedIn: Grow following by 10%
- Website: Increase unique website hits by 10%
- Facebook: Grow following by 5%
- Twitter: Grow following by 4%
- Messenger: Grow subscriber list by 3%

Communications staff will continue participating in training to advance outreach skills. This year, we plan to continue to:

- Refine outreach and communications techniques by incorporating the latest engagement techniques for the general public, with a focus on racial equity and seeking to engage Equity Priority Communities.
- Rollout agency Outreach Guidelines to agency staff to codify best practices when preparing for and executing agency outreach.
- Support agency experts in thought leadership roles and speaking engagements
- Support project delivery events (groundbreakings, ribbon cuttings), including the anticipated Southgate Road Realignment opening and Central Subway opening

Audits. Prepare, procure, and manage fiscal compliance and management audits.

Budget, Reports, and Financial Statements. Develop and administer agency budget funds, including performance monitoring, internal program, and project tracking. Monitor internal controls and prepare reports and financial statements. We will also analyze results of our planned salary survey and long-term personnel and office lease costs, to inform and prepare for administration and budget needs in the coming years.

Accounting and Grants Management. Maintain payroll functions, general ledger, and accounting system, including paying, receiving, and recording functions. Manage grants and prepare invoices for reimbursement.

Debt Oversight and Compliance. Monitor financial and debt performance, prepare annual disclosures, and complete required compliance activities.

Systems Integration. Enhance and maintain the enterprise resource planning system (business management and accounting software), and other financial systems to improve accounting functions, automate processes, general ledger reconciliations, and financial reporting, as well as enabling improved data sharing with the Portal.

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Contract Support. Oversee the procurement process for professional consultant contracts, prepare contracts, and manage compliance for contracts and associated Memoranda of Agreements and Understandings.

Racial Equity Action Plan. Continue to work through the Racial Equity Working Group to advance the Racial Equity Action Plan created in the prior fiscal year. The current phase of the plan identifies over 80 actions for implementation over a 3-year period. This year, the Racial Equity Working Group is focused on completing elements of its Racial Equity Action Plan related to retention and promotion. This work involves gathering data and identifying solutions to address any disparities by race/ethnicity and salaries. The Racial Equity Working Group will also be focused on elements related to professional development and formalizing staff policies.

Disadvantaged Business Enterprise (DBE) and Local Business Enterprise (LBE). Administer our own DBE and LBE program, review and update policy for any new state and federal requirements, conduct outreach and review applications, and award certifications to qualifying businesses. Continue to participate in the multi-agency consortium of Bay Area transportation agencies with a common goal to assist small, disadvantaged, and local firms doing business with Bay Area transit and transportation agencies.

Policies. Maintain and update Administrative Code, Rules of Order, fiscal, debt, procurement, investment, travel, and other policies.

Human Resources. Administer recruitment, personnel, and benefits management and office procedures. We conduct or provide training for staff. We advance agency workplace excellence initiatives through staff working groups, training, and other means. This year, we will complete the recruitments for the Deputy Director for Capital Projects, Senior Communications Manager, Program Analyst, and Transportation Planner.

Office Management and Administrative Support. Maintain facilities and provide procurement of goods and services and administration of services contracts. Staff front desk reception duties. Provide assistance to the Clerk of the Transportation Authority as required with preparation of agenda packets and minutes, updates to our website, and clerking meetings.

Legal Issues. Manage routine legal issues, claims, and public records requests.

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.



	Preliminary Budget Annual by Fund						Budget Annual Fiscal Year 2022/23
	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund for Clean Air Program	Vehicle Registration Fee for Transportation Improvements Program	Treasure Island Mobility Management Agency Program	Traffic Congestion Mitigation Tax Program	
Revenues:							
Sales Tax Revenues	\$ 101,701,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,701,000
Vehicle Registration Fee	-	-	-	4,834,049	-	-	4,834,049
Traffic Congestion Mitigation Tax	-	-	-	-	-	7,815,500	7,815,500
Interest Income	302,006	-	774	760	-	71,030	374,570
Program Revenues	-	6,582,268	690,700	-	10,765,798	-	18,038,766
Other Revenues	-	-	-	-	-	-	-
Total Revenues	102,003,006	6,582,268	691,474	4,834,809	10,765,798	7,886,530	132,763,885
Expenditures							
Capital Project Costs	137,816,845	7,616,109	760,852	7,859,747	9,315,408	3,405,686	166,774,647
Administrative Operating Costs	6,868,213	3,584,630	43,384	246,117	1,701,071	137,825	12,581,240
Debt Service Costs	24,629,505	-	-	-	-	-	24,629,505
Total Expenditures	169,314,563	11,200,739	804,236	8,105,864	11,016,479	3,543,511	203,985,392
Other Financing Sources (Uses):	70,130,848	4,618,471	-	-	250,681	-	75,000,000
Net change in Fund Balance	\$ 2,819,291	\$ -	\$ (112,762)	\$ (3,271,055)	\$ -	\$ 4,343,019	\$ 3,778,493
Budgetary Fund Balance, as of July 1	\$ 26,004,031	\$ -	\$ 348,184	\$ 10,474,442	\$ -	\$ 9,408,371	\$ 46,235,028
Budgetary Fund Balance, as of June 30	<u>\$ 28,823,322</u>	<u>\$ -</u>	<u>\$ 235,422</u>	<u>\$ 7,203,387</u>	<u>\$ -</u>	<u>\$ 13,751,390</u>	<u>\$ 50,013,521</u>



**San Francisco
County Transportation
Authority**

**Attachment 3
Preliminary Fiscal Year 2022/23 Budget Annual
Comparison of Revenues and Expenditures**

Category	Fiscal Year 2020/21 Actual	Fiscal Year 2021/22 Amended Budget	Preliminary Fiscal Year 2022/23 Budget Annual	Variance from Fiscal Year 2021/22 Amended Budget	% Variance
Sales Tax Revenues	\$ 86,530,445	\$ 92,879,800	\$ 101,701,000	\$ 8,821,200	9.5%
Vehicle Registration Fee	5,513,643	4,834,049	4,834,049	-	0.0%
Traffic Congestion Mitigation Tax	5,625,880	5,880,000	7,815,500	1,935,500	32.9%
Interest Income	19,960	324,761	374,570	49,809	15.3%
Program Revenues					
Federal	6,868,989	10,290,316	7,632,364	(2,657,952)	-25.8%
State	125,865	5,066,932	3,779,538	(1,287,394)	-25.4%
Regional and other	4,792,608	8,647,921	6,626,864	(2,021,057)	-23.4%
Total Revenues	109,512,718	127,923,779	132,763,885	4,840,106	3.8%
Capital Project Costs	105,080,558	178,623,313	166,774,647	(11,848,666)	-6.6%
Administrative Operating Costs					
Personnel expenditures	7,087,755	8,997,784	9,348,335	350,551	3.9%
Non-Personnel expenditures	2,556,765	3,307,170	3,232,905	(74,265)	-2.2%
Debt Service Costs	21,681,509	21,722,350	24,629,505	2,907,155	13.4%
Total Expenditures	136,406,587	212,650,617	203,985,392	(8,665,225)	-4.1%
Other Financing Sources (Uses)	-	50,000,000	75,000,000	25,000,000	50.0%
Net change in Fund Balance	\$ (26,893,869)	\$ (34,726,838)	\$ 3,778,493	\$ 38,505,331	-110.9%
Budgetary Fund Balance, as of July 1	\$ 107,855,735	\$ 80,961,866	\$ 80,961,866		
Budgetary Fund Balance, as of June 30	\$ 80,961,866	\$ 46,235,028	\$ 84,740,359		



	Preliminary Budget Annual by Fund						Preliminary Fiscal Year 2022/23 Budget Annual
	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund for Clean Air Program	Vehicle Registration Fee for Transportation Improvements Program	Treasure Island Mobility Management Agency Program	Traffic Congestion Mitigation Tax Program	
Revenues:							
Sales Tax Revenues	\$ 101,701,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,701,000
Vehicle Registration Fee	-	-	-	4,834,049	-	-	4,834,049
Traffic Congestion Mitigation Tax	-	-	-	-	-	7,815,500	7,815,500
Interest Income	302,006	-	774	760	-	71,030	374,570
Program Revenues							
Federal							
Advanced Transportation and Congestion Management Technologies Deployment	-	-	-	-	3,729,957	-	3,729,957
Ferry Boat Discretionary Funds - Treasure Island Ferry Terminal	-	-	-	-	1,460,000	-	1,460,000
Innovative Deployments to Enhance Arterials Shared Automated Vehicle	-	-	-	-	464,885	-	464,885
Highway Bridge Program - I-80/Yerba Buena Island (YBI) Interchange Improvement	-	-	-	-	-	-	-
Priority Conservation Area Program - YBI Multi-Use Pathway	-	862,202	-	-	-	-	862,202
Surface Transportation Program 3% Revenue and Augmentation	-	1,115,320	-	-	-	-	1,115,320
State							
Affordable Housing and Sustainable Communities - Treasure Island Ferry Terminal	-	-	-	-	365,000	-	365,000
Affordable Housing and Sustainable Communities - East Bay Bus Exchange	-	-	-	-	1,013,283	-	1,013,283
Planning, Programming & Monitoring SB45 Funds	-	290,000	-	-	-	-	290,000
Infill Infrastructure Grant Program - Hillcrest Road Widening Project	-	1,292,692	-	-	-	-	1,292,692
Senate Bill 1 Local Partnership Program - I-280 SB Ocean Ave Off-Ramp Realignment Project	-	514,586	-	-	-	-	514,586
Senate Bill 1 Local Partnership Program - YBI Multi-Use Pathway Project	-	111,707	-	-	-	-	111,707
Sustainable Communities - School Access Plan	-	36,580	-	-	-	-	36,580
Sustainable Transportation - Brotherhood Active Transportation and Open Space Plan	-	155,690	-	-	-	-	155,690
Regional and other							
BATA - I-80/YBI Interchange Improvement	-	2,078,970	-	-	-	-	2,078,970
SFMTA - School Access Plan	-	9,521	-	-	-	-	9,521
SF Planning - Transportation Demand Management Program	-	40,000	-	-	-	-	40,000
SFMTA - Travel Demand Modeling Assistance	-	75,000	-	-	-	-	75,000
Treasure Island Community Development LLC (TICD) - Exhibit N Shuttle Exchange	-	-	-	-	1,857,673	-	1,857,673
TICD - Ferry Exchange	-	-	-	-	1,875,000	-	1,875,000
Vehicle Registration Fee Revenues (TFCA)	-	-	690,700	-	-	-	690,700
Total Revenues	\$ 102,003,006	\$ 6,582,268	\$ 691,474	\$ 4,834,809	\$ 10,765,798	\$ 7,886,530	\$ 132,763,885



San Francisco
County Transportation
Authority

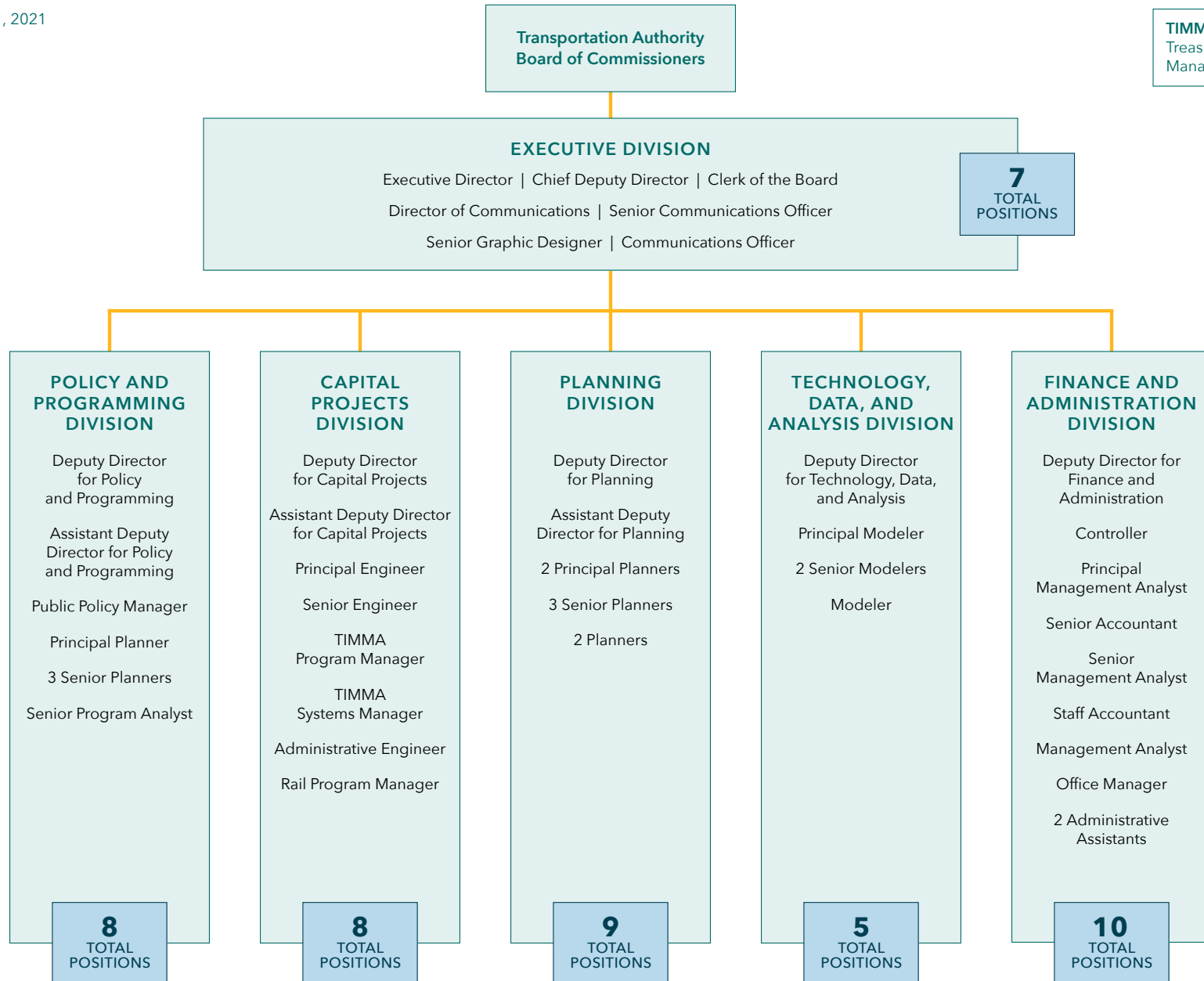
Attachment 4
Preliminary Fiscal Year 2022/23 Budget Annual
Line Item Detail

	Preliminary Budget Annual by Fund						Preliminary Fiscal Year 2022/23 Budget Annual
	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund for Clean Air Program	Vehicle Registration Fee for Transportation Improvements Program	Treasure Island Mobility Management Agency Program	Traffic Congestion Mitigation Tax Program	
Expenditures:							
Capital Project Costs							
Individual Project Grants, Programs & Initiatives	\$ 135,000,000	\$ -	\$ 760,852	\$ 7,859,747	\$ -	\$ 3,305,686	\$ 146,926,285
Technical Professional Services	2,816,845	7,616,109	-	-	9,315,408	100,000	19,848,362
Administrative Operating Costs							
Personnel Expenditures							
Salaries	2,407,942	2,400,958	29,058	164,847	1,009,626	88,965	6,101,396
Fringe Benefits	1,187,114	1,183,672	14,326	81,270	497,745	43,860	3,007,987
Pay for Performance	238,952	-	-	-	-	-	238,952
Non-personnel Expenditures							
Administrative Operations	2,869,205	-	-	-	187,500	5,000	3,061,705
Equipment, Furniture & Fixtures	105,000	-	-	-	-	-	105,000
Commissioner-Related Expenses	60,000	-	-	-	6,200	-	66,200
Debt Service Costs							
Fiscal Charges	120,000	-	-	-	-	-	120,000
Interest Expenses	10,384,505	-	-	-	-	-	10,384,505
Bond Principal Payment	14,125,000	-	-	-	-	-	14,125,000
Total Expenditures	\$ 169,314,563	\$ 11,200,739	\$ 804,236	\$ 8,105,864	\$ 11,016,479	\$ 3,543,511	\$ 203,985,392
Other Financing Sources (Uses):							
Transfers in - Prop K Match to Grant Funding	-	4,618,471	-	-	250,681	-	4,869,152
Transfers out - Prop K Match to Grant Funding	(4,869,152)	-	-	-	-	-	(4,869,152)
Draw on Revolving Credit Agreement	75,000,000	-	-	-	-	-	75,000,000
Total Other Financing Sources (Uses)	70,130,848	4,618,471	-	-	250,681	-	75,000,000
Net change in Fund Balance	\$ 2,819,291	\$ -	\$ (112,762)	\$ (3,271,055)	\$ -	\$ 4,343,019	\$ 3,778,493
Budgetary Fund Balance, as of July 1	\$ 26,004,031	\$ -	\$ 348,184	\$ 10,474,442	\$ -	\$ 9,408,371	\$ 46,235,028
Budgetary Fund Balance, as of June 30	\$ 28,823,322	\$ -	\$ 235,422	\$ 7,203,387	\$ -	\$ 13,751,390	\$ 50,013,521
Fund Reserved for Program and Operating Contingency	\$ 10,170,100	\$ -	\$ 69,070	\$ 483,405	\$ -	\$ 781,550	\$ 11,504,125



Revised April 21, 2021

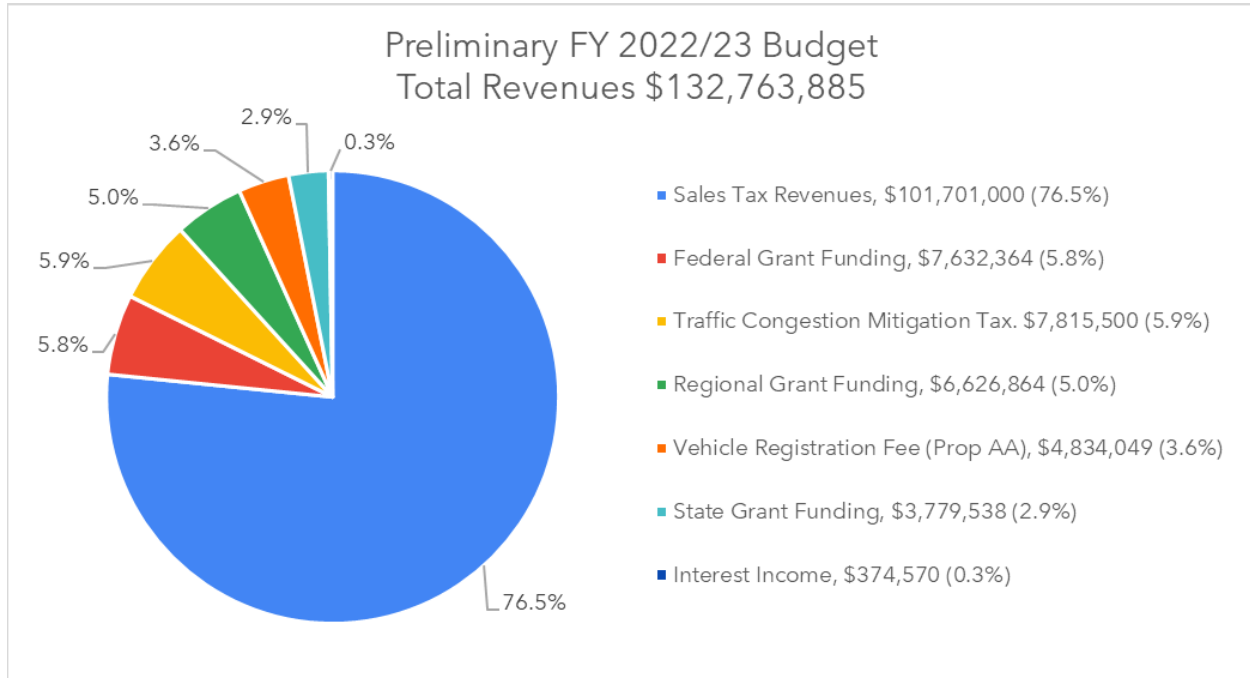
TIMMA:
Treasure Island Mobility
Management Agency



Attachment 6
Line Item Descriptions

TOTAL PROJECTED REVENUES..... \$132,763,885

The following chart shows the composition of revenues for the preliminary FY 2022/23 budget.



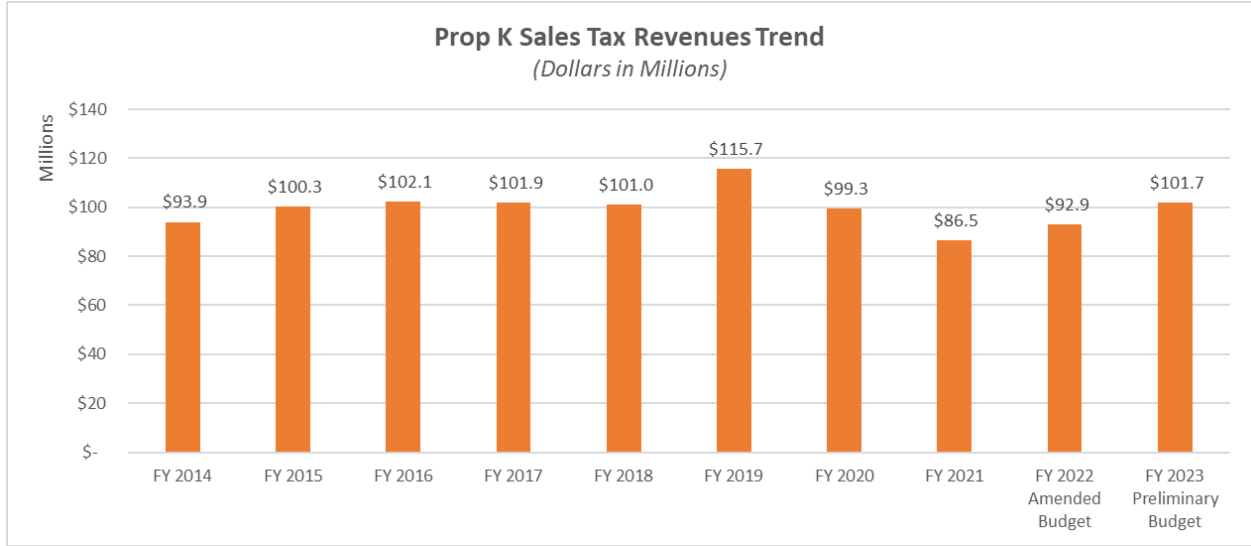
Prop K Sales Tax Revenues:\$101,701,000

On November 4, 2003, San Francisco voters approved Proposition K (Prop K), the imposition of a retail transactions and use tax of one-half of 1% in the City and County of San Francisco to fund the Prop K Expenditure Plan. The 30-year expenditure plan extends through March 31, 2034 and prioritizes \$2.35 billion (in 2003 dollars) and leverages another \$9 billion in federal, state, and local funds for transportation improvements. The expenditure plan restricts expenditures to four major categories: 1) Transit; 2) Streets and Traffic Safety; 3) Paratransit services for seniors and disabled people; and 4) Transportation System Management/Strategic Initiatives.

As pandemic restrictions are relaxing, sales tax revenues across multiple sectors including general retail, food/restaurant, and transportation continue to recover at moderate levels, although not quite to pre-pandemic levels yet. In addition, higher than anticipated, sustained inflation and rising fuel prices contribute to the increased revenue forecast. We project FY 2022/23 sales tax revenues to increase compared to the amended budget revenues for FY 2021/22 by 9.5%, or \$8.8 million. The increase in sales tax revenues is a result of pandemic recovery and reduced health order restrictions. We will continue to provide monthly updates of our sales tax revenue collections. The sales tax revenue projection is net of the California Department of Tax and Fee Administration’s charges for the collection of the tax and excludes interest earnings budgeted in Interest Income.

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Line Item Descriptions

The chart below reflects the eight-year historical and two-year budgeted receipts for Prop K sales tax revenues.

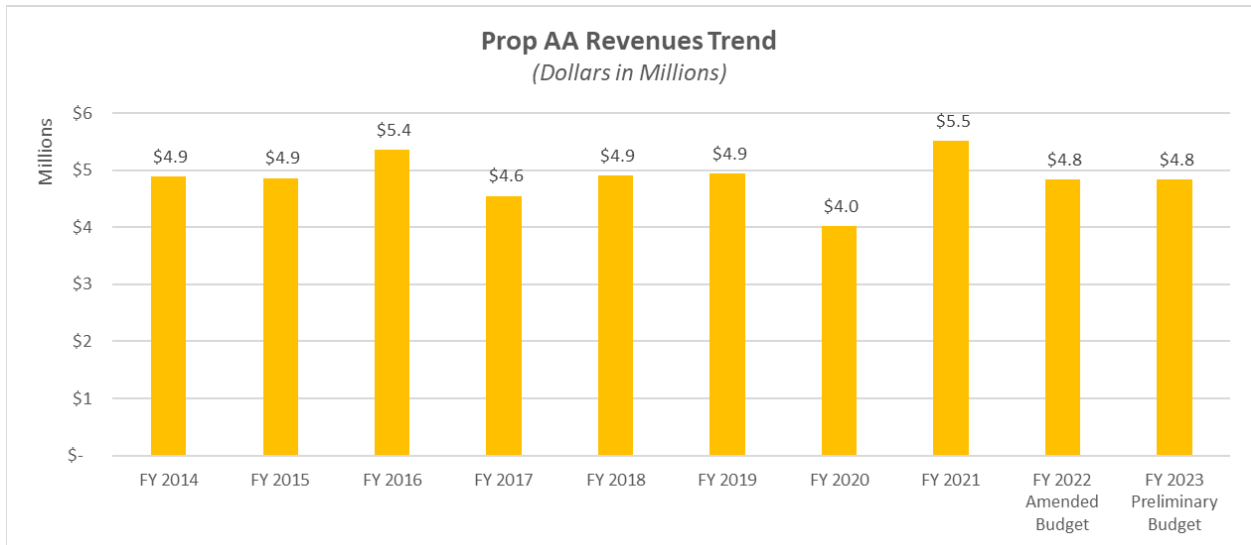


Vehicle Registration Fee for Transportation Improvements Program (Prop AA) Revenues...\$4,834,049

The Transportation Authority serves as the administrator of Proposition AA or Prop AA, a \$10 annual vehicle registration fee on motor vehicles registered in the City and County of San Francisco, which was passed by San Francisco voters on November 2, 2010. The 30-year expenditure plan continues until May 1, 2041 and prioritizes funds that are restricted to three major categories: 1) Street Repair and Construction, 2) Pedestrian Safety, and 3) Transit Reliability and Mobility Improvements.

Based on FY 2021/22 revenues to date, we project FY 2022/23 Prop AA revenues to be in line with pre-pandemic levels. This amount is net of the Department of Motor Vehicles' charges for the collection of these fees.

The chart below reflects the eight-year historical and two-year budgeted receipts for Prop AA revenues.



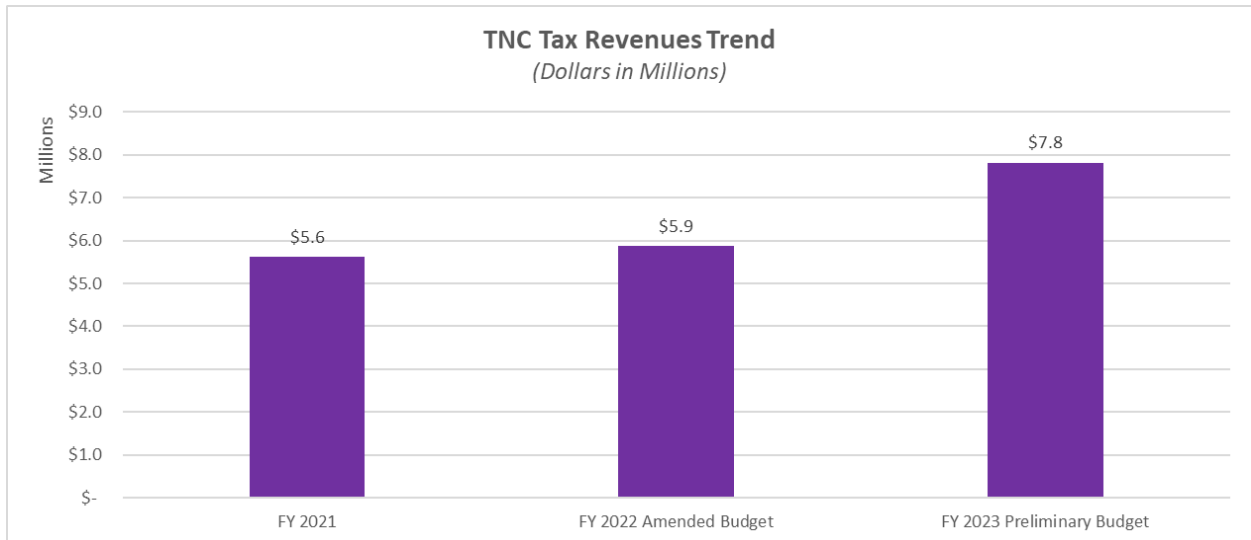
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Traffic Congestion Mitigation Tax (TNC Tax) Revenues:..... \$7,815,500

In November 2019, San Francisco voters approved measure Proposition D, also known as the TNC Tax enabling the City to impose a 1.5% business tax on shared rides and 3.25% business tax on private rides for fares originating in San Francisco and charged by commercial ride-share and driverless-vehicle companies until November 5, 2045. The Transportation Authority receives 50% of the revenues for capital projects that promote users’ safety in the public right-of-way in support of the City’s Vision Zero policy. The San Francisco Municipal Transportation Agency (SFMTA) receives the other 50% of revenues. The City began collecting TNC Tax revenues on January 1, 2020.

Based on continuous discussions and coordination with the City’s Controller’s Office and the SFMTA, we anticipate TNC Tax revenues for FY 2022/23 to increase by 32.9%, or \$1.9 million, which is due to the relaxation of COVID pandemic protocols and increased mobility and activity. While revenues are rebounding as we recover from the pandemic, they continue to be affected by changes in travel demand brought on by the pandemic.

The chart below reflects the one-year historical and two-year budgeted receipts for TNC Tax revenues



Note: FY 2020/21 TNC Tax Revenues includes \$2.5 million covering January to June 2020 that was received in October 2020.

Interest Income:..... \$374,570

Most of our investable assets are deposited in the City’s Treasury Pool. The level of our deposits held in the pool during the year depends on the volume and level of Prop K capital project reimbursement requests. Our cash balance consists largely of allocated Prop K funds, which are invested until invoices are received and sponsors are reimbursed. The FY 2022/23 budget for interest income shows a \$49,809 or 15.3%, increase as compared to FY 2021/22 which is mainly due to the increase in bank balance for the TNC Tax program thus more interest earned on the deposits with the anticipated capital expenditures for project sponsors’ projects and programs in FY 2022/23.

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Line Item Descriptions

Congestion Management Agency (CMA) Programs Federal, State and Regional Grant

Revenues:.....\$6,582,268

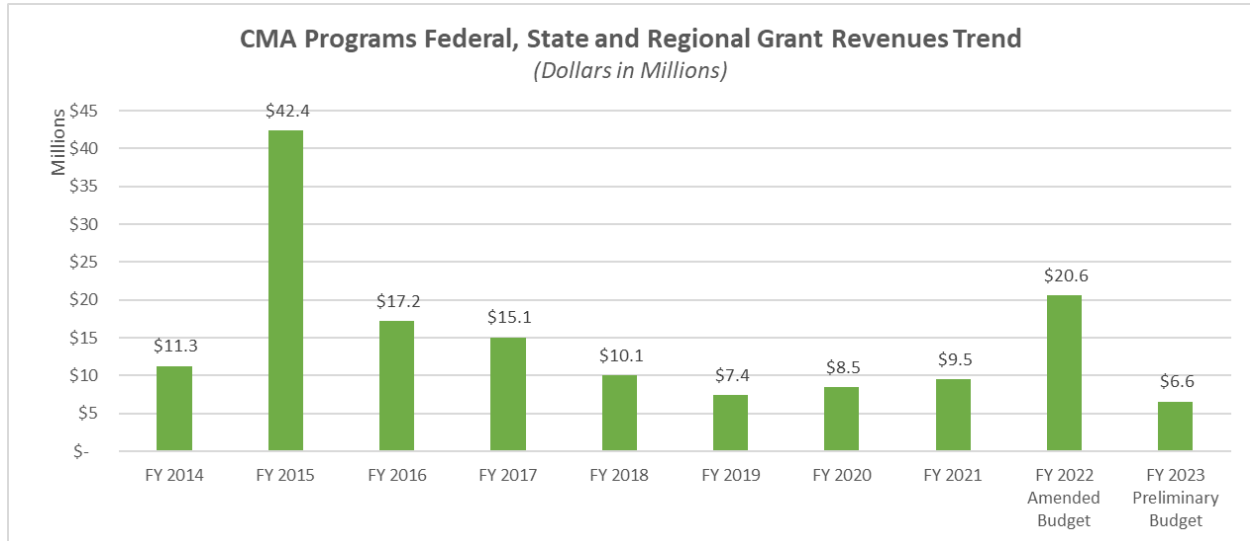
The Transportation Authority is designated under state law as the CMA for the City. Responsibilities resulting from this designation include developing a Congestion Management Program, which provides evidence of the integration of land use, transportation programming, and air quality goals; preparing a long-range countywide transportation plan to guide the City’s future transportation investment decisions; monitoring and measuring traffic congestion levels in the City; measuring the performance of all modes of transportation; and developing a computerized travel demand forecasting model and supporting databases. As the CMA, the Transportation Authority is responsible for establishing the City’s priorities for state and federal transportation funds and works with the Metropolitan Transportation Commission (MTC) to program those funds to San Francisco projects.

The CMA program revenues for FY 2022/23 will be used to cover ongoing staffing and professional/technical service contracts required to implement the CMA programs and projects, as well as for large projects undertaken in our role as CMA. CMA revenues are comprised of federal, state, and regional funds received from the agencies such as the MTC and the California Department of Transportation (Caltrans). Some of these grants are project-specific, such as those for the Yerba Buena Island (YBI) Hillcrest Road Widening Project, YBI Multi-Use Pathway Project, and I-280 Southbound Ocean Avenue Off-Ramp Realignment Project. Other funding sources, such as federal Surface Transportation Program funds and state Planning, Programming and Monitoring funds, can be used to fund a number of eligible planning, programming, model development, and project delivery support activities, including the San Francisco Transportation Plan (SFTP) update and the Congestion Management Program. Regional CMA program revenues include City agency contributions for projects such as School Access Plan and travel demand model services provided to City agencies in support of various projects.

The FY 2022/23 budget includes \$4.4 million from federal and state funding, a \$3.9 million decrease as compared to FY 2021/22, largely due to expected depletion and decreased use of federal and state funding for construction phase activities for the I-80/YBI Southgate Road Realignment project and design phase activities for the YBI West Side Bridges project (collectively known as YBI Project). Construction activities for the Southgate Road Realignment project are anticipated to be completed by Summer 2022. The budget also includes \$2.2 million from regional funding, a \$2.0 million decrease as compared to FY 2021/22 largely due to expected depletion and decreased use of regional funding for the YBI Project from the Bay Area Toll Authority and the Treasure Island Development Authority.

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The chart below reflects the eight-year historical and two-year budgeted receipts for CMA program revenues.



Transportation Fund for Clean Air (TFCA) Program Regional Revenues:..... \$690,700

On June 15, 2002, the Transportation Authority was designated to act as the overall program manager for the local guarantee (40%) share of transportation funds available through the TFCA program. The TFCA Vehicle Registration Fee revenues (excluding interest earnings in the Interest Income section above) are derived from a \$4 surcharge on vehicles registered in the nine Bay Area counties and must be used for cost-effective transportation projects which reduce motor vehicle air pollutant emissions. FY 2022/23 TFCA revenues are expected to increase compared to the new revenues included in FY 2022/23 by 2.7% or \$17,992. Budgeted revenues are based on a funding estimate for calendar year 2021 provided by the Bay Area Air Quality Management District, which administers these revenues.

Treasure Island Mobility Management Agency (TIMMA) Program Revenues:..... \$10,765,798

We are working jointly with the Treasure Island Development Authority (TIDA) on the development of the YBI Project. TIDA requested that we, in our capacity as CMA, lead the effort to prepare and obtain approval for all required technical documentation for the project because of our expertise in funding and interacting with Caltrans on design aspects of the project.

The Treasure Island Transportation Management Act of 2008 (Assembly Bill 981) authorizes the creation or designation of a Treasure Island-specific transportation management agency. On April 1, 2014, the San Francisco Board of Supervisors approved a resolution designating the Transportation Authority as the TIMMA to implement the Treasure Island Transportation Implementation Plan in support of the Treasure Island/YBI Development Project. In September 2014, Governor Brown signed Assembly Bill 141, establishing TIMMA as a legal entity distinct from the Transportation Authority to separate TIMMA's functions from the Transportation Authority's other functions. The eleven members of the Transportation Authority Board act as the Board of Commissioners for TIMMA. TIMMA is also a blended special revenue fund component unit under the Transportation Authority.

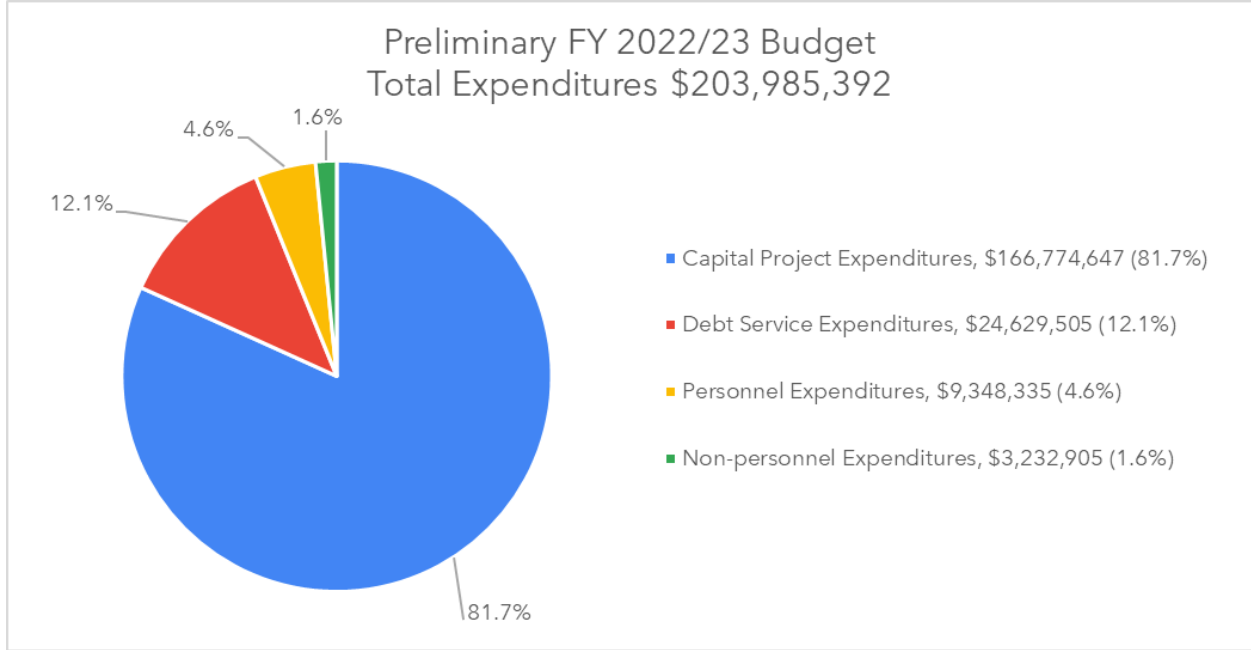
The TIMMA FY 2022/23 revenues will be presented as a separate item to the TIMMA Committee and TIMMA Board at its respective May meetings.

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Line Item Descriptions

TOTAL PROJECTED EXPENDITURES..... \$203,985,392

Total Expenditures projected for the budget year are comprised of Capital Expenditures of \$166.8 million, Administrative Operating Expenditures of \$12.6 million, and Debt Service Expenditures of \$24.6 million.

The following chart shows the composition of expenditures for the preliminary FY 2022/23 budget.



CAPITAL EXPENDITURES..... \$166,774,647

Capital expenditures in FY 2022/23 are budgeted to decrease from the FY 2021/22 amended budget by an estimated 6.6%, or \$11.8 million, which is primarily due to anticipated lower capital expenditures for the CMA Programs. Expenditures by Program Fund are detailed below.

Sales Tax Program Expenditures:..... \$137,816,845

The estimate of sales tax capital expenditures reflects the ongoing coordination with project sponsors to keep up-to-date project reimbursement schedules for the existing allocations with large remaining balances as well as the expected timing for allocations of programmed but unallocated funds. Some of the main drivers of Prop K capital expenditures for FY 2022/23 are SFMTA’s Light Rail Vehicle (LRV) procurement (\$27.4 million), Motor Coach procurement (\$13.2 million), Paratransit program (\$11.9 million), Muni Guideways projects (\$8.7 million), Muni Facility projects (\$7.9 million), Van Ness Bus Rapid Transit (\$6.7 million), Better Market Street (\$5.2 million), and Caltrain Electrification including vehicles (\$2 million).

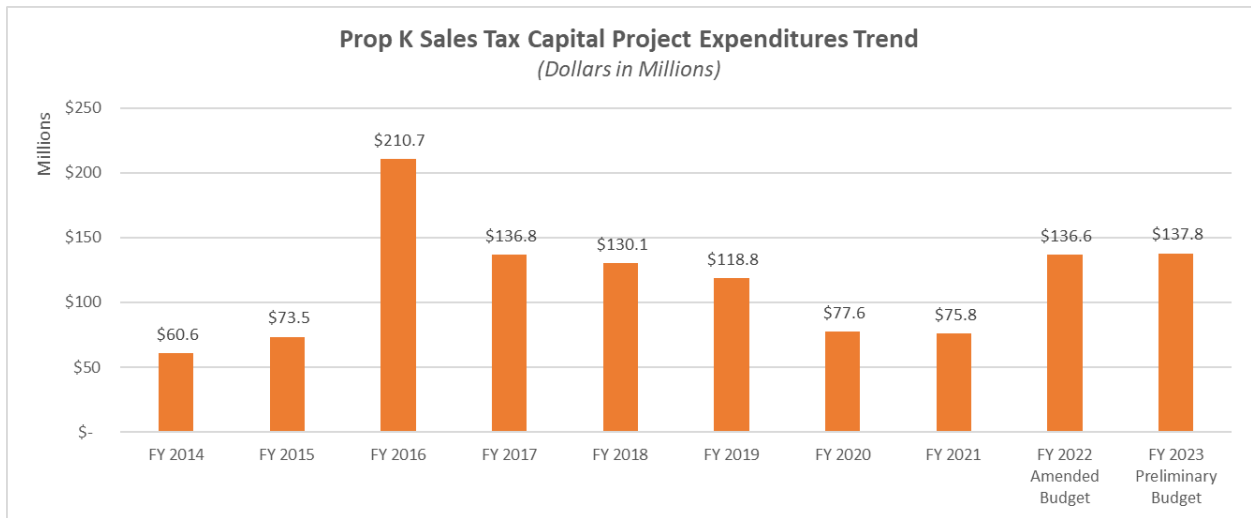
SFMTA’s LRV Procurement project remains the largest cash obligation in the FY 2022/23 budget despite substantially reduced cash needs in FYs 2021/22 and 2022/23. The original cash flow schedule for this project anticipated that Prop K reimbursements in FY 2021/22 and FY 2022/23 would total \$121 million, whereas the FY 2022/23 budget reflects total reimbursements of \$73.8 million over the

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two fiscal years, with \$46.4 million in FY 2021/22 and \$27.4 million in FY 2022/23. This slower than anticipated cash reimbursement schedule reflects delays in the vehicle delivery schedule due to the COVID pandemic and supply chain issues, as well as SFMTA's ability to invoice against funds recently made available from the Federal Transit Administration. SFMTA still expects to procure all 151 replacement LRVs by June 2026 as originally planned, and production will continue to ramp up in the coming years with 53 vehicles to be delivered in FY 2025/26, compared with 30 vehicles in FY 2022/23.

With this new updated information, we no longer anticipate the need for a \$50 million drawdown from the Revolving Credit Loan Agreement assumed in the FY 2021/22 amended budget. See Other Financing Sources/Uses section for more information.

The chart below reflects the eight-year historical and two-year budgeted Prop K sales tax program capital expenditures.



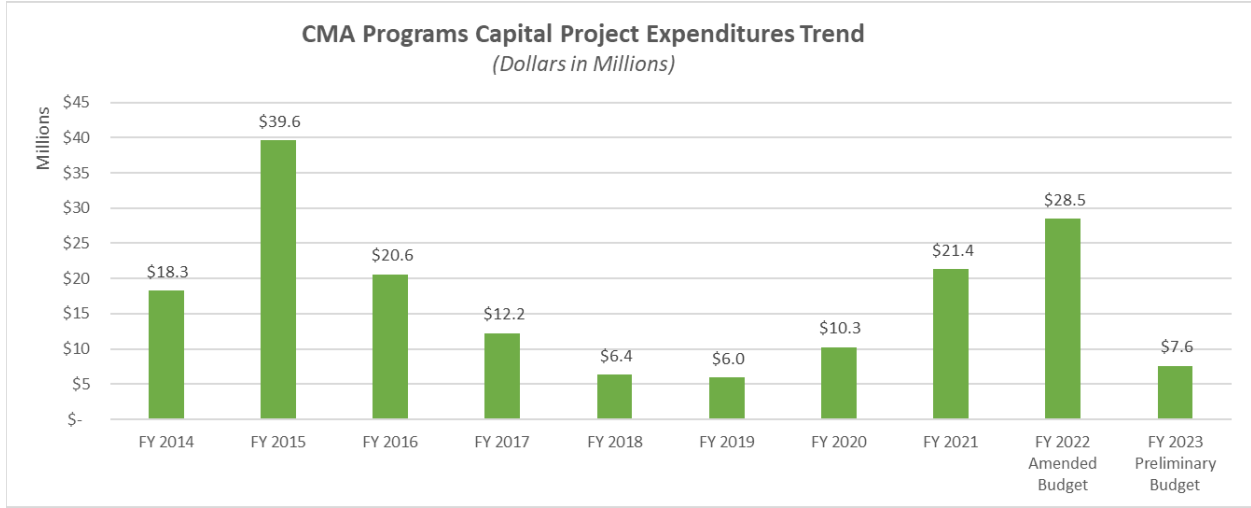
CMA Programs Expenditures:..... \$7,616,109

This line item includes technical consulting services such as planning, programming, engineering, design, environmental, or programming services, which are needed in order to fulfill our CMA responsibilities under state law. Included are various planning efforts and projects such as US 101/I-280 Managed Lanes and Express Bus, YBI Hillcrest Road Widening, and I-280 Ocean Avenue South Bound Off-ramp Realignment projects. Also included is the YBI Project, which is supported by regional funding.

Expenditures in FY 2022/23 are budgeted to decrease by 73.3%, or \$20.9 million, as compared to FY 2021/22 amended budget. This decrease is primarily due to decreased activities for the YBI projects of \$23.3 million in capital expenditures as construction activities for the Southgate Road Realignment project are anticipated to be completed by Summer 2022 as well as increased activities of \$3.2 million for the Candlestick Undercrossing, I-280 Ocean Avenue South Bound Off-Ramp Realignment, YBI Multi-Use Path, YBI Hillcrest Road Widening, and Geary/19th Avenue Subway Strategic Case projects.

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The chart below reflects the eight-year historical and two-year budgeted CMA programs capital project expenditures.

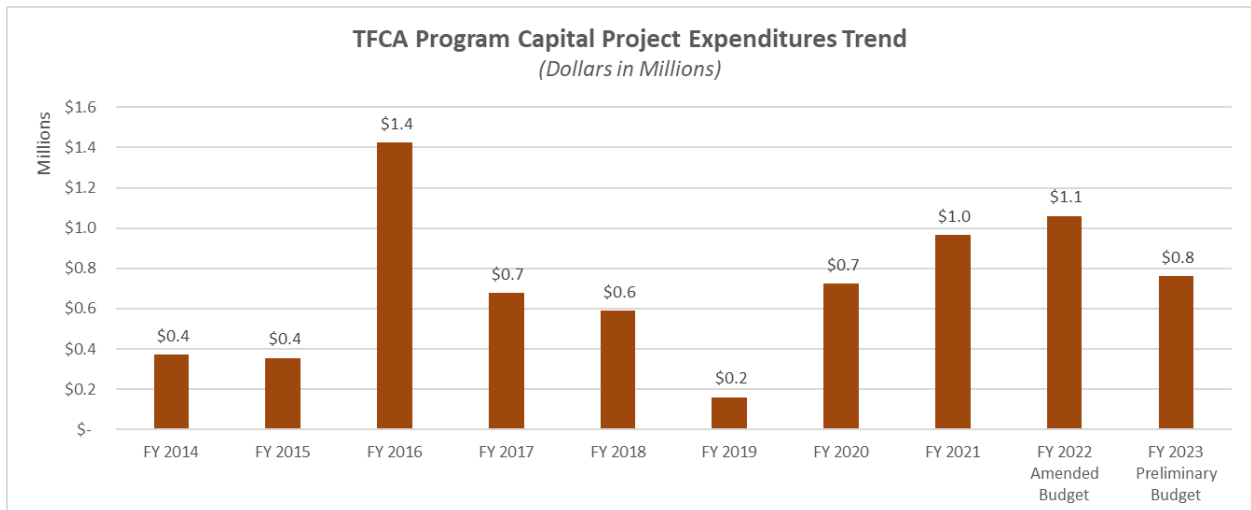


TFCA Program Expenditures:..... \$760,852

This line item covers projects to be delivered with TFCA funds, a regional program administered by the Bay Area Air Quality Management District, with the Transportation Authority serving as the County Program Manager for San Francisco. These monies must be used for cost-effective transportation projects which reduce motor vehicle air pollutant emissions. The TFCA capital expenditures program includes new FY 2022/23 projects, anticipated to be approved by the Board in June 2022, carryover prior year projects with multi-year schedules and other projects that will not be completed as anticipated in FY 2021/22.

This year’s budget is lower than the FY 2021/22 amended budget of \$1,060,567 by 28.3% or \$299,715, due to projects that have been or are expected to be completed by FY 2021/22 such as the Presidio Trust’s PresidioGo Battery Electric Shuttles project and the Bay Area Rapid Transit’s Early Bird Express project.

The chart below reflects the eight-year historical and two-year budgeted TFCA capital project expenditures.



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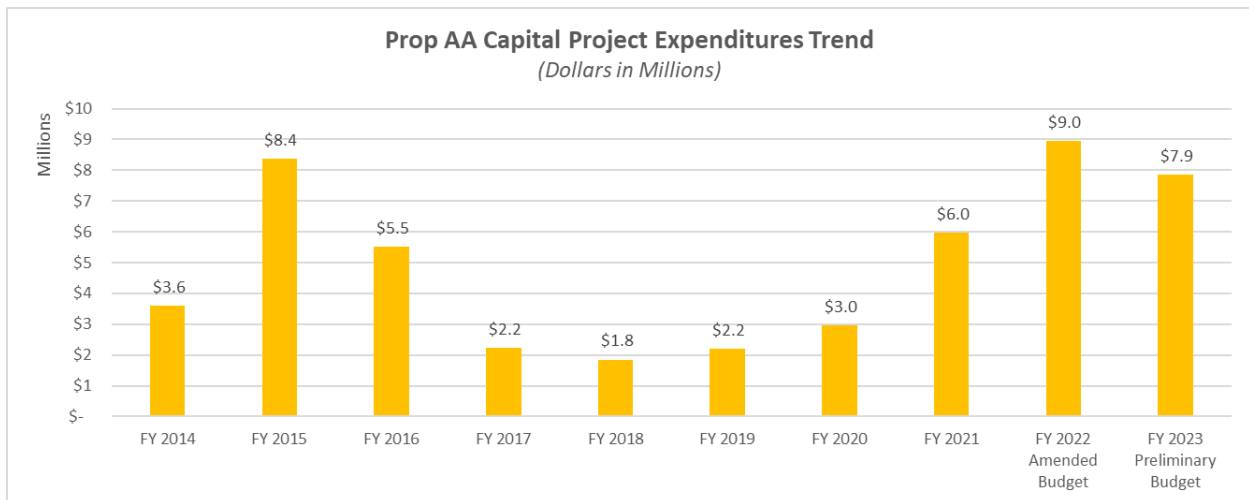
Vehicle Registration Fee for Transportation Improvements Program (Prop AA)

Expenditures:\$7,859,747

This line item includes projects that will be delivered under the voter-approved Prop AA Expenditure Plan. Consistent with the Prop AA Expenditure Plan, the revenues will be used for design and construction of local road repairs, pedestrian safety improvements, transit reliability improvements, and travel demand management projects. The Prop AA capital expenditures include FY 2022/23 projects programmed in the Prop AA Strategic Plan, anticipated to be approved April 2022, carryover prior year projects with multi-year schedules, and other projects that will not be completed as anticipated by the end of FY 2021/22. The largest capital project expenditures include San Francisco Public Works’ Richmond Residential Streets Pavement Renovation, Mission Street Transit and Pavement Improvement, 23rd Street, Dolores Street, York Street, and Hampshire Street Pavement Renovation projects, and SFMTA’s L-Taraval Transit Enhancements (Segment B) project, which together account for 57% of the FY 2022/23 budget amount.

For FY 2022/23, we expect expenditures to decrease by 12.2%, or \$1.1 million, as compared to the FY 2021/22 amended budget of \$9.0 million. This decrease is primarily due to several projects that have or are expected to complete construction in FY 2021/22, including the Geary Boulevard Pavement Renovation project.

The chart below reflects the eight-year historical and two-year budgeted Prop AA capital project expenditures.



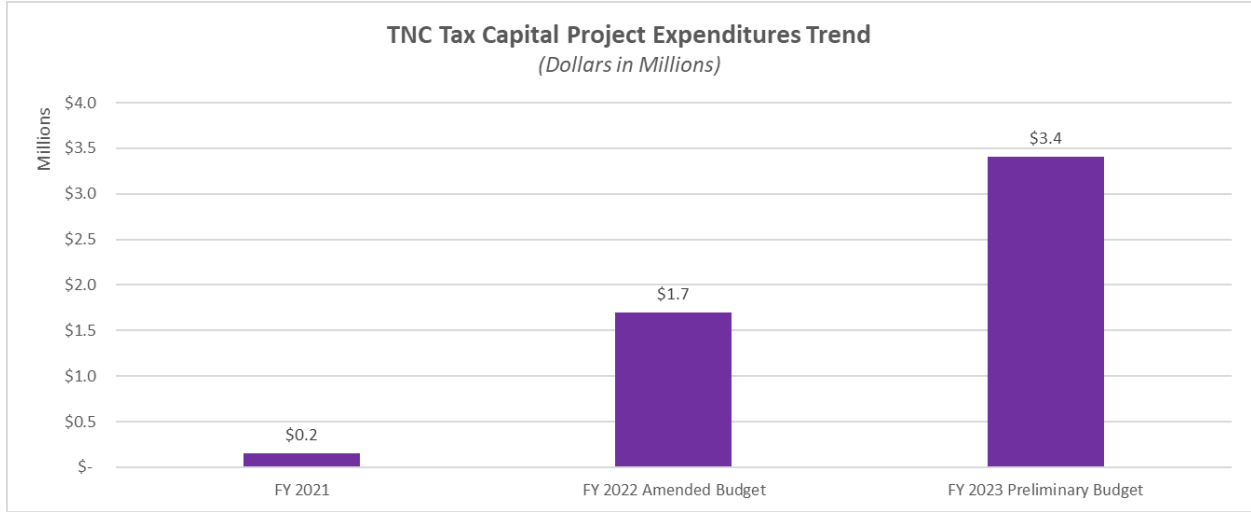
Traffic Congestion Mitigation Tax Program (TNC Tax) Expenditures:.....\$3,405,686

The Board adopted the TNC Tax Program Guidelines in Fall 2020, allocated \$2.5 million in available collections, and programmed the next \$5.0 million in collections to the SFMTA’s Vision Zero Quick-Build Program. A second allocation of \$3.0 million was made in December 2021 for the FY 2021/22 Vision Zero Quick-Build Program. We anticipate allocating the remaining programmed amount of \$2.0 million this fall and updating the TNC Tax Program Guidelines to program additional funds.

Capital Project Costs for the TNC Tax Program in FY 2022/23 are expected to increase by \$1.7 million, which is based on allocations made for SFMTA’s Vision Zero Quick-Build Program in FY 2020/21 and FY 2021/22 and their associated project schedules.

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The chart below reflects the one-year historical and two-year budgeted TNC Tax capital project expenditures.



TIMMA Program Expenditures:.....\$9,315,408

The TIMMA FY 2022/23 expenditures will be presented as a separate item to the TIMMA Committee and TIMMA Board at its respective May meetings.

ADMINISTRATIVE OPERATING EXPENDITURES..... \$12,581,240

Administrative operating expenditures in FY 2022/23 are budgeted to increase from the FY 2021/22 amended budget by \$276,286 or 2.2%. Operating expenditures include personnel, administrative, Commissioner-related, and equipment, furniture and fixtures expenditures.

Personnel:..... \$9,348,335

Personnel costs are budgeted at a higher level by 3.9% as compared to the FY 2021/22 amended budget, reflecting a budget of 42 full-time equivalents. The increase in personnel costs is primarily due to the hiring of vacant positions for the Assistant Deputy Director for Planning, Senior Engineer, Senior Communications Officer, and Transportation Planner in the FY 2021/22 amended budget for a partial year as compared to FY 2022/23 for the full year. In addition, we anticipate hiring a TIMMA Program Manager in the latter half of the fiscal year, which would be funded by the TIMMA, to advance its FY 2022/23 work program. The increase in fringe benefits reflects the corresponding increase in salaries as mentioned above and rising healthcare costs. Capacity for merit increases is also included in the pay-for-performance and salary categories; however, there is no assurance of any annual pay increase. Employees are not entitled to cost of living increases. All salary adjustments are determined by the Executive Director based on merit only.

A study on total compensation which would include a comprehensive review of our job classifications, descriptions, base compensation and benefits is currently being conducted. The goal is to optimize personnel recruitment and retention by making every effort to compensate employees fairly and equitably and remaining competitive with similar agencies in its compensation practices as the Transportation Authority’s Personnel Manual calls for a periodic review of the Transportation Authority job classification structure. Changes to Personnel expenditures as a result of the revised job

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classifications and salary structure, if any, will be reflected in the FY 2022/23 Mid-Year Budget Amendment.

Non-Personnel:..... \$3,232,905

This line item includes typical operating expenditures for office rent, telecommunications, postage, materials and office supplies, printing and reproduction equipment and services, and other administrative support requirements for all of our activities, along with all administrative support contracts, whether for City-supplied services, such as the City Attorney legal services and the Department of Technology cablecast services, or for competitively procured services (such as auditing, legislative advocacy, outside computer system support, etc.). Also included are funds for ongoing maintenance and operation of office equipment, computer hardware, licensing requirements for computer software, an allowance for replacement furniture and fixtures, Commissioner meeting fees, and compensation for Commissioners' direct furniture, equipment and materials expenditures related to Transportation Authority activity.

In June/July 2022, the San Francisco Board of Supervisors are expected to act placing the local half-cent transportation sales tax reauthorization ordinance on the November 2022 ballot that would continue in effect the existing half-cent transportation sales tax for 30-years to fund the program in the 2022 Expenditure Plan. Costs associated with the placing of the measure on the ballot, if any, will be reflected in the FY 2022/23 Mid-Year Budget Amendment.

Non-personnel expenditures in FY 2022/23 are budgeted to decrease from the FY 2021/22 amended budget by an estimated 2.2%, or \$74,265. This is primarily due to the decreased project-related legal costs as well as decreased costs related to computer network system upgrades that were included in FY 2021/22 amended budget but will not be needed in FY 2022/23.

DEBT SERVICE COSTS..... \$24,629,505

We have a \$125 million Revolving Credit Loan Agreement with U.S. Bank National Association and the full balance is currently available to draw upon for Prop K capital project costs. This line item assumes fees and interests related to the expected drawdown from the Revolving Credit Loan Agreement noted in the Other Financing Sources/Uses section, anticipated bond principal payment of \$14.1 million and interest payments of \$7.2 million related to our 2017 Sales Tax Revenue Bonds, and other costs associated with our debt program. Debt service expenditures in FY 2022/23 are budgeted to increase from the FY 2021/22 amended budget by an estimated 13.4% or \$2.9 million. This is primarily due to higher costs associated with the anticipated drawdown from the Revolving Credit Loan Agreement.

OTHER FINANCING SOURCES/USES.....\$75,000,000

The Other Financing Sources/Uses section of the Line Item Detail for the FY 2022/23 budget includes anticipated drawdowns from the Revolving Credit Loan Agreement. We had budgeted for a \$50 million drawdown from the Revolving Credit Loan Agreement in our FY 2021/22 amended budget. However, we do not anticipate the need for this drawdown by June 2022 due to new updated information received on FY 2021/22 capital project costs as mentioned above in Sales Tax Program Expenditure. The estimated level of sales tax capital expenditures for FY 2022/23 may trigger the need to drawdown up to \$75 million from the Revolving Credit Loan Agreement. We will continue to monitor capital spending closely during the upcoming year through a combination of cash flow needs for allocation reimbursements, progress reports and conversations with project sponsors, particularly our largest grant recipient, the SFMTA.

Attachment 6
Line Item Descriptions

This line item also includes inter-fund transfers of \$5.8 million among the sales tax, CMA, and TIMMA funds. These transfers represent the required local match to federal grants such as the Surface Transportation Program and the Advanced Transportation and Congestion Management Technologies Deployment. Also represented are appropriations of Prop K to projects such as the US 101/I-280 Managed Lanes and Express Bus, Geary/19th Avenue Subway Strategic Case, and I-280 Ocean Avenue Southbound Off-Ramp Realignment projects.

BUDGETARY FUND BALANCE FOR CONTINGENCIES..... \$11,504,125

Our Fiscal Policy directs that we shall allocate not less than 5% and up to 15% of estimated annual sales tax revenues as a hedge against an emergency occurring during the budgeted fiscal year. In the current economic climate, a budgeted fund balance of \$10.2 million, or 10% of annual projected sales tax revenues, is set aside as a program and operating contingency reserve. We have also set aside \$69,070 or about 10% as a program and operating contingency reserve respectively for the TFCA Program; \$483,405 or about 10% as a program and operating contingency reserve respectively for the Prop AA Program; and \$781,550 or about 10% as a program and operating contingency reserve respectively for the TNC Tax Program.



Memorandum

AGENDA ITEM 12

DATE: April 26, 2022

TO: Transportation Authority Board

FROM: Joe Castiglione - Deputy Director for Technology, Data, and Analysis

SUBJECT: 04/26/22 Board Meeting: Accept the Golden Gate Park, John F. Kennedy Drive Access Equity Study Report

RECOMMENDATION Information Action

Accept the Golden Gate Park (GGP), John F. Kennedy (JFK) Drive Access Equity Study report.

SUMMARY

During the COVID-19 pandemic, the San Francisco Recreation and Park Department (RPD) closed JFK Drive to personal cars full time to allow for socially distanced recreation. In response to Commissioner Shamann Walton's request, Transportation Authority staff collected data and prepared an equity study to understand use of and barriers to access to the Eastern portion of GGP and JFK Drive from Equity Priority Communities (EPCs) in District (D) 3, D10, and D11. The study also included an equity assessment of three alternatives for the future of JFK Drive proposed by the San Francisco Municipal Transportation Agency (SFMTA) and RPD: 1) Restoring vehicle access to JFK Drive; 2) Maintaining the car-free closure of JFK Drive; and 3) Restoring partial vehicle access to JFK Drive. The equity assessment found pre-pandemic access equity to the park was mixed for people traveling from EPCs, and that all JFK alternatives have the potential to reduce transportation barriers. The attached study does not recommend a JFK alternative but provides data and assessments to inform decisions that the Board of Supervisors, RPD and SFMTA may make regarding the final configuration and associated program of improvements for JFK Drive.

- Fund Allocation
- Fund Programming
- Policy/Legislation
- Plan/Study
- Capital Project Oversight/Delivery
- Budget/Finance
- Contract/Agreement
- Other: _____



BACKGROUND

In response to COVID-19, JFK Drive was closed to private vehicles every day of the week to create more spaces for people to safely recreate and maintain social distancing guidelines. This was an expansion from pre-COVID-19 conditions when JFK Drive was closed on Sundays, holidays, and some Saturdays. In early 2021, the Golden Gate Park Stakeholder Working Group was convened to determine shared values and priorities to inform subsequent park access planning and long-term operations. The Stakeholder Working Group developed an Action Framework to aid in the ongoing planning process and identified, among other findings, a need to improve access to GGP for communities of color, especially the city's southeastern neighborhoods (Resolution 21-49, May, 2021).¹

The Access Equity Study focuses on D3, D10, and D11 as these three districts are home to the EPCs that are furthest from GGP. The purpose of the study is to help decision makers understand the access experiences of D3, D10, and D11 EPCs when visiting the eastern portion of GGP, including JFK Drive, covering: pre-COVID and current car-free conditions; the access barriers that EPC residents perceive or face; and how the current full-time car-free status of JFK Drive has impacted travel to the park. The study also assesses the potential equity impacts of three alternatives for JFK Drive developed by SFMTA and RPD.

DISCUSSION

Outreach. Outreach was conducted in January and February of 2022 and was focused on answering five questions:

1. From EPCs within D3, D10, and D11, who used the eastern portion of GGP, including JFK Drive, before COVID-19?
2. From EPCs within D3, D10, and D11, who is currently using the eastern portion of GGP, including JFK Drive?
3. From EPCs within D3, D10, and D11, for those who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?
4. From EPCs within D3, D10, and D11, how has the closure impacted the desire/ability to visit the eastern portion of GGP, including JFK Drive?
5. From all districts, who is currently using the eastern portion of GGP, including JFK Drive?

¹ SFCTA, Golden Gate Park Stakeholder Working Group and Action Framework, May 2021, <https://www.sfcta.org/ggp-stakeholder>



Three outreach methods were used to collect data to answer the study questions - a phone/email survey, focus groups, and an intercept survey within the eastern portion of GGP.

Phone and Email Survey: The statistically significant phone/email survey was sent to a random sample of the study's focus district EPCs. This survey was conducted by phone and email in English, Spanish, and Chinese. In total, 310 people responded to the survey across all three districts. In addition, this survey was also distributed as an online survey through Community-Based Organizations (CBOs) within these districts and allowed respondents to opt in to focus groups. However, Transportation Authority staff did not have confidence in the data collected through this supplementary distribution method and results are not included in this report.

Focus Groups: Focus groups gave the project team an opportunity to hear from community members about how the full-time closure of JFK Drive has impacted their ability and desire to use the eastern portion of GGP, as well as transportation barriers for trips to the area. Participants live in zip codes partially or fully within the EPCs of the study's focus districts and used the eastern portion of the park both before and during the COVID-19.

Intercept Survey: The intercept survey was conducted in eastern GGP by surveyors who spoke Cantonese, Tagalog, and English; and paper surveys and digital surveys were available in English, Chinese, and Spanish. Surveys were conducted near main destinations in the area that are close to JFK Drive: JFK Drive itself, the Music Concourse, and the Botanical Gardens.

Study Questions and Findings.

1. From Equity Priority Communities within D3, D10, and D11, who used the eastern portion of GGP, including JFK Drive, before COVID-19?
 - Less than half of the phone/ email survey respondents from each of the three districts were visiting the eastern portion of GGP at least a few times a month before COVID-19.
 - Frequent visitors among survey respondents most often identified as Asian or Pacific Islander and White.
2. From Equity Priority Communities within D3, D10, and D11, who is currently using the eastern portion of GGP, including JFK Drive?
 - The race/ethnicity of phone/email respondents remained relatively unchanged among frequent users of GGP, with frequent visitors identifying most often as Asian Pacific Islander and White.
 - The share of respondents rarely (a few times per year) or never making trips to eastern GGP increased in District 10 and District 11, but remained constant in District 3.
3. From Equity Priority Communities within D3, D10, D11, for people who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?



- About half to two-thirds of phone/email respondents want to use the park more often than they currently do. Of these respondents, the most common reported barriers are related to parking availability and cost and the overall trip to eastern GGP taking too long.
 - In focus groups, participants expressed that the cost of parking in the Music Concourse Garage is a barrier, transit options are slow, indirect, or unreliable, protected bike lanes would reduce barriers and improve safety for bike trips, and that access barriers for seniors need to be considered.
4. From Equity Priority Communities within D3, 10, 11 how has the closure impacted the desire / ability to visit the eastern portion of GGP, including JFK?
- About half of respondents stated that they do not visit the eastern portion of GGP; 18% visit less and 31% visit the same amount or more often since JFK Drive became closed to cars full time.
 - Of intercept survey respondents, 10% stated that they visit eastern GGP less often during COVID as a result of the JFK Drive closure.
 - In focus groups, participants expressed that the removal of parking on JFK Drive made travel more difficult because of the loss of ADA parking, passenger loading, and free parking in the area.
5. From all districts, who is currently using the eastern portion of GGP, including JFK Drive?
- Most intercept survey respondents reported living in zip codes within two miles of eastern GGP, though zip codes from across the city were provided, with about 10% partially or fully within D3, D10, and D11.
 - The race/ethnicity of intercept survey respondents are similar to the city overall, though respondents who identified as White are slightly overrepresented and Asian and/or Pacific Islander and Hispanic and/or Latinx are slightly underrepresented.

Equity Assessment. In 2020, as part of the city's response to the COVID-19 pandemic, the portion of JFK Drive East of Transverse Drive, and other roads in GGP were designated as full-time car-free streets. The SFMTA and RPD developed three potential long-term configurations for JFK Drive (also described in a public survey released last fall), paired with varying levels of supporting transportation programs such as shuttles, parking fees/subsidies, and passenger loading zone areas. Supporting transportation programs for each alternative are shown on page 8 and 35 of the report:

1. Restoring vehicle access to JFK Drive (Open JFK) includes restoring vehicle access on JFK Drive to pre-COVID conditions where the road was car-free every Sunday, on holidays, and on some Saturdays.



2. Maintaining the car-free closure of JFK Drive (Car-Free JFK) includes maintaining the current full-time car-free status. This configuration results in removing about 478 general and 26 ADA parking spaces (504 parking space in total) and allows paratransit service and transit to operate along and across JFK drive.
3. Restoring partial vehicle access to JFK Drive (One-Way Private Vehicle Access) includes a partial reopening to allow private vehicles to travel westbound on JFK Drive with an entrance at 8th Ave. The total amount of parking spaces that would be removed under this alternative is unclear.

The equity rubric "STEPS"² was first used to establish baseline understanding of barriers during pre-COVID conditions. Each of the three alternatives for JFK Drive was compared to the baseline to determine if park access would improve or worsen for EPCs from D3, D10, and D11 under each alternative.

Equity Assessment Findings. The equity assessment found that the pre-COVID configuration of JFK Drive resulted in many spatial and temporal travel barriers, and moderate economic, physiologic, and social travel barriers to accessing GGP from EPCs in Districts 3, 10, and 11. As shown on page 44 of the report, all three of the long-term configurations proposed by SFMTA and RPD improve access as compared to pre-COVID conditions. The Car-Free JFK alternative has the most impactful program combinations to offset parking removal, parking costs, ADA parking and loading removal, and improve transit connectivity, and therefore addresses the most travel barriers, as compared to the other proposed alternatives. However, each of the alternatives does present some areas of uncertainty or, in the case of the one-way vehicle access alternative, potential worsening conditions, due to the lack of definition around the location of ADA parking and passenger loading in proximity to destinations in the park, as compared to pre-COVID conditions; see Figure 1, below.

² Travel Behavior: Shared Mobility and Transportation Equity, U.S. Department of Transportation Federal Highway Administration, 2018, https://www.fhwa.dot.gov/policy/otps/shared_use_mobility_equity_final.pdf



Figure 1 Summary of Equity Assessment Alternatives

	SPATIAL	TEMPORAL	ECONOMIC	PHYSIOLOGICAL
Baseline (pre-covid)	many barriers to access	many barriers to access	moderate barriers to access	moderate barriers to access
No Closure	+	+	?	+
Full JFK Closure	+	+	+	?
One-Way Vehicle Access	+	+	+	-

FINANCIAL IMPACT

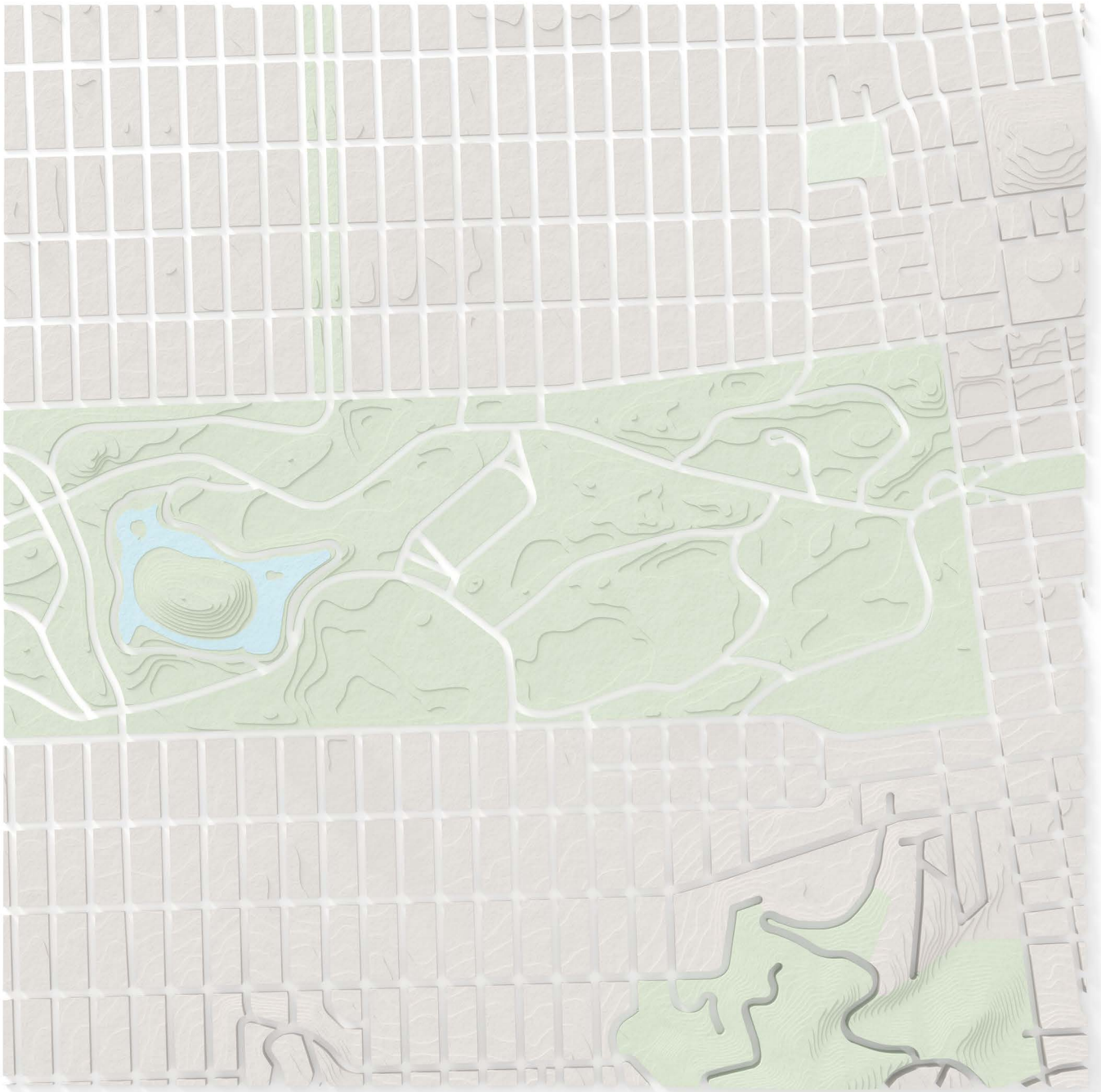
The recommended action would have no impact on the adopted Fiscal Year 2021/22 budget.

CAC POSITION

The CAC will be briefed on this item at the April 27 meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Golden Gate Park, John F. Kennedy Drive Access Equity Study Report
- Attachment 2 - Golden Gate Park, John F. Kennedy Drive Access Equity Study Appendix



Golden Gate Park, John F. Kennedy Drive Access Equity Study



San Francisco
County Transportation
Authority

Draft Report: April 2022

Acknowledgments

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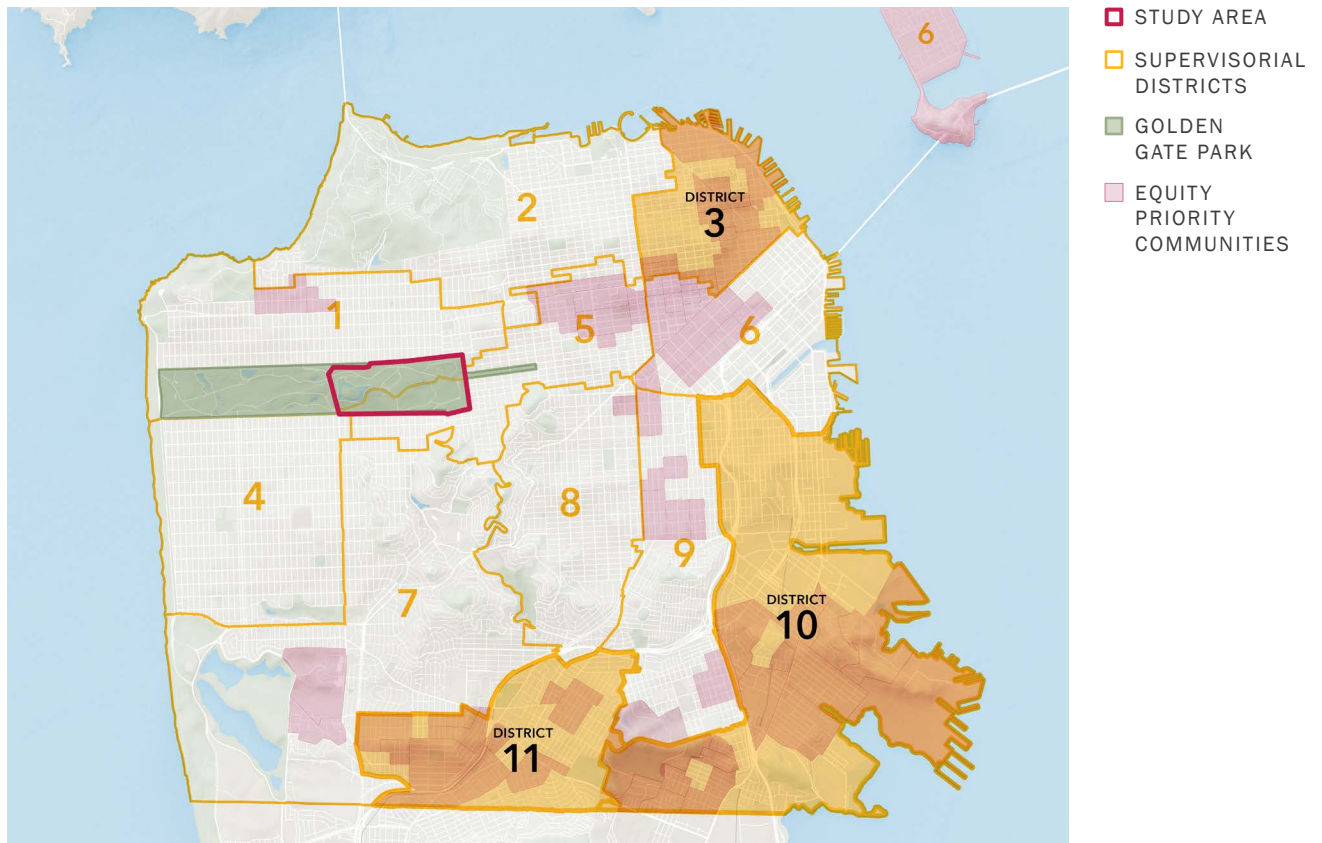
Executive Summary

Study Purpose

In 1967, John F. Kennedy Drive (JFK Drive) was designated car-free between Stanyan Street and Transverse Drive on Sundays. Over time, car-free days were expanded to include some Saturdays, holidays, and special events. In 2020, as San Francisco grappled with the COVID-19 pandemic, the San Francisco Recreation and Park Department (RPD) closed JFK Drive and other roads in Golden Gate Park (GGP) to personal cars full time to allow for socially distanced recreation. In April, 2021, Commissioner Shamann Walton requested an equity study to better understand access to the eastern portion of GGP.

The Golden Gate Park, JFK Drive Access Equity Study (Access Equity Study) examined this question from the perspective of three sets of Equity Priority Communities (EPCs), from District 3, District 10, and District 11.¹ The focus districts and study area are shown in Figure 1.

Figure 1. Equity Priority Communities, Focus Districts, and Golden Gate Park Study Area



¹ San Francisco's Equity Priority Communities (EPCs) are regionally adopted by the Metropolitan Transportation Commission (MTC) and used by the Transportation Authority in this study; EPCs use census tract data. EPCs include a diverse cross-section of populations and communities that could be considered disadvantaged or vulnerable now and in the future.

This study assesses who has been using the eastern portion of GGP, including JFK Drive, prior to and during the COVID-19 pandemic and includes an equity assessment of three long-term operational alternatives and related transportation programs provided by the San Francisco Municipal Transportation Agency (SFMTA) and Recreation and Parks Department (RPD).

The Access Equity Study is guided by five study questions, listed below. These questions are meant to help decision makers understand the access experiences of District 3, District 10, and District 11 EPCs when visiting the eastern portion of GGP, including JFK Drive.

1. From Equity Priority Communities within District 3, District 10 and District 11, who used the eastern portion of GGP, including JFK Drive, before COVID-19?
2. From Equity Priority Communities within District 3, District 10 and District 11, who is currently using the eastern portion of GGP, including JFK Drive?
3. From Equity Priority Communities within District 3, District 10 and District 11, for those who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?
4. From Equity Priority Communities within District 3, District 10 and District 11, how has the closure impacted the desire / ability to visit the eastern portion of GGP, including JFK Drive?
5. From all districts, who is currently using the eastern portion of GGP, including JFK Drive?

This study also includes an equity assessment of how three alternative JFK Drive configurations and proposed transportation programs, identified by city agencies, perform across various equitable access criteria and assessment methods.

Data Collection Methods and Study Findings

The study included three methods to collect new data to answer the project study questions: a phone and email survey to residents of EPCs in District 3, District 10, and District 11; two focus groups; and an intercept survey in the eastern portion of GGP. Figure 2 provides an overview of the study questions and related data collection methods.

Figure 2. Project Study Questions and Data Collection Alignment

STUDY QUESTION	DATA COLLECTION SOURCE
1. From Equity Priority Communities within District 3, District 10 and District 11, who used the eastern portion of GGP, including JFK Drive, before COVID-19?	Phone and email survey
2. From Equity Priority Communities within District 3, District 10 and District 11, who is currently using the eastern portion of GGP, including JFK Drive?	Phone and email survey
3. From Equity Priority Communities within District 3, District 10 and District 11, for those who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?	Phone and email survey, focus group
4. From Equity Priority Communities within District 3, District 10 and District 11 how has the closure impacted the desire / ability to visit the eastern portion of GGP, including JFK Drive?	Phone and email survey, focus group
5. From all districts, who is currently using the eastern portion of GGP, including JFK Drive?	Intercept survey

The data collection resulted in core findings, outlined below, and discussed in more detail in the Data Collection Methods and Findings Chapter.

1. From Equity Priority Communities within District 3, District 10 and District 11, who used the eastern portion of GGP, including JFK Drive, before covid-19?

- Less than half of the phone/ email survey respondents from each of the three districts were visiting the eastern portion of GGP at least a few times a month before COVID-19.
- Frequent visitors among survey respondents most often identified as Asian or Pacific Islander and White.

2. From Equity Priority Communities within District 3, District 10, District 11, who is currently using the eastern portion of GGP, including JFK Drive?

- The race/ethnicity of phone/email respondents remained relatively unchanged among frequent users of GGP, with frequent visitors identifying most often as Asian Pacific Islander and White.
- The share of respondents rarely (a few times per year) or never making trips to eastern GGP increased in District 10 and District 11, but remained constant in District 3.

3. From Equity Priority Communities within District 3, District 10 and District 11, for people who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?

- About half to two-thirds of phone/email respondents want to use the park more often than they currently do. Of these respondents, the most common reported barriers are related to parking availability and cost and the overall trip to eastern GGP taking too long.
- In focus groups, participants expressed that the cost of parking in the Music Concourse Garage is a barrier, and that transit options are slow, indirect, or unreliable. Access barriers for seniors need to be considered and protected bike lanes would improve safety for bike trips.

4. From Equity Priority Communities within District 3, District 10, and District 11 how has the closure impacted the desire / ability to visit the eastern portion of GGP, including JFK Drive?

- About half of phone/email respondents stated that they do not visit the eastern portion of GGP; 18% visit less and 31% visit the same amount or more often since JFK Drive became closed to cars full time.
- Of intercept survey respondents, 10% stated that they visit eastern GGP less often during COVID as a result of the JFK Drive closure.
- In focus groups, participants expressed that the removal of parking on JFK Drive made travel more difficult because of the loss of ADA parking, passenger loading, and free parking in the area.

5. From all districts, who is currently using the eastern portion of GGP, including JFK Drive?

- Most intercept survey respondents reported living in zip codes within two miles of eastern GGP, though zip codes from across the city were provided, with about 10% partially or fully within District 3, District 10, and District 11.
- The race/ethnicity of intercept survey respondents are similar to the city overall, though respondents who identified as White are slightly overrepresented and Asian and/or Pacific Islander and Hispanic and/or Latinx are slightly underrepresented.

Equity Assessment of Alternative JFK Drive Configurations

The equity assessment of three long-term operational alternatives and related transportation programs provided by the San Francisco Municipal Transportation Agency (SFMTA) and Recreation and Parks Department was shaped by the STEPS framework.¹ The STEPS framework identifies five types of travel barriers (for more detail see Introduction and Project Scope Chapter):

1. **Spatial:** barriers related to spatial or geographic disparity in services within a certain area.
2. **Temporal:** barriers related to the time-of-day services are available or time-sensitive transportation needs.
3. **Economic:** barriers related to cost of services or cost to access technology to use services.
4. **Physiological:** barriers related to serving users with physical or cognitive challenges or limited technology proficiency.
5. **Social:** barriers related to serving low-income communities, minority communities, or people with limited English proficiency.

The equity assessment broadly assessed the potential impacts on access to GGP from EPCs in Districts 3, 10, and 11 for three operational and transportation program alternatives brought to the public through outreach for SFMTA's Golden Gate Park Access and Safety Program² in 2021/2022 (see Equity Assessment Chapter for the complete set of alternatives evaluated).

Each of the alternatives includes different operations of JFK Drive and varying levels of programmatic changes to support access, such as expanded in-park shuttle operations and Americans with Disabilities Act (ADA) parking changes. During the COVID-19 car-free designation, city agencies planned and implemented changes to support access. These include re-striping and construction to create 28 new ADA spaces³; changes to the in-park shuttle service times and stops⁴; and planned restoration of the 21 Hayes line. These changes would remain in all alternatives, with the exception of the in-park shuttle changes which may reduce service if JFK Drive is open to vehicles. Some operational features and services varied among

1 **Travel Behavior: Shared Mobility and Transportation Equity**, U.S. Department of Transportation Federal Highway Administration, 2018, https://www.fhwa.dot.gov/policy/otps/shared_use_mobility_equity_final.pdf

2 **Golden Gate Park Access and Safety Program**, SFMTA

3 See Appendix D for the location of ADA spaces in the eastern portion of GGP

4 <https://www.sfmta.com/blog/golden-gate-park-shuttle-back-and-better-ever>

the alternatives, including the provision of shuttle services from citywide CBOs (community based organizations), garage drop-off zones and white curb passenger loading zones in the Music Concourse). The three alternatives are:

- 1. Restoring vehicle access to JFK Drive (Open JFK)** includes returning private vehicle access on JFK Drive to pre-COVID-19 conditions where the road was car-free every Sunday, on holidays, and some Saturdays. This alternative includes the fewest additional programs to reduce known access barriers.
- 2. Maintaining the car-free closure of JFK Drive (Car-Free JFK)** includes maintaining the current full-time car-free status that closes JFK Drive to private vehicles, while allowing passenger loading at the Music Concourse via MLK Drive. This configuration results in removing about 478 general and 26 ADA parking spaces (about 504 spaces in total) and allows paratransit service and transit to operate along and across JFK Drive. This alternative includes the most programs to reduce access barriers.
- 3. Restoring partial vehicle access to JFK Drive (One-Way Private Vehicle Access)** includes a partial reopening to allow private vehicles to travel westbound on JFK Drive with an entrance at 8th Ave. The total amount of parking spaces that would be removed under this alternative is unclear.¹ This alternative includes some programs to reduce access barriers, but fewer programs than the Car-Free JFK alternative.

The Study team assessed the impacts of alternatives relative to pre-pandemic baseline conditions. Figure 4 presents the high-level findings of the assessment; these are discussed in more detail in the Equity Assessment Chapter. Overall, the assessment found pre-pandemic access to the park was mixed, and that all alternatives have the potential to improve transportation barriers from pre-pandemic conditions, though there are areas where impact is uncertain (Alternative 2: Car-free JFK physiological) or may worsen (Alternative 3: One-way JFK physiological) due primarily to the provision of fewer supportive operational features.

¹ The study team assumed a majority of the 504 spaces that would be removed in Alternative 2: Car-free JFK would also be removed in this alternative

Figure 3. Summary of JFK Drive Alternatives and Programmatic Elements, defined by City Agencies

	OPEN JFK	CAR-FREE JFK	ONE-WAY LOOP
In-Park Shuttle Service Changes	✗	✓	✓
In-Park Shuttle Route/ Stop Changes	limited	✓	✓
Equity Priority Community CBO Shuttle	✗	✓	✓
29-Sunset Improvements	✓	✓	✓
Wayfinding Improvements	limited	✓	✓
TDM Program	✓	✓	✓
Construct New ADA Spaces (28)	✓	✓	✓
Demand Pricing in Garage	✓	✓	✓
Garage Parking Subsidy	✗	✓	✓
Garage Drop-Off Zones	✗	✓	✗
Bike Share Stations	✓	✓	✓
Passenger loading in Music Concourse	✗	✓	✗

Figure 4. Summary of Equity Assessment Findings

	SPATIAL	TEMPORAL	ECONOMIC	PHYSIOLOGICAL
Baseline (pre-COVID)	many barriers to access	many barriers to access	moderate barriers to access	moderate barriers to access
No Closure	+	+	?	+
Full JFK Closure	+	+	+	?
One-Way Vehicle Access	+	+	+	-

* Social barriers were not evaluated as part of this equity assessment; MTA / RPD proposed programs within the park may affect social barriers.

1. Introduction and Project Purpose

In response to COVID-19, City agencies closed JFK Drive to private vehicles every day of the week to create more spaces for people to safely recreate and maintain social distancing guidelines. This was an expansion to pre-COVID-19 conditions when JFK Drive was closed on Sundays, holidays, and some Saturdays. In early 2021, the Transportation Authority convened the Golden Gate Park Stakeholder Working Group to determine shared values and priorities to inform subsequent park access planning and long-term operations. The Stakeholder Working Group developed an Action Framework to aid in the ongoing planning process and identified, among other findings, a need to improve access to GGP for communities of color, especially the city's southeastern neighborhoods (Resolution 21-49, May, 2021).¹

In April, 2021, Commissioner Shamann Walton requested an equity study to better understand the use of JFK Drive to access the eastern portion of GGP, particularly from District 10 and other diverse communities.

The purpose of the study is to examine access equity to the eastern portion of GGP – between Stanyan and Crossover Drive – because of the many attractions in this area. The Golden Gate Park, John F. Kennedy Drive Access Equity Study (Access Equity Study) was initiated in response to this request.

This Access Equity Study focuses on understanding the travel conditions from the Equity Priority Communities (EPCs) within District 3, District 10, and District 11 to the eastern portion of GGP (Figure 6) and who currently uses the eastern portion of the park, including JFK Drive. The study contributes to transportation planning for GGP through research, outreach, and data collection focused on key study questions detailed in Figure 5.

Figure 5. Access Equity Study Guiding Questions

STUDY QUESTIONS

1. From Equity Priority Communities within District 3, District 10 and District 11, who used the eastern portion of GGP, including JFK Drive, before COVID-19?

2. From Equity Priority Communities within District 3, District 10 and District 11, who is currently using the eastern portion of GGP, including JFK Drive?

3. From Equity Priority Communities within District 3, District 10, and District 11, for people who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?

4. From Equity Priority Communities within District 3, District 10, and District 11 how has the closure impacted the desire / ability to visit the eastern portion of GGP, including JFK Drive?

5. Who is currently using the eastern portion of GGP, including JFK Drive?

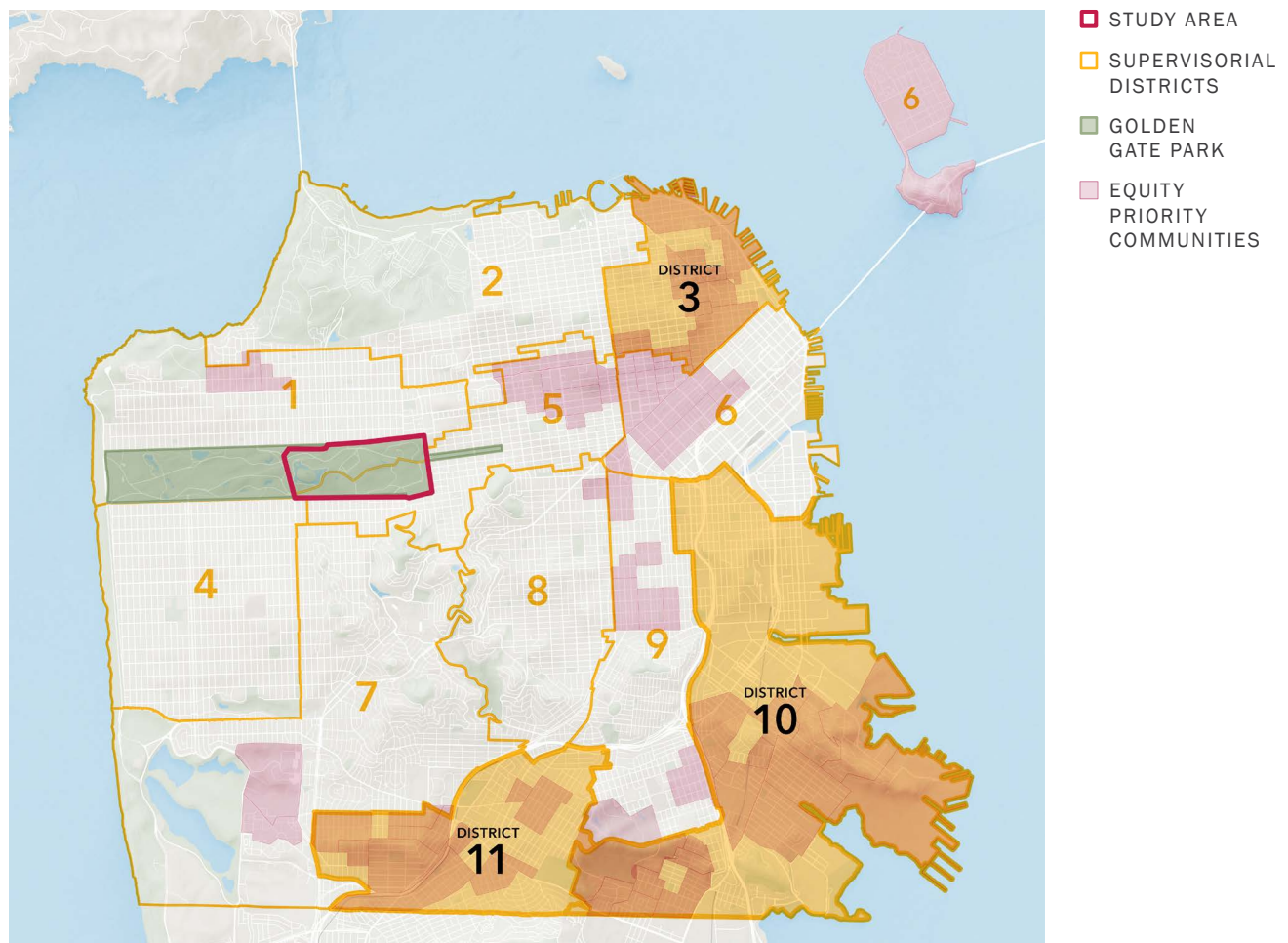
¹ SFCTA, Golden Gate Park Stakeholder Working Group and Action Framework, May 2021, <https://www.sfcta.org/ggp-stakeholder>

1.1 Study Boundaries and EPC Characteristics

San Francisco's Equity Priority Communities (EPCs) are regionally adopted by the Metropolitan Transportation Commission (MTC) and use census tract data.¹ The EPC framework helps MTC, and other agencies including the Transportation Authority, make decisions on investments that meaningfully address historic disparities in access to transportation, housing, and other community services for these communities. The RPD uses a separate designation, called Equity Zones, to prioritize investments.

District 3, District 10, and District 11 are among the farthest districts from GGP. District 3 is in the northeast and District 10 and District 11 are in the southern and eastern part of San Francisco (Figure 6).

Figure 6. Equity Priority Communities, Focus Districts, and Golden Gate Park Study Area

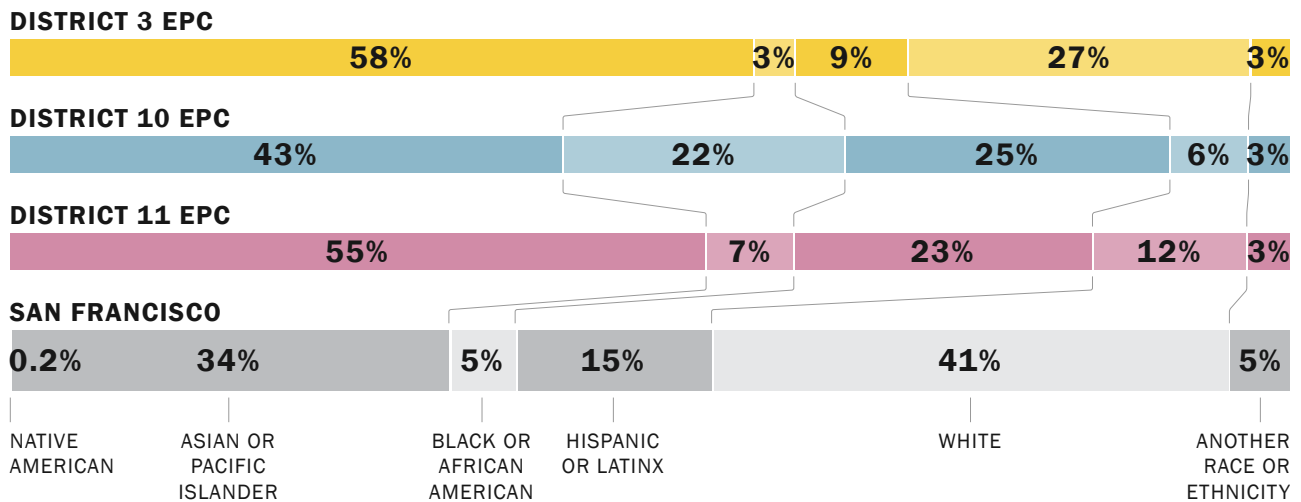


¹ https://sfrecpark.org/DocumentCenter/View/15800/Item-8-Equity-Analysis_Metrics-FY20-111920

The combination of past policies and investments such as highway construction, redlining, and urban renewal impacted access to economic and social activity centers for communities of color. In San Francisco, I-280 and US-101 divide District 10 and District 11 from other parts of the city. This makes many active transportation and transit trips across the city more difficult and contributes to higher car ownership and driving rates in these Districts compared to most other parts of the city.¹²³ District 11 has the highest level of vehicles available by occupied housing unit and District 10 has the fourth highest level of vehicles available by occupied housing unit. Though this study is about equity and access, it does not analyze how past investments shape today’s travel patterns. Addressing historical inequities is embedded in various planning processes in San Francisco including Muni’s Equity Strategy and the Recreation and Parks Department’s Equity Zones, which are used to guide funding and resource allocation to address historic disinvestment.

Each of the three focus districts is racially and ethnically diverse. Figure 7 compares the racial/ethnic composition of each district’s EPC residents to San Francisco as a whole using 2018 American Community Survey (ACS) 5-year estimates. EPCs in all three districts have a smaller share of White residents than San Francisco as a whole. All three districts also have a higher share of Asian or Pacific Islander residents than San Francisco as a whole. District 3 includes the Chinatown neighborhood and has a particularly high share of Asian and Pacific Islander residents. EPCs within Districts 10 and 11 have comparatively high shares of Hispanic or Latinx residents. The share of Black residents within District 10 Equity Priority Communities is more than double the share of Black residents in San Francisco.

Figure 7. Racial/Ethnic Demographics of EPCs Within Study Districts Compared to Citywide Demographics⁴



1 <https://connectsf-vmt.sfcta.org/>
 2 SFMTA, **Bayview Community Based Transportation Plan**, Page 27
 3 2019 American Community Survey
 4 American Community Survey 5-Year estimates from 2018.

The study area of the Equity and Access Study is the eastern portion of GGP, including JFK Drive. This area is bound by Stanyan Street on the east and Crossover Drive on the West (Figure 8) and is home to attractions including the de Young Museum, the California Academy of Sciences, the Conservatory of Flowers, the 6th Avenue Skate Park, and many other destinations. The park is also known for its natural features, trails, and gardens such as the San Francisco Botanical Garden, Stow Lake, and the Japanese Tea Garden.

Figure 8. Map of Eastern Golden Gate Park



1.2 Literature Review

The study team reviewed transportation equity frameworks and park access equity studies to identify approaches for an equity assessment of JFK Drive alternatives. Equity frameworks are designed to identify inequities and improve success in the planning of policies, programs, and investments. Highlights of the literature review are below and a complete literature review is included in Appendix A.

PEER PARK EQUITY STUDIES

Many park equity studies focus on the proximity of parks to households and how to identify vulnerable populations in need of better park access. San Francisco generally scores well when park equity is defined this way because, in 2017, San Francisco became the first city in the US where all residents live within a 10-minute walk to a park.¹ Additionally, RPD established Park Equity Zones in 2016² to identify vulnerable communities and plan for and improve recreation facilities and park access.

The amount of peer city research on equitable access to regionally significant parks or open space is limited. Four peer studies with a focus on regionally significant parks are included in the literature review. A key finding of this review is that “good” transportation access to a major, regional park destination is defined as a door-to-door travel time of 30 to 45 minutes.

The study team reviewed the following studies:

- **King County, Washington:** Connecting People to Parks in King County A Transit-to-Parks GIS Analysis³
- **Albuquerque, New Mexico:** Next Stop: Equitable Access 2020 A Transit to Parks Analysis⁴
- **Los Angeles, California:** Next Stop: More Access to Open Spaces, A Transit to Parks Strategic Plan⁵
- **San Mateo, California:** San Mateo County Coastside Access Study⁶

EQUITY FRAMEWORKS

The literature review also included a review of two equity evaluation frameworks – the STEPS Framework and the Mobility Equity Framework. The STEPS framework was

1 SFWeekly, [All of SF Lives Within a 10-minute Walk of a Park](#), 2017.

2 San Francisco Recreation and Parks, [Measuring Equity Across SF's Parks](#), 2016.

3 The Wilderness Society, [Connecting People to Parks](#), 2019

4 The Wilderness Society, [Next Stop: Equitable Access](#), 2020

5 LA Metro, [Next Stop: More Access to Open Spaces](#), 2019

6 Nelson/Nygaard, [San Mateo County Coastside Access Study](#), 2015

selected for this study because it is flexible and can be adapted to the specific study objective of understanding the experience of diverse communities and their barriers to accessing GGP.

The Federal Highway Administration and UC Berkeley developed the STEPS Framework to explore how shared mobility can be used to address transportation equity challenges that travelers face when making trips.¹ The framework outlines five categories that transportation barriers may be associated with:

1. **Spatial barriers** are related to spatial or geographic disparity in services within a certain area. These exist when travelers are not able to access their destinations and opportunities in a timely and affordable way. This barrier is most likely to impact users with limited vehicle access, including youth, older adults, people with disabilities, and people with low incomes.
2. **Temporal barriers** are related to the time-of-day when services are available or time-sensitive transportation needs. The most common source of temporal barriers are traffic congestion and public transit delays. As a result of these barriers, travelers must plan for longer travel times, require flexibility in their trip schedule, and spend less time doing their desired activity.
3. **Economic barriers** are related to cost of services or cost to access technology to use services. Economic barriers exist when the cost of travel limits a person from affording basic goods, services, or saving.
4. **Physiological barriers** are related to serving users with physical or cognitive challenges or limited technology proficiency. Despite transit vehicles being ADA accessible, connections to and from transit can also present barriers when facilities are unpredictable. Physiological barriers can also apply to families with young children because of the need to carry children and equipment.
5. **Social barriers** are related to serving low-income communities, minority communities, or people with limited English proficiency. Marketing and communication languages and cultural differences in transportation preferences can be social barriers.

¹ **Travel Behavior: Shared Mobility and Transportation Equity**, U.S. Department of Transportation Federal Highway Administration, 2018

2. Data Collection Methods and Findings

The Access Equity Study is structured around five core questions. This section includes an overview of the data collection methods and findings related to the study questions. The three data collection methods are¹:

1. **Phone/email survey to residents** of the study's focus district EPCs. A second, identical survey was distributed as an online survey through CBOs within these districts and allowed respondents to opt-in to a focus group. The CBO distributed survey resulted in 280 survey responses from people reporting home zip codes fully or partially within District 3, District 10, or District 11, however the Transportation Authority did not have confidence in the data collected through this second survey and results are not included in this report.
2. **Focus groups** that included people living within zip codes that are partially or fully within the EPC boundaries of District 3, District 10, and District 11 who opted-in through the CBO survey.
3. **Intercept survey** within the eastern portion of GGP, that was conducted along and within close proximity to JFK Drive.

The relationship between study questions and data collection methods is shown below (Figure 9).

Figure 9. Study Questions and Data Collection Sources

STUDY QUESTION	DATA COLLECTION SOURCE
1. From Equity Priority Communities within District 3, District 10, and District 11, who used the eastern portion of GGP, including JFK Drive, before COVID-19?	Phone and email survey
2. From Equity Priority Communities within District 3, District 10, and District 11, who is currently using the eastern portion of GGP, including JFK Drive?	Phone and email survey
3. From Equity Priority Communities within District 3, District 10, and District 11, for people who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?	Phone and email survey, focus group
4. From Equity Priority Communities within District 3, District 10, and District 11 how has the closure impacted the desire / ability to visit the eastern portion of GGP, including JFK Drive?	Phone and email survey, focus group
5. Who is currently using the eastern portion of GGP, including JFK Drive?	Intercept survey

¹ Survey instruments are in Appendix B

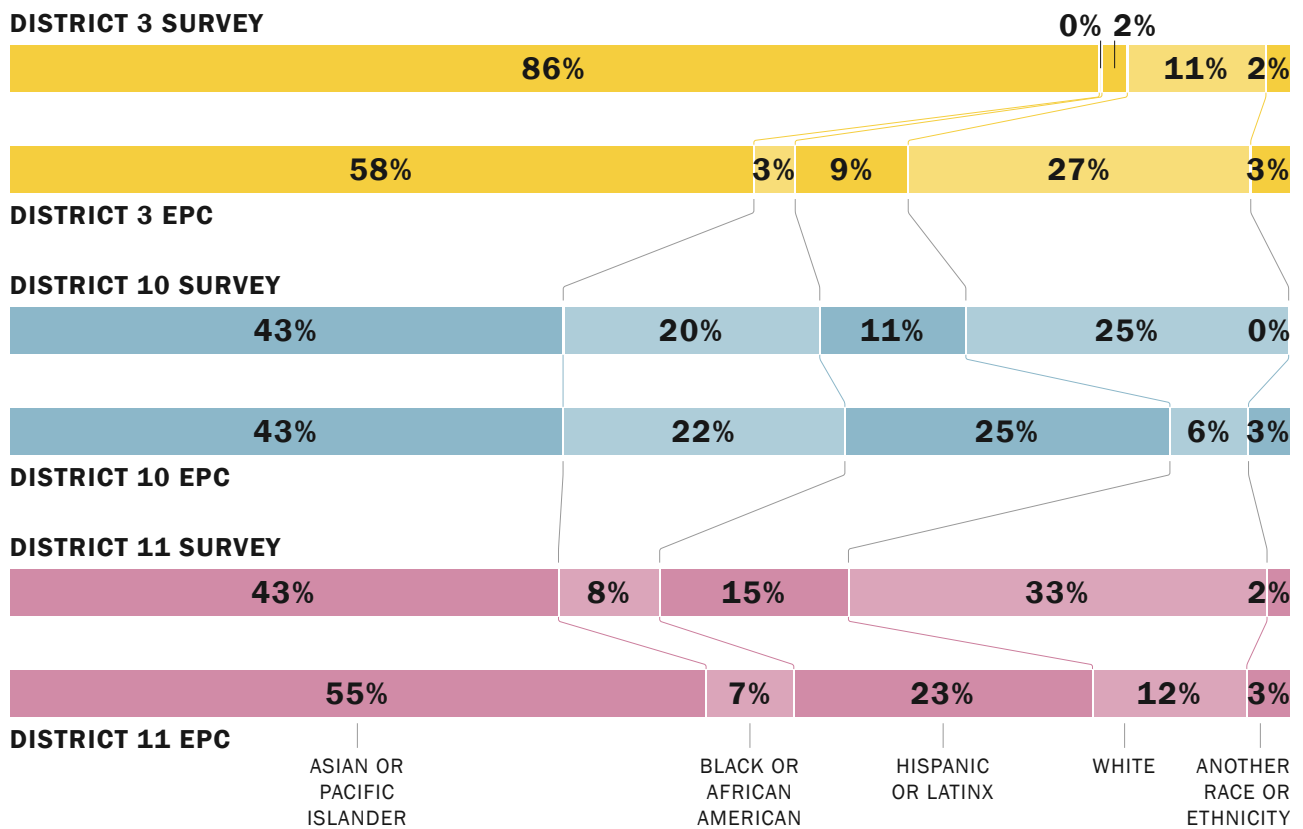
DATA COLLECTION APPROACHES

Phone and Email Survey:

The statistically significant phone and email survey was conducted in English, Spanish, and Chinese. The study team used voter information to create a random sample of people living within EPCs in District 3, District 10, and District 11. The surveying effort took place from January 8 through February 4, 2022 and targeted 400 responses. Ultimately, the study team collected 310 responses (56 from District 3, 123 from District 10, and 131 from District 11).¹ Figure 10 shows the self-reported race/ethnicity of phone and email survey respondents versus EPC resident racial make up for each district. EPC data was drawn from the 2018 ACS.

The margin of error in the total responses of this survey effort is +/- 5.6% (95% confidence interval). The margin of error increases as data is broken out by different survey variables (e.g. by demographics or EPC).

Figure 10. Race/Ethnicity of Phone/Email Survey Respondents Compared to EPC Residents by District



¹ For this survey, respondent contact information was obtained from voter registration records and interviewers spoke to any adult in the household, regardless of voter registration status. District 3 received fewer responses than District 10 and District 11. The study team obtained all available records with a phone number or email address for residents in the District 3 EPC and either called or emailed to invite them to participate in the survey. There were no more available records to draw from, preventing the team from reaching a bigger sample size in the area.

Focus Groups:

Focus groups gave the project team an opportunity to hear from community members about how the full-time closure of JFK Drive has impacted their ability and desire to use the eastern portion of GGP, as well as transportation barriers for trips to the area. Through the CBO distributed survey, 50 people opted to join the focus groups. Participants were prioritized based on the criteria that they lived in zip codes partially or fully within the EPCs of the study's focus districts and used the eastern portion of the park both before and during the COVID-19-related changes to JFK Drive. Chinese and Spanish language focus groups were offered, however, everyone who joined a focus group preferred a focus group in English. In total, two meetings were held in English; each meeting had approximately four to six people, for a total of ten focus groups participants¹. The study team also participated in or received summary notes from several community meetings held with CBOs in District 3 and District 10 by other city departments which reflected similar/consistent responses.

Intercept Survey:

The intercept survey was conducted in eastern GGP on weekends in January and February 2022 by surveyors who spoke Cantonese, Tagalog, and English; paper surveys were available in English, Chinese, and Spanish; Digital surveys, linked by QR code, were also available in traditional Chinese and Spanish. Surveys were conducted in the study area of the park, with a focus on the main destinations in the area that are close to JFK Drive – JFK Drive itself, the Music Concourse, and the Botanical Gardens. Figure 11 shows the intercept survey data collection area. In total, 422 surveys were collected.

¹ All focus group participants received a \$25 stipend for their time

Figure 11. Study Area and Intercept Survey Collection Area



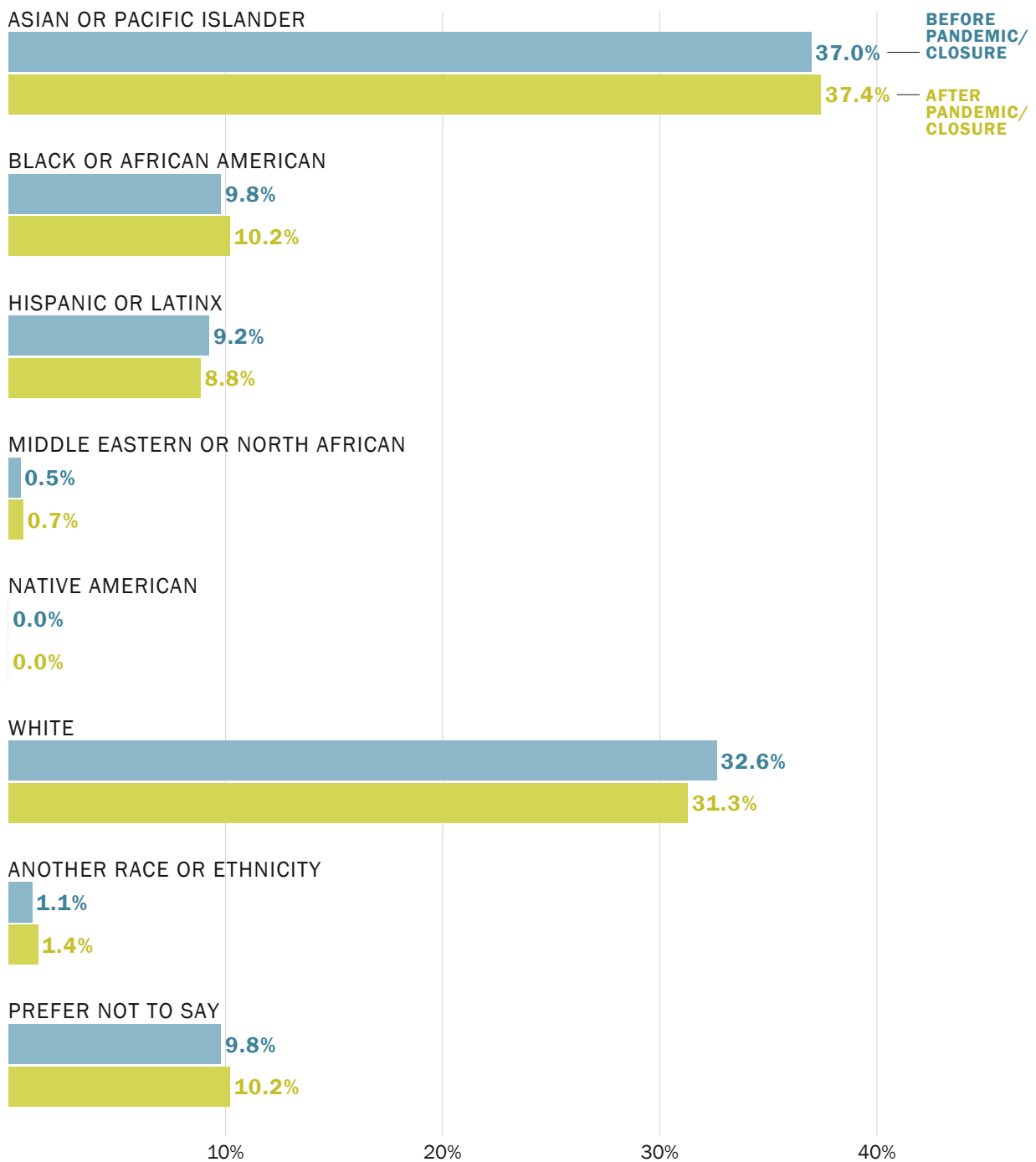
2.1 Data Collection Findings

This section presents findings from all data collection methods, organized by the five study questions.

1. From Equity Priority Communities within District 3, District 10, and District 11, who used the eastern portion of GGP, including JFK Drive, before COVID-19? And,
5. Who is currently using the eastern portion of GGP, including JFK Drive?

Most respondents from the phone and email survey who use the park frequently identified as Asian/Pacific Islander or White (Figure 12). During the pandemic, despite a shift in frequency of trip making to eastern GGP, there was little change in the mix of respondents that made this trip at least a few times a week.

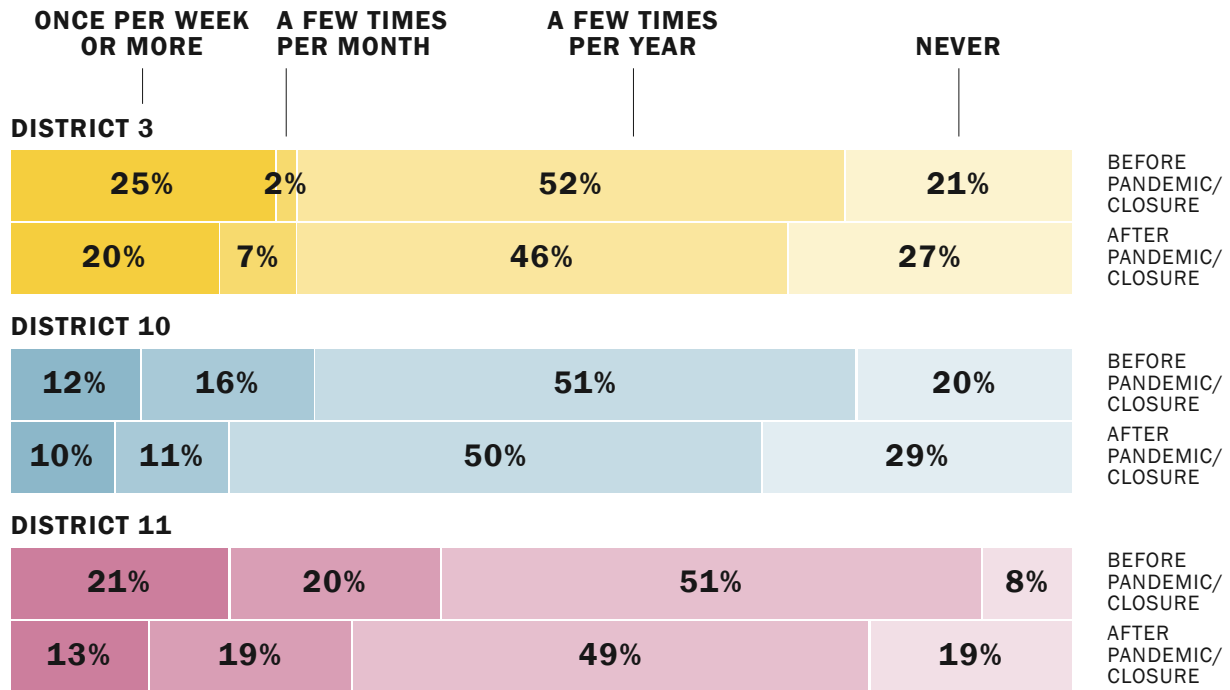
Figure 12. Frequent¹ Users of GGP by Race/Ethnicity Before & During the Pandemic (Phone/Email Survey)



¹ Frequent use of eastern GGP refers to at least a few times a month.

The phone and email survey results show that about half of all respondents within the EPC of focus districts never made trips to the eastern portion of GGP before the COVID-19 pandemic. During the pandemic, the share of people who rarely or never make this trip increased in Districts 10 and 11 (Figure 13).

Figure 13. Change in Visits to Eastern GGP from District 3, District 10, and District 11 between Before and During Covid (Phone/Email Survey)



IMPACTS OF COVID-19 ON TRAVEL PATTERNS IN SAN FRANCISCO

The pandemic has changed the way that people travel within San Francisco and the larger Bay Area. Travel trends have been disrupted due to the pandemic’s impact on peoples’ health, livelihood, activities, and the economy. Pandemic-induced unemployment and distanced learning have also led to lowered demand for travel in San Francisco.

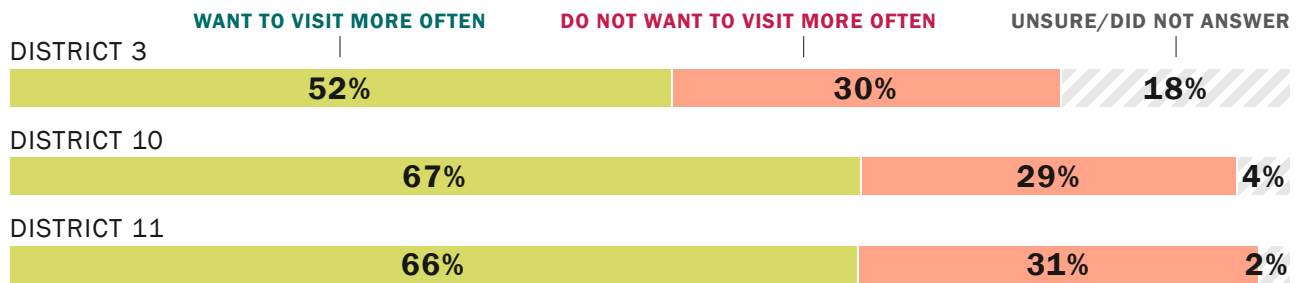
The Transportation Authority uses observed speeds to model citywide daily vehicle miles traveled (VMT) and track congestion. The Transportation Authority estimates San Francisco’s daily VMT at 10.3 million before the pandemic (March 2020) and 8.3 million during the pandemic (January 2022) – an estimated 19.4% decrease in daily VMT. The Transportation Authority’s latest Congestion Management Program update for 2019 - 2021, shows a 15 - 30% reduction in vehicle counts.¹

¹ San Francisco County Transportation Authority, COVID-19-Era Congestion Tracker

3. From Equity Priority Communities within District 3, District 10, and District 11, for people who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?

Between half and two-thirds of respondents from the phone and email survey would like to visit eastern GGP more often than they currently do (Figure 14). Of these people, the most frequently cited barriers to park access were parking difficulty and cost. Responses also highlighted unique barriers by district. District 10 respondents cited travel time as a barrier and reported that they enjoy their local parks more frequently than respondents from other districts. Parking concerns were the most common barrier for District 11 respondents. District 3 residents identified slow Muni service and not feeling safe in the park as a barrier more often than other districts (Figure 15).

Figure 14. Desire to Visit Eastern GGP More by District (Phone/Email Survey)



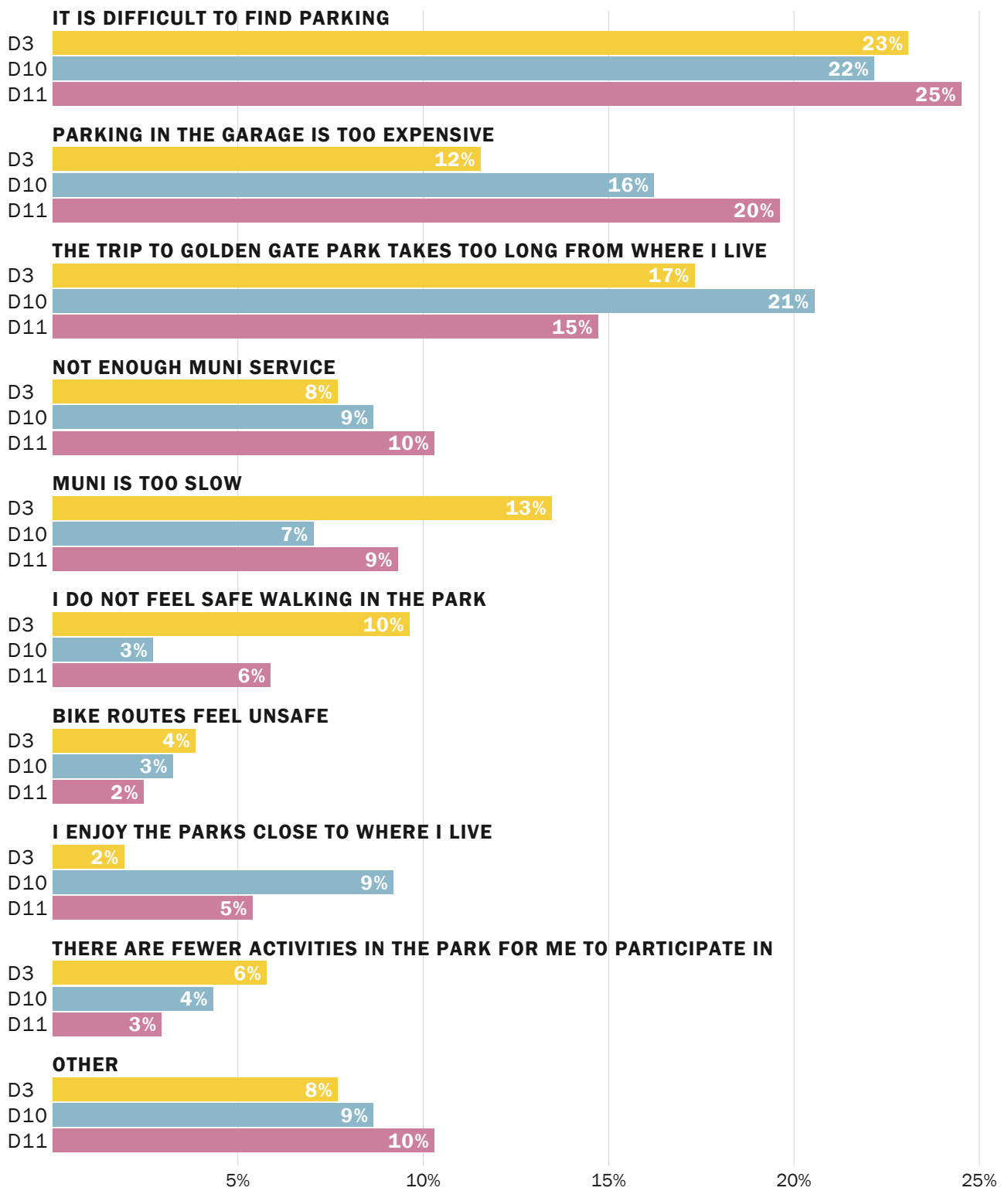
PARKING SUPPLY AND MANAGEMENT

Parking in GGP was recently studied to assess parking supply, utilization, and pricing. The 2019 Golden Gate Park Parking Survey¹ was conducted to improve park access, discourage long-term parking, and reduce vehicle congestion. At the time of the study, there was a total of 5,402 parking spaces throughout the park – including free on-street and paid off-street parking. Most parking in GGP and surrounding neighborhoods is unmanaged. Free parking, especially without time restrictions, incentivizes driving and creates increased congestion, idling, and circling to look for spaces, and can reduce overall availability for those who need it most, such as mobility restricted visitors.²

The Golden Gate Music Concourse Parking Lot provides 800 spaces of parking near high visitor destinations whose price is set in the park code. Recent legislation adopted by the Board of Supervisors allows for variable pricing in the parking in the parking garage.³ The current hourly rates range from \$5.25 to \$6.25 depending on the day of the week, with a \$33 daily maximum. These rates are generally consistent with other city-operated paid parking garages, which have hourly rates between \$2 - 7 and daily rates between \$18 - 45 for 24 hours and \$23 - 39 for 12 hours.⁴

1 2019 Golden Gate Park Parking Survey, September 2019, <https://www.sfcta.org/sites/default/files/2021-01/GGP%20Parking%20Study%202019.pdf>
 2 Evans, Dana. "Free Parking is Killing Cities," Bloomberg Businessweek, August 2021 <https://www.bloomberg.com/news/features/2021-08-31/why-free-parking-is-bad-according-to-one-ucla-professor>
 3 San Francisco Board of Supervisors Ordinance 218-21
 4 SFMTA Parking Garages and Lots

Figure 15. Barriers for Respondents Who Want to Visit GGP More from Districts 3, 10 and 11 (Phone/Email Survey)



In the focus groups, participants discussed transportation barriers that make the trip difficult, and transportation needs to help improve the trip to eastern GGP.

Transportation barriers identified through these discussions include:

- **Too long to travel by public transportation:** Individuals from Districts 10 and 11 expressed that the closure of JFK Drive negatively impacted access to the eastern portion of the GGP and the ability to park close to attractions within GGP. The eastern portion of GGP was noted to be too far in distance and lengthy in time to use public transportation from these districts and individuals noted that they prefer and need to drive for this trip. In addition to the distance of the trip, it was noted that some bus lines do not stop within the park, and because these individuals have difficulty walking throughout GGP, there is an added need to be able to drive along JFK Drive and park near destinations.
- **Too expensive to park:** Individuals from District 10 and District 11 emphasized that parking in the Music Concourse garage is expensive and limits the ability to make a trip to the park.
- **Protected Bike Lanes:** Individuals from each of the districts expressed safety concerns about biking to the park.

A summary of key transportation needs that would improve the trip to eastern GGP identified through these discussions include:

- **Direct bus route:** Individuals from each district expressed a desire to have more direct, reliable, and faster public transportation from their respective districts to the park. Several individuals shared that they would want to take public transportation and would frequent GGP more if there was a faster and direct bus route.
- **Golden Gate Park Shuttle:** Individuals from all districts shared confusion about when, where, and how to use the existing free in-park shuttle service. All individuals expressed the need for improved outreach about the shuttle service and stops, with added considerations for those who do not use computers or smartphones. In addition, individuals highlighted the need for seating, shelter, and clear signage when waiting for the park shuttle and for the shuttle be affordable, frequent, and reliable.
- **Protected bike lanes:** Individuals from each of the districts shared that protected bike lanes from Districts 3, 10, and 11 would help to reduce barriers to biking for this trip and increase the feeling of safety when traveling by bicycle to the park.

The Focus group findings are generally consistent with public outreach findings from the SFMTA and RPD Golden Gate Park Access and Safety Study.¹

¹ SFMTA Board and Recreation and Park Commission Joint Meeting Materials, March 10, 2022

4. From Equity Priority Communities within District 3, District 10, and District 11 how has the closure impacted the desire/ability to visit the eastern portion of GGP, including JFK?

When asked about how the full-time closure of JFK Drive has impacted respondents' desires and abilities to visit the eastern portion of GGP, half of respondents from the phone and email survey stated that they do not make this trip at all; 18% stated that the closure has resulted in them making the trip less often, while 31% make the trip the same amount or more often (Figure 16). Figure 17 shows the racial/ethnic makeup of respondents who reported using the eastern portion of GGP less since the JFK closure.

Figure 16. How the JFK Drive Closure Impacted Respondents Desire/Ability to Visit the Eastern Portion of Golden Gate Park (Phone/Email Survey)

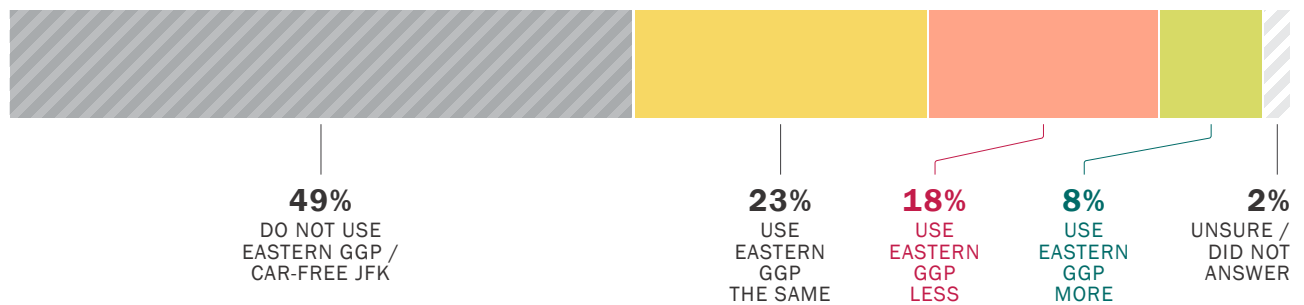
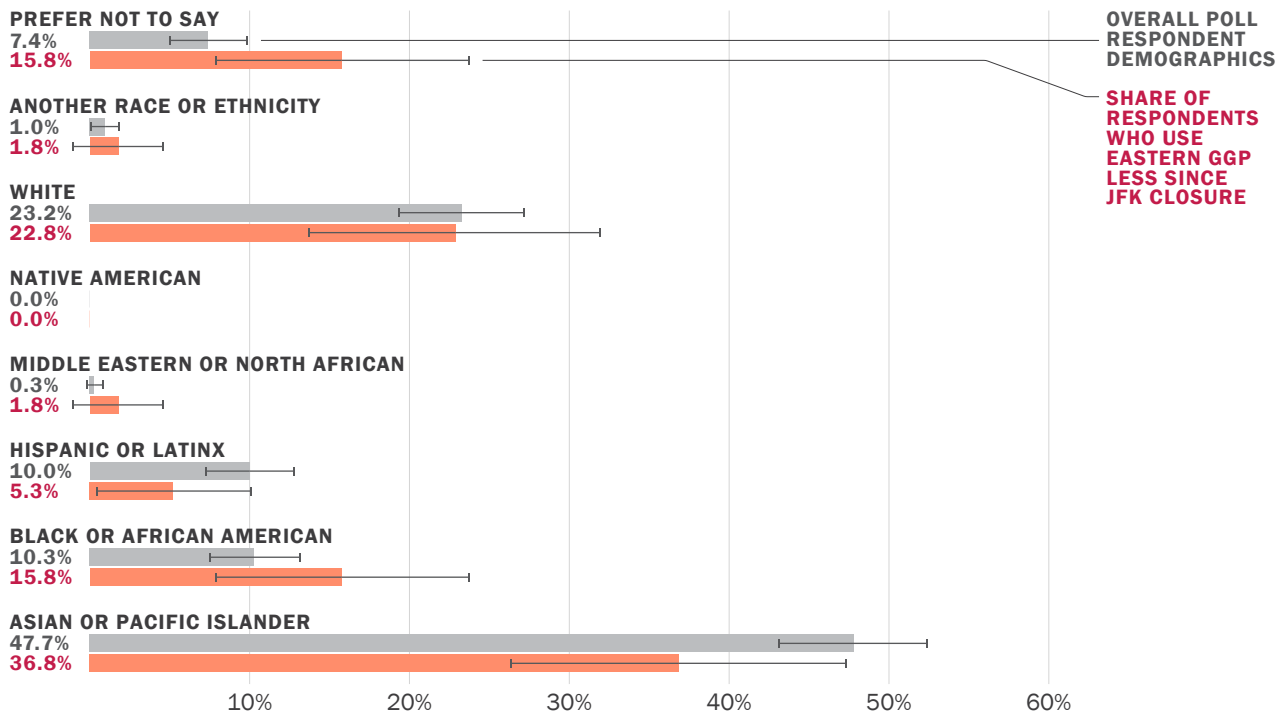


Figure 17. Share of Respondents by Race/Ethnicity who Use Eastern GGP less since JFK closure (Phone/Email Survey)



Note: there is a small sample size/high margin of error. 90% confidence intervals are shown in black lines on the chart

The intercept survey asked the same question to understand how the closure of JFK Drive has impacted peoples' desire/ability to visit the eastern portion of GGP. Respondents from the intercept survey show a different impact of the closure compared to phone/email respondents, with 90% making the trip the same amount or more often and 10% making the trip less (Figure 18). The intercept survey captures people who are actively using the park. People who visit the eastern portion of GGP the same amount or more often as a result of the closure are more likely to be captured in this survey. Figure 18 shows the racial/ethnic makeup of respondents who reported using the eastern portion of GGP less since the JFK closure.

Figure 18. How the JFK Closure Impacted Respondents Desire/Ability to Visit the Eastern Portion of Golden Gate Park (Intercept Survey)

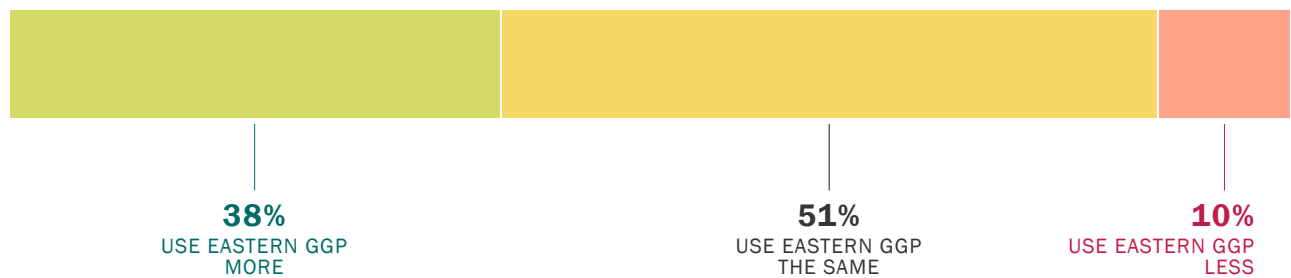
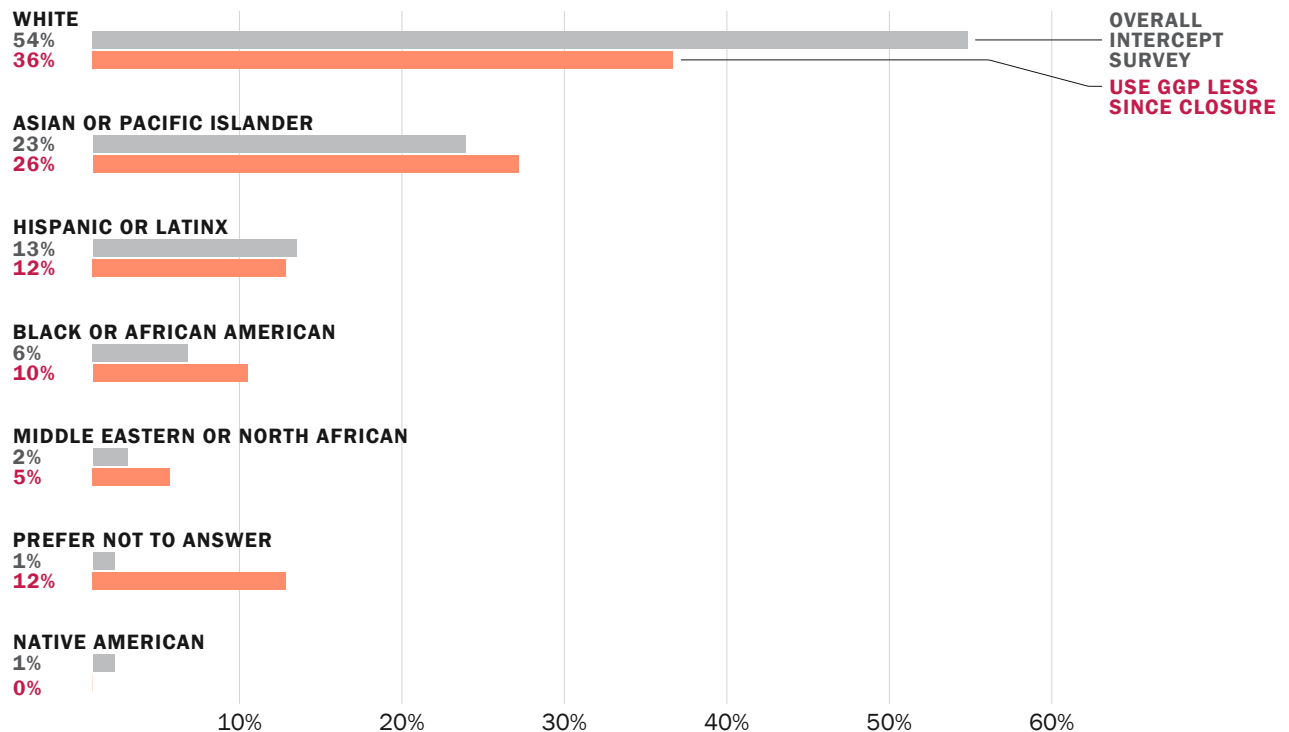


Figure 19. Share of Respondents by Race/Ethnicity who Use Eastern GGP less since JFK closure (Intercept Survey)



Note: sample sizes by race/ethnicity of people using GGP less are very small and should be interpreted accordingly.

The phone/email survey findings found that respondents visit the eastern portion of GGP less often due to the closure of JFK Drive. The intercept survey suggests that respondents visit more often because of the closure, and many of those respondents live within two miles of the Park (see Figure 20). Although the Figure 17 and Figure 19 suggest affects may be different across difference racial/ethnic groups, the sample size is too small to draw clear conclusions from either survey.

In the focus group discussions, people who visit the park less because of the full-time closure of JFK noted the following reasons and impacts:

- Individuals from District 10 and District 11 expressed that the closure significantly impacted the ability for seniors to travel to the eastern portion of GGP. Several participants of the focus group were seniors and highlighted the need for accessibility improvements for those who are elderly or have mobility challenges because of the less direct access to destinations from parking and loading areas, particularly the museums and events along JFK Drive itself.
- Individuals from District 10 and District 11 emphasized that the closure of JFK Drive limited their ability to drive and park in free spaces near attractions, necessitating them to pay for the garage, which they saw as unaffordable.

5. Who is currently using the eastern portion of GGP, including JFK?

The intercept survey asked respondents to provide their home zip code. Most respondents (76%) live in a home zip code within two miles of GGP (Figure 20). Residents from Districts 3, 10, and 11 made up about 10% of respondents who provided a home zip code.

Figure 20. Map of Intercept Survey Responses by Home Zip Code

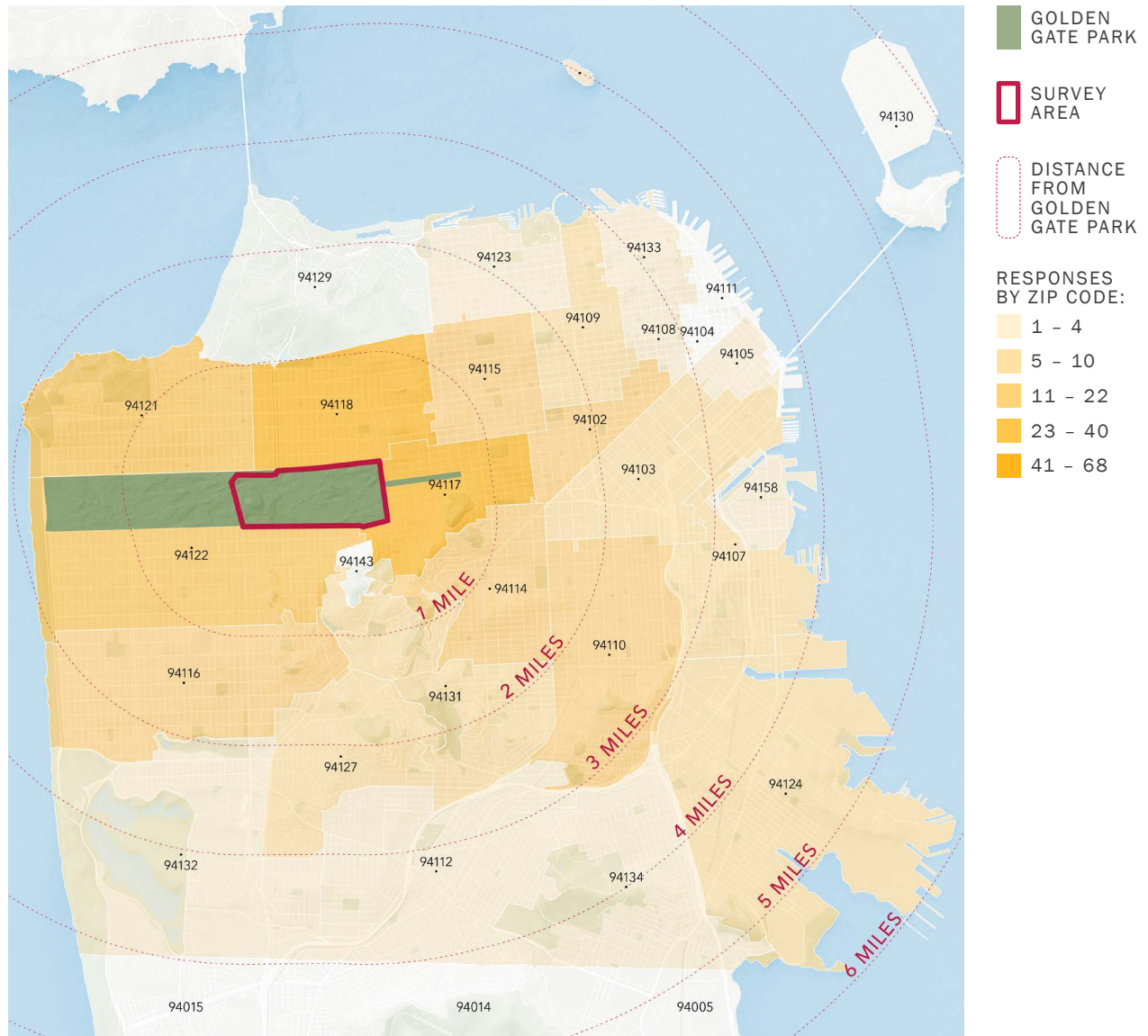
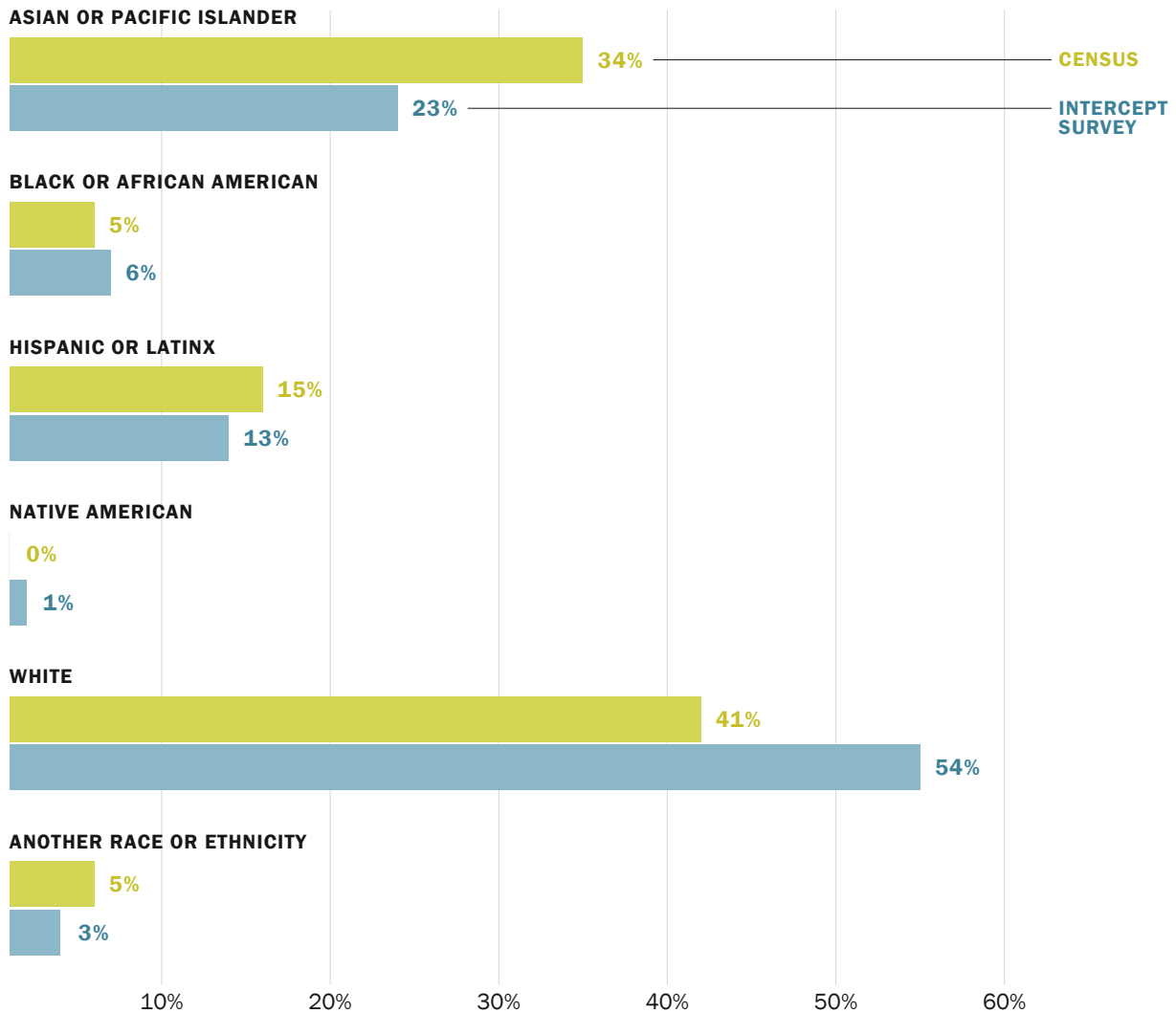


Figure 21 compares the race/ethnicity of intercept survey responses to the racial/ethnic demographics of San Francisco as a whole. The data for San Francisco is from the 2019 American Community Survey (ACS) 5-year estimates. The intercept survey is roughly proportional to the city as a whole; however, respondents who identified as White are overrepresented in the sample and Asian and/or Pacific Islander and Hispanic and/or Latinx are underrepresented in the survey sample.

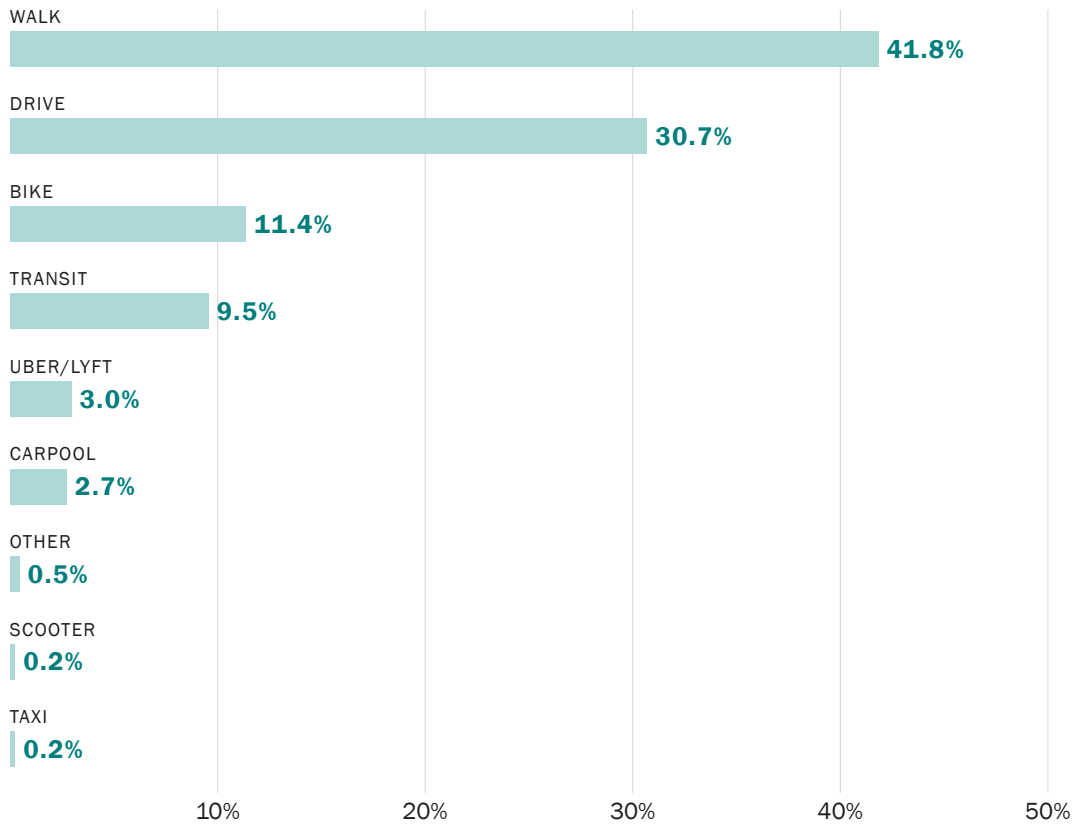
Figure 21. Race/Ethnicity of Respondents Compared to Citywide ACS Data (Intercept Survey)¹



¹ American Community Survey 5-Year estimates from 2019.

Figure 22 presents respondent’s mode of travel to GGP on the day of the survey. Respondents could select multiple modes (e.g. walked to the bus and took the bus to the park). Most respondents traveled to the park by an active mode: 42% by walking and 11% by bike. Respondents who drove or carpooled to GGP made up 33% of the respondents and 10% rode transit.

Figure 22. Mode of Travel to Eastern GGP (Intercept Survey)



3. Equity Assessment

An equity assessment, based on the STEPS Framework, was used to broadly assess the potential impacts on access to GGP from Districts 3, 10, and 11 for the three alternatives put forward by SFMTA and RPD through the Golden Gate Park Access and Safety Program.¹ Each of these alternatives was assessed against a pre-COVID-19 baseline assessment of park access from Districts 3, 10, and 11.

The STEPS framework allows for travel barriers to be identified and mitigated based on the different types of barriers that people face when making trips (See Equity Frameworks and Appendix A). The five barriers of the STEPS framework are:

- **Spatial barriers** are related to spatial or geographic disparity in services within a certain area.
- **Temporal barriers** are related to the time-of-day when services are available or time-sensitive transportation needs.
- **Economic barriers** are related to cost of services or cost to access technology to use services.
- **Physiological barriers** are related to serving users with physical or cognitive challenges or limited technology proficiency.
- **Social barriers** are related to serving low-income communities, minority communities, or people with limited English proficiency. This barrier type was not assessed in this study because of the focus on travel to the eastern portion of the park.

The three alternatives provided by SFMTA and RPD are outlined below. Each of the alternatives includes different operations of JFK Drive and are proposed to be paired with programmatic changes to support access. During the COVID-19 car-free designation, changes have been implemented to improve access. These include reconstructing the Bandshell Parking Lot and re-striping nearby roads to create 28 ADA spaces²; changes to the in-park shuttle service times and stops³; and planned restorations of the 21 Hayes later in 2022. With the exception of the recent changes to the in-park shuttle service, which is assumed to have reduced service if JFK Drive is opened to vehicles, all changes are assumed to remain in all alternatives.

1. **Restoring vehicle access to JFK Drive (Open JFK)** includes returning vehicle access on JFK Drive to pre-COVID-19 conditions, where the road was car-free every Sunday, on holidays, and some Saturdays. This alternative includes limited programs to mitigate or reduce known access barriers.

1 **Golden Gate Park Access and Safety Program**, SFMTA

2 See Appendix D for the location of ADA spaces in the eastern portion of GGP

3 <https://www.sfmta.com/blog/golden-gate-park-shuttle-back-and-better-ever>

2. **Maintaining the car-free closure of JFK Drive (Car-Free JFK)** includes maintaining the current full-time car-free status that closes JFK Drive to private vehicles, while allowing passenger loading at the music concourse via MLK Drive. This configuration results in removing 478 general and 26 ADA parking spaces (504 parking spaces total) and allows paratransit service and transit to operate along and across JFK Drive. This alternative includes the greatest number of expanded programs to mitigate or reduce access barriers.
3. **Restoring partial vehicle access to JFK Drive (One-Way Private Vehicle Access)** includes a partial reopening to allow private vehicles to travel westbound on JFK Drive with an entrance at 8th Ave. The total amount of parking spaces that would be removed under this alternative is unclear and the study team assumed equal spaces removed to Car-free JFK. This alternative includes some expanded programs to mitigate or reduce access barriers.

Figure 23 provides the various program elements that impact travel to eastern GGP from District 3, District 10, and District 11, their assumed impact for the assessment, and their alignment to the three configuration alternatives as described in the agenda packet materials for the March 10 joint SFMTA-RPD meeting at which the JFK Drive configuration was agendized.¹ The SFCTA Board adopted a resolution for a car-free connection with specific access guidance, proposed by District 1 Supervisor and Transportation Authority Board Member, Connie Chan, on September 20, 2021.² Many of the SFMTA and RPD transportation programs, to be paired with roadway changes, are responsive to this resolution. In addition to the programs included below, SFMTA and RPD include additional programs to improve travel within the park and the overall park experience; these include design efforts to separate fast traveling bike traffic from people moving more slowly; new efforts to improve awareness of travel options and provide education on safe travel; and expanded programming which welcomes Black and Brown communities. A full list of program elements can be found in SFMTA and RPD materials. Taxi stands are not included in the current alternatives definition, though are recommenced for further consideration following SFMTA Board and RPD Commission guidance to staff.³

1 **SFMTA Board and Recreation and Park Commission Joint Meeting Materials**, March 10, 2022

2 **Resolution No. 442-21**, San Francisco Board of Supervisors, October 1, 2021

3 **SFMTA Board and Recreation and Park Commission Joint Meeting Materials**, March 10, 2022

Figure 23. Transportation Programs to be Paired with Configuration Changes to JFK Drive and Assumed Impact

TRANSPORTATION PROGRAMS	PROGRAM DESCRIPTION	OPEN JFK TO PRIVATE VEHICLES	CAR-FREE JFK	ONE WAY PRIVATE VEHICLE ACCESS LOOP
Expanded free in-park shuttle service	Improve frequency and service of existing park shuttle that operates along JFK Drive	No Service would only operate on Sundays	Yes Weekday service would be added, and weekend service would be expanded	Yes Weekday service would be added, and weekend service would be expanded
Expanded in-park shuttle routing ¹	Improve shuttle service by extending the current route to connect to major destinations and transit	Yes The routes would be extended to connect to Haight Street, however the Stow Lake stop would need to be re-evaluated for feasibility due to narrow roadway	Yes The routes would be extended to include shuttle terminals on Haight Street and at Stow Lake	Yes The routes would be extended to include shuttle terminals on Haight Street and at Stow Lake
Passenger Drop-off in the Music Concourse	Improve access to major destinations by allowing all vehicles to use the loading zones directly in front of the museums for passenger loading.	No	Yes	No
Equity Priority Community CBO Shuttle ²	CBO constituents would receive free, single day service to Golden Gate Park as organized by CBOs in Equity Priority Communities ³	No A shuttle would not be needed if the road is open to vehicles and all parking spaces are made available	Yes	Yes
29 Sunset Improvement Project	Improve the speed and reliability on the 29 Sunset, which serves Districts 10 and 11	Yes	Yes	Yes
Wayfinding Improvements	Improves signage to make available parking and key destinations easier to find	Minor improvement	Major improvement	Major improvement
Transportation Demand Management (TDM) Program ⁴	Improve the overall parking conditions with a TDM program to improve traveler information, improve access for events, and study parking to identify opportunities to increase parking and loading.	Yes	Yes	Yes
28 New ADA Parking Spaces	Reconstruct the Bandshell Parking Lot and re-stripe nearby roads to create 28 new ADA parking spaces, new ADA loading, new curb ramps, and path of travel upgrades.	Yes	Yes	Yes
Demand Responsive Garage Pricing	RPD will work with the Music Concourse Community Partnership (MCCP), SFMTA, and the Board of Supervisors to implement flexible parking in the garage to make parking cheaper when it is underutilized.	Yes	Yes	Yes
Garage Subsidy (Museums for All) for Low-Income Residents ⁵	RPD will work with the MCCP to expand the Museums for All program to potentially include parking as part of the program, thereby providing free garage parking to San Francisco Residents who qualify for CalFresh or Medical	No Free parking along JFK Drive would be restored	Yes	Yes
Garage Drop-Off Area	Improve the drop-off area in the Music Concourse Garage by adding waiting areas, additional loading areas, and increasing allowed drop-off time to 30 minutes. Changes to vehicle circulation or roadway striping require agreement from the MCCP.	No	Yes	No
Revised Bikeshare Locations	Pursue new bikeshare stations within Golden Gate Park	Yes	Yes	Yes

1 SFMTA, **The Golden Gate Park Shuttle: Back and Better than Ever!**, 2022

2 See Appendix F for details of the Junior Guides Field Trip Program

3 Cite to Mayor’s press release, date. An expanded version of the Junior Guides Program that has evolved into a partnership with CBOs. See Appendix F

4 See Appendix G for a draft TDM Program Manager job description from SFMTA for

5 San Francisco Museums for All, San Francisco human Services Agency – <https://www.sfhsa.org/san-francisco-museums-all>

3.1 Equity Assessment Criteria and Process

The study team developed an equity rubric and set of criteria to apply the STEPS framework to categorize travel conditions to GGP and assess the potential equity impacts of the three JFK Drive configuration alternatives that were featured in SFMTA and RPD's Winter 2021 public outreach. Key travel considerations for the assessment include travel time, travel distance, travel cost, proximity to the park and destinations for pick-ups and drop-offs for general travelers and people who require ADA access, and safety challenges along the route to access the eastern portion of GGP. Some barriers, such as distance between the study districts and GGP, are consistent across all alternatives.

The rubric was first used to establish a pre-COVID conditions baseline equity assessment of travel to the eastern portion of GGP from District 3, District 10, and District 11. This baseline is shown in Figure 24 and is the foundation of the equity assessment. Each alternative is compared to the baseline to determine whether access equity would likely improve or degrade under each alternative. In some cases, especially where details of the related program information are unclear, the change could also be unclear. Because this assessment is focused on travel to the park, the social barrier in the STEPS model is not impacted; however, the non-travel related program changes provided in the SFMTA and RPD materials may lead to improvements in this area.¹

The following pages describe the baseline pre-COVID assessment and the assessment of each alternative. For each alternative, changes from the baseline are shown with their overall potential to improve, worsen, or have an unknown impact on access to the eastern portion of GGP compared to baseline conditions. The program elements that are expected to have a greater benefit are noted in bold.

¹ SFMTA Board and Recreation and Park Commission Joint Meeting Materials, March 10, 2022

The baseline assumes pre-COVID-19 conditions where JFK Drive was open to cars all days except Sundays, holidays, and some Saturdays. The baseline assessment found many barriers related to space and time. Because District 3, District 10, and District 11 are far from the eastern portion of GGP, travel by all modes could be challenging. Transit service was reduced on Sundays and evenings when these trips were more common, and parking was harder to find during the busiest periods. Although there were free parking spaces along JFK Drive, these spaces were found to be full during afternoons and weekends, and parking in the Music Concourse Garage had a maximum rate of \$33 per day (\$6.25 per hour) on the weekends.¹

Figure 24. Baseline Equity Assessment of Pre-COVID-19 JFK Drive Conditions

SPATIAL Geographic distance	TEMPORAL Time to make trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
<ul style="list-style-type: none"> + In the eastern half of GGP there are about 3,000 free parking spaces (including blue zones) for parking and loading during weekdays and some Saturdays - District 3, District 10, District 11 are all over 3 miles away from the park - Some transit requires transfers/does not provide a direct connection to the park - Distance makes travel from focus districts by walking and biking difficult - Walk/bike routes often have gaps and intersect with streets on the high injury network ? On Sundays, Holidays, and some Saturdays, there are up to 504 fewer spaces - Park lacks sufficient clear signage directing drivers to parking and destinations + Muni 43, 44, 29 buses provide transit services to focus districts 	<ul style="list-style-type: none"> - Transit and active trips takes longer than 45 minutes - Some transit service is reduced on weekends - Driving to the park can be faster than a transit trip but travel time is unpredictable; can take up to 50 minutes - Music concourse garage hours are limited to 7am to 7pm - Parking in and around the park can be difficult at the busiest times of day, especially weekends + Paratransit vehicles can access JFK at all times 	<ul style="list-style-type: none"> - Parking in the music concourse garage is a maximum of \$33 per day - Far distances increases average costs of taxi and ride hail services - Sunday street closures remove 504 free spaces, which may create financial barriers at the busiest times, including weekends + Majority of parking spaces in and around park are free + Many options for traveling to the park offer discounts for groups including youth, seniors, and people with low-incomes + Active transportation modes are free or low cost 	<ul style="list-style-type: none"> + In the study area there are about 3,000 free parking spaces (including blue zones) for parking and loading during weekdays and some Saturdays - Documented safety challenges crossing perimeter roads (Fulton, Lincoln) to access the park ? ADA spaces are available on full extent of JFK during weekdays and Saturdays in the fall/winter but are limited on Sundays and Saturdays between April and September + Paratransit vehicles can access JFK at all times + Private vehicle pick up and drop offs are available on full extent of JFK Drive during weekdays and Saturdays between October and March

¹ Recreation & Parks Department, 2019 Golden Gate Park Parking Survey <https://www.sfcta.org/sites/default/files/2021-01/GGP%20Parking%20Study%202019.pdf>

Open JFK Alternative assumes JFK Drive reopens to private cars all days except Sunday, on holidays, and some Saturdays, in-line with pre-COVID-19 conditions. This alternative maintains about 504 parking spaces (478 general and 26 ADA), and 8 new ADA spaces that have been added during the COVID-19 period. This alternative includes limited programs, including improvements to the 29 Sunset route, the addition of demand responsive parking in the Music Concourse Garage, and the conversion of the Bandshell parking lot to include 20 new ADA spaces. The demand responsive parking has an unknown impact on the economic barrier because if free parking within the park and along JFK Drive is full this addition may increase parking costs at the busiest times for some visitors.

Overall, this alternative improves access conditions from pre-COVID-19 conditions, though the impacts to the economic barrier are unknown because of the lack of detail around the demand responsive program.

Figure 25. Open JFK Alternative Equity Assessment Change from Baseline Conditions

OPEN JFK TO PRIVATE VEHICLES	SPATIAL Geographic distance	TEMPORAL Time to make trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
ROLLUP	<ul style="list-style-type: none"> + Maintains the about 3,000 free parking spaces (including blue zones) for parking and loading during weekdays and some Saturdays + Minor Wayfinding Improvements make it easier to find parking and destinations + In-Park shuttle route changes to connect to major destinations and transit + Revised bikeshare locations provide a direct connection 	<ul style="list-style-type: none"> + Demand Responsive Garage Pricing improves parking availability at busiest times + 29 Sunset Improvement Project improves travel times for District 10, District 11 	<ul style="list-style-type: none"> ? Demand Responsive Garage pricing may decrease or increase costs at certain times of day in Music Concourse Garage based on demand 	<ul style="list-style-type: none"> + Maintains the about 3,000 free parking spaces (including blue zones) for parking and loading during weekdays and some Saturdays + 28 new ADA spaces including 20 in a redesigned Bandshell Lot + TDM Program improves access by improving traveler information and access for events. Studies to identify opportunities to increase parking and loading
CHANGE FROM BASELINE	IMPROVED	IMPROVED	UNCLEAR	IMPROVED

The Car-Free JFK alternative assumes that the COVID-19 configuration of JFK Drive is made permanent to restrict access to private cars every day. This configuration results in removing about 504 parking spaces (478 general and 26 ADA), 8 new ADA spaces added during the COVID-19 period and allows paratransit service and transit to operate along and across JFK Drive. This alternative includes expanded programs to reduce access barriers, with assumed impactful programs included for each barrier. The removal of parking spaces along JFK Drive may lead to visitors dropping passengers off in the underground Music Concourse garage or at Academy of Sciences passenger loading zone or parking further away and having to walk farther to reach destinations along JFK Drive. This alternative includes the addition of 20 new ADA spaces in the Bandshell parking lot to replace prior blue spaces along JFK Drive. This alternative also includes expanded free loading times in the Music Concourse Garage, and expanded passenger loading at white curbs in the Music Concourse, accessible via MLK Drive and through the Music Concourse Garage.

Transit service is improved through improvements to the 29 Sunset and with a free, direct shuttle between EPCs and GGP that would be available as organized through a partnership with community business organizations. The closure of 8th Avenue on the

north side of GGP related to this alternative also leads to improved reliability for the 44 O’Shaughnessy. The inclusion of demand responsive parking in the Music Concourse Garage improves the availability of parking during the busiest times but may also increase parking costs during these same times for some visitors. The inclusion of parking subsidies for low-income communities is an added mitigation to maintain parking affordability for those most impacted by potential overall increases to parking costs. Longer term, the TDM Program will further mitigate parking impacts by identifying opportunities to better manage parking within the park.

Overall, this alternative improves access conditions from pre-COVID-19 conditions across most barriers, with assumed beneficial programs included for all barrier types. The Physiological barrier is shown as unclear because the ADA spaces and passenger loading may not be as close in proximity to destinations as the removed ADA spaces and it is unclear how easy the music concourse and Bandshell lot will be to access from the north side of the park. Additionally, provisions for taxis – which provide paratransit services in San Francisco – is to be confirmed, with recent SFMTA Board and RPD Commission guidance to staff to accommodate taxi stands in the design of this option.

Figure 26. Car-Free JFK Drive Alternative Equity Assessment Change from Baseline Conditions

CAR-FREE JFK DRIVE	SPATIAL	TEMPORAL	ECONOMIC	PHYSIOLOGICAL
	Geographic distance	Time to make trips and time trips are made	Affordability	Barriers for people who have physical or cognitive challenges, tech proficiency
ROLLUP	<ul style="list-style-type: none"> – Street closure removes 504 parking spaces and may require parking on other streets in the park or outside of park, with longer walk and/or safety barriers to access destinations + Major Wayfinding Improvements make it easier to find parking and destinations + In-park shuttle route changes to connect to major destinations and transit + Equity Priority Community CBO Shuttle provides free park transportation, paired with designated programming + New Bikeshare Locations provide a direct connection 	<ul style="list-style-type: none"> – Street closure may make parking harder to find + Demand Responsive Garage Pricing improves parking availability at busiest times + 29 Sunset Improvement Project improves travel time + Revised in-park Shuttle services increase frequencies 	<ul style="list-style-type: none"> ? Street closure removes 504 free spaces in the park, which may create financial barriers by making free parking harder to find ? Demand Responsive Garage pricing may decrease costs at certain times of day in garage, but with fewer on-street spaces in the park costs may increase for some + Parking subsidies for low-income residents maintains affordability of parking + Equity Priority Community CBO Shuttle provides free park transportation, paired with designated programming 	<ul style="list-style-type: none"> – Street closure of JFK removes 26 ADA spaces and 478 general parking spaces that can be used for parking and loading throughout the eastern half of GGP + 28 new ADA spaces including 20 in a redesigned Bandshell Lot + Music Concourse Garage drop-off area changes increase free passenger loading time + White zones in the Music Concourse can be used by all vehicles for passenger loading and are accessible via MLK Drive or through the Music Concourse Garage + TDM Program improves access by improving traveler information and access for events
CHANGE FROM BASELINE	IMPROVED	IMPROVED	IMPROVED	UNCLEAR

The One-Way Private Vehicle Access alternative assumes that there is a partial reopening of JFK Drive to allow private cars to travel westbound on JFK Drive with an entrance at 8th Avenue. This alternative would effectively split a portion of JFK Drive to allow people walking and biking to use half the road and private vehicles to use the other. The impact to on-street parking spaces is unknown at this time (we assume removal of 504 spaces, similar to Car-Free Alternative). This alternative includes most of the same program elements and benefits of the Car-Free JFK alternative. However, this alternative does not include the Music Concourse drop-off areas and loading areas that the Car-Free alternative offers.

Overall, this alternative leads to improvements across three of the barrier types. In the absence of programs to address loading impacts, this alternative worsens the conditions for the physiological barrier compared to the pre-COVID-19 baseline. Provision of the Music Concourse drop off area and expanded passenger loading areas similar to the Car-Free alternative would mitigate physiological impacts and likely result in a rating of Unclear/ Neutral, similar to the Car-Free Alternative.

Figure 27. One-Way Private Vehicle Access Alternative Equity Assessment

ONE WAY PRIVATE VEHICLE ACCESS LOOP	SPATIAL Geographic distance	TEMPORAL Time to make trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
ROLLUP	<ul style="list-style-type: none"> – Partial street closure removes 504 parking spaces and may require parking outside of park, with longer walk safety barriers to access + Major Wayfinding Improvements make it easier to find parking and destinations + In-park shuttle route changes to connect to major destinations and transit + Equity Priority Community CBO Shuttle provides free park transportation, paired with designated programming + New Bikeshare Locations provide a direct connection 	<ul style="list-style-type: none"> – Street closure may make parking harder to find + Demand Responsive Garage Pricing improves parking availability at busiest times + 29 Sunset Improvement Project improves travel time for District 10, District 11 + Revised in-park Shuttle services increase frequencies 	<ul style="list-style-type: none"> ? Street closure removes 504 free spaces in the park, which may create financial barriers by making free parking harder to find ? Demand Responsive Garage pricing may decrease costs at certain times of day in garage, but with fewer on-street spaces in the park costs may increase for some + Parking subsidies for low-income residents maintains affordability of parking + Equity Priority Community CBO Shuttle provides free park transportation, paired with designated programming 	<ul style="list-style-type: none"> – Partial street closure of JFK removes 26 ADA spaces and 478 general parking spaces that can be used for parking and loading + 28 new ADA spaces including 20 in a redesigned Bandshell Lot + TDM Program improves access by improving traveler information and access for events
CHANGE FROM BASELINE	IMPROVED	IMPROVED	IMPROVED	WORSE

4. Findings and Conclusion

The Access Equity Study aimed to answer a core set of questions related to travel from EPCs in District 3, District 10, and District 11 to the eastern portion of GGP and assess the equity impacts of the different JFK Drive alignment alternatives. This section summarizes the answers to the study questions by data source.

4.1 Findings from data collection

From Equity Priority Communities within District 3, District 10 and District 11, who used the eastern portion of GGP, including JFK Drive, before COVID-19?

Phone/email survey findings

- Fewer than half of survey respondents from each of the three districts were visiting the eastern portion of GGP at least a few times a month before COVID-19.
- Frequent visitors among survey respondents most often identified as Asian or Pacific Islander and White.

From Equity Priority Communities within District 3, District 10, District 11, who is currently using the eastern portion of GGP, including JFK Drive?

Phone/email survey findings

- The Race/ethnicity of respondents remained relatively unchanged among frequent users of GGP, with frequent visitors among respondents identifying most often as Asian Pacific Islander and White.
- The share of respondents rarely (a few times per year) or never making trips to eastern GGP increased in District 10 and District 11, but remained constant in District 3.
- Respondents that visited GGP at least a few times a month from District 3 remained unchanged during the pandemic.

From Equity Priority Communities within District 3, District 10 and District 11, for people who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?

Phone/email survey findings

- About half to two-thirds of respondents want to use the park more often than they currently do.
- Most common barriers are related to parking availability and cost, and the trip to eastern GGP taking too long.

Focus group findings

- Slow, indirect, or unreliable transit is a barrier to accessing GGP.
- The current price of parking in the Music Concourse garage is a barrier to using the garage for many participants.
- Safer bike routes, especially protected lanes, would reduce barriers to GGP by bike.
- Access barriers faced by seniors and people with disabilities need to be considered.

From Equity Priority Communities within District 3, District 10, and District 11 how has the closure impacted the desire / ability to visit the eastern portion of GGP, including JFK Drive?

Phone/email survey findings

- About half of respondents stated that they do not visit the eastern portion of GGP; 18% visit less and 31% visit the same amount or more often since JFK Drive became closed to cars full time.

Focus group findings

- Closure of JFK Drive made accessing eastern GGP more difficult for those that drive to the park, given the reduction of ADA parking, passenger loading, and free parking and particularly because transit takes too long and active transportation is not accessible for all people. JFK Drive closure also results in less direct driving routes to and through GGP.
- Cost of parking at the Music Concourse Garage is considered expensive.

Intercept survey findings

- Most respondents reported visiting eastern GGP the same amount as, or more often than, pre-COVID conditions; 10% reported visit eastern GGP less often.

Who is currently using the eastern portion of GGP, including JFK Drive?

Intercept survey findings

- Most respondents live within two miles of eastern GGP, with about 10% partially or fully within District 3, District 10, and District 11, but GGP is a citywide destination that draws visitors from across the city.

- The race/ethnicity of users of the eastern portion of GGP, including JFK, are similar to the city overall, though respondents who identified as White are slightly overrepresented and Asian and/or Pacific Islander and Hispanic and/or Latinx are slightly underrepresented.

4.2 Equity Assessment Findings

What are the equity impacts of the JFK Drive Alternatives?

Each of the JFK Drive alternatives consists of roadway configurations and a combination of programs to reduce transportation barriers and was compared to baseline pre-COVID-19 conditions. When assessing travel between the EPCs in Districts 3, 10, and 11 and the eastern portion of the park, the baseline condition had many spatial (distance) and temporal (time) barriers and moderate economic (cost), and physiologic (physical) barriers; because social barriers are not related to travel to the park, this barrier was not assessed as part of this project. All the alternatives assessed generally improve conditions compared to pre-COVID-19 conditions. A summary of the assessment process is shown in Figure 28.

Figure 28. Summary of Equity Assessment of Alternatives

	SPATIAL	TEMPORAL	ECONOMIC	PHYSIOLOGICAL	SOCIAL *
Baseline (pre-COVID)	many barriers to access	many barriers to access	moderate barriers to access	moderate barriers to access	moderate barriers to access
No Closure	+	+	?	+	n/a
Full JFK Closure	+	+	+	?	n/a
One-Way Vehicle Access	+	+	+	-	n/a


* Not evaluated as part of this equity assessment; MTA / RPD proposed programs within the park may effect Social barriers


Of the various programs proposed for the alternatives, the following are expected to have substantial impacts to access equity:

- ADA parking changes at the Bandshell parking lot would reduce physiologic barriers by adding 20 new ADA parking spaces near the music concourse, mostly off-setting the loss of a similar number (26) along JFK Drive. Other replacement blue spaces are added throughout adjacent areas.
- Passenger loading in the Music Concourse would reduce physiologic barriers by allowing for all passenger loading to take place on the existing white curbs directly in front of the museum entrances. This area would be accessible from MLK, when entering from the south, and through the Music Concourse Parking garage, when entering from the north.
- Demand responsive pricing in the Music Concourse garage would increase parking availability during the busiest times by encouraging parking turnover to reduce temporal barriers. However, dynamic pricing may increase parking costs for some by increasing the cost of parking during the busiest times, adding economic barriers.
- Parking subsidies for low-income residents, based on the Museums for All program, would mitigate the economic barriers that could be raised by demand responsive pricing in the parking garage by reducing parking costs for those that are most sensitive to increased pricing.
- 29 Sunset improvements would improve travel times and reliability for travelers from District 10 and District 11.
- Changes to the in-park shuttle would reduce spatial and temporal barriers by providing free, direct, and more frequent connections to destinations within the park and to Haight Street.

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APPENDIX A:

Equitable Park Access Literature Review

A.1 Purpose

This memo reviews approaches from four cities on how to evaluate and improve park access equity and establishes equity evaluation frameworks to identify considerations for the study and potential approaches to assess equity.

Many park equity studies focus on proximity of parks to households and identifying vulnerable populations in need of park access. However, in 2017 San Francisco became the first city in the US where all residents live within a 10-minute walk to a park.¹ Additionally, San Francisco's Recreation and Parks Department (RPD) established Park Equity Zones in 2016 to create a baseline of park services and resources in low-income and disadvantaged communities.² Equity Zones allow RPD to identify disparities between communities within Equity Zones and the city as a whole and make investment to close them. Park Equity Zones do not distinguish between neighborhood and regional parks and are made up of the top 20 percent of census tracts that are defined by the State of California as having the highest concentration of residents exhibiting one or more vulnerability characteristics including asthma, low birthweight, low education, poverty, linguistic isolation, or unemployment.³ This limits the amount of peer city research that is applicable to the GGP Equity Study and results in a short list of studies that look at equitable access to regionally significant parks or open space areas. The plans reviewed in this study were selected because their focus on barriers to equitable access to regionally significant parks is particularly relevant when considering Golden Gate Park access.

Park Equity Studies:

- **King County, Washington:** Connecting People to Parks in King County
A Transit-to-Parks GIS Analysis
- **Albuquerque, New Mexico:** Next Stop: Equitable Access 2020
A Transit to Parks Analysis
- **Los Angeles, California:** Next Stop: More Access to Open Spaces,
A Transit to Parks Strategic Plan
- **San Mateo, California:** San Mateo County Coastside Access

1 SFWeekly, **All of SF Lives Within a 10-minute Walk of a Park**, 2017.

2 San Francisco Recreation and Parks, **Measuring Equity Across SF's Parks**, 2016.

3 San Francisco Recreation and Parks, **SF Parks Score High, Continue to Improve in Maintenance, Report Finds**, 2019.

Equity Frameworks:

- **STEPS Framework:** created by Booz Allen Hamilton, the Federal Highway Administration, and UC Berkeley in 2018
- **Greenlining Institute Equity Framework:** created by the Greenlining Institute in 2018

A.2 Park Equity Studies

KING COUNTY, WASHINGTON

Connecting People to Parks in King County: A Transit-to-Parks GIS Analysis by The Wilderness Society, 2019¹

The King County study used GIS to analyze transit access to parks in King County and identified opportunity areas to focus future investments. Opportunity areas are neighborhoods that do not have good transit access to parks and have high concentrations of highly vulnerable populations (based on health, environmental, and demographic factors). The study defined good transit access to parks as people being able to reach at least two community and regional parks, including one high-quality park, within 45 minutes of leaving their home. This means that the transit trip and walk to and from the bus stops must all add up to 45 minutes or less.

The study identifies five relevant opportunity areas, listed below.

1. Focus transit to park investments, including route and stop changes, on connecting opportunity areas to community and regional parks.
2. Understand park quality and conduct a comprehensive park needs assessment, recognizing that improving park quality can support equitable park access.
3. Create more transit opportunities for underserved communities to reach parks by transit, especially during weekend periods when demand for park trips is higher and transit frequency is lower.
4. Develop and increase strategic advertisement about transit service, including through partnerships with community business organizations.
5. Promote the connection between parks and public health benefits through relevant programming and partnerships to encourage park visits.

¹ **Connecting People to Parks in King County, A Transit-to-Parks GIS Analysis**, The Wilderness Society, June 2019

ALBUQUERQUE, NEW MEXICO

Next Stop: Equitable Access Transit to Parks Analysis by The Wilderness Society, 2020¹

The Equitable Access Transit to Parks study identified populations in the Albuquerque region that are in need of increased transit access to parks, using GIS analysis of park, transit, and demographic data. The study process also established coalition partners who helped to define vulnerable populations and destination parks that the coalition partners themselves would be most likely to visit by transit.² The study defined good transit access to parks as access to at least two community and regional parks, including one hiking or multi-use open space area, within a total door to door trip time of 30 minutes, including time spent traveling to the bus stop and waiting for the bus. The GIS analysis of trip times was conducted using transit travel times for a Saturday morning from 8 a.m. – 12 p.m. and a Wednesday afternoon from 4 p.m. – 8 p.m., to reflect the hours at which coalition partners indicated they'd be most likely to visit a park.

The study found that only 24.7 percent of Albuquerque's most vulnerable populations have good transit access to parks during the week. The study also found a 10 percent decrease in the proportion of vulnerable communities that can reach larger parks and open spaces within 30 minutes by transit on weekends. Recommendations include:

1. Increase weekend transit service to address the access gap created by lower weekend frequencies
2. Create a pilot program to add dedicated transit lines between destination parks and neighborhoods with high vulnerability and low transit access
3. Improve bicycle infrastructure to increase multimodal travel options and safe bike connections to destination parks

LOS ANGELES COUNTY, CALIFORNIA

Next Stop: More Access to Open Spaces, A Transit to Parks Strategic Plan by LA Metro³

The purpose of the Transit to Parks Strategic Plan was to determine strategies to increase access to parks and open spaces, especially for communities of need. The study included analysis of demographic, transit, and parks data, a technical advisory committee, and case studies from other cities. The study defined good quality access to parks using measures of both transit and walking access. High quality transit access was defined as access to a park of interest within 30 minutes, including wait time, by lines

1 **Next Stop: Equitable Access, A Transit to Parks Analysis**, The Wilderness Society, 2020

2 Characteristics of vulnerable populations are based on sociodemographic, environmental, and health factors. Sociodemographic factors include age, race, income, vehicle ownership, english proficiency, employment status, household size; environmental factors include tree canopy, air pollution exposure, traffic exposure, floodplain areas, park access, and exposure to respiratory hazards; health factors include obesity, life expectancy, asthma hospitalizations, chronic disease, ambulatory difficulty, access to health insurance

3 **Next Stop: More Access to Open Spaces, A Transit to Parks Strategic Plan**, LA Metro, 2019

with 15 minute or more frequent headways at nights and on weekends. High quality walking access was defined as a 5 minute or ¼ mile walk. Communities of need were determined using demographic characteristics (characteristics shown in Figure 3), and the study advisory committee gave additional weight to measures of obesity, youth, senior populations, and communities of color.

The study noted that 41 percent of lower income households in Los Angeles do not have immediate access to a park and found that 22 percent of parks within the county do not have high-quality transit service. The study also found that access to premier open space areas, including beach and mountain parks, is particularly limited. Only 3 percent of LA County residents live within a ½ mile of a bus stop that goes to a mountain destination, and only 22 percent of LA County residents live within a ½ mile of a bus stop that services beach destinations. To improve park access the study recommends the following:

1. Establish a local bus or circulator connection that can help connect people to parks as well as other destinations
2. Establish Community Park Express services that provide direct service between neighborhood pickup hubs and select parks
3. Enhance bus schedules to ensure that bus routes serving regional parks operate on Saturdays, Sundays, and Holidays during daylight hours, and that weekend service operates at least every 30 minutes
4. Use rail connectors to reduce barriers to park access for communities that have access to the rail network
5. Establish and subsidize on-demand service to shorten wait times and provide direct service to parks in areas with lower demand

SAN MATEO COUNTY, CALIFORNIA

San Mateo County Coastside Access by Nelson Nygaard and Fehr & Peers, 2015¹

This Coastside Access Study looks at access capacity and visitor demand for San Mateo parks by analyzing current conditions and developing a forecast of how visitor access might change in the future. The study looked at ridership on two transit lines serving coastal parks, the Devil's Slide Ride and SamTrans Route 17, and found low ridership on both. The study authors attribute low ridership on the Devil's Slide Ride to low awareness of the service, and low ridership on SamTrans Route 17 to infrequent headways, as the line only runs once an hour during the week and once every two hours on weekends.

¹ San Mateo County Coastside Access, Nelson Nygaard and Fehr & Peers, 2015

The study identified multimodal access barriers including incomplete active transportation networks, infrequent transit service, and high parking occupancies, which guided the following recommendations to improve park access by non-driving modes:

1. Fill gaps in the bike and pedestrian network to connect neighboring residential areas to coastal parks
2. Establish frequent (20 minutes or less), no cost regional transit service during weekend daylight hours
3. Add regional paid parking to encourage higher vehicle occupancies, travel by non-driving modes, and fund alternative transportation options such as a regional shuttle service

A.3 Equity Frameworks

It is imperative to plan equitable transit investments and policy interventions by prioritizing the needs of low-income people of color in order to address the historical disinvestment they have experienced. Equity tools are designed to reduce inequities and improve success in the planning process with explicit considerations for racial and economic decisions around policies, programs, and investments. This section outlines three equity assessment tools for consideration in the Golden Gate Park Equity study, with a goal to evaluate equity of the eastern half of the park, as well as the equity impacts of the various JFK alignments developed by SFMTA and RPD.

STEPS FRAMEWORK¹

Travel Behavior: Shared Mobility and Transportation Equity by U.S. Department of Transportation Federal Highway Administration

The Travel Behavior report was created by Booz Allen Hamilton, the Federal Highway Administration, and UC Berkeley to explore how shared mobility can be used to address transportation equity challenges. The Travel Behavior report established the STEPS equity framework to identify the many barriers that travelers face when making trips. The framework outlines five categories that transportation barriers may be associated with:

¹ **Travel Behavior: Shared Mobility and Transportation Equity**, U.S. Department of Transportation Federal Highway Administration, 2018

1. **Spatial barriers** are related to spatial or geographic disparity in services within a certain area. These exist when travelers are not able to access their destinations and opportunities in a timely and affordable way. This barrier is most likely to impact users with limited vehicle access, including youth, older adults, people with disabilities, and people with low-incomes.
2. **Temporal barriers** are related to the time of day services are available or time-sensitive transportation needs. The most common source of temporal barriers are traffic congestion and public transit delays. As a result of these barriers, travelers must plan for longer travel times, require flexibility in their trip schedule, and spend less time doing their desired activity.
3. **Economic barriers** are related to cost of services or cost to access technology to use services. Economic barriers exist when the cost of travel limits a person from affording basic goods, services, or saving.
4. **Physiological barriers** are related to serving users with physical or cognitive challenges or limited technology proficiency. Despite transit vehicles being ADA accessible, connections to and from transit can also present barriers when facilities are unpredictable. Physiological barriers can also apply to families with young children because of the need to carry children and equipment.
5. **Social barriers** are related to serving low-income communities, minority communities, or people with limited English proficiency. Marketing and communication languages and sensitivities to cultural differences in transportation preferences is noted as an additional aspect of social barriers.

The STEPS framework allows for a focused assessment of the transportation barriers that exist, along with opportunities and challenges to overcome barriers and advance equity.

The Travel Behavior: Shared Mobility and Transportation Equity report applies the STEPS framework to shared mobility to increase access to opportunities. Using the framework, a set of policy recommendations are established for each of the STEPS barriers.

MOBILITY EQUITY FRAMEWORK¹

Mobility Equity Framework: How to Make Transportation Work for People by Environmental Equity

The Mobility Equity Framework is an adaptable, customizable process for communities, advocates, and decision-makers that incorporates community engagement in decision making and evaluates the equity outcomes of transportation. The framework is structured around three steps:

1. Community needs assessment
2. Mobility equity analysis
3. Community decision making

Step two, mobility equity analysis, is the focus of this review as it is most closely related to the Golden Gate Park Equity Study equity assessment task. This step includes three goals, twelve equity indicators, and recommended metrics to measure impacts on low-income residents and communities of color.

The equity indicators, shown below, create a structure for projects to measure transportation projects or modes between a no-project (existing conditions) scenario or between project scenarios across impacts on mobility, air pollution, and economic opportunity for specific communities and general populations. The list of indicators can be shortened or adjusted for each project to align with community priorities.

¹ **Mobility Equity Framework: How to Make Transportation Work for People**, Environmental Equity, 2018

Figure A-1. Mobility Equity Framework Goals, Indicators, and Recommended Metrics

	Equity Indicators	Recommended Metrics
Goal #1: Increase Access to Mobility	1. Affordability	This metric will vary by transportation mode and location, and therefore should be set by the community; a recommended default is that households should spend no more than 20% of budgets on transportation costs ²⁸
	2. Accessibility	Transportation mode is physically accessible (available in neighborhood), accessible to disabled people, accessible to people with various cultures/languages, accessible without the need for banking or a smartphone
	3. Efficiency	Frequency of transit, travel times, time spent in traffic, optimal availability of parking, etc.
	4. Reliability	Consistency and variability of travel times, predictability of travel times
	5. Safety	Collision rate and severity; ³⁹ personal safety issues (harassment, profiling, etc.)
Goal #2: Reduce Air Pollution	6. Clean Air and Positive Health Benefits	Quantities of air pollutants (PM, NOx) reduction, ⁴⁰ level of physical activity, etc.
	7. Reduction in Greenhouse Gases	Quantities of greenhouse gas reduction ⁴¹
	8. Reduction in Vehicle Miles Traveled	Compact development and greater clustering of destinations, VMT per capita
Goal #3: Enhance Economic Opportunity	9. Connectivity to Places of Employment, Education, Services, & Recreation	Number of households by income within walking distance to schools and services. Number of households within 30-minute transit ride or 20-minute auto ride of employment center, etc. ⁴² Number of transit transfers needed, time spent in transit.
	10. Fair Labor Practices	Fair wages, basic employment benefits and protections throughout construction, operation, and maintenance
	11. Transportation-Related Employment Opportunities	Direct and indirect employment throughout construction, operation, and maintenance
	11. Inclusive Local Business & Economic Activity	Local hire agreements, increased foot traffic to local businesses, new businesses created, increased property values, benefiting the local community without displacing residents, etc.

²⁸ Mason, Jacob. (2018). The Future of Transport is Sustainable Shared Mobility. *ITDP*. Retrieved from <https://3gozaa3xxbb499ejp30lxc8-wpengine.netdna-ssl.com/wp-content/uploads/2018/02/The-Future-of-Transport-Is-Sustainable-Shared-Mobility.pdf>, on February 22, 2018.

³⁹ Caltrans (2010). Smart Mobility Framework 2010: A Call to Action for the New Decade, p 10. Retrieved from http://www.dot.ca.gov/hq/tpp/offices/ocp/documents/smf_files/SMF_handbook_062210.pdf

⁴⁰ Caltrans (2010). Smart Mobility Framework 2010: A Call to Action for the New Decade, p 10. Retrieved from http://www.dot.ca.gov/hq/tpp/offices/ocp/documents/smf_files/SMF_handbook_062210.pdf

⁴¹ Caltrans (2010). Smart Mobility Framework 2010: A Call to Action for the New Decade, p 10. Retrieved from http://www.dot.ca.gov/hq/tpp/offices/ocp/documents/smf_files/SMF_handbook_062210.pdf

⁴² Caltrans (2010). Smart Mobility Framework 2010: A Call to Action for the New Decade, p 10. Retrieved from http://www.dot.ca.gov/hq/tpp/offices/ocp/documents/smf_files/SMF_handbook_062210.pdf

A.4 Appendix

Figure A-2. Vulnerability Characteristics from the King County study

HEALTH	ENVIRONMENTAL	SOCIODEMOGRAPHIC
Mental health [^]	Ozone concentration ^{**}	Zero-vehicle household [*]
Asthma [^]	PM2.5 concentration ^{**}	Limited English [*]
Obesity [^]	Proximity to traffic ^{**}	Seniors [*]
Ambulatory difficulty ^{**}	Low tree canopy [^]	Children [*]
Life expectancy ^{**}	No walking access to any park ¹	Low-income ^{**}
	Highway park pressure ¹	People of color [*]

* Reported at block group level

** Reported at tract level

[^] Reported at King County-specific geography

¹ Original analyses conducted by CORE GIS and TWS

Source: **Connecting People to Parks in King County, A Transit-to-Parks GIS Analysis**, The Wilderness Society, June 2019

Figure A-3. Vulnerability Characteristics from the Albuquerque study

Sociodemographic	Environmental	Health
People of color	Respiratory hazard	Lack of health insurance
Household income	Proximity to traffic	Adult obesity
Seniors	PM2.5 concentration	Childhood obesity
Youth	Ozone concentration	Life expectancy
Unemployment	Tree canopy	Asthma hospitalizations
Educational Attainment	Floodplain areas	Chronic disease
Household size (renter/owner)	No nearby access to any park	Ambulatory difficulty
Zero vehicle		
Limited English		

Source: **Next Stop: Equitable Access, A Transit to Parks Analysis**, The Wilderness Society, 2020

Figure A-4. Vulnerability Characteristics from the Los Angeles County study

Weight Formula: Communities of Interest

Main Indicators	Weight	Description
Health Disadvantage Index (HDI)	30	Top 25%
Department of Water Resources	20	Low Income (80% below statewide average)
SB535 CalEnviroScreen	20	Top 25%
Park Need Focus Areas	10	“High” and “Very High” Need from the <i>Needs Assessment</i>
Secondary Indicators		
Senior Population	5	Top 25% of census tracts with highest density (65 years or older)
Youth Population	5	Top 25% census tracts with highest density (under 18)
Obesity Rate	5	Top 25% census tracts with highest obesity rates
Communities of Color	5	Census tracts where over 75% of population is non-white

Source: **Next Stop: More Access to Open Spaces, A Transit to Parks Strategic Plan**, LA Metro, 2019

APPENDIX B:

Intercept Survey Instrument and Phone & Email Survey Instrument

SFCTA JFK Drive Equity Intercept

This survey asks questions about the eastern half of the park, from Stanyan to Crossover Drive, and includes the car free section of JFK in this area and access to the destinations surrounding it. This includes the Rose Garden, Stowe Lake, Conservatory of Flowers, de Young Museum, and Academy of Sciences.

1. Location of survey collected:

- a. Near the Botanical Gardens
- b. Conservatory of Flowers
- c. Along JFK Drive
- d. Music Concourse
- e. de Young Museum
- f. Academy of Sciences
- g. Near the Rose Garden
- h. Near Stowe Lake
- i. Other (Please Specify):

2. How did you travel to the park today? (All that apply)

- a. Transit
- b. Bike
- c. Walk
- d. Scooter
- e. Carpool
- f. Drive
- g. Taxi
- h. Uber/Lyft
- i. Other?

3. How often do you visit the eastern portion of GGP, including along JFK Drive, since it has been closed to cars?

- a. Daily
- b. Multiple times per week
- c. Once per week
- d. 1 - 3 times per month
- e. A few times a year
- f. I rarely visit the car-free portion of JFK

4. Does the JFK closure to vehicles change your ability to use the eastern portion of GGP, including along JFK?

- a. I use the eastern portion of the park more since JFK was closed to cars
- b. I use the eastern portion of the park less since JFK was closed to cars
- c. I use the eastern portion of the park the same amount

5. How many people did you travel with to the park with today? (Write in)

6. What is your home ZIP code?

We want to ensure this survey is representative of park visitors, so we'd love for you to share some information about yourself.

What is your age?

- Under 18
- 19 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 - 74
- 75 or over
- Prefer not to say

With what race/identity do you identify with?

- Asian and/or Pacific Islander
- Black and/or African American
- Hispanic and/or Latinx
- Middle Eastern and/or North African
- Native American
- White
- Another race or ethnicity – Write In:

What is your annual household income?

- Less than \$24,999
- \$25,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 - \$199,999
- \$200,000 or more
- Prefer not to answer

**Do any of the following disabilities currently affect your daily life?
(select all that apply)**

- Blind or vision impairment
- Deaf or hearing impairment
- Mobility disability (example: difficulty walking or climbing stairs)
- Cognitive or mental disability
- Another disability or disabling health condition – please specify
- None
- Prefer not to answer

If you would like to be entered in a raffle to win a \$50 Visa Gift Card please provide your first name and email or phone number.

SFCTA JFK Drive Equity Phone/Email Survey

The San Francisco County Transportation Authority has hired an independent public opinion research firm to gather input from San Franciscans on local transportation issues and their use of Golden Gate Park. Your privacy is important to us and the information you provide will be kept confidential and will be aggregated with other responses.

A car-free route along a portion of JFK Drive in Golden Gate Park has existed since 1967, when street closures began every Sunday to allow park visitors of all ages and abilities to use the roadway without car traffic. In 2020, as the city grappled with the COVID pandemic, the eastern portion of JFK Drive, along with other roads in the park, were closed to vehicle traffic seven days a week.

This survey asks questions about the eastern portion of Golden Gate Park, from Stanyan to Crossover Drive, including the car free section of JFK and the destinations surrounding it. This includes the Rose Garden, Stowe Lake, Conservatory of Flowers, de Young Museum, and Academy of Sciences.

1. Before the COVID-19 pandemic, how often did you visit the eastern portion of Golden Gate Park, including JFK Drive?

- a. Daily 1
- b. Multiple times per week. 2
- c. Once per week. 3
- d. 1 - 3 times per month 4
- e. A few times a year 5
- f. Rarely 6
- g. Never 7

2. During the COVID-19 pandemic, how often did you visit the eastern portion of Golden Gate Park, including JFK Drive?

- a. Daily 1
- b. Multiple times per week. 2
- c. Once per week. 3
- d. 1 - 3 times per month 4
- e. A few times a year 5
- f. Rarely 6
- g. Never 7

3. Would you like to visit the eastern portion of Golden Gate Park more often than you currently do?

- a. Yes, want to visit more often 1
- b. No, do not want to visit more often 2

(ASK Q4 IF CODE 1 IN Q3)

4. Why do you not visit the eastern portion of Golden Gate Park, including JFK Drive, as much as you would like? Please select all that apply.

- a. Not enough Muni service 1
- b. Muni is too slow 2
- c. It is difficult to find parking 3
- d. Parking in the garage is too expensive 4
- e. Bike routes feel unsafe 5
- f. I do not feel safe walking in the park 6
- g. There are fewer activities in the park for me to participate in 7
- h. I enjoy the parks close to where I live 8
- i. The trip to Golden Gate Park takes too long from where I live 9
- j. Other (Specify) 10

(RESUME ASKING ALL RESPONDENTS)

5. Next, which of the following best describes how often you use the eastern portion of Golden Gate Park, including JFK Drive, since it was closed to cars?

- a. I use the eastern portion of the park more since JFK was closed to cars 1
- b. I use the eastern portion of the park less since JFK was closed to cars 2
- c. I use the eastern portion of the park the same amount. 3
- d. I don't use the car-free portion of JFK. 4

6. How do you typically get to the eastern portion of Golden Gate Park, including JFK? Please select all that apply.

- a. Transit 1
- b. Bike 2
- c. Walk 3
- d. Scooter 4
- e. Carpool 5
- f. Drive. 6
- g. Taxi. 7
- h. Uber/Lyft 8
- i. Other (Specify) 9

7. How long does your trip to the area of the eastern portion of Golden Gate Park, including JFK, typically take, from the time you leave your house to the time you arrive?

- a. Less than 30 minutes 1
- b. 30 - 45 minutes. 2
- c. 45 minutes to 1 hour 3
- d. More than 1 hour. 4

THESE FINAL QUESTIONS ARE FOR STATISTICAL PURPOSES.
8. In what year were you born?

- a. 2003 - 1997 (18 - 24) 1
- b. 1996 - 1992 (25 - 29) 2
- c. 1991 - 1987 (30 - 34) 3
- d. 1986 - 1982 (35 - 39) 4
- e. 1981 - 1977 (40 - 44) 5
- f. 1976 - 1972 (45 - 49) 6
- g. 1971 - 1967 (50 - 54) 7
- h. 1966 - 1962 (55 - 59) 8
- i. 1961 - 1957 (60 - 64) 9
- j. 1956 - 1947 (65 - 74) 10
- k. 1946 or earlier (75+) 11
- l. Prefer not to say 12

9. With which racial or ethnic group do you identify yourself?

- a. Asian or Pacific Islander 1
- b. Black or African American 2
- c. Hispanic or Latinx 3
- d. Middle Eastern/North African 4
- e. Native American 5
- f. White 6
- g. Another race or ethnicity (Specify). 7
- h. Prefer not to say 8

10. What was the total income for your household before taxes in 2020?

- a. \$24,999 and under 1
- b. \$25,000 - \$49,999. 2
- c. \$50,000 - \$74,999 3
- d. \$75,000 - \$99,999. 4
- e. \$100,000 - \$149,999 5
- f. \$150,000 - \$199,999 6
- g. \$200,000 or more 7
- h. Prefer not to say 8

11. Do any of the following disabilities currently affect your daily life? Please select all that apply.

- a. Blind or vision impairment 1
- b. Deaf or hearing impairment 2
- c. Mobility disability (example: difficulty walking or climbing stairs) 3
- d. Cognitive or mental disability 4
- e. Another disability or disabling health condition (Specify). 5
- f. None. 6
- g. Prefer not to answer 7

12. What is your gender?**THANK AND TERMINATE**

APPENDIX C: Community Engagement and Survey Analysis

Community engagement was made up of three components:

1. **Phone/email survey** to residents Equity Priority Communities in Districts 3, 10, and 11. This survey was also distributed as an online survey through community based organizations (CBOs) within these three districts and allowed respondents to opt-in to focus groups. The Transportation Authority did not have confidence in the survey data collection through the CBO-distributed survey and the data is not included in the report.
2. **Focus groups** that were made up of people who opted-in through the survey distributed by CBOs.
3. **Intercept survey** within the eastern portion of Golden Gate Park, along and within close proximity to JFK drive.

The community engagement and survey were designed to provide data and information to answer the study questions presented in Figure C-1.

Figure C-1. Access Equity Study Guiding Questions

STUDY QUESTIONS

From Equity Priority Communities within District 3, District 10, and District 11, who used the eastern portion of GGP, including JFK Drive, before COVID-19?

From Equity Priority Communities within District 3, District 10, and District 11, who is currently using the eastern portion of GGP, including JFK Drive?

From Equity Priority Communities within District 3, District 10, and District 11, for people who do not use the eastern portion of GGP, including JFK Drive, as much as they would like, why and what are the barriers?

From Equity Priority Communities within District 3, District 10, and District 11 how has the closure impacted the desire / ability to visit the eastern portion of GGP, including JFK Drive?

Who is currently using the eastern portion of GGP, including JFK Drive?

C.1 Phone/Email Survey of Equity Priority Communities in District 3, District 10, and District 11

C.1.1 METHODOLOGY

The statistically significant phone/email survey was conducted by phone and email using voter information to create a random sample of people living within Equity Priority Communities (EPC) in District 3, District 10, and District 11. The survey was conducted by an independent public opinion research company (FM3) from January 8 through February 4, 2022. The survey targeted 400 responses. 310 responses were collected,

creating a margin of sampling error of $\pm 5.6\%$ (95% confidence interval). A total of 56 surveys from District 3, 123 from District 10, and 131 from District 11 EPCs were collected.

Residents were identified for the survey using voter registration records with a phone or email address and interviewers spoke to any adult in the household, regardless of voter registration status. All the available records were obtained in the District 3 EPCs and either received a phone call or email inviting them to participate in the survey. There were no more available records to draw from, prohibiting the team from reaching a bigger sample size in the area.

Phone and email surveys were conducted in English (83%), Spanish (3%), Chinese (14%), and Tagalog (1%).

C.1.2 FINDINGS

Change in trip making

The survey results show that about half of all respondents within the study districts rarely or never make trips to the eastern portion of Golden Gate Park. In Figure C-2, the frequency of visits to eastern GGP before and during the pandemic is shown by district. Pre-COVID-19, most respondents for each district visited the eastern GGP a few times a year or less. A small group of respondents from each district visit the Park weekly (12 - 25%). During the pandemic, most survey respondents continued to rarely or never visit the eastern part of GGP. A small portion of respondents from each district continued to visit GGP weekly during the pandemic (10 - 20%). In all districts, the share of people who rarely or never visit the eastern part of GGP increased after the pandemic.

Figure C-2. Frequency of Visits to Eastern GGP Before & During the Pandemic (Phone/Email Survey)

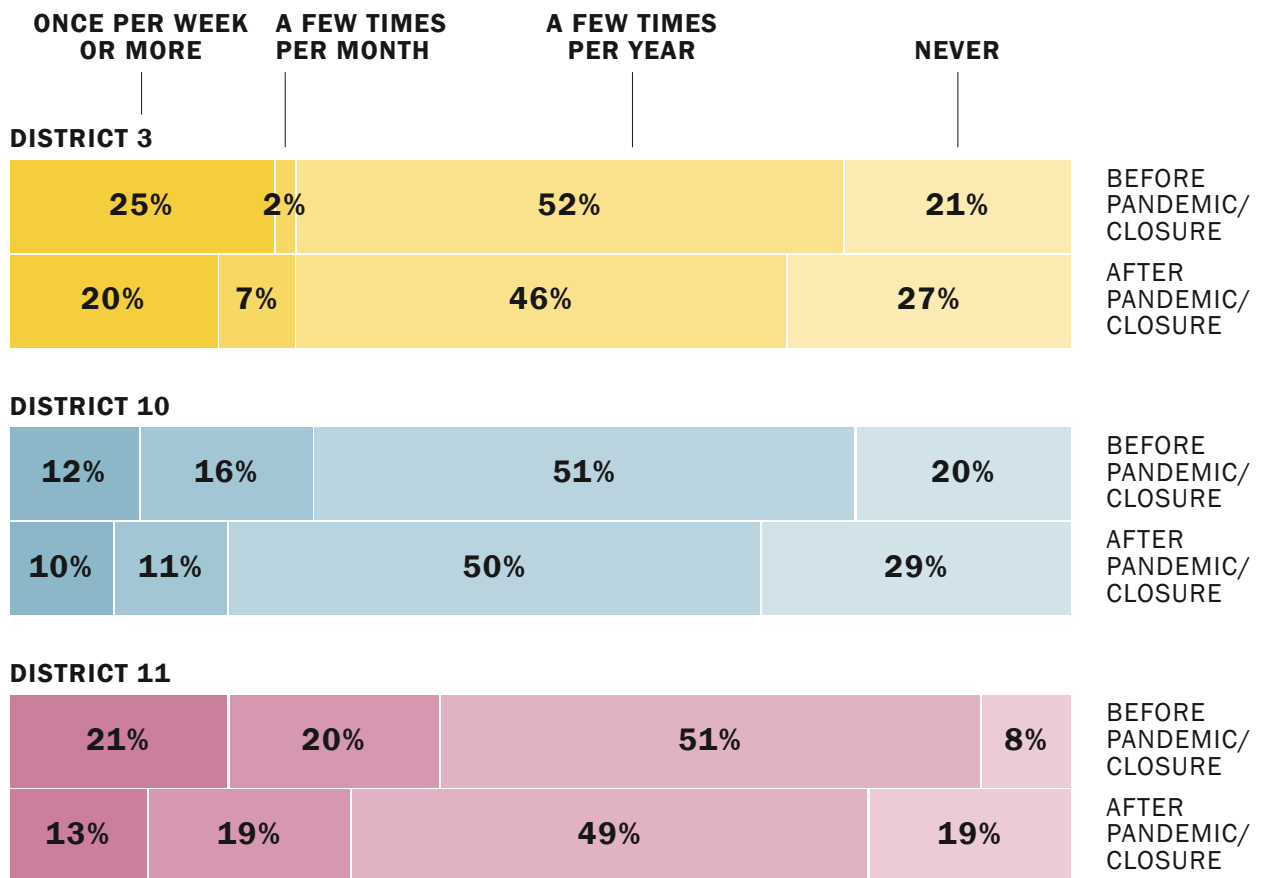


Figure C-3 presents the racial/ethnic demographics of frequent visitors to GGP before and during the pandemic based on self-identification of survey respondents. There was little change in the race and ethnicity of people that made the trip to eastern GGP at least a few times a week either pre-COVID-19 or during COVID-19. Respondents who used the park frequently most often identified as Asian/Pacific Islander or White.

Figure C-3. Share of Frequent Users of GGP by Race/Ethnicity Before & During the Pandemic (Phone/Email Survey)

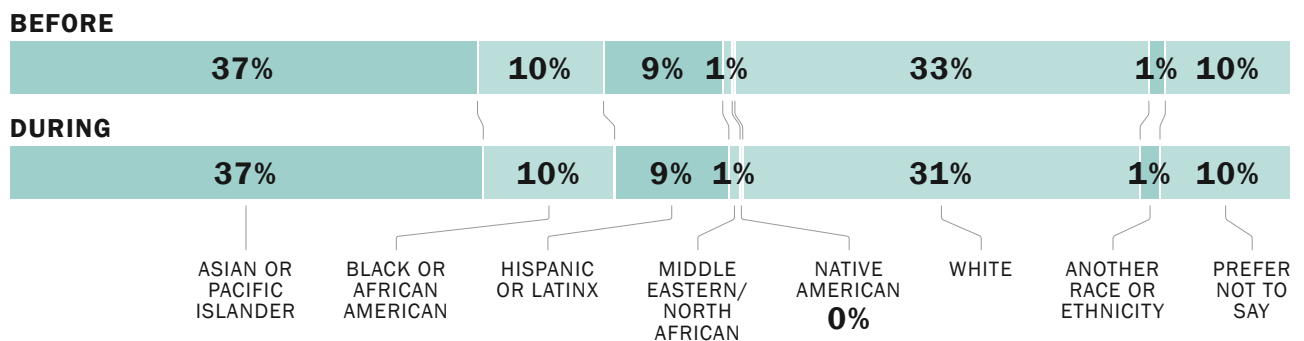
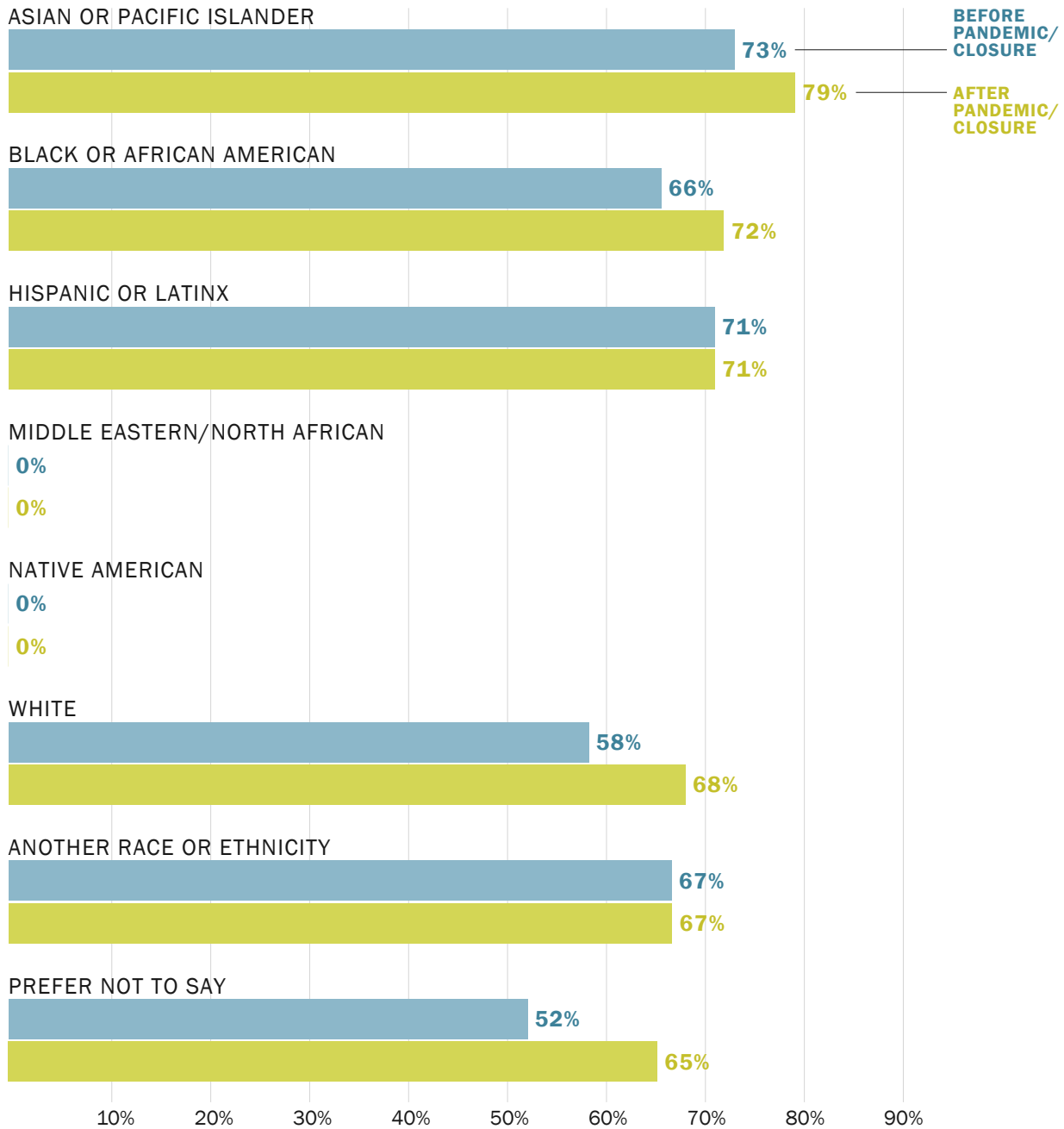


Figure C-4 presents the racial/ethnic demographics of infrequent visitors to eastern GGP before and during the pandemic based on the self-identification of survey respondents. In every racial/ethnic group with more than one respondent, more than half of respondents visited eastern GGP infrequently. This was true both before and during the pandemic.

Figure C-4. Infrequent Users of GGP by Race/Ethnicity Before and During the Pandemic (Phone/Email Survey)



Interest in Visiting more often and what are the travel barriers

Between half and two thirds of respondents would like to visit eastern GGP more often (Figure C-5). Figure C-6 shows that of these people, the most frequently cited barriers were related to parking difficulty and cost. For District 10 respondents travel time was often cited as a barrier. Relative to respondents from District 3 and District 11, respondents from District 10 were more likely to enjoy the parks close to where they live. Parking concerns were there most common barrier for District 11 respondents. District 3 residents identified slow Muni service and feeling safe in the park as a barrier more often than other districts. Respondents could select multiple responses for the question about barriers (Figure C-6).

Figure C-5. Percent of Residents who Desire to Visit Eastern GGP More by District (Phone/Email Survey)

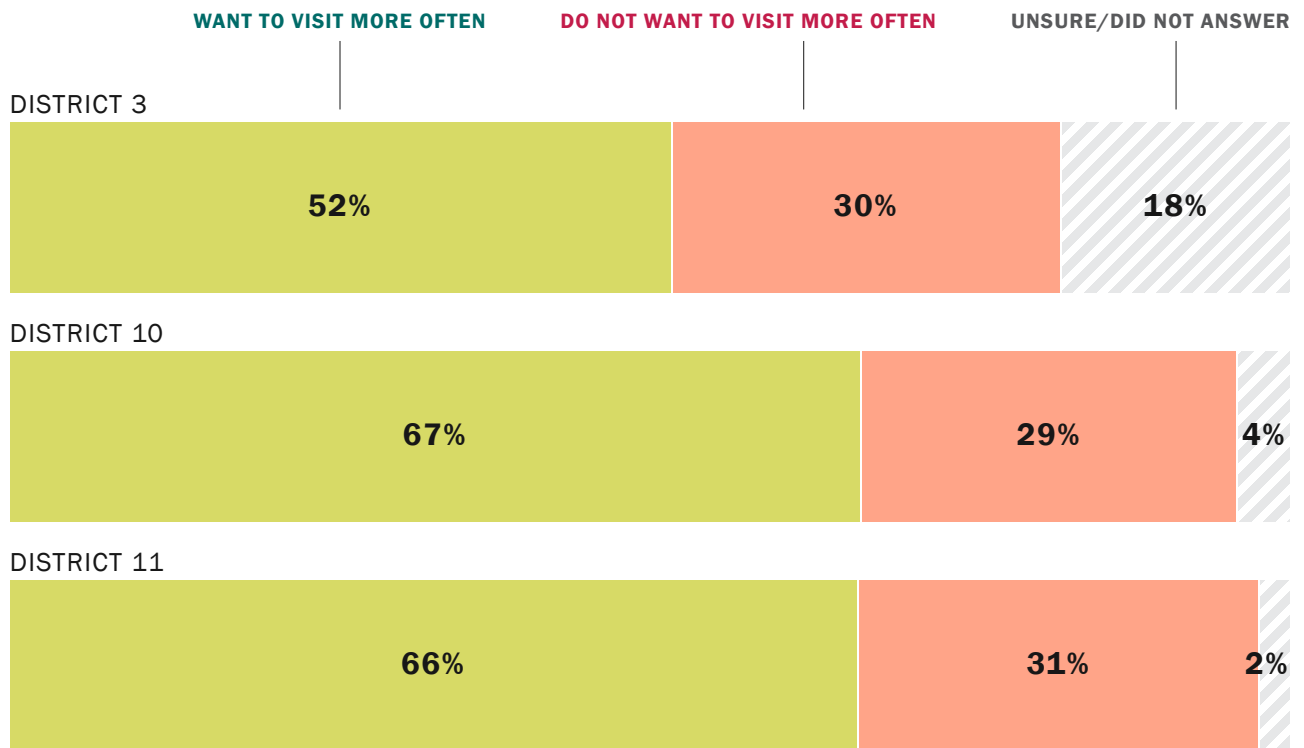
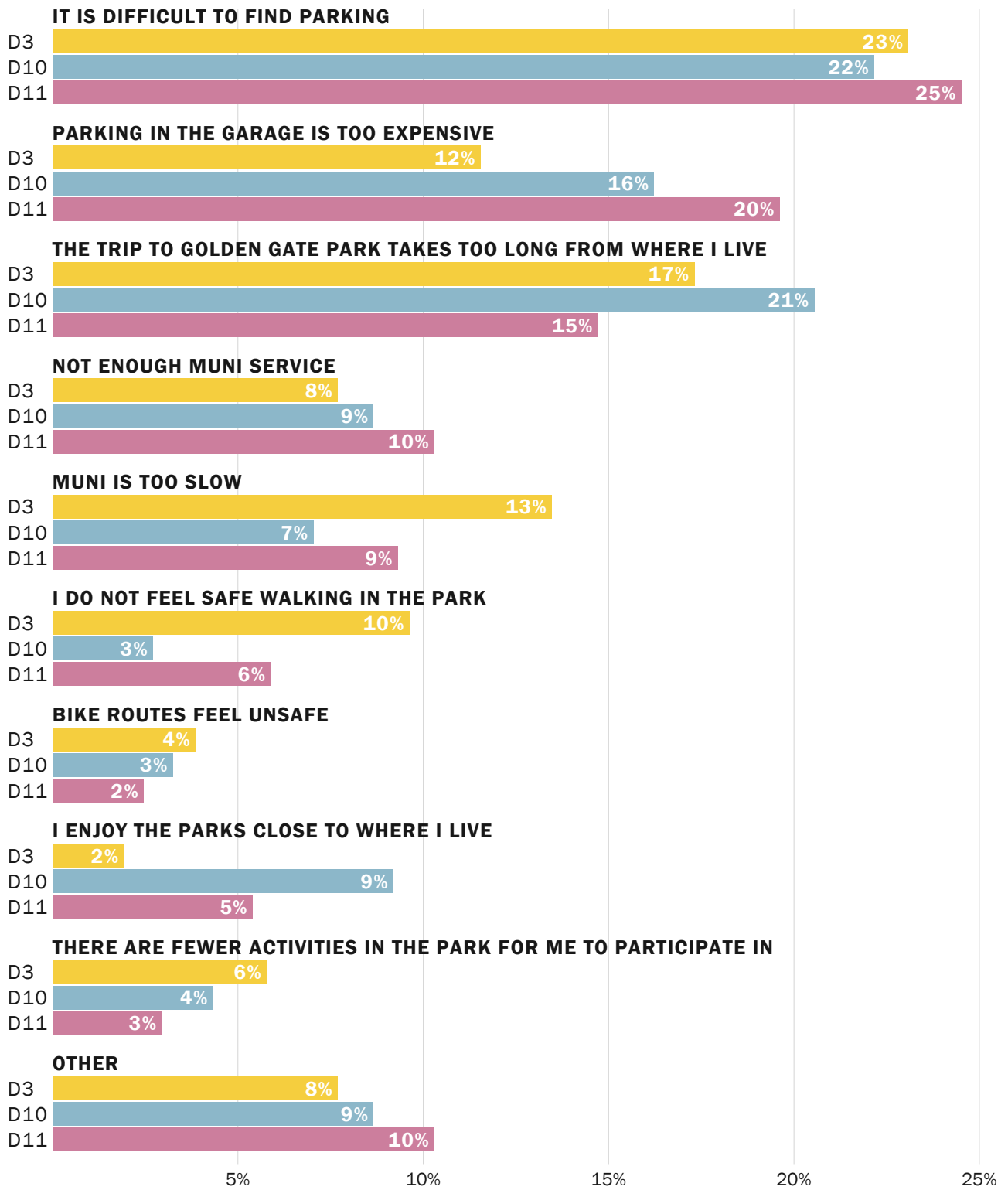
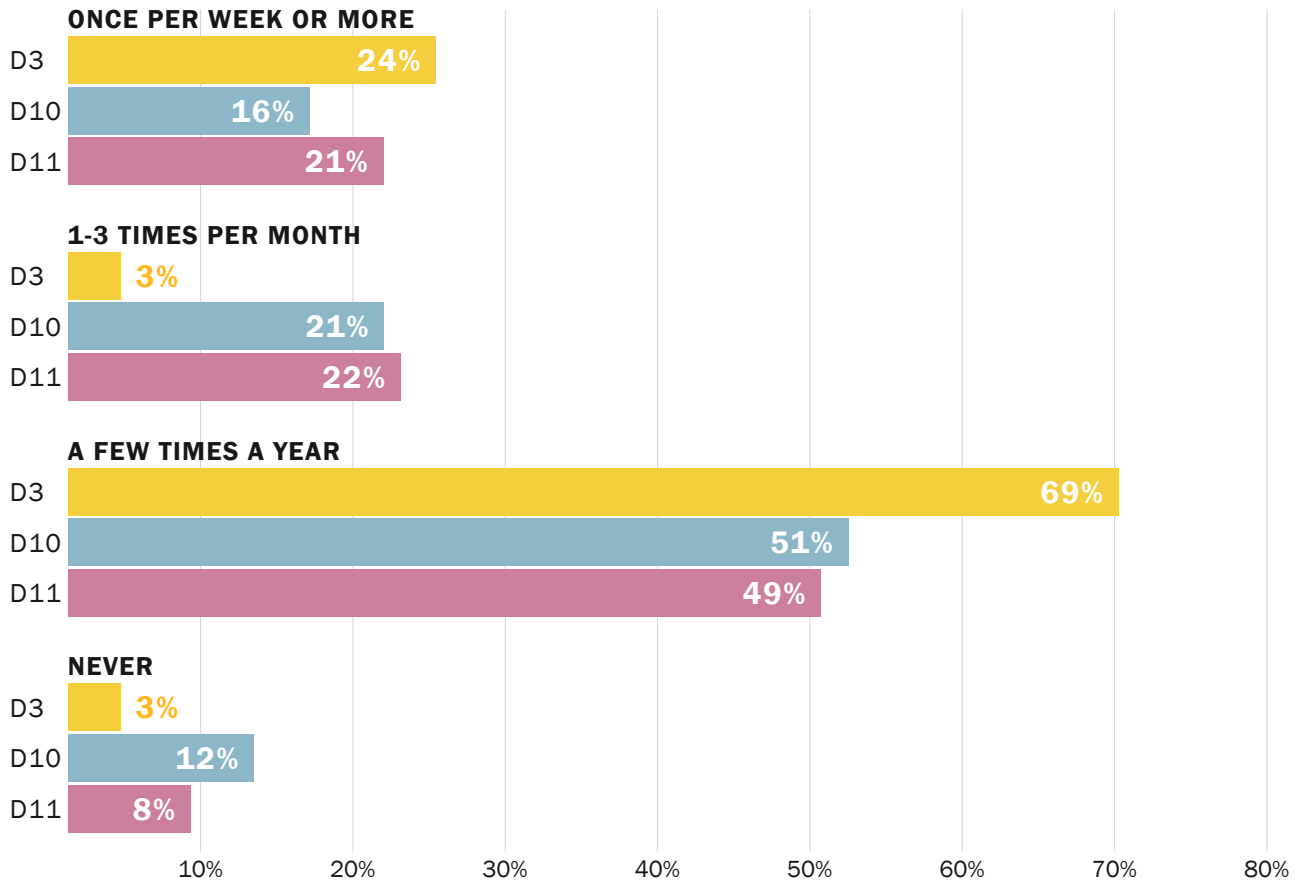


Figure C-6. Barriers for People Who Want to Visit GGP More from Districts 3, 10 and 11 (Phone/Email Survey)



In Figure C-7, respondents who answered that they want to visit eastern GGP more often than they currently do were grouped by frequency of their visits to GGP before the pandemic. Most respondents who want to visit more visited the GGP a few times a year before the pandemic. Only a few of the respondents who want to visit GGP more never visited before the pandemic.

Figure C-7. Respondents Who Want to Visit Eastern GGP More by Frequency of Visits Before the Pandemic (Phone/Email Survey)



How the full-time closure impacted desire/ability to visit eastern GGP

Figure C-8 presents changes in use of eastern GGP since the closure of JFK Drive. Nearly half of respondents do not use eastern GGP and over a quarter use eastern GGP the same amount or more often.

Figure C-8. How the JFK Closure Impacts Desire/Ability to Visit the Eastern Portion of Golden Gate Park (Phone/Email Survey)

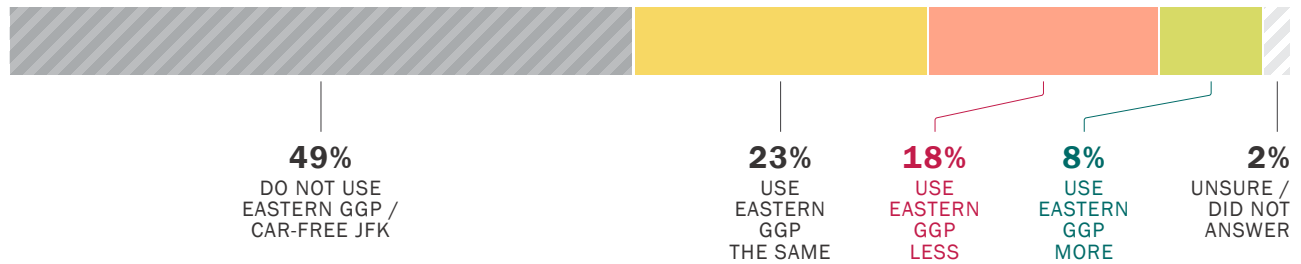


Figure C-9 presents the findings by district regarding changes in use of eastern GGP since the closure of JFK Drive. Most respondents from Districts 3 and District 10 and over 40% of respondents from District 11 did not visit eastern GGP or car-free JFK; 19% and 25% of District 10 and District 11, respectively, used eastern GGP less.

Figure C-9. How the JFK Closure Impacts Desire/Ability to Visit the Eastern Portion of Golden Gate Park by District (Phone/Email Survey)

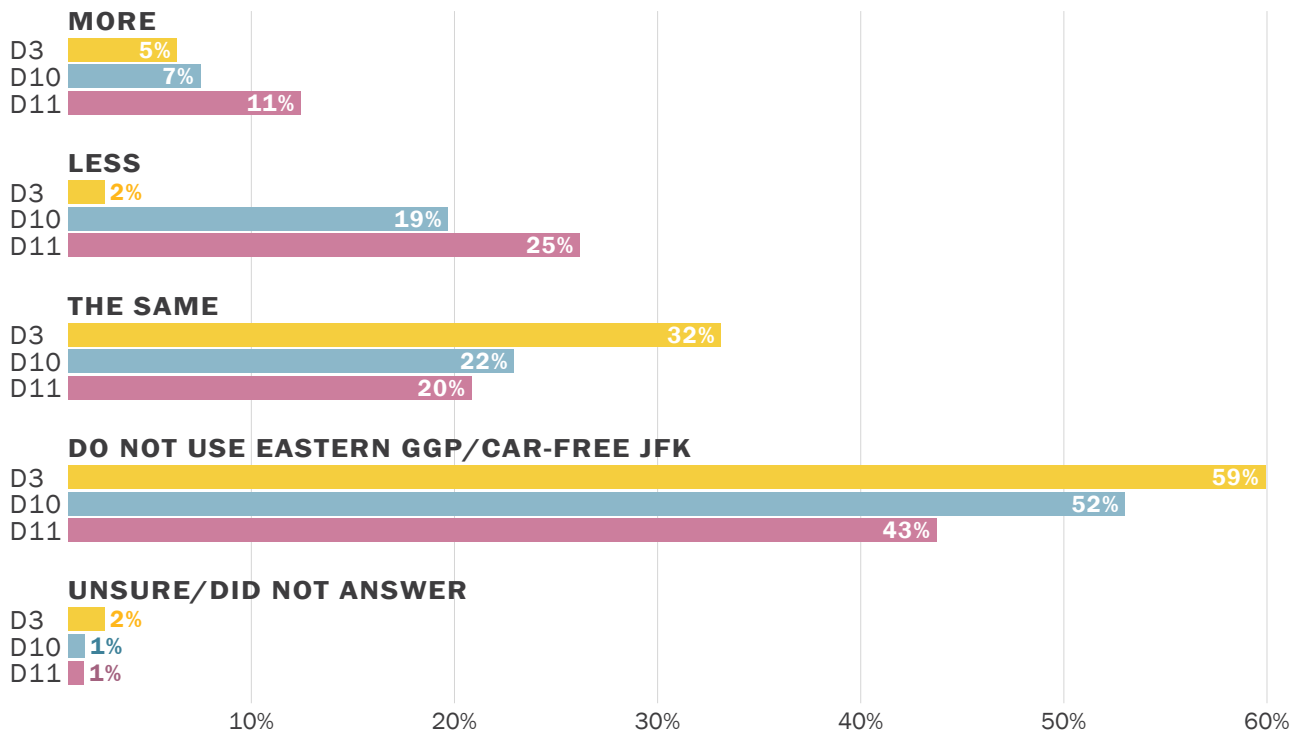
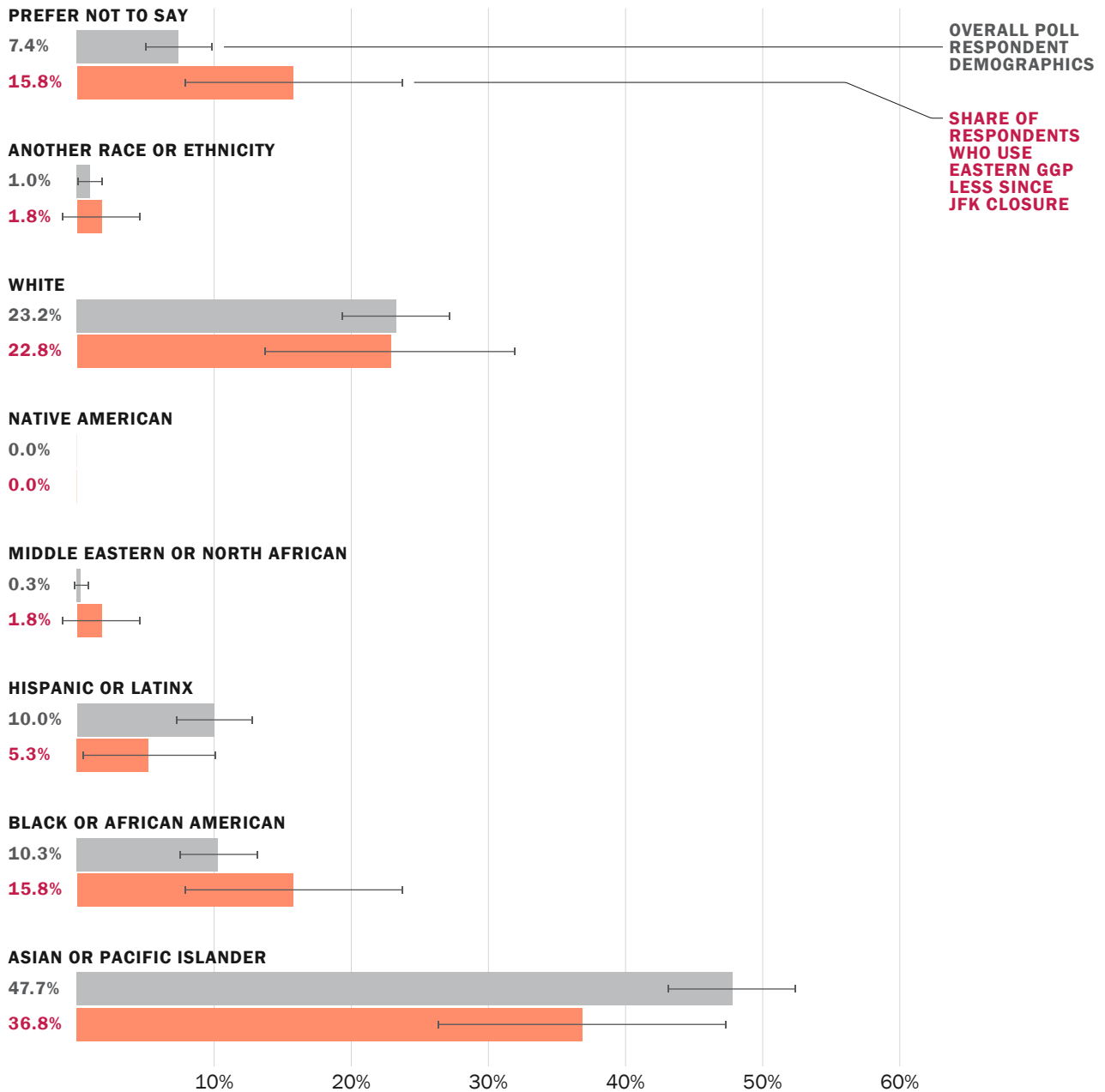


Figure C-10 compares the race/ethnicity of phone and email survey respondents who use GGP less to the race/ethnicity of the entire survey sample. Asian or Pacific Islander and Hispanic or Latinx respondents make up a lower proportion of respondents who use the park less than of total survey respondents.

Figure C-10. Share of Respondents by Race/Ethnicity Who Use Eastern GGP Less Since JFK Closure (Phone/Email Survey)



Note: there is a small sample size/high margin of error. 90% confidence intervals are shown in black lines on the chart

Travel Behaviors

Figure C-11 presents mode of travel to eastern GGP from survey respondents by district. Respondents could answer multiple modes (e.g. walked to the bus and took the bus to the park). Overall, 49% of respondents typically travel by driving alone or carpooling. District 11 and District 10 have the highest rates of driving to GGP at 51% and 47%, respectively. District 3 had the highest rates of active travel (walk, bike, scooter) and transit (51%). Respondents from District 3, District 10, and District 11 who visited the eastern half of GGP a few times a year or more pre-pandemic AND want to visit GGP more (47%) have a similar mode-split to the entire sample group.

Figure C-11. Mode of Travel to Eastern GGP (Phone/Email Survey)

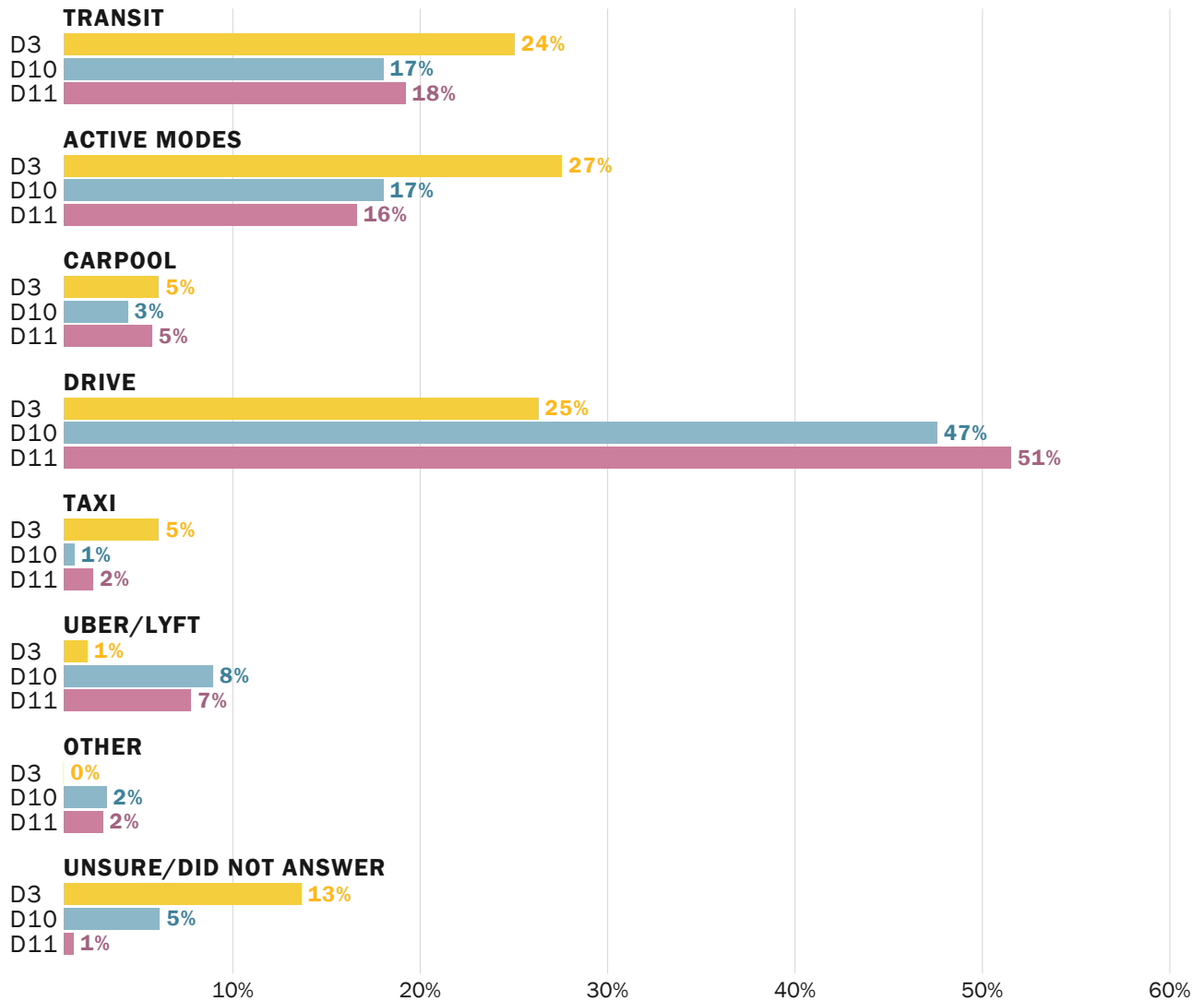
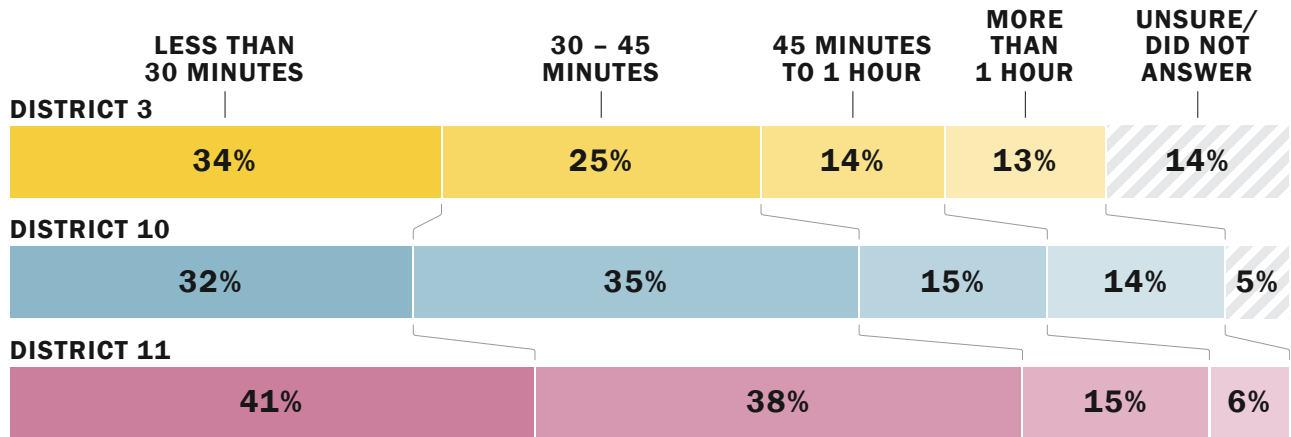


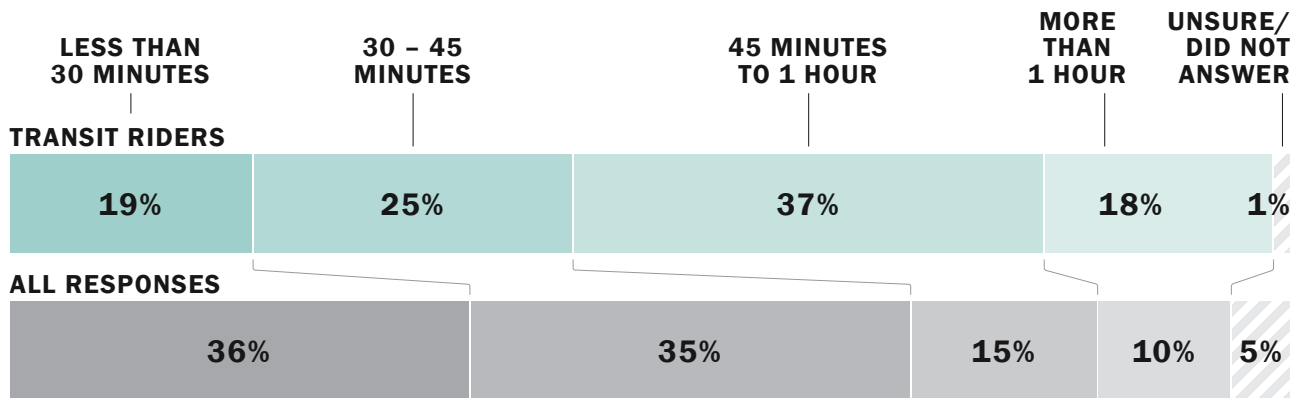
Figure C-12 presents the trip length to eastern GGP for respondents. Around one third of respondents from each district have a typical trip length of less than 30 minutes. District 3 and District 10 had the highest share of respondents whose typical trip length is more than an hour, 13% and 14% respectively (shown in Figure C-11).

Figure C-12. Travel Time to Eastern GGP by District (Phone/Email Survey)



Transit riders made up the majority of respondents from all districts whose journey took more than 45 minutes (Figure C-13).

Figure C-13. Travel Time to Eastern GGP for Transit Riders (Phone/Email Survey)

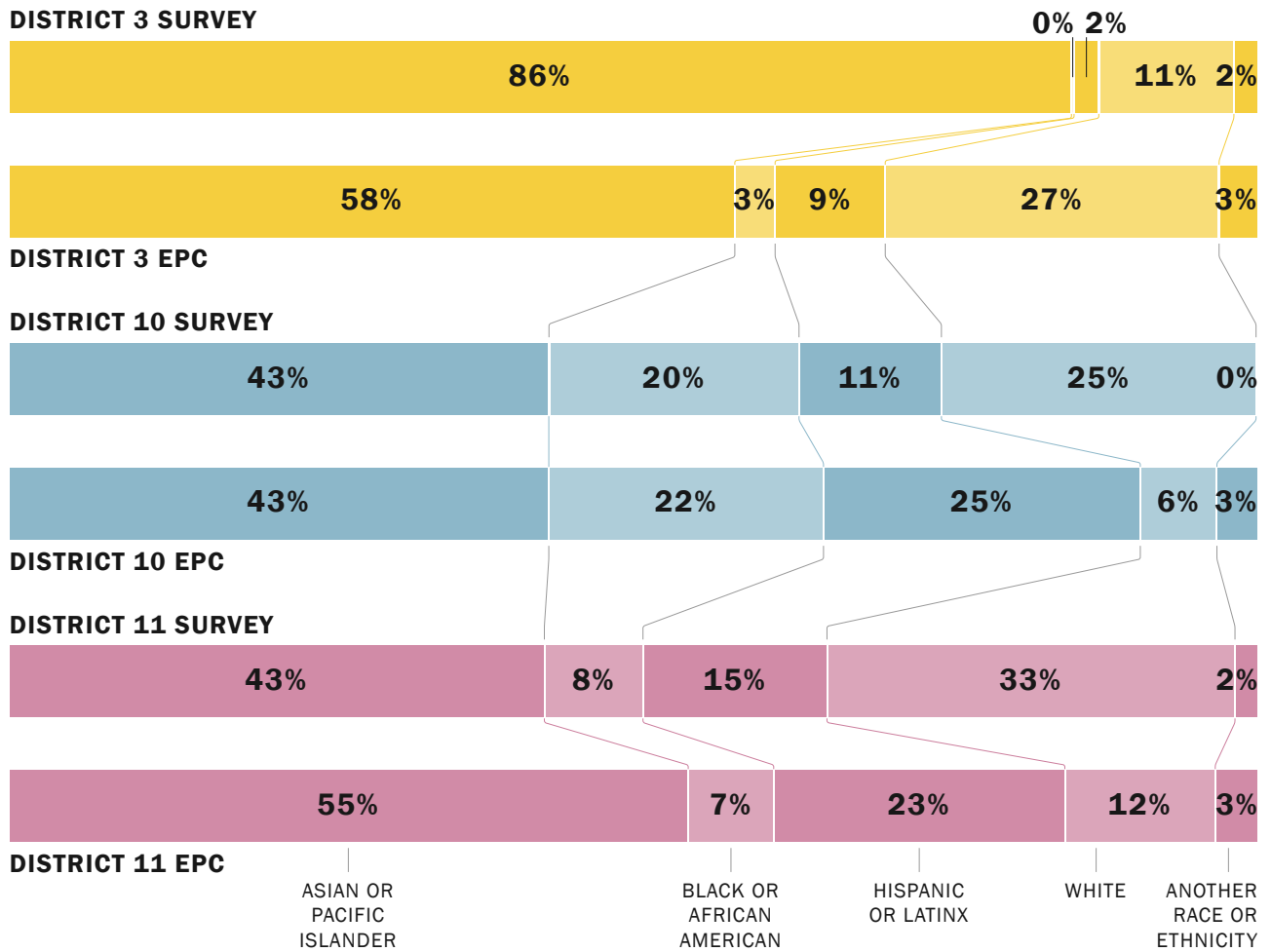


C.1.3 DEMOGRAPHICS OF RESPONDENTS

This section summarizes the responses to questions asked regarding race/ethnicity, age, household income, disability status, and gender.

Figure C-14 compares the racial/ethnic self-identification of the survey sample for each EPC with the racial/ethnic composition of the district as whole. The district data is from the 2018 American Community Survey (ACS) 5-year estimate.

Figure C-14. Race/Ethnicity of Survey Sample Compared to ACS Data by District¹ (Phone/Email Survey)



¹ American Community Survey 5-year Estimate, 2018.

Figure C-15 summarizes the ages of survey respondents and EPC residents across all study districts as measured in the 2018 ACS. People under 18 were not surveyed and are not represented in the sample. All other age cohorts are represented with an over-representation of older adults. This may be due to the use of voter registrations for contact information as voters are typically older than the population as a whole.

Figure C-15. Age of Respondents (Phone/Email Survey)

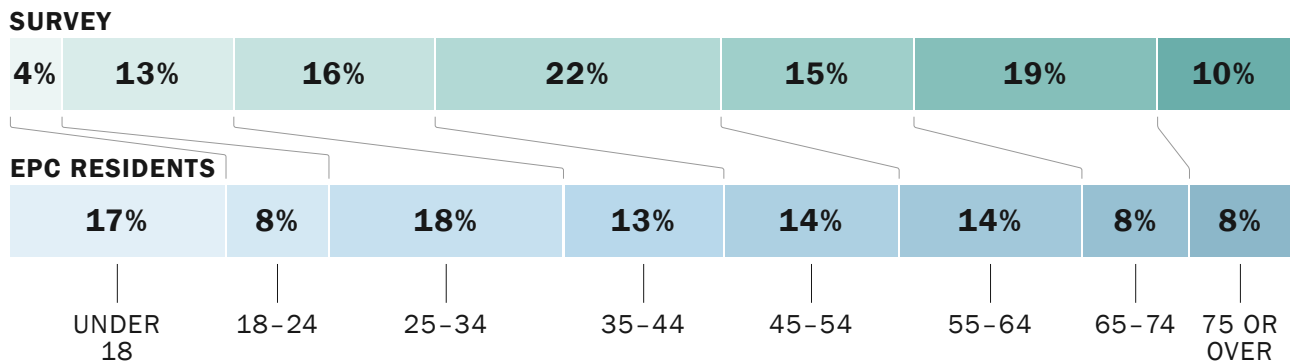


Figure C-16 summarizes the household income of respondents by district. Over half of the households surveyed for each district make less than \$100,000 a year. All income levels are represented in the survey sample.

Figure C-16. Household Income of Respondents (Phone/Email Survey)

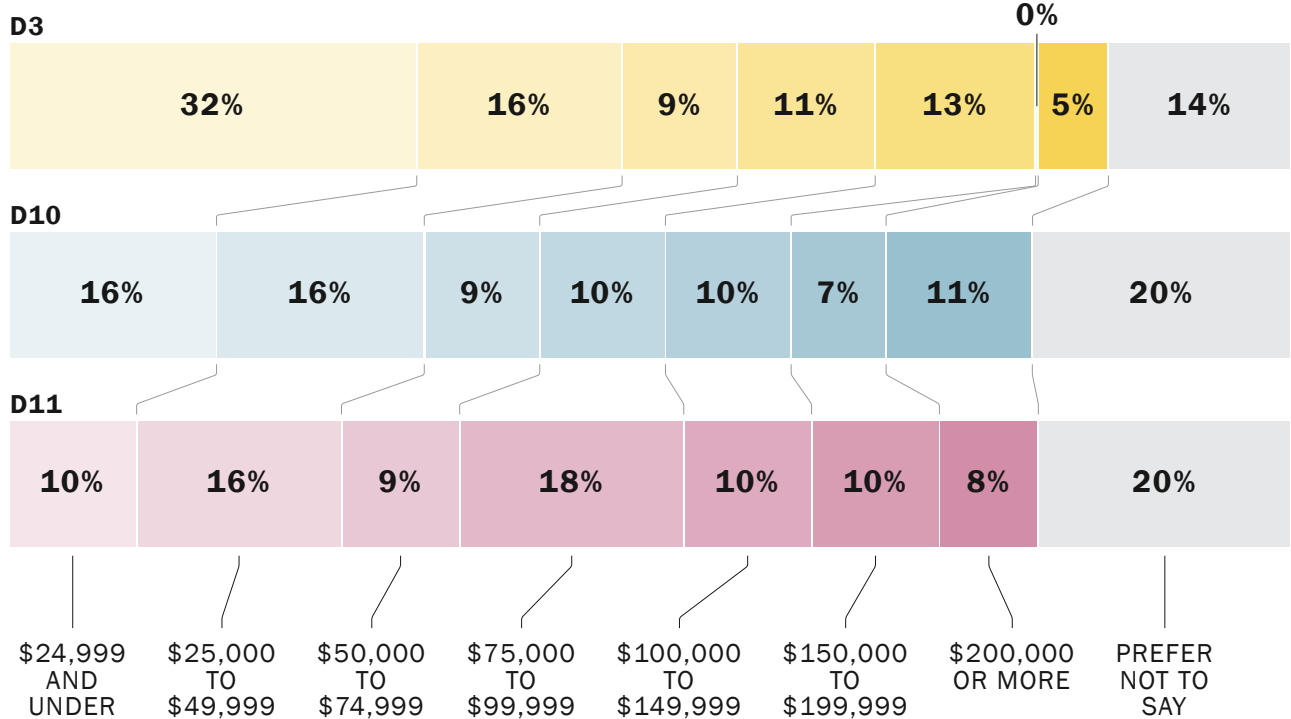
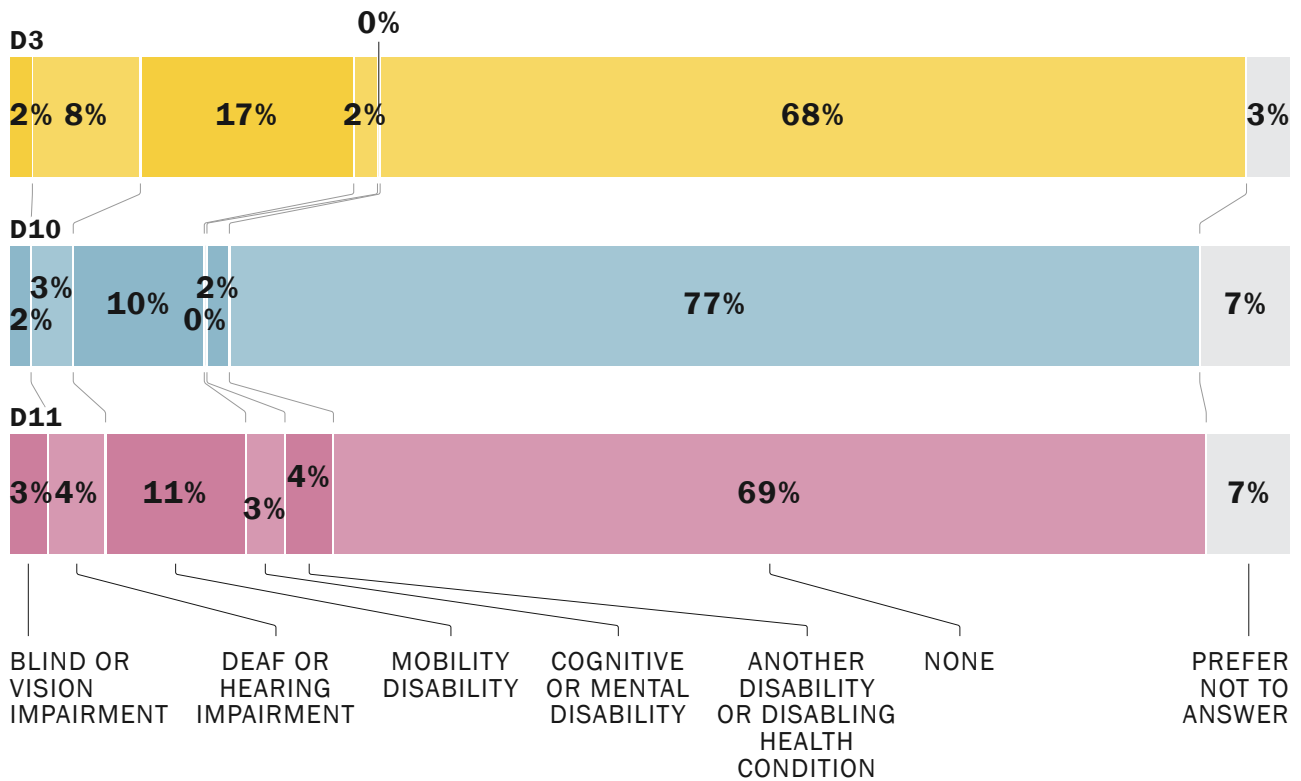


Figure C-17 presents the disability status of survey respondents. Living with a disability can influence travel options and create additional barriers to accessing eastern GGP. Addressing access barriers for people with disabilities is a part of this study’s equity assessment. Most respondents did not have a disability with the next highest number of responses having a mobility disability.

Figure C-17. Disability Status of Respondents (Phone/Email Survey)



C.2 Focus Groups

Focus groups gave the project team an opportunity to hear about community members’ experiences traveling to eastern GGP, barriers they experience, and how the full-time closure of JFK Drive has impacted their ability and desire to use the eastern portion of GGP. Respondents to the CBO survey were offered an opportunity to join focus groups; 50 people from eligible districts opted to join the focus groups. Participants were prioritized based on who reported living in zip codes partially or fully within the EPCs of the study’s focus districts and using the eastern portion of the park both before and during the COVID-19-related changes to JFK Drive. In language focus groups were offered in Chinese and Spanish; however, all participants preferred a focus group in

English. In total, two meetings¹ were held in English; each meeting had approximately four to six people, for a total of ten focus groups participants².

C.2.1 APPROACH FOR SECURING FOCUS GROUP PARTICIPANCES

En2action and the Transportation Authority developed a list of 35 community-based organizations and stakeholders to contact in District 3, District 10, and District 11, shown in Figure C-18. From this list, 27 CBOs were prioritized and contacted via email for partnership in promoting the JFK Equity CBO Survey.

Of the 27 CBOs contacted, four CBOs partnered with the Transportation Authority on outreach. CBOs were provided with a \$300 incentive for their partnership and for promoting the survey using social media, newsletter, emails, and flyers a minimum of three times.

Figure C-18. List of CBOs contacted for Survey Distribution

NAME OF CBO	DISTRICT	PARTNERED ON OUTREACH
Chinatown Community Development Center	3	
Self Help for the Elderly	3	
CYC (Community Youth Center)	3	Yes
Coalition for Community and Safe Justice	3	
North Beach Neighbors	3	
Russian Hill Neighbors	3	
Chinatown TRIP (transportation research and improvement project)	3	
APRI (A. Philip Randolph Institute)	10	
SF Public Housing Tenants	10	
Dr. George Davis Senior Center	10	
BMAGIC	10	
APA Family Services	10	
Cornerstone Missionary Baptist Church	10	
Visitacion Valley Planning Alliance	10	
Hunters Point Shipyard CAC	10	
Bayview CAC	10	
Southeast Community Facility Commission	10	
YCD (Young Community Developers)	10	
San Francisco African American Cultural District	10	
Bayview Hunters Point Coordinating Council	10	
India Basin Neighborhood Association	10	
Dogpatch Neighborhood Association	10	
Potrero Boosters Neighborhood Association	10	

1 Meetings were held virtually on February 22 and 23, 2022.

2 All focus group participants received a \$25 stipend for their time

NAME OF CBO	DISTRICT	PARTNERED ON OUTREACH
Bayview Hill Neighborhood Association	10	Yes
Resilient Bayview	10	
Portola Neighborhood Association	11	Yes
OMI Community Collaborative	11	
Inner City Youth SF	11	
Excelsior Action Group	11	Yes
Coleman Advocates	11	
Mercy Housing Developer and Community Leader	11	
OMI Community Action Organization	11	
OMI Family Resource Center	11	
OMI Neighbors in Action	11	
OMI/ Excelsior Beacon Center	11	

C.2.2 METHODOLOGY

Focus group participants were sourced from the CBO survey on February 15, 2022. In the survey, individuals were able to opt-in to a focus group by providing their:

- Zip code
- Email address
- Expressing their availability between three dates
- Specifying meeting language requirements

A total of 50 people from District 3, District 10, and District 11 expressed interest in participating in the focus groups.

Survey response data was filtered to identify potential focus group participants by removing participants who did not want to visit the park more often, this left 40 respondents. Data was then filtered to remove participants who never visited GGP prior to the pandemic. However, no participants were removed using this filtration. Data was filtered to remove two individuals with no contact information and five individuals who were only available for a March 2nd focus group date. A total of 33 individuals were contacted to participate in the focus groups. In all, there were 12 people contacted in District 3, 11 people contacted in District 10, and 10 people contacted from District 11. Three of these individuals had selected they would need in-language Chinese translation and all following outreach was conducted in Simplified Chinese. There were three communications sent to the qualifying 33 individuals using the email addresses provided. The first communication confirmed the focus group date with Zoom details, the second communication was a calendar invitation with zoom meeting link and details, and the third communication was a reminder email, including the zoom details. In total, there were two individuals from District 3, five individuals from District 10, and three individuals from District 11.

C.2.3 FINDINGS

Focus groups were held on Feb 22, 2022 and Feb 23, 2022 to hear about community members' experiences traveling to eastern GGP, barriers they experience, and to understand how the full-time vehicle closure of JFK Drive affected transportation access to the eastern portion of GGP. Participants were asked a series of questions and guided through a discussion to capture feedback on participants' travel experiences, needs, and barriers to visiting the eastern portion of GGP.

Key Findings

- **Protected Bike Lanes:** Individuals from each of the districts expressed safety concerns about biking to the park. They shared that protected bike lanes from District 3, District 10, and District 11 would help to ensure safe travel by bicycle to the park.
- **Too long to travel by public transportation:** The closure of JFK Drive negatively impacted individuals from District 10 and District 11's access to the eastern portion of the GGP and ability to park close to attractions within GGP. Individuals from District 10 and District 11 expressed that transit trips to the eastern portion of GGP took too long and that driving was the preferred way to make frequent trips to the area. In many cases public transportation did not enter the park or stop close to destinations, reinforcing the need to drive and park along JFK Drive.
- **Direct bus service:** All districts expressed a desire to have more direct, reliable, and faster public transportation from their respective districts to the park. Several individuals shared that they would want to take public transportation and would visit GGP more if there was a direct bus route.
- **Access for seniors and people with disabilities:** Individuals from District 10 and District 11 expressed that the closure impacted the ability for seniors to travel to the eastern portion of GGP because parking was further from key destinations, there was uncertainty about where to park, and walking conditions are difficult – lighting, ramps, pavement conditions, public seating – between available parking and destinations. Several participants of the focus group were seniors and they highlighted the need for accessibility for those who are elderly or have physical impairments.

- **Golden Gate Park Shuttle:** Participants from all districts shared confusion about shuttle service to GGP. Individuals shared that they did not know when, where, or how to access the shuttle and noted the importance of more outreach to those who do not use computers and including clearer information about the shuttle service. Participants also noted the importance for the shuttle to be ADA accessible seating and shelter at shuttles stops, clear signage when waiting for the park shuttle, and for the service to be affordable, frequent, and reliable.
- **Too expensive to park:** Individuals from District 10 and District 11 emphasized that the closure of JFK Drive limited their ability to drive and park near attractions, necessitating them to pay for the garage which they saw as unaffordable.

Additional Considerations

- Individuals from District 3 proposed an idea for a “hop on hop off” bus for residents to access all desirable locations within GGP and get to the eastern portion of GGP.
- Individuals who biked, expressed fears around being “doored” and hoped that they could be protected from people parking and exiting their cars. (“Doored” is a term for a collision between a biker and an open car door in a bike lane).
- Individuals expressed that intersections on Kezar Drive are extremely busy and feel unsafe.

Figure C-19. Focus Group Findings by Four¹ Barriers of the STEPS Framework

SPATIAL Geographic distance	TEMPORAL Time to make a trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
<p>3</p> <ul style="list-style-type: none"> • Driving to GGP from the Northeastern part of the city requires a more round-about driving trip to access eastern GGP with JFK Drive closure. • Participants typically use public transportation or walk for regular trips, but for trips to GGP they prefer to drive because it is more efficient. 	<ul style="list-style-type: none"> • Participants would prefer faster, more reliable, more frequent, and direct public transit service to the park. • Trips by bus take too long. 	<ul style="list-style-type: none"> • The closure of JFK limits free parking in the park and people will need to use the garage that is “expensive.” 	<ul style="list-style-type: none"> • It feels dangerous to bike to the park with unprotected bike lanes, and the route does not feel usable for young children or elderly people.

¹ Social barriers, the final “S” in the STEPS framework, were not recorded

SPATIAL Geographic distance	TEMPORAL Time to make a trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
<p>10</p> <ul style="list-style-type: none"> Some feel GGP is too far to take public transit in a practical way. Must drive to park and then JFK closure negatively affects their driven trip because they cannot park on JFK. Some say closure has not impacted the ability to drive to the park and bike for leisure within the park. Some express that GGP is too far to access in general and that District 10 must travel to another county for green space that they do not pay taxes for. 	<ul style="list-style-type: none"> Shuttle is infrequent, confusing and unreliable. Trips by bus take too long. 	<ul style="list-style-type: none"> The parking garage is expensive. Residents of District 10 are lower income and cannot afford to pay for parking. 	<ul style="list-style-type: none"> Some with children and dogs enjoy the closure and do not mind using a car to arrive at the park and use the closed street. The Music Concourse loop is confusing and overloaded with multiple kinds of transport which feels dangerous for bikers and pedestrians with the presence of rideshare, buses, etc. It feels dangerous to travel to the eastern portion of the park by bike and more protected bike lanes are needed.
<p>11</p> <ul style="list-style-type: none"> Some feel GGP is too far to take public transit in a practical way. Must drive to park and then JFK closure negatively affects their driven trip. Once within the park, cannot use a car or transit to move throughout the park to access resources. 	<ul style="list-style-type: none"> Would prefer faster, more reliable, more frequent, and direct public transit to the park. Trips by bus take too long. 	<ul style="list-style-type: none"> The closure of JFK limits free parking in the park and people will need to use the garage that is “expensive”. Parking garage is expensive. 	<ul style="list-style-type: none"> Elderly people with either no computer or smartphone do not know the schedule or location of the park shuttle. There are no places to sit near the shuttle, so those with mobility issues must stand or find another option. The shuttle does not “kneel” so those with physical impairments cannot board. Most folks do not know the shuttle schedule and a need for better communications to be aware of the frequency Elderly and disabled people want to come in large groups by shuttle or minivan to enjoy the park, particularly during weekdays, and cannot with JFK closure to cars.
<p>All</p> <ul style="list-style-type: none"> Each district expressed concern about biking to the park. All requested protected bike lanes and expressed concern bringing young children or older family members along unprotected bike routes through the city to GGP. 			

C.3 Intercept Survey in Eastern Golden Gate Park

C.3.1 METHODOLOGY

An intercept survey stops a random sample of people in a place and asks them to fill out a survey. The intercept was designed to collect data on current park users during the pandemic. The survey questions varied slightly from the phone/email survey and did not ask about frequency of visits before the pandemic or about barriers to visiting eastern GGP. The survey was conducted in eastern Golden Gate Park on January 14 - 16 and February 4 - 5 by surveyors who spoke Cantonese, Tagalog, and English. Surveys were available in English, Spanish, and Chinese in person and through a QR code for people to complete independently. The long gap between the dates was necessitated by the Omicron variant COVID-19 surge. Surveys were conducted in the study area of the park, with a focus on the main destinations in the area that are close to JFK Drive – nodes along JFK Drive and the roadway itself, the Music Concourse, and Botanical Gardens. Figure C-20 shows where collections were focused. In total there were 422 surveys collected.

Figure C-20. Study Area and Intercept Survey Collection Area



Figure C-21 presents the number of surveys collected at each location. Surveys were collected throughout eastern GGP providing a useful sample of current visitors.

Figure C-21. Location of Survey (Intercept Survey)



C.3.2 FINDINGS

Where respondents are coming from

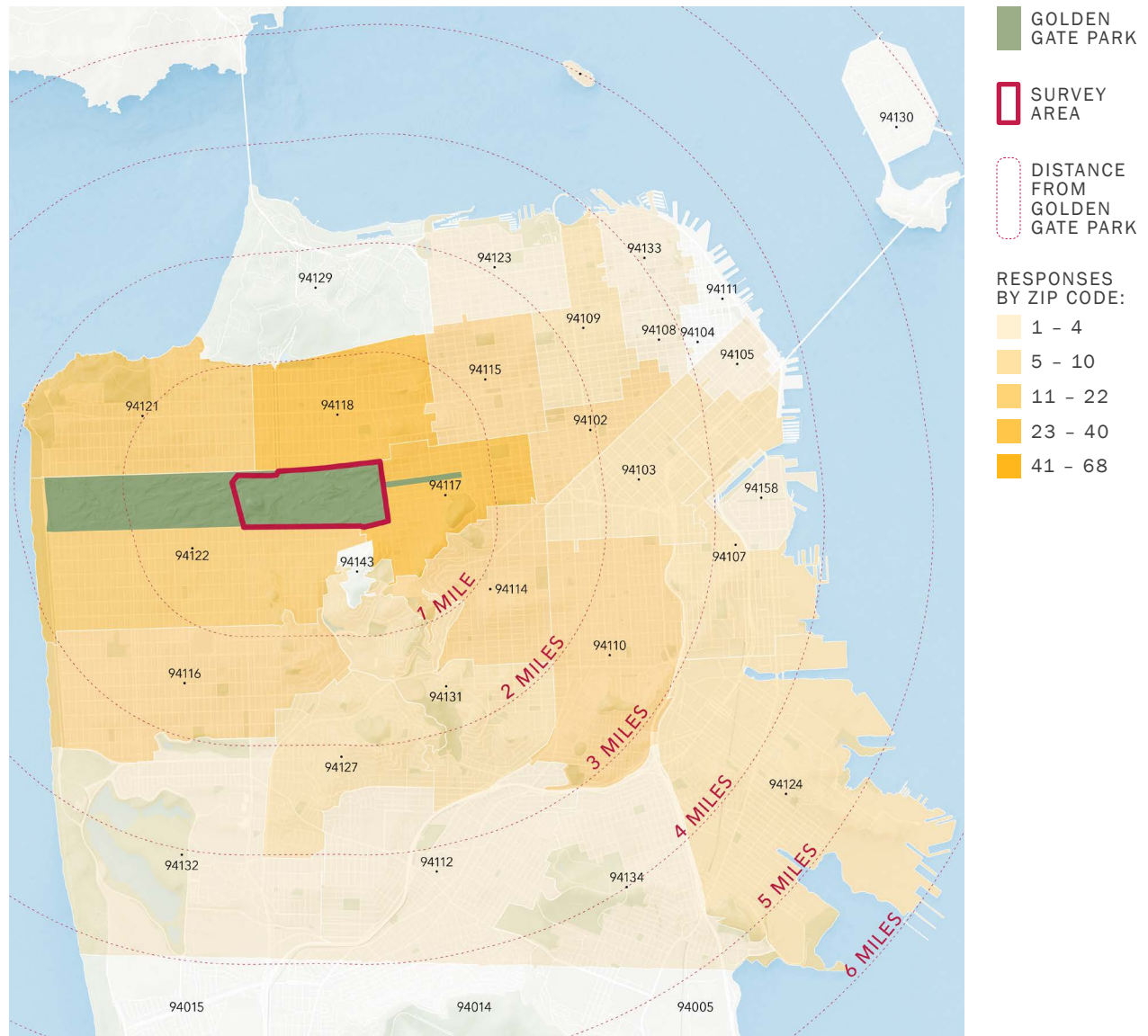
Figure C-22 summarizes the home location of survey respondents using their zip code. Of the 422 surveys, 79% were from park visitors who live in San Francisco indicating the park is a regional destination, but most visitors are local.

Figure C-22. Respondents by Home Zip Code Location (Intercept Survey)



Figure C-23 shows a map of the home zip code locations of intercept survey respondents. Of those that provided a San Francisco zip code, 48% of respondents live within zip codes that are one mile from eastern GGP, 76% are within two miles. Residents of Districts 3, 10, and 11 made up 10% of respondents who provided a home zip code. A zip code was considered to be within a certain distance from eastern GGP based on the distance of the zip code polygon's centroid.

Figure C-23. Map of Intercept Survey Responses by Home Zip Code



Frequency of trips and travel behaviors

Figure C-24 presents the responses to the question of how often respondents visit eastern GGP, including JFK Drive, since JFK Drive was closed to cars. Most respondents visit the park once per week or more.

Figure C-24. Frequency of Visit to GGP, Including JFK Drive, Since Closure to Cars (Intercept Survey)

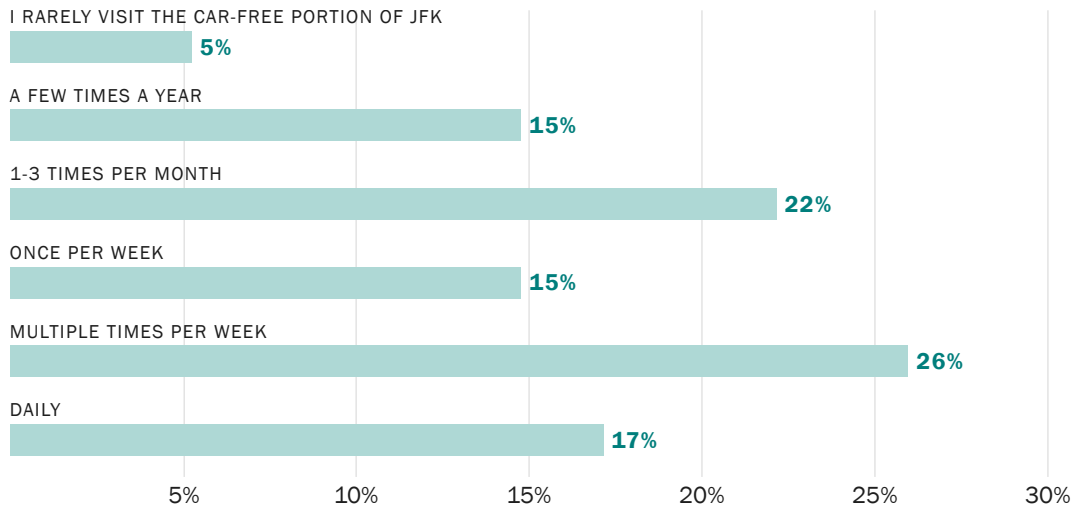


Figure C-25 presents the self-reported change in desire/ability to visit eastern GGP since JFK Drive was closed to cars. Most respondents visit GGP the same amount (51%) and 38% visit more. Only 10% of intercept survey respondents report visiting less.

Figure C-25. How the JFK Closure Impacts Desire/Ability to Visit Eastern Portion of GGP (Intercept Survey)

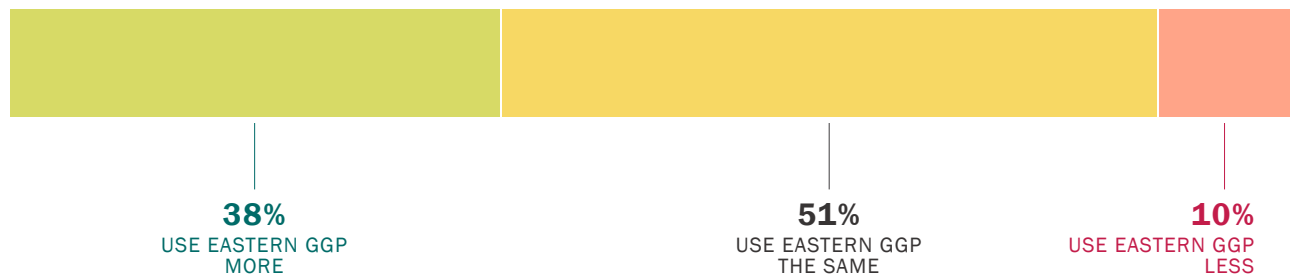


Figure C-26 compares the race/ethnicity of intercept survey respondents who use GGP less to the race/ethnicity of the entire survey sample. White and Hispanic and/or Latinx respondents were less impacted in their desire/ability to visit GGP than respondents of other races/ethnicities. Caution should be exercised when interpreting these results because of small sample sizes.

Figure C-26. Share of Respondents by Race/Ethnicity who Use Eastern GGP less since JFK closure (Intercept Survey)

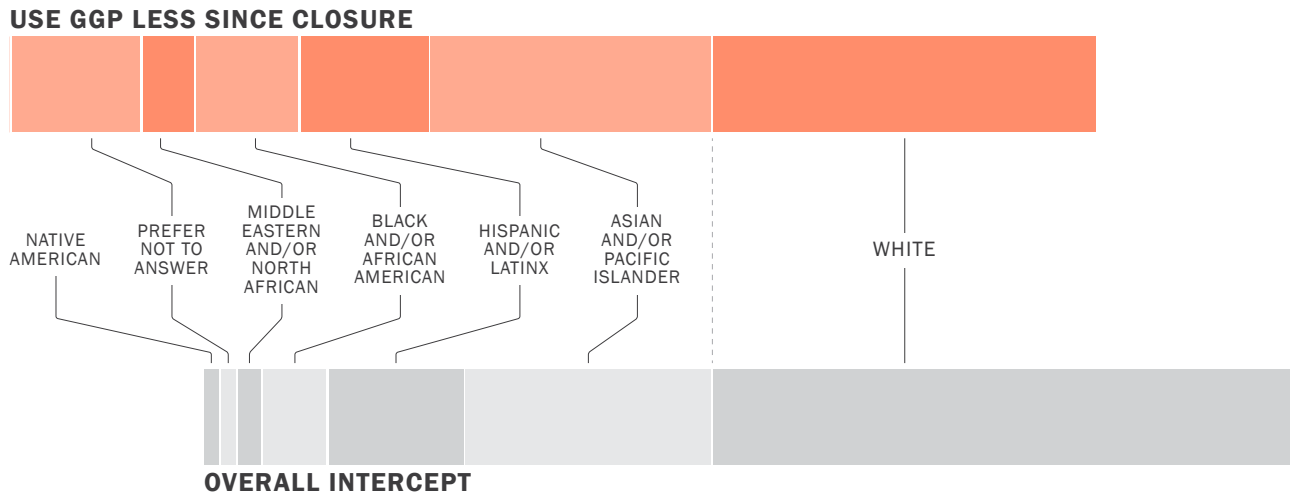


Figure C-27 presents the mode of travel to GGP on day of the survey. Respondents could answer multiple modes (e.g. walked to the bus and took the bus to the park). Most respondents go to the park by an active mode: 42% of walking & 11% by bike. Respondents who drove or carpool to GGP made up 34% of the respondents and 10% rode transit.

Figure C-27. Mode of Travel to Eastern GGP (Intercept Survey)

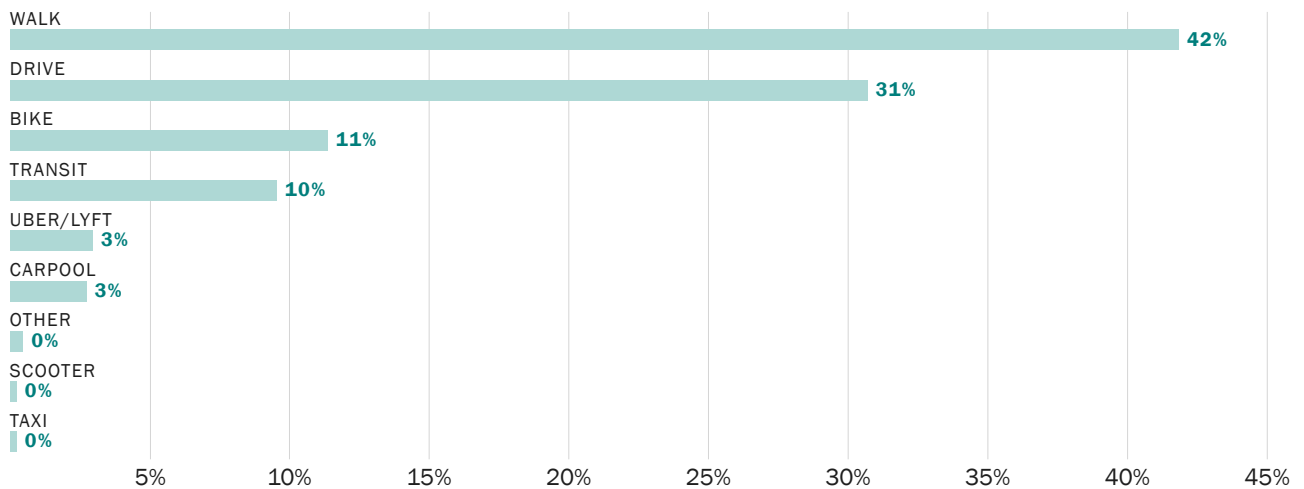
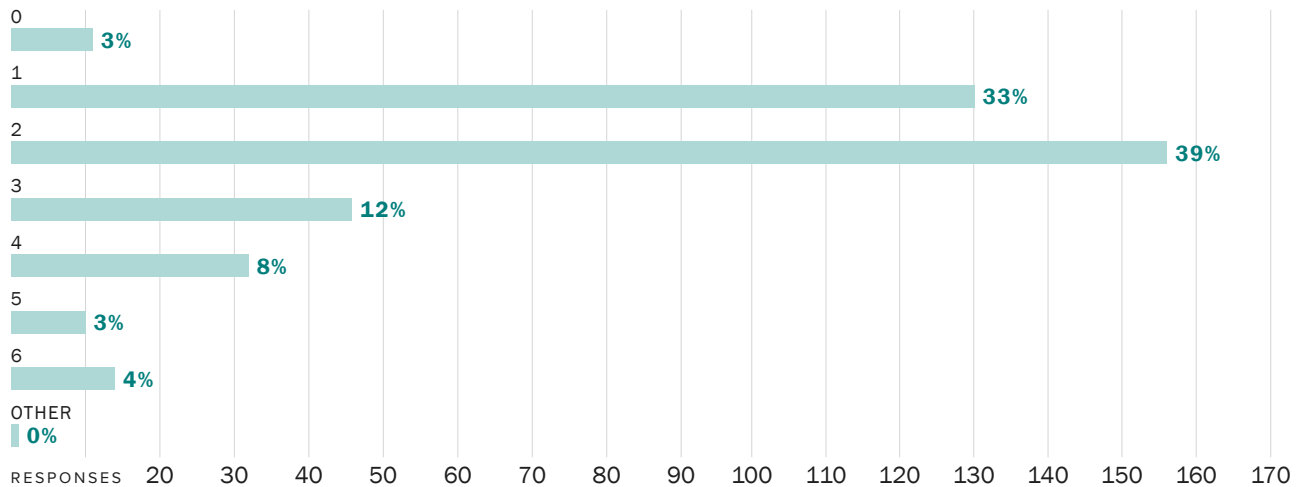


Figure C-28 presents the size of the group the respondent came to GGP with.

Figure C-28. Size of Group During Visit to GGP (Intercept Survey)



C.3.3 DEMOGRAPHICS OF RESPONDENTS

Figure C-29 compares the race/ethnicity of intercept survey respondents to the race/ethnicity of San Francisco as a whole. Responses to the intercept survey are distributed similarly to the census data for San Francisco residents. The data for San Francisco is from the 2018 American Community Survey (ACS) 5-year estimate. The intercept survey is roughly proportional to the city as a whole (e.g. largest group is White, second largest is Asian or Pacific Islander); however, respondents who identified as White are overrepresented in the sample and Asian and/or Pacific Islander and Hispanic and/or Latinx are underrepresented in the sample.

Figure C-29. Race/Ethnicity of Survey Sample Compared to City of San Francisco¹ (Intercept Survey)

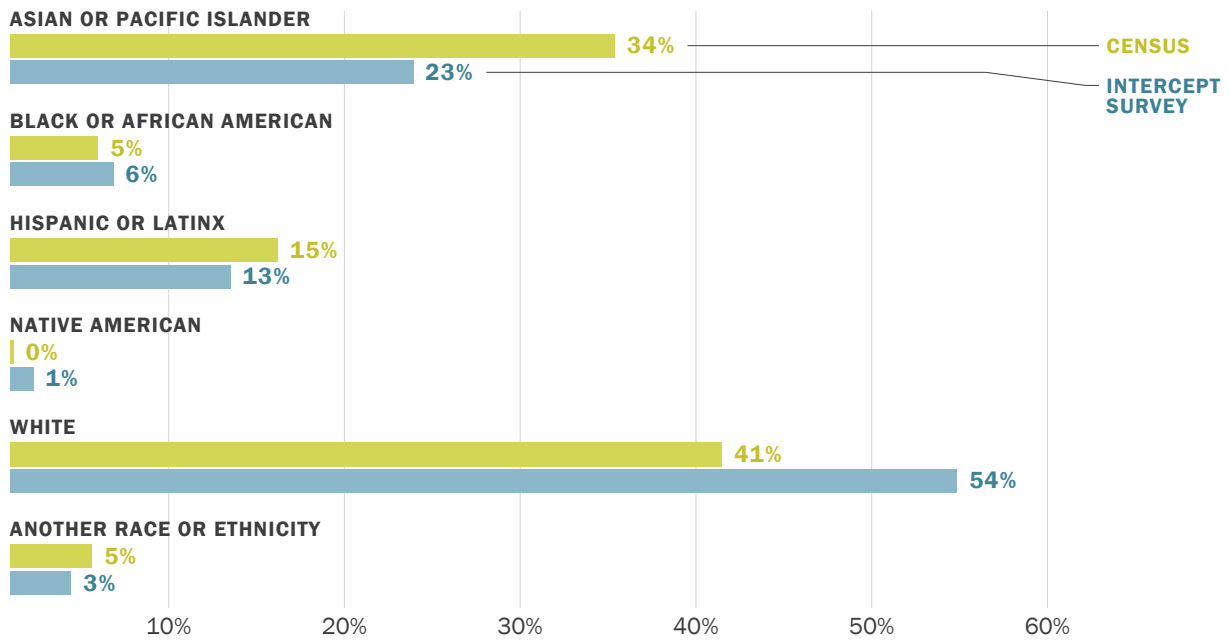
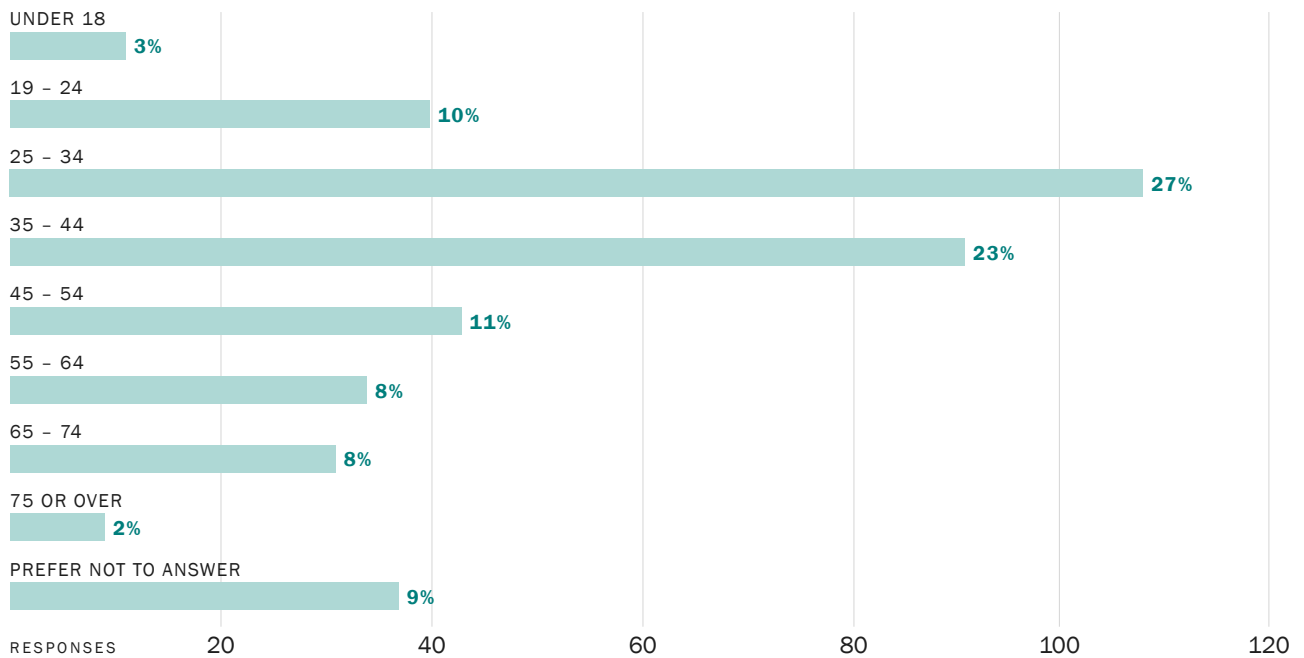


Figure C-30 summarizes the age of respondents. The survey sample is distributed across all age cohorts, with the largest group of responses aged 25 - 44.

Figure C-30. Age of Respondents (Intercept Survey)



¹ American Community Survey 5-year Estimate, 2019.

Figure C-31 presents the household income of the survey sample. Many respondents did not share their income (38%); 36% of respondents have a household income of \$100,000 or more and 25% of survey respondents have a household income of less than \$100,000.

Figure C-31. Household Income of Respondents (Intercept Survey)

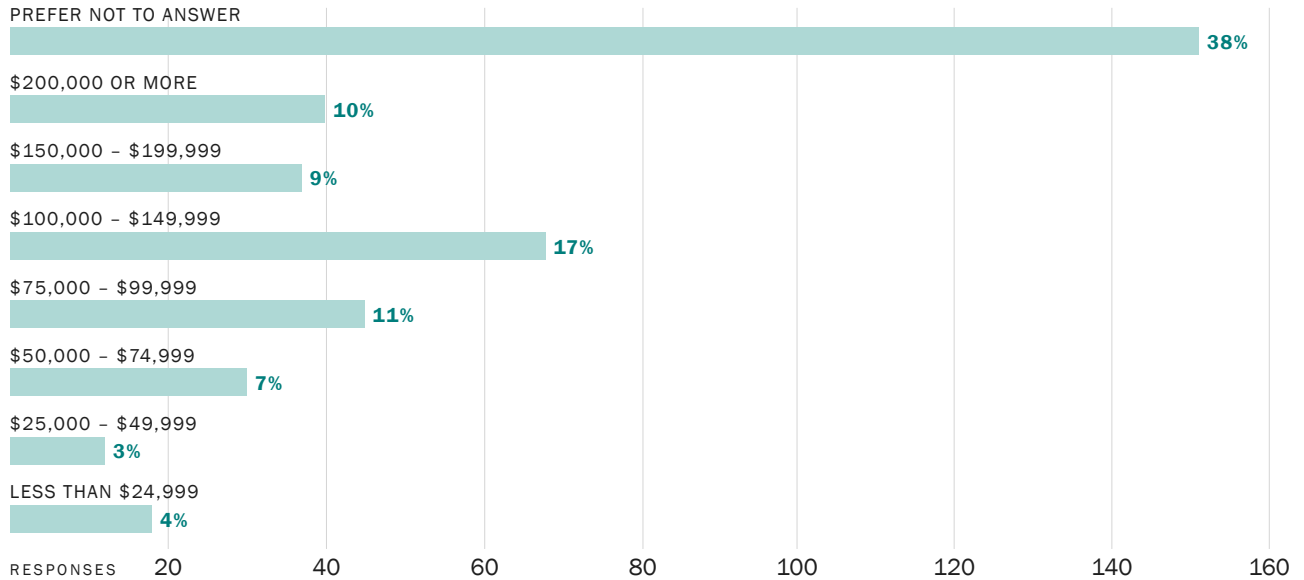
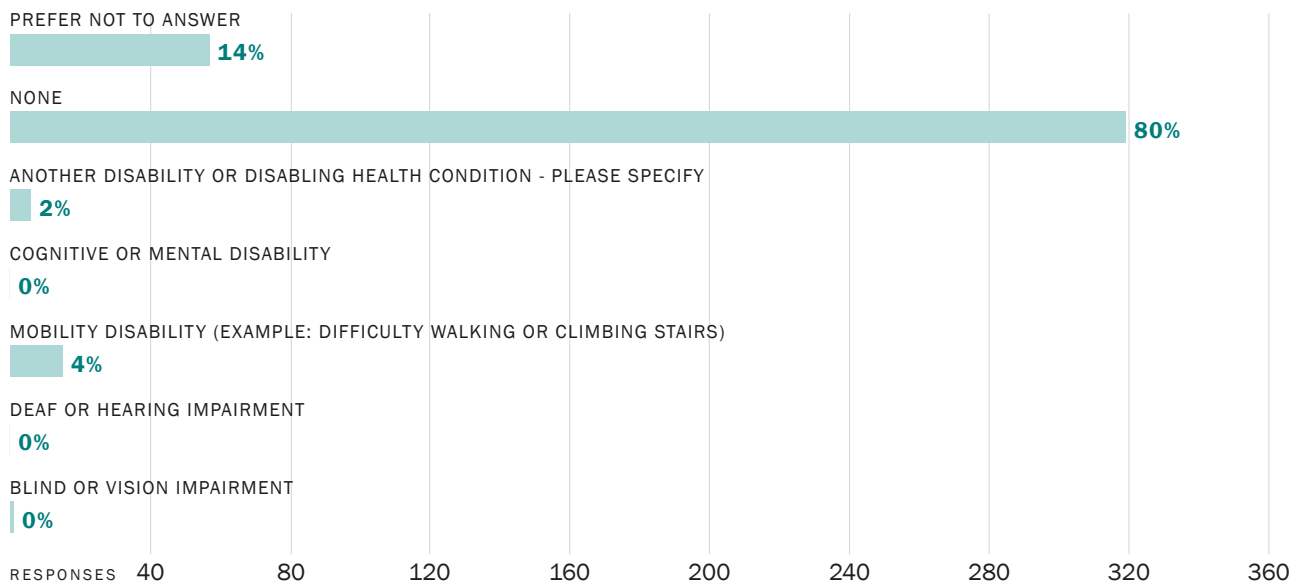


Figure C-32 presents the disability status of survey respondents. Living with a disability can influence travel options and create additional barriers to accessing eastern GGP. Most respondents do not have a disability with 4% having disability that affects mobility.

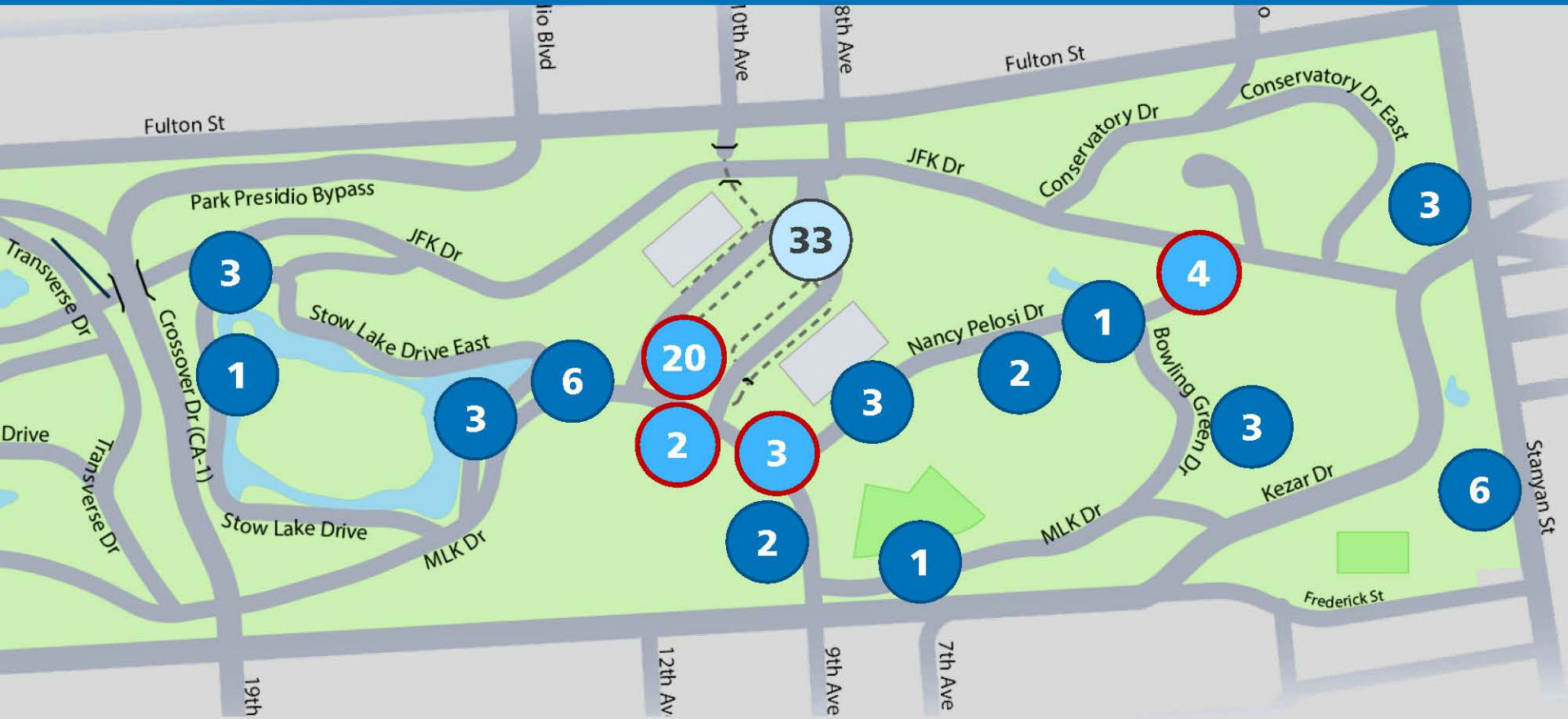
Figure C-32. Disability Status of Respondents (Intercept Survey)



APPENDIX D: ADA Parking Locations

Blue Zones in eastern GGP

Net increase in total blue zone spaces in Golden Gate Park; new blue zones are closer to key institutions and new drop-off and pick-up zones at the Music Concourse



- X** Number of existing blue zone spaces
- X** New blue zone spaces
- X** Blue zones in garage

APPENDIX E: Junior Guide July 2021 Recap



Golden Gate Park: Everybody's Park! Junior Guides Field Trip Program, July 2021

Overview

In July 2021, the Recreation & Park Department, in partnership with the San Francisco Parks Alliance, ran the *Golden Gate Park Junior Guides Field Trip Program*, which brought nearly 600 San Francisco children aged 5 to 13 to Golden Gate Park for a day of learning and fun. The goal of the program was to expose the youth to the wonders of Golden Gate Park and empower them to return with their families and serve as young guides to the park. The program was targeted at San Francisco's most vulnerable youth and served free camps run by the Department as part of the City's Summer Together program. Campers came from San Francisco Recreation and Park led camps, from recreation centers in neighborhoods further from the park including the Tenderloin, Chinatown, North Beach, Bayview, Potrero Hill, the Mission, Bernal Heights, Excelsior, Crocker Amazon, Oceanview, and the Western Addition.

The *Junior Guides Program* was originally planned for 2020 as part of Golden Gate Park's 150th birthday celebration hosted by Rec and Park and the San Francisco Parks Alliance. The program was delayed due to the COVID-19 health emergency until health orders were relaxed enough to allow for field trips. The program operated under an approved health and safety plan with safety measures including transportation by cohort, thus limiting the number of Junior Guides per bus and the wearing of masks when not eating lunch. The program was funded as part of the Golden Gate Park 150 campaign.

In addition to the Rec & Park and Parks Alliance team, the initiative was made possible by partners including:

- The San Francisco Botanical Garden staff and volunteer docents
- SkyStar Observation Wheel
- Monumental Reckoning
- Author Marta Lindsey
- The Herschell-Spillman Carousel
- Map West
- California Academy of Sciences
- de Young Museum



Camp Locations



Highlights of the Experience

- Junior Guides were picked up at Recreation Centers by shuttle and dropped at the Music Concourse.
- Junior Guides then participated in a discussion of artist Dana King’s “Monumental Reckoning” installation, before riding the SkyStar Wheel.
- Junior Guides walked to the San Francisco Botanical Garden for a docent-led tour and discussion of ancient plants, redwood trees, the fragrance garden, and other interesting pieces of this vast collection.
- After a healthful lunch, the Junior Guides were transported to the Koret Children’s Quarter, the very first playground built for children in our nation.
- The Junior Guides enjoyed the historic Herschell-Spillman Carousel before learning more about Golden Gate Park from San Francisco author Marta Lindsey.
- The joy continued with active play in the playground, sliding, climbing, running, and spinning about before the day ended with a trip back to their home recreation centers.

As a way to encourage the children to return with their families, each Junior Guide was given a passport and yellow bracelet that provide information and grant free entry for the Junior Guide and his/her family to return to the Conservatory of Flowers, the Japanese Tea Garden, and the San Francisco Botanical Garden through December 2021. The passport also includes information about the *Museums for All program*, providing free and discounted access to the de Young Museum and the California Academy of Sciences.

Junior Guides Campers’ Feedback

“I’m not dizzy, I’m having fun!” {About the spinning seat at the play area.} - Bryan, a camper from the Tenderloin Rec Center

“BEST DAY EVER”, Katie a camper from Mission Playground’s Adaptive Recreation Program

“Will I see the Monkey Flower in the Botanical Garden?” {On the way to the SFBG} – Camper from Youngblood Coleman Rec Center

“I was with my kids during the pandemic in the learning hub. I really care about these kids and am excited for them to have this fun day in Golden Gate Park.” - Jessenia, Rec Park staff member from Excelsior Rec Center

Family Feedback

- 61 families responded, including translated surveys in Chinese and Spanish.

“It was wonderful! Thank you! SO many parts of this city don’t feel like they belong to our children-esp (especially) our native children-this was a great way to provide fun and a sense of ownership.”

“My child woke up very early and excited for this field trip to Golden Gate Park”





“My child is non-verbal but from the pictures that I saw on the app from his camp, he seemed like he had a wonderful time especially at the SkyStar Observation Wheel.”

“THANK YOU!! They absolutely loved it and I loved not thinking about going deeper in debt for summertime.”

“This should (be) offered every year to our San Francisco resident children. Perhaps expand to other State Parks as well within San Francisco city limits.”

“Thank you for doing this, our family appreciates it!”

Junior Guides Program Outcomes

This program served:

- 701 Individuals including 521 campers, 60 youth workers, 120 counselors
- 17 Camp Locations
- 15 Neighborhoods
- 6 Supervisorial Districts
- As of 8/31/21 over 52 Junior Guides have returned with their families.

Location	Campers	Pre-Survey Forms Completed	Making Less Than 2 Visits to GGP Annually	First Visit to GGP
Palega Rec Center	45	13	8	5
Tenderloin Rec Center	47	44	37	26
St Mary's Rec Center	34	11	3	2
Hamilton Rec Center	34	18	8	3
Mission Arts Rec Center	34	31	10	6
Potrero Hill Rec Center	31	15	7	4
Excelsior Playground	18	13	7	5
Joseph Lee Rec Center	36	15	12	7
Crocker Amazon Playground	32	30	8	8
The EcoCenter at Heron's Head Park	15	12	5	4
Garfield Clubhouse	20	9	6	4
Youngblood Coleman Playground	19	2	2	2
Joe DiMaggio Playground	36	20	4	3
Betty Ann Ong Rec Center	50	23	15	11
Minnie & Lovie Ward Rec Center	62	9	4	1
Adaptive Rec at Mission Playground	8	7	1	0
Total	521	272	137	91





Junior Guides Program Media

San Francisco Recreation and Park social media reach includes:

Facebook (@sfrecpark) 18.1k followers & 1.1 million reaches

Twitter (@recparksf) 28.6k followers & 6 million reaches

Instagram (@sfrecpark) 13.1k followers & 12.2 million reaches

- Supervisor Haney (27.5k Followers) Twitter post re: Tenderloin Rec campers visiting GGP: <https://twitter.com/matthaneysf/status/1414799250207035393?s=10>
- Rec Park Instagram post re: Junior Guide program: <https://www.instagram.com/p/CRUugKOLzLo/>
- Rec Park Twitter Post re: Junior Guide Program and Marta Lindsey: <https://twitter.com/RecParkSF/status/1418352807019618306>
- Rec Park Twitter post re: Junior Guides program: <https://twitter.com/RecParkSF/status/1415430715781513219>
- Rec Park Twitter Post re: NRPA President/CEO Kristine Stratton and the Junior Guides program: <https://twitter.com/RecParkSF/status/1416207217896747015>
- Marta Lindsey (236 followers) Twitter post Re: Junior Guides program: <https://twitter.com/MartaHLindsey/status/1418348548362362881>
- Junior Guide press release: [Rec and Park and SFPA Launch Program to Turn Kids into Golden Gate Park Experts](#)





Junior Guides Program Photos



HAMILTON JUNIOR GUIDES AT THE SKYSTAR WHEEL



JUNIOR GUIDES FROM THE TENDERLOIN REC CENTER DISCUSSING MONUMENTAL RECKONING BY DANA KING



THE FRANGRANCE GARDEN WITH TENDERLOIN REC CENTER JUNIOR GUIDES



NO STONE UNTURNED IN THE REDWOOD GROVE



ALGAE TALK WITH MONIQUE FROM MINNIE & LOVIE WARD REC CENTER



EXPLORING THE OUTDOORS WITH NEW FRIENDS





AUTHOR MARTA LINDSEY READING GOLDEN GATE PARK A-Z TO THE JUNIOR GUIDES FROM JOSEPH LEE REC CENTER, JOINED BY RPD GM PHIL GINSBURG AND NRPA CEO KRISTINE STRATTON



HAPPY JUNIOR GUIDES FROM HAMILTON REC CENTER RIDING THE HERSCHELL-SPILLMAN CAROUSEL



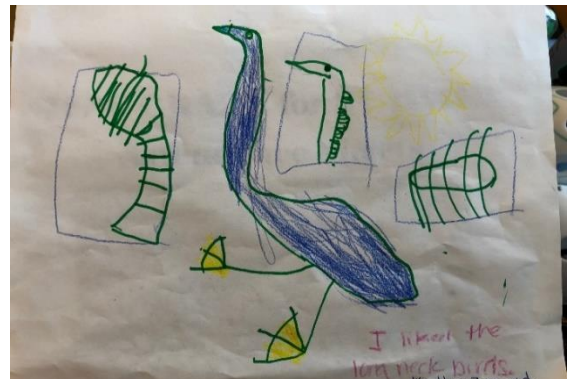
CLIMBING HIGH ABOVE THE KORET CHILDREN'S QUARTER



THE GREAT CEMENT SLIDE WITH EXCELSIOR PLAYGROUND JUNIOR GUIDES



MINNIE & LOVIE WARD JUNIOR GUIDES SEND HAPPY MEMORIES



FAVORITE MEMORY OF THE HAPPY DAY FROM KEITH





GATHERING TO BEGIN THE DAY IN GOLDEN GATE PARK!



CHILDRENS BOOK AUTHOR MARTA LINDSEY, IMPRESSED BY MISSION ARTS CENTER JUNIOR GUIDES' KNOWLEDGE OF GOLDEN GATE PARK!



APPENDIX F:
Conceptual
SFMTA
Transportation
Demand
Management Job
Description

The Rec Park Transportation Demand Manager will have three main program areas of work:

- Golden Gate Park shuttle oversight and management
- Rec Park program events transportation demand management
- GGP institutions employee transportation demand management
- GGP Parking management

The manager will also support access and mobility programs for Rec Park in coordination with Rec Park, SFMTA and other partners.

Golden Gate Park Shuttle oversight and management

The Rec Park shuttle requires operational and capital improvements in the next two year, and general performance management and oversight in the long term. The disability community and the key Golden Gate Park destination communities are interested in long-term engagement and improvement to the shuttle.

Day to day tasks may include:

- Contract development and execution
- Vendor compliance and program management
- Operational improvements development
- Minor capital improvements implementation
- Major capital improvement coordination with Rec Park capital group
- Outreach, communication and marketing, especially to older adults, people with disabilities and serving populations of the key Golden Gate Park destinations.

Rec Park program events transportation demand management

As Rec Park expands programmatic events Citywide, it is critical to ensure safe, affordable and efficient access for all San Franciscans, especially those in equity priority communities.

For moderate sized and greater events hosted by Rec Park or Rec Park permittees – events that are anticipated to have a citywide or regional draw – a planner is needed to develop access plans to ensure that however attendees are getting to the event, that they are able to do so safely and reliably.

Further, these plans will encourage and highlight the use of sustainable modes through visibility and potential usage incentives (best parking location, early/ closer access, giveaways).

For moderate sized Rec Park program events, be the lead transportation demand coordinator for City departments and private mobility providers to ensure excellent access to events. Tasks may include

- Leading associated street closures, including ISCOTT permitting and temp sign shop coordination,
- Implementation of grouped loading zones coordinated with taxi and rideshare companies,
- Facilitating bike valet,
- Coordinating bikeshare and scootershare additional service
- Ensuring signed detours for all users (vehicles, bicycles and pedestrians)

For major events supported by large scale permits (i.e., Outside Lands), support vendor in developing and enhancing annual TDM efforts across City departments (including SFMTA Muni and PCOs), private mobility providers (bikeshare, rideshare services, scooter providers), and implementation of additional Rec Park services such as shuttles to ensure safe and efficient access and egress from the event.

GGP institutions employee transportation demand management

Work directly with institutions and employee access plans to identify mobility options and to encourage the use of sustainable modes by employees, including transit and carpooling where appropriate.

GGP Parking Management

Work with Capital team to add blue zones and loading zones where appropriate within Golden Gate Park near key destinations or in areas with accessibility gaps. Complete a parking study every 5 years of key Rec Park facilities to modify and improve parking as needed.

APPENDIX G: Equity Assessment

Table G-1. SFMTA/RPD Programs by Configuration Alternative

SFCTA NAME	PROGRAM DESCRIPTION	NO PROJECT, PRE COVID	CAR-FREE JFK	ONE WAY PRIVATE VEHICLE ACCESS LOOP	NO PROJECT, LIMITED PROGRAM IMPROVEMENTS
Expanded In-Park Shuttle Service	Improve frequency, service, and stop amenities of existing park shuttle that operates along JFK Drive	weekend only, 30+ minute headways	Yes Weekday service would be added, and weekend service would be expanded	Yes Weekday service would be added, and weekend service would be expanded	No Service would only operate on Sundays
Revised In-Park Shuttle Routing	Improve shuttle service by extending the current route to connect to major destinations and transit [footnote to news release]	No	Yes The route would be extended to connect to Haight Street as a new terminal and Stow Lake as new stop	Yes The route would be extended to connect to Haight Street as a new terminal and Stow Lake as new stop	Yes The route would connect to Haight St, however the Stow Lake stop would need to be re-evaluated for feasibility due to narrow roadway
Passenger Drop-off in the Music Concourse	Improve access to major destinations by allowing all vehicles to use the loading zones directly in front of the museums for passenger loading.	No	Yes	No	No
Equity Priority Community CBO Shuttle	CBO constituents get free, single day service to Golden Gate Park. [Footnote: An expanded version of the Junior Guides Program that has evolved into a partnership with Bayview CBOs See Appendix XX	No	Yes	Yes	No A shuttle would not be implemented if the road is open to vehicles and all parking spaces are made available
29 Sunset Improvement Project	Improve the speed and reliability of the 29 Sunset, which serves Districts 10 and 11	No	Yes	Yes	Yes
Wayfinding Improvements	Improve signage to make available parking and key destinations easier to find	No	Major improvements	Major improvement	Minor improvement
Transportation Demand Management Program	Improve the overall parking conditions with a TDM program to improve traveler information, improve access for events, and study parking to identify opportunities to increase parking and loading.	No	Yes	Yes	Yes
New ADA Spaces	Reconstruct the Bandshell Parking Lot and re-stripe nearby roads to create 28 new ADA parking spaces, new ADA loading, new curb ramps, and path of travel upgrades	No	Yes	Yes	Yes
Demand Responsive Garage Pricing	RPD will work with the Music Concourse Community Partnership (MCCP), SFMTA, and the Board of Supervisors to implement flexible parking in the garage to make parking cheaper when it is underutilized.	No \$5.25 – \$6.25/hr and max rate of \$29 – \$33	Yes	Yes	Yes
Garage Subsidy (Museums for All) for Low-income Residents	RPD will work with the MCCP to expand the Museums for All program to potentially include parking as part of the program, thereby providing free garage parking to San Francisco residents who qualify for CalFresh or Medical	No	Yes	Yes	No Free parking on-street parking is restored
Garage Drop-Off Area	Improve the drop-off area in the Music Concourse Garage by adding waiting areas, additional loading areas, and increasing allowed drop-off time to 30 minutes. Changes to vehicle circulation or roadway striping require agreement by the Music Concourse Community Partnership.	No, but 15 min free drop off	Yes	No	No
Direct programming in GGP for equity priority communities	Expand programming in GGP which welcomes Black and brown communities. This is not assumed to impact travel or access to the eastern portion of GGP.	No	Yes	Yes	Yes
Courtesy Campaign on car-free streets	Educational campaign to encourage safe behavior on bikes, scooters, and other mobility devices. This is not assumed to impact travel or access to other Eastern portion of GGP.	No	Yes	Minimal (not on Loop)	No
New Bikeshare Locations	Pursue new bikeshare stations within GGP	No	Yes	Yes	Yes

Table G-2. Equity Rubric

SPATIAL	TEMPORAL	ECONOMIC	PHYSIOLOGICAL
<p>All modes Trip distance is <1 mile</p> <p>Drive Accessing in-park destination does not require additional walking</p> <p>Transit Door to Park route with no transfers</p> <p>Active/Shared Travel route has limited interactions with the high injury network and few network gaps Access to shared services [e.g., bikeshare, carshare, ride-hail] is readily available</p>	<p>All Modes <30 minute door to Park trip time, including time to find parking</p> <p>Total trip time or difficulty is consistent and predictable for all days/times of week</p>	<p>All Modes Cost of trip can be made for under \$5</p> <p>Where travel costs money, discounts are available for special groups</p> <p>No start up costs to use</p> <p>Active/ Shared Does not need cell phone data or web access to use</p>	<p>All Modes ADA accessible/compliant for people with physical and/or cognitive disabilities</p> <p>Limited barriers to traveling with heavy equipment (strollers, wheelchairs, etc.)</p>
<p>All Modes Trip distance is 1 – 3 miles</p> <p>Drive Accessing in-park destination requires walk from parking location</p> <p>Transit Route with 1 transfer or <0.25 mile walk to/from transit</p> <p>Active/Shared Travel route has some interactions with the high injury network and/or some network gaps Access to shared services is available but requires waiting or additional travel</p>	<p>All Modes 30 – 45 minute door to Park trip time, including time to find parking</p> <p>Total trip time or difficulty to make trip increases more on certain days or at certain times"</p>	<p>All Modes Cost of trip between \$5 – \$15</p> <p>Moderate start up cost</p> <p>Active/Shared Generally requires cell phone or web access to use, however a no-technology option exists</p>	<p>All Modes Moderate level of accessibility for people with physical and/or cognitive disabilities</p> <p>Moderate barriers to traveling with heavy equipment (strollers, wheelchairs, etc.)</p>
<p>All Modes Trip distance is >3 miles</p> <p>Drive Accessing in-park destination requires walking from parking location and crossing perimeter streets into park</p> <p>Transit Route with >1 transit transfer and >0.25 mile walk to/from transit</p> <p>Active/Shared Travel route has many interactions with the high injury network and many network gaps Access to shared services is not available</p>	<p>All Modes >45 minute door to Park trip time, including time to find parking</p> <p>Total trip time or difficulty to make trip increases considerably or is not possible on certain days or at certain times</p>	<p>All Modes Cost of trip is greater than \$15</p> <p>High start up cost</p> <p>Active/ Shared Requires cell phone or web access to use</p>	<p>All Modes Low level of accessibility for people with physical and/or cognitive disabilities</p> <p>High barriers to traveling with heavy equipment (strollers, wheelchairs, etc.)"</p>

Table G-3. Baseline, Pre-COVID

	SPATIAL Geographic distance	TEMPORAL Time to make a trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
Driving	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Though District 3, District 10, District 11 are far from the Park, cars can travel far distances quickly</p> <p>Parking is restricted in the study area on Sundays, Holidays and some Saturday April and September</p> <p>Park lacks sufficient clear signage directing drivers to parking and destinations</p>	<p>Drive time to the park is 20 – 50 minutes on weekends (2 p.m.)</p> <p>Drive time to the park is 18 – 45 minutes on a weekday afternoon (2 p.m.)</p> <p>Music concourse garage parking only available from 7 a.m. to 7 p.m.</p> <p>Parking spaces on adjacent streets (outside of park) are free and underused most periods, but can be hard to find a parking space during the busiest times of the day</p>	<p>High cost of car ownership</p> <p>Music concourse garage parking costs \$6.25/hour on weekends, with a \$33.00 maximum</p> <p>Majority of parking spaces in and around park, including along JFK, are unpriced. These provide affordable options.</p> <p>Ride Hail/taxi services are expensive due to far distance</p> <p>Sunday and Saturday street closures remove 518 free spaces which may create financial barriers at the busiest times</p>	<p>Few barriers to transporting heavy equipment (e.g. strollers & wheelchairs)</p> <p>ADA spaces available in the study area but limited during weekend JFK closures</p> <p>Private vehicle pick ups and drop offs possible on full extent of JFK Drive during weekdays and winter Saturdays</p>
Transit	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Travel from District 3 requires 1 transfer; Travel from District 10 is direct on 44; Travel from District 11 is direct on the 43, but requires 0.25 miles of walking, otherwise travel from District 11 requires 1 transfer</p>	<p>Weekend (2 p.m.) door to park travel time as follows: District 3: 48 minutes District 10: 68 minutes District 11: 48 minutes</p> <p>Weekend (7 a.m.) door to park travel time as follows: District 3: 48 mins District 10: 61 mins District 11: 46 mins</p> <p>Weekday (2 p.m.) door to park travel time as follows: District 3: 46 mins District 10: 71 mins District 11: 49 mins</p> <p>Off peak headways exceed 15 minutes for the 29, 43, and 44: 29 late night headways: 17 minutes 43 weekend headways: 20 minutes 44 late night headways: 17 minutes</p>	<p>\$2.50/one-way trip</p> <p>Does not require a cell phone to use, although a cell phone can provide valuable information on expected transit departure times</p> <p>No up-front costs</p> <p>Free for youth under 18</p> <p>Discounts available for seniors, people with low-incomes</p>	<p>Bus crowding may make it more difficult for people with physiological challenges or bulky equipment to use service</p> <p>Not all transit stops are accessible (e.g. some lack curb cuts)</p>
Paratransit	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Paratransit vehicles can travel large distances</p>	<p>Paratransit booking processes can limit trip flexibility</p> <p>SF Paratransit Taxi Partnership allows for on-demand rides.</p> <p>Paratransit able to access JFK for passenger loading at all times</p>	<p>Cost varies based on type of service and ranges from \$2.50 to metered taxi rates that are discounted by 80%</p>	<p>Paratransit able to access JFK for passenger loading at all times</p>
Biking	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Far distance makes biking infeasible for most people</p> <p>Avoiding the high injury network from District 3 is not possible, avoiding the high injury network from District 10 requires significant detours across hilly terrain, avoiding the high injury network from District 11 requires significant detours across hilly terrain</p> <p>Bikeshare stations adjacent to but not within park</p> <p>Limited secure bike parking within park make it difficult to end trip by bike</p>	<p>Although travel time is consistent at all times of day, biking travel time is lengthy: District 3: 32 mins District 10: 51 mins District 11: 43 mins</p> <p>May be challenging at night and in the early morning because of limited visibility, and during the day when traffic volumes are high</p>	<p>Requires bike ownership or access to bike share</p> <p>Unsubsidized bike share costs at least \$3.00/trip</p> <p>Bike share discounts are available to people with low incomes and students</p>	<p>Difficult to travel by bike with children or large equipment</p>
Walking	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Far distance makes walking infeasible for most people</p> <p>Avoiding the high injury network from District 3 is not possible, avoiding the high injury network from District 10 requires significant detours across hilly terrain, avoiding the high injury network from District 11 requires significant detours across hilly terrain</p>	<p>Although travel time is consistent at all times of day, walking travel time is lengthy: District 3: 92 mins District 10: 140 mins District 11: 110 mins</p> <p>May be challenging at night and in the early morning because of limited visibility and fewer people outside</p>		<p>Some people, especially people with disabilities, young children, and the elderly, may be limited in their ability to walk far distance to the park</p> <p>Documented safety challenges crossing perimeter roads to access the park (Fulton, Lincoln)</p>

Table G-4. No Project, Limited Program Improvements

	SPATIAL Geographic distance	TEMPORAL Time to make a trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
Driving	District 3, District 10, District 11 are all >3 miles from Golden Gate Park Though District 3, District 10, District 11 are far from the Park, cars can travel far distances quickly Open JFK: Maintains 504 free parking spaces that can be used for parking and loading near many park destinations during weekdays and some Saturdays Minor Wayfinding Improvements: Improves access to the park through better navigation to parking areas and park destinations	Drive time to the park is 20 – 50 minutes on weekends (2 p.m.) Drive time to the park is 18 – 45 minutes on a weekday afternoon (2 p.m.) Music concourse garage parking only available from 7 a.m. to 7 p.m. Parking on adjacent streets (outside of park) are free and underused most periods, but can make it hard to find a parking space during the busiest times of the day Reopened free spaces on JFK may not improve availability at busiest times Demand Responsive Garage Parking: Improves access to the park by using price to keep parking spaces available at busiest hours	High cost of car ownership Majority of parking spaces in and around park, including along JFK, are unpriced. These provide affordable options Ride Hail/taxi services can be expensive due to far distance Demand Responsive Garage Pricing: Impacts access by changing the price of parking. May decrease cost of parking in the Music Concourse Garage at less busy times of day	Few barriers to transporting heavy equipment (e.g. strollers & wheelchairs) ADA spaces available but limited during weekend JFK closures (summer Saturdays and all Sundays) Open JFK: Maintains 478 general and 26 ADA spaces that can be used for parking and loading near destinations 28 New ADA Spaces: Improves access to the park by creating 20 new ADA spaces in the Bandshell lot near the music concourse and 8 on nearby streets TDM Program: Improves the overall parking conditions. Improves traveler information and access for events, studies parking to identify opportunities to increase parking and loading
Transit	District 3, District 10, District 11 are all >3 miles from Golden Gate Park Travel from District 3 requires 1 transfer; Travel from District 10 is direct on 44; Travel from District 11 is direct on the 43, but requires 0.25 miles of walking, otherwise travel from District 11 requires 1 transfer Revised In-Park Shuttle Routing: Improves access to the park by supporting first/last mile connections to parking and transit on Haight Street	Weekend (2 p.m.) door to park travel time as follows: District 3: 48 minutes District 10: 68 minutes District 11: 48 minutes Weekend (7 a.m.) door to park travel time as follows: District 3: 48 mins District 10: 61 mins District 11: 46 mins Weekday (2 p.m.) door to park travel time as follows: District 3: 46 mins District 10: 71 mins District 11: 49 mins 29 Sunset Improvement Project: Improves access to the park by increasing service frequency and reducing travel time along 29 Sunset route	\$2.50/one-way trip Does not require a cell phone to use, although a cell phone can provide valuable information on expected transit departure times No up-front costs Free for youth under 18 Discounts available for seniors, people with low-incomes	Bus crowding during peak times may limit accessibility for people using mobility devices or people carrying bulky equipment (e.g. strollers) Not all connections between adjacent transit stops and the study area are accessible (e.g. missing curb cuts) Expanded In-Park Shuttle Service: New amenities at in-park shuttle stops such as benches and shelters. Shuttle runs Sundays and some Saturdays.
Paratransit	District 3, District 10, District 11 are all >3 miles from Golden Gate Park Paratransit vehicles can travel large distances quickly	Paratransit able to access JFK for passenger loading at all times Paratransit booking processes can limit trip flexibility SF Paratransit Taxi Partnership allows for on demand rides.	Cost varies based on type of service and ranges from \$2.50 to metered taxi rates that are discounted by 80%	
Biking	District 3, District 10, District 11 are all >3 miles from Golden Gate Park Far distance makes biking infeasible for most people Avoiding the high injury network from District 3 is not possible, avoiding the high injury network from District 10 requires significant detours across hilly terrain, avoiding the high injury network from District 11 requires significant detours across hilly terrain Limited secure bike parking within park make it difficult to end trip by bike New Bikeshare Locations: Improves access to the park by providing a direct endpoint for rides within the park boundary	Although travel time is consistent at all times of day, biking travel time is lengthy: District 3: 32 mins District 10: 51 mins District 11: 43 mins May be challenging at night and in the early morning because of limited visibility, and during the day when traffic volumes are high	Requires bike ownership or access to bike share Unsubsidized bike share costs at least \$3.00/trip Bike share discounts are available to people with low incomes and students	Difficult to travel by bike with children or large equipment
Walking	District 3, District 10, District 11 are all >3 miles from Golden Gate Park Far distance makes walking infeasible for most people Avoiding the high injury network from District 3 is not possible, avoiding the high injury network from District 10 requires significant detours across hilly terrain, avoiding the high injury network from District 11 requires significant detours across hilly terrain	Although travel time is consistent at all times of day, walking travel time is lengthy: District 3: 92 mins District 10: 140 mins District 11: 110 mins May be challenging at night and in the early morning because of limited visibility and fewer people outside"		Some people with disabilities, young children, the elderly, may be limited in their ability to walk far distance to the park Documented safety challenges crossing perimeter roads to access the park (Fulton, Lincoln)

Note: Items in black are the "pre-COVID conditions", **green items are different under different alternative definitions as stated in the Alternatives Tab**

Table G-5. Car Free, Program Improvements

	SPATIAL Geographic distance	TEMPORAL Time to make a trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
Driving	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Though District 3, District 10, District 11 are far from the Park, cars make it easy to travel far distances</p> <p>Car Free Streets in GGP: Removes parking spaces and may require parking outside of park, creating safety barriers for accessing the park as major roads surrounding park (Fulton, Lincoln) are known to be high risk to pedestrians</p> <p>Major Wayfinding Improvements: Improves access to the park through better navigation to parking areas and park destinations</p>	<p>Drive time to the park is 20 – 50 minutes on weekends (2 p.m.)</p> <p>Drive time to the park is 18 – 45 minutes on a weekday afternoon (2 p.m.)</p> <p>Music concourse garage parking only available from 7 a.m. to 7 p.m.</p> <p>Parking on adjacent streets (outside of park) are free and underused most periods, but can make it hard to find a parking space during the busiest times of the day</p> <p>Car Free Streets in GGP: Decreases access to the park for drivers by reducing the total parking supply all days of the week, increasing the difficulty of and time to find parking during busy periods</p> <p>Demand Responsive Garage Pricing: Improves access to the park by using price to keep parking spaces available at peak hours</p>	<p>High cost of car ownership</p> <p>Majority of parking spaces in and around park are unpriced to provide affordable options</p> <p>Ride Hail/taxi services can be expensive due to far distance</p> <p>Car Free Streets in GGP: Street closure removes 504 free spaces in the park, which may create financial barriers to accessing the park at different times</p> <p>Demand Responsive Garage Pricing: Impacts access by changing the price of parking. May decrease cost or parking in the Music Concourse Garage at less busy times of day, but with fewer free on-street spaces in the park this may lead to increased parking costs for some</p> <p>Garage Subsidy for Low-Income Residents: Improves access to the park by reducing the cost of paid parking in the Music Concourse Garage for park visitors from low-income San Francisco residents</p>	<p>Few barriers to transporting heavy equipment (e.g. strollers & wheelchairs)</p> <p>Car Free Streets in GGP: Decreases access to the park as 26 ADA parking spaces which were previously available on weekdays are made unavailable due to JFK closure</p> <p>Car Free Streets in GGP: Improves access to the park by allowing all vehicles to use the Music Concourse for passenger loading</p> <p>28 New ADA Spaces: Improves access to the park by creating 20 new ADA spaces in the Bandshell lot near the music concourse and 8 on nearby streets</p> <p>TDM Program: Improves the overall parking conditions. Improves traveler information and access for events, studies parking to identify opportunities to increase parking and loading</p> <p>Garage Drop-Off Area: Improves access to the park by expanding waiting areas, loading areas, and increasing the allowed drop off time to 30 minutes</p> <p>Music Concourse White Zones: available for all passenger loading via MLK or through the Music Concourse Garage</p>
Transit	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Travel from District 3 requires 1 transfer; Travel from District 10 is direct on 44; Travel from District 11 is direct on the 43, but closest stop is 0.25 miles from the park itself, traveling directly to the park from District 11 requires 1 transfer</p> <p>Revised In-Park Shuttle Routing: Improves access to the park by supporting first/last mile connections to transit parking areas on Haight Street and Stow Lake</p> <p>Equity Priority Community CBO Shuttle: Shuttle provides free transportation, paired with programming on specific days</p>	<p>Weekend (2 p.m.) door to park travel time as follows: District 3: 48 minutes District 10: 68 minutes District 11: 48 minutes</p> <p>Weekend (7 a.m.) door to park travel time as follows: District 3: 48 mins District 10: 61 mins District 11: 46 mins</p> <p>Weekday (2 p.m.) door to park travel time as follows: District 3: 46 mins District 10: 71 mins District 11: 49 mins</p> <p>29 Sunset Improvement Project: Improves access to the park by increasing service frequency and reducing travel time along 29 Sunset route</p> <p>Expanded In-Park Shuttle Service: Improves access to the park by expanding weekend service hours and introducing weekend service</p> <p>Equity Priority Community CBO Shuttle: Shuttle provides free transportation, paired with programming on specific days</p> <p>Car Free Streets in GGP: 44 O’Shaughnessy would improve efficiency and reliability by eliminating cross traffic in the park</p>	<p>\$2.50/one-way trip</p> <p>Does not require a cell phone to use, although a cell phone can provide valuable information on expected transit departure times</p> <p>No up-front costs</p> <p>Free for youth under 18</p> <p>Discounts available for seniors, people with low-incomes</p> <p>Equity Priority Community CBO Shuttle: Shuttle provides free transportation, paired with programming on specific days</p>	<p>Bus crowding during peak times may limit accessibility for people using mobility devices or people carrying bulky equipment (e.g. strollers)</p> <p>Not all connections between adjacent transit stops and the study area are accessible (e.g. missing curb cuts)</p> <p>29 Sunset Improvement Project: Increases access by reducing crowding on the 29 Sunset</p>
Paratransit	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Paratransit vehicles can travel quickly</p>	<p>Paratransit booking processes can limit trip flexibility</p> <p>SF Paratransit Taxi Partnership allows for on demand rides.</p> <p>Paratransit able to access JFK for passenger loading at all times</p>	<p>Cost varies based on type of service and ranges from \$2.50 to metered taxi rates that are discounted by 80%</p>	
Biking	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Far distance makes biking infeasible for most people</p> <p>Avoiding the high injury network from District 3 is not possible, avoiding the high injury network from District 10 requires significant detours across hilly terrain, avoiding the high injury network from District 11 requires significant detours across hilly terrain</p> <p>Limited secure bike parking within park make it difficult to end trip by bike</p> <p>New Bikeshare Locations: Improves access to the park by providing a direct endpoint for rides within the park boundary</p>	<p>Although travel time is consistent at all times of day, biking travel time is lengthy: District 3: 32 mins District 10: 51 mins District 11: 43 mins</p> <p>May be challenging at night and in the early morning because of limited visibility, and during the day when traffic volumes are high</p>	<p>Requires bike ownership or access to bike share</p> <p>Unsubsidized bike share costs at least \$3.00/trip</p> <p>Bike share discounts are available to people with low incomes and students</p>	<p>Difficult to travel by bike with children or large equipment</p>
Walking	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Far distance makes walking infeasible for most people</p> <p>Avoiding the high injury network from District 3 is not possible, avoiding the high injury network from District 10 requires significant detours across hilly terrain, avoiding the high injury network from District 11 requires significant detours across hilly terrain</p>	<p>Although travel time is consistent at all times of day, walking travel time is lengthy: District 3: 92 mins District 10: 140 mins District 11: 110 mins</p> <p>May be challenging at night and in the early morning because of limited visibility and fewer people outside</p>		<p>Some people with disabilities, young children, the elderly, may be limited in their ability to walk far distance to the park</p> <p>Documented safety challenges crossing perimeter roads to access the park (Fulton, Lincoln)</p>

Note: Items in black are the "pre-COVID conditions", **green items are different under different alternative definitions as stated in the Alternatives Tab**

Table G-6. One Way Vehicle Loop, Program Improvements

	SPATIAL Geographic distance	TEMPORAL Time to make a trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
Driving	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Though District 3, District 10, District 11 are far from the Park, cars make it easy to travel far distances</p> <p>Partial Street Closure: Removes parking spaces and may require parking outside of park, creating safety barriers for accessing the park as major roads surrounding park (Fulton, Lincoln) are known to be high risk to pedestrians</p> <p>Major Wayfinding Improvements: Improves access to the park through better navigation to parking areas and park destinations</p>	<p>Drive time to the park is 20 – 50 minutes on weekends (2 p.m.)</p> <p>Drive time to the park is 18 – 45 minutes on a weekday afternoon (2 p.m.)</p> <p>Music concourse garage parking only available from 7 a.m. to 7 p.m.</p> <p>Parking on adjacent streets (outside of park) are free and underused most periods, but can make it hard to find a parking space during the busiest times of the day</p> <p>Partial Street Closure: Decreases access to the park for drivers by reducing the total parking supply, increasing the difficulty of and time to find parking during busy periods</p> <p>Demand Responsive Garage Pricing: Improves access to the park by using price to keep parking spaces available at peak hours</p>	<p>High cost of car ownership</p> <p>Majority of parking spaces in and around park are unpriced. These provide affordable options.</p> <p>Ride Hail/taxi services can be expensive due to far distance</p> <p>Partial Street Closure: Street closure removes 504 free spaces in the park, which may create financial barriers to accessing the park at different times</p> <p>Demand Responsive Garage Pricing: Impacts access by changing the price of parking. May decrease cost or parking in the Music Concourse Garage at less busy times of day, but with fewer free on-street spaces in the park this may lead to increased parking costs for some</p> <p>Garage Subsidy for Low-Income Residents: Improves access to the park by reducing the cost of paid parking in the Music Concourse Garage for park visitors from low-income San Francisco residents</p>	<p>Few barriers to transporting heavy equipment (e.g. strollers & wheelchairs)</p> <p>28 New ADA Spaces: Improves access to the park by creating 20 new ADA spaces in the Bandshell lot near the music concourse and 8 on nearby streets</p> <p>TDM Program: Improves the overall parking conditions. Improves traveler information and access for events, studies parking to identify opportunities to increase parking and loading</p> <p>Partial Street Closure: Worsens access by removing some parking spaces that can be used for loading</p>
Transit	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Travel from District 3 requires 1 transfer; Travel from District 10 is direct on 44; Travel from District 11 is direct on the 43, but requires 0.25 miles of walking, otherwise travel from District 11 requires 1 transfer</p> <p>Revised In-Park Shuttle Routing: Improves access to the park by supporting first/last mile connections to transit parking areas on Haight Street and Stow Lake</p> <p>Equity Priority Community CBO Shuttle: Shuttle provides free transportation, paired with programming on specific days</p>	<p>Weekend (2 p.m.) door to park travel time as follows: District 3: 48 minutes District 10: 68 minutes District 11: 48 minutes</p> <p>Weekend (7 a.m.) door to park travel time as follows: District 3: 48 mins District 10: 61 mins District 11: 46 mins</p> <p>Weekday (2 p.m.) door to park travel time as follows: District 3: 46 mins District 10: 71 mins District 11: 49 mins</p> <p>29 Sunset Improvement Project: Improves access to the park by increasing service frequency and reducing travel time along 29 Sunset route</p> <p>Expanded In-Park Shuttle Service: Improves access to the park by expanding weekend service hours and introducing weekend service</p> <p>Equity Priority Community CBO Shuttle: Shuttle provides free transportation, paired with programming on specific days</p>	<p>\$2.50/one-way trip</p> <p>Does not require a cell phone to use, although a cell phone can provide valuable information on expected transit departure times</p> <p>No up-front costs</p> <p>Free for youth under 18</p> <p>Discounts available for seniors, people with low-incomes</p> <p>Equity Priority Community CBO Shuttle: Shuttle provides free transportation, paired with programming on specific days</p>	<p>Bus crowding during peak times may limit accessibility for people using mobility devices or people carrying bulky equipment (e.g. strollers)</p> <p>Not all connections between adjacent transit stops and the study area are accessible (e.g. missing curb cuts)</p> <p>29 Sunset Improvement Project: Increases access by reducing crowding on the 29 Sunset</p>
Paratransit	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Paratransit vehicles can travel quickly</p>	<p>Paratransit booking processes can limit trip flexibility</p> <p>SF Paratransit Taxi Partnership allows for on demand rides.</p> <p>Paratransit able to access JFK for passenger loading at all times</p>	<p>Cost varies based on type of service and ranges from \$2.50 to metered taxi rates that are discounted by 80%</p>	
Biking	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Far distance makes biking infeasible for most people</p> <p>Avoiding the high injury network from District 3 is not possible, avoiding the high injury network from District 10 requires significant detours across hilly terrain, avoiding the high injury network from District 11 requires significant detours across hilly terrain</p> <p>Limited secure bike parking within park make it difficult to end trip by bike</p> <p>New Bikeshare Locations: Improves access to the park by providing a direct endpoint for rides within the park boundary</p>	<p>Although travel time is consistent at all times of day, biking travel time is lengthy: District 3: 32 mins District 10: 51 mins District 11: 43 mins</p> <p>May be challenging at night and in the early morning because of limited visibility, and during the day when traffic volumes are high</p>	<p>Requires bike ownership or access to bike share</p> <p>Unsubsidized bike share costs at least \$3.00/trip</p> <p>Bike share discounts are available to people with low incomes and students</p>	<p>Difficult to travel by bike with children or large equipment</p>
Walking	<p>District 3, District 10, District 11 are all >3 miles from Golden Gate Park</p> <p>Far distance makes walking infeasible for most people</p> <p>Avoiding the high injury network from District 3 is not possible, avoiding the high injury network from District 10 requires significant detours across hilly terrain, avoiding the high injury network from District 11 requires significant detours across hilly terrain</p>	<p>Although travel time is consistent at all times of day, walking travel time is lengthy: District 3: 92 mins District 10: 140 mins District 11: 110 mins</p> <p>May be challenging at night and in the early morning because of limited visibility and fewer people outside</p>		<p>Some people with disabilities, young children, the elderly, may be limited in their ability to walk far distance to the park</p> <p>Documented safety challenges crossing perimeter roads to access the park (Fulton, Lincoln)</p>

Note: Items in black are the "pre-COVID conditions", **green items are different under different alternative definitions as stated in the Alternatives Tab**

Table G-7. Comparison

0. BASELINE (No Project, Pre Covid)	SPATIAL Geographic distance	TEMPORAL Time to make trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
ROLLUP	<ul style="list-style-type: none"> + In the eastern half of GGP there are about 3,000 free parking spaces (including blue zones) for parking and loading during weekdays and some Saturdays - District 3, District 10, District 11 are all over 3 miles away from the park - Some transit requires transfers/does not provide a direct connection to the park - Distance makes travel from focus districts by walking and biking difficult - Walk/bike routes often have gaps and intersect with streets on the high injury network ? On Sundays, Holidays, and some Saturdays, there are up to 504 fewer spaces - Park lacks sufficient clear signage directing drivers to parking and destinations + Muni 43, 44, 29 buses provide transit services to focus districts 	<ul style="list-style-type: none"> - Transit and active trips takes longer than 45 minutes - Some transit service is reduced on weekends - Driving to the park can be faster than a transit trip but travel time is unpredictable; can take up to 50 minutes - Music concourse garage hours are limited to 7 a.m. to 7 p.m. - Parking in and around the park can be difficult at the busiest times of day, especially weekends + Paratransit vehicles can access JFK at all times 	<ul style="list-style-type: none"> - Parking in the music concourse garage is a maximum of \$33 per day - Far distances increases average costs of taxi and ride hail services - Sunday street closures remove 504 free spaces, which may create financial barriers at the busiest times, including weekends + Majority of parking spaces in and around park are free + Many options for traveling to the park offer discounts for groups including youth, seniors, and people with low-incomes + Active transportation modes are free or low cost 	<ul style="list-style-type: none"> + In the study area there are about 3,000 free parking spaces (including blue zones) for parking and loading during weekdays and some Saturdays - Documented safety challenges crossing perimeter roads (Fulton, Lincoln) to access the park ? ADA spaces are available on full extent of JFK during weekdays and Saturdays in the fall/winter but are limited on Sundays and Saturdays between April and September + Paratransit vehicles can access JFK at all times + Private vehicle pick up and drop offs are available on full extent of JFK Drive during weekdays and Saturdays between October and March
BASELINE CONDITION	MANY BARRIERS TO ACCESS	MANY BARRIERS TO ACCESS	MODERATE BARRIERS TO ACCESS	MODERATE BARRIERS TO ACCESS

1. NO PROJECT
Limited Program
Improvements –
Impacts of Alternatives

ROLLUP

	SPATIAL Geographic distance	TEMPORAL Time to make trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
	<ul style="list-style-type: none"> + Maintains the about 3,000 free parking spaces (including blue zones) for parking and loading during weekdays and some Saturdays + Minor Wayfinding Improvements make it easier to find parking and destinations + In-Park shuttle route changes to connect to major destinations and transit + Revised bikeshare locations provide a direct connection 	<ul style="list-style-type: none"> + Demand Responsive Garage Pricing improves parking availability at busiest times + 29 Sunset Improvement Project improves travel times for District 10, District 11 	<ul style="list-style-type: none"> ? Demand Responsive Garage pricing may decrease or increase costs at certain times of day in Music Concourse Garage based on demand 	<ul style="list-style-type: none"> + Maintains the about 3,000 free parking spaces (including blue zones) for parking and loading during weekdays and some Saturdays + 28 New ADA Spaces including 20 in a redesigned Bandshell Lot + TDM Program improves access by improving traveler information and access for events. Studies to identify opportunities to increase parking and loading
CHANGE FROM BASELINE	IMPROVED	IMPROVED	UNCLEAR	IMPROVED

2. CAR FREE
Program Improvements –
Impacts of Alternatives

ROLLUP

	SPATIAL Geographic distance	TEMPORAL Time to make trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
	<ul style="list-style-type: none"> - Street closure removes 504 parking spaces and may require parking on other streets in the park or outside of park, with longer walk and/or safety barriers to access destinations + Major Wayfinding Improvements make it easier to find parking and destinations + In-park shuttle route changes to connect to major destinations and transit + Equity Priority Community CBO Shuttle provides free park transportation, paired with designated programming + New Bikeshare Locations provide a direct connection 	<ul style="list-style-type: none"> - Street closure may make parking harder to find + Demand Responsive Garage Pricing improves parking availability at busiest times + 29 Sunset Improvement Project improves travel time + Revised in-park Shuttle services increase frequencies 	<ul style="list-style-type: none"> ? Street closure removes 504 free spaces in the park, which may create financial barriers by making free parking harder to find ? Demand Responsive Garage pricing may decrease costs at certain times of day in garage, but with fewer on-street spaces in the park costs may increase for some + Parking subsidies for low-income residents maintains affordability of parking + Equity Priority Community CBO Shuttle provides free park transportation, paired with designated programming 	<ul style="list-style-type: none"> - Street closure of JFK removes 26 ADA spaces and 478 general parking spaces that can be used for parking and loading throughout the eastern half of GGP + 28 New ADA Spaces including 20 in a redesigned Bandshell Lot + Music Concourse Garage drop-off area changes increase free passenger loading time + White zones in the Music Concourse can be used by all vehicles for passenger loading and are accessible via MLK Drive or through the Music Concourse Garage + TDM Program improves access by improving traveler information and access for events
CHANGE FROM BASELINE	IMPROVED	IMPROVED	IMPROVED	UNCLEAR

3. ONE WAY VEHICLE LOOP
Program Improvements –
Impacts of Alternatives

ROLLUP

CHANGE FROM BASELINE

	SPATIAL Geographic distance	TEMPORAL Time to make trips and time trips are made	ECONOMIC Affordability	PHYSIOLOGICAL Barriers for people who have physical or cognitive challenges, tech proficiency
	<ul style="list-style-type: none"> – Partial street closure removes 504 parking spaces and may require parking outside of park, with longer walk safety barriers to access + Major Wayfinding Improvements make it easier to find parking and destinations + In-park shuttle route changes to connect to major destinations and transit + Equity Priority Community CBO Shuttle provides free park transportation, paired with designated programming + New Bikeshare Locations provide a direct connection 	<ul style="list-style-type: none"> – Street closure may make parking harder to find + Demand Responsive Garage Pricing improves parking availability at busiest times + 29 Sunset Improvement Project improves travel time for District 10, District 11 + Revised in-park Shuttle services increase frequencies 	<ul style="list-style-type: none"> ? Street closure removes 504 free spaces in the park, which may create financial barriers by making free parking harder to find ? Demand Responsive Garage pricing may decrease costs at certain times of day in garage, but with fewer on-street spaces in the park costs may increase for some + Parking subsidies for low-income residents maintains affordability of parking + Equity Priority Community CBO Shuttle provides free park transportation, paired with designated programming 	<ul style="list-style-type: none"> – Partial street closure of JFK removes 26 ADA spaces and 478 general parking spaces that can be used for parking and loading + 28 New ADA Spaces including 20 in a redesigned Bandshell Lot + TDM Program improves access by improving traveler information and access for events
	IMPROVED	IMPROVED	IMPROVED	WORSE