

City and County of San Francisco

Construction Mitigation Program Update

Transportation Authority Board
April 23, 2019



Construction Mitigation Program

Construction in San Francisco

There is currently an unprecedented amount of both public and private construction happening in San Francisco, especially in the city's system of working infrastructure.

- The backbone is our horizontal infrastructure: streets, water, power, sewer and transportation
- Policy priorities such as Vision Zero and Transit First require infrastructure upgrades and modernization
- It is imperative, to maintain this infrastructure in a state of good repair so that the City's critical public service operations are not compromised
- Investments today increase operational efficiencies, reduce maintenance costs, and eliminate or significantly reduce the risk of failure



Construction Mitigation Program

Construction in San Francisco



2011 Road Repaving and Street Safety Bond
\$248 million

2014 Transportation and Road Improvement Bond
\$500 million

Water System Improvement Program (WSIP)
\$4.8 billion

Sewer System Improvement Program (SSIP)
\$7 billion

2018 Embarcadero Seawall Safety Bond
\$425 million

Background

City construction projects have the potential to *stimulate long-term* economic benefits for the surrounding area.

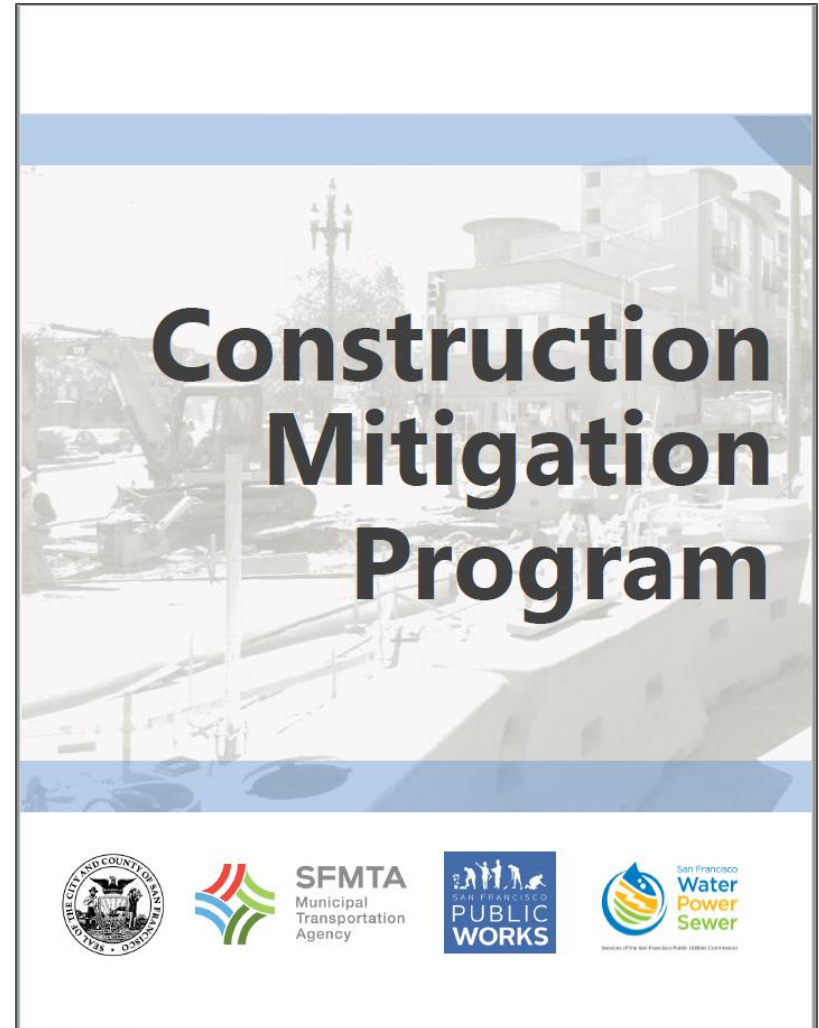
But in the *short-term*, these projects might have negative impacts on area businesses.

- Reduced sidewalk access
- Street closures longer than a month
- Loss of on-street and off-street parking
- Excess noise, dust and disruption
- Difficulty navigating to business
- Fewer customers (knowing access difficulty)
- Less traffic in-front of business
- Fewer pedestrians in-front of business

Construction Mitigation Program **Program Development**

In November 2017 the City and County of San Francisco developed a Construction Mitigation Program.

The program provides departments with a suite of actions to limit or negate the negative impact construction projects have on surrounding businesses on commercial corridors.



Construction Mitigation Program

Program Core Elements

Project Website
Project **Point of Contact** (PM or PIO)
Notification of Business Impacts/Timing

Commercial Corridor/Invest In Neighborhoods
Low Impact Project
Less than 12-months duration

Corridor Signage
Corridor **Marketing** Campaign
Ambassadors Deployed
Business Liaison (PIO with OEWD)
Business **Education**

Commercial Corridor/Invest In Neighborhoods
Medium Impact
12-months duration +

Construction Impact Mitigation Plan

Community **Advisory Committee**
Contractor Incentives
Parking Mitigation Plan
Transit Passes
Directed Business Support

Commercial Corridor/Invest In Neighborhoods
Medium Impact
24-months duration +



Construction Mitigation Program Updates

Since November 2017 partner departments including: the SFMTA, San Francisco Public Utilities Commission, San Francisco Public Works and the Office of Economic and Workforce Development have worked to fully implement the program.

- Development and execution of a Multi-Departmental MOU
- Refinement of construction mitigation tools and methods
- Development of standard specification language for contracts RE: parking, site cleaning and coordination and communication with local businesses
- Updating and enhancing outreach strategies (SFMTA Public Outreach and Engagement Requirements)
- Improved communication and coordination with local businesses (SFMTA Small Business Working Group)



Construction Mitigation Program Examples



Central Subway

Project Cost: \$1.578 billion

- Business Liaison Hired/PIO
- Regular Merchant Meetings
- Additional Ambassadors
- Public Office/Office Hours
- Enhanced Street/Site Cleaning
- Corridor Marketing Campaign
- Buy Local Campaign
- Directed Business Support



Twin Peaks Tunnel

Project Cost: \$51.8 million

- Business Liaison Assigned/PIO
- Upfront planning with Merchants
- Public Office/Office Hours
- Ambassadors Deployed
- Staff On-Site During Construction
- Enhanced Street/Site Cleaning
- Corridor Marketing Campaign
- Buy Local Campaign



Van Ness Improvement

Project Cost: \$309.4 million

- Business Liaison Hired/PIO
- Business Advisory Committee
- Upfront planning with Merchants
- Ambassadors Deployed
- Public Office/Office Hours
- Staff On-Site During Construction
- Enhanced Street/Site Cleaning
- Corridor Marketing Campaign
- Buy Local Campaign

Van Ness Corridor Project – Program Enhancements

VAN NESS

IMPROVEMENT PROJECT



Enhanced business support underway for Van Ness:

- Increasing field outreach staffing by 1 FTE to support site addressing field issues and housekeeping (SFMTA)
- Adding 24 hours/week of street sweeping crews to proactively address housekeeping (SFMTA)
- Quarterly “Visit Van Ness” Muni ad campaign (SFMTA)
- Audit of corridor businesses to reassess business support needs (OEWD)
- Door-to-door outreach to corridor businesses to share OEWD information and resources (OEWD)

Other enhanced business support opportunities being explored for Van Ness:

- Providing transit passes to project contractors (SFMTA)
- Adding “Good Neighbor” incentives for contractor (SFMTA)

Office of Economic and Workforce Development - Support

The **Open for Business Program** reminds residents and visitors that commercial corridors are Open for Business during moderate-impact and major-impact public construction:

- Focused on direct marketing support to neighborhoods
- Program has established templates that facilitate focused and customized:
 - Marketing materials
 - Advertising
 - Wayfinding
 - Social Media
 - Workshops
 - Event planning



Office of Economic and Workforce Development - Support

OEWD also provides **Technical Assistance and Business action Plan Support** key elements include:

- Paired with small business advisor
- Develop an Action Plan
- Evaluation and on going support

Action Plans may include:

- Business Plan Development
- Individualized Marketing and PR support
- Ideas for minor improvements, technology and equipment upgrades

OEWD also provides business education on various other programs available to small businesses such as its

Small Business Revolving Loan Fund

Office of Economic and Workforce Development - Support

When OEWD implements a directed business support program a key component is **defining affected businesses** within a qualifying project area.

- Businesses with **Direct Impacts**:
 - Businesses located directly facing work areas
 - Can also include staging and storage areas
 - 6 months or more of continuous impact
- Businesses with **Indirect Impacts**:
 - Businesses located within the same city block of direct work areas
 - Can also include staging and storage areas
 - 12 months or more of continuous impact

Construction Mitigation Program

Lessons Learned Since 2017

After nearly a year of implementation on various projects and listening to local businesses some lessons learned include:

Start earlier and be more proactive

- **During project planning** on a commercial or IIN corridors, catalog the existing businesses and their general economic health
- **Start conversations and impact planning** with specific mitigation measures during detail design, with specific construction mitigation plans developed at approximately 65% design
- **Educate businesses** during planning and in development of the construction mitigation plan of all the services and programs provided by the Office of Economic and Workforce Development

Have staff on-site during construction who can immediately resolve concerns RE: cleanliness, access to parking, signage condition, marketing tactics has proven valuable



Use of Business Impact Fund - \$5 million

The costs of construction mitigation are being built into project budgets, when project funds are eligible to implement program elements.

- If the cost for the mitigation measures is a **burden on the overall project cost** (e.g. a simple paint and curb project on a major corridor), then the project can be augmented to include the appropriate construction mitigation measures.
- **Enhance successful program elements** to augment what is already being done when there is a higher level of need than what project funds on hand can address.
- If mitigation measures are **in-eligible for project funds** (e.g. directed business support or other measure), then the fund may be used to augment the budget of that project.
- **When directed business support is a recommended construction mitigation measure**, the fund may be used to augment a project budget.
 - In such **cases, criteria and distribution of funds shall be handled by the Office of Economic and Workforce Development.**

Appendix

Mitigation Measures/Elements by Project Type

Project Type	Construction Mitigation Measures
<p>Low-Impact Project</p> <ul style="list-style-type: none"> - Primary work is in an intersection - Minimal construction impacts anticipated - Less than 12-months construction duration 	<p>1. Standard Suite</p> <ul style="list-style-type: none"> • Standard outreach and engagement protocols • Project website • Public Information Officer and ongoing communication support • Business Impact Brochure (if the project is on a Invest in Neighborhoods Corridor or commercial corridor)
<p>Low-Impact Project with Schedule Delay</p> <ul style="list-style-type: none"> - Primary work is in an intersection - Minimal construction impacts anticipated - Project delay results in a 12-month construction duration 	<p>1. Standard Suite</p> <ul style="list-style-type: none"> • Standard outreach and engagement protocols • Project website • Public Information Officer and ongoing communication support • Business Impact Brochure <p>2. Additional Measures</p> <ul style="list-style-type: none"> • Business-supporting signage on corridor • Corridor marketing campaign



Mitigation Measures/Elements by Project Type

Project Type	Construction Mitigation Measures
<p>Moderate-Impact Project</p> <ul style="list-style-type: none">- Work along a corridor- Located along an Invest in Neighborhoods corridor- On commercial corridor- Identified construction impacts- Construction 12-month duration or longer	<p>1. Standard Suite</p> <ul style="list-style-type: none">• Standard outreach and engagement protocols• Project website• Public Information Officer and ongoing communication support• Business Impact Brochure <p>2. Additional Measures</p> <ul style="list-style-type: none">• Business-supporting signage on corridor• Corridor-specific marketing campaign• Targeted business education• Business liaison assigned• Ambassadors deployed

Mitigation Measures/Elements by Project Type

Project Type	Construction Mitigation Measures
<p>Major-Impact Project</p> <ul style="list-style-type: none">- Work along a corridor/multiple street corridors- Located along an Invest in Neighborhoods corridor- On commercial corridor- Identified major construction impacts and disruption- Construction 24-month duration or longer	<p>**These projects shall develop a Construction Impact Mitigation Plan (CIMP). In addition to standard and additional mitigation measures, the CIMP shall be used to change proposed construction method and/or identify and apply specific enhanced mitigation measures.</p>

Mitigation Measures/Elements by Project Type

Project Type	Construction Mitigation Measures
<p>Major-Impact Project</p> <ul style="list-style-type: none"> - Work along a corridor/multiple street corridors - Located along an Invest in Neighborhoods corridor - On commercial corridor - Identified major construction impacts and disruption - Construction 24-month duration or longer 	<p>1. Standard Suite</p> <ul style="list-style-type: none"> • Standard outreach and engagement protocols • Project Website • Public Information Officer and ongoing communication support • Business Impact Brochure <p>2. Additional Measures</p> <ul style="list-style-type: none"> • Business-supporting signage on corridor • Corridor-specific marketing campaign • Targeted business education • Business liaison assigned • Ambassadors deployed <p>3. Enhanced Suite</p> <ul style="list-style-type: none"> • Community Advisory Committee (CAC) • Contractor incentives • Parking mitigation plans • Transit fare passes • Directed small business support

