



**FINAL REPORT AND
BUSINESS PLAN
APPENDICES**



Bayview Hunters Point Mobility Study



SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY | MAY 2013



APPENDIX A

Recent Bayview Hunters Point Planning Efforts

Past studies and plans that informed the Business Plan include: the 2009 BMAGIC Landscape Analysis, the Transportation Authority's 2010 Bayview Hunters Point Neighborhood Transportation Plan and DCYF's 2011 Community Needs Assessment, each described in turn below.

BMAGIC Landscape Analysis (2009)

Key findings: Over 36% of respondents (19 organizations) provide transportation services to clients. The percent of response is greatest with regard to transport by van (25%) followed by a private vehicle (15%). While transportation services are provided by only a third of the respondents, it would be beneficial to ascertain: (1) how CBOs collaborate to share this resource, (2) the barriers that inhibit such efforts, (3) how CBO's can collaborate to address insurance and liability concerns (particularly with the use of privately owned vehicles), and (4) how the CBO's and the funding community can prioritize resources that build service capacity in this area.

SFCTA Bayview Hunters Point Neighborhood Transportation Plan (2010)

Key recommendations: Undertake a focused, in-depth technical and community study to advance a community-based transportation program to implementation-ready status. Pursue other initiatives to improve mobility and accessibility in the community. These include the promotion of carsharing; public safety measures and infrastructure improvements that support walking, bicycling, and transit ridership; identification of transit operating funding to reverse recent Muni service cuts that have affected the Bayview and other neighborhoods; and improved regional transit access, including the design and construction of a Caltrain station at Oakdale Avenue.

DCYF 2011 Community Needs Assessment

Key findings: Parents, community members, and service providers who participated in the 2011 Needs Assessment identified free and low cost Out of School Time (OST) programs as the primary need for elementary and middle school age youth. OST programs include afterschool programs, summer programs, and extracurricular activities that take place after school hours and when school is not in session.

APPENDIX B

Transportation Working Group Roster, Meeting Outcomes, and Memorandum of Participation

TRANSPORTATION WORKING GROUP COMMUNITY MEMBERS

Individual	Organization
Kurt Grimes	Philip Randolph Institute
Lyslynn Lacoste	BMAGIC
Karen Pierce	Department of Public Health
Maxine Gilkerson	Black Coalition on AIDS
Vanessa Dandridge	Mayor's Office of Housing
Vanessa Banks	
Jackie Fun	A. Philip Randolph Institute
Emily Wade-Thompson	SF Unified School District
Gwen Smith	Southeast Health Center
Maya Rodgers	Bayview Hunters Point Multipurpose Senior Services
Amy Tharpe	HOPE-SF
Kenneth Hill	SEFA Food Guardians
Roberto Vargas	UCSF/Bayview HEAL Zone
Veronica Shepard	Bayview Health and Wellness Clinic
Lisa Zayas-Chien	Department of Public Health
Neal Hatten	Bayview YMCA
Mike Yoshioka	City of Dreams
Javarré Wilson	Black Coalition on AIDS

TRANSPORTATION WORKING GROUP MEETING OUTCOMES

Meeting #1 – September 11, 2012

Key Discussions and Themes:

- Transportation is central to livable communities and promoting health and well-being
- The Transportation Working Group will
 - Understand the role of mobility among partners and in the community in general
 - Identify and prioritize opportunities for collaboration and overall goals
 - Analyze potential programs
 - Develop an implementation strategy for a pilot program
- The Business Plan to be developed will
 - Advance collaborative transportation strategies
 - Build the capacity of the BVHP community
 - Improve access to essential destinations that support community health and well-being
 - Address goals and objectives, market analysis, outline pilot and potential ongoing programs, phasing and financial sustainability (near-term, mid-and-long-term), evaluation, and institutional, administrative, management and governance issues.
- Potential strategies discussed included:
 - Mobility management – the professional capacity to coordinate, market, and provide technical support to new and/or existing programs
 - Collaborative transportation services including sharing personnel, equipment and/or joint programming and services
- How community based organizations can support each other through transportation, building community and social capital and increase access to important destinations
- How we can help get people “off the hill” and thereby reduce isolation
- How we can understand and overcome real and perceived barriers
- Opportunities to increase access without increasing pollution
- What types of trips are most needed; which ones are done poorly
- Expectations of group participants over the next 6-7 months

Consensus Decisions and Recommendations:

- We don't want to add new pollution and want to promote environmentally-friendly solutions
- We want to improve mobility for youth
- We want to improve client access for services and in particular, reduce isolation for those who live in geographic areas which are not well connected with other parts of the community

- We want to make it easier for people to lead more active lives and eat healthier foods
- We want to overcome liability barriers regarding shared services
- There is interest and opportunity among funders to promote public/private collaborations
- Policy-makers are interested in collaboratives and partnerships
- We want to identify ways to deploy existing resources more efficiently and for CBO's to support each other
- We want to build community capacity and social capital

Meeting #2 – October 9, 2012

Key Discussions and Themes:

- The need and rationale for collaboration: efficiency, program effectiveness and community capacity-building
- A group exercise prioritized trip types and markets. Travel markets and needs included
 - Youth (school-to-after-school programs); Excursions and Local Trips
 - Seniors and Adults (medical trips, senior center and other adult programs and community events)
 - Food Access (grocery stores, Farmers Markets, food pantries)
 - Connections from “the Hill” and Alice Griffith to the Third St. corridor
- Criteria for program prioritization included
 - Cost
 - Responsiveness to existing transportation gaps
 - Complexity/ease of implementation
 - Community connectedness and cohesion
 - Environmental sustainability
 - Safety

Consensus Decisions and Recommendations:

- The primary focus of the pilot should be on youth trips that support community based organizations' programming – particularly after-school programs
- Secondly, we will address medical and senior trips, and food access
- Lastly, we will lay the groundwork for a volunteer driver program which can begin to address the special needs of Hunters View and Alice Griffith residents
- Any programs or services need to have a multilingual component incorporated
- Other trip types that can be added to a program in future phases included:
 - Church
 - Local 94124 trips
 - Food Pantry deliveries to shut-ins
- Other criteria added to the priorities included:
 - Services which are sensitive to the Bayview's needs

- The need for ongoing training and education
- We want to leverage whatever is working well

Meeting #3 – November 13, 2012

Key Discussions and Themes:

- How transportation is currently provided to for youth, medical and senior trips in the community
- The cost of how service is currently provided, based on an analysis of just 5 CBO's
 - Over \$500,000 per year is currently spent (just by the 5 agencies analyzed)
 - The cost for service ranges from \$60-\$70 per hour
 - Agencies pay program staff to drive (in most cases) at an annual cost of \$245,000-\$300,000
 - Agencies spend \$50,000 to \$73,000 on vehicle maintenance
 - Agencies spend \$72,000 on fuel
 - Management/insurance costs of \$24,000 to \$36,000 per agency
- The Bayview Community Health Shuttle (since discontinued) cost approximately \$200,000/year
- The concepts of vehicle pooling, shuttles, and volunteer driver programs and the advantages and trade-offs of different approaches
- Comparison of the differences between “cutaway buses” and vans in terms of passenger capacity, acquisition and operations costs, fuel type and efficiency, emissions, and driver considerations
- How transportation can help organizations reach out to new markets
- The risks and trade-offs for CBO's and what individual agencies might need in order to participate in a pilot
- How a program could begin on a small scale and expand as funding and/or participants increase
- The importance of having service that is successful and building from that credibility over time

Consensus Decisions and Recommendations:

- Vans are more practical and flexible for trips that are low-volume, high cost and require a great deal of flexibility by different agencies who would utilize them
- New vans, regardless of the type of fuel used, will be more efficient and less polluting than the current fleet of older vans currently in use by most agencies. Using a commercial driver would also allow vans to be used at their full capacity and thus be more efficient
- Criteria for program implementation must include:
 - Safety
 - Cost and efficiency
 - Community connectedness/cohesion and inclusion

- Cultural sensitivity – drivers and program staff trained to communicate well with different cultures, ages, etc. that reflect the diversity in the Bayview
- Ease of start-up and ongoing management and operations
- Environmental sensitivity
- Some “general circulator” services is needed for “family nights” and other such community events
- Shared service is a good model to pursue for the pilot
- The idea of a Mobility Manager to help coordinate and market programs was well received. This also starts to build community capacity.
- We can look for corporate sponsors and others who want to support a healthy community.
- Some services (i.e., food trips) might be supported by groups such as the Food Guardians

Meeting #4 – December 11, 2012

Key Discussions and Themes:

- Program options specifically for a Shared Van program could include:
 - Joint/partnered service (multiple organizations using service at the same time)
 - Reservation-based service (organizations reserving service as needed, akin to car-sharing models)
 - Elements of a Shared Van program include the vehicle, driver, fuel, insurance, administration and marketing/outreach/customer service
- Approaches to service delivery along the spectrum from a fully contracted service to one run entirely “in-house” and the trade-offs inherent in the various approaches
- How volunteer driving programs typically work, citing several examples from different types of communities across the nation
- Meeting with MTA and other City departments to inform them of our plans and invite feedback, to be scheduled in the near future

Consensus Decisions and Recommendations:

- Working Group members will share our progress to date with their executive leadership
- The leadership team will start meeting one-on-one with organizations interested in participating in a pilot to determine individual service needs and implementation considerations
- The pilot program will have two phases. We will launch with a “turnkey” vendor.
 - Phase 1:
 - Shared van(s) to provide youth trips to CBO’s (after-school hours, local trips, summer)
 - Shared van(s) to provide medical and food trips
 - Availability to others as available
 - Phase 2:

- Volunteer driver program to provide trips for isolated residents in Hunters View, Alice Griffith as well as to possibly delivery food to shut-ins from the food pantries
- Specific questions for our one-on-one meetings with CBO's will include:
 - What is needed for their participation in the pilot
 - What kind of flexibility do they need
 - Costs
 - Will participation in the pilot allow them to reach new clients
 - Impact on existing vehicles
 - What would their customers expect
 - Sustainability
 - Oversight

Meeting #5 – January 8, 2013

Key Discussions and Themes:

- Summary of meetings with organizations to date and which agencies were most interested in possible inclusion in a pilot: the A.P. Randolph Institute, Black Coalition on Aids, and YMCA
- Feedback on which organizations to speak with to finalize the level of interest in a pilot (Southeast Health Center, Davis Senior Center, City of Dreams)
- Discussion about a general organizational structure illustrating how a pilot (and ongoing collaborative) might be organized and the roles and responsibilities of each
- Discussion of possible evaluation metrics and mechanisms
- Discussion about how to introduce the pilot to the community
- Discussion about the distinctions between a Board of Directors for fundraising and other high level purposes and making sure community representatives as well as users of our services are represented and empowered for their participation
- A Transportation Leadership Council that could also become involved in other activities beyond the shared van program

Consensus Decisions and Recommendations:

- We will start to build a pilot program with those entities who are interested in participating
- We will outline both an operations and cost structure for the pilot in the Business Plan
- We will begin by using a Fiscal Sponsor who is expert at accounting, reporting, and other key legal, governance and management functions. There are several Fiscal Sponsors in San Francisco. This leaves an “Advisory Board” more available for community input and representation
- Additional information about why the Mission van was discontinued was requested

Meeting #6 – February 12, 2013

Key Discussions and Themes:

- Review of vehicle-sharing workshop and lessons learned
- Community trust and community champion are critical
- Early outreach and commitment improves later success of program
- Working Group Feedback to vehicle-sharing workshop
- Unique Bayview conditions including community disparities and severely disadvantaged populations
- First impression is critical
- Community Advisory Board will oversee program manager, both fiscal sponsor and program manager will supervise contract vendor.
- Importance of local drivers to meeting community capacity and cultural competency goals.
- Review of partner meetings and business plan update.
- A sample schedule includes:
 - Single use trips
 - Shared trips by several agencies
 - Availability for other trips
- The next steps in the implementation process including organizational responsibilities and funding requirements.

Consensus Decisions and Recommendations:

- Turnkey service will ensure timely start-up and high level of service.
- Research options to use local drivers in the pilot phase and beyond.
- Community outreach is critical to project's success – working group will lead outreach efforts. A fact sheet and training on how to communicate the project to interested community members will be devised by technical team.
- At the March meeting the working group will assume responsibility for continuing the process and create the next steps for the group.
- The working group approved the overall organizational structure of the community advisory board and will determine the individual composition of the board at a later date.

Meeting #7 – March 12, 2013

Key Discussions and Themes:

- City team presented the draft Business Plan and reviewed its key elements
- Working Group provided feedback on draft Business Plan
- Discussed staffing structure for pilot and organizational structure
- Discussed important language to use in the Final Plan

- City team presented key upcoming dates: Transportation Authority Board will review in March and April, and plan to submit to the Board of Supervisors in May. After that, the plan will be owned by the community, and will be a primary basis for grant writing.
- Key next steps for the Business Plan were outlined; the Authority will provide limited technical support, and the community will take over convening and running the meetings.
- Discussed bridge leadership transition between the Working Group and establishment of the Community Advisory Board: who will commit to keep the ball rolling during the transition period, to convene and run the next meeting.
- Meeting concluded with lunch; each Working Group member was presented with a framed photo of a bus with a “Bayview HP” headsign and “Moving the Bayview” on the side; the photo was signed by all the agency/consultant team.

Consensus Decisions and Recommendations:

- The group agreed that BMAGIC will be “convener” for the next meeting and through the bridge/transition process. During this period, the entire group will decide what the leadership will look like in the longer term and which organizations will be responsible for which roles in the pilot.
- Members agreed to submit all final comments by March 15



Memorandum of Participation

The San Francisco County Transportation Authority (Authority), the San Francisco Department of Public Health (DPH), and the San Francisco Department of Children, Youth and Their Families (DCYF) seek to partner with interested community organizations and stakeholders to develop collaborative transportation strategies for the Bayview Hunters Point (BVHP) community. This process will take place through collaboration with the Bayview HEAL Zone initiative and the facilitation of a solutions-focused Community Transportation Working Group (Working Group). The Working Group will develop a business plan and implementation strategy for community-based transportation approaches in BVHP.

The purpose of this Memorandum of Participation is to outline expectations and requirements for formal participation in the Working Group by the undersigned organization.

City and County Roles and Responsibilities

The Authority, DPH, and DCYF (collectively, the City Team) will provide staff and consultant resources to the Working Group to provide technical planning, funding, and intergovernmental expertise. The City Team will strive to be as efficient and streamlined as possible in partnering with Working Group participants. The City Team will provide facilitation of Working Group activities including calendared, agendized meetings with production of technical deliverables.

Participant Organization Roles and Responsibilities

In order to be successful, Working Group participant organizations will need to be meaningfully and substantively engaged in the process, in a good-faith and transparent manner. The undersigned organization agrees to the following:

- Designated staff person – a specific point-of-contact with sufficient seniority and institutional knowledge to participate in the process and function as the primary conduit for information sharing to and from the organization (e.g., manage review of interim deliverables as needed, and support the team in liaising with other organization staff). Participation in approximately 6 Working Group meetings.
- Periodic executive-level involvement – sufficient involvement and commitment from the organization’s management to the process as evidenced through: designation of appropriate staff participation; availability for approximately 2 briefings during the process to guide key milestones; and support for involvement/engagement of the organization’s Board of Directors.
- Access to other staff and information as needed – the designated staff person should serve to connect the Working Group process with key organization staff and information as necessary, such as meetings with operating or financial officers, fulfillment of planning data needs, etc.
- Board engagement – appropriate Board engagement to provide guidance and support for Working Group outcomes, supported by Executive Director-level staff involvement, as described above.

Organization Representative – NAME and TITLE

City Staff Representative – NAME, AGENCY, and TITLE

Organization Representative – SIGNATURE

City Staff Representative – SIGNATURE

Organization Representative – DATE

City Staff Representative – DATE

APPENDIX C

Preliminary Service Options and Alternatives Considered

INTRODUCTION

Consistent with the findings from the Neighborhood Transportation Plan, the Transportation Working Group determined that community transportation services should prioritize the youth and senior populations of the Bayview. Both of these groups have well documented needs, and the potential benefits from improving access to the Bayview’s array of specialized programs and services for these populations are many. In addition to the obvious “baseline” of making more services available to more people, the potential for improved and more holistic outcomes – both in the short term and long term – is significant.

The Working Group reviewed a wide range of strategies which fall along a spectrum from small, initial changes to existing programs (which could be implemented quickly and easily) to larger strategies which would involve more significant shifts in how transportation and other services are organized and provided. By their nature, these larger, more comprehensive reforms would take longer to design and implement, and would require greater levels of partnering, funding, and operations management.

The Working Group decided to focus on short-range projects which improve utilization of existing resources as well as fill specific and well identified service gaps. If successful, these can be natural precursors to more complex programs and services which can more easily be developed once these first efforts have established credibility, and are providing improved mobility and customer satisfaction for patrons.

YOUTH SERVICES

Several recurring themes around youth services and transportation needs in the community emerged. They include:

- A desire to pick-up from more schools in the city, particularly, in and near the southeast neighborhoods
- The need for safe passage to and from program activities, school, and home.
- The difficulties and challenges faced by youth on public transportation (e.g. intimidation from youth from other areas)
- Assistance in developing more efficient routes and operation of existing vans
- A need to control the amount of time spent keeping databases/permission slips current
- A desire to offer more field trips, particularly during holiday breaks and summer
- A need for more program capacity to reach more youth, to keep them engaged in program activities, and to reduce truancy among vulnerable groups, particularly for youth at public housing sites
- A need to be able to offer more local field trips (i.e., to local gardens, other destinations within the neighborhood and the city) where youth can both participate in programs and attend events
- A need to teach “transit etiquette” at an early age and encourage personal responsibility
- A desire to have various sizes of vehicles available for different trip types and patterns

Developing improved transportation services for youth can accomplish several goals. In addition to facilitating safe passage in and around the community, improved transportation should: encourage more youth to participate in constructive after school (and weekend) activities; provide more choices for parents and children as to program offerings; discourage negative behaviors (such as truancy), which in turn, may improve public safety; and present an opportunity to encourage the use of transit as a lifelong habit. Lastly, more extensive and coordinated transportation resources could provide much-needed savings for families for whom paying for transit trips either on a per-fare or pass basis is a challenge.

Potential Strategies for Youth

Transportation strategies for youth should focus on the following aspects:

- Improve efficiencies of current after-school pick-ups by various CBOs
- Provide safe passage from schools/homes to/from CBO programs
- Expand the number of youth served by expanding vehicle capacity and the number of schools and program sites served
- Lower overall costs for CBOs
- Increase the availability of “charter” services for more field trips for CBOs
- Enable staff to reduce amount of time spent on transportation coordination and delivery
- Assist in the acquisition and maintenance of fleets

Potential service options that were considered are summarized below.

Fixed Route Service

One alternative is to establish a youth service which would operate on weekdays between approximately 2:30pm and 7:30pm. This service would pick youth up at designated schools and other origins along one or two routes in Bayview Hunters Point, dropping them at participating after school programs and/or housing locations. At the end of the evening, buses would transport youth from the after school programs to their homes.

This would enable participating CBOs to extend their “reach” to more schools (e.g., within the neighborhood and to schools in adjacent neighborhoods) for program participation, as well as to reduce both direct and indirect costs associated with existing services. Partnering with other agencies and having transportation become a specific budgetary line item may also allow them to more easily seek sustainable funding for their share of the program. This service would also be made available to provide transportation for parents and their children to and from occasional PTA, Back to School, and other such meetings.

Charter Bus

Negotiating with one or more charter services for “volume discounts” that would be made available to the various participating CBOs for summer and holiday trips would lower the costs of field trips. Each agency could develop overall parameters and a master calendar which would be the framework of an agreement with the charter provider(s); each agency would be responsible for booking and billing on a per-trip basis.

This strategy addresses the CBOs’ goals of increasing capacity for more field trips and lowering overall costs.

Fleet Consultative Services

This strategy would offer professional fleet cost analysis as well as consultation on cost effective maintenance strategies, vehicle acquisition (types and number in the fleet), and other fleet management issues.

Providing community-wide youth “after school” service and increasing the ability of CBOs to use charter buses for more field trips would result in decreased utilization of the fleets of private vans currently used for these purposes and thereby necessitate re-deployment of those services. This strategy addresses the desire for professional assistance in vehicle acquisition, maintenance and management. This strategy should also achieve lowering overall costs of providing service. It could be implemented regardless of whether a dedicated community-wide service were provided.

Car-Share Vehicles

Another possibility is a community vehicle (or vehicles), that would operate on a shared basis among participating CBOs. These vehicles would be used to more economically transport “case management” clients to and from daytime appointments, and for other such trips where greater capacity is neither wanted nor needed. CBOs would benefit from paying only for time actually used, and at a lower operating cost than their existing vans. This would also reduce the need for staff to use their private vehicles for such trips.

This strategy addresses improved operating efficiencies (and cost savings).

Other Support Services

Integral to the success of an “after school bus” service would be organization and marketing. An essential program component would entail extensive marketing to schools and families. Streamlined processes for permission slips and other specific rider criteria would be developed.

A new organizational structure for the “charter service” bank would also be developed that CBOs would use to check availability, book services, communicate with others (i.e., for trips open to other agencies), etc.

A centralized youth database would also be necessary whereby parents approve their child(ren) being picked up and dropped off at specific locations and on which days (i.e., pick up from a particular school; drop at Boys Club on Mondays; YMCA on Wednesdays; etc.). This database could be updated by parents 24/7 via computer; at CBO sites; or at area schools. CBOs and schools would have access and the ability to add information as needed. This database may also be utilized by others such as DCYF and the School District and could report on both transportation and non-transportation utilization for the benefit of all participating partners.

This would significantly reduce the amount of time CBOs currently spend updating their records. The shuttle driver would be furnished with the records showing which youth are supposed to be riding the bus at what times and where they should be going. It removes barriers for parents and greatly improves flexibility and choices for youth while assisting with control and safe passage.

Careful attention to these supporting services and details would be a key factor in the success of any new programs.

SENIOR SERVICES

Interviews identified several recurring gaps in existing services for seniors. Among them are:

- A desire for a “pharmacy run” to the DPH-approved Walgreen’s located at 776 Market Street
- Direct service from the SEHC clinic to San Francisco General on a regular schedule
- Greater coordination in arranging transportation as patients make appointments, (e.g., at SEHC, SFGH), whether it is paratransit, public transit, or a shuttle service
- Improved training of medical and social service agency personnel about transportation options and information
- Ongoing promotion of services available to educate the community
- Separation of seniors from youth for specialized transportation
- Links between medical, social, and food destinations including Farmers Markets, food distribution centers (i.e., at the YMCA), and other destinations
- Same-day appointments
- Enhancements desired for the Shop-a-Round grocery shuttle (e.g., go to Farmer Markets; lower eligibility age from 62 to 55 if possible).
- Fixed route service needs to be reliable
- Non-fixed route service should include some door-to-door and door-through-door capabilities

Paratransit service provides limited, often inadequate, door-to-door services. Limiting factors include eligibility barriers, advance reservation requirements and requiring additional “door through door” services.

A robust transportation program for seniors would need to take into account complex and variable trip types and patterns needed by seniors to remain engaged in the community and receive a full array of medical and other services.

Potential Strategies

- Improve access for specialized medical trips and reduce the number of missed appointments attributed to transportation issues
- Increase access to existing services for seniors, utilizing the Senior Center

Strategies for Small, Specialized Access to Medical Care

The SEHC reports that most patients reach the clinic on their own. Some drive. Some take transit. Others are dropped off by family or friends, or utilize taxis. However, there are a limited number (up to 10) of “same-day” appointments made daily and a handful of patients need either door-to-door or door-through-door assistance to receive medical care. These patient groups can best be served in smaller vehicles as there would rarely be more than 2-3 people per trip and the hours of operation would be limited. Aside from eligibility requirements, paratransit requires advance reservations and is limited to either curbside or door-to-door service.

Two potential concepts for service delivery could accommodate this niche population.

- The first is a volunteer driver program and work closely with the Front Desk as appointments are made. There are several iterations of a volunteer driving program that may be applicable to the Bayview’s needs.

- The second is to model an on-demand program after the successful 8-to-Go Senior and ADA service in Emeryville. This program utilizes a mini-van (with ramp) to provide service. Customers call the driver, who is also the dispatcher, directly to arrange their rides and appointments may be made ahead of time or on the same day.

Either of these strategies fills current service gaps for both those patients needing same day service for medical purposes and those needing a higher level of service.

On Site Mobility Management at the SEHC

SEHC indicated that medical and support staff could benefit greatly from transportation and travel training. These personnel are on the front line with patients and should be able to inform them of transportation options that will help improve medical outcomes. Staff can also easily refer patients immediately and directly to a Mobility Manager who can assist them. To this end, a Mobility Manager would work closely with the Front Desk and other staff in arranging appropriate transportation services as appointments are made. The Mobility Manager would conduct travel training for customers and otherwise assist them as needed; train SEHC professional staff about the transportation resources available; and promote all of the Bayview's transportation and mobility programs at the medical clinic.

All of the medical-based strategies would work to improve specific health outcomes for the senior population through more consistent and comprehensive treatments as a result of improved access. This should also reduce the “no show” rate of medical appointments.

Group Trips

Helping the elderly get out and about – for socializing at community centers as well as for day-trips, is an important transportation service. To provide this service, either the failed Health Shuttle model could be adapted or the Senior Center (and others) could have access to a “group Charter rate” service as discussed in the Youth Services section. This would enable more field trips from the Senior Center (as well as other locations); it could also bring people to the Senior Center (and other locations) in order to participate in group services such as the grocery shuttle; to special events (i.e., Asthma Walks, mammography screenings, Monday night jazz, Friday nights at the Opera House and other community events).

These strategies maximize utilization of existing resources, combat social isolation issues, and allow service providers to offer more field trips and other important programs.

MOBILITY MANAGEMENT AND TRANSPORTATION DEMAND MANAGEMENT

Mobility Management can be defined as an approach for managing and delivering coordinated transportation services to customers. Changes in demographics, shifting land use patterns, and the creation of new and different job markets require new approaches for providing services, particularly for customers with special needs. Mobility management focuses on meeting individual customer needs through a wide range of transportation options and service providers. It also focuses on coordinating these services in order to achieve more efficient service delivery. With its approach of offering a “family” of services to customers, mobility management is customer-driven and incorporates many options, services, and modes working together to meet individual travel needs.

The concept of a Mobility Manager for the Bayview is intriguing, and such a pilot would be a “work in progress.” Because the needs are great and resources are limited, it would be important to prioritize achieving a few, very specific goals at the outset, adding to the programs as the program develops history, capacity, and builds credibility in the community and with community partners.

As noted in previous sections, despite some serious gaps, the Bayview does have a fairly high level of service available. However, there has been no concerted, coordinated marketing of these services, and there is a decided lack of awareness about the full range of services as well as how to access them. Educating the multifaceted community about both new and existing services is at the core of Mobility Management. Training customers how to take advantage of the services and resolving problems quickly and efficiently is another essential Mobility Management role. One of the most important aspects of a Mobility Manager is the ability to offer the ease and convenience of a “one stop shop” for all transportation needs to Bayview residents, particularly those facing significant mobility challenges.

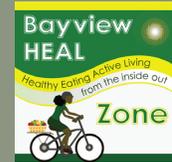
A mobility management program in the Bayview would need to be designed to directly impact the following priorities identified by the community:

1. Reduce the costs associated with providing transportation services while increasing collective capacity through shared services
2. Reduce the level of staff involvement in daily transportation operations, maintenance, and administration and customer service
3. Foster increased use of public and community transportation resources among youth and older adults through the provision of high quality, reliable services
4. Foster respect and appropriate behaviors and etiquette towards others and vehicles while using transit and other modes
5. Improve health and wellbeing outcomes for both youth and senior populations.
6. Provide safe passage for BVHP youth and seniors
7. Build a close, working relationship with SFMTA and paratransit to improve utilization and customer satisfaction of existing paratransit, shopper shuttle, and fixed route transit services
8. Develop and maintain a transportation website for the Bayview with multi-lingual capabilities
9. Conduct regular marketing and outreach at medical sites, community events and organizations, public and private housing sites; market in English, Spanish, and Cantonese (at minimum)
10. Conduct travel training for customers and agencies as needed
11. Monitor the utilization, cost, and efficiency and quality of youth and senior transportation services for further refinement and scaling
12. Provide services that reflect – and are sufficiently flexible to respond to – the changing demographics and needs of the Bayview

APPENDIX D

Vehicle-Sharing Workshop Invitation and Program

Bayview Hunters Point Mobility Solutions Study Vehicle-Sharing Workshop



Get inspired and learn from active vehicle sharing programs as we refine plans for a potential new community based van sharing program in the Bayview!

A panel of speakers will join us in the morning to share their experiences launching and managing vehicle sharing programs in locations throughout the Bay Area and beyond. The afternoon program will be an interactive discussion among local experts, Transportation Working Group members and the panel about applying lessons learned from other efforts to the proposed Bayview Hunters Point pilot program.

Peer panelists will include:

Ronny Kraft, *San Mateo County Transit District*

Manages Peninsula Fleet Share, a vehicle sharing demonstration program that helps organizations better serve the transportation needs of their clients and realize cost savings.

Ross Peterson, *Ride Connection, Portland, OR*

Operates a shared and retired vehicle program that links vehicles to community needs while providing the oversight needed to manage risk and to ensure safety and accountability.

Tom Roberts, *Napa County Transportation and Planning Agency*

Launched shared vehicle programs for non profit organizations that serve the elderly and/or disabled in Santa Barbara and Napa County.

Please RSVP by February 4, 2013 to:

Becca Homa
becca.homa@sfcta.org
415-593-1668

Friday, February 8, 2013
10:00 am – 2:00 pm

Bayview Opera House
4705 3rd Street
San Francisco, CA 94124

PROGRAM:

9:30 AM – 10:00 AM
Registration

10:00 AM – 12:00 PM
Peer Panel

12:00 PM – 12:30 PM
Lunch

12:30 PM – 2:00 PM
Discussion of Potential Pilot

A light breakfast and lunch
will be served.



Bayview Hunters Point Mobility Solutions Study Vehicle-Sharing Workshop PROGRAM

Friday, February 8, 2013
10:00 am – 2:00 pm
Bayview Opera House

4705 3rd Street
San Francisco, CA



MORNING PROGRAM

INTRODUCTIONS AND OVERVIEW

10:00 – 10:30 am

- » Jesse Koehler, San Francisco County Transportation Authority
- » Christina Goette, San Francisco Department of Public Health

Overview of the potential Bayview Hunters Point Community-Based Van Sharing Pilot Program

PEER PANEL

10:30 AM – 12:00 PM

Facilitator:

- » Naomi Armenta, Mobility Manager, Alameda County Transportation Commission, CA

Panelists:

- » Tom Roberts, Napa County Transportation and Planning Agency, CA
- » Ronny Kraft, San Mateo County Transit District, CA
- » Ross Peterson, Ride Connection, Portland, OR

Panelists from three active vehicle sharing programs in California and Oregon will each give an overview of their services, followed by a question and answer period.

See reverse for brief descriptions of these programs.

LUNCH

12:00 PM – 12:30 PM

AFTERNOON PROGRAM

ROUNDTABLE DISCUSSION

12:30 PM – 2:00 PM

Local experts, Transportation Working Group members, agency staff and panel members will discuss how lessons learned during the morning session inform the potential Bayview Hunters Point Community-Based Van Sharing Pilot Program.

PEER PANELIST PROGRAM DESCRIPTIONS

SHARED VEHICLE PROGRAM, NAPA COUNTY TRANSPORTATION AND PLANNING AGENCY, CA

Napa County Transportation and Planning Agency (NCTPA) sponsors a “shared vehicle program” expressly for 501(c)3 organizations that serve the elderly and/or disabled. The program was launched in July 2012. In brief, roles are delineated as follows:

- » Non-profit provides driver, who must be covered by the non-profit’s workers compensation policy, liability insurance, and pays for gasoline
- » NCTPA provides the vehicles, auto insurance, driver training

In 1991, Tom Roberts also established a successful shared vehicle program in Santa Barbara, CA as the Director of the Consolidated Transportation Service Agency (CTSA). Today that program is utilized by approximately 20 non-profit organizations.

The Napa County Transportation and Planning Agency is the countywide transportation planning agency and congestion management agency.

PENINSULA FLEET SHARE, SAN MATEO COUNTY TRANSIT DISTRICT, CA

Peninsula Fleet Share is a vehicle sharing demonstration program aimed at facilitating vehicle sharing partnerships among public, private, and nonprofit entities. The goal of the program is to help organizations better serve the transportation needs of their clients and/or realize cost savings through more efficient use of current vehicle capacity. This 18-month pilot program is operated by the San Mateo County Transit District through a combination of New Freedom grant and District matching funds. For more information please visit www.peninsulafleetshare.com.

The San Mateo County Transit District is the administrative body for the principal public transit and transportation programs in San Mateo County.

SHARED AND RETIRED VEHICLE PROGRAM, RIDE CONNECTION, PORTLAND, OR

Ride Connection’s shared and retired vehicle program was implemented to provide a high-quality, cost effective alternative to ADA paratransit while maximizing vehicle utilization within Ride Connection’s network of partners. The program uses retired vehicles from Ride Connection’s door to door transportation program. The program is flexible and highly customized to meet the individual needs of their service partners. Vehicles can be placed permanently, or can be made available on an ad hoc basis. The objective of the program is to link vehicles to community needs while providing the oversight needed to manage risk and to ensure safety and accountability. It is estimated that the vehicle sharing program saves TriMet over \$3.5 million per year through cost avoidance. The program is funded by TriMet with a combination of local, state and federal funds.

Ride Connection is a non-profit organization based in Portland, Oregon that works with community partners to link accessible responsive transportation with community needs. Ride Connection was launched over 25 years ago as an effort spearheaded by TriMet, the public transit agency, to expand transportation options for seniors and people with disabilities. Initially, Ride Connection provided shared supports to strengthen the work of community-based volunteer driver programs. Over time, additional services were added to extend the capacity of local human service agencies to improve access and mobility. Today, their programs consist of a wide range of efforts aimed at maximizing mobility and independence for their customers. Included in this mix is a vehicle sharing program, a coordinated call center, volunteer driver training, risk and operations management support, grant management, and travel training, among other services. In the most recent fiscal year the Ride Connection network provided over 400,000 trips and travel trained over 230 independent travelers.

APPENDIX E
**Federal Programs
That Fund
Transportation
Services**

In 2010, the U.S. Government Accountability Office (GAO) identified the following federal agencies that fund transportation services:

- Department of Health and Human Services (31 programs)
- Department of Education (12 programs)
- Department of Housing and Urban Development (12 programs)
- Department of Labor (10 programs)
- Department of Transportation (7 programs)
- Department of Veterans Affairs (3 programs)
- Department of the Interior (3 programs)
- Department of Agriculture (2 programs)

APPENDIX F

Information About Potential Fiscal Sponsors

Fiscal Sponsors

Fiscal Sponsors provide a full suite of “back office” services, including the legal framework and capacity-building support services. The suite of services includes:

- Financial management
- Human resource management
- Payroll management
- Grants management
- Risk and legal management
- Project relations
- Advisory Board (or other governing structure) consultation

Some Fiscal Sponsors have varying degrees of sponsorship, but most projects fall under the “Direct” model whereby the project and the fiscal sponsor are one and the same.

The process to apply is similar in all cases. It involves:

- A Letter of Intent (or pre-application) outlining the project; how it fits with the Fiscal Sponsor’s mission, our funding strategies, who is on Advisory Board, timelines and budgets. We must be invited or approved to submit an Application. [Time: 2-6 weeks]
- A pre-meeting (face to face) with staff [Time: 1-2 weeks if invited to submit]
- Final Application [Time: Coordinated with next Board meeting; could be several weeks]
- Fiscal Sponsor Board reviews and either accepts project or rejects.

Comparison of Three Fiscal Sponsors

	SF Foundation (Community Initiatives)	San Francisco Study Center	Tides
Mission	Fits	Fits	Fits
Fees	10% 15% government funds \$50/employee set up Other tbd Retains interest on any earnings	10% 15% government funds	9% 15% government funds \$2,000 set aside for insurance/year.
Focus	Start-ups (to form their own 501c3 in 1-2 yrs)	Ongoing	Ongoing
Advantages	Three potential models (their Board decides) Supervises project director in all aspects of program operations	Have done transportation progs Many SF city contracts	Access to grant database and training Assists each project with development of advisory structure Staff experience in similar effort in past

(We will make sure the Business Plan addresses issues required in the pre-application process)